

Bringing Your Business Together with a Culture of Continuous Recognition

How Suncorp used a powerful reward and recognition program to reinforce its vision, purpose and values and unite their workforce

SUNCORP



RewardGateway
the employee engagement people





Industry:
Finance



Number of employees:
13,400



Number of locations:
250

About the company

As one of the top 20 companies on the Australian Securities Exchange, Suncorp Group Limited is one of Australia's leading providers of financial services and solutions. Suncorp employs over 13,400 people in Australia and New Zealand to provide banking, wealth and insurance solutions to 9 million customers through different brands including AAMI, GIO, Vero and Asteron Life.

Our time to Shine

The challenge:

With thousands of employees providing a large portfolio of services and solutions from 250 offices and branches, Suncorp wanted to unite people around the new “One Suncorp” business model, purpose, strategic priorities and desired behaviours in the Suncorp Compass.





Torsten Becht

Suncorp Executive Manager - Benefits

“As part of this change, we started looking at what reward and recognition should and could look like at Suncorp,” Torsten says.

With a new vision and business model to communicate to their large organisation, he knew it was important to look at what behaviours and values were being recognised and rewarded across the business.

“Each business unit was running bespoke reward and recognition programs targeted to their needs. While very successful, it didn’t reflect our new operating model and newly launched behaviours.”

Torsten knew that having multiple separately managed reward and recognition programs would stand in the way of achieving the original “One Suncorp” goal.

“There was quite a bit of inconsistency of what was being recognised, and how different behaviours were being rewarded,” Torsten says. “For example, you might have had two people doing essentially the same thing — one person recognised and the other person not, or both might be recognised but receive different awards.” Different business units also had different types of eCards and awards that employees would send for different occasions. Torsten knew Suncorp needed a more uniform and universal approach to reward and recognition, while still meeting the unique needs and priorities for different teams.

Naturally, the process of bringing together multiple disparate programs that were

deeply embedded within its associated business unit brought its own challenges. “We had to engage with the people who were really invested in those individual programs, and show them that we wanted to bring everything together without losing what was working really well.”

Challenges

- Inconsistency and ad hoc reward and recognition across multiple programs
- Uniting 13,400 employees in 11 siloed business units
- Communicating and embedding company purpose, vision and values
- Achieving buy-in across the business during the change journey

The approach:

Suncorp's change journey had two distinct elements. The first was identifying people within the business who would play a role in the project's success. "We spent a bit of time identifying the individuals that we needed to engage," Torsten says.

"It was finding out not only who the decision makers are, but who they listen to, who has high levels of influence, who can help us get this across the line and who we need to convince."

The senior decision makers formed a steering committee for the project. Torsten explains that the committee was the key to driving change. Other key stakeholders met regularly as a working group, to discuss enablers, blockers and

project goals, ensuring consistency.

The second part of the project was selecting a provider who could work with Suncorp as its change journey progressed and business needs evolved. "The starting point for us was to find the right platform that would enable us to accommodate some of the nuances in different programs in the short term but also was then also able to bring all that together in a single program," Torsten explains.

Reward Gateway was chosen because it was adaptable and able to be personalised. "We wanted the opportunity to develop a long-term partnership with a platform that could grow and develop as required," Torsten says.

