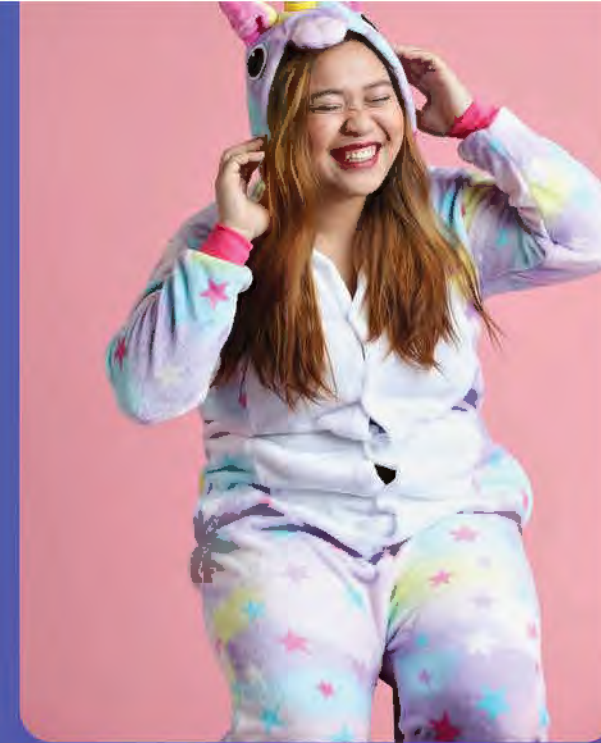


Optimizing Worker Engagement Practices using Productivity Rewards System

How do you make your team members enjoy work and driven to give their best every day.

Vanson So, People Lead at Canva Philippines



Canva



Agenda

1

Redefining Employee Engagement

2

Interesting Facts and Figures

3

Canva's Programs and Results

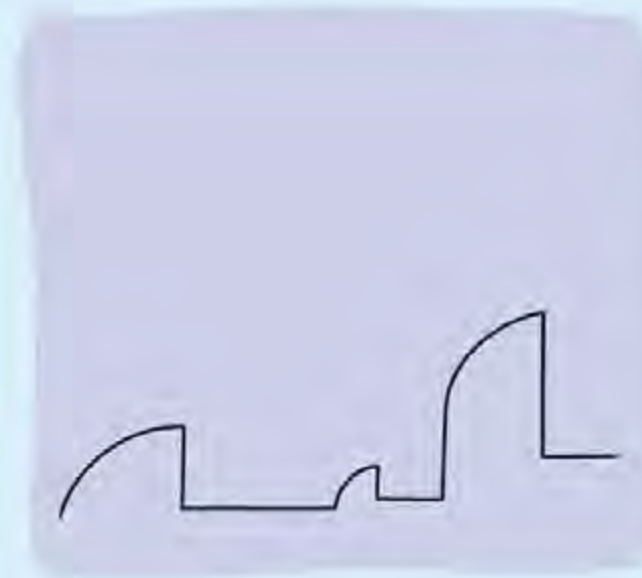
4

Data Insight and Next Steps

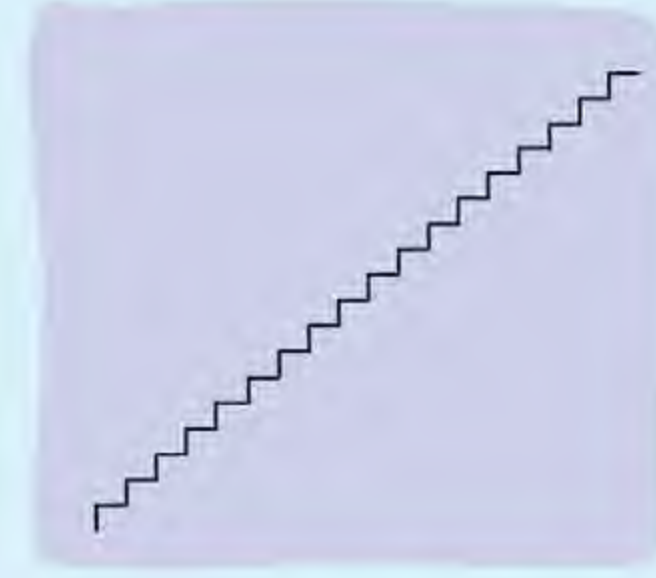
But First... We are taking a
Consistency POV today.

