

**INTERNAL COMMUNICATIONS  
AND ENGAGEMENT AWARDS**

**WINNERS BOOK 2021**



# ROAR **TALENT**

*Nominated for Best Internal Comms Campaign,  
Best Ongoing Commitment to Internal Comms and  
Best Use of Content at the Internal Communications  
and Engagement Awards 2021.*

**Ignis**

[ignis.co.uk](https://www.ignis.co.uk)

# WELCOME



**ANDREW THOMAS**  
Publisher  
Communicate magazine

Although this is the third year we have organised the Internal Communications and Engagement Awards it is only the second time we have gathered to celebrate the work. The pandemic forced last year's event to migrate online. It is upsetting but it is a minor irritation in comparison to some of the immense tragedies, difficulties and problems that Covid-19 has caused, at both individual and corporate level.

What has been clear, however, is that internal communications professionals have faced those difficulties head on. The challenges this year have been immense but time and time again we saw submissions that placed their employees centre-stage and have managed to pull through the strongest within their sector.

The response to the pandemic has not been easy. I do not envy the workload of anyone in the internal communications space this past year. And yet... this has been a record year for entries in the Internal Communications and Engagement Awards. That you have all managed to still find time to enter, and with such strong submissions, is truly humbling. My only response is to thank you.

|    |   |    |  |
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# JUDGES

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## JOANNA BLEASDALE

Internal communications director  
Entain

Joanna is a passionate communicator, with a mission for bringing purpose, products and possibilities to life. Having grown up in PR, Joanna has experience working both in-house at BT, EE and Lloyds TSB, and agency side at Red Consultancy and Consolidated. She now specialises in employee comms, bringing first class consumer brand and corporate communications experience across a wide range of sectors, including telecoms, media, entertainment, personal finance and travel.



## ALISSA BURN

Senior communications officer  
Citizens Advice

Alissa is a senior communications officer in the national team at Citizens Advice. Based in Birmingham, she supports the employee engagement and wellbeing of over 1,000 staff working across the UK. Alissa moved in-house after two years as an internal communications consultant at a PR agency. She previously worked in corporate comms roles at The National Lottery Community Fund, HS2 and Capita. Her specialities are change management and digital transformation, including an award-winning SharePoint intranet launch.



## ASIF CHOUDRY

Sales and marketing director  
Resource

Asif is a multichannel communicator working with marketing and comms teams to deliver innovative comms campaigns that get results. He is currently director at We Are Resource, a marketing services and events company offering a range of services focused on generating increased return on marketing spending. He is also founder of the award winning conference, #CommsHero. Asif has remained true to the golden rule of communications - knowing his audience and sticking to a personalised approach.



## ZAC COSTELLO

Internal communications manager  
Rolls-Royce

After a brief spell as a professional footballer, Zac's passion for people took him from the pitch to the workplace, leading internal communication and employee engagement strategies for some of the world's most recognised brands including Coca-Cola European Partners and Rolls-Royce. Zac has more than ten years' working across complex global organisations in sectors including online retail, outsourcing, financial services, higher education, defence, FMCG and housing.



## ALYSON DAVIS

Group internal communications and colleague experience manager  
Halfords

Alyson started her new role as group internal communications and colleague experience manager for Halfords during the Covid-19 pandemic. She has since worked on developing and delivering a comprehensive suite of new engagement, wellbeing and D&I tools for Halfords' 10,000 colleagues. Alyson has ten years' internal communications experience and has worked across multiple industries. She played a key role in implementing and driving user adoption of Yammer to over 56,000 colleagues at Boots UK.



## WILL FOY

Senior internal communications partner  
Imperial Tobacco

Will has been in internal comms for nearly 20 years, across sectors including defence, FMCG, healthcare, logistics and waste management. He has built and led IC teams, implementing digital, print and face-to-face channels, dabbling in strategy development, change and project management, culture and social media. In his current role at Imperial Brands, he is able to draw upon his various experiences to tackle what can be a very challenging and quickly evolving sector.

# JUDGES



## SHALINI GUPTA

**Leadership and CEO communications manager**  
BT

Shalini has worked internationally for over 15 years in various communications roles in the financial services and telecommunications sector at top FTSE 100 and Fortune 500 companies, including GE Capital, Aviva, RBS/NatWest Group, Royal & SunAlliance Insurance and BT. She has a range of experience from leading, shaping and delivering strategies for crisis communications, to diversity and inclusion, leadership communications, people campaigns and organizational change.



## NEIL JENKINS

**Director of internal communications**  
Iron Mountain

Neil is a highly experienced internal communications leader with over 20 years' experience. He joined Iron Mountain in 2019, a business with 25,000 employees in over 50 countries, and has held senior positions at BT, Coca-Cola, Vodafone and Siemens. Neil is passionate about harnessing the power of communication to get the best out of people, connect them to their organisation and build reputation and trust from the inside out. He is also a champion of digital solutions, content and experiences that make employees proud of who they work for.



## LIZ LARVIN

**Head of internal communications and change**  
Legal and General

Liz is head of internal communications at Legal & General, where she leads the group-wide communications, including communicating the Group's response to Covid-19. Liz has 16 years' experience in strategic communications, and has recently moved to internal comms. She is interested in the impact of internal communication on employee engagement and driving high performance. She has worked in various PR and crisis communications roles, from train delays and contaminated food to Brexit to cyber-attacks.



## JODY LEWIS

**Head of internal communications**  
Lloyds Banking Group

Jody is the head of internal communications for Lloyds Banking Group – a financial services company that includes famous brands like Bank of Scotland, Halifax, Lloyds Bank and Scottish Widows. Jody and his team develop and deliver strategic internal communications for more than 65,000 colleagues. This covers everything from major corporate announcements, internal news, leadership engagement, strategy, events and intranet through to creative design and photography.



## SINÉAD MECKIN

**Head of internal communications**  
Hanover Communications

Sinéad is an award-winning reputational management professional, with a specialist interest in internal communications. She helps to protect and enhance the reputations of her clients through proactive campaigns, issues mitigation and management – and where appropriate, change management programmes. With more than 9 years' experience in external relations, she also brings another perspective and can advise on how internal communications and external communications can work together.



## RACHEL MILLER

**Director**  
All Things IC

Rachel is an internationally recognised authority on internal communications. Through her business, All Things IC, she advises professional communicators via training, consultancy and mentoring. Her clients include ARM, BBC, LEGO, NHS, HSE, Telefonica and Transport for London. She has taught 2,000 comms pros via her in-person and online masterclasses and written her popular blog since 2009. Rachel is also a regular keynote speaker whose thoughts have been featured in a number of best-selling PR books.

# JUDGES

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## **CHAYA MISTRY**

**Founder  
Humanly**

Chaya is the founder of Humanly, a communication coach and consultant. She has 15 years' of in-house communication experience and a varied background across psychology, public relations and internal communications. At Humanly, Chaya coaches leaders to become confident, authentic, human communicators who thrive in business and enable others to flourish with a balance of executive presence, emotional intelligence and core communication skills.



## **LAUREN MOTTRAM-HEATHCOTE**

**People communications and  
engagement lead  
Auto Trader UK**

In her current role, Lauren leads employee communication at the UK's number one automotive marketplace, Auto Trader. Lauren has over ten years' experience in all things people; starting her career in HR she transitioned into internal communications. She has experienced complex markets and organisations with varying demographics and global audiences. Lauren has led company-wide messaging, managed organisational change projects and experienced mergers and acquisitions.



## **ÁINE MURPHY**

**Head of internal communications  
and engagement  
Scope**

Áine is an internal communications leader with a decade of experience in the charity sector. She currently heads up the internal communications department at Scope, the disability equality charity. Áine previously worked at Macmillan Cancer Support, where she led their intranet redesign. She is passionate about employee engagement, creating internal brand ambassadors, and shaping and developing organisational culture.