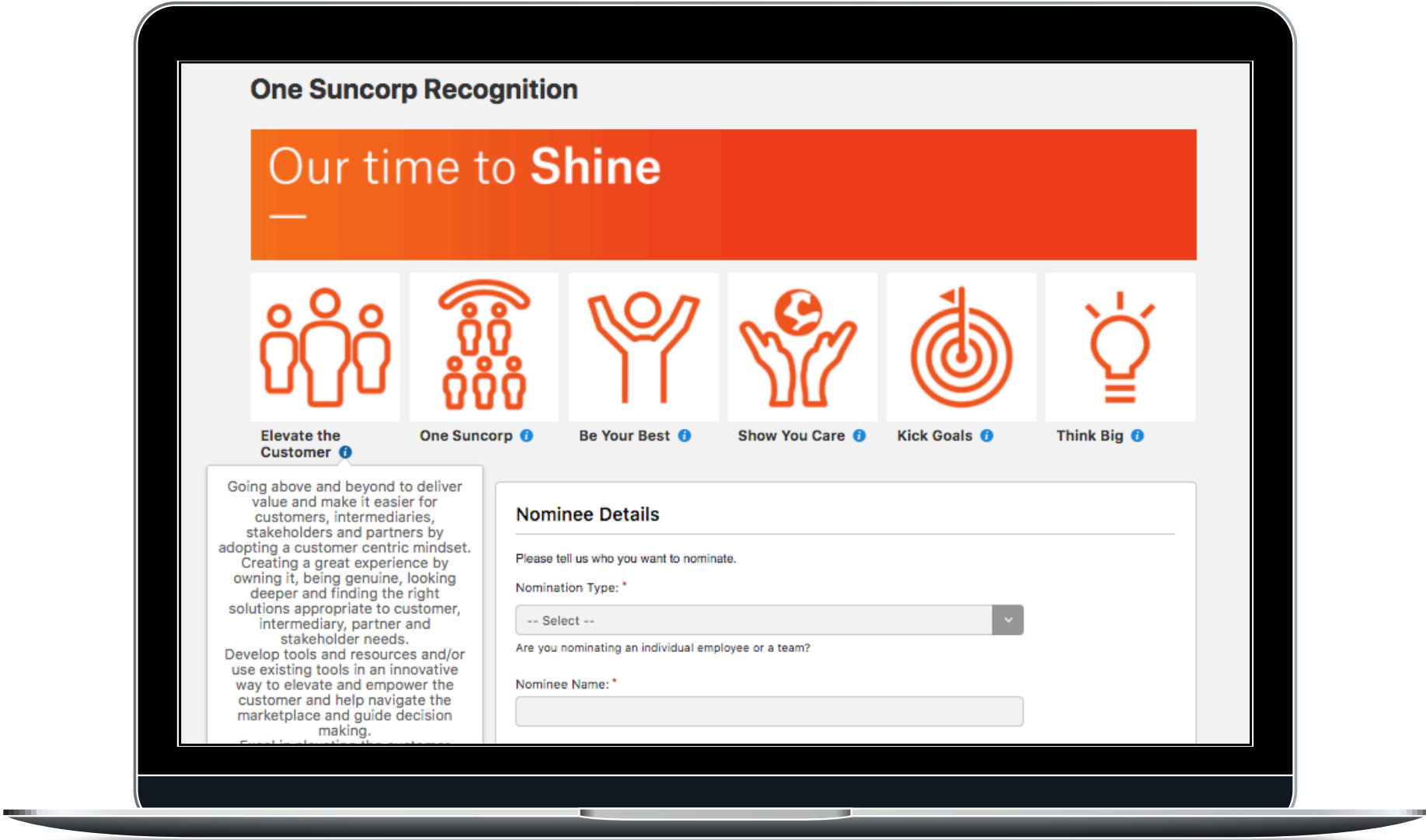
"Back then we didn't know what we wanted our recognition program to look like and we needed some flexibility and agility to play with that over time. An out-of-the-box, off-the-shelf system was never going to work because we wanted something that could evolve with us."

The team also needed a platform providing transparency and access to a wide range of benefits and rewards. "We were careful to avoid platforms with hidden costs, where you end up paying \$107 to get \$100 worth of value," Torsten says. "Or you might get 58,000 points which looks great until you realise it's only worth \$3. It seems a bit disingenuous."

That Reward Gateway provided a range of dollar-for-dollar benefits and reward redemption options was not only great for employees, it also meant Suncorp could save both time and money by accessing both benefits and reward and recognition from a single hub.

