

**INTERNAL COMMUNICATIONS
AND ENGAGEMENT AWARDS**

WINNERS BOOK 2020

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Internal communications has truly never been more important. The onset of the Covid-19 crisis forced companies to focus first and foremost on their employees. Internal communicators have had to react swiftly to the crisis, developing creative, strategic and fast-acting campaigns to manage a firmly changed workplace.

Beyond the landscape changed by coronavirus, internal communications and employee engagement have become crucial to an organisation's success. The Internal Communications and Engagement Awards recognises the impact these communicators have on their company's and the creativity with which they have deployed business-critical strategies.

This year's awards shows an internal communications community that has deployed digital technologies, film content, user-generated content, leadership communications and branded content to great success. The 'grand prix' winner, the Metropolitan Police, combined internal and external storytelling with digital and social content to change the reputation of the organisation as an employer.

All of tonight's winners are truly exemplary as they have set the standard for excellence in internal communications. Congratulations to everyone who takes home an award this year.

BRITTANY GOLOB
Editor-in-chief
Communicate magazine

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JUDGES



DEBBIE AURELIUS

Director and podcaster
Peppermint Fish

Debbie works with leaders and internal communications professionals to help them find ways to inspire active dialogue in the workplace. Debbie is an advocate for podcasting and the use of audio content as part of a rich communications strategy. She is the host and producer of the 'Be a Bigger Fish' podcast. Debbie has built and executed communications strategies for large global transformation projects and designed and led innovative learning programmes that delivered cultural change. Debbie is a chartered PR practitioner and treasurer of the CIPR Inside committee.



JOANNA BLEASDALE

Internal communications director
GVC

A passionate communicator, with a mission for bringing purpose, products and possibilities to life, Joanna grew up in PR, and now specialises in employee communications. She has extensive consumer brand and corporate communications leadership experience across a wide range of sectors, including telecommunications, entertainment, personal finance and travel. Joanna worked both in-house at BT, EE and Lloyds TSB, and agency-side with Red Consultancy and Consolidated before joining GVC.



ZOE CHIVERTON

Former head of internal communications
Great Ormond Street Hospital

Having worked for several international companies across diverse sectors, Zoe now leads internal communications at Great Ormond Street Hospital. In her previous role, she established an IC function from scratch to support 20,000 colleagues across 450 sites. This led to her being highly commended as 'Internal Communicator of the Year' in 2016, hailed as an 'inspiration to others.' Zoe has a CIPR diploma in internal communications and a BA from the University of Durham.



WILL FOY

Global internal communications partner
Imperial Tobacco

Will has been in internal communications for nearly 20 years, spanning many sectors including defence, FMCG, healthcare, logistics and waste management. Throughout this varied spectrum he has worked with many hats, building and leading IC teams, implementing digital, print and face-to-face channels, dabbling in strategy development, change and project management, culture, social media and everything in between! In his current role as global IC partner at Imperial Brands, he is able to draw upon his various experiences to tackle what can be a challenging and quickly evolving sector.



FRANKIE FREEMAN-DAY

Internal & executive communications
manager, EMEA, Google

Frankie leads internal and executive communications across Europe, the Middle East and Africa for Google's global business organisation. Her work revolves around three strategic pillars: clearly communicating Google's strategic priorities for the business, empowering leaders as communicators, and reminding employees why they love Google. Frankie directly supports Google's EMEA president, and advises the company's 30 plus regional country managers.



IGGY HARRIS

Global internal communications manager
Publicis Sapient

Iggy has developed IC and engagement experience at rapid-growth startup Asos, heavily regulated Camelot and at a global consultancy. She is currently global internal communications manager for Publicis Sapient. Iggy is passionate about two-way and relevant communications which meet every employee where they are at, every time. She is a strong believer that a positive employee experience will ultimately fuel performance which benefits the business strategy and the employee.

JUDGES



GIHAN HYDE

Employee and change communications specialist

Gihan is an award winning corporate communication expert with a deep passion for internal communication. She specialises in building innovative and non-existent communications departments, strategies and delivering business results in pressurised and uncertain situations in large, complex and global organisations. She has worked across sectors at bp, HSBC, Barclays, M&S, and Riyadh Metro Project.



NEIL JENKINS

Director of communications and culture Iron Mountain

Neil is an experienced internal comms leader who has worked in the industry for more than 20 years. He joined Iron Mountain after holding 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 a champion of digital solutions that enable great internal communications, and of brilliant content and experiences that make employees proud of who they work for.



RACHEL MILLER

Director All Things IC

Rachel is the director of All Things IC and advises IC pros via training, consultancy and her popular blog. Her clients include Arm, BBC, Lego, NHS, Jamie Oliver Group, HSE, the Guardian, O2, Royal Mail and the Zoological Society of London. She is an experienced and award-winning practitioner who has trained hundreds of communications professionals via her monthly and bespoke masterclasses. Rachel is a chartered PR professional and fellow of both the Institute of Internal Communication and CIPR.



ADVITA PATEL

Chair CIPR Inside

Advita has worked within internal communications for the past 14 years. She is the director of CommsRebel and has worked in areas such as employee engagement, digital and transformational comms. Her area of specialism is with remote workers based in large operational organisations. Advita has also founded the comms networking group the Comms Hive, which brings together communication professionals so they can share and learn knowledge from each other over an informal dinner.



MAX PULLER

Director of employee and change communications Sodexo

Max is currently director of employee and change communications at Sodexo, an award-winning catering, hospitality and facilities management company, operating in 72 countries around the world. Max leads the team responsible for engaging and inspiring 36,000 employees operating across 2,300 client sites in the UK and Ireland. Previous roles include account director at healthcare communications agency, Pegasus, and chief communications officer at the Ministry of Defence.

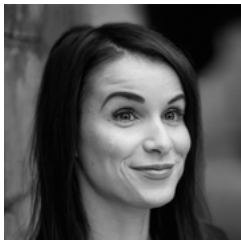


STEPHEN RALPH

Internal communications business partner PDSA

Stephen is an internal communications business partner at PDSA, the UK's leading veterinary charity, providing 2.7m veterinary treatments to 470,000 pets each year. Stephen has been working in communications for over 10 years, working in the public, private and charity sectors. At PDSA, Stephen has developed and launched a number of PDSA's core communication channels to keep colleagues informed and engaged with key organisational activities, as well as leading on recognition schemes for both the charity's 2,000 employees and 3,500 volunteers.

JUDGES



RHIANNON STROUD

**Head of strategy
McCann Synergy**

Rhiannon is head of strategy at the award-winning employee engagement specialist, McCann Synergy. She works with brands like Aldi, RBS and Vodafone, helping their people take action, delight customers, transform cultures and create change. Passionate about making work something people should enjoy, Rhiannon is a regular speaker in both the UK and internationally on all things employee engagement and employer brand. Her team won the 'Grand prix' award at last year's Internal Communications & Engagement Awards for its work with RBS.



