



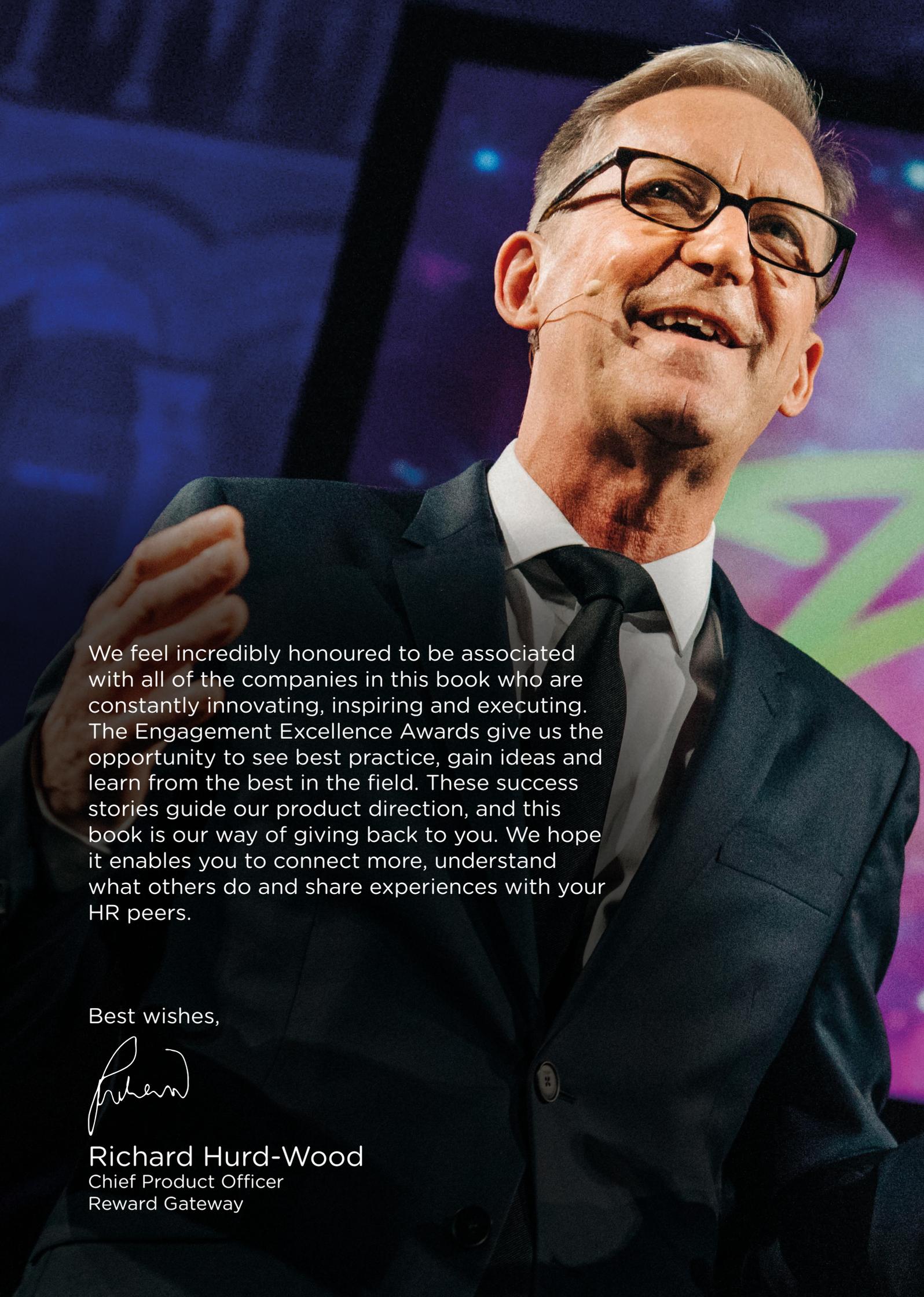
# Engagement Excellence Awards



IN PARTNERSHIP WITH



**REWARDGATEWAY**  
THE EMPLOYEE ENGAGEMENT PEOPLE

A photograph of Richard Hurd-Wood, a man with glasses and a dark suit, speaking at an event. He is smiling and gesturing with his right hand. The background is dark with some colorful abstract shapes.

We feel incredibly honoured to be associated with all of the companies in this book who are constantly innovating, inspiring and executing. The Engagement Excellence Awards give us the opportunity to see best practice, gain ideas and learn from the best in the field. These success stories guide our product direction, and this book is our way of giving back to you. We hope it enables you to connect more, understand what others do and share experiences with your HR peers.

Best wishes,

A handwritten signature in white ink, appearing to read 'Richard Hurd-Wood'.

**Richard Hurd-Wood**  
Chief Product Officer  
Reward Gateway

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## Most creative communications & Most strategic communications for smaller organisations



Harvard Technology uses the communication tools of SmartHub® to bring employees closer, as well as doubling Childcare Voucher uptake and increasing Cycle to Work orders by 500% through better benefits education.

### The Company

Harvard Technology is a lighting controls company in the technology sector. They have 276 employees with an average age of 39, a male to female ratio of 63:37, an online to offline ratio of 68:32. The majority of employees are based at the company's UK head office, but additionally there are a number of employees based remotely across the UK, Europe and USA.

### The Challenge

A huge amount of change over a 12-month period at Harvard Technology brought about a feeling of uncertainty. It resulted in a sizeable drop in employee engagement and morale, as well as an increase in attrition. Feedback from employees revealed that they wanted an improved dialogue between employer and employee; this gave Harvard Technology the aim to reconnect with their employees by building trust and confidence.

Harvard Technology obtained further employee feedback and this highlighted the alarming prospect that employees weren't aware of their existing benefits or, for those that were aware, didn't know they were eligible to receive them. This was largely down to not having the correct communication methods in place and employees were missing out on the vital link of education to help them better understand their benefits.

### The Approach

In the lead up to implementation and launch, Harvard Technology thought it was important to start as they meant to go on; giving due consideration to employee communication and engagement. To do this, they acknowledged the employee feedback they'd received with a two-week teaser campaign which focussed on the message of 'Your feedback has been heard!'. Harvard Technology used posters to deliver the message to employees who work at Head Office, and emails were sent to those who are based elsewhere.

The first poster told employees to look out for a new employee benefits and communications platform and the second poster, one week before launch, gave employees a brief overview of the exciting new features of it. Through these, Harvard Technology succeeded in creating a 'buzz' of anticipation. A greater sense of unity was quickly founded as employees conversed with each other to speculate about what was coming. And that was Spotlight, Harvard Technology's SmartHub® powered platform.

