# Making a Difference With a TEAM that Cares

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Introducing Making a Difference

Welcome to Making a Difference, Tyson Foods’ new TEAM Member recognition program. We are counting on you to help make this important, company-wide initiative a success.

We’re constantly striving to live up to our promise to Make a Difference with a TEAM that Cares. Our commitment to culture, rewards, people, and career sets us apart as an employer — and it’s the driving force behind Making a Difference. We’re launching this program to create a unified company culture where, at every level, TEAM Members can recognize and reward each other — and be recognized and rewarded for their contributions. The most powerful way to achieve this goal is to enable and encourage recognition for everyday contributions.

TEAM Members can be recognized for exemplifying our Core and TEAM Values, and TEAM Behaviors (5Cs) — as well as worthy contributions to workplace priorities like quality and safety. The program also provides opportunities to recognize TEAM members for service anniversaries and life events like birthdays.

CORE VALUES
We strive:

• To be honorable and operate with integrity.
• To be faith-friendly.
• To serve as stewards of resources entrusted to us.
• To provide a safe work environment.

TEAM VALUES
We have:

• Integrity
• Resilience
• Humility

THE 5Cs
How we act:

• **Caring** — We care about each other, our customers, our consumers, and our stakeholders.
• **Candor** — We listen, we “say it in the room,” and we assume positive intent.
• **Creativity** — We encourage innovation with impact.
• **Collaboration** — We are interdependent and we embrace our diversity.
• **Commitment** — We know our business and outperform expectations, while keeping it simple.
Your Role as a People Manager

We are counting on your leadership and support to help us get this important recognition program up and running.

Here is where we’ll need your leadership:

**Before Making a Difference Launches and During the Launch:**
- Attend the People Manager Training Webinar.
- Attend all-TEAM Member launch events with local and site leaders, if you are located at a plant facility.
- Help TEAM members to access and explore the program website (on break room computers/kiosks for our plant-based TEAM Members).
- Be available to answer questions from TEAM Members.

**Ongoing**
- Develop your core knowledge of the program and program website so you can field questions from TEAM Members.
- Help plant-based TEAM Members to access and use the program website on break room computers/kiosks/smartphones.
- Attend meetings periodically to share best practices from around the company.

**Leading by example**
As Making a Difference is introduced, there are a number of ways you can promote and support the program:
- Look for opportunities to recognize your TEAM Members.
- Encourage your TEAM Members to recognize each other.
- Congratulate TEAM Members when they receive recognition.
- Maintain the momentum — monitor your TEAM Members’ recognition activity and remind them to recognize each other if program activity slows.

By making recognition a priority, you’ll be setting a good example and leading your TEAM Members to a higher level of performance. Make time at the end of each day, or each week, to review your TEAM Members’ contributions and consider who should be recognized.
Program Overview

The Making a Difference, an online social-media-style recognition platform, makes recognition simple, meaningful, and fun — so TEAM Members can easily integrate recognition into the daily routine. TEAM Members can even request to acknowledge extra-special contributions with points as well as recognition. (Point-based awards must go through an approval process.) Points can be redeemed for merchandise and more from the Making a Difference online awards catalog.

Logging in from The Source

TEAM Members with Tyson email addresses will receive emails welcoming them to the program. The welcome email will guide them to access the site on The Source:

• From The Source homepage, hover your mouse over Human Resources and click the Recognition link.
• Click the Making a Difference link at the top of the page.

Logging in from the Internet or as an hourly TEAM Member at a plant computer or kiosk

TEAM Members can access the program on a personal computer by visiting recognize.tyson.com. Plant-based hourly TEAM Members will have access to the Making a Difference website at plant-based computers or kiosks, as well as on their smartphones.

Here’s how:

• Enter your Tyson SAP ID, which can be found on your paycheck, most Production TEAM Members’ Work Badges, or by going to The Source > Other Sites > Team Member Links > Personnel Number; or contact your HR Representative.
• Enter the month and day of your birthday and last four digits of your Social Security number in this format: mm/dd/nnnn.
• Set your password and choose three security questions to answer.
• Review the statement about participating in the program. Check the box to agree.
• Click on submit. You will now be on the home page!

Logging in from the EZ Thanks App (via your Smartphone)

The EZ Thanks mobile app gives TEAM Members the ability to quickly and easily send recognition to the social feed and receive program notifications via mobile device. The app is free and easy to download. Before activating the EZ Thanks app, a TEAM Member must first log in to Making a Difference via The Source or the Internet and go to My Profile to establish a password. An individual login ID and password are required to activate the app.

