

Strategy & Campaigns



Best Change/Transformation Campaign

AFEMEA XChange by Amcor AFEMEA Communications and HR and The Culture Club

Global packaging leader Amcor identified over 2,000 change initiatives to launch over 18 months. With 300+ leaders set to manage the changes — which varied from small process changes to huge team restructures — the goal was to establish a uniform change process across the 11,000-strong Amcor Flexibles EMEA region (AFEMEA).

Amcor had already selected ADKAR® as their preferred change framework:

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement

The Culture Club's task was to launch and embed ADKAR® into the minds of leaders and enhance change capabilities. Say hello to 'The XChange'.

With a unique campaign identity, a SharePoint site hosting 65+ change management resources, and a suite of ongoing engagement activities to further develop skills and appetite for change within leaders, 'The XChange', has revolutionised the way change is implemented at Amcor.

The results speak volumes: 100% of change leaders now understand ADKAR®, and 95% are ready to use XChange tools in change projects.

Digitalization of the Protocol by Afiniti

Capacity, accuracy and efficiency are often seen as corporate buzzwords, particularly when looking at drivers for change. However, for this particular pharmaceutical client, these words translated into something meaningful for the organisation, its people and the patients it serves. Afiniti's global client needed to change the way it documented clinical studies to save millions in costs and significantly speed up the time to market for important new treatments. However, the programme to do so, DOP, lacked senior sponsorship, who expected the transformation to fail. Against a backdrop of constrained budgets and job losses, Afiniti had their work cut out for them to win over the hearts and minds of key leaders and user groups across the 100,000-strong organisation with compelling communications. And after demonstrating success in doing so, the programme needed to be expanded to even wider audiences.

AQA Future Workplace by AQA Internal Comms Team

In 2022, AQA received approval to embark on major refurbishments of our Manchester and Guildford offices. To say an overhaul of our office spaces was long overdue, would be a major understatement. Largely untouched for many years our offices were dated, uninspiring and no longer fit for purpose.

The refurbishments set-out to create bright, modern spaces with great technology, designed to inspire, encourage collaboration and promote wellbeing. However, not everyone was convinced. Our new offices also brought huge change – in both a physical and emotional sense.

A dedicated Communication and Engagement Lead was allocated to the programme to inspire, engage and support colleagues through the transformation.

Following the creation of a comprehensive Communications and Engagement Plan, we put on our high vis jacket and hard hat, with the objectives of:

- Bringing colleagues on the refit journey with us.
- Building excitement for the new office spaces and the benefits they would bring.
- Equipping colleagues with all the necessary knowledge, tools and support to adopt our new spaces.

North Star: skyrocketing change by Customers Internal Communications, EDF

EDF's Customer Internal Communications (CIC) team developed and led an innovative and comprehensive campaign, project "North Star," supporting a significant transformation initiative within the Retail area of the business. Tasked with navigating a complex change program impacting 2,000 employees, the CIC team focused on building awareness, understanding, engagement, and commitment to a new operating model and ways of working.

The campaign employed a multi-layered approach, leveraging employee voices, creative messaging, and diverse channels to foster a culture of trust and empowerment. Notably, the use of Early Adopters and personalised communications facilitated employee buy-in, while the distinctive rocket motif symbolised the journey of change. From technical migration milestones to recruitment and consultation processes, every aspect was meticulously planned and executed.

Results speak to the campaign's success, with an increase in engagement and positive feedback from stakeholders. The in-house delivery of the project, coupled with minimal expenditure, underscores its cost-effectiveness and efficiency.

Ericsson MELA Momentum Strategy Launch by Ericsson MELA and Lively Agency

The MELA Momentum campaign successfully established a new strategic direction for Ericsson's Europe & Latin America team, which spans more than 100 countries and 17 time zones. In a very large, distributed and culturally diverse team where strategic alignment had historically proven a challenge, this campaign quickly built a shared understanding of strategic priorities through its simple, clear messaging, and a creative approach that harnessed the team's rich diversity to deliver a compelling narrative. By targeting digital channels and enlisting the support of both senior leaders and communication managers, the campaign achieved resonance at a local level while also aligning with Ericsson's broader strategic objectives. Its ongoing success has helped position Ericsson to excel in a rapidly changing business landscape and empowered the team to rise to the connectivity challenges of the future.



GenAI(X) - The successful rollout and training on Generative AI to Finastra's 8,000 global hybrid workers by Finastra Internal Communications team

In 2023, Chat GPT emerged as a revolutionary force, prompting Finastra to launch a robust skills and technology initiative to ensure GenAI was used in an effective, safe and robust way. This program was pivotal in empowering our 8,000 hybrid employees, fostering their engagement, and safeguarding our customers and organization against any legal or security risks. We created avenues for employees to learn about and leverage Gen AI, streamlining and automating repetitive tasks, driving productivity and accelerating product development.