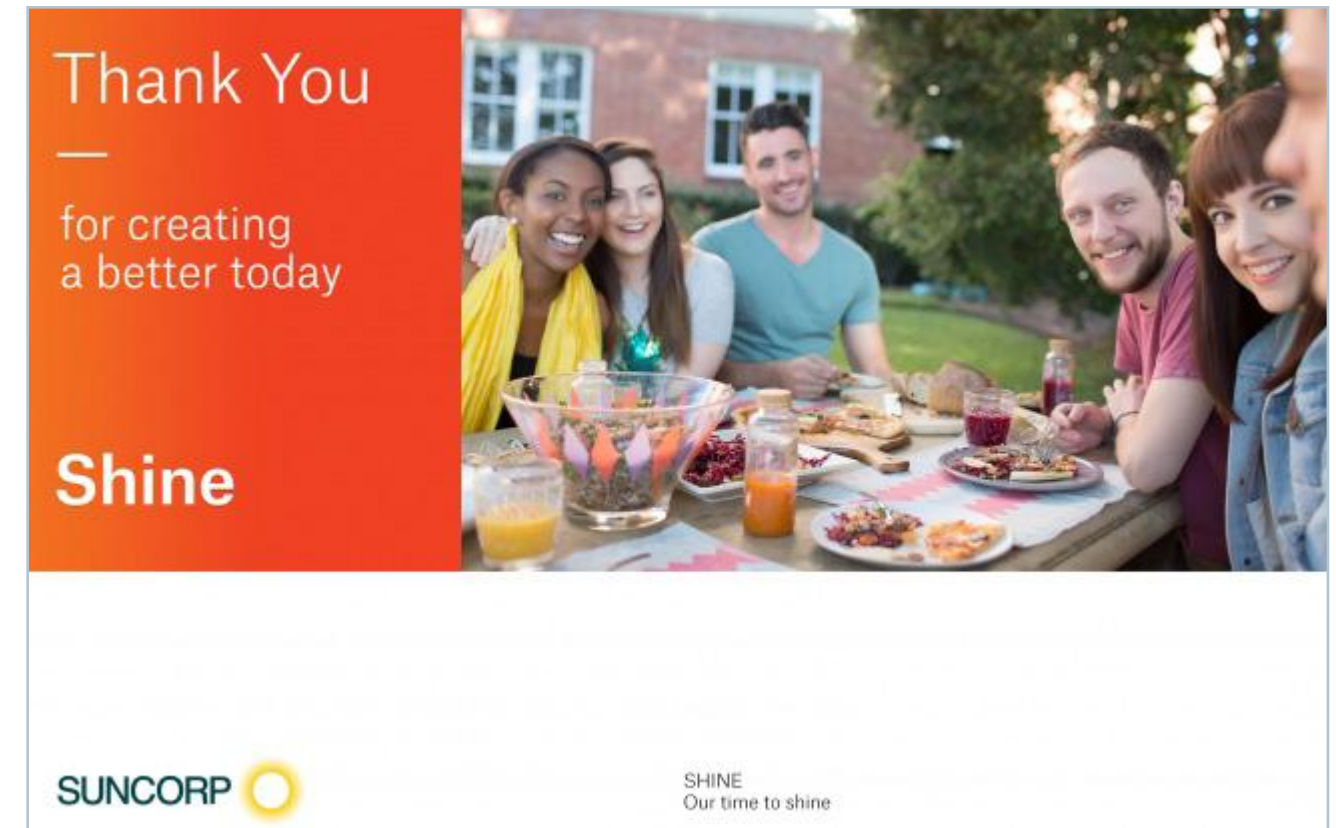
Torsten took feedback from the steering committee and worked with Reward Gateway's Implementation Team to develop a recognition program to roll out to the entire business.

Suncorp launched its company-wide recognition program, Shine, in 2016 with a uniquely simple recognition and reward framework that shifted the mindset from reward *and* recognition to recognition *only*, and also moved the company away from the idea of multiple thank you cards.



Employees now have a single eCard that they can send to recognise anyone at any time, and can also nominate each other for quarterly or annual awards which go through an approval process and are awarded in Suncorp's different business functions.