• Android users can get the app from Google Play.
• iPhone users can get EZ Thanks from the App Store.
• The app will ask for a code for the first-time login; the code is: Tyson
• You will also need the password you chose when you first logged in from the Internet or The Source.
• Before activating the EZ Thanks app, a TEAM Member must first log in to Making a Difference via The Source or the Internet and go to My Profile to establish a password. An individual login ID and password are required to activate the app.
• To redeem points on a mobile device, TEAM Members can use the web browser to go to the mobile website at recognize.tyson.com. A username and password is required to access the site.
Program website home page
Please take time to familiarize yourself with the site.

Our user-friendly recognition platform includes:

- Life event recognition, so TEAM Members can quickly and easily recognize each other to acknowledge special events such as birthdays, holidays, and anniversaries.
- Quick and easy eThank you recognition for day to day job responsibilities.
- No points or point-based awards, so TEAM Members can give recognitions without or with points (subject to People Manager approval).
- Our online catalog, where TEAM Members can redeem their points.

Here’s a quick guide to the home page.

A Upper Navigation — Select a tab to find everything you need:
- **Home**: Quickly access the most-used program features.
- **Award Feed**: View recognitions sent by others at Tyson Foods.
- **Redeem**: Redeem points for merchandise, event tickets, or travel.
- **My Reports**: View and Run reporting of awards and recognitions given/received.
- **All**: Display the Home page, Award Feed, Redeem page, and My Reports all at once.

B View and edit your profile, and search for TEAM Members to recognize.

C Recognize a TEAM Member (see below for details).

D See which badges you’ve earned.

E Get news about the program.

F Find program documents and helpful information.

G View your celebration page (for TEAM Members celebrating a service anniversary).

H See your recognition statistics.
How to Recognize TEAM Member’s Life Events

Making a Difference makes it easy to recognize a TEAM Member with an eCard.

Here’s how:

1. Click Recognize Someone.
2. Select program: TEAM Member Life Events.
3. Enter your TEAM Member’s name.
4. Select an eCard image.
5. Customize the image if you wish.
6. Add a personal note recognizing the life event.
7. Hit Preview, then Send.

SPECIAL NOTE FOR SERVICE ANNIVERSARIES: Starting in January 2017, the program will recognize TEAM Members’ service anniversaries by sharing this achievement on the award feed. TEAM Members can send recognition directly to the honoree. Be on the lookout for additional recognition on your Service Anniversary.
Recognition

Badges
TEAM Members can earn badges for receiving various kinds of recognition. Here are the badges that will be available when the Making a Difference recognition program launches.

These badges can be awarded by any TEAM Member to any TEAM Member:

**Candor**
- Listens and keeps an open mind.
- Demonstrates the courage to speak up and gives feedback in an honest, sincere and respectful manner.
- Shares information, challenges assumptions, and acknowledges mistakes/failures.

**Commitment**
- Considers cost, benefits and risk when making decisions.
- Makes complex things easy.
- Operates with integrity to deliver results in the right way.

**Caring**
- Listens to understand and satisfy the needs of others and works to provide solutions.
- Seeks feedback and developmental opportunities.
- Motivates and empowers others.

**Creativity**
- Identifies better, faster, more cost effective ways of doing things.
- Tries different things, takes appropriate risks, not afraid to fail.
- Develops relevant ideas and takes action to implement.

**Collaboration**
- Builds and maintains win-win partnerships.
- Seeks out and finds value in diverse perspectives.
- Recognizes that the best ideas come from the minds and efforts of many.

**Values**
- Demonstrates one or more Tyson Foods Core Values or TEAM Values.

When TEAM Members have achieved certain milestones, they can be recognized with the following badges, which are not associated with award levels:

- **30 Days** 30 days of perfect attendance for plant hourly TEAM Members.
- **60 Days** 60 days of perfect attendance for plant hourly TEAM Members.
- **90 Days** 90 days of perfect attendance for plant hourly TEAM Members.
- **365 Days** One year of perfect attendance for plant hourly TEAM Members.
- **1,000,000 Safe Hours** For TEAM Members who achieve 1,000,000 safe hours.

**Safety Training** For TEAM Members who complete a safety training course.

**Accident Prevention** For TEAM Members who call out an unsafe behavior or prevent a coworker from doing something unsafe.

**Safety Responsiveness** For TEAM Members who respond quickly to an accident or other unsafe event and/or make the safety update quickly.

**Safety Quality** For TEAM Members who make contributions that improve safety at their location.

In addition, Making a Difference will automatically award the Culture Champion badge to any TEAM Member who has been recognized for all TEAM Behaviors (5Cs) plus the Values badge.

