



# Celebrating Achievements: A Playbook for Rewards and Recognition

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# Rewards and Recognition Basics



At WSP in the U.S., we value the contributions of our employees and strive to recognize and reward strong performance. We can all contribute to a work environment where employee recognition is the everyday norm. **With us, you can.**

As a manager at WSP, you can play a direct role in this effort and have a positive impact on our culture. To engage and retain top performers, we're counting on you to provide timely, fair and consistent rewards and recognition.

In this playbook, you will find an overview of practical strategies for recognizing, rewarding and ultimately retaining our employees. We hope this Playbook for Rewards and Recognition serves as a valuable reference in managing your direct reports.

At WSP, employing a recognition and rewards strategy is not a one-size-fits-all approach – each employee will have different needs. Consider combining strategies to deliver the most meaningful impact for your employees.

Below is a table breaking down the differences between rewards and recognition at WSP:

 <b>Rewards</b>	 <b>Recognition</b>
Rewards are <b>tangible</b> .	Recognition is <b>intangible</b> .
Rewards are <b>transactional</b> and have some <b>monetary value</b> attached to them.	Recognition is <b>relational</b> and has an <b>emotional value</b> attached to it.
Rewards are tied to <b>goals and accomplishments</b> .	Recognition can frequently happen <b>at the moment</b> .

**Continue reading to learn how all of our rewards and recognition options can help you to retain and motivate employees.**



# Retention Considerations

At WSP, one of our top priorities is creating a culture that effectively engages and retains employees. In addition to the recognition and rewards options outlined in this playbook, we provide a number of benefit offerings designed to address our employees' needs inside and outside of the workplace. As a manager, it is important to ensure your employees understand the full range of wellbeing resources available to them, as well as how to utilize them. You will find more information on these resources beginning on **page 6** of this playbook.

As a manager, you can use the following questions as guidance to help direct retention needs.



## Ask yourself, "How often do I..."

- ✓ ask my employees **what keeps them** at WSP?
- ✓ ask my employees **what a competitor might offer** that would entice them to leave?
- ✓ review my employee's **compensation** with respect to both internal and external equity?
- ✓ show my **appreciation** by thanking employees for a job well done?
- ✓ ask my employees about their **career aspirations**?
- ✓ give **honest feedback** to employees to let them know about their performance?
- ✓ directly support my employees' attempts to **balance work and family life**?
- ✓ ask employees for **feedback on my management style**?
- ✓ initiate activities that promote **fun and creativity** in the workplace?
- ✓ provide opportunities that will **challenge** my top talent employees?
- ✓ help employees identify ways to incorporate their **passions** into their work?
- ✓ ask employees for their **solutions to problems** within the department or office?
- ✓ review, respond and use the **WSP Listens** survey information?





## Recognition

Remember that recognition is **intangible, relational**, and often has an **emotional value** attached to it. Here are the recognition options available to you as a manager:



### Employee anniversaries

Be sure to recognize and congratulate your employees on their work anniversaries. Whenever one of your employees is reaching a milestone work anniversary (1 year, 5 years, 10 years, etc.), you will receive a reminder email with suggestions on how to recognize their anniversary. Personalize the recognition to be meaningful based on the employee and milestone year.



### Employee promotions

When an employee receives a promotion, make sure that leadership (across multiple levels) congratulates them. Also, consider giving your employee a shout-out on a team call.



### Handwritten thank you note or card

This can be on any note paper or card you wish to use for a personalized thank you.



### Positive feedback

Positive feedback goes a long way for making employees feel valued and recognizing their day-to-day performance. Whether you are providing positive feedback to an individual or team, make sure their manager or other leaders are made aware too (i.e. copy them on the email or send them a message with the feedback).



### Social media shoutout

Acknowledging your employee on platforms such as Viva Engage and LinkedIn is a great way to show them that you value their skills and contributions. You can also utilize the Award Kudos function on Canopy.



### U.S. Award

This **annual awards program** celebrates the many successes of our people and projects.



# Rewards

Remember that rewards are **tangible**, tied to **goals and accomplishments**, and have some **monetary value** attached to them. Here are the rewards options available to you as a manager:



### **WSP store gift** (*up to \$100 per individual*)

Order employees a **gift from the company store**. This could be a team reward as well, gifting the whole team for a group accomplishment.