JENNIFER THOMAS

**Independent consultant
Formerly Direct Line Group**

Jennifer is an independent communications consultant who recently transformed the profile and reputation of Direct Line Group (DLG) as head of internal communications, experience & sustainability and previously as its head of financial communications. Jennifer was part of the group's strategic leadership team, responsible for developing the group's internal communications strategy, including employee engagement, the incorporation of the employee value proposition and corporate brand as well developing and executing a new corporate social responsibility strategy.



PETER TIMBERLAKE

**Head of communications
Financial Reporting Council**

Peter has been head of communications at the Financial Reporting Council (FRC), the UK's regulator of accountants, auditors and actuaries, since 2013. He manages engagement with internal and external stakeholders in the UK and globally. Peter has over 30 years of experience delivering communications in the financial services sector working with pensions, investment and insurance providers. Prior to joining the FRC, Peter was head of public relations at Friends Life for four years and head of media relations for Standard Life for three years.



MARSHA VAN MOORSEL

**Internal communication manager
CIPR Inside**

Marsha began her IC career eight years ago by pioneering the internal communications function at the Royal Institute of British Architects. Since then she has worked at Tullow Oil and Axa UK as a consultant and as an internal communications manager. In her most recent role, she built and managed a community of 80 employee reporters across the business, ran focus groups and developed insight to help the team better serve the business. Marsha has completed the CIPR Certificate in Internal Communication from the PR Academy in 2012.

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 **BARCLAYS**

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WINNERS

Best internal communications campaign

Gold - GVC

Silver - BNP Paribas Leasing Solutions and Home
Bronze - Methods
Bronze - Office of the Public Guardian
Highly commended - Avanti West Coast
Highly commended - Dentsply Sirona and
Gauly Advisors and LINGNER.COM
Highly commended - VGZ and PROOF internal
and employer branding

Best ongoing commitment to internal communications

Gold - Irwin Mitchell

Silver - MyCSP
Bronze - Barnardo's
Bronze - VGZ and PROOF internal and
employer branding
Highly commended - NatWest Group and
McCann Synergy
Highly commended - Royal Mail Group and Linney

Best internal communications campaign across multiple markets

Gold - Hogan Lovells and MadeVision

Silver - Coats
Bronze - GVC

Best communication of change or business transformation

Silver - adi Group and Promontory
Bronze - East Midlands Railway
Bronze - Methods
Highly commended - Delft University of Technology
and PROOF internal and employer branding

Best intranet

Gold - Sony PlayStation Europe and Interact

Gold - Voyage Care and Interact

Silver - NSPCC and Interact
Bronze - The Hyde Group
Highly commended - Emperor
Highly commended - Imperial College
Healthcare NHS Trust and Interact

Best use of mobile or apps

Gold - William Hill and Sequel Group

Silver - Jaguar Land Rover and DRPG
Bronze - Aldi and McCann Synergy

Best use of video and animation

Gold - Avanti West Coast

Gold - Royal Mail Group and Linney

Silver - Community Integrated Care
Bronze - Dentsply Sirona and LINGNER.COM
Bronze - GVC
Highly commended - Post Office and Webvid

Best use of social media

Gold - Coats

Silver - GVC
Bronze - Royal Mail and AB Communications

Best event

Gold - Carlsberg UK and Allman Communications

Gold - GVC and DRPG

Silver - Sir Robert McAlpine
Silver - Slido
Bronze - BT Consumer and DRPG
Bronze - Dentsply Sirona and Gauly Advisors
and LINGNER.COM
Highly commended - Barclays
Highly commended - The Hyde Group

Best internal publication: Print

Gold - MyCSP

Silver - Methods
Silver - Smart Energy GB
Bronze - Emperor
Bronze - Royal Mail and AB Communications
Highly commended - VGZ and PROOF internal
and employer branding

Best internal publication: Digital

Gold - Nestlé Global and Sequel Group

Silver - White & Case and Sequel Group
Bronze - Serco and Big Button

WINNERS

Best innovation

Gold - Unilever and Edelman

Silver - Arvato CRM Solutions UK
Bronze - GVC
Bronze - NatWest Group and McCann Synergy
Highly commended - Dentsply Sirona and Gaulty Advisors and LINGNER.COM
Highly commended - NHS Leeds Clinical Commissioning Group
Highly commended - SUEZ recycling and recovery UK with Macmillan Cancer Support and adart.design

Best alignment of internal communications with external messaging

Gold - GVC

Silver - Stedin and PROOF internal and employer branding
Bronze - MyCSP

Best evaluation process of internal communications

Gold - Serco and Big Button

Silver - GVC

Best use of content

Gold - McDonald's and blue goose

Silver - GVC
Bronze - NatWest Group and Sequel Group
Highly commended - Direct Line Group and DRPG

Best use of data

Gold - Irwin Mitchell

Silver - Unilever and Edelman
Bronze - Adevinta and Home

Best engagement of brand ambassadors

Gold - Wisser

Silver - Elsevier
Bronze - Carlsberg UK and Allman Communications
Highly commended - Royal Mail and AB Communications

Best use of storytelling

Gold - Metropolitan Police Service

Silver - Volkswagen UK and Promontory
Bronze - Direct Line Group and DRPG
Bronze - Ministry of Justice
Highly commended - GVC

Best internal communications during the Covid-19 pandemic

Gold - Eversheds Sutherland

Silver - An Garda Síochána
Silver - McDonalds and blue goose
Bronze - Leeds Building Society

CIPR Inside internal communicator of the year

Winner - Sinéad Meekin, Hanover Communications

Runner up - George Kenning, NatWest Group

CIPR Inside internal communications team of the year

Gold - Office of the Public Guardian

Silver - GVC
Bronze - Natwest Group

Grand prix

Winner - Metropolitan Police Service

BEST INTERNAL COMMUNICATIONS CAMPAIGN

Gold - GVC

To unite the 20 plus consumer brands behind the reinvigorated GVC corporate brand, the organisation had to change from the inside out. Developing an employer brand that would both attract prospective employees and unite existing ones was a considerable challenge.

Establishing the employer brand platform 'for the good of entertainment,' allowed GVC to speak with a united, single voice. However, to develop this approach, the internal communications and employer brand teams had to research the culture within the business. They supported the change programme with an internal launch programme that brought the whole company together for the first time. The result impressed judges who thought it was a standout integrated campaign. One said, "An incredibly thorough, creative approach to employer branding. Impressive results and admirable execution. Bravo!"



Silver - BNP Paribas Leasing Solutions and Home

Embedding a new employee value proposition saw BNP Paribas Leasing Solutions reduce turnover and increase internal engagement. Working with Home to engage its internal audience, the company also saw a 90% increase in collaboration across teams and an increased participation in skills training. Judges thought the impressive results spoke for themselves.



Bronze - Methods

Building an internal culture from a team that was largely embedded within external organisations saw Methods move offices, implement digital communications and build a stronger working culture. There was a marked increase in employees feeling connected to the business, from 10% to 45%, which judges lauded.