Employee engagement should always
be consistent and sustained.

It should not be based on when you
like to do it because we also want
productivity and effectiveness to be
consistent.



RELYING ON
MOTIVATION























RELYING ON
CONSISTENCY

LIZ FOSSLIE

Secondly, we should agree that pay is a *Hygiene* factor.

Meaning, no matter what rewards and productivity systems you create, it will be perceived as inadequate if people generally feel they don't earn enough, or at least understand 'why' they earn what they earn.

Ranking	2022		2021	
1	 Covering monthly expenses	11.1%	 Physical health & fitness	10.3%
2	 Being able to retire	9.1%	 Work load / life balance	8.6%
3	 Work load / life balance	8.6%	 Mental / emotional health	8.2%
4	 Physical health & fitness	8.6%	 Personal fulfillment & purpose	8.1%
5	 Mental / emotional health	7.6%	 Being able to retire	7.4%
6	 Personal fulfillment & purpose	7.4%	 Personal safety	7.3%
7	 Job security	6.9%	 Pace of life / free time	6.9%
8	 Personal debt	6.8%	 Personal relationships	6.8%
9	 Pace of life / free time	6.4%	 Covering monthly expenses	6.8%
10	 Personal safety	6.1%	 Job security	6.0%

Gray items represent items that were not in the top 10 both years

Redefining Employee Engagement



What it is!

- The employee experience, the entire package of why they work for you.
- Hinged on a meaningful relationship
- Sustained and scalable programs
- People over policy perspective
- Two-way street
- Looks unique and different for every individual
- An effective way to combat burnout, anxiety, and workplace stress



What it's not.

- Parties and social events
- Policies that simply apply to all
- Necessarily always expensive
- Have to be many different things
- Top-down prerogative
- Management driven
- Effective only when people work face-to-face

6 building blocks

Credibility

People believe what the company says because managers communicate and collaborate with their teams regularly.

Respect

People feel that their voices, ideas, and concerns are heard, acknowledged, and strongly encouraged.

Equality & Equity

People are welcomed and can be who they are, and they feel their unique characteristics are considered when designing programs and policies.

Purpose & Mission

People believe what the company is saying, representing, and doing, through its leadership.