For Plant based Managers, contact your HR Business partner to submit the list of recipients.
## LEVELS OF RECOGNITION

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<tr>
<th>Level</th>
<th>Description of level</th>
<th>Who can give this award</th>
<th>Who can receive this award</th>
<th>Who must approve this award</th>
<th>Reward</th>
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<tr>
<td>Making an Impression</td>
<td>Clear demonstration of one of the 5Cs or Values. Measurable impact on results is not required; part of normal, day-to-day job responsibilities.</td>
<td>Anyone</td>
<td>Anyone</td>
<td>None</td>
<td>Behavior or Values Badge</td>
</tr>
<tr>
<td>Making It Happen</td>
<td>Impacts TEAM or work group in a meaningful and possibly measurable way; part of normal, day-to-day job responsibilities and may be demonstrated in a short amount of time.</td>
<td>Anyone</td>
<td>Anyone</td>
<td>Recipient’s People Manager</td>
<td>40 points plus Behavior or Values Badge</td>
</tr>
<tr>
<td>Making an Impact</td>
<td>Impacts entire job function but considered a stretch or takes place over a period of weeks, possibly months, and likely has an impact on results in some way; extended effort, key project work.</td>
<td>Anyone</td>
<td>Anyone</td>
<td>Recipient’s People Manager and Recipient’s Manager’s Manager</td>
<td>100 points plus Behavior or Values Badge</td>
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<td>Making a Difference</td>
<td>Based on a significant business outcome or result tied to the Core and TEAM Values and 5Cs. Impact is company-wide.</td>
<td>Directors and above</td>
<td>Anyone</td>
<td>Recipient’s Manager and their Manager, BU Functional VP, VPHR, and Compensation</td>
<td>2,000 points plus Behavior or Values Badge and public recognition at an All Hands Meeting</td>
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The following examples illustrate how to recognize TEAM Members at varying recognition levels.

## RECOGNITION LEVEL EXAMPLES

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<th>Examples</th>
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<td>TEAM Member Life Events: Celebrations for life events such as birthdays and weddings</td>
<td>Congratulations on the new baby, Steve!</td>
</tr>
<tr>
<td></td>
<td>Mary, I am so happy for you! Congratulations on your marriage!</td>
</tr>
<tr>
<td>Making an Impression:</td>
<td>I was having printing issues and Joe offered to print my work for me so that I was not late for my meeting. Thanks, Joe!</td>
</tr>
<tr>
<td>Making it Happen:</td>
<td>Sarah, Marteen, LaToya, and Faye: Thank you for the extra time you put in to complete Project Sunset last week. You not only stayed late every day, you also continued to maintain your service levels on your regular responsibilities. The TEAM appreciates everything you did. Thank you!</td>
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<td></td>
<td>Drew and Bob were given less than a week to pull together a “top-to-top” with Meijer. They delivered with samples and presentations. The work that went into making this a successful meeting is greatly appreciated.</td>
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Recognition Level Examples (continued)

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<tr>
<th>Level</th>
<th>Examples</th>
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<td><strong>Making an Impact:</strong></td>
<td>Last week one of our TEAM Members slipped and fell. He is OK, but no one knew what to do in the situation. Anton took it upon himself to develop a “What Now” list of actions to be taken after a slip and fall, even though it is not part of his responsibility.</td>
</tr>
<tr>
<td>Recognizing someone for making an impact to the function; or recognizing someone for a stretch achievement. Typically work spans over weeks or months, includes extra effort, key project work. Demonstrating the 5Cs or Values</td>
<td>Joe, Franny, and Miles: Thank you for your efforts to reconfigure the office layout. In addition to your normal jobs, you worked overtime and on weekends to ensure all 500 TEAM Members had a desk in the right location and flawlessly got all of their computers and belongings to the right place. This will make an impact on how efficiently we communicate and collaborate. Thank you!</td>
</tr>
<tr>
<td><strong>Making a Difference:</strong></td>
<td>The 5 TEAM Members on the payroll implementation TEAM spent the past year preparing the organization for the rollover to our new payroll system. They identified the opportunity to improve and proposed the solution. They partnered cross-functionally with all areas of the organization to ensure understanding and acceptance of the new system. They worked with TEAMS to get the technology, infrastructure, and training ready to deploy. Last month, they got to see their efforts come to fruition as they delivered on this project. The organization has reacted positively to this change and we will see $200 million in savings over the next four years.</td>
</tr>
<tr>
<td>Recognizing someone for making an enterprise-wide impact and achieving a significant business outcome. Must reflect one or more of the 5Cs and Values.</td>
<td>Through the use of innovative technology, hard work, and perseverance, these TEAM Members have pioneered the use of the DriveCam system at Tyson Foods, because they saw the benefits and understood it was “the right thing to do.” Their efforts have resulted in a decision to implement this technology, that is designed to coach and teach improved driver safety behaviors, Company-wide, on Live Haul, Feed Haul and Hatchery trucks across the enterprise. They have demonstrated that respectful coaching, teaching and even some disciplinary action pays off in more effective managers and safer drivers.</td>
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**Recognition points approval process**

You will receive a notification/alert when there is a pending recognition (one with points) to approve. A reminder will be sent every 3 days (to the approver) until action is taken on the recognition (approved/denied). If no action is taken after 21 days, the recognition will be denied.