Working with Reward Gateway, Harvard Technology produced an information leaflet that was concise and impactful around what Spotlight offered, complete with an attached trolley coin keyring designed with Spotlight's logo. Through short presentations on launch day, Spotlight was introduced to employees on each of their shift patterns, with everyone given a leaflet and chocolate bar. To bring all of this together, Harvard Technology continued to improve communication and hosted a monthly newsletter from their CEO on Spotlight.

### The Results

Within two days of launch, 43% of employees had signed up, and now, 88% of Harvard Technology's employees are using Spotlight. On top of this, Childcare Voucher uptake has doubled since launch and the number of employees taking part in Cycle to Work has increased by 500%.

Increased communication has also resulted in improved employee morale. Harvard Technology's people now feel a shared sense of purpose as a result of having business updates communicated to them on a regular basis through easily accessible means.





## Most creative communications for larger organisations



Since moving to Reward Gateway, Vodafone has seen a 450% increase in Cycle to Work applications, as well as employee savings that are the equivalent of a £3,000,000 salary increase across the business.

### The Company

13,000 employees work in 500+ locations for Vodafone UK, who operate in the telecommunications sector. Vodafone's workforce has an online to offline ratio of 40:60, a male to female ratio of 60:40 and an average age of 30.

### The Challenge

Vodafone wanted to transform their current benefits offering into an emotionally engaging proposition because engagement was low, particularly amongst the offline population whose participation in the voluntary benefits and discounts on offer was low.

The complexity of the salary sacrifice products provided by various suppliers and a high administrative workload for Vodafone's HR Team meant a platform was needed which was simple to use, provided choice, flexibility, and low administration. Getting buy-in from senior managers to make a change would be challenging.

Increasing engagement and awareness across the business to create enthusiasm amongst employees was seen as a top objective. Vodafone has a diverse and challenging demographic that would make this objective seemingly tough to achieve as 31% of employees work in retail stores across the UK and 21% in customer operations. With large numbers of staff working set shift patterns, with limited access to email and desktop computers communicating to this group would be hard.

### The Approach

Aligning with their existing internal initiatives and communication strategy, Vodafone created an engagement and communication plan with Reward Gateway. It looked to maximise all existing channels which fitted alongside their annual calendar of events, as well as reaching all areas of the business to touch every stage of the employee journey. A fundamental part of this strategy was to use enrollment windows for payroll benefits and build campaigns around them. This had the aim to encourage

more applications through Vodafone's My Choices platform and increase higher engagement with the other benefits surrounding them.

A targeted email campaign was designed for each window to promote existing and new benefits for any employees who had not yet selected their choice. For retail staff who did not have regular email access, branded pens and postcards were sent to each store, along with letters home which were also sent to those off sick or on maternity leave. Branded merchandise was sent out, too, and My Choices jelly beans caught the attention of many! The HR Team supported all of this by attending retail conferences during the enrollment window to get air time with retail staff, running roadshows targeted at their large UK contact centres and at corporate strategy and functional events held throughout the UK. Available benefits are highlighted in a revamp People Brochure and during highly interactive inductions new starters are encouraged to sign up on day one.

### The Results

Vodafone has seen a 450% increase in Cycle to Work, 9% increase in uptake of Childcare Vouchers, a 50% increase in PMI, and a 39% increase Critical Illness – all of which continue to grow. In fact, across all benefits, usage of the platform has tripled following the relationship with Reward Gateway, and the amount that Vodafone staff has saved is the equivalent of a £3,000,000 salary increase across the business.



# Most creative communications for public sector & charity organisations



Hertfordshire County Council uses effective communications to educate and entertain a workforce dissatisfied with its reward package. Within one year, there was a 12% increase in employee benefit satisfaction and increase of employee savings of 44%.

## The Company

Hertfordshire County Council (HCC) has 32,000 employees (including schools) predominantly working across four main locations across the county of Hertfordshire. Operating in the public sector, their workforce has an average age of 50 and a female to male ratio of 67:33.

## The Challenge

As is the case with most public sector organisations, HCC employees had experienced pay freezes over the previous three years with only a 1% pay rise issued most recently in 2016. Over the past four years, the Council has had to make significant cost savings including, for example, removing the London weighting and reductions in weekend allowances, long-term sickness pay and introducing a 'no pay for first two days of sickness' policy.

Over the years in 2010-2012, the overall satisfaction with their benefits package decreased by 15%. To seek to overcome these issues, the HCC's Strategy, Policy, and Reward Team sought to map out a valued reward package. The creative strategy included developing and communicating a total reward package with the 'Herts Rewards' brand.

Being a political organisation also adds its own dynamic to how HCC had to develop a creative communication strategy that was suitable for all, as their workforce is extremely diverse and widespread around the county. In addition, with financial budgets in place, HCC wanted to ensure that any offering was low on administration time and cost - whilst being effective at the same time.

## The Approach

HCC identified that Reward Gateway's SmartHub® platform would give them exactly that. In order to develop the most creative and effective communication strategy to increase employee engagement with the new platform, they planned for the upcoming year around the main features of their offering - including launches of a salary sacrifice scheme, seasonal promotions, and wellbeing promotions.

HCC published weekly articles to employees, sent out personally designed flyers, provided employee case studies in their monthly departmental newsletters, and even put up 'Loo News' posters in the toilets to advertise the offering. The Herts Rewards Network on their internal social media network was utilised too and was the best promotion tool from all their communications as it hit the most demographics.

A SmartHub® competition was launched where any employee who registered on the platform between September and December had the chance to win a voucher to spend at one of the retailers on the discounts side of the platform. HCC then strategically put together another case study around one of the prize winners. She was more than happy to tell her story on how she'd found the platform so far and the amount of savings she had made!

## The Results

Previous staff survey results showed that, in 2012, only 29% of employees were positively satisfied with their reward package. In 2016, that figure rose to 41%, and the number of registered employees on the platform has increased to 50% - 10% higher than the previous year. On top of that, in just under a year period of June 2015 to May 2016, there was an increase of over 31% in the amount of spending on the platform and an increase of over 44% in the amount of savings by employees.



# Best change management strategy & Most strategic communications for larger organisations



Discovery Communications took advantage of significant business change to re-position their benefits offering. A new benefits platform, streamlined processes together with an enhanced communication strategy led to 88% of their employees now having a clear understanding of their benefits and how to manage them.

## The Company

Discovery Communications has over 1,000 employees working across 4 locations in the UK. They're in the media sector, have an average workforce age of 36, a male to female ratio of 48:52, and 100% of their employees are online.

## The Challenge

Discovery saw rapid business expansion between 2013-2015. This coupled with changes in internal structures and new UK pension legislation created a need for a significant review of their benefits offering, tools, and process. It was also recognised that having an agile system in place would allow for easier change management in the event of future business changes or expansions. The review focused on two key areas:

The first was to support Discovery's goal of a 'One-Team; One-Discovery'

unified workforce by providing a consistent, cost-effective offering in which all employees have access to a market competitive benefits package. The second key area for Discovery was to simplify benefit enrolment by creating an agile, user-friendly platform, promoting greater engagement in benefits with communications that 'Educate, Excite, and Unite' employees.

