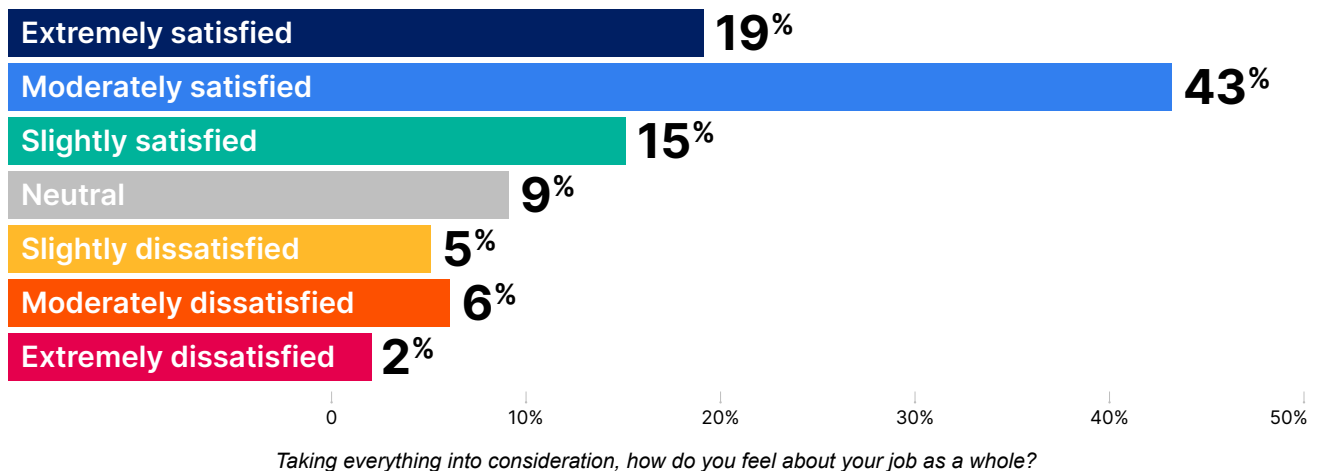## Appendix A: Recognition Impacts Worker Commitment and Engagement

As was noted in the introduction, a large and growing body of research demonstrates that How employees' experience of work – their commitment, engagement and intent to stay – are shaped by a culture of recognition.

As Gallup and others have reported from more than a decade, most employees are not engaged at work, and in 2025, at 31%, the number engaged is the lowest it has been in a decade. Among the four indicators we tested to gain a sense of overall engagement, the strongest positive signal comes from respondents' assessment of their current job satisfaction. Over 60% of employees report a broadly positive experience at work with 43.5% identifying as *moderately satisfied* and another 18.8% as *extremely satisfied* (Figure 11). 38.5% of respondents say they feel *"immersed in their work," very often* and another 18.1% say *always*. Similarly, 46.3% report feeling enthusiastic about their job *very often* or *always* (Figure 12). These are promising signs of intrinsic motivation and alignment with purpose but fall far short of where most employers would like their workforce to be.

Figure 11: Overall Job Satisfaction

Category	Percentage
Extremely satisfied	19%
Moderately satisfied	43%
Slightly satisfied	15%
Neutral	9%
Slightly dissatisfied	5%
Moderately dissatisfied	6%
Extremely dissatisfied	2%

Taking everything into consideration, how do you feel about your job as a whole?

Though many employees are mentally engaged and emotionally connected, they may not always feel energized. The gap between engagement and energy can be an early indicator of strain or underappreciation – where employees are invested but not consistently replenished. A culture of recognition can play a critical role in closing this gap.

This data offers a valuable snapshot of how employees perceive their jobs overall – and highlights the critical role recognition can play in elevating workplace satisfaction. This is encouraging, suggesting that many organizations are getting the fundamentals right. However, the relatively modest share of *extremely satisfied* respondents points to an opportunity for deeper engagement and stronger emotional connection. Recognition done well validates individual contributions, strengthens team cohesion, and signals that employees are not just seen, but valued.

These findings suggest that organizations should not only recognize results but also acknowledge the emotional and mental effort employees put into their work. Doing so may boost day-to-day vitality and create a more resilient, energized workforce.