Belongingness

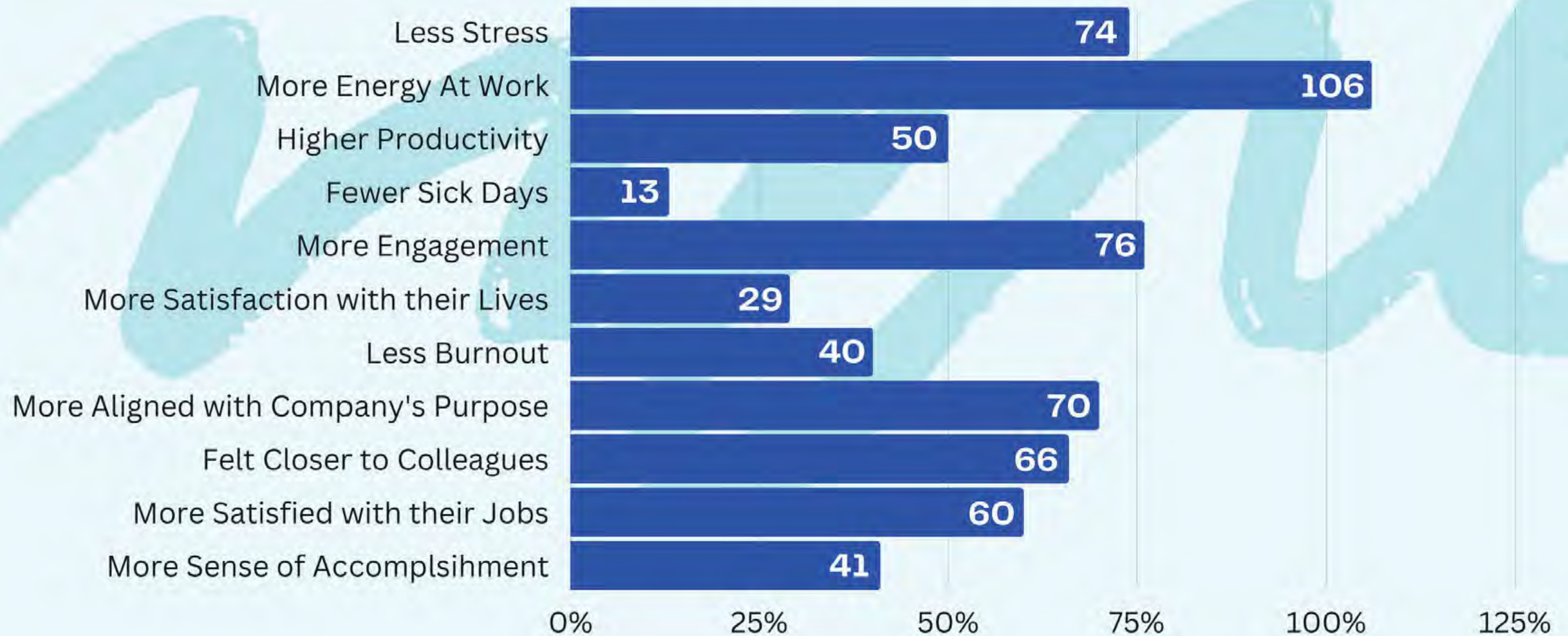
People know they have each other's back because they know the company has their back, too.

Wellbeing

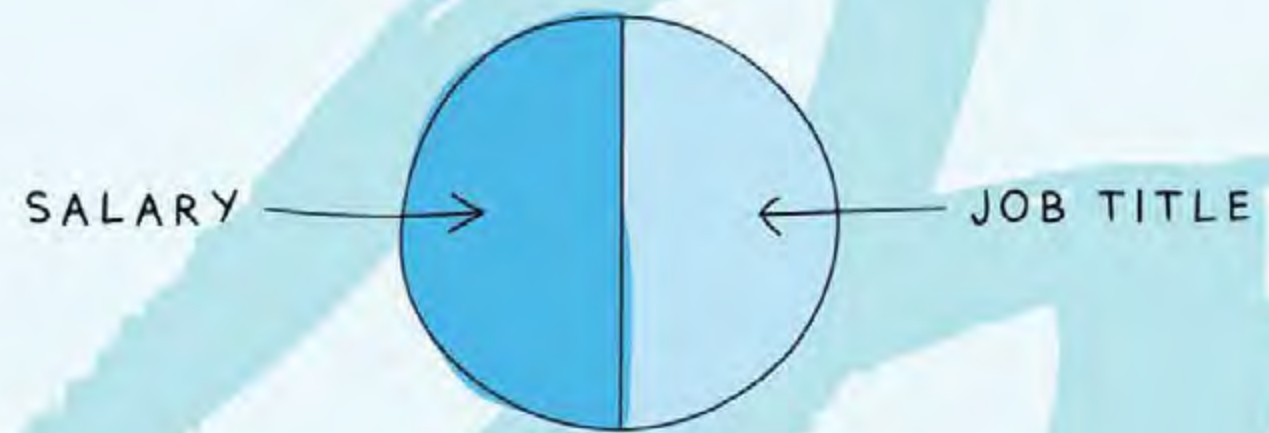
People-over-Policy is the default approach when building programs to care for and support employees.

Highly *engaged teams* contribute to high-trust cultures.