Bronze - Office of the Public Guardian

The Office of the Public Guardian, part of the Ministry of Justice, found that its employees were not connecting with its primary messaging. It tackled this disassociation with a diversity and inclusion transformation campaign that yielded great results in terms of retention and morale. Judges praised the organisation's ability to achieve its strategic objectives.



Highly commended - Avanti West Coast

Highly commended - Dentsply Sirona and Gaulty Advisors and LINGNER.COM

Highly commended - VGZ and Proof internal and employer branding

BEST ONGOING COMMITMENT TO INTERNAL COMMUNICATIONS



Gold - Irwin Mitchell

Irwin Mitchell had a flailing internal communications strategy. Its employee survey showed low scores of 68% for engagement and 54% for trust among its IC team. There was a fundamental misunderstanding in the purpose of employees' roles within the business. Putting into place a long-term commitment to internal communications, Irwin Mitchell has implemented a yearly conference for 500 members of the leadership team and a roadshow to engage employees with the business transformation, it shared its strategic plan with employees and embraced new technology to improve communication. Building a stronger IC team, Irwin Mitchell has seen benefits across its business, with a more engaged and purposeful workforce. Judges thought the focus on the internal communications team allowed the organisation to identify the value of communications and use that to support strategic growth. Put simply, one said, "A really well planned and thought out IC strategy."



Silver - MyCSP

MyCSP has put internal communications at the heart of its operational strategy. By engaging its audience through interactive, unusual and exciting events and campaigns, it has built a better understanding of the power of pensions – one of its core objectives. Judges found the commitment to be a "great example of how an organisation can use internal communications creatively to engage employees."



Bronze - VGZ and Proof internal and employer branding

Healthcare provider VGZ found that a lack of internal engagement led to a flagging external brand. Reinvigorating the company behind the 'Together, we're sensibly busy,' allowed it to engage employees across a range of channels and touchpoints, resulting in a better customer experience. Judges praised VGZ and Proof's ability to yield great results with a multifaceted campaign.



Bronze - Barnardo's

Barnardo's has consistently put its internal communications first. The company has exhibited clear thinking, prioritisation and creativity in developing a results-driven strategy. One judge said, "Barnardo's challenge was not an easy one to tackle. Its mission and audience are complex. What it did to ensure that its employees understood how they are part of the vision and purpose is admirable and creative."

Highly commended - NatWest Group and McCann Synergy

Highly commended - Royal Mail Group and Linney

BEST INTERNAL COMMUNICATIONS CAMPAIGN ACROSS MULTIPLE MARKETS

Gold - Hogan Lovells and MadeVision

In order to better communicate its commitment to social responsibility – a key area of focus for young lawyers and law students – Hogan Lovells embarked on an international internal communications campaign alongside MadeVision.

A film series documented Hogan Lovells' employees and their company-supported pro bono and volunteering pursuits. Complementing that, the global 'citizenship challenge' developed local citizenship groups and identified best practice in social responsibility through an internal awards programme. The programme also offered learning opportunities for employees about the impact they can have on their communities. Judges loved the unique approach to CSR and internal communications. "A fantastic and true cross-market execution with fabulous engagement," said one, lauding the "clear objectives and meticulous planning and structure."



Silver - Coats

Implementing an internal health and safety goal across 50 countries and 18,000 people presented Coats with a huge challenge. Its events and social media communications caught the attention of employees and garnered engagement with health and safety information leading to a 20% reduction in injury rates. Judges thought this was an impressive way to garner business-critical results.



Bronze - GVC

GVC's comprehensive employer brand change programme required an intensive, creative and engaging approach to internal communications. The result allowed the geographically disparate company to unite behind a single corporate brand for the first time.



BEST COMMUNICATION OF CHANGE OR BUSINESS TRANSFORMATION



Silver - adi Group and Promontory

Construction and engineering firm adi Group needed to unite its 20 autonomous groups as a single team. Redeveloping its strategy throughout the process allowed Promontory and adi Group to achieve results that impressed the judges. One praised the “Creative and innovative approach” to a challenging process.



Bronze - East Midlands Railway

Focusing its internal communications around its rebrand from East Midlands Trains to East Midlands Railway allowed the company to better engage with its employees. As a result, engagement rates have remained high and judges were wowed by the collaborative, inclusive approach at the heart of the strategy. One recognised the “great approach to testing and adjusting throughout the deployment.”



Bronze - Methods

An office move allowed Methods to reintegrate its embedded employees and build a stronger business in the process. Judges thought this was a “robust approach to change management” that effectively used a mix of channels to create a fun and emotive internal communications campaign.

Highly commended - Delft University of Technology and Proof internal and employer branding

BEST INTRANET

Gold - Sony PlayStation Europe and Interact

Sony PlayStation's consumer brand is an innovative, tech powerhouse. But its employees were struggling with an 18 year-old legacy intranet that was rife with obsolete information and lacked a strong connection to the brand's visual and verbal identities.

A one-person team led the transformation to a modern intranet that is more closely aligned with PlayStation's brand. Working with Interact, it delivered a clear architecture, action-oriented content and an effective, company-wide launch event. A key result saw navigability scores increase from 28% positive to 49%. One judge said, "Sony finally has an intranet that matches its brand and that it can be proud of. It appears to be well thought out and designed." Another added that despite the difficult challenge, PlayStation "used great insight to provide a solution that enables its people to connect to the brand and vision in the same way its customers do externally."



Gold - Voyage Care and Interact

Despite a wide-reaching consumer brand and an internal audience of over 10,000 across almost 300 sites, Voyage Care had an intranet that was little more than a document server. It had no capacity to share company news, facilitate conversation or inform employees about essential policies and procedures. It was rated 2.6 out of five by employees.

The internal communications team worked with Interact to identify the key needs of managers and employees across the business. Deploying a communications programme to support the launch of the newly named Hive intranet, Voyage Care achieved 2,048 views on launch day and saw 93% of its audience rate the intranet at four out of five stars, a far cry from the 2.6 garnered by its predecessor. Judges were impressed by the creative strategy that supported the development and the launch, the engagement results and the company's ability to deliver such a massive project within a demanding deadline.



Silver - NSPCC and Interact

Children's charity NSPCC worked with Interact to deliver an intranet that acted on the objective that "every visitor leaves our intranet better equipped to play their part in fighting for every childhood." In order to do so, it spent three years researching and developing an intranet that would become the very heart of the organisation. Judges loved the intensive research and the intranet's ability to meet the needs of NSPCC's team.



Bronze - The Hyde Group

With an ageing intranet and an increasingly mobile workforce, the Hyde Group had to develop a new internal portal that would enable its employees to better provide and manage its network of affordable housing. Crafting an intranet that worked well, felt contemporary and delivered operational effectiveness impressed judges. One said, "Great execution," another added, "A really well-delivered intranet project!"