"We really focussed on the peer-to-peer recognition, and made an active decision to not have it look like it was something that was being driven down from the top of the organisation," Torsten says. "The awards are directly linked to our vision, strategic priorities and the Suncorp Compass. The new program has been about engaging people with these and linking that very closely to what is being recognised. They are very much front of mind for anyone wanting to send a thank you card or nominate a colleague for a recognition award."





Suncorp worked with the Reward Gateway Design Team to create eCards and awards that perfectly align with its purpose, mission and values to embed values-based behaviour within the organisation.

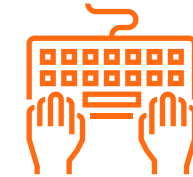
The results:

Since launching in 2016, the Shine program has gone from strength to strength. “The thing I really like is the simplicity of it,” Torsten explains. “We have one thank you card and a really small number of aligned award categories. We’ve made it really easy to get in and send recognition. For the end users, that simplicity is one of the reasons why people are so engaged.”

The numbers speak volumes about just how engaged Suncorp employees are; they send 76,000 eCards every year and receive an average of 200 nominations for the company awards each month. “It’s proved really valuable because it’s made it so easy for people to just say thank you to anyone for anything. The simplicity of the program, the direct alignment of the recognition to

what we’re doing in the organisation has been really successful,” says Torsten. “All the noise we had about inconsistencies and the different ways people were being recognised has gone away really quickly through the success of Shine. That people are awarded the same across the whole business is really helping push the One Suncorp mentality and also encourages people to recognise each other across functions.”

Shine is now a critical part in the Suncorp employee experience, and something they take pride in promoting on a regular basis. “It is something we promote as part of our Employee Value Proposition; in the recruitment process we talk about Shine as an important part of what we do,” Torsten says.



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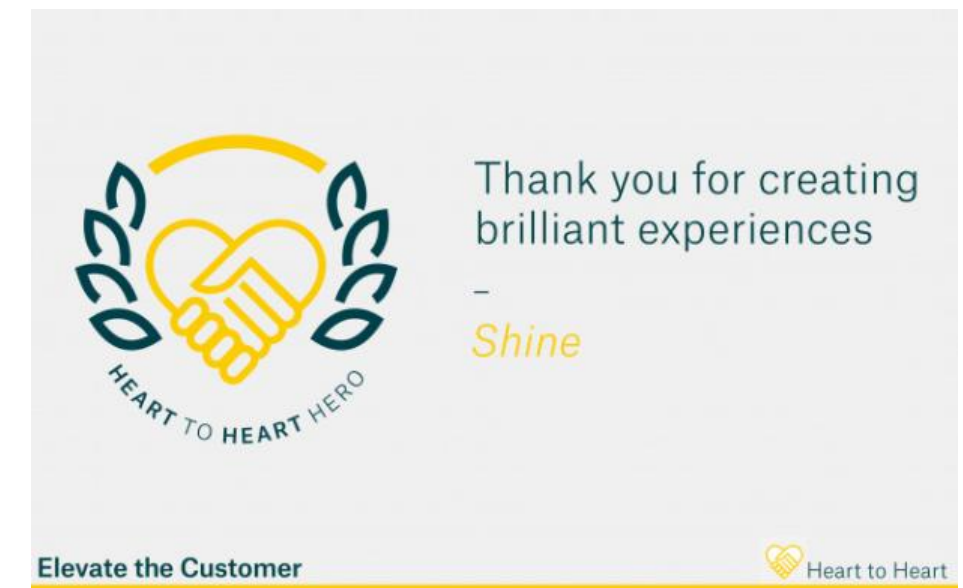
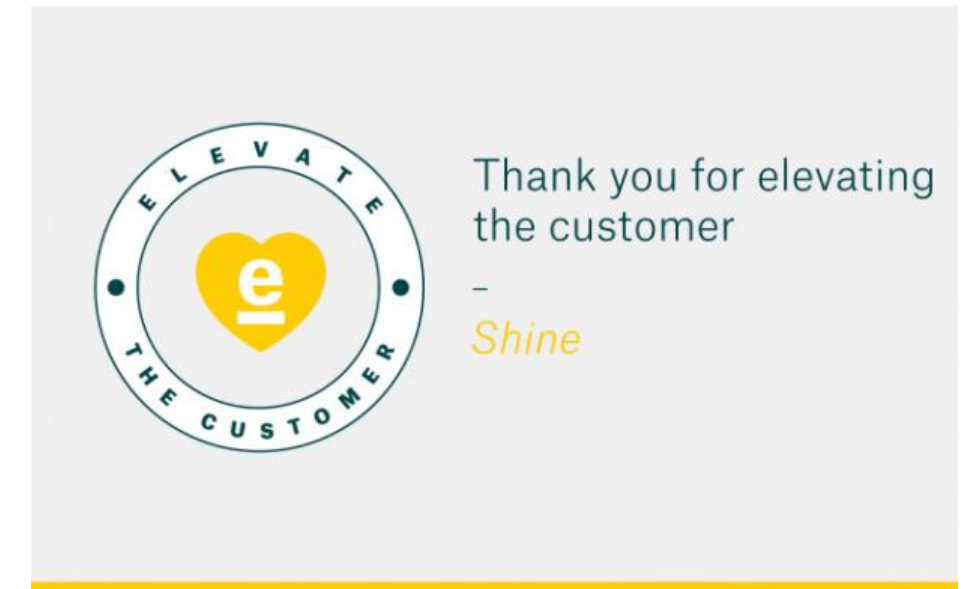
The company also communicates the program internally to existing employees. “I think as an organisation we do a pretty good job of promoting Shine, and leveraging the value of the recognition. We do a lot of communication, whether that’s through the CEO’s all-employee email, blogs, celebrations, photos, the intranet or stories online.”