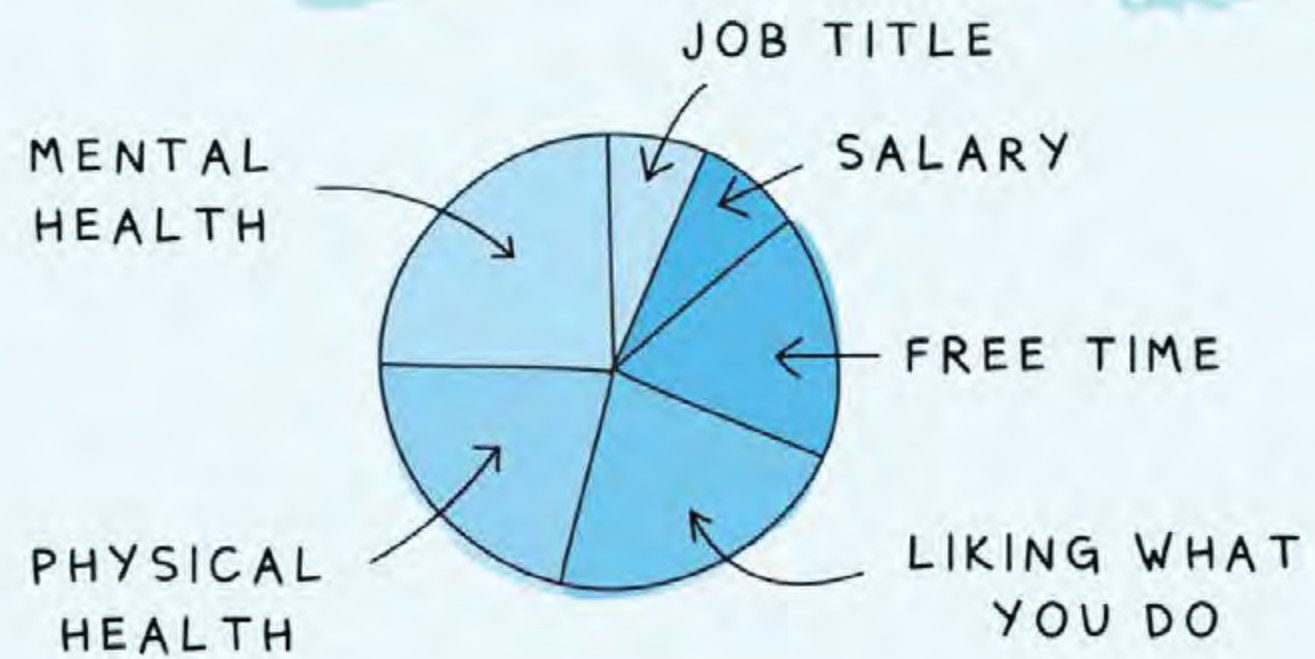
High *trust cultures* lead to higher levels of productivity and lower levels of burnout.



HOW WE'RE TAUGHT TO MEASURE SUCCESS



A BETTER MEASURE



@LIZANDMOLLIE

Canva's Programs

Pillars of Engagement



Hub

Programs that benefit every team, every group, every specialty, every employee.



Teams

Recognizing every person is different and is part of a bigger group with particular needs and drivers.



Person

Celebrating every person as a unique individual with unique motivations, priorities, and circumstances.

As a Hub

Programs that apply to all team members across the entire organization. The goal of these is to bring people together and connect them to each other, to management, to the leaders, and to the company.



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Season Openers

Company-wide events that celebrate the different wins of each group and teams, presented by the people who were accomplished the goal!

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Lokal Show & Tell

Celebrating the Philippines, we focus on the contributions of the PH Hub to Canva's overall success. Theme: Globally Aligned & Locally Relevant

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Yearly Culture Survey

We listen to the ever-changing needs of the company. We encourage people to speak and we promise to listen.

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Wellbeing as a Differentiator

Happy employees truly are more productive. So the majority of our programs have well-being ingredients in them.