## The Approach

Discovery took a holistic approach to springboard their benefits offering forward with strong foundations for the future. This began with putting in place an agile platform which would meet their evolving business needs. They built an in-house bespoke Benefits Portal that provides access to real-time data and gives easy access through Single Sign-on. Visual step-by-step trackers make each stage of the enrolment process visible and the online benefit statement helps employees understand the

value of their package. Moving away from their incumbent provider, gave an opportunity to design new internal processes that simplify enrolment and help employees understand their options.

The platform was promoted with a communications strategy which targeted all employees with tailored messages and utilised the existing Benefit branding, 'Ben the dog' - Discovery employee's benefits buddy. Ben added a crucial element of fun that reflected the culture and brand consistency, reducing any 'change' anxiety. Communications used multiple channels and platforms across the business to make sure the message reached employees.

Supplementing the communications strategy, Discovery's Team reduced manual tasks by developing 25 automated email scenarios to communicate on key topics such as new joiner information and developed jargon-free one-pagers.

## The Results

Benefit take-up has increased steadily since launch and over a third of employees have chosen to take better advantage of the enhanced pension contributions available to them. A staff survey reported that 88% of employees now have a clear understanding of their benefits and 82% are happy with what's on offer, which feeds into an overall engagement of 90%.

Discovery's Team has also benefited from the success of the new system as administration has become much easier (monthly payroll processing time has reduced from 5 days to 1) enabling the whole team to focus on added value activity and engagement.





Entrepreneur  
Awards

Most strategic communication  
for smaller...  
Harvard Techno...

Harvard Techno...  
strategic communication



## Best branding & Most strategic communications for public sector and charity organisations



Ashford Borough Council uses an award-winning communication strategy to launch My Ashford Rewards to an age diverse workforce. This has led to 87% engagement, 84% of employees rating their overall employment as good or excellent, and 89% of employees saving at least £500 each year with My Ashford Rewards.

### The Company

An innovative organisation from the local government sector, Ashford Borough Council has 438 employees spread over 15 locations. Most of their employees are online with 97% having access to a computer at work, they have a 32:68 Male:Female ratio, and an average age of 44.

### The Challenge

One main challenge had grasped the team at Ashford Borough Council, how to reward staff in a public sector local government environment against a backdrop of decreasing government funding. Especially when they faced the age-old public sector question of – could management and councillors justify the cost to the media if necessary?

Ashford Borough Council also has a competency framework that is built around being risk aware not risk averse, being flexible and open to change. Gone are the days of white collar workers doing the same job day in, day out for 40 years. They require their employees to move with technology, to be creative, and to continuously improve their knowledge, skill sets, and processes. To achieve this, they needed to entice and retain the sort of employees that will achieve their business objectives with an excellent, all-around employment package.

### The Solution

#### Best Branding

Initial research was conducted by the team through a survey in their staff magazine. After just one day, 25% of staff had registered their support, indicating how much employees value the idea of having employee benefits in place. With this weight of approval on their side, the team set about partnering with Reward Gateway to launch their SmartHub® powered platform – My Ashford Rewards.

To kick off, Ashford Borough Council wanted to create a recognisable brand that they could use for the promotion of My Ashford Rewards. Thought was put into a personality that could be the mascot for the platform and, with the incorporation of their corporate brand colours, Wilbur was born. Wilbur, otherwise known as Sir Wilbur of Trottsville, became the mascot and logo for My Ashford Rewards. He's a piggy bank with his own monthly article in the staff magazine showcasing different ways of using the site to save money.

Ashford Borough Council used the customisable features of SmartHub® to make Wilbur move with the seasons. This is a powerful promotional tool as it meant Wilbur could highlight the New Year sales, Valentine's Day gifts, summer holidays, and Christmas shopping, as well as being used to promote My Ashford Rewards in different ways to appeal to different genders and age ranges. He has become instantly recognisable and associated with saving money – Ashford Borough Council even put him on their branded KitKats that were given out via deskdrop when launching their SmartHub® platform!

#### Most strategic communications for public sector and charity organisations

Alongside the award-winning Wilbur branding, Ashford Borough Council worked with their Engagement Manager from Reward Gateway to plan and follow a direct communication strategy to promote growth, maintain interest, and utilise a range of engagement tools to reach their diverse workforce. Many of their employees are of an older generation and less likely to instinctively explore the new platform without extra instruction.

A key part of reaching diverse age ranges is making sure that every communication channel is realised, utilised, and best serves its demographic. With this in mind, Ashford Borough Council used intranet news items to increase awareness of different savings and giving reminders of how to register, as well as posters in meeting rooms, communal areas, stairways, lifts, and toilets. There was a desktop image for each computer that would appear, backed up by the monthly staff magazine and carousel images on the intranet continually scrolling the latest news.

Quarterly competitions are run to boost interest where those who have browsed get put into a draw for a £50 voucher, a boost is also given to new starters who receive information on the platform which is followed up by a personal email. To add to all of this, when the SmartHub® powered platform was launched in September 2015, Ashford Borough Council also ran roadshows with site demonstrations alongside three-month promotional rates in the run up to Christmas which were incredibly successful.



## The Results

### Best Branding

My Ashford Rewards saw engagement with the platform reach 87%, with their staff saving £89,000, too, which would have cost over £110,000 to provide as a pay rise.

The team at Ashford Borough Council conducted a follow-up survey in January 2016 revealing 80% of employees were happy with their pay and benefits, and 84% rated overall employment as good or excellent. They also found that 85% of employees agreed their benefits package influences their decision to stay at the council, and 89% save at least £500 each year with My Ashford Rewards.

### Most strategic communications for public sector and charity organisations

The take-up and spend on My Ashford Rewards is amazing for a company of Ashford Borough Council's size. There have been 379 live registrations which is a 7% increase on last year and £947,000 spend in five years which has saved employees £89,000.

A survey in January 2016 revealed the following: 80% were happy with their pay and benefits, 84% rated their overall employment as good or excellent, 85% agreed their benefits package influences their decision to stay at the council, and 89% save at least £500 each year with My Ashford Rewards.



## Most effective launch campaign & Grand Prix



Spotlight create launch campaign with a consistent theme and clever video content to drive engagement to 94%, as well as seeing employees spend £48,700 through employee discounts.

### The Company

Spotlight have 60 employees and operate in the performing arts sector from two locations. Their male to female split is roughly 50:50, they have an online to offline ratio of 60:40, and an average workforce age of 38.

