

It's that thanks when people have really put extra effort in. Because often these things can go unnoticed and over time people wonder whether they're really adding value. And a thank you is the most natural way of giving someone that reassurance.

It creates a natural momentum and allows 65,000 colleagues to go home every day knowing that they've been valued and they want come back to work the following day. We should say thank you to people for going the extra mile which many people in the Co-op really, really do.

I think if you look at our Ways of Being Co-op and bringing ourselves to work, recognition is really important because it's the way we demonstrate really clearly that everybody as an individual colleague matters.

Over the years people have written me notes and cards and little letters to say they'd really appreciated something, and I've kept all of those. Occasionally I get them out and I read them and they go back now 30 years.

The simple things that make a real difference whether it's the handwritten card or a small note on the bottom of a scruffy piece of paper left on my desk, those things really matter.

The biggest kick I get actually out of my job is seeing people be successful and being recognised, and giving colleagues the confidence to go and do something they might be slightly daunted by. But the moment somebody said to them: 'you'll be ok, you're good enough, don't worry I'm here to support you' - you can take on the world.

People feeling they're on the right road because they've been told they are. Would just lead to greater engagement and people just feeling more connected to the work they're doing and the teams they're part of.

What I'd really like colleagues to feel is that when they get up in the morning that they're excited about going to work and they feel happy about the environment they work in, they feel safe and secure, and that when they do a great job somebody really appreciates that and says thank you.