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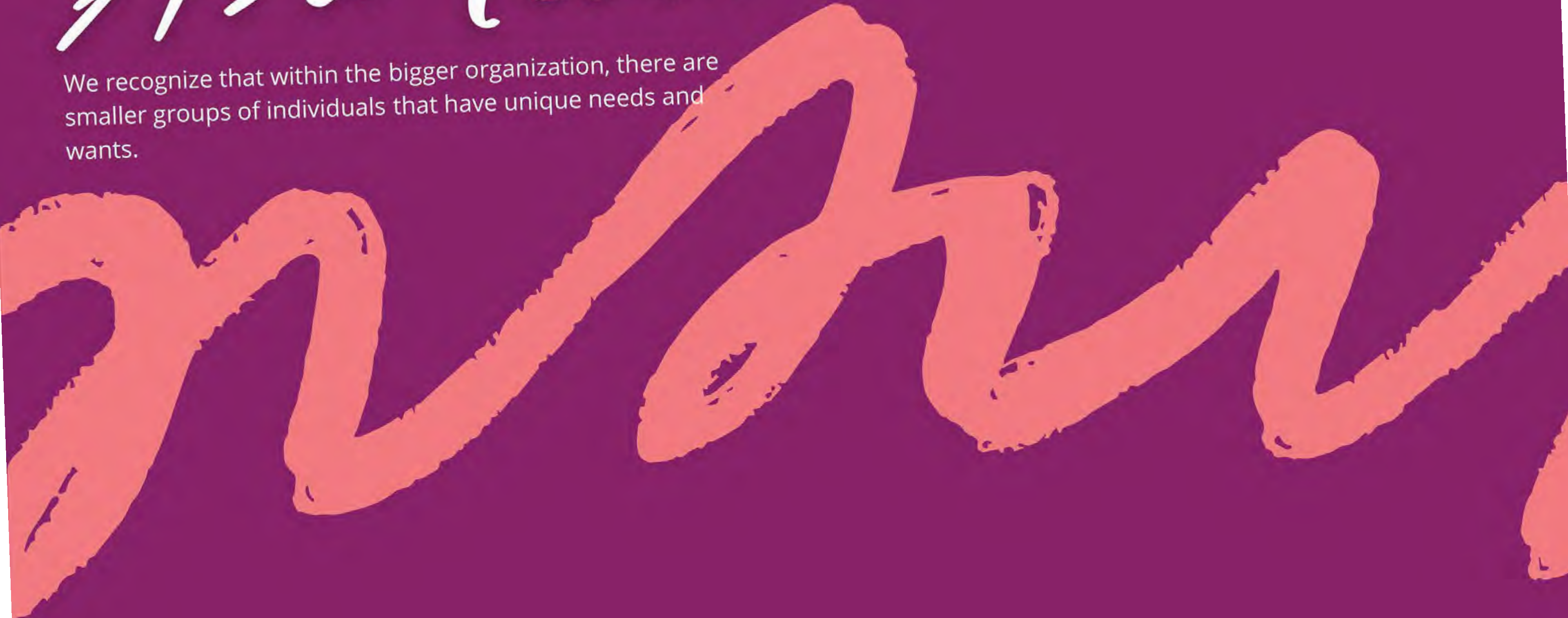


Fix-It Forms

Anyone can raise a problem and everyone is empowered to solve them. Fix-It forms are confidential, discreet and goes straight to our founders.

As a Team

We recognize that within the bigger organization, there are smaller groups of individuals that have unique needs and wants.



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Specialty Show & Tell

Teams have unique contributions so each specialty showcases their work for all their global peers to celebrate.

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Team Celebration

Crazy big goals when achieved deserves a celebration. Teams are free to spend their team budget to dine, play or chill after doing great work!

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Gamification

We encourage teams to build reward mechanisms that will boost productivity and we supply them with appropriate rewards and incentives.

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Epic Recharge

After 5 years of hard work, we reward people with 1 month's paid time off, an allowance to travel, and an epic commemorative swag kit!

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Growth

We keep amazing opportunities available & accessible to our teams because the goal is to invest in your people and then put them in key roles.



Interesting

Data and Insights



**COST OF ENGAGEMENT < COST TO
REHIRE**

The average cost of
engagement per person is
30k/year.

Cost to rehire is 75k/person.



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MONEY ISN'T EVERYTHING

Listen to the needs of your employees, and you will be surprised what people say they want more of.

Coffee, Parking, Flexi-time, more WFH, more autonomy and responsibilities, flexible time-offs are the top favorites!

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WELLNESS IS A CATALYST FOR PRODUCTIVITY

When we introduced unli-flex leaves during the pandemic, our productivity went up 20% but our spending remained the same.