### The Challenge

A culture and communications survey at Spotlight identified the need for improved employee engagement and greater internal communications. From these findings, a company culture engagement team was set-up and named The Mag7 – after The Magnificent 7. Their mission statement is, 'To help to embed a new company culture, built from the inside out that embraces collaboration, contribution and celebration'. The Mag7 is there to listen to all employees, to share ideas, concepts, and to make things more inclusive and fun across the business.

A lot of Spotlight's employees have been there for many years and are reluctant to welcome change, but there are also newer recruits who expect internal communications and employee engagement programmes

to be in place. This, together with the fact that Spotlight contains a wide range of departments, each requiring people with their own set of skills, made deciding on a 'one size fits all' package quite the challenge. The Mag7 knew that they needed a platform which could act as an intranet but is tailored and personalised to make communication almost second nature to their employees.

### The Approach

Spotlight and their Mag7 team wanted a platform that would reflect the importance of their internal culture and was passionate about upholding the company's internal values. The Green Room was the result and took branding inspiration from the company's love for film, theatre, and television. As did the launch campaign, which used an 8-minute episode featuring each Mag7 member, as well as the CEO of the Company, in the vein of popular BBC series W1A. The premise of the episode was a parody around the creation of The Green Room. The need for a staff intranet was discussed and provided a 'virtual hang-out space' which would also allow employees to take advantage of

exclusive benefits and discounts.

On the day of launch, Spotlight used the resources available from Reward Gateway in the form of Adam, a Product Ambassador. Adam took to the film lover theme and dressed as Willy Wonka to hand out Golden Tickets and talk about other incentives on the platform. Posters were put up and on the screens around the office were screensavers providing more information about The Green Room, all sticking to the British film, television, and theatre theme. A launch party was held after work on launch day, too, with a photo booth, The Green Room branded cupcakes, sweets, and an especially-created playlist.

### The Results

After the first month, 91% of the Spotlight workforce were registered to the platform. The Green Room became a whole new communications channel for Spotlight and they are able to reach their employees in ways we hadn't before. Employees log in every day to keep up to date with company news which makes the information much more powerful. As it stands, engagement levels are currently at 94%. With their employee discounts, £48,700 has been spent since launch and saved employees over £2,900.

Spotlight was also able to see a rise in terms of how colleagues communicate with each other and how they feel about Spotlight as a company. For the survey statement, "I am committed to helping Spotlight succeed" there was an increase from 68.4% the previous year to 73.2%. Similarly, with the statement, "I am encouraged to share knowledge within my team and with other teams", there was an increase from 31.6% the previous year to 40%.



## Most effective relaunch campaign



TfL relaunch their benefits offering with SmartHub® and see annual total engagement increase from 68% to 82%. Better education on the offering and targeted messaging improved employee discounts spend by 15.5%, too.

### The Company

TfL had 24,000 employees at the time of the relaunch who work across over 500 locations in the travel & transport sector. There is a male to female ratio of 77:23, an offline to online ratio of 60:40, and a workforce average age of 43.5.

### The Challenge

TfL first launched their myTfL platform back in 2010 with the aim of giving employees a low-cost yet high effect financial benefit. However, with significant government funding cuts resulting in a knock-on impact on pay, the perception of reward was suffering, directly impacting employee engagement. To combat this, in 2014, TfL began communicating the concept of total reward to move focus away from base pay and promote the wider reward package. Their platform was promoted in reward statements as integral to the total reward offer, emphasising the significant financial benefits individuals could gain.

This was seen as the perfect time to relaunch myTfL, to create a fresh buzz around the product and the savings that could be gained. The biggest obstacle to a successful relaunch was TfL's unique and difficult communications challenge. Their 24,000 permanent staff have a diverse range of roles from head office to underground and bus operations. They are largely offline and many work in shifts and in some areas in isolation from their colleagues. Many employees don't have easy access to work emails on a regular basis, either. This was recognised in the stats, whilst over 90% of employees were registered with myTfL, only 22% were accessing the platform as unique users each month.



### The Approach

A four-week teaser campaign was designed to promote myTfL, create a buzz about the relaunch and incorporate the relaunch incentives offered. TfL consulted communication experts within in each area of the business to ensure as many employees were reached as possible, at minimal extra cost to the business. Previous communications for myTfL had matched the standard corporate blue but feedback suggested that this meant messages were getting lost in all of the information employees had to digest. Communications were refreshed, opting for bright and bold images which would stand out, be noticed and create a separate benefits brand.

A few days before relaunch, articles went out in local business unit newsletters, on four intranet sites, and a further company email to all employees. These contained more detail about how there were now even better offers available on the new look myTfL. To make the site easier to use and navigate, the layout of the homepage was simplified showing key messages only, linking through to more detailed information. It was designed to mirror the teaser campaigns so the look and feel was familiar and enticing.

### The Results

SmartHub® allowed TfL to shape the messages they send to employees, making them more relevant and helping to promote the wider reward package available. In the 12 months since the relaunch, a total spend of £17,000,000 has gone through the platform which is 15.5% high than the previous, with £1,700,000 of total employees savings which is 8.2% higher. There was a total engagement of 82%, too, up from 68% in the previous year.

The results of the relaunch show that putting focus on getting the right messages to the right employees in a simple and engaging way will deliver a significant uplift in usage, spend and savings. The relaunch also received positive feedback from individuals, surprised at the discounts and savings they could make, highlighting how better education around TfL's offering was key.



## Engagement team of the year



Samsung's Engagement Team of two change a clunky paper-based benefits offering into a one-stop online platform, with 95% of employees saying they are now 'satisfied' with the benefits on offer.



### The Company

A well-known name in the technology industry, Samsung has 1,400 UK employees working across eight locations. Their workforce is 100% online, has a male to female ratio of 65:35, and an average age of 35.

### The Challenge

Samsung has an ambitious vision of being a Top 5 global brand by 2020, and to get there they recognised the importance of attracting, retaining, and engaging talented people. If they wanted the best then Samsung needed to transform their benefits from inconsistent paper-based solutions to an online experience offering reward and benefits for every employee, regardless of location or job/service function. However, with an Engagement Team of only two people, everything benefits related had to be approved by various stakeholders, from communications to cost - which is no easy task.

The team of two also had to contend with an extremely diverse workforce of Baby Boomers, as well as Gen X, Y, and Z, but their benefits needed to appeal to all. Many of their employees wanted benefits that positively impacted family life but this is a challenge when not all of their people are looking to start a family. Samsung's eight different geographical locations had their own

needs, too, and certain business areas faced greater recruitment challenges - they needed to be able to adjust and enhance their proposition to attract new talent. Time is another factor in Samsung's challenge. Their employees are so busy that they needed to find a way to make time for their employees to become engaged.