Denial reasons include:

- Incomplete recognition reason
- Recognition needs to be at a different level
- No response from approver(s) — occurs if there is no response in 21 days

Once the recognition is approved, the sender will receive confirmation that it was approved and the receiver will receive the recognition. You will receive requests to approve awards whenever someone who reports to you is nominated for a recognition with points.

Before approving awards for positions at plants reporting into a corporate manager, the approver should notify the plant prior to approving to make sure that the plant is aware of and approves any award costs. (Finance, Human Resources, FSQA, etc.)
Awarding Points

Any TEAM Member can award points with a recognition. The recipient’s manager must approve any point awards.

Recognition points approval

Whenever someone recognizes one of your TEAM Members with points, you will receive a notification to approve the recognition and award amount. Once approved, the recipient is notified of the recognition and points are deposited into his or her account. If you do not approve or deny the award within 3 days, you will receive a reminder notification. If no action is taken after 21 days, the recognition will be denied. The recognition sender will also be notified when their recognition is approved or denied.

If you deny an award, it is important to follow-up with the individual who sent the nomination to discuss why. Perhaps the award needs more detail or you feel a different award level is more appropriate. Never leave the person wondering why it was denied.

Approval decisions

When you receive a notification to approve recognition points, consult the Levels of Recognition (Page 8) to determine whether the TEAM Member’s achievement or contribution merits points and, if so, how many points should be awarded.

Celebrating Service Anniversaries

Making a Difference makes it easy to help TEAM Members celebrate their Tyson Foods service anniversaries. TEAM Members can use Life Events to send eCards directly to the honoree.

At the beginning of each quarter, Making a Difference will automatically send you an email if one or more of your TEAM Members will be celebrating an anniversary during the quarter. The email will include a link to certificates that can be printed and presented to the TEAM Members on their anniversary date.

TEAM Members will also receive points on their anniversary date. Making a Difference will automatically generate a special celebration page for TEAM Members who are celebrating an anniversary.

The news of the TEAM Member’s anniversary will be shared on the Making a Difference site so that colleagues can join in the celebration and send an e-card to recognize the milestone.

As a People Manager, you play a special role in service anniversaries. Make certain you connect with any TEAM Member receiving an award to ensure they received their points.

TEAM Member Retirement

Beginning in January 2017, TEAM Members will no longer receive a watch from the company upon retirement, but will receive points to purchase merchandise of their choice from the recognition program catalog. TEAM Members will receive recognition program points to purchase merchandise of their choice from the recognition program catalog. The minimum age is 55 for a retirement award and the age plus years of service equals 70. The TEAM member’s HRBP/HR Manager will be required to contact recognition@tyson.com to inform the recognition team when a TEAM member is retiring so that points/credits can be applied to the TEAM Member’s recognition program account.
Reports
As a People Manager, you have access to a variety of reports so you can monitor your TEAM’s recognition activity.

Accessing and adding reports
Access the My Reports tab on the main menu. A selection of commonly used reports is preloaded. To view other reports, click the All Reports tile and select a report. When that report is open, click the ‘Add to My Reports’ button to add it to your My Reports page. You can also select the order in which your reports appear by selecting the Manage My Reports tile and using the drag-and-drop function.

Commonly used reports
You can view a list of all reports by clicking the All Reports tile. The system will update the data in all reports overnight. These are the most frequently used reports you can use to gauge how your TEAM is engaging with Make a Difference.

• Individual Activity — Displays an overview of all program activity for an individual TEAM Member.
• Recognition Activity — Summarizes the specific behaviors for which participants in a group have been recognized or given recognition.
• Recognition Given — Provides a summary and detailed information for all recognition given by participants in a group.
• Recognition Received — Provides a summary and detailed information for all recognition received by participants in a group.
• Awards Received — This report displays the number of approved awards that have been received by TEAM Members in your group. Run this report to tally the amount of approved points given to your TEAM Members.
• Please note: You need to request to download reports. Once you make the request, it may take a few minutes to generate the report. You will receive a notification in the upper right hand corner of the website once the report is ready to be downloaded. It will be available for 24 hours. If you do not download and save it within this time, you will need to create another request to run the report.
Integrating recognition into our culture

Use these tips to make recognition a natural part of your TEAM’s routine:

**Look for opportunities to recognize.**
Actively look for TEAM Members who are performing at a high level. Recognize them immediately with verbal praise; then follow up with recognition through the program.