Our global internal communication campaign has been a true catalyst for growth and innovation, fostering acceptance and adoption of Gen AI tools. It engaged and inspired our colleagues to discover new use cases, create new products, share ideas, and learn from experts in the field. The result is a workforce that is not only more skilled, but also fully equipped to thrive in a rapidly changing technological world.

GSA: Simpler, Stronger, Better by GSA: Simpler, Stronger, Better

During a critical and defining period in GSA's history the communications team led the development and communication of the organisation's new long-term strategy - Simpler, Stronger, Better - with clear and demonstratable success.

This is the story of how the vision of our executive and board was brought to life. It is a story about the creation of a lens through which ongoing progress can be communicated to colleagues, and the development of high-quality change communication outputs which give them the opportunity to stay informed and engaged about change and progress.

The development and embedding of Simpler, Stronger, Better is an example of the crucial role communications professionals play in supporting organisations to define their long-term plans and build a clear, compelling and narrative which engages colleagues and ultimately enables delivery. The results provided clearly demonstrate the impact of this work on how colleagues understand and engage with our long-term vision and the wider organisational impact of this shift.

Building Our Future Together by Liverpool University Hospitals NHS Foundation Trust

Liverpool University Hospitals NHS Foundation Trust (LUHFT) used integrated internal communications and engagement activity to rally and mobilise a disengaged workforce and prepare more than 15,000 colleagues for a complex multi-site move and series of service integrations.

The 'Building Our Future Together' campaign was created to engage staff in a shared vision for the future of the organisation, to transform healthcare for the city by working together across different sites to deliver change.



NatWest Digital X by NatWest Digital X Communications team

In March 2023, we launched NatWest Digital X, transforming the biggest division in NatWest with 30,000 global colleagues into a new business, driven to transform the bank. More than a name change, the transformation launched a new strategy and focus that would see Digital X Engineer, Protect and Operate a digital bank.

Our objective was to launch Digital X informing and exciting our people about our vision to deliver growth and digital transformation. We wanted to bring our colleagues with us by exciting and empowering them to understand the journey and show the Digital X role now and in the future.

Pay & Grading Structure change by Scottish Water Internal Communications Team

Scottish Water has changed its pay and grading structure. The award worthy communications and engagement approach helped colleagues to understand how the changes impacted them. Around 50% of colleagues were member of a Trade Union and so they needed to understand the proposal to make an informed choice as part of a Joint Trade Union ballot. The new pay and grading structure, at a high-level, changes how we describe jobs, provides new salary ranges and introduces a pay progression mechanism.

This fully modernised set of pay and grading arrangements support our employees now and well into the future. The communications and engagement approach supported leaders and their teams to understand what the changes would mean to them individually and to be clear on where to find further information, as well as have their voice heard in the change.

A significant amount of effort from both Scottish Water and our Joint Trade Unions, in an intensive series of discussions, meant collective agreement has been reached and we're now underway implementing the new pay and grading structure.

Transforming Speedy Hire to deliver Velocity by Speedy Hire

Speedy Hire is transforming! Our Velocity transformation programme is the largest change programme the organisation has ever embarked upon, and there's plenty for our colleagues to get excited about.

Working with colleagues from across the business, our Velocity campaign was developed to provide a memorable informative, supportive, engaging reference point, as well as being adaptable for use in a variety of channels.

From bolstering our leadership communications to Scalextric racing, from educational videos to 'speed-dating' workshops, we are successfully steering our colleagues into Speedy of the Future through creative concepts and trusted channels!



Best Employee Experience Programme

AQA Values Awards by AQA Internal Comms Team

2022 had been a turbulent year for exam board AQA with a return to in person exams following the disruption caused by Covid. Charged with a focus on embedding our new values and allowing colleagues to see and value them in practice, the AQA Internal Comms team, and specifically Zoe Woodbridge, devised and ran the first ever AQA Values Awards. Peer nominated and judged by our senior leadership team, the awards culminated in a glittering awards night for colleagues across the business. But more than just the event, the awards paved the way for further activity focused on really embedding the values in everyday work and life at AQA.

Voyage Care's Employee Value Proposition: We are Family by Voyage Care

As part of the development of our organisation's first formal employee value proposition (EVP), 'We are Family', which was delivered in-house, we crafted a piece of writing to capture the essence of the EVP, based upon insights drawn from our research. The piece became the script for our launch video, which was central to our campaign.

We wanted the writing to convey 'us on a good day'; part of an overall campaign that despite being aspirational, also put great emphasis on authenticity and reflecting people's lived experiences.

This creative explainer was written to meet the needs of our complex audience demographic, using simple language, our familiar tone of voice and reflecting the words of our people. The piece was constructed to also connect with our company values and purpose, to highlight the symbiosis between our EVP and our existing cultural artefacts.