## **NAZIA NATHU**

**Internal communications manager  
BDO LLP**

Nazia joined BDO LLP as their internal communications manager in 2017, where she is responsible for supporting the international communications strategy and people plan for over 6,000 employees. Nazia uses her extensive knowledge of the business and its people to create the right approach and use the best channels to deliver messages across the firm. This includes establishing new channels of communication and working closely with various business areas to ensure employees engage with key information in a creative way at the right time.



## **YVONNE O'HARA**

**Head of internal communication  
Metropolitan Police Service**

Yvonne is a communication expert, with specialisms in reputation management, culture change and leadership communication acquired through roles in the education, oil and gas, and government and policing sectors. Currently, Yvonne is head of internal communication at the Metropolitan Police Service, the U.K.'s most iconic police force. A passionate advocate for building inclusive workspaces, Yvonne is a strong supporter of gender equality and is currently a mentor for the Girls Network charity.



## **MAX PULLER**

**Head of colleague communications and  
engagement  
Tesco Bank**

Max is currently head of colleague communications and engagement at Tesco Bank. His previous roles include director of employee and change communications at Sodexo, account director at healthcare communications agency, Pegasus, and chief communications officer at the Ministry of Defence. Max is also a non-executive director for the Salvation Army in the UK and Ireland, advising on strategic communications, marketing and fundraising issues.

# JUDGES



## SARAH ROBINSON

**Internal communication content manager**  
**Shell**

Sarah has specialised in internal communications for over 22 years, working in industries as diverse as financial services, not-for-profit, IT and energy. Sarah has worked on just about every aspect of IC, including storytelling, leadership communications, change and crisis communications, business partnering as a trusted adviser to senior leaders, strategic planning, developing IC capability, resourcing and last, but definitely not least, measurement.



## NIALL RYAN

**Head of internal communications**  
**Department of Health and Social Care**

For over 15 years Niall has worked for global retail brands such as; Harrods, Liberty, World Duty Free, House of Fraser; as well as in financial services and as a founder of his own consulting firm. Recently, Niall has been leading internal communications and engagement for the Department of Health and Social Care. His expertise encompasses internal communications, employee engagement, employee experience design, employer brand management, culture change and the use of insight to inform sustainable change.



## MICHAEL SMITH

**Senior internal communications manager**  
**Anchor Hanover**

Michael is a senior internal communications manager at Anchor Hanover, England's largest not-for-profit provider of care and housing for older people. He has worked with project managers and key stakeholders on strategic change programmes to ensure alignment in how messages are created, communicated and shared. His key interest is demonstrating the value of compelling internal communications and how providing opportunities for employees to share their stories creates connection, trust and engagement.



## PRARTHNA THAKORE

**Head of internal communications**  
**ISG**

Prarthna is head of internal communications at ISG and has more than a decade of international experience working across B2B and B2C sectors, leading on internal communications, employee engagement, CSR and stakeholder management. She has previously held roles at Barratt London, Alliance Pipeline and FGL Sports. In her current role, Prarthna works closely with ISG's C-suite and senior leadership team to advise, influence and provide strategic direction and execution for global comms initiatives.



## JOHN TOWNSEND

**Head of internal communications**  
**Unicef**

John heads up Unicef UK's internal communications team, making sure his colleagues are informed, engaged and inspired about the work of the world's largest children's charity. Prior to joining Unicef, John helped to keep his colleagues in the loop at the NSPCC, The Children's Society and at Hilton in the Community Foundation. Some of his key areas of interest include the power of storytelling, the importance of employee voice and the role of internal communications in promoting a culture of happiness and engagement at work.

# WINNERS

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## Best internal communications campaign

### Gold – JTI and Ignis

Silver – Dignity and Sequel Group  
Silver – Royal Boskalis Westminster  
Bronze – Bupa and 313y  
Highly commended – Wheatley Group

## Best ongoing commitment to internal communications

### Gold – Slater and Gordon

### Gold – The Kraft Heinz Company, International

Silver – NatWest Group and McCann Synergy  
Bronze – JTI and Ignis  
Highly commended – London North Eastern Railway

## Best internal communications campaign across multiple markets

### Gold – Mondelēz International and Fresh Communication

Silver – The Kraft Heinz Company, International

## Best communication of change or business transformation

### Gold – Johnson Matthey and The Culture Club

Silver – Philip Morris International  
Silver – SIX Financial Information and Hill+Knowlton Strategies  
Bronze – de Volksbank and PROOF AGENCY  
Highly commended – Bank Gospodarstwa Krajowego  
Highly commended – LSEG and Bladonmore

## Best internal communications in a crisis

### Gold – Royal Boskalis Westminster

Silver – SUEZ recycling and recovery UK

## Best intranet

### Gold – Citizen

Silver – FARFETCH  
Bronze – Indeed and Interact  
Highly commended – Livv Housing Group  
Highly commended – Nestlé and Hill+Knowlton Strategies

## Best use of mobile or apps

### Gold – Rakuten

Silver – FARFETCH

## Best use of video and animation

### Gold – DWP Digital

Silver – Ericsson and Harleys  
Bronze – Howdens and DRPG  
Bronze – Livv Housing Group  
Highly commended – Bupa and Aspect  
Highly commended – Dentsply Sirona and LINGNER.COM

## Best use of social media

### Gold – NBCUniversal

Silver – Elsevier

## Best event

### Gold – Nursing and Midwifery Council

Silver – BT Consumer and DRPG  
Bronze – Irwin Mitchell  
Bronze – KPMG and Owl Live  
Highly commended – Direct Line Group and DRPG  
Highly commended – DWP Digital

## Best internal publication: Print

### Gold – Southeastern Railway and Words&Pictures

Silver – Livv Housing Group  
Bronze – Karbon Homes  
Highly commended – de Volksbank and PROOF AGENCY  
Highly commended – Vetter Pharma-Fertigung GmbH & Co. KG

## Best internal publication: Digital

### Gold – Emperor

Silver – White & Case and Sequel Group  
Bronze – de Volksbank and PROOF AGENCY



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# WINNERS

## Best innovation

**Gold – Royal Boskalis Westminster**

Silver – NBCUniversal

Bronze – London North Eastern Railway

Highly commended – Crown Worldwide Group with FathomXP and Insight Agents

## Best alignment of internal communications with external messaging

**Gold – MyCSP**

Silver – Sanne and Emperor

Bronze – Energie Beheer Nederland (EBN) and PROOF AGENCY

Highly commended – Irwin Mitchell

## Best evaluation process of internal communications

**Gold – Crown Worldwide Group with FathomXP and Insight Agents**

Silver – West Midlands Combined Authority

## Best use of content

**Gold – London North Eastern Railway**

**Gold – Royal Boskalis Westminster**

Silver – JTI and Ignis

Silver – Philip Morris International

Bronze – Deutsche Bank AG

## Best engagement of brand ambassadors

**Gold – FARFETCH**

Silver – Wisser

## Best use of data

**Gold – Crown Worldwide Group with FathomXP and Insight Agents**

## Best use of storytelling

**Gold – Ericsson and Harleys**

Silver – Cadent and The Surgery Design and Digital

## Best internal communications during the Covid-19 pandemic <1000 employees

**Gold – West Midlands Combined Authority**

Silver – Social Work England

Bronze – Axiad

Bronze – MyCSP

## Best internal communications during the Covid-19 pandemic >1000 employees

**Gold – British Heart Foundation**

Silver – Irwin Mitchell

Silver – Practice Plus Group - Health in Justice

Bronze – Lloyds Banking Group

Highly commended – BDO LLP

Highly commended – SUEZ recycling and recovery UK

Highly commended – The Hyde Group

## CIPR Inside internal communications team of the year

**Gold – O2**

Silver – Lloyds Banking Group

Bronze – BDO LLP

## CIPR Inside internal Communicator of the year

**Winner – Nicola Lally, BDO LLP**

## Grand prix

**Winner – Crown Worldwide Group with FathomXP and Insight Agents**

# BEST INTERNAL COMMUNICATIONS CAMPAIGN

## Gold – JTI and Ignis

JTI's LGBT+ employee resource group, Pride, worked with the company's corporate communications team and Ignis on its first overt campaign supporting the community. The three-pronged strategy saw the group raise awareness around Pride, deliver peer-to-peer support for employees and create a level of accountability within the business as an ally to the LGBT+ community.