### **WSP-paid dinner** (*amount determined by local leadership*)

Treat your employee to a dinner with their choice of companion(s). The dinner receipt should be submitted via an expense report, with manager approval. Employees should code expenses when submitting on their expense report as “Unallowable FAR” and enter “WSP-paid dinner” in the Description field.



### **Project completion or spontaneous celebration**

Celebrate your team / employees’ accomplishments with lunch, coffee delivery, or an offsite happy hour.



### **New hire lunch**

Take your team out to lunch or have lunch delivered. If your team is remote, have a virtual meet-and-greet over lunch.



### **Lunch with Service Line Lead/Local Business Leader/District Business Line Leader/Mentor**

Reward your employee with a unique networking opportunity over free lunch.



### **Attending leadership calls/meetings**

Enhance your employee’s career development with exposure to important leadership sessions.



### **Trip to another local WSP office**

Employees can meet new and old colleagues in person, and experience a new office environment.



### **One-Time Bonus Opportunities** (*learn more [here](#)*)

- Spot Bonuses (S, T, P4 and below)
- Performance Merit Bonus (P5 and above)
- Publication/Honorarium
- Enhanced licenses/certifications
- Project Incentive Plan



## Other Valuable Programs

As we mentioned earlier, one of our top priorities is creating a culture that effectively engages and retains our employees. In addition to the rewards and recognition options outlined above, our employees also have access to a variety of resources to make the most of their experience at WSP. As a manager, reminding your direct reports to take advantage of these valuable programs is another way to show employees that WSP is here to support them, inside and outside of the workplace.



### Wellness Programs

Following are some examples of programs that can help employees lead an active and healthy lifestyle, enhance overall wellbeing, and improve work/life balance. For a complete list of our wellness programs, visit [rewardsatwsp.com/My-Wellness](https://rewardsatwsp.com/My-Wellness).

- ✓ **Carebridge Employee Assistance Program (EAP):** Provides confidential services, counseling support, mental health assistance, legal and financial advice and more. Learn about it [here](#).
- ✓ **ClassPass:** A subsidized **fitness program** to access thousands of studios, gyms and wellness centers and book classes from yoga to spin to barre and boxing, and everything in between.
- ✓ **Meditation Sessions:** Live, 10-15 minute meditation sessions every Monday and Wednesday. Employees can email [wellness@wsp.com](mailto:wellness@wsp.com) to add the sessions to their calendars.
- ✓ **MindCheck:** Guided **meditations and digital tools** to practice everyday mindfulness, available to employees enrolled in an Aetna medical plan.
- ✓ **Perks & Discount Program:** Employees have access to discounts on a range of brand-name products and services through the Beneplace platform. Learn more [here](#).
- ✓ **Wellness Event Funding:** All employees can **apply** for micro grants from the **Wellness Fund** to support community and social wellness events in their local office.

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## Other Valuable Programs (continued)



### Community and Social Wellness Programs

Following are some examples of programs that can enable employees to connect with their communities and cultivate relationships outside of the office. For a complete list of our community and social wellness programs, visit [rewardsatwsp.com/My-Wellness#CommunitySocial](https://rewardsatwsp.com/My-Wellness#CommunitySocial).

- ✔ **Charitable Matching Funds Program:** WSP matches 100% of employee's donations to charitable organizations. Learn more [here](#).
- ✔ **Sports Leagues:** Employees can participate in intramural athletics leagues, including cornhole, pickleball, volleyball, softball and golf.
- ✔ **"Tea Time" Talks:** Weekly chat sessions with the Live Well Wellness Consultant to discuss WSP wellness resources. Employees can email [wellness@wsp.com](mailto:wellness@wsp.com) to add the weekly Tea Time Talks to their calendars.
- ✔ **Watch Parties:** Employees can join colleagues from their local office for webinar watch parties throughout the year. They can reach out to their local Wellness Ambassador, Office Administrator or local DPN members about upcoming webinar watch parties in their area.