Best Employee Voice Programme

Den of Disruption for Iceland Foods by Cascade Productions

The Den of Disruption, a Dragon's Den-inspired contest by Iceland Foods, aimed to uncover game-changing business ideas from within the organisation.

With a history of innovation, the retailer hoped to engage its 24,000-strong workforce in effecting real change. Tasked with enhancing participation, we helped the Internal Comms Team create a high-stakes, broadcast-quality competition, complete with bespoke branding and a £5000 cash prize.

Strategic planning ensured a seamless campaign and pitch day, capturing authentic reactions and compelling presentations. Post-production finesse elevated the content to professional standards. The results were outstanding: over 200 entries received, with 100 long-listed and 23 highly commended ideas. Five finalists presented, leading to the implementation of two transformative ideas.

The initiative not only boosted colleague engagement but also addressed concerns about head office support for retail functions. With plans for its next season already underway, the Den of Disruption exemplifies Iceland Foods' ongoing commitment to employee empowerment.

Macmillan Direct Services Culture Review by Macmillan Direct Services and The Culture Club

For a century, Macmillan has supported cancer patients and caregivers. Its 440-strong Direct Services Team, including vital functions like Nurses and Support Line, offers round-the-clock assistance.

Following consistent growth plus migration to work-from-home, Macmillan engaged us to:

1. Conduct a comprehensive Culture Review
2. Make evidence-based recommendations to evolve culture

We quickly realised that standard research methods wouldn't give us the depth of insight needed to make real, tangible recommendations. We needed to live and breathe the team's world.

At the centre of our approach were beautifully designed Culture Journals that captured employees' daily experiences over a four-week period. These were combined with trusted methods like 1:1s, focus groups, and surveys.

We used AI to analyse thousands of data points. This, combined with human analysis, was the basis for our 65-page Culture Review—supported by a strategic plan with actionable recommendations. Direct Services is now implementing these recommendations, with some rolled out into the broader organisation.



Moto Hospitality's Colleague Experience: Focusing on the Future by Moto Hospitality

Moto really values their 6000 voices and puts their colleagues at the heart of the business; a truly listening to their feedback, putting it into action to make positive changes and ensuring that every colleague has a voice and it is heard.

Their colleague app, Loop, is the foundation for all their internal communications and they have various campaigns throughout the year to measure feedback with the annual Have Your Say colleague survey, Your Voice meetings, Glassdoor reviews and pulse surveys to measure every aspect of the colleague's lifecycle and journey with Moto.

Moto are striving to really transform the UK's rest stop experience for our customers and our colleagues, to create a truly winning culture. They are proud of their annual You Said We Did video to showcase to colleagues what changes have been made within the company as a result of these 6000 valuable voices. This has recently been celebrated by the company winning a top 10 position within the prestigious Sunday Times Best Places to Work in 2024.

Refreshing our core values and behaviours by West of England Combined Authority

The West of England Combined Authority undertook a refresh of their core organisational values in 2023, after a period of growth and culture development highlighted the need for values that reflected the organisation's purpose, culture and journey.

Meaningfully engaging staff with the development of new organisational values and behaviours was crucial to successfully adopting and embedding them. The Internal Communications team led a programme of targeted communications and engagement to develop values co-created by staff and senior leaders.

The team used a number of engagement methods, including surveys, live polls and team workshops, to ensure that staff were brought on the journey and that employee voice played a significant role in the development of core values.



Best Engagement Programme

Engaging employees to explore a new collaboration platform by CFA Institute and H&H

There was so much to discover! So much to gain! And yet, our new research and collaboration platform hadn't quite captured the imagination of our internal audience. The solution? Recruit our people as beta testers for the new site, by inviting them to explore a whole new world of intriguing challenges. The series of puzzles drew them deep inside the new platform, checking for issues and digging into the content as they went. By the end of the fully immersive campaign, our people had not only helped us spot any technical gremlins or issues with the site, but also experienced for themselves just how exciting the platform could be for them and their stakeholders. We smashed our objectives – and earned ourselves a band of ambassadors for the new site.

Mission:Possible by Currys plc. and The fresh Group

Tech retail giant Currys and Brand Experience Agency fresh created the 'Mission:Possible' campaign. Designed to have an impact on the damage of products in transit, it aimed to change behaviours and attitudes by positioning colleagues as the 'heroes' of the campaign, owning the problem and working together as One Business to solve it.

With a creative look and feel unlike any other campaign in the business it achieved unprecedented cut-through, and its use of genuine colleagues and creative activations inspired world-class interactivity and engagement from the audience.

The massive, measurable impact that it had on reducing damage in transit, alongside its contribution to growing customer and colleague satisfaction scores meant that the campaign delivered fantastic return on what was a comparatively small investment from the business. It's now seen as the forebearer for further campaigns for a business committed to getting it 'Right First Time' for its customers.