Highly commended - Emperor

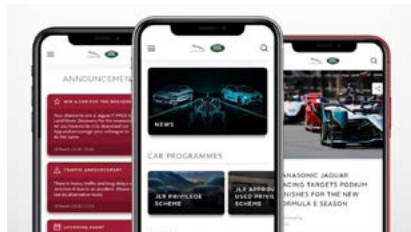
Highly commended - Imperial College Healthcare NHS Trust and Interact

BEST USE OF MOBILE OR APPS



Gold - William Hill and Sequel Group

In order to support the onboarding of upwards of 400 new employees following an acquisition, William Hill worked with Sequel Group to engage this niche audience. Sequel Group developed an app that would act as a lifeline for new employees throughout the process. Visually, it integrated Mr Green's – the acquired company – colour palette into the William Hill branding with subtlety. The app offered a Q&A function, important company policy information and onboarding communications. Sessions per employee grew by 27% throughout the onboarding process, proving the value of the app during what could have been an uncertain acquisition period. "This is a great example of how an app can unite worlds," said one judge. "What they have delivered is exceptional." Another judge said this was a "great example of how an app can be used to address a particular challenge in an efficient and productive way."



Silver - Jaguar Land Rover and DRPG

Over half of Jaguar Land Rover's employees don't have a company email account. To address this gap in internal communications, it worked with DRPG to launch an employee app. 'Your JLR' became a place for communication, engagement around company news, information about benefits and health and wellbeing support. Judges thought this was a brilliant way to improve their connections to the brand.



Bronze - Aldi and McCann Synergy

Aldi harnessed the Christmas spirit in the delivery of its MyAldi Advent Calendar. It worked with McCann Synergy to run a festive rewards and engagement programme through a mobile app. This resulted in engaged employees and helped drive improved sales as a result. Judges called this "extremely creative" and an engaging way to achieve "buy-in with the brand at a critical point in the year."

BEST USE OF VIDEO AND ANIMATION

Gold - Avanti West Coast

When the Virgin Trains brand reached the end of the line, Avanti West Coast had to devise a way to engage its employees throughout the period of change. Avanti West Coast wanted to give its staff the ability to say a fond farewell to the Virgin Trains brand while also inspiring them to embrace the new era. It crafted and developed a video-first strategy that included user-generated content, comments from Richard Branson, a rewards opportunity and a link between the internal films and external advertisements.

As a result, the rail franchise charted pride and passion among its employees as well as a largely positive response to the campaign. Judges loved the storytelling approach. One called it “An excellent example of an integrated, video-led campaign that exemplifies the brand to the last.” Another praised the authenticity of the tone of voice and its ability to deliver against the organisation’s broader objectives.



Gold - Royal Mail Group and Linney

The Royal Mail has run RMTv to bring its mission to life, engage and motivate its employees since 2012. It works with Linney to develop and produce its video broadcasts and specials. Because of the programme’s integration of local teams and its relevant and engaging content, in some locations it achieves as high as 100% viewership. Employees regularly cite that the programme is trustworthy, engaging and factual, driving viewers back to the screens week after week.

Judges thought this exhibited best-in-class delivery of a regular internal communications broadcast programme. With a clear purpose – to promote positive change – and a variety of content from across the organisation, it impressed judges. “Very well thought through in terms of its objectives and strategy,” one said. “Some very sound results and an innovative way to deliver content to employees on the frontlines!”



Silver - Community Integrated Care

To support the arrival of a new CEO, Community Integrated Care developed an internal communications campaign that would support and complement the organisational strategy. The centrepiece of this programme was a word poem that clearly delineated the organisation’s goals and values in a compelling way. Judges thought it was a powerful piece of work that was executed effectively.



BEST USE OF VIDEO AND ANIMATION



Bronze - Dentsply Sirona and LINGNER.com

Dental product manufacturer Dentsply Sirona delivered a series of introductory videos to the business' executive team. Sharing these films, crafted by Gaully Advisors and LINGNER, with employees around the world the company was able to build trust and improve the communication of key messages. One judge said the result was "fun and personal, with a point."



Bronze - GVC

As part of its comprehensive employer brand and corporate brand overhaul, GVC deployed video to support the launch of the new brand and to communicate the company's refined employer brand positioning. Judges were impressed by the solid results, with one calling it an "excellent integrated campaign."

Highly commended - Post Office and Webvid

BEST USE OF SOCIAL MEDIA

Gold - Coats

Coats harnessed the conversation around 2019's Global Ethics Day to support its 'Do the right thing' ethical programme. It targeted employees across the business hierarchy through Yammer to raise awareness of ethics in practice, identify barriers to acting ethically and shift the cultural mindset from one of compliance to proactive ownership. The company took to Yammer with enthusiasm, capitalising on the multi-use platform to spark conversation, communicate information, promote dialogue and integrate rewards.

Judges thought this was a smart way to use a straightforward internal communications channel to achieve maximum impact. "What Coats did was take social media to a different level," one judge said. Another added that this was "a really well thought-out campaign that made very good use of existing resources, was thoughtfully planned and demonstrated effectiveness through measurable impacts."



Silver - GVC

In order to embed its new corporate and employer brand, GVC used social media to create a conversation and generate peer-to-peer buzz about the exciting opportunities presented by the transformation. A mix of content formats helped it achieve its goals on social media. One judge said, "Without a doubt what GVC did was state of the art social media."



Bronze - Royal Mail and AB Communications

To support a period of corporate change, Royal Mail turned to AB Communications to craft a social strategy that would complement the existing Courier publication. Using a Christmas-themed competition, Royal Mail united its external festive objectives with its employees' festive spirits. Judges loved the fun feeling and emotive content.





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workshops and focus groups
with industry experts



The Pulse Business

PR industry insight
with our partner
The Pulse Business



Media relations consultancy to
take you from strategy to
press coverage



New business
development to provide
you with qualified leads

What people say:



"Right from the outset, Carta gained coverage in the national news and trade press."

Alastair Pickering, Co-founder and Chief Strategy Officer, alva



"Carta built broader awareness of our video editing platform in the PR industry."

Chris Bo Shields, Co-founder, Binumi Pro



"Carta built awareness via new business meetings, combined with research-led news stories."

George Theohari, Head of Content, Speak Media

BEST EVENT

Gold - Carlsberg UK and Allman Communications

With an existing annual event failing to generate enthusiasm and a struggling position in the UK market, Carlsberg infused its brand with a challenger mindset, harnessing the power of its internal audience along the way. Using its annual conference as a pivot point, it altered the typical format from a staid day of presentations to an interactive session that encouraged creativity and new ideas.

To embed the challenger mindset, Carlsberg worked with Allman Communications on delivering an impactful event that would encourage business leaders to engage their teams with the new mentality. The event also showed employees that change was not only necessary, but something that they could contribute to in a meaningful way. Judges were blown away. One said it was “A fantastic example of how a company can engage with its people to overcome challenges and drive the business forward.”



Gold - GVC and DRPG

GVC had to contend with legacy divisions, 20 plus sub-brands and an invisible corporate brand when it embarked on an employer brand change programme. It worked across every channel to unite the brand as a single entity, and communicate the impact of that change across the previously disjointed business.