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## Other Valuable Programs (continued)



### Personal and Professional Development Opportunities

WSP offers a wide range of training resources and development programs designed to help build our employees' skills and advance their careers. As a manager, it's important to champion your employees' participation in programs that align with their career goals. You can reach out to your HR Business Partner or our Talent Development team at [US-TD@wsp.com](mailto:US-TD@wsp.com) for more information.

#### LEADERSHIP DEVELOPMENT

- ✓ **Aspire:** Self-paced development program for individuals who would like to be people managers in the future. Learn more [here](#).
- ✓ **Accelerate:** This recurring three-month program is designed to provide new and aspiring managers with the knowledge and skills needed to successfully lead a team. Learn more [here](#).
- ✓ **Elevate:** A leadership development program that prepares WSP leaders to drive business success. Participants learn directly from the US Executive Leadership Team and leading business school professors to gain a deep understanding of WSP's operations, financials and industry dynamics.
- ✓ **Love 'Em or Lose 'Em:** Development program for people managers at any level featuring proven strategies to maximize engagement and retention. Learn more [here](#).
- ✓ **Crucial Influence:** Gain insight on personal, social, and structural sources that shape behavior and teach a method for using these sources to influence people and results. Learn more [here](#).

#### EMPLOYEE DEVELOPMENT

- ✓ **Communicating with Confidence:** Development program designed to help employees boost their confidence with communicating in the workplace. Learn more [here](#).
- ✓ **Crucial Conversations for Accountability:** Explore the skills to hold peers and others accountable to manage performance while strengthening trust and reliability. Learn more [here](#).
- ✓ **Crucial Conversations for Mastering Dialogue:** At the heart of healthy and high-performance organizations is the ability to hold effective conversations. Learn more [here](#).

#### TEAM DEVELOPMENT

- ✓ **DiSC Workplace:** An assessment and classroom workshop featuring a personalized learning experience to build more productive and effective relationships at work. Learn more [here](#).
- ✓ **Five Behaviors of a Cohesive Team:** An assessment and classroom workshop designed to create a benchmark to measure actionable strategies to enhance team performance and cohesiveness. Learn more [here](#).

***Read more on the next page***





## Other Valuable Programs (continued)



### Personal and Professional Development Opportunities (continued)

#### SPECIALTY

- ✓ **NextGen PM:** A yearlong development program designed to grow a group of highly skilled and experienced project managers who are ready to lead large-scale major projects.
- ✓ **Technical Leadership Program:** This program establishes milestones for employees on a technical career path, with professional development opportunities at each stage. Learn more [here](#).
- ✓ **Accel:** This structured, six-month incubation program prepares you to launch your product or service with WSP clients and the broader marketplace. Learn more [here](#).

#### OTHER

- ✓ **Online Learning Platforms:** Explore our various professional development and technical platforms. Learn more [here](#) and find tailored recommendations by the following categories:
  - **Early Career**
  - **Critical Expert**
  - **Business Leadership**
- ✓ **Key Learning Topic Library:** View recommended learning content to grow your skills. Learn more [here](#).
- ✓ **Learning Lobby:** Explore this site for professional development and career advancement resources spanning a variety of topics, including continuing education, leadership, innovation and diversity and inclusion. Learn more [here](#).
- ✓ **Career Compass:** An interactive career path platform for developing a clear career plan for professional growth at WSP. Learn more [here](#).
- ✓ **RedVector:** This learning platform features self-paced Architecture, Construction, Engineering and Facility Management training to meet Continuing Education (CE) requirements.
- ✓ **Tuition Reimbursement:** Up to \$5,250 per year reimbursed for degree-seeking employees. Learn more [here](#).
- ✓ **Reimbursement for professional membership(s):** For full-time employees with manager approval. Learn more [here](#).
- ✓ **Conferences/Seminars/Workshops:** These offsite programming events provide opportunity for continuous learning and professional development.
- ✓ **MentorConnect:** A user-friendly tool designed exclusively for our employees that seamlessly connects them with mentors from diverse regions, disciplines and backgrounds. Learn more [here](#).
- ✓ **Developing Professionals Network:** A national network for WSP's emerging professionals, focused on advancing strategic objectives and Company culture.
- ✓ **PANs Community:** Practice Area Networks (PANs) are designed to facilitate global knowledge sharing through technical challenges, ideas and information. Learn more [here](#).