The comprehensive campaign left no stone unturned, as it took to social media, used external communications channels, worked with its employees across the organisation and communicated clear and authentic support for the community. Judges thought the creativity in this campaign was excellent. "The judges loved the vibrancy, dedication and reach of this campaign. Definitely one to be proud of," said one judge. Others praised the Spotify playlist, the clear objectives and the campaign's engaging delivery.



## Silver – Dignity and Sequel Group

To support its growth, funeral services provider Dignity worked with Sequel Group on a transformation project supported by a long-term internal communications campaign. The campaign delivered an updated internal comms function, enabling better and more effective communications with employees across the UK. Judges thought this was a well planned and executed strategy. "A textbook case study!" praised one judge.



## Silver – Royal Boskalis Westminster

With Covid-19 restrictions in place, a group of employees at Royal Boskalis Westminster's Netherlands headquarters created an in-house radio programme designed to communicate with employees across the globe. The campaign harnessed the spirit and culture of the organisation ensuring the company remained united throughout the year. "A very good example of the impact that a targeted and focused campaign can have," said one judge.



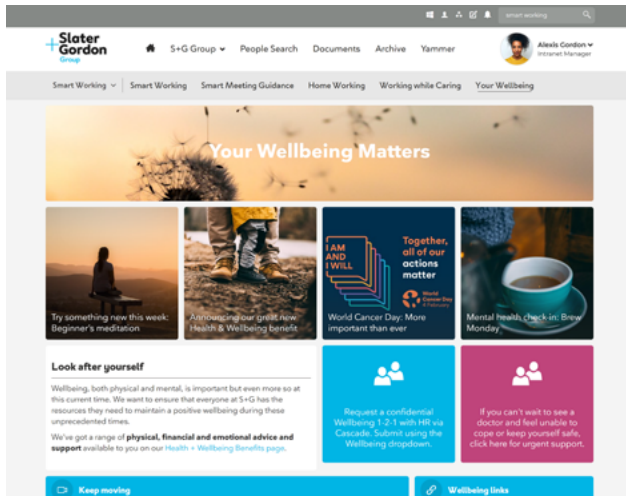
## Bronze – Bupa and 313y

To support mental health awareness, and align its internal communications with its mental health offering to patients, Bupa worked with 313y on the 'What's your normal?' campaign. Harnessing the conversation around World Mental Health Day, the campaign used a series of communications and channels from the leadership teams to frontline staff discussing mental health.



## Highly commended – Wheatley Group

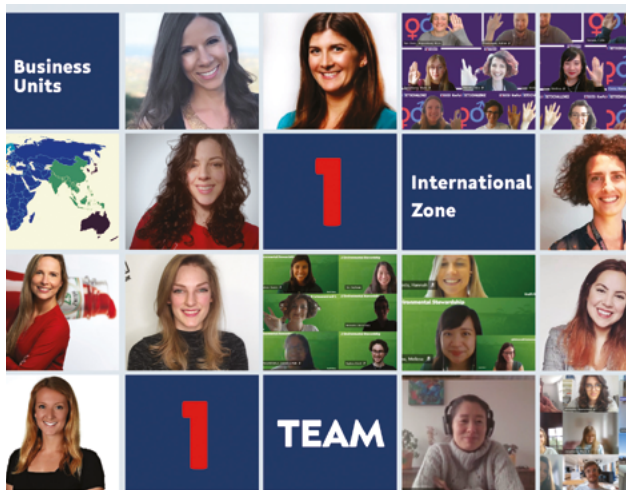
# BEST ONGOING COMMITMENT TO INTERNAL COMMUNICATIONS



## Gold – Slater and Gordon

In 2018, Slater and Gordon launched a strategy intending to be the top brand in the legal industry by 2021. The objective put people at the heart of the transformation. To do so, the internal communications function had to deliver a strategy that could support the change while ensuring a sense of belonging and improving productivity across the business.

In 2021, the commitment to internal comms remains as strong as ever. The foundations laid in 2018 supported the firm throughout the pandemic as it was able to maintain its corporate culture and ensure its employees would avoid fatigue in the midst of lockdown. Judges praised the integration of clever metrics into the strategy from the outset. One said, “A simple but strong approach with proven delivery. Very effective and great outline of results. Proven metrics which linked back to objectives.”



## Gold – The Kraft Heinz Company, International

To implement an internal communications function from scratch, Kraft Heinz had to consider not only what to communicate, but how to do so. It deployed a hub-and-spoke model to enable its internal comms team to reach employees all over the world. But, it focused on a single unifying narrative around its products, people and purpose.

With its communications style and function firmly in place, Kraft Heinz International is now better placed to engage with its employees around business as usual topics as well as issues related to change. “Moving to a top-down and bottom-up approach was a key driver in their success, and the team launched various channels to help support this,” said one judge. The judging panel praised the solid foundations Kraft Heinz laid in its considered approach to internal comms. One judge said, “What an achievement!”



## Silver – NatWest Group and McCann Synergy

With 28,000 employees, 15,000 of whom are customer-facing, NatWest’s Personal Banking division’s internal communications team play a crucial role. To engage employees around changes to banking regulations, the team worked with McCann Synergy to deploy a VR game, digital event and TV programme to communicate the changes. Judges thought this connected, creative approach was innovative and effective.



## Bronze – JTI and Ignis

To update JTI’s intranet, it turned to Ignis for support in a two-pronged campaign promoting the change and encouraging engagement with the new portal. This resulted in a successful launch, with 70% of the available accounts claimed within one month. “A truly incredible commitment to IC, the team at JTI and Ignis hit the nail on the head in terms of ensuring IC is at the forefront of everything they do,” said one judge.

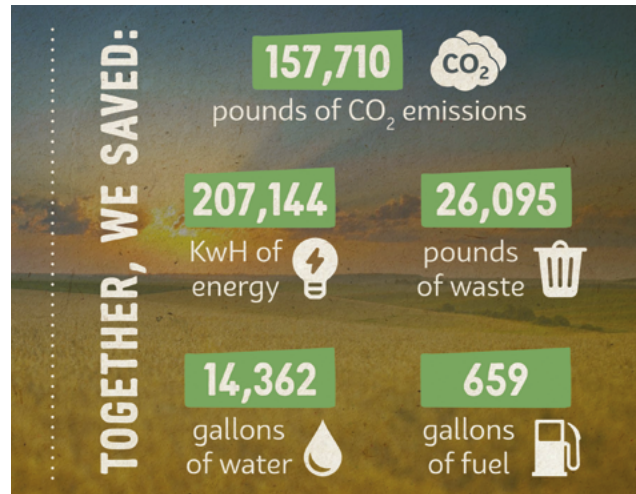
## Highly commended – London North Eastern Railway

# BEST INTERNAL COMMUNICATIONS CAMPAIGN ACROSS MULTIPLE MARKETS

## Gold – Mondelēz International and Fresh Communication

To galvanise its internal audience around its Purpose Day in 2020, Mondelēz International worked with Fresh Communication on a global campaign that would ‘empower people to snack right.’ The multifaceted campaign would also work to create a purpose-driven culture and engage Mondelēz’s internal audience around its sustainability strategy.