The centrepiece of this strategy was an event that brought the whole company together for the first time. DRPG delivered a live event that allowed 1,100 to attend in person, with the rest of the company joining in via livestream. The high-profile event featured keynote addresses, interactive sessions and a showcase of charity partnerships. The event drove results across the employer brand programme. One judge said, “The unity of the tactics used as part of the event is undeniable.” Another added, “The level of detail behind it and the execution are outstanding. Well done!”



Silver - Sir Robert McAlpine

To celebrate its 150th anniversary, Sir Robert McAlpine delivered a series of events to create a lasting legacy and cement the bonds between employees. The multifaceted events generated love for the brand and recognised the contributions of people across the business. One judge said, “This is an event where I would be proud to work for Sir Robert McAlpine.” Another added, “What an extravaganza!”



Silver - Slido

The generational divide at work is increasing. To address this, Slido held a Parents Day at its Bratislava headquarters, encouraging employees to bring their parents to the office. Not only was this fun for the Millennial workforce, it addressed the fact that Millennials change jobs often, typically after consulting their parents. One judge said, “Lovely idea to think about the demographic of their people and connect to their parents to create a sense of purpose.”



BEST EVENT



Bronze – BT Consumer and DRPG

After a successful year collaborating on Consumer Live 2018, BT again turned to DRPG to support its annual consumer brand event. The headline event hosted over 7,000 delegates across two days and three business units. Judges thought the event itself was impressive and engaging, with a great ability to allow staff to connect.



Bronze - Dentsply Sirona and Gaulty Advisors and LINGNER.com

The world's largest supplier of dental products and technologies, Dentsply Sirona was formed from a merger of two organisations. In order to unite its dual workforce, it worked with Gaulty Advisors and LINGNER.com on the DS24hours event. It engaged 80% of its workforce and led to a more collaborative, combined employee base.

Highly commended - Barclays

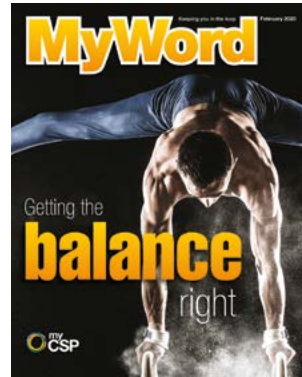
Highly commended - The Hyde Group

BEST INTERNAL PUBLICATION: PRINT

Gold - MyCSP

MyCSP relies on a bold, distinctive tone of voice, a consumer approach to engaging employees and stakeholders and a healthy sense of fun in its internal communications. Its bi-monthly employee publication MyWord is no different. The magazine uses a tabloid format to introduce fun, easily digestible content, bright and beautiful artwork and showcase employees from across the organisation.

It has been received well by MyCSP's audience, with 86% of staff saying they read MyWord to find out what other teams in the business do. Judges were impressed by the research process and development of the magazine. "It's considered and appropriate for the diverse audience," said one judge. Another added, "Excellent all-around campaign." Reader feedback has been equally positive, with one staff member writing, "Pensions can be boring, but this doesn't feel like pensions!" demonstrating the impact of the creative approach.



Silver - Methods

In the midst of corporate change, public sector consultant Methods had to reengage its staff and integrate employees that had been embedded with clients and partners. As part of this programme, it delivered a series of 'Moving Methods' publications designed to keep people informed and connected. Judges thought this was a clear success in terms of applying research to develop an effective publication.



Silver - Smart Energy GB

One of Smart Energy GB's core objectives is to reach Millennials and increase the installation of smart meters across the country. To enable its employees to better achieve this goal, it debuted a 'Segmentation Booklet' that clarified its extensive consumer insights and demographic research. Judges were impressed by the ability to create a beautiful, data-first publication that had an impact on the organisation's aims.



Bronze - Emperor

To support organisational growth, Emperor launched a company-wide newsletter that harnessed the value of brand ambassadors to better unify an expanding organisation. Judges thought the creative approach was striking and found the research process to be comprehensive. "Great creative execution," added one judge.



Bronze - Royal Mail and AB Communications

The Royal Mail's Courier magazine dates back to 1964. But its ability to unite a giant organisation during a challenging business context has never been more important. Developed alongside AB Communications, the Royal Mail's magazine is consistently rated highly by employees. Judges praised the flexible layout and contemporary content.



Highly commended - VGZ and Proof internal and employer branding



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Leeds Building Society

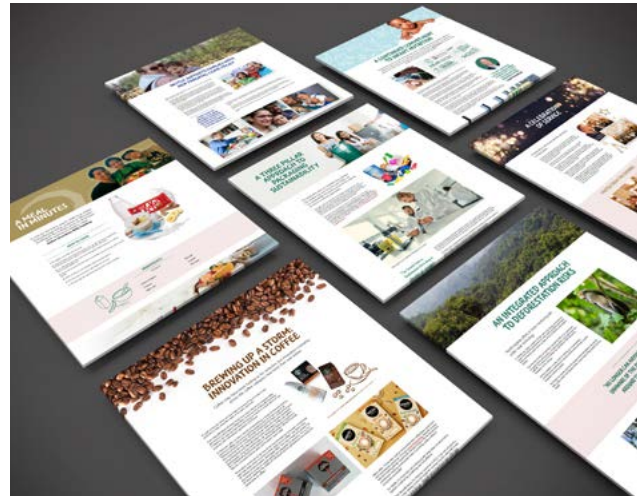
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BEST INTERNAL PUBLICATION: DIGITAL

Gold - Nestlé Global and Sequel Group

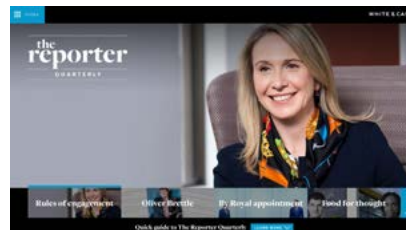
Previously printed just twice a year, Nestlé recognised the need for a more consistent source of company-wide news. It asked readers of the Nestlé Gazette for their feedback and found that over half loved the publication's name but also wanted it to be more interactive, available digitally and published more often. Nestlé turned to Sequel Group to redevelop the Gazette.

The new, Sharepoint-enabled publication is able to reach all of the company's employees in a mobile-responsive format. As a result, readers welcomed the change, embracing the digital format, easily navigable content and interesting articles. Despite the challenge of creating content for a global audience, 88% of readers said the content was easy to understand. One reader said, "A great improvement! Finally, something modern, digital and cool. Well done to the team!"



Silver - White & Case and Sequel Group

Law practice White & Case works with Sequel Group to deliver the Reporter Quarterly to its global audience. Putting the corporate brand at the heart of the design and including content from across the organisation has enabled the publication to build a stronger business. In fact, 91% of readers said they have a better understanding of the business and its strategy after reading the Quarterly.