Figure 12: Frequency Distribution of Work Engagement Indicators
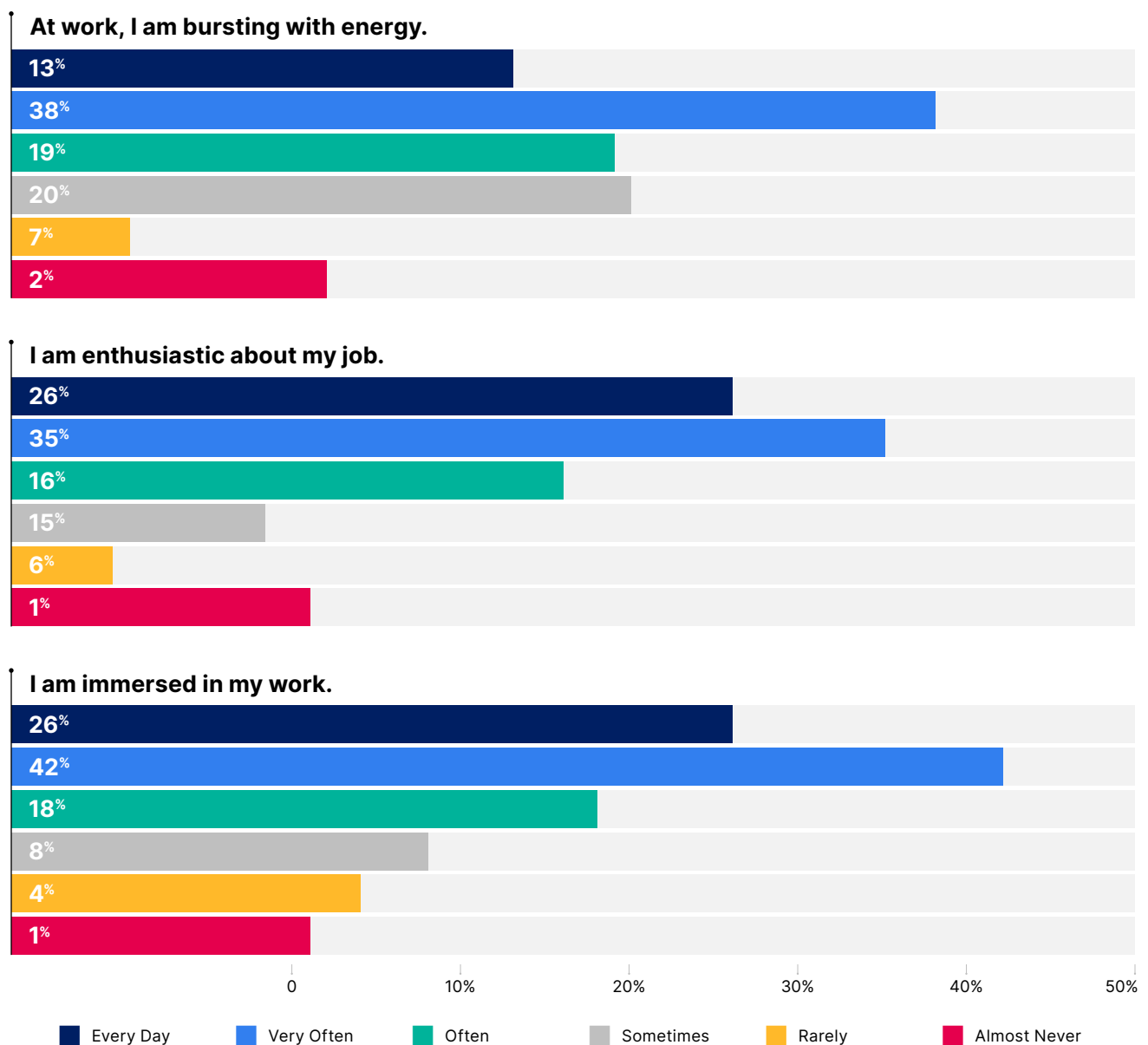
## Appendix B: Recognition Platforms are Critical

An average score of 58 out of 100 on the perceived value of peer-to-peer recognition platforms suggests that employees see limited merit in these systems and indicates an important gap (and opportunity) where such platforms are not seen as highly valuable. These perceptions could result from implementation issues, lack of engagement, recalling the use of a past (and less effective) tool, or perceptions of superficiality. Yet those who reported that they have current access to a recognition platform score "ease of recognizing others" at 80/100 versus just 62/100 for those that don't have access to a platform. This appears to extend to actual recognition received. 303 respondents reported that they receive recognition daily or weekly, compared to 776 who receive it less frequently or not at all. Among the more frequent recipients of recognition, over 56% have access to a P2P recognition platform, versus 35% who do not. Clearly, effective use of recognition platforms is an important driver of a culture of recognition. Nevertheless, for organizations aiming to foster a culture of recognition, platforms alone do not create meaningful experiences of appreciation.