### The Approach

Over the past three years, Samsung's Engagement Team has given many reasons to be crowned Engagement Team of the year. They have successfully overcome a diverse workforce and organisational challenges with numerous stakeholders. Despite being a team of only two people, they've also transformed their paper-based benefits, launching efficient, streamlined online benefits for every employee regardless of location, through Reward Gateway's SmartHub® software. This has led to the creation of a truly flexible benefits scheme, two whole years ahead of their target goal.

Alongside this, they implemented an integrated Health & Wellbeing programme between 2013-2016 with a clear 3-stage goal, aligned with their corporate strategy. This was introduced through a broad range of communications, events and interactive elements for employees

all year round. Topping all of this off was the starting of a Pensions Month in 2013 & 2014, which evolved into Money Month in 2015 when Samsung realised they needed to expand their offering. They now offer a workplace ISA, free mortgage advice for everyone at Samsung, and a financial education tool.

### The Results

Samsung's annual stats show an engagement level of 96%, with 95% of the employees saying that they are 'satisfied' with the benefits now on offer. Their Health & Wellbeing programme has gone from strength to strength, too. In 2014-15, they ran over 80 events with over 4,000 employee interactions at a cost of only £7,550. As £7,500 of this was for flu vaccinations which accounted for less than 10 events, this meant the remaining 70 activities cost only £50.

Following the first Pensions Month in October 2013, 74% of employees were members of the Samsung Pension Scheme. Their financial education strategy and the programme has now resulted in 95% of employees actively saving into the Pension Scheme, and the average contribution is a massive 13%.

## Engagement leader of the year

Anna-Lisa DeVoil, The JCB Group



JCB Group's Group HR Manager, Anna-Lisa DeVoil, uses the content and communication power of SmartHub® to achieve 100% engagement on their platform within seven months. Increased motivation also led to JCB Group winning four industry awards.

### The Company

The JCB Group have 290 employees across the motor trade industry and operate out of 12 different locations. The average age of their workforce is 44, with a male to female ratio 80:20, and an online to offline ratio of 70:30.

### The Challenge

Before Anna-Lisa, The JCB Group had never had a Group HR manager or a strategic focus on employee engagement. She immediately identified that The JCB Group's workforce ranges from graduate engineers to 70-year-old men who have been with the business for decades. Being able to address this diversity is something that had been lost with the previous benefits offering. Coupled with low ratings of the existing benefits and reward offerings and ineffective communications, it was time for a change.

Anna-Lisa knew she needed a solution to deliver bespoke content to provide unity, confidence, transparency, and to be an open forum for 290 individuals over 12 sites. Employees needed to be able to stay up-to-date with what was happening internally, so they could understand company news as it related to their own roles, but also better comprehend and influence the decisions being made in the wider company on a day-to-day basis.

### The Approach

Knowing that her employees lie at the heart of The JCB Group's success was the main reason Anna-Lisa wanted to promote a feeling of unity. She is driven by a motivation to really hear her people and make them feel heard, to act as their champion, and improve their happiness at work. The JCB Group's platform, called JCB Connect, was created in Anna-Lisa's vision to do exactly that. It's more than a benefits website, it's a place where The JCB Group's culture comes to life – integrated with everything The JCB Group does to enable employees to be successful in their roles, it involves them in shaping the business, and makes them part of The JCB Group family.

Since launch, Anna-Lisa's work ethic has been incredible. She's created all homepage tiles, pages, and blog articles in-house to ensure the platform is always aligned with The JCB Group's wider engagement strategy. She aims for weekly updates and promotes the most important messages at the top of the

homepage. Anna-Lisa's approach to engagement extends to the employee life cycle too, as new recruits learn about JCB Connect during induction and eCards™ are sent to welcome them. Employees can also see internal vacancies, posted on JCB Connect as part of Anna-Lisa's commitment to enabling The JCB Group's people to grow with the business.

### The Results

Engagement with the platform has been positive, with 50% of employees signing up on launch day in July 2015, and a whopping 100% being engaged by January 2016. JCB Connect is proving a big draw for new starters as they're hearing about the site and asking for access straight away, even before they get their payroll number.

Since Anna-Lisa's drive to launch JCB Connect, the company has won four dealership awards from Volkswagen. While, of course, many factors contributed, the new platform and a boost in engaged and unified employees definitely had a little something to do with it.



## Best evolution of company benefits



Atos evolve company benefits and use recognition products to boost engagement with a wide range of choice. This approach resulted in 75% engagement, saving employees £1,000 a year.

### The Company

Atos has a 9,600 strong and diverse workforce that is made up of unique professionals in the information technology sector. Operating out of 238 locations, there is a male to female ratio of 67:33, and an online to offline ratio of 90:10.

had many existing benefits in place, including private medical, life assurance, income protection, cars, will writing, charity giving, and a Tastecard. However, low engagement with these supported the implementation of a new benefits platform – one single place where employees can access their benefits at anytime. It was named Prosper.

This included a focus on financial wellbeing and putting their employees directly in touch with Barclays bank, where they could book a free appointment with a Barclays advisor. In line with their evolution, Atos are now launching a digital banking solution where employees can book phone and video appointments through the engagement platform at anytime and anywhere to discuss their financial needs.

### The Challenge

In 2009, Atos set their sights on becoming an exceptional business – one where every employee feels proud of their work, their career, and their employer. Atos' changing business pace, particularly the increasingly complex demographic through mergers and acquisitions, lead to the need to achieve this and be a 'Great Place to Work'.

The diversity of their employee population had been a critical factor when designing and implementing new benefits. Success relies on the relevance of each benefit across the entire workforce and their ability to engage all employees regardless of location, status or access. Atos

### The Approach

Recognition is a huge driver to the Prosper platform. When launched in 2014, it initially offered discounts, Childcare Vouchers, Cycle to Work, gym discounts, Atos' own corporate offers, awards, and scheduled eCards™, automatically sent on employees birthdays and service anniversaries. Reward Gateway's product set allowed the evolution of benefits to take place through the platform to include peer to peer eCards™, InstantAwards™, an Atos Star, Hall of Fame, and flower ordering to colleagues in special circumstances.

Wellbeing-at-Work is another initiative championed by Atos.

### The Results

By June 2016, Prosper had seen 75% engagement alongside £4.8 million spent using the discounts available which saved employees an average of £1,000 per year. Atos' financial wellbeing initiative was a hit, too, with over 60 appointments booked on launch day alone. These results are backed up by the feedback from employees.

An internal benefits poll saw employees rate their benefits package 5 out of 5, and one Atos employee said, "I am currently planning my wedding which is proving to be very costly! Thankfully, I have achieved huge savings using Prosper to purchase high-cost items like the honeymoon, wedding rings, bridesmaid dresses etc. A total saving of £750. Thanks Atos!"