Bronze - Serco and Big Button

Using a series of videos to engage audiences across Serco's operations, Big Button improved employee engagement, built a stronger corporate reputation and improved perceptions of authenticity and diversity.



BEST INNOVATION



Gold - Unilever and Edelman

Unilever's commitment to diversity and inclusion runs deeper than surface level. Unilever had led the way in the FMCG sector in terms of inclusive and diverse representation in advertising. But, by 2019, it was facing competition. It worked with Edelman to launch the 'Unstereotype Experiment' to break down unconscious bias and stereotypical thinking. In order to do so, it engaged employees in its global marketing team through interactive workshops, an internal communications campaign and a clearly defined behaviour change action plan.

The result was a success internally as well as in terms of the company's external reputation. Not only has its advertising reflected this open mindset, but the programme itself received extensive press coverage. One judge said, "This campaign was unique compared to everything else we have seen." Another added, "There are no words to describe how Unilever took employee engagement to the next level."



Silver - Arvato CRM Solutions UK

Arvato needed to unite its team. In doing so, it launched an integrated campaign featuring a number of initiatives focused on the new platform, 'Be 100% You Every Day.' Judges were impressed by the fun-filled tone, the structure of the company-wide debate and the comprehensive nature of the campaign.



Bronze - GVC

Judges loved GVC's approach to building coherence between its external brand, employer brand and internal communications. "A great approach to start changing the culture of the organisation," said one judge about GVC's unification of its numerous sub-brands behind a single corporate banner.



Bronze - NatWest Group and McCann Synergy

A regulatory change required NatWest to engage its employees and empower them to communicate the new procedures to clients and customers. It worked with McCann Synergy on a tech-first campaign that deployed virtual reality, gamification and creative content to engage employees. One judge said, "I was pleased to see how their campaign resulted in business growth."

Highly commended - Dentsply Sirona and Gaily Advisors and LINGNER.COM

Highly commended - NHS Leeds Clinical Commissioning Group

Highly commended - SUEZ recycling and recovery UK with Macmillan Cancer Support and adart.design

BEST ALIGNMENT OF INTERNAL COMMUNICATIONS WITH EXTERNAL MESSAGING

Gold - GVC

GVC was the clear winner in this category. Its company-wide change programme required the development of a more visible corporate brand, a revamped corporate culture and a reinvigorated employer brand. And it delivered on every aspect of the programme. Underpinning the entire transformation was the team's willingness to engage with the company's global network of employees. "An impressive submission. From conception to completion, this campaign was clearly delivered with an integrated mindset at its heart," said one judge. That integrated mindset allowed the GVC brand to represent numerous sub-brands externally, through the unification of its company from the inside. Delivering a multifaceted campaign across every channel and brand touchpoint, GVC was made a single, coherent business for the first time in its history. It featured "innovative creative deployed through a strong omnichannel strategy. It is a worthy winner in this category," said the judge.



Silver - Stedin and Proof internal and employer branding

Stedin had a prominent, respected external brand across the Netherlands. But its employer brand and internal comms failed to align with this vibrant image. It worked with Proof on a film-driven campaign designed to reposition the image of Stedin as an employer. Judges thought this was an excellent campaign that "brings to life the employee brand and puts people at the heart of the story."



Bronze - MyCSP

MyCSP relies on its employees to communicate its purpose of making pensions accessible and easy-to-understand. But, it had to work with its staff to develop a stronger culture of face-to-face communications, an alignment with the company's strategic messaging and to build a stronger connection to the business. Judges thought this was a standout approach that followed through on careful strategic planning.



BEST EVALUATION PROCESS OF INTERNAL COMMUNICATIONS



Gold - Serco and Big Button

Serco wanted to promote the idea that safety at work is everyone's responsibility. It worked with Big Button to develop a campaign that would introduce simple behaviours that could achieve a significant reduction in accidents and incidents at work. Its primary tool to achieve this was video.

The evaluation of the impact the videos had on the internal audience would not only prove its efficacy, but exemplify an essential reduction in health and safety incidents. By encouraging employees to embrace change in the way they approached health and safety in the workplace, Serco charted an equivalent cost savings of £150,000. The positive response to the film series allowed Serco to unite its goal of driving behavioural change with its bottom line.



Silver - GVC

GVC's work to align its external brand with its employer brand and corporate culture allowed it to evaluate its internal audience and the way its employees related to the business. In doing so, it drove greater engagement through a series of events, films, communications and social media activations.

BEST USE OF CONTENT

Gold - McDonald's and blue goose

McDonald's regularly features globally recognised advertising and content-focused external campaigns. Yet, its UK and Ireland employees were not being engaged nor were they able to connect with the company online. To address this, McDonald's worked with blue goose to infuse its employee portal with creative, fun and brand-appropriate content.

Making the 'ourlounge' portal accessible on personal mobile devices and stocking it with games, interactive debates, links to external communications and connections to other employees got the company over 76,000 unique viewers per month. That resulted in 86% of employees saying the content made them feel good to work for McDonald's. Judges thought this was a great way to build advocacy within the business and link employees to the company's external campaigns. "A really impressive strategy," said one judge. "Highly creative and interesting content ideas and solid, impressive results!"



Silver - GVC

GVC's content-rich employer brand and internal comms change programme impressed judges in terms of its striking qualities, scope, reach and creative implementation. Deploying creative content across social media, live events, internal communications channels and employer brand material allowed the company to unite its people behind a single brand for the first time.



Bronze - NatWest Group and Sequel Group

To support its 'disrupt' hub which shares vital information about NatWest's cutting-edge business practice changes, NatWest worked with Sequel Group to deliver eye-catching, informative and effective content. Judges thought this was an "innovative approach to creative content" that showed a marked increase in engagement.



Highly commended - Direct Line Group and DRPG

BEST USE OF DATA



Gold - Irwin Mitchell

Irwin Mitchell truly put data at the heart of its internal communications change programme. Designed to improve the links between the internal comms team and the wider business, Irwin Mitchell used data to better understand its corporate culture, build a campaign to address key changes and evaluate results within the wider strategic context.

"It was very clear how Irwin Mitchell truly harnessed the power of data in making informed decisions related to internal communications." Its use of data to craft an effective internal communications campaign also resonated with the company's leaders. By better understanding the communication's team's work and impact, senior leaders were able to better evaluate its contribution to the company. One judge said, "This is a really good example of how a company can use data to develop a comprehensive internal communications strategy by identifying areas of focus and measures of success."



Silver - Unilever and Edelman

"There is no doubt that Unilever is a trailblazer when it comes to innovation and data," said one judge of Unilever and Edelman's approach to breaking down stereotypes and unconscious bias within its global communications and marketing team. The programme resulted in a more inclusive and representative external comms strategy and garnered positive press in the process.



Bronze - Adevinta and Home

Instead of creating an internal comms campaign that was dictated from the top, Adventina worked with Home to understand its employees and internal culture, using those insights to create a new intranet, corporate newsletter and translated content. Judges thought this was an impressive approach to research that would set the company up for future success.