When well-integrated and thoughtfully used, however, recognition platforms can democratize recognition, making it more inclusive and frequent – an indispensable ally in creating a culture of recognition. To maximize cultural impact, designers should ensure these platforms are user-friendly, closely aligned with company values, and supported by clear communication and training. Encouraging sincere, specific manager and peer recognition – backed by small but meaningful rewards (normally redeemable points) – can turn these tools into a powerful vehicle for building community, boosting morale, and reinforcing desired behaviors across all levels of the organization.

Our data reveals a significant gap in the adoption of peer-to-peer recognition platforms, with over half of respondents (52.5%) reporting that their organization does not offer such a system (Figure 13). Thus, most workplaces may be missing an opportunity to harness the collective power of direct manager and peer acknowledgment – a critical ingredient in cultivating an inclusive, everyday culture of recognition. Increasingly, organizations are extending recognition platforms to stakeholders as well, including customers, representing another advantage for firms that use the technologies well.

Peer-to-peer systems allow appreciation to flow laterally, not just top-down, creating a more democratic and continuous recognition experience. When employees can recognize one another (and even receive appreciation from customers or suppliers) in real time for collaboration, effort, or impact, it reinforces shared values and builds stronger team cohesion. The 6.5% of respondents who are unaware of whether such a platform exists in their organization further suggests communication gaps or underutilization, which can further weaken recognition culture even when tools are technically in place.

For organizations seeking to foster trust, engagement, and belonging, implementing and actively promoting peer-to-peer recognition systems can be a transformative decision. Done well, these platforms empower employees to be both givers and receivers of appreciation–fostering a culture where recognition is not a rare event, but a natural part of the workplace rhythm.

Figure 13: Availability of Peer-to-Peer Recognition Platforms

52.5%
Not Available

6.5%
Don't Know

41.0%
Yes - Available
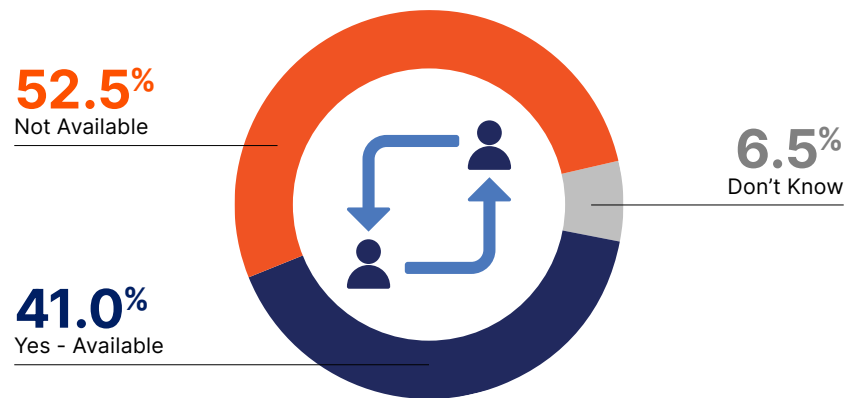
Does the organization you are working for now offer a peer-to-peer recognition system/platform?

Technology Accelerates the Frequency, Timeliness and Impact of Recognition

In building a culture of recognition, the greatest accelerator may be the deployment of a recognition platform. 442 respondents reported that their current employer uses a recognition platform/tool that they have access to while 565 do not have access to such a tool currently and 70 do not know. Those with a platform rate the ease of recognizing others at 80/100 versus just 62/100 for those without, moreover:

P2P Platforms Greatly Improve Frequency and Source Diversity

- **Recognition Frequency:** Those with a P2P platform are far more likely to be recognized weekly or monthly (77.3%) compared to those without (46.2%). Meanwhile, nearly half of employees without a P2P platform say they "rarely" receive recognition.

- **Source of Recognition:** Employees with access to P2P platforms are more likely to be recognized by peers (45.3% vs. 39.7%) and senior leaders (39.4% vs. 23.24%). This suggests that P2P systems may enable a more democratized and visible recognition culture, extending beyond just manager feedback.

Recognition is More Timely and Sincere with P2P Platforms

- **Timeliness:** Employees with a P2P platform report higher rates of timely or immediate recognition (68.8%) versus those without (48.6%). Recognition delays are far more common in organizations lacking a P2P system.