The campaign delivered a number of touchpoints, including a live sustainability chat on LinkedIn, volunteering activities for employees and their families, and an at-home green challenge. Judges were impressed with the integration of this campaign as well as its ability to communicate across both the internal and external audiences. One said, “Very clever to unite a workforce around a shared passion point - and on top of that, the campaign delivered amazing results both for Mondelēz and the planet!”



## Silver – The Kraft Heinz Company, International

After welcoming a new CEO, restructuring the company and seeing through the first wave of the Covid-19 pandemic, Kraft Heinz celebrated its new company purpose, ‘Make Life Delicious.’ It celebrated the way employees were living the purpose through a personal, storytelling-driven internal comms strategy. The result is proud, authentic and personable. “The Kraft Heinz team hit the nail on the head with this one,” said one judge.



# Fresh

A hand with pink nail polish holds a waffle cone with a scoop of pink ice cream. A flamingo is perched on top of the ice cream scoop. The word 'Fresh' is written in a large, white, cursive font across the top of the image.

## Chilled creative communicators, serving a scoop of Fresh thinking with every job

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Fresh is an award-winning partnership of experienced, digitally savvy creative thinkers and doers. Working as a virtual team across the globe, we partner with our clients to produce communications that engage, inspire and motivate. We work with a broad range of multinational and UK-based clients, and our menu offers everything from comms and change management strategy, to creative delivery and digital excellence. So, one scoop or two?

### **Fresh Communication**

[nowthatsfresh.com](http://nowthatsfresh.com)

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020 7101 0797

# BEST COMMUNICATION OF CHANGE OR BUSINESS TRANSFORMATION

## Gold – Johnson Matthey and The Culture Club

Johnson Matthey's clean air business is intending to change the global climate for the better. To facilitate the transformation of this division across 17 sites and 6,000 employees, the science manufacturer turned to the Culture Club for support.

The team introduced a global internal comms channel, built a network of change champions and delivered change throughout the pandemic. The strategy was anchored around a storytelling strategy designed to communicate about the corporate change programme. As a result, most employees said they understand the strategy and direction of JM Clean Air. Judges thought the focus on employees themselves led to fantastic results. "Ticks all the boxes for a clear, well-rounded comms plan and execution to really bring employees on board and the results speak for themselves," one judge said.



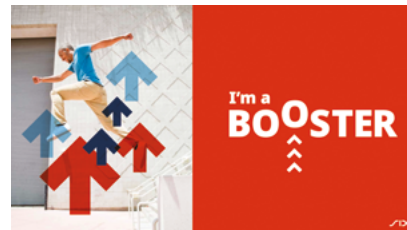
## Silver – Philip Morris International

To support its transformation to a smoke-free future, Philip Morris International had to engage its employees around the strategic shift. The comprehensive internal communications strategy delivered excellence across every element of the programme. Judges thought this was a strategic, authentic approach that has already begun to show its value for the organisation.



## Silver – SIX Financial Information and Hill+Knowlton Strategies

To support the arrival of a new CEO, SIX Financial Information worked with Hill+Knowlton Strategies on an internal communications programme designed to reinvigorate the business. The enthusiastic, fun creative set the tone for the cultural change. Judges thought the use of behavioural science helped deliver a successful transformation.



## Bronze – de Volksbank and PROOF AGENCY

To further embed its commitment to customers and its social impact, de Volksbank introduced a new strategy, 'better for each other – from promise to impact.' It worked with Proof Agency to engage employees around the change. Judges loved the research that went into this programme, with one saying "It was great to see various tactics rolled out which would resonate and land with different audiences."



## Highly commended – Bank Gospodarstwa Krajowego

## Highly commended – LSEG and Bladonmore

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## BEST INTERNAL COMMUNICATIONS IN A CRISIS



### Gold – Royal Boskalis Westminster

There has been no greater crisis in recent memory than Covid-19. For Royal Boskalis Westminster, the pandemic inspired employees to contribute to a stronger corporate culture. The company's 6,000 employees were dispersed around the world, and restricted to their individual bubbles during the pandemic. But, that didn't put a stop to the communications.

A group of employees spearheaded a radio programme that communicated with employees and allowed colleagues and their families to take part. The interactivity engendered a community spirit in the midst of crisis. Similarly, a fundraising campaign designed around a song contest allowed employees to donate £50,000 to Save the Children. It was a standout creative idea, with great impact both for Royal Boskalis Westminster and for its community. "What a wonderful way to bring employees together during a difficult time," said one judge. "An amazing idea, delivered brilliantly."



### Silver – SUEZ recycling and recovery UK

To support a workforce split across key workers, at-home workers and furloughed staff, Suez accelerated its wellbeing programme to support people throughout the pandemic. The comprehensive and truly supportive programme made a difference for Suez's staff. "Love the fact that Suez took inspiration from employee suggestions. The fact that this programme helped to enhance the culture of Suez, even when colleagues were working remotely, speaks volumes" said one judge.

# BEST INTRANET

## Gold – Citizen

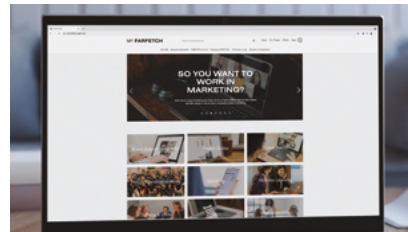
During the last 18 months social housing provider Citizen has rebranded, amalgamated its group structure, transformed its approach to customer service and made fundamental changes to its way of working, all of which would have been impossible without an effective intranet. Oneplace, its internal comms hub, has been an active, vibrant community that has helped the company communicate throughout a period of change.

Not only did the intranet deliver during corporate change, but its redevelopment facilitated the implementation of a stronger, more embedded internal communications team. Judges thought the intranet's deployment was crucial to Citizen's success. "I love how the content resonated with colleagues," said one, as others praised the creative work, clear objectives and well-considered metrics.



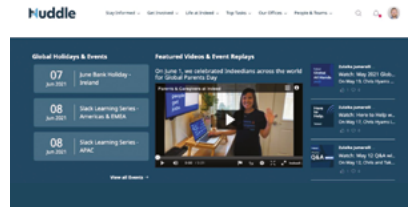
## Silver – FARFETCH

Farfetch needed its intranet to act as a one-stop shop for company information and deliver a sense of consistency across its global operations. The company supported the intranet launch with an internal comms campaign designed to provoke thought about the portal and what it could offer employees. Judges thought the beautiful, centralised intranet was supported well by the in-house team.



## Bronze – Indeed and Interact

Job site Indeed worked with Interact to introduce its new intranet, Huddle for 10,000 employees in 29 locations. The result is creative and well-integrated into the company's purpose and culture. One judge praised, "Excellent alignment of intranet to strategy," and other added, "Strong creative execution." Another judge said, "The strategy was impressive, as were the creative ideas."



## Highly commended – Livv Housing Group

## Highly commended – Nestlé and Hill+Knowlton Strategies





CITIZEN



# ENGAGED COLLEAGUES MAKE HAPPY CUSTOMERS

Congratulations to all finalists. Your work matters!



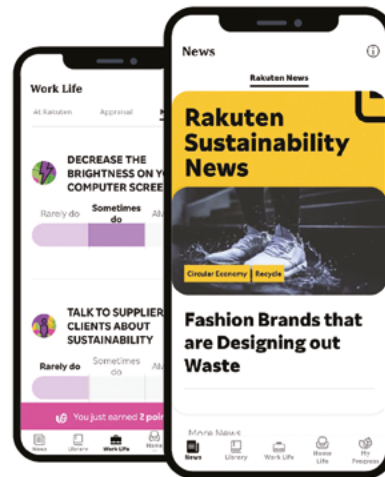
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## BEST USE OF MOBILE OR APPS

### Gold – Rakuten

Rakuten's EMEA employees believed in sustainability strategies and combatting climate change, but very few were aware of the company's sustainability efforts. To better integrate sustainability into the employee experience, Rakuten developed an app – called Shift – focusing on its sustainability programme. It designed the app to 'enable sustainable decision making everyday.'