BEST ENGAGEMENT OF BRAND AMBASSADORS

Gold - Wiser

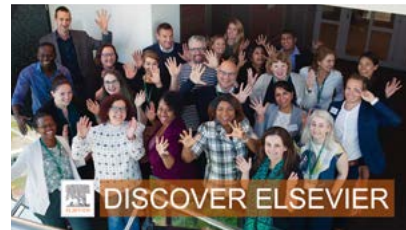
Wiser is a consultancy that supports businesses with their employer brand and hiring practices. To do so, it relies on an extensive network of student ambassadors operating across the country. As a means of developing this network, it launched the Wiser Academy, which worked with 200 students across 60 university campuses in 2019.

The academy offers support, guidance and training for its student ambassadors, empowering them to refer potential employees to Wiser's clients. In 2019, the brand ambassadors saw an increase in referrals from 86 in 2018 to nearly 1,000. The programme also resulted in Wiser securing new business, proving its ability to support the business' objectives. Judges were impressed by the initiative, particularly for its ability to target ambassadors and understand the needs of the business and how to fulfil them. One said it was "an excellent and innovative approach that achieved impressive results."



Silver - Elsevier

Establishing its first network of brand ambassadors, Elsevier empowered its employees to develop engaging content for use across the business' global operations, effectively transferring knowledge across the company. Judges thought this was a meticulously planned execution that was "proof you don't need a huge investment, just good, old-fashioned strategy!"



Bronze - Carlsberg UK and Allman Communications

In an effort to invigorate the business with a challenger mindset, Carlsberg worked with Allman Communications to enable its business leaders to become better communicators. This resulted in a better understanding of the organisation's goals, strategy and purpose. Judges thought this was a great example of "ripping up the rule book" that featured a "bold move, allowing free rein to leaders."



Highly commended - Royal Mail and AB Communications

BEST USE OF STORYTELLING



Gold – Metropolitan Police Service

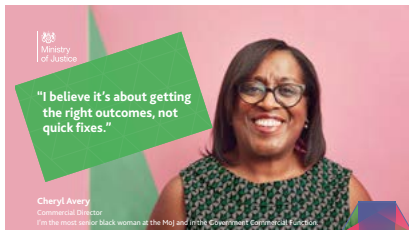
The Metropolitan Police rewrote the script when it came to women in policing. In 2018, it celebrated the 100th anniversary of the first women in the police force. To capitalise on this anniversary, it sought to recruit more women, change the perception of the Met Police and update its corporate culture to recognise the contribution of women.

Storytelling was the key to achieving these objectives. The Met Police highlighted its heritage through timelines, social media content, historic imagery and comments. It also used initiatives like 'Bring your daughter to work day' and internal events to change the narrative around female policing. The standout campaign wowed judges. One called it "a fantastic campaign that made good use of existing resources and leveraged real-life stories to engage the audience." Another said simply, "This was a really great use of storytelling both inside and outside the Met."



Silver – Volkswagen UK and Promontory

Reshaping Volkswagen's internal culture after the emissions crisis enabled it to bring storytelling more effectively into its communications. It worked with Promontory to link its past to its future through engaging storytelling, thereby facilitating corporate change. Judges thought this was a well planned and strategic use of storytelling.



Bronze – Ministry of Justice

The Ministry of Justice was facing stagnant levels of engagement and needed to spark change. It introduced human, authentic stories across all its internal comms channels to embed a storytelling culture within the organisation. One judge called this, "A great example of how storytelling can make a positive difference to the way internal communications are delivered and received."



Bronze – Direct Line Group and DRPG

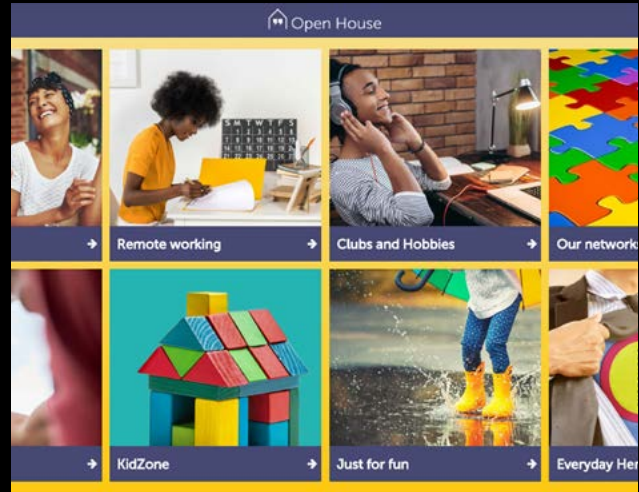
To support its diversity and inclusion positioning, Direct Line Group worked with DRPG to capitalise on its bold platform, 'Bring all of yourself to work.' An engaging social campaign allowed employees to generate the story and connect with colleagues across the business. Judges liked the authenticity and user-generated nature of the campaign.

Highly commended - GVC

BEST INTERNAL COMMUNICATIONS DURING THE COVID-19 PANDEMIC

Gold - Eversheds Sutherland

At the onset of the Covid-19 crisis, law firm Eversheds Sutherland found its typically office-based international employees sequestered at home. Instead of simply disseminating leadership messaging or encouraging better work from home practices, Eversheds used its swiftly developed internal app to support its corporate wellbeing programme. It used chat rooms, clubs, content for kids and fun 'water cooler' type content to create a collaborative working fabric, despite the limitations of the pandemic. The app took on a life of its own, with employees the world over engaging with the content, developing their own and interacting with their colleagues and with the organisation. Judges lauded this approach. "An excellent example of collaboration and agility, delivering a very positive outcome," said one judge. Others praised the competitions, open house format, longevity of use and rewards scheme for their ability to integrate the Eversheds culture into the new normal.



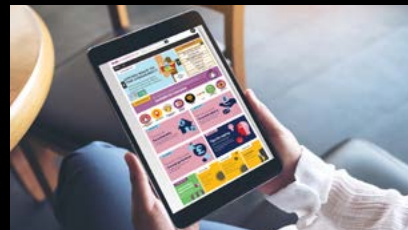
Silver - An Garda Síochána

Policing during the pandemic required the internal comms team at An Garda Síochána to focus on daily email briefings that were broad enough to reach both civilian staff and police but focused enough to deliver crucial safety information. Due to this 97% of the workforce has remained Covid-free. One judge said, "This was a carefully thought initiative, which delivered the required results. Well done!"



Silver - McDonalds and blue goose

Throughout the lockdown, McDonalds had to maintain communications with its employees, ensuring clear, authoritative messaging and building trust among employees in an uncertain time. An agile approach and streamlined process ensured employees remained engaged and informed throughout the lockdown. Judges praised the "active, visible leadership" McDonalds took in its communications.