- **Perceived Sincerity:** Those with P2P tools rate the sincerity of their recognition significantly higher (73 vs. 62), indicating that when recognition is peer-driven and more frequent, it also feels more authentic.

P2P Users Feel More Engaged and Energized

- **Energy & Enthusiasm:** Respondents with a P2P platform score markedly higher in emotional engagement – 80 for energy (vs. 50) and 79 for enthusiasm (vs. 62).

- **Immersion & Job Sentiment:** Similar boosts are seen in immersion (always/very often: 63.2% vs. 52.9%) and overall job engagement, with a higher share of "extremely satisfied" respondents among those with P2P access (25.4% vs. 14.1%)

Recognition Feels Easier and More Meaningful

- **Ease of Recognition:** Those with a P2P platform find it easier to formally recognize colleagues (score: 69 vs. 50).

- **Belief in Non-Tangible Appreciation:** Even when no tangible reward is involved, P2P users value a sincere "thank you" more (61 vs. 48), reinforcing the emotional credibility of peer-driven acknowledgment.

Recognition is Better Integrated into Workplace Culture

- **Tool Effectiveness:** P2P users rate their recognition tools as more effective (60 vs. 57), which is modest but meaningful – especially when considered alongside the dramatic differences in sentiment, frequency, and sincerity.

These results offer clear evidence that P2P recognition platforms are not just a convenience, they're a cultural enabler. They increase the volume, speed, and emotional impact of recognition while empowering more people across the organization to participate meaningfully in showing appreciation (Table 1).

Organizations that want to build a sustainable, inclusive, and energizing recognition culture would do well to invest in peer-to-peer platforms, not just as tools, but as systems that activate shared values, reinforce belonging, and elevate day-to-day morale.

Table One: Technology is a Recognition Accelerator

Impact of Peer-to-Peer Recognition Platforms on Engagement & Culture

Category	Has P2P Platform	No P2P Platform
Recognition Frequency (% receiving monthly or more)	77.3	46.2
Peer Recognition (%)	45.3	39.7
Recognition by Senior Leaders (%)	39.4	23.2
Timely or Immediate Recognition (%)	68.8	48.6
Sincerity Score (/100)	73.0	62.0
Tool Effectiveness (/100)	60.0	57.0
Sincere Thank You Sufficient (/100)	61.0	48.0
Ease of Recognizing Peers (/100)	69.0	50.0
Energy Score (/100)	80.0	50.0
Enthusiasm Score (/100)	79.0	62.0
Immersion Score (/100)	63.2	52.9
Job Engagement: Extremely Satisfied (%)	25.4	14.1

Appendix C: Generational Differences Are Subtle

The generations have much more in common than they have differences. All favor monetary rewards, vacations, gift cards and experiential rewards above all others. Over 60% in aggregate believe that a sincere thank you is sufficient when they've gone above and beyond but three-quarters also believe that combining recognition with a tangible reward increases its impact. And the value of that reward, according to each generation is remarkably small, just $25-$49. Beyond this, the generational breakdown reveals some nuanced and actionable differences in how Gen Z, Millennials, Gen X, and Boomers experience, value, and respond to workplace recognition. Here are key insights:

Recognition Frequency & Timeliness

- **Gen Z and Boomers** report the highest levels of *daily or weekly* recognition (38.7% and 16.2%, respectively), while Gen X sees the lowest (25.2%), with a notably high percentage of "rarely" received recognition (43.2%).

- **Boomers** also led on *timely or immediate* recognition (70.9%), while Gen X lags behind (52.1%). Millennials and Gen Z fall in the middle.

- **Insight:** Timeliness and frequency are higher at the generational extremes–possibly because younger employees are more vocal about their needs, and older workers are often acknowledged for tenure or leadership. Gen X may be caught in the "silent middle" and underserved.

Source of Recognition

- **Millennials** are most likely to be recognized by peers (50.4%), suggesting strong horizontal recognition networks, possibly driven by P2P platforms.

- **Gen X and Boomers** are less likely to receive peer recognition (35.3% and 35.5% respectively), possibly reflecting more hierarchical environments.

- **Insight:** Peer-to-peer recognition is most prevalent and valued among Millennials. This may signal where P2P systems are working–and where they are underleveraged.

Sincerity & Trust in Recognition

- **Sincerity scores** are close across groups, ranging from 64 (Gen X) to 71 (Gen Z).

- However, belief in the value of a sincere thank-you without a tangible reward is strongest among Boomers (67), and weakest among Gen Z (55).