The app was a success. In just three months, 1,000 people registered and spent hours of their time engaging with the interactive content on the app. One judge said, "It's easy to see why the platform has been so popular! It's fantastic to use technology to unite and empower employees to make a difference and help the company become more sustainable."

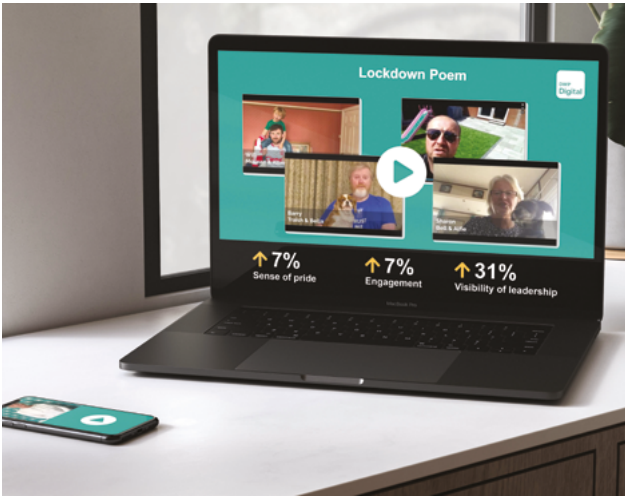


### Silver – FARFETCH

To create a consistent and accessible global hub for its employees, Farfetch delivered an intranet with functionality across desktop and mobile platforms. The mobile-friendly intranet swiftly became an essential tool for Farfetch employees. One judge said, "The Farfetch team deserves a huge pat on the back. It is incredibly impressive to have developed all of this in-house!"



# BEST USE OF VIDEO AND ANIMATION



## Gold – DWP Digital

The Health and Working Age function within the Department for Work and Pensions provides an essential lifeline for people claiming benefits related to health issues. To support employees throughout the pandemic, the team delivered a video campaign that was designed to introduce people to their colleagues – several of whom had never met in person.

The internal comms team swiftly put a video strategy together, gaining leadership support and delivering briefing sessions for contributors. The resulting film is a poem that highlights the team's successes and activities during the pandemic highlighting the challenges and differences in the working world throughout the crisis. It's a wonderful tribute to employees who have carried on, despite all the challenges. Judges loved it too. The humour and creativity resonated well, with one saying, "This was a lovely video and a great use of poetry to amplify employees' voices."



## Silver – Ericsson and Harleys

Delivering a compelling, cinematic short film on compliance, Ericsson and Harleys delivered crucial, business-critical messaging to the telecoms provider's internal audience. Going beyond a simple litany of the rules and regulations, the film's production quality and creativity ensured understanding and engagement with the messaging. "A great use of storytelling. It had me gripped!" said one judge.



## Bronze – Howdens and DRPG

To communicate key achievements in its CSR programme and charitable outreach, Howdens worked with DRPG on a film that captured key moments throughout the year. The simple, but effective concept was a favourite of judges, who called it a "very innovative and emotional way of celebrating CSR."



## Bronze – Livv Housing Group

To support its rebrand and better communicate its values and purpose, Livv Housing Group delivered a film focusing on employees' contributions to their communities. The inspiring film helped foster a spirit of inclusivity within the organisation. Judges loved the way the film focused on so many people across the company, showcasing the vibrancy, dedication and hard work employees embody every day.

## Highly commended – Bupa and Aspect

## Highly commended – Dentsply Sirona and LINGNER.COM

# BEST USE OF SOCIAL MEDIA

## Gold – NBCUniversal

To celebrate pride, NBCUniversal delivered a programme of virtual events for employees to take part in regardless of their location around the world. The strategy focused on social media to share employees' pride stories, while also delivering a social media-based virtual parade and live, digital events.

Judges thought this programme was creative, well considered and eye-catching. "I absolutely love this idea! I'm looking forward to seeing what the NBCUniversal team does next," said one judge. They also praised the way the campaign considered the global workforce and delivered content everyone could engage with. The team considered how the campaign could integrate into the wider internal communications strategy, with events and working culture communications continuing after the pride events.

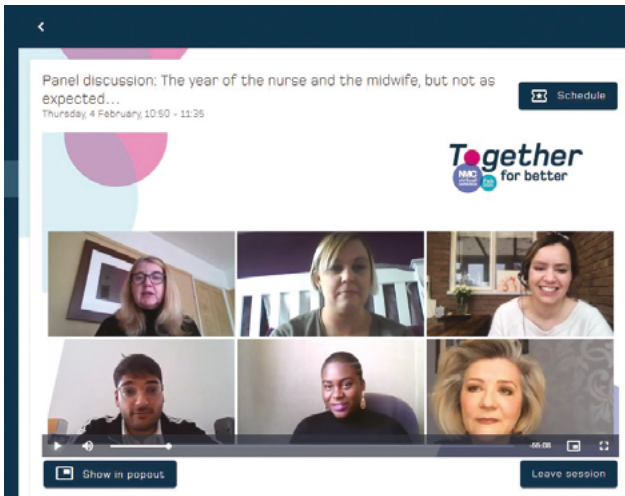


## Silver – Elsevier

To better communicate its employer brand to prospective employees, Elsevier took to social media. A film focused on the company's heritage while online content featuring employee ambassadors discussed Elsevier's culture and purpose. Judges thought the use of employees was fantastic and the resulting content was creative and engaging.



# BEST EVENT



## Gold – Nursing and Midwifery Council

The professional regulator for nurses and midwives across the country, the Nursing and Midwifery Council had to engage an audience working on the frontlines of the coronavirus pandemic. To celebrate the contributions of medical professionals in fighting Covid-19 while also communicating the council's values, it held its first virtual employee conference.

The event focused on diversity and inclusion, and featured breakout sessions that worked with employees on these topics. The event was packaged alongside a two-month long pre-launch campaign and communications in the organisation's monthly magazine. One judge called it "An event to win hearts and minds, it had an emotive impact incorporating D&I with inclusion being at the heart of what matters." Another praised it and said, "Excellent case study of an event that is responsive to employee feedback."



## Silver – BT Consumer and DRPG

BT Consumer's biggest event, Consumer Live, brings together 26,000 employees every year. This year, DRPG worked to transform the in-person experience to a virtual one in light of the pandemic. The transformation enabled BT Consumer to reach each and every one of its employees, a feat it had never accomplished before.



## Bronze – Irwin Mitchell

Moving its annual conference online, Irwin Mitchell focused on its business direction and objectives, the professional change taking place in 2020 and a focus on leadership and people. Judges thought the four-day programme delivered excellent content and resulted in a strong alignment of the business. "A fabulous entry," said one judge simply.



## Bronze – KPMG and Owl Live

With the theme of 'Supporting the UK in a connected world,' KPMG's annual employee conference was designed to support the UK's recovery and growth after the pandemic. Judges thought this theme was well aligned to the company's positioning. The programming was praised for its creativity and connectivity to business objectives.

## Highly commended – Direct Line Group and DRPG

## Highly commended – DWP Digital

# BEST INTERNAL PUBLICATION: PRINT

## Gold – Southeastern Railway and Words&Pictures

Five years ago, Southeastern Railway determined that the best approach for ongoing employee engagement would be through a bi-monthly newspaper. Still going strong, the newspaper has proved to be an essential tool for communication and connection throughout the coronavirus pandemic.

Words&Pictures works with Southeastern Railway to produce the publication every two months. Employee feedback has adapted the design and content of the paper over time. And the effort has paid off, with a clear uptick in engagement and connection among employees as a result. "Clear, bright, colleague-led; I love it!" said one judge. Another praised the content strategy, adding, "They were thoughtful in their planning and had a solid aim of being the most-enjoyed channel."