Bronze - Leeds Building Society

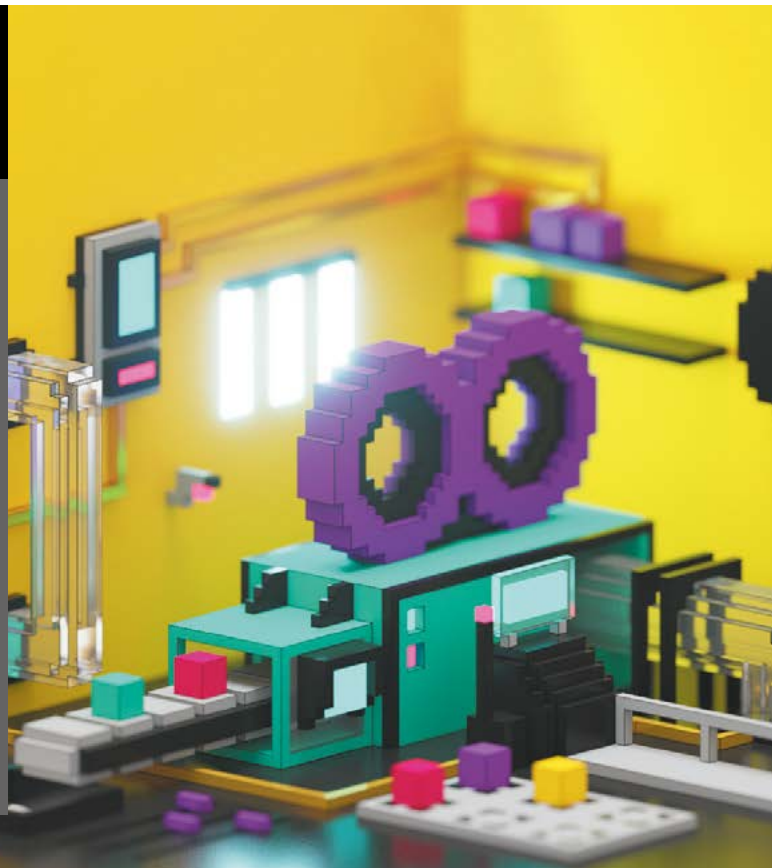
Crafting a Covid-19 hub on its intranet and integrating the executive team carefully into its internal communications allowed Leeds Building Society to increase engagement with its intranet, build confidence in its leadership and improve the trust between employees and the organisation. One judge said this was an "excellent example of the translation of objectives into tangible actions, with great results."



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CIPR INSIDE

INTERNAL COMMUNICATOR OF THE YEAR

Winner - Sinéad Meckin, Hanover Communications

To support an ambitious partnership with Virgin Atlantic, Hanover Communications allowed Sinéad Meckin to be embedded within the airline for an eight month period. In doing so, Meckin not only led Virgin Atlantic's internal communications but singlehandedly facilitated the creation of an internal communications practice within Hanover, a move that facilitated an impressive impact on the consultancy's bottom line. Meckin built a narrative internal communications strategy that enabled Virgin Atlantic to facilitate a stronger, more adaptable workforce. At the same time, she developed a standalone internal communications offer at Hanover, structured around a bespoke approach to IC consultancy and impact-driven communications. Because of her ability to harness Hanover's existing consultancy relationships and communications expertise while delivering best-in-class internal communications, Meckin deserve this year's 'CIPR Inside internal communicator of the year' award.



Runner up - George Kenning, NatWest Group

George Kenning oversees internal communications for a 28,000-strong workforce within NatWest. His ability to communicate effectively through a year filled with challenges and crises make him a worthy winner of the silver award this year. His creative, fresh approach to internal communications has led to an engaged workforce that is empowered to act on behalf of the business amid even the most challenging of circumstances.



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ABOUT PEOPLE. ~~BRANDS~~ EMPLOYERS HAVE BEEN
IN THE SPOTLIGHT. DID THEY HELP? DIDN'T THEY?
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MORE IMPORTANT. AND IT'S REQUIRED STRENGTH,
HUMANITY AND COMPASSION.

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2021 IS THE YEAR OF CHANGE. TO MAKE WORK
BETTER. WHERE ~~EMPLOYEES~~ PEOPLE HAVE PURPOSE.
GREATER MEANING. A SENSE OF BELONGING. AND
WHAT EMPLOYERS DO NEXT MATTERS. BECAUSE THE
WORLD IS WATCHING. TOGETHER, WE CAN UNLEASH
THE POWER OF YOUR PEOPLE.

CIPR INSIDE

INTERNAL COMMUNICATIONS TEAM OF THE YEAR

Gold – Office of the Public Guardian

The Office of the Public Guardian's internal communications were stagnant, stale and siloed. It needed to transform its approach to move away from broadcasting and towards a more connected internal culture. To do so, it worked through a nine-month timeline that communicated the objectives of the IC team. It then delivered a comprehensive programme across multiple channels to increase organisational pride, reduce turnover and improve understanding of corporate objectives. Its hard work paid off, making it the clear choice for the gold award in this year's 'CIPR Inside internal communications team of the year' award. The campaign resulted in a more unified, motivated team that also contributed to a stronger strategic focus and effective leadership. Its reputation has benefited with praise coming from the Ministry of Justice's permanent secretary, the executive director of government communications and from across the Office of the Public Guardian's workforce.



Silver – GVC

GVC's team delivered the near impossible. It created a unified workforce from 20 plus sub-brands while undergoing a period of corporate change. It engaged employees with an integrated internal comms and employer brand campaign while allowing the company to change from the inside out.



Bronze – NatWest Group

Despite a challenging industry context and a huge business, NatWest's communications team was able to achieve impressive results. In the last year it has communicated the company's strategy to employees across the organisation, built a stronger storytelling culture, empowered employees to think creatively and become advocates for the business and integrate technology into the working culture.



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GRAND PRIX



Winner – Metropolitan Police Service

The Metropolitan Police Service's 'Celebrating 100 years of Metropolitan Police women' is the standout campaign of 2020. It was able to reframe the conversation around women in the police force both within the organisation and without. It celebrated a key anniversary while provoking dialogue and determining objectives for future change.

Storytelling facilitated the campaign from start to finish. Using real-life stories from the organisation's history, introducing engaging content by mining the archives and enabling employees to share their stories, the Metropolitan Police brought the subject of women in the force to life in an authentic way. Throughout the countless touchpoints and pieces of content, people were key to the campaign's success.

Not only did this yield engagement with the campaign's content, but it improved the perception of careers in the Met among women. It facilitated an increase in female applicants to policing jobs and engaged the women already working in the Met to become more connected to the organisation. Similarly, it linked its internal narrative to an employer brand and external communications strategy on the same topic. The ability of the Met Police to unite its internal communications strategy with its organisational objectives and its reputation proves the essential link between internal communications and business success.

Judges were impressed with the campaign across the board. One said, "The simplicity yet the deep impact of the Metropolitan Police's '100 years of Metropolitan Police women' was a force to be reckoned with." They lauded the use of storytelling, the link to the organisation's external positioning and its ability to leverage current and historic stories to engage the audience in an authentic way. It is the clear winner of this year's 'Grand prix' award for internal communications and engagement.



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