- **Insight:** Younger workers may place more emphasis on the *tangible* side of recognition, while older generations are more receptive to *emotional authenticity* alone.

Reward Preferences & Value Expectations

- **All generations** rank monetary rewards and vacation time as top choices, though Boomers place slightly more emphasis on gift cards than experiences.

- **Gen Z and Millennials** tend to find lower minimum reward values ($25–$49) meaningful, while Gen X and Boomers show more acceptance of higher ranges ($50–$250).

- **Insight:** There's growing flexibility in what counts as "enough" – younger workers don't require large rewards but do expect consistent, meaningful gestures.

Platform Access & Value

- **Gen Z** leads in access to P2P platforms (43.2%), followed by Millennials and Gen X (both around 39%). Boomers have the lowest (35.5%).

- **Boomers** also rate the *value of P2P platforms* highest (62), while Millennials rate it lowest (55).

- **Insight:** Despite younger generations having more access to P2P tools, older generations may find greater value in them–perhaps due to novelty or increased visibility of contributions.

Engagement, Energy & Sentiment

- **Boomers** consistently score highest across energy (76), enthusiasm (78), immersion (76), and satisfaction (35.5% extremely engaged).

- **Gen X** scores lowest across nearly all engagement measures, reinforcing earlier signals of being under-recognized.

- **Insight:** Boomers are the most positively engaged group, while Gen X appears at risk of quiet disengagement. Recognition efforts targeted at Gen X could yield high returns.

Tailor Recognition Strategies

A one-size-fits-all recognition strategy risks leaving key segments of the workforce behind. To build a truly inclusive culture of appreciation:

- **Invest in real-time, accessible recognition** for Gen Z and Millennials who seek frequency and peer validation.

- **Revitalize recognition for Gen X,** who may feel overlooked despite holding pivotal roles.

- **Respect and sustain recognition for Boomers**, who value sincerity, tradition, and are deeply engaged when acknowledged.

By tailoring recognition strategies to generational values and needs, organizations can deepen trust, motivation, and commitment across every corner of the workforce.

Appendix D: Differences in Income Levels Vary

This income-based analysis of recognition experiences uncovers several compelling trends – many of which point to systemic disparities in how recognition is delivered, received, and valued across income brackets. Here's a breakdown of key insights:

1. Access and Equity Gaps in Recognition Infrastructure

- **Peer-to-peer (P2P) platform access** increases consistently with income: only 17.7% of respondents earning under $25K have access, compared to 58.1% of those earning $150K or more.

- **Similarly, ease of recognizing** peers also scales with income, from a score of 65 in the lowest bracket to 71 in the $100K–$149K range.

- **Insight:** Recognition technology and tools appear to be more available to higher-income roles, which are often more managerial or office-based. Lower-income employees – often frontline, hourly, or part-time – may be excluded from recognition programs due to lack of access, communication, or system design.

2. Frequency and Timeliness: Uneven Across the Spectrum

- **While daily or weekly recognition** hovers around 25–30% across most brackets, it jumps slightly to 31.1% in the highest income group.

- **Timely or immediate recognition** peaks in the $100K–$149K group (59.2%) but drops sharply for the $150K+ group (50.0%) and is lowest in the $25K–$49K range (52.0%).

- **Insight:** Those earning mid-to-upper income are more likely to receive recognition in a timely fashion, which reinforces perceptions of sincerity and reinforces performance.

3. Sincerity and Emotional Impact Vary by Role and Reward Expectation

- Sincerity scores are relatively stable (64–70), but belief in a sincere thank-you being sufficient is highest among those earning under $25K (64) and lowest among those at the top (55).

- This suggests that lower-income employees may value non-material appreciation more, perhaps because they receive fewer formal rewards – or because any recognition feels rare and meaningful.

- Conversely, higher-income earners expect more from recognition, possibly due to more transactional workplace cultures at senior levels.

4. Emotional Engagement Tends to Rise with Income

- Energy, enthusiasm, and immersion scores steadily rise with income. The lowest earners report the weakest engagement (Energy: 72, Immersion: 51), while the highest groups report stronger, more consistent levels across all dimensions.

- Most striking is the difference in "extremely engaged" employees – only 5.9% among those earning under $25K versus 24.3% in the $150K+ group.

- **Insight:** Engagement is closely linked to recognition access and perceived value. When recognition is both accessible and sincere, employees at all income levels feel more connected to their work.