## Silver – Livv Housing Group

Livv Housing Group's quarterly employee magazine was delivered to employees' homes throughout the pandemic, replacing the casual engagement in office settings. This has delivered strong connectivity to the business throughout a challenging period. It even had content for employees' children. "Amazing results," said one judge, with another praising the good engagement rates and sustainability communications.



## Bronze – Karbon Homes

To support a cultural transformation, housing provider Karbon Homes delivered its culture book to every employee's home during the pandemic. The content communicated the company's positioning, brand and objectives. Judges thought this was a creative way to discuss values and communicate about the transformation and the pandemic in a personal, authentic way.



## Highly commended – de Volksbank and PROOF AGENCY

## Highly commended – Vetter Pharma-Fertigung GmbH & Co. KG

# BEST INTERNAL PUBLICATION: DIGITAL

## Gold – Emperor

With a print publication acting as the company's internal newspaper for the past two years, Emperor had to adapt to the changes presented by the Covid-19 pandemic. Instead of simply dropping a PDF through people's emails, Emperor reconsidered every aspect of the content for effectiveness on digital.

The well-designed, interactive digital magazine was a creative success. Judges loved the quick adaptation to the new format, the humour and fun imbued within the content and the colourful design of the publication. "Love it!" said one judge. "A fabulous, engaging, humorous, colourful digital publication. Very inclusive in its reach and appeal to readers and reflects the personality and culture of the company."



## Silver – White & Case and Sequel Group

The Reporter Quarterly contributes to White & Case's objective of uniting its 5,000 plus employees around the world. The magazine embodies the White & Case brand and creates a sense of togetherness and pride, which was crucial during the pandemic. Judges loved the publication, delivered alongside Sequel Group. "The high-quality content is beautifully designed to work well in the digital environment," said one judge.



## Bronze – de Volksbank and PROOF AGENCY

As part of de Volksbank's culture change programme, called Impact, it worked with Proof Agency to deliver a PDF newsletter to employees across the group. Judges called this approach "Simple and effective," and that it was a great way to support the bank's transformational journey.



# BEST INNOVATION

## Gold – Royal Boskalis Westminster

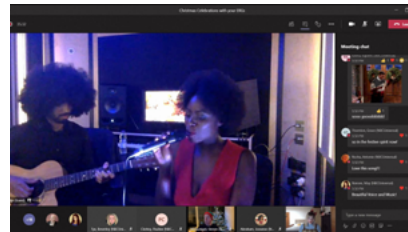
Royal Boskalis Westminster was able to deliver an innovative adaptation to its internal audience despite, and in fact almost because of, the challenges posed by the pandemic. Its groundbreaking radio programme was a hit with employees and judges alike. The global radio programme was spearheaded by employees and delivered engaging, fun content to employees and their families around the world. It also resulted in a €50,000 donation to Save the Children based on a song contest.

The radio programme became the centrepiece of an internal comms campaign that encouraged people to tune in and connect. This was a clear winner for judges with one praising, "I think they have considered their audience well and developed a really strong offer," said one judge. Another added, "Great concept well delivered with a great link to a CSR initiative. This was delivered with such passion."



## Silver – NBCUniversal

NBCUniversal worked with its internal audience to develop a series of interest-based visual events designed to connect people through the holiday period. With over 500 people taking part in the programme, the 'Winter Wonderland' series featured the highest attendance of any programme in 2020. Judges thought the content calendar and personal approach was innovative and fun.



## Bronze – London North Eastern Railway

To communicate with its non-desk based workforce, London North Eastern Railway implemented a coronavirus microsite in less than 24 hours. Delivering huge levels of engagement, this content hub was delivered effectively and was able to reach employees right across the business.



## Highly commended – Crown Worldwide Group with FathomXP and Insight Agents





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# BEST ALIGNMENT OF INTERNAL COMMUNICATIONS WITH EXTERNAL MESSAGING

## Gold – MyCSP

MyCSP, the pensions provider for the Civil Service, puts its external customers at the heart of all its communications. It strives to improve understanding about pensions with every piece of communications. To align its external and internal strategies, MyCSP has ensured a consistency of tone and brand across its campaigns.

It delivers fun, humorous and quirky content to both audiences. Externally, it focuses on pension education while communicating about the value of quality pension information to its employees. The unified approach has led to great success over the years. “The creativity was unrivalled,” said one judge. Another added, “This is a really strong entry showing how MyCSP worked hard to ensure its colleagues were supported, informed and valued.”



## Silver – Sanne and Emperor

In the midst of a rebrand and corporate change, Sanne worked with Emperor to bring the brand to life for employees. Using touchpoints from the office walls to corporate merch, Emperor crafted a clear brand positioning that galvanised employees around the change. Judges loved the amount of research and consideration that went into this campaign.



## Bronze – Energie Beheer Nederland (EBN) and PROOF AGENCY

Energie Beheer Nederland advises the Dutch government on issues related to energy and climate policy. It worked with Proof Agency on the ‘connecting tomorrow with today’ campaign, featuring a talk show that focused on harnessing the energy of the internal audience before communicating externally. Judges liked this inside-out approach.



## Highly commended – Irwin Mitchell

# BEST EVALUATION PROCESS OF INTERNAL COMMUNICATIONS



## Gold – Crown Worldwide Group with FathomXP and Insight Agents

To examine its internal communications campaign, Crown Worldwide Group worked with FathomXP and Insight Agents. It focused on two key metrics, those living the values of the brand and those learning the values. This strategy led naturally to a journey designed to improve understanding of the company's values and positioning.

Because it is carefully measured, Crown Worldwide was able to transform its purpose from something intangible to something business critical. The company has taken the lessons from this programme to heart and is applying evaluation strategies to further communications. "It wonderfully demonstrates how great IC measurement is so much more than just recording views, click throughs and open rates. It shows how IC can have an impact on direct and tangible outcomes and shifts in behaviour for a business not just outputs."



## Silver – West Midlands Combined Authority

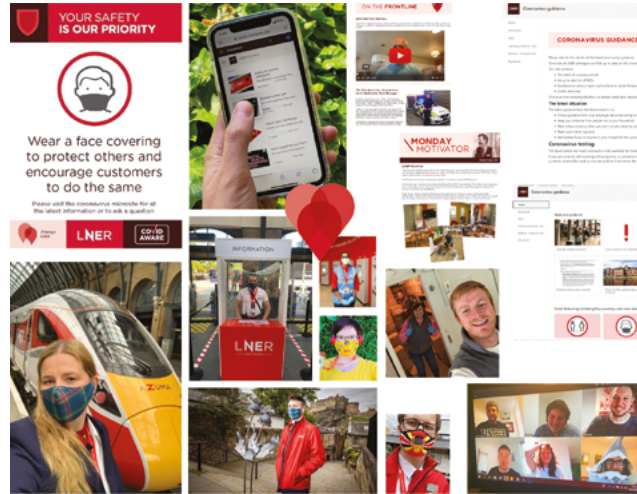
As part of its Covid-19 communications programme, the West Midlands Combined Authority surveyed employees on a range of topics related to wellbeing and culture throughout the pandemic. This has delivered a suite of information that has informed working practices and communications priorities. The link between measurement and strategic decision making made this a clear winner for the judges.

# BEST USE OF CONTENT

## Gold – London North Eastern Railway

London North Eastern Railway (LNER) had to function throughout the pandemic. Employees on the railways, always a hard-to-reach group, were also under increased pressure due to Covid-19 travel restrictions and requirements. To communicate clearly and effectively with its entire audience, LNER delivered a coronavirus-themed microsite in under 24 hours.