# Most unique company benefits



Unibet's unique benefits offering has led them to be recognised on Glassdoor as the best place to work in their industry and one of the Top 5 employers in Europe who offer the best work-life balance.

## The Company

With 1,100 employees in the online gaming sector, Unibet has a 100% online workforce across 13 locations around the globe. Their average age is 30 and they have a male to female split of 68:32.

## The Challenge

Having unique benefits is important to Unibet as it gives a distinctive message in a marketplace that is extremely competitive. As well as being a hook for key talent, unique benefits also help Unibet to retain the very best people. The main challenge faced when offering unique benefits is making them as relevant as possible to a large cross-section of employees. With a team of 1100 based in 13 countries, a mix of locally relevant and distinctive options are required.

It's also crucial that these unique benefits align with Unibet's values and actively enhance their culture. To ensure this was the case, a global benefit alignment exercise was undertaken to ensure standardisation across their geographic footprint. As part of this work, gaps were identified within local markets where new and unique benefits could enhance the overall employee experience.

## The Approach

Unibet asks that all of their employees tell them what benefits they want to see in the annual Great Place to Work Survey. After listening to the feedback, Unibet rolled out the following benefits:

Across the global business, a £200 wellbeing allowance was made available to everyone which can be used to pay for anything that supports a healthy lifestyle - whether a yoga class, gym membership or however the employee chooses to stay healthy. Expert speaker sessions were set up with exclusive insight into hot topics to support learning and development. Marriage leave was introduced, giving two additional days leave to anyone who gets married, as well as CSR leave which encourages employees to take three days of paid leave to support a charitable cause of their choice.

In Unibet's London office, they built their own coffee shop complete with hot drinks, pastries, and juices which are heavily subsidised. All new employees receive £50 credit to spend in the cafe as well. Automatic adjustable desks were installed in 60% of the London office, too, giving employees the option to stand or sit during the day. In Stockholm, Unibet altered parental leave to give new

parents enhanced pay during their first 4-6 months of parental leave. Massages are on offer there as well, and employees can unwind in a dedicated chill out massage room. The employees in Unibet's Malta office are famous for their partying and so the company gave them a dedicated events committee which would help organise parties and special social events. What do you need after all of that excitement? Well, every Friday Unibet pay for a company to come into their Malta office and make fresh juices for the team, supporting a healthy working environment.

## The Results

The biggest measure of the success of these benefits is in feedback from employees. On the anonymous company feedback site, Glassdoor, Unibet have an overall rating of 4.2 out of 5 - which is the highest in their industry. Glassdoor also recognises Unibet as one of the Top 5 employers in Europe who offer the best work-life balance.

Unibet's annual Great Place to Work survey results have seen an increase as a direct result of their enhanced benefit offering. For the statement 'People are encouraged to balance their work life and their personal life' there is an 11% increase, 'We have special and unique benefits here' 14% increase, 'People celebrate special events around here' 7% increase, and 'I am offered training and development to further myself professionally' 11% increase.





# Most effective salary sacrifice benefits



DB Cargo UK uses salary sacrifice products and innovative communications to engage 79% of its demographic, including colleagues that are offline, whilst also seeing a significant return on investment. Feedback from employees says they actively feel healthier and better supported thanks to the salary sacrifice products on offer.

## The Company

DB Cargo UK (formerly DB Schenker Rail UK) is the country's leading rail freight operator, providing customers with quality services and logistics solutions. DB Cargo UK strives to make its customers' logistics simpler, greener and more efficient.

The experience and expertise of the team at DB Cargo UK enhances the company's desire to be the logistics supplier of choice by delivering excellence as standard for its customers.

## The Challenge

DB Cargo UK wanted to provide its employees with benefits that would be genuinely useful in their everyday lives, both for them and their families. Some of the existing benefits, such as dental cover, weren't getting the desired interest with their workforce and in particular the company's male employees. The introduction of employee discounts through the DB Cargo UK Family Rewards platform provided a scheme to help salaries go further. But DB Cargo UK wanted to give their employees even more.

Adding 'Cycle to Work' and 'Childcare Voucher' initiatives to the Family Rewards platform was seen as the ideal way to extend the offering.

With colleagues being based across the UK, a percentage of the workforce being offline and only a modest budget, rolling out information about the scheme raised various challenges, which the HR team creatively overcame.

## The Approach

'DB Cargo Family Rewards' was a carefully selected name, chosen to promote how the benefits available are for the whole family, not only the individual employee. DB Cargo UK wanted the scheme to appeal to employees and their partners and family members, who could also make use of the vouchers.

Communications were carefully written, explaining this wider message. Letters were sent directly to employee's home addresses to have a bigger impact and encourage conversation and awareness amongst their families.

Both 'Cycle to Work' and 'Childcare Vouchers' were promoted through all DB Cargo UK's communication channels. This included text messages sent to offline employees, emails, and a feature in the company's internal magazine - all letting employees know when the windows to apply to the schemes were open. A further text or email was sent to employees a week before the deadline as a reminder and to create urgency.

A big bonus for employees, including the offline workforce, is that they can apply for their salary sacrifice options on any device and at any time, through the SmartHub® powered platform. DB Cargo UK also had the foresight to keep details of the 24/7/365 Helpdesk number on all communications so that the less tech savvy could still take up their benefits.

## The Results

There is a current engagement level of 78% in the scheme, which for such a wide spread demographic is a testament to the work put in by the HR team at DB Cargo UK. Success, of course, doesn't only have to be measured this way and DB Cargo UK is proud to say that feedback has shown around 3% of their workforce are healthier and better supported as a result of the products available. On top of this, by offering both 'Cycle to Work' and 'Childcare Vouchers' from a single platform there has been a big increase in engagement and spend on discounts.

## Best wellbeing strategy



Equity Housing Group integrates a wellbeing strategy into their employee benefits platform and sees a reduction of sickness absence from 11.4 days per employee per year to 5.9 days, as well as a renewed positivity in work-life balance.

### The Company

Equity Housing Group has 140 employees who are based in one location in the UK. Their workforce has an average age of 37, a female to male ratio of 70:30, and almost all of them have access to a computer during working hours.

### The Challenge

As an organisation, Equity Housing Group annually measures their employee engagement against the key performance indicators of the Best Companies engagement survey. Unfortunately, an outcome of the 2014/15 Best Companies Survey identified that 'Wellbeing' and 'Fair Deal', two of the key criteria, were areas of poor performance. Research into wellbeing and overall employee engagement highlighted that wellbeing touched their employees in many areas – such as sickness absence, voluntary turnover levels, and productivity in the workplace, to name a few.

Equity Housing Group reviewed the data of these factors and found that there were high levels of absence from work with personal-related stress being a contributory factor. On top of this analysis, feedback received from employee focus groups identified the need for a wellbeing programme that could encompass a wide range of initiatives and activities that would address a number of areas.