Build Recognition Equity

This data reinforces a critical cultural insight: recognition is not reaching all employees equally. The gaps in tool access, perceived sincerity, and engagement suggest that lower-income and often frontline workers are under-recognized – not because their contributions are less valuable, but because the systems aren't built with them in mind.

To create a truly inclusive recognition culture, organizations must:

- Ensure P2P and manager-driven recognition systems are accessible to all employees, regardless of role or income.

- Train managers to recognize contributions equitably and authentically.

- Design rewards and recognition programs that include meaningful non-monetary options.

- Actively measure and correct gaps in recognition distribution.

When recognition equity becomes a strategic priority, the payoff is not just fairness, but a workforce that feels seen, motivated, and valued at every level.

Appendix E: Full Comparison Charts

By Access to Recognition Technology Condition - P2P Platform N=442

Frequency	By Whom	Timeliness	Sincerity	How effective are recognition platforms /tools
Daily: 7.7 Weekly: 30.5 Monthly: 40.1 Rarely: 20.1 Never: .07	Manager: 72.2 Sr. Leader: 39.4 Peers: 45.3 Customers: 38.2 Suppliers: 5.4	Immediate: 14 Timely: 54.8 Some Delay: 23.3 Often Delay: 5.2 Rarely Given: 2.7	73	73

Preferred	Sincere Thank You enough	P2P Value	Ease of Recog. Peer	Combined recognition and reward best
1. Monetary 2. Gift Card 3. Vacation 4. Experiences 5. Points	60	69	80	79

Energy	Enthusiasm	Immersed	Engaged
Always: 12.5 Very Often: 37.7 Often: 18.6	Always: 24.9 Very Often: 32.5 Often: 19.5	Always: 23.5 Very Often: 39.7 Often: 21.2	Extremely: 25.4 Moderately: 45.8 Slightly: 14.3

By Access to Recognition Technology: Condition - Does not have a P2P Platform N=565

Frequency	By Whom	Timeliness	Sincerity	How effective are recognition platforms /tools
Daily: 3.5 Weekly: 16.5 Monthly: 29.7 Rarely: 45.3 Never: 5	Manager: 69.6 Sr. Leader: 23.24 Peers: 39.7 Customers: 33.5 Suppliers: 4.3	Immediate: 7.4 Timely: 41.2 Some Delay: 24.4 Often Delay: 13.1 Rarely Given: 13.8	62	51

Preferred	Sincere Thank You enough	P2P Value	Ease of Recog. Peer	Combined recognition and reward best
1. Monetary 2. Vacation 3. Gift Cards 4. Experiences 5. Merchandise	57	50	62	74

Energy	Enthusiasm	Immersed	Engaged
Always: 5.3 Very Often: 26.6 Often: 18.9	Always: 12.1 Very Often: 27.7 Often: 19.5	Always: 14.6 Very Often: 38.3 Often: 21.4	Extremely: 14.1 Moderately: 42.8 Slightly: 14.9

Differences by Generation: Gen Z (18-27) N=111

Frequency	By Whom	Timeliness	Sincerity	Preference
Daily: 5.4 Weekly: 33.3 Monthly: 36 Rarely: 20.7 Never: 4.5	Manager: 73.9 Sr. Leader: 24.3 Peers: 40.5 Customers: 33.3 Suppliers: 1.8	Immediate: 9 Timely: 50.4 Some Delay: 25.2 Often Delay: 9 Rarely Given: 6.3	71	1. Monetary 2. Vacation 3. Gift Cards 4. Experiences

Min. Value	Sincere Thank You Sufficient	P2P Value	P2P Avail.	Ease of Recog. Peer	Combined recognition and reward best
1. $25-$49 2. <$25 3. $50-$99	55	58	Yes: 43.2 No: 52.3 IDK: 4.5	66	76

Energy	Enthusiasm	Immersed	Engaged
Always: 7.2 Very Often: 27.7 Often: 22.5	Always: 14.23 Very Often: 30.6 Often: 19.8	Always: 17.1 Very Often: 40.5 Often: 20.7	Extremely: 12.6 Moderately: 46.9 Slightly: 16.2

Differences by Generation: Millennial (28-44) N=407

Frequency	By Whom	Timeliness	Sincerity	Preference
Daily:2.9 Weekly: 23.6 Monthly: 35.3 Rarely: 35.4 Never: 2.7	Manager: 75.4 Sr. Leader: 28 Peers: 50.4 Customers: 33.2 Suppliers: 4.7	Immediate:7.4 Timely: 48.9 Some Delay: 26.3 Often Delay: 10.8 Rarely Given: 6.6	67	1. Monetary 2. Vacation 3. Gift Cards 4. Experiences