**Be specific.**
Everyone likes to hear “good job” but recognition is far more powerful when you provide details. Saying, “Thank you for staying late to resolve our production issue” is far more meaningful than simply saying, “Well done.”

**Be immediate.**
It’s easier to be specific when the details are fresh in your mind.

**Be sincere.**
Recognize above-and-beyond contributions that deserve genuine praise.

**Be positive.**
Focus on the good. If you need to make corrections or point out opportunities for improvement, do so at another time.

**Set a good example.**
Make recognition a habit. Your TEAM will follow your lead.

**Encourage TEAM Members to recognize each other.**
Remind your TEAM to recognize their colleagues, especially if you notice that the initial momentum of the program has slowed.

**Reinforce success.**
Congratulate those who have received recognition from others. To inspire and motivate your entire TEAM, be sure to mention noteworthy instances of recognition during TEAM meetings.

**Ask your TEAM for input.**
Encourage your TEAM Members to share their views about the program.
Frequently Asked Questions

Q: Why are we implementing this program?
A: We are creating a formal, consistent and transparent program to recognize TEAM Member contributions and performance. TEAM Members will have an opportunity to recognize each other for their performance and contributions aligned to our corporate values.

Q: How does the program work?
A: The program currently offers multiple ways to recognize employees:

- **eCard recognition**
  Recognition eCards may be sent electronically on the program website under ‘TEAM Member Life Events.’ TEAM Members can send eCards to one another to celebrate birthdays, anniversaries, holidays, and other life events.

- **Recognition without points**
  All TEAM Members can recognize without points to say thank you.

- **Recognition with points**
  All TEAM Members can recognize with points. See the 4 Tiers of Recognition (page 8) for more information. People Managers must approve all recognitions with points.

- **Service Anniversaries**
  Making a Difference generates recognition for TEAM Members who are celebrating service anniversaries at the following years of service: 5, 10, 15, 20, 25, 30, 35, 40, 45, 50 and each 5-year increment beyond.

Q: Who is eligible to take part?
A: All full-time and part-time TEAM Members in the U.S. are eligible to participate in the recognition program. Only full-time TEAM Members are eligible for service awards. Contract workers, temporary workers, and interns are not eligible.

Q: How do I access the program website?
A: From The Source homepage, hover your mouse over Human Resources and click the Recognition Link. From there, click the Making a Difference link at the top of the page.

Q: How do I track points awarded?
A: View the Awards Received report to track recognition spend.

Q: Do awarded points expire?
A: Points can be redeemed immediately or saved to redeem for higher-value items. Once a TEAM Member receives points, the points will not expire — they are the recipients to keep.

Q: How do I view My Profile information?
A: Click on your name in the upper right corner of the home page to get to your My Profile page.

Q: How do I change My Profile settings?
A: From the home page, go to the Personal Info drop down and click the Preferences link. Make your changes on this page and remember to click Save.

Q: How do I change the language I see on the site?
A: Choose your preferred language from the bottom of the login screen or select Change Language at the bottom of the home page after you log in. Language preference can also be updated by clicking on your name in the upper right hand corner and selecting ‘Preferences’ from the drop down.

Q: In the middle of writing a recognition, the website logs me out. What’s going on?
A: The website automatically times out after 20 minutes. You may log in again to complete your recognition, however the system will not save your previous remarks.

Q: How does one receive a Safety or Perfect Attendance Badge?
A: If a Manager would like to recognize a TEAM Member for accomplishments related to safety, Managers should give the individual award to the TEAM Member using the current program (Making an Impression, Making it Happen, Making Impact and Making a Difference). The TEAM Member will receive a 5C badge and points, if applicable. If the manager or HR wants the TEAM Member to receive a specific safety or attendance badge, HR will need to send a list to recognition@tyson.com with the SAP ID, TEAM Member Name and Badge name. The Recognition team will then load the badges to the TEAM Member’s profile.

Additional Assistance

If you have other questions about the Making a Difference recognition program, please refer to the recognition Sharepoint site (http://tysonweb.tyson.com/sites/recognition/SiteAssets/index.html) or email the Making a Difference TEAM at recognition@tyson.com.