To continue the excitement and ensure the program stays relevant, Suncorp also releases “limited edition” or seasonal ecards whenever the business wants to put a particular value or priority in the spotlight. Quarterly and annual award winners also receive the full cash value of the reward, which they can redeem against a variety of different products and services. “The other thing we love is the ease with which we can load value into somebody’s account and that they can use it in whatever way

they want to — whether that’s products, services or cash. It’s cool that there’s something there for everybody, and that easy link between Shine and the benefits front-end works really well.” Torsten says.

After several years, recognition has become part of the Suncorp culture. Even at the senior management level there is a strong commitment to recognition and to making sure Shine is front of mind.

“There are people who were involved in some of those initial workshops and steering committees who say they’re very happy with where it landed,” Torsten says. “Despite initial scepticism, they are delighted with the impact of our program.”

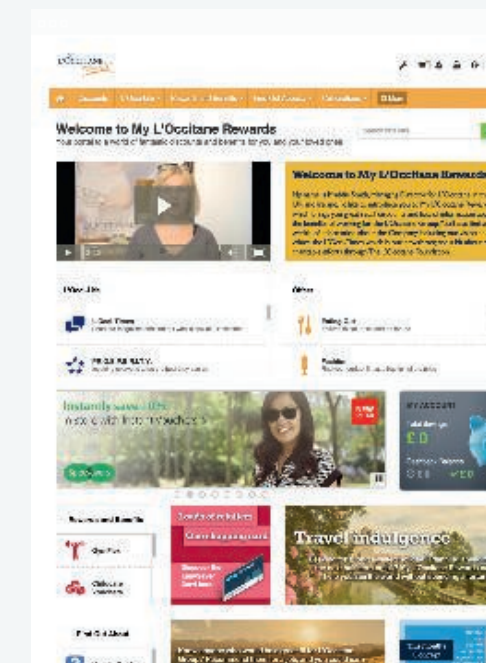
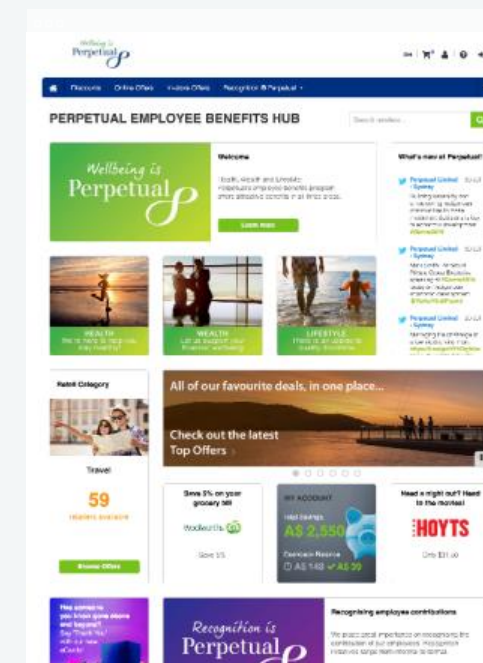
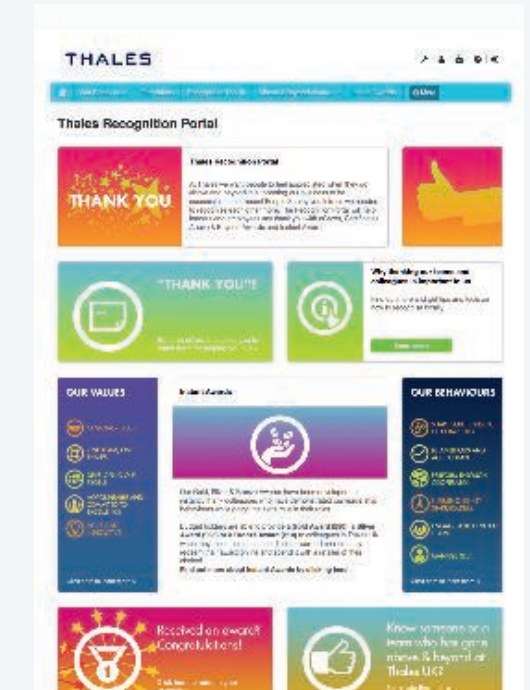
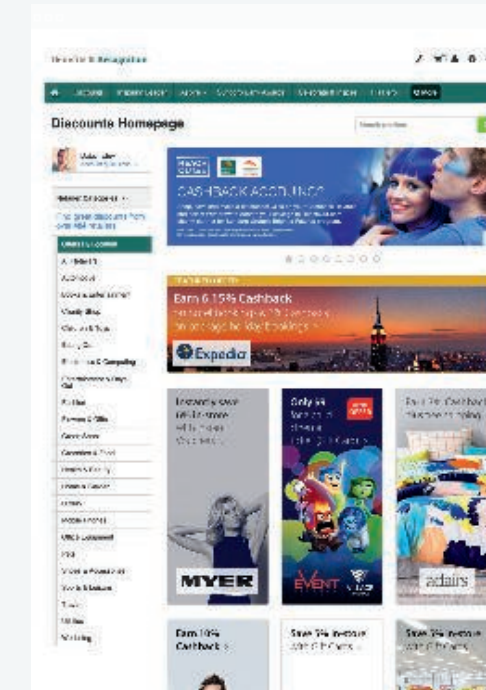
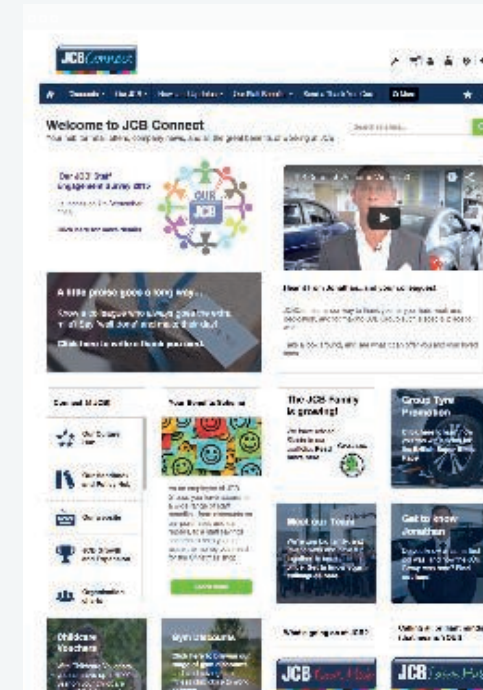


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