Min. Value	Sincere Thank You Sufficient	P2P Value	P2P Avail.	Ease of Recog. Peer	Combined recognition and reward best
1. $25-49 2. $ <$25 3. $50-$99	58	55	Yes: 39 No: 53.8 IDK: 7.1	68	76

Energy	Enthusiasm	Immersed	Engaged
Always: 6.4 Very Often: 28.5 Often: 21.4	Always: 15.8 Very Often: 26.5 Often: 22.5	Always: 16.3 Very Often: 39 Often: 23	Extremely: 16.2 Moderately: 45 Slightly: 16

Differences by Generation: Gen X (29-45-59) N=190

Frequency	By Whom	Timeliness	Sincerity	Preference
Daily: 6.8 Weekly: 18.4 Monthly: 29 Rarely: 43.2 Never: 2.6	Manager: 66.8 Sr. Leader: 32.1 Peers: 35.3 Customers: 36.8 Suppliers: 5.8	Immediate: 11.6 Timely: 40.5 Some Delay: 21 Often Delay: 11.6 Rarely Given: 15.3	64	1. Monetary 2. Vacation 3. Gift Cards 4. Experiences

Min. Value	Sincere Thank You Sufficient	P2P Value	P2P Avail.	Ease of Recog. Peer	Combined recognition and reward best
1. $25-49 2. $50-$99 3. $100-$250	59	57	Yes: 39 No: 55.8 IDK: 5.3	68	74

Energy	Enthusiasm	Immersed	Engaged
Always: 7.4 Very Often: 33.4 Often: 13.7	Always: 16 Very Often: 31.4 Often: 12.8	Always: 16.4 Very Often: 43.4 Often: 16.4	Extremely: 17.9 Moderately: 42.6 Slightly: 13.7

Differences by Generation: Boomer (60-75)N=31

Frequency	By Whom	Timeliness	Sincerity	Preference
Daily: 9.7 Weekly: 6.5 Monthly: 45.2 Rarely: 29 Never: 9.7	Manager: 64.5 Sr. Leader: 25.8 Peers: 35.5 Customers: 38.7 Suppliers: 3.2	Immediate: 16.1 Timely: 54.8 Some Delay: 12.9 Often Delay: 9.7 Rarely Given: 6.5	68	1. Monetary 2. Gift Card 3. Vacation 4. Experiences

Min. Value	Sincere Thank You Sufficient	P2P Value	P2P Avail.	Ease of Recog. Peer	Combined recognition and reward best
1. $25-49 2. <$25- 3. $50-$250	67	62	Yes: 35.5 No: 58 IDK: 6.5	76	78

Energy	Enthusiasm	Immersed	Engaged
Always: 19.4 Very Often: 35.5 Often: 16.1	Always: 22.6 Very Often: 58 Often: 12.9	Always: 25.8 Very Often: 51.6 Often: 16.1	Extremely: 35.5 Moderately: 48.4 Slightly: 6.5

Differences by Income: Under $25,000 N=51

Frequency	By Whom	Timeliness	Sincerity	Preference
Daily: 7.8 Weekly: 17.7 Monthly: 31.4 Rarely: 35.3 Never: 7.8	Manager: 66.7 Sr. Leader: 7.8 Peers: 29.4 Customers: 45.1 Suppliers: 3.9	Immediate: 19.6 Timely: 39.2 Some Delay: 15.7 Often Delay: 7.8 Rarely Given: 17.7	68	1. Monetary 2. Gift Cards 3. Vacation 4. Experiences

Min. Value	Sincere Thank You Sufficient	P2P Value	P2P Avail.	Ease of Recog. Peer	Combined recognition and reward best
1. $25-$49 2. <$25 3. Sincere Thank You	64	56	Yes: 17.7 No: 60.8 IDK: 21.6	65	72

Energy	Enthusiasm	Immersed	Engaged
Always: 0 Very Often: 47 Often: 15.7	Always: 13.7 Very Often: 29.4 Often: 15.7	Always: 11.8 Very Often: 51 Often: 9.8	Extremely: 5.9 Moderately: 39.2 Slightly: 21.6