Its content ranged from crucial health and safety messaging and policy decisions to community support. The content was then delivered across a range of channels for maximum impact. The microsite has proved a critical hub for LNER's staff throughout the pandemic. Judges loved it. One said, "The strong understanding of the audience, brilliantly executed." Another added, "This is a great example of frontline focused content with an incredible engagement rate."



## Gold – Royal Boskalis Westminster

Marine infrastructure and construction company Royal Boskalis Westminster is based in the Netherlands, but has employees on-site on the global seaways. In December 2020, it was faced with the disconnection of the pandemic and met the challenge of uniting its workforce with incredible panache.

It crafted and delivered a six-hour radio programme designed to engage employees around the world, and their families, while also supporting one of the company's charity partners. Internal communications led up to the event, ensuring listeners would tune in. And the results were incredible. Judges loved it too. "This is a fantastic campaign that truly put employees at the heart of the content," said one. Another added, "Such an innovative and creative use of radio."

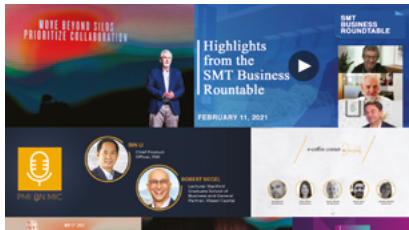


# BEST USE OF CONTENT



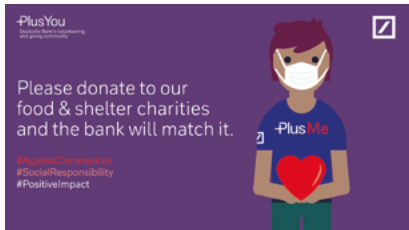
## Silver – JTI and Ignis

JTI worked with Ignis to deliver an employee recognition programme in the midst of the pandemic. The Inspire Awards ceremony was delivered online and showcased employees in a variety of different formats. "The Inspire Awards produced a lot of great content and highlighted the very best of the organisation," said one judge. Others praised the creativity and employee engagement.



## Silver – Philip Morris International

To support its transformation to a smoke-free future, Philip Morris International had intended to release a suite of internal communications throughout 2020. It swiftly had to transition this programme to digital channels, which it did with capable ease. Judges thought the content campaign was well planned and executed while delivering impressive results.



## Bronze – Deutsche Bank AG

Deutsche Bank unveiled a Covid-19 CSR community relief and fundraising campaign which supported its community partners throughout the pandemic. Content was delivered across employee channels resulting in huge benefits to the bank's communities. "The Deutsche Bank campaign is one to be proud of," said one judge.

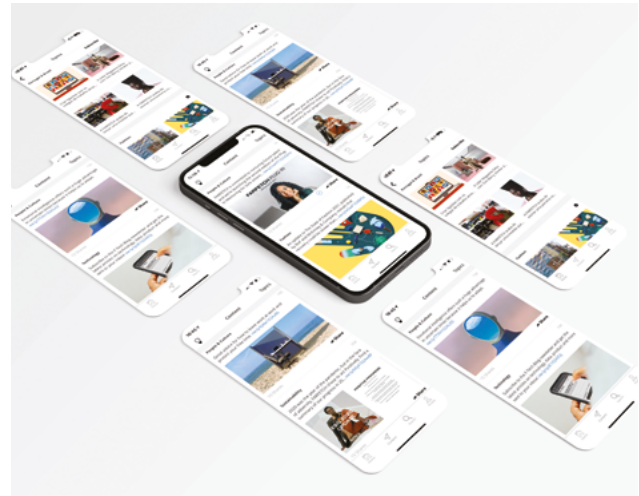
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## BEST ENGAGEMENT OF BRAND AMBASSADORS

### Gold – FARFETCH

As part of its drive to build a stronger employer brand, Farfetch looked to engage brand ambassadors from different parts of the business. The company identified and invited ambassadors to join the programme from teams that are difficult to hire into and from its diversity and inclusion employee resource group, which led to the onboarding of 50 brand ambassadors in early 2020.

Expanding that group to 100, Farfetch fostered this community, building engagement with the employer brand and introducing advocacy programmes and internal comms content. The creative approach to encouraging brand ambassadors impressed judges. “Using employees as brand ambassadors to engage with external potential recruits is a very good idea,” one said. Another added, “This has been a successful initiative within Farfetch and one they should feel rightly proud of.”



### Silver – Wiser

Wiser is a recruitment firm that relies on brand ambassadors to reach students and graduates across the UK. The Wiser Academy works with these student ambassadors to equip them for representing the brand. The result is authentic, comprehensive and engaging. “The level of detail in this campaign and the creativity displayed is exemplary,” said one judge.



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## BEST USE OF DATA

### Gold – Crown Worldwide Group with FathomXP and Insight Agents

Logistics company Crown Worldwide Group began to communicate its group purpose for the first time in its history. To ensure that its positioning would become a core part of the business' strategy, it deployed an evaluation system that caught the attention of our judges. It not only examined employee engagement, but also looked at customer satisfaction.

By developing the campaign with the evaluation strategy in mind, Crown Worldwide was able to garner data that proved the value of internal communications and the corporate purpose to the business' success. Judges loved it, citing it as a best-in-class example of internal communications evaluation and data management.



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## BEST USE OF STORYTELLING

### Gold – Ericsson and Harleys

A regulatory film designed to ensure employees could recognise corporate corruption could have been exceedingly dull. But, Ericsson approached the topic with a sense of creativity and crafted a cinematic, story-driven film that kept viewers engaged throughout its entire 15-minute length. Working with Harleys to produce the film, Ericsson told a story about recognising and reporting corruption.

Judges thought this was an excellent, creative and brave strategy. “I know from experience how difficult it is to engage an internal audience on the importance of this topic and to help them retain the information they need,” said one judge. “So the results delivered were impressive and highlighted how using storytelling for challenging subjects can be so effective.”



### Silver – Cadent and The Surgery Design and Digital

To communicate through a period of corporate change, Cadent turned to the Surgery Design and Digital for support in delivering the Cadent Challenge. The internal comms campaign was focused around a story of the company achieving greater heights in terms of employee and customer satisfaction. Judges praised the use of illustration and storytelling to bring difficult subjects to life.





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# BEST INTERNAL COMMUNICATIONS DURING THE COVID-19 PANDEMIC < 1000 EMPLOYEES

## Gold – West Midlands Combined Authority

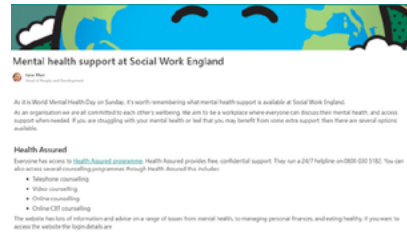
The West Midlands Combined Authority is comprised of 18 local authorities responsible for transport, housing and communities across the Midlands. A tiny budget was no hindrance as the team delivered comprehensive, fun and useful content to employees throughout the pandemic. Its authenticity and personable tone allowed it to reach people whether the topic was PPE and policy or wellbeing and working from home.

Feedback was gathered throughout, enabling the internal communications team to adapt its approach as required. Judges loved this as much as employees. They thought the awards ceremony was a great way to bring optimism and excitement back to the workforce. One judge praised the “Very impressive research and planning that saw an excellent execution.”



## Silver – Social Work England

Social Work England has been under incredible pressure during the pandemic. To keep people connected, its internal communications focused on a staff newsletter and a new intranet. Its steady, effective strategy was a hit with judges. One said, “It’s so impressive to maintain, and even strengthen, a culture while responding to a pandemic, working remotely and onboarding significant numbers!”



## Bronze – Axiad

With spirits flagging in the run-up to Christmas, Axiad created a holiday campaign designed to reinvigorate the company’s culture. Its programme of events delivered fun-filled activities and yielded a sense of connection across the company. “A very genuine campaign,” said one judge. “It made my heart melt a little,” said another.