### The Approach

To kick things off, an onsite employee health screening initiative was launched which involved a 15-minute personal consultation with a health professional. Employees then received personal plans and the company received an overall wellbeing score with key information regarding areas of improvement. Once the results had been analysed, a wellbeing programme was produced to focus on key areas for the year ahead – fitness, mind, nutrition, and work-life balance.

Equity Housing Group were keen to give their people all of the necessary tools to focus on the key areas and, over the last 12 months, launched the following initiatives – lunchtime walking group, walking meetings, weekly running group (which took part in the Great Manchester 10k run and raised money for a local charity), monthly health and wellbeing newsletters, stress awareness courses, and Cycle to Work through Reward Gateway. A 'Wellbeing' week was run, too, comprising of various sessions and activities, including a smoothie bike, a repeat of health checks, massage chair, nutrition talks, Zumba and Tai Chi, table tennis, posture masterclasses, and mindfulness promotion.

### The Results

To measure Equity Housing Group's success, the most recent Best Companies results speak for themselves. They demonstrated a big improvement in employee engagement, as well as the key focus areas of both 'Wellbeing' and 'Fair Deal' seeing increased engagement over the last 12 months. Sickness absence rates have reduced, too, from 11.4 days per employee to 5.9 days per employee, with voluntary turnover moving from 17.6% to 6.14%. This can be partially attributed to the stress awareness sessions, which saw approximately 65% of employees in attendance.

Equity Housing Group has now completed two years' worth of health screenings, and the four areas identified as needing development – fitness, nutrition, mind, and work-life balance – have all seen hugely positive improvement over the last 12 months. Part of this success can be taken from an increase in applications for employees to work on a flexible basis. Accommodating these requests certainly assisted in a number of employees achieving a better work-life balance.





## Best recognition strategy



AXA use SmartHub® technology to sync their benefits, re-launch their recognition strategy, and give employees mobile access at anytime and anywhere. Within six months, employees sent 7,500 'Thank You' messages and managers have sent over 2,500 monetary awards.



InstantAwards™ and add a monetary award, making it extra special to receive. Feedback from employees was a key reason for the move to this new recognition strategy as they wished for a wide range of retailers to redeem their monetary award against. To keep their recognition strategy fresh and maintain engagement, seasonal or special occasion eCards™ are added to the platform for a limited period. Recent themes have included the 'Love what you do' campaign for Valentine's Day and 'You're Egg'cellent' eCard™ in recognition of Easter.

### The Results

Overall engagement with MAX is fantastic, with 95% of AXA's current workforce registered and signed up to the platform. The addition of recognition has proven to be very popular, too, with over 16,000 visits to the dedicated recognition pages. Managers lead by example to help maintain the new recognition culture at AXA as they have sent over 2,500 monetary awards - amounting to over £45k - to be redeemed on the huge selection of retailers.

Peer-to-peer recognition has had an incredible impact on AXA's culture as well. Over the last six months, a staggering 7,500 'thank you' messages have been sent between colleagues. By evolving seasonal, limited edition eCards™ through email promotion, AXA also continues to keep their recognition culture fresh and relevant. This is reflected in a spike in the sending of eCards™ in February and March, when the Valentines and Easter promotions were held.

### The Company

Working in the financial services sector, AXA has 10,000 employees across 40 locations in the UK. Their workforce has an average age of 38, a male to female ratio of 45:55, and all of their employees are online.

potential employees who are natural users of technology. A fresh platform with new branding and a unique identity that would be a one-stop-shop for employees was decided upon, and named Mobile AXA - or MAX, for short.

### The Challenge

AXA wanted to transform the culture of their organisation by putting their employees at their heart. Key to this was using the best technology available to focus on employees as 'customers' and provide a consumer-grade experience, adding huge value to their journey within the company. They needed an employee benefits platform which delivered their HR strategy to take employees 'mobile', both within and outside of the workplace.

### The Approach

MAX was introduced to employees in October 2015 with a big emphasis put on the re-launch of AXA's recognition programme. Through Reward Gateway's in-house design resource, MAX provided the opportunity to refresh and reinvigorate the scheme, providing a simple and intuitive way in which employees could recognise the achievements of their colleagues. And through the responsive nature of Reward Gateway's SmartHub® software, employees were able to go mobile with their recognition for the very first time.

With many of AXA's benefits, recognition products, company news, and HR applications spread across multiple locations, they felt that this didn't appeal to the current and

AXA's platform gave their employees the ability to send and receive a written thank you, too, through a range of eCards™. Managers could now enhance their recognition with

# STYLE.COM

## Best company culture project



STYLE.COM use Reward Gateway's InstantAward™ and eCard™ products to establish a positive company culture. They achieved 100% engagement and are now able to attract greater talent to their vacant roles.

### The Company

From the eCommerce sector, STYLE.COM, have 102 employees who work in one location. They're 100% online, have a female to male ratio of 58:42, and a relatively young workforce with an average age of 31.

### The Challenge

As a start-up, STYLE.COM work in a competitive and fast-paced environment that is ever changing – innovation and adaptability are key. Their aim was to create a culture that recognises and rewards their employees in order to motivate them and retain their talent. They saw their fun, young vibe as the opportunity to combine with the tech side of their business, and create a central benefits platform that could also be used as a social space. It was important that this central platform would allow peer to peer recognition, greater team interaction, and embed STYLE.COM's values into their culture.

Due to the rapid expansion of STYLE.COM, around 100 employees were recruited within one year. This meant it was difficult for people to get to know each other as teams and individuals didn't have the time to interact. There's also a rich mix of individual cultures within the business that needed to be taken into account, and a previous lack of emphasis on recognition meant positive behaviours were not encouraged when they were displayed.

### The Approach

Within only one month, STYLE.COM saw 100% engagement with their mySTYLE platform. On top of that, a company-wide engagement survey showed that reward and recognition was rated highly by their people at 4.5 out of 5. The new platform helped with attraction and retention, too, as



the launch gained interest both within and outside the business, leading to a feature in two benefit publications.

STYLE.COM were able to share this with their rapidly growing network of followers on LinkedIn, resulting in more awareness of their brand identity and attracted more talent. Positive feedback was given from candidates at interview stage, referencing these benefits as a reason that they were attracted to apply. STYLE.COM to create a place which houses information and pictures of all their team building and social initiatives for both new starters and long-standing employees to gain more of a social insight.

### The Results

STYLE.COM started by focussing on eCards™ and chose a variety of messages which could be sent on any occasion but still be suitable for all. In addition to these, four more were created in line with the company values of passion, innovation, excellence, and respect. Each image chosen for the eCards™

was representative of all cultures and genders, and a leader board was added to the home page of their platform. This encouraged employees to send eCards™ and helped to build a culture of recognition much more rapidly.