Differences by Income: $25,000-$49,999 N=157

Frequency	By Whom	Timeliness	Sincerity	Preference
Daily: 2.6 Weekly: 22.9 Monthly: 27.4 Rarely: 43.3 Never: 3.8	Manager: 70.7 Sr. Leader: 22.3 Peers: 40.8 Customers: 38.9 Suppliers: 3.1	Immediate: 6.4 Timely: 45.6 Some Delay: 31.9 Often Delay: 8.3 Rarely Given: 8.9	67	1.Monetary 2. Vacation 3. Gift Cards 4. Experiences

Min. Value	Sincere Thank You Sufficient	P2P Value	P2P Avail.	Ease of Recog. Peer	Combined recognition and reward best
1.$25-49 2.$ <$25 T.$50-$99	56	54	Yes: 30.6 No: 65 IDK: 4.5	67	77

Energy	Enthusiasm	Immersed	Engaged
Always: 5.7 Very Often: 31.2 Often: 14	Always: 12.2 Very Often: 31.4 Often: 17.3	Always: 19.8 Very Often: 35.7 Often: 25.5	Extremely: 10.2 Moderately: 45.2 Slightly: 15.9

Differences by Income: $50,000-$99,999 N=327

Frequency	By Whom	Timeliness	Sincerity	Preference
Daily: 3.4 Weekly: 25 Monthly: 35.8 Rarely: 32.1 Never: 3.7	Manager: 75.2 Sr. Leader: 28.4 Peers: 48.6 Customers: 29.7 Suppliers: 3.7	Immediate: 9.5 Timely: 49.2 Some Delay: 20.8 Often Delay: 12.2 Rarely Given: 8.3	66	1. Monetary 2. Vacation 3. Gift Cards 4. Experiences

Min. Value	Sincere Thank You Sufficient	P2P Value	P2P Avail.	Ease of Recog. Peer	Combined recognition and reward best
1. $25-49 2. $50-$99 T. <$25	58	56	Yes: 37.9 No: 55.4 IDK: 6.7	69	75

Energy	Enthusiasm	Immersed	Engaged
Always: 7 Very Often: 28.4 Often: 21.1	Always: 16 Very Often: 27.3 Often: 21.3	Always: 15.4 Very Often: 44 Often: 21	Extremely: 19 Moderately: 44.3 Slightly: 13.8

Differences by Income: $100,000-$149,999 N=130

Frequency	By Whom	Timeliness	Sincerity	Preference
Daily: 6.1 Weekly: 20.8 Monthly: 43 Rarely: 30 Never: 0	Manager: 69.2 Sr. Leader: 41.5 Peers: 48.5 Customers: 35.4 Suppliers: 6.9	Immediate: 6.9 Timely: 52.3 Some Delay: 26.1 Often Delay: 10 Rarely Given: 4.6	70	1. Monetary 2. Vacation 3. Gift Cards 4. Experiences

Min. Value	Sincere Thank You Sufficient	P2P Value	P2P Avail.	Ease of Recog. Peer	Combined recognition and reward best
1.$25-49 2.<$100-$250 3. $50-$99	60	60	Yes: 52.3 No: 45.4 IDK: 2.3	71	78

Energy	Enthusiasm	Immersed	Engaged
Always: 9.2 Very Often: 30.8 Often: 25.4	Always: 19.4 Very Often: 34.9 Often: 18.6	Always: 17 Very Often: 38 Often: 20.2	Extremely: 20 Moderately: 53 Slightly: 12.3

Differences by Income: $150,000+ N-74

Frequency	By Whom	Timeliness	Sincerity	Preference
Daily: 9.5 Weekly: 21.6 Monthly: 28.4 Rarely: 37.8 Never: 2.7	Manager: 74.3 Sr. Leader: 32.4 Peers: 36.5 Customers: 36.5 Suppliers: 6.8	Immediate: 9.5 Timely: 40.5 Some Delay: 25.7 Often Delay: 12.2 Rarely Given: 12.2	64	1. Monetary 2. Gift Cards 3. Vacation 4. Experiences

Min. Value	Sincere Thank You Sufficient	P2P Value	P2P Avail.	Ease of Recog. Peer	Combined recognition and reward best
1. $25-$49 2. $100-$250 3 +$250	55	58	Yes: 58.1 No: 37.8 IDK: 4	65	75

Energy	Enthusiasm	Immersed	Engaged
Always: 13.5 Very Often: 24.3 Often: 14.9	Always: 18.9 Very Often: 27 Often: 17.6	Always: 20.3 Very Often: 36.5 Often: 17.6	Extremely: 24.3 Moderately: 35.1 Slightly: 18.9