## Bronze – MyCSP

MyCSP tackled the challenges of Covid-19 with the same aplomb with which it manages its daily internal communications. It worked with the limited tech it had to reach employees while doubling down on its delivery of an employee magazine, its charity commitments and its leadership comms. “MyCSP clearly know their people well and this meant they were ready to tackle any challenges the pandemic threw,” one judge said.





# LENS AWARDS



The Communicate Lens Awards, now in its second year, celebrates organisations using film and video by setting the standard for excellence in visual communications.

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# BEST INTERNAL COMMUNICATIONS DURING THE COVID-19 PANDEMIC > 1000 EMPLOYEES

## Gold – British Heart Foundation

The British Heart Foundation's (BHF) 4,000 employees and 20,000 volunteers all faced different challenges during the coronavirus pandemic. BHF was forced to shut its shops and sacrifice income it would normally have seen, leading to layoffs. In this environment, internal comms played a crucial role in maintaining a strong sense of community at BHF and supporting colleagues through the changes.

Communications were strategically planned to deliver clear, consistent messaging and crucial information throughout the different stages of the pandemic. The comprehensive, multichannel strategy was a hit with judges in a competitive category. Judges praised the leadership involvement, comprehensiveness and clear objectives. BHF's ability to listen to employees and adapt as a result made this programme stand out.

## Supporting you through Covid-19

A lot has happened in the BHF since the coronavirus (Covid-19) pandemic started and it's easy to miss important information, webinars and events. We have created this hub to help you keep up-to-date, informed and supported. Throughout these pages you will find information on what's been happening throughout the organisation, ways you can recognise colleagues and teams for their support, essential resources for all, including a list of our FAQs, documents and an archive of our live Q&A events. This hub will be updated regularly to provide you with the latest information.

A message from Charmaine:



"I want to thank all of you for supporting each other and the BHF"

I want to thank all of you for the part you have played in supporting the BHF and each other—we, the Executive Group, truly appreciate it.

This hub is designed to gather everything you need to know about our Covid-19 journey over the past few months and how we are and will recognise colleagues for their hard work, resilience and empathy. We're also sharing information and resources to help answer your questions and support you—either at our offices, shops and stores, those on furlough or returning from furlough and those working remotely—and how all colleagues can look after their wellbeing, and what support is available from the BHF.

Thank you everyone—and to you and yours, stay safe.

Charmaine

Resources for you:



## Silver – Irwin Mitchell

To facilitate home working in the midst of the pandemic, Irwin Mitchell unveiled a strategic, wellbeing-led internal communications programme. It delivered a structured approach that helped the organisation manage the impact of Covid-19 on its workforce while also ensuring proactive, substantial communications throughout.



## Silver – Practice Plus Group - Health in Justice

The 'We're in this together' campaign was designed to support prison healthcare workers through the pandemic. Practice Plus Group delivered a campaign tackling misinformation, improving morale, addressing burnout and increasing the visibility of leadership. In the high-stakes environment in which it was operating, it impressed judges for its incredible output, its clear objectives and its strong understanding of employees' needs.



## Bronze – Lloyds Banking Group

To communicate through the crisis of the pandemic, Lloyds Banking Group's internal communications team focused on a two-pronged approach. It streamlined content into two strands: essential information and good news stories. This allowed the bank to ensure excellent results while still communicating with empathy and humanity.



## Highly commended – BDO LLP

## Highly commended – SUEZ recycling and recovery UK

## Highly commended – The Hyde Group

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# CIPR INSIDE

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## INTERNAL COMMUNICATIONS TEAM OF THE YEAR

### Gold – O2

Not only was O2 facing the same challenges all large businesses had to contend with in 2020, it was also due to announce its merger with Virgin Media just two months into the first UK lockdown. The company's objectives were to secure existing customers and create additional customer connections before the year's end. To support this, the internal audience had to be engaged, energised and focused on the company's goals.

Internal communicators motivated employees throughout the pandemic, positioning leaders closer to the staff and engendering a sense of confidence across the business. Judges loved the connection between the internal communications strategy and the business' challenges. "There is a clarity of objective, strategic alignment, understanding of audience and lots of creativity," one judge said, also citing the visibility of leaders and the strategic importance of employee engagement as drivers of success.



### Silver – Lloyds Banking Group

The internal comms team at Lloyds Banking Group introduced a new framework for communications, 'we can,' to facilitate a sense of unity and provide consistency for its Covid-19-related communications. Its comprehensive programme impressed judges, who thought the team listened well to employees and adapted to needs in order to craft successful communications.



### Bronze – BDO LLP

Once a team of two, BDO's internal communications team had to inspire and engage 6,000 people across the UK. The communications director was at the very heart of the business, participating in board meetings and working with leaders to ensure communications were relevant and representative. Judges thought this approach to staying connected with the business paid off greatly in terms of employee engagement.



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## CIPR INSIDE INTERNAL COMMUNICATOR OF THE YEAR



### **Winner – Nicola Lally, BDO LLP**

Director of communications at BDO, Nicola Lally used her influence, organisational knowledge, employee insights and external horizon-scanning to deliver excellent communications throughout 2020. Lally's strategy merged crisis management techniques with a collaborative approach across IC, HR and IT. This enabled her to ensure communications was the glue that held the organisation together.

Feedback from across the organisation praised Lally for her proactive communications, empathy, ability to keep the business going and her reassuring, caring approach. As a result, 88% of BDO employees said they felt supported by the firm in 2020, making Lally an exemplary winner of this year's 'CIPR Inside internal communicator of the year' honour.



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# GRAND PRIX

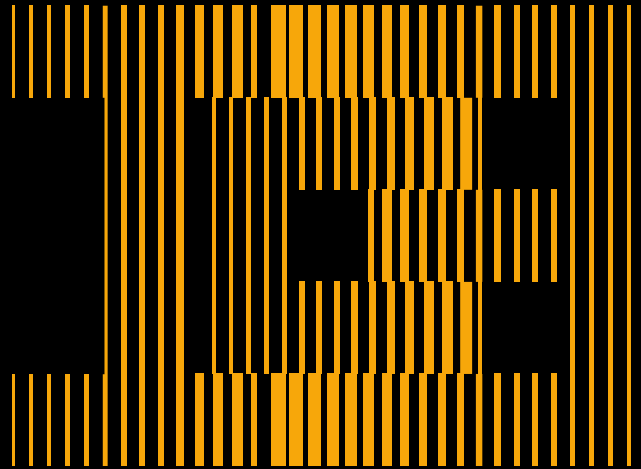


## Winner – Crown Worldwide Group with FathomXP and Insight Agents

Evaluation is essential to proving the value of internal communications. But it is also a crucial addition to any internal communications campaign in order to understand the company's audience and its needs. One company this year has demonstrated the incredible worth of a clear and effective data and evaluation strategy. Crown Worldwide Group, a global logistics provider, worked with FathomXP and Insight Agents on an internal communications campaign that would help embed the company's purpose with its workforce.

But, it rooted its strategy in an evaluation framework that defined the journey employees would embark on. By identifying the objective of the campaign as getting employees to learn about, and then live the brand's purpose, it was able to set out the steps the campaign would take in delivering that. The evaluation of the campaign also enabled the team to adapt its approach as feedback came in, ensuring communications were always effective.

As a result, internal communications and corporate purpose were proven to be inextricably tied to the company's strategic objectives. This result is not only a success for Crown Worldwide, but for internal communications all over the world. Judges thought so too. "This is a brilliant example of putting an effective and actionable IC evaluation process in place, which can provide clear and meaningful data and insights at all levels of the organisation," said one judge. "The fact that it also demonstrates the impact of their people living the purpose on the customer experience, and the links to employee engagement made it stand out over and above anything I've seen over the last few years." Its approach has undoubtedly changed the business' relationship with communications, but has also made it an exemplary winner of this year's 'Grand prix' award.



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