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ONE SIZE FITS ONE

Targeted programs when built on top of employee feedback is received better because makes people feel heard and valued. It also costs less than generic programs that don't resonate with everybody anyway.



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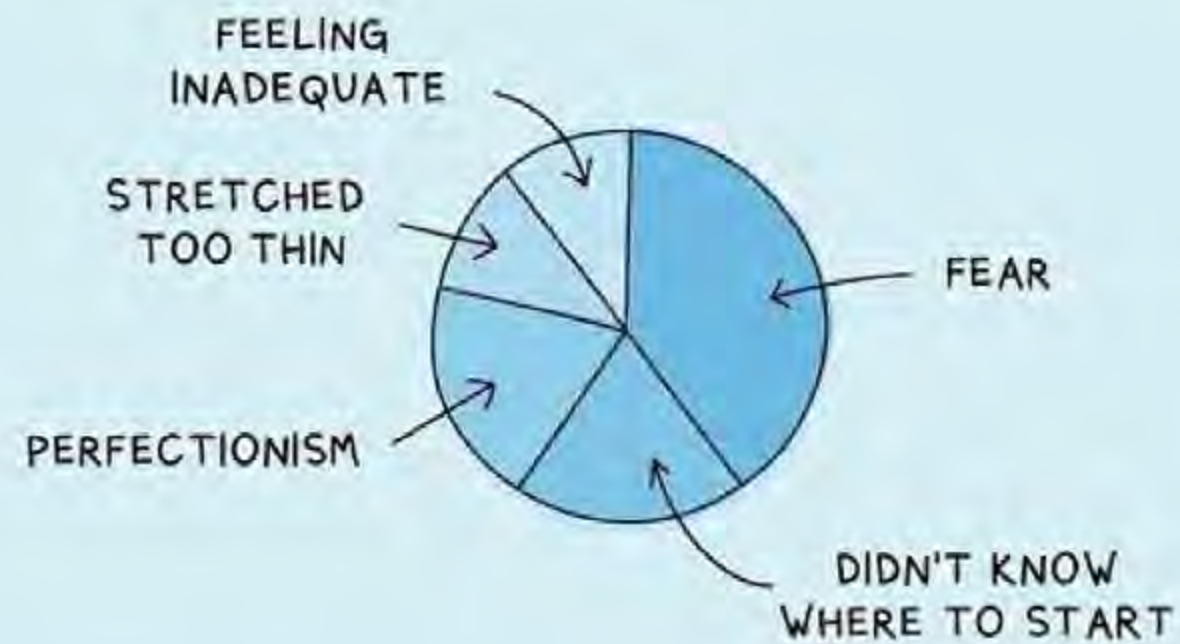
Interesting

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WHY I ASSUMED I PROCRASTINATED