Reward Gateway's InstantAwards™ product was then used to give each Head of Department a pot of money to distribute each quarter to employees who demonstrate a high standard of work. These are called the STYLE Star awards internally and consisted of Gold, Silver, and Bronze awards. A corresponding prize money value was given to each one which can be redeemed with any retailer on the employee discounts offering. Blogs were also used by STYLE.COM to create a place which houses information and pictures of all their team building and social initiatives for both new starters and long-standing employees to gain more of a social insight.



# Best use of the platform to drive business strategy



CEVA Logistics uses the communicative power of SmartHub® to drive their business strategy to success with the integration of benefits, targeted messaging and brand building. This has given the business a new lease of life and has resulted in both increased productivity and efficiency.

## The Company

CEVA Logistics is a leading global logistics company with over 5,000 employees spread across locations in the UK. The average age of employees in the UK is 37 years old, there is a male to female ratio of 70:30 and most of the workforce is offline providing transportation and distribution solutions.

## The Challenge

A three year strategy was put in place between 2014 and 2016 by CEVA Logistics which included the goal of investing in people by engaging and developing existing employees and attracting new talent. This became the key focus of the HR team in 2015 and they conducted a full review of the employee benefits package through the platform - known internally as 'C-Reward Club.' This review also involved speaking in depth with Reward Gateway to see what more CEVA Logistics could do to better enhance employee engagement.

One of the things identified was that there was a definite need to reignite a feeling of unity and value within the

CEVA Logistics family. Bringing all benefits into one place was seen as a key step as it would hopefully help to retain staff and create a positive working environment however doing this for CEVA's employee demographic wouldn't be easy. It was challenging because the business has a lot of employees, such as drivers, who work individually without managers to provide direct updates on business news and they have factory workers who are offline for the majority of the day.

## The Approach

Not long after the initial consultation, both CEVA Logistics and Reward Gateway had an implementation meeting to specify how the new platform should be tailored to meet the needs of CEVA Logistics and their employees whilst still maintaining consistency with their business model. It was decided that the SmartHub® powered platform would be used as a communications and a benefits hub, which would grow to become the main communication platform for employees. Targeted communication messages helped to encourage constant engagement through the platform regardless of

the devices employees chose to use.

For the communications aspect to be a success, it was critical that the new platform was seen as more than employee discounts. To combat this, the C-Reward Club would become the central point for employees, hosting not only benefits such as salary sacrifice, payroll benefits, and savings with top retailers, but also home to all useful company information. CEVA Logistics continued with their business strategy to engage employees by rolling out post-launch activities that utilised a number of communications channels. The message was kept relevant and took the opportunity to tap into seasonal events such as the wellbeing mind-set of employees post-Christmas during January.

## The Results

CEVA Logistics received glowing feedback from the employees and senior management team after the strategic approach was implemented and communicated. Karen Bourgault, Reward Advisor at CEVA Logistics said "We received great on-the-ground feedback since the launch in just under one week of going live. It is not often that a third party site gets such a good response! We are very excited at what's still to come with our C-Reward Club."

Performance on the platform is extremely strong, too. 66% of employees are active users and the total spend through shopping discounts is over £2.5million - saving CEVA Logistics employees over £208,000! Being able to engage their employees by providing them with benefits that recognise and reward their hard work has given the business a new lease of life as the company's productivity and efficiency has increased in line with the improvements to the platform.



## Most integrated engagement platform



Causeway integrated their benefits into one, single engagement platform after previous benefits were being lost by their employees. Within one month of re-launch, 97% of employees were engaged with the platform.

### The Company

Causeway is a fast paced technology company with a diverse workforce spread across 6 locations, who are 100% online but with 15% on the site of their customers. There is an average age of 39 and a male to female ratio of 81:19.

### The Challenge

In 2015, Causeway's flexible benefits platform, Causeway Lifestyle, had been available to their employees for four years. An employee survey showed that employees were aware of their benefits but the benefits platform was no longer achieving the desired level of engagement. Research into the low performance of the platform showed that the Causeway brand and values were not reflected, use of discounts had decreased, and employees believed that wellness and CRS activities were entirely separate from Causeway Lifestyle.

Feedback from employees revealed a perception that the platform offered retail discounts only as other benefits were difficult to find. This formed a barrier for the largely male workforce as there was nothing new or different to encourage return visits. Accessing the benefits on smartphones and tablets was difficult, too, with many employees feeding back that it didn't function correctly on their mobile devices.

### The Approach

Causeway assembled a team who understood their brand and workforce who took the lead on building and design of the new platform. A modern style was defined and clear structure put in place to simplify navigation and accessibility. Emphasis was to be put on all of the great benefits to



employees so a customer focused approach was outlined with monthly promotions. SmartHub® opened up great possibilities for enhanced employer brand recognition so the new platform was given a strong visual identity. Icons were designed to provide clear navigation and the tone, language, imagery, and style used perfectly reflect the Causeway brand, too.

Mixed in with this is fresh and exciting content each month which aims to encourage frequent revisits and inspire employees to get involved with, or take an interest in, specific promotions. The previously lost wellness and CSR activities were fully integrated alongside the wide range of benefits with global information such as a 'Love your Gut' campaign, internal stories such as the charity fundraising and fitness Polar Challenge, news on previous successes, and opportunities to engage family members such as a children's competition. As employee feedback is important to Causeway, opportunities for this are included in the platform so that the offering can be continuously reviewed and improved.

### The Results

A teaser campaign was used to carefully time a high-impact re-launch and, combined with an ongoing promotional campaign, has ensured huge success for Causeway Lifestyle. Within just three days of the re-launch, 56% of employees had logged into the new site, rising to 97% during the first month. After six months, total spend was at £90,000, with an average saving of 9% over 800 orders, an amazing result for a small organisation.

All of this has had a hugely positive impact on Causeway's business outcomes as well. Comparing data from the six months before and after re-launch, Causeway's employee turnover has decreased by 6% and productivity is improving with sales increasing by 73% and profitability by 35%. Whilst these may not be directly linked to the new platform, based on research it can be reasonably argued that having more engaged employees has contributed to the overall business improvements. Power to the people.





The Engagement Excellence Awards are the highlight of the year for us at Reward Gateway. They celebrate the absolute best in employee engagement, and showcase the incredible work that leading companies such as AXA UK, Discovery Communications, Samsung and Vodafone are doing to deliver a happier place to work.

I hope you enjoyed learning more about what each of these organisations has done as much as we have. You inspire us every day.

Best wishes,



Glenn Elliott,  
Founder & CEO  
Reward Gateway





[www.engagementexcellence.com/awards](http://www.engagementexcellence.com/awards)