WHY I ACTUALLY PROCRASTINATED



Skill enrichment
Resourcing
Mindset
Imposter Syndrome

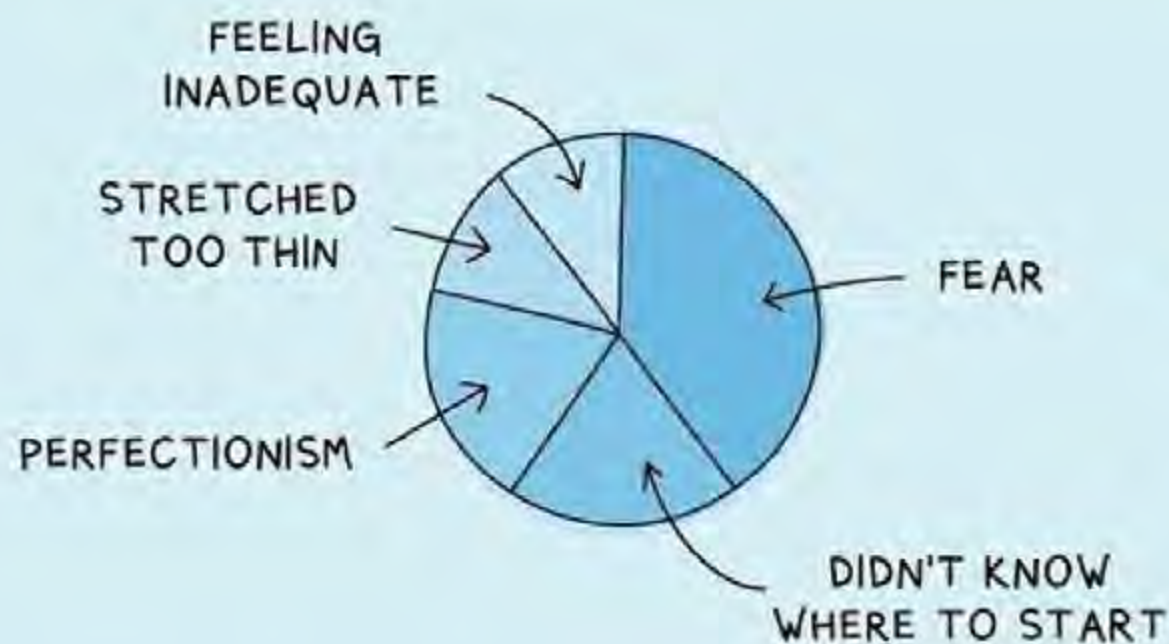
WHY I ASSUMED I PROCRASTINATED



@LIZ AND MOLLIE

New to the job
Psychological Safety
Unclear goals
Unrealistic targets

WHY I ACTUALLY PROCRASTINATED



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Resourcing
Mindset
Imposter Syndrome

WHY

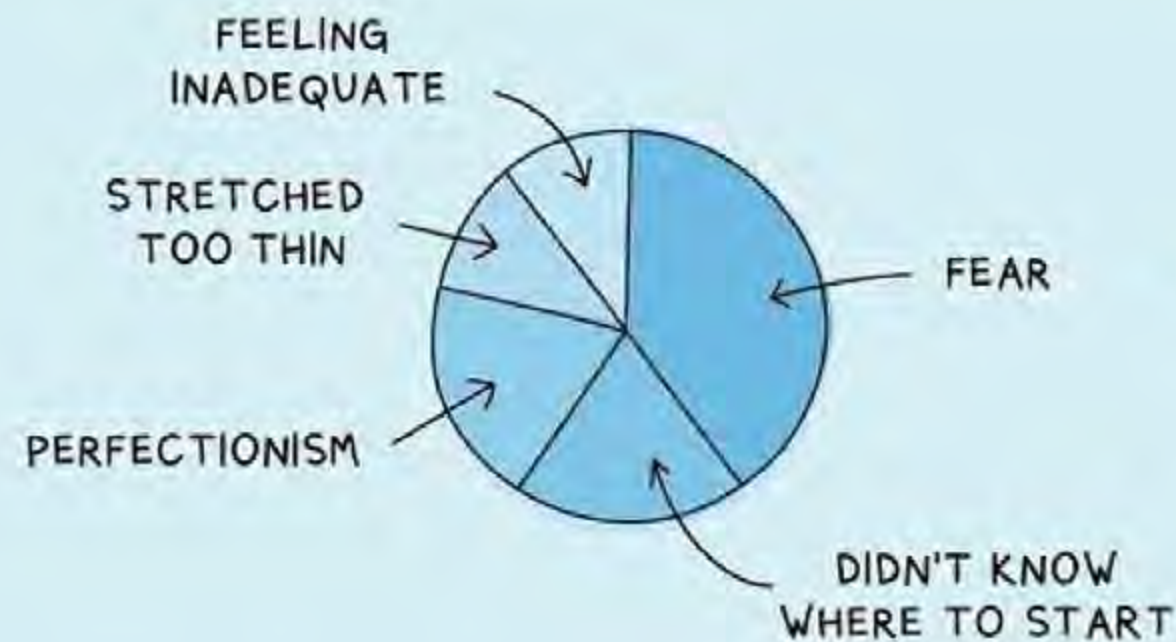
PROCRASTINATED

*It's not
always about
monetary
rewards.*

@LIZ AND MOLLIE

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WHY I ACTUALLY PROCRASTINATED



Thank you!

Canva