GenAI(X) - The successful rollout and training on Generative AI to Finastra's 8,000 global hybrid workers by Finastra Internal Communications team

In 2023, Chat GPT took the world by the storm, sparking both excitement and concern. To support its safe adoption, engage our colleagues and protect our customers and company from legal or security concerns, we invested in a comprehensive skills and technology program designed to unlock the potential of our 8,000 hybrid employees. We created avenues for employees to learn about and leverage Generative AI (GenAI), streamlining and automating repetitive tasks, driving productivity and accelerating product development.

Our global internal communication campaign has been a true catalyst for growth and innovation, fostering acceptance and adoption of GenAI tools. It successfully energized and engaged our colleagues, encouraging them to explore innovative applications, exchange insights, and gain knowledge from



industry specialists. The result is a workforce that is not only more skilled but also fully equipped to thrive in a rapidly changing technological world.

Benefits Month, Sky by Sky

Sky is committed to supporting its 30,000 employees' well-being, dedicating significant benefits to physical and mental health. However, our People Survey revealed confusion around the available benefits.

During the benefits selection window in June, the People Comms team and HR joined forces in a bold engagement campaign. This campaign was designed to highlight the available support options and ensure that every employee would receive all the benefits they are entitled to. Together, they analysed data and identified key benefits for promotion:

- Subsidised dental and health insurance
- Subsidised gym access
- The Employee Assistance Programme
- The Digital GP app
- Flexible working options

The "Benefits Month" campaign clarified the support available to everyone, resulting in an innovative and creative communication strategy that improved uptake of benefits and awareness among Sky employees.



Best Environmental, Social and Governance (ESG) Campaign

Bridgestone EMEA ACTIVE8 by Bridgestone EMEA and Sequel Group

In 2023, Bridgestone EMEA (Europe, Middle East and Africa) asked Sequel to help it embed its new sustainable business ethos, the Bridgestone E8 Commitment, into its culture and to empower employees to bring it to life across the region. Having introduced the ACTIVE8 campaign, which inspired thousands of employees to submit E8-related pledges, we followed this up with focused hackathons addressing sustainable business issues. We also rolled the ACTIVE8 campaign out to cover four linked campaigns: diversity, equity and inclusion, road safety, sustainable business, and wellbeing. The results have been impressive, with significant improvements in all the KPIs identified prior to the campaign. These included boosting engagement in hard-to-reach manufacturing plants, increasing awareness of the E8, and activating a change in culture and behaviours. Following this success in 2023, the campaign is continuing in 2024 and is being rolled out to the entire West region.

TeamUp® by Moody's

Moody's TeamUp®, our annual month of service, unites people across local offices and lines of business to complete team building service projects across 65 of our offices globally. Moody's TeamUp® is one of the most tangible ways for our employees to actively live our values and unlock a deeper sense of purpose. Our communications campaign in 2023 united employees throughout our month of service, helping them spark meaningful change for their communities while inspiring lasting connections.

Leveraging a multi-channel communications approach, we achieved an employee engagement rate of 26%, surpassing the industry benchmark of 17%. 3,300+ employees participated in 150+ volunteer events across 32 countries, with events held across 84 Moody's offices and 65 cities globally. Together, we tracked 9100+ volunteer hours in support of our communities. Activities included local park cleanups, food package assemblies, and virtual volunteering opportunities like mock interviews for young adults with disabilities.

An Epic Fundraiser by Travelport

Our mission was to connect employees with our revitalized ESG strategy and revive our CSR program. To achieve this, we needed a bold and engaging approach to rekindle the spirit of volunteering and fundraising that thrived before the pandemic.

We launched "Epic Events", empowering our team to embrace bold challenges and face their fears. By supporting these initiatives, communicating progress, and partnering with Save The Children, we showcased the impact of our fundraising efforts for children in crises.

We successfully raised over \$100,000 through global initiatives, with participation from over 1,400 employees. This engagement reminded many of our CSR program, which offers a day off for community



service. Our 2023 Pulse survey indicated a 4% increase in employee belief in Travelport's commitment to environmental sustainability, rising from 86% in 2022 to 90% in 2023.

Best Equality, Diversity and Inclusion (EDI) Campaign

Educating, empowering, raising the volume and impact of underrepresented groups within Arm by Arm

Arm's year-long EDI campaign turned a scattergun approach into targeted and engaging communications, ensuring the right content would reach the right people at the right time.

The campaign started with open research and discussion, continued with strong collaboration and honest feedback throughout, and culminated in a shift in company culture, where EDI now sits at its heart, and Arm's ERGs have genuine impact.

The internal comms team worked together with the ERGs to create a vast range of content, from writing recipe books to sharing real-life stories, to hosting events and educating employees. This resulted in a 4,782% increase in engagement from 2022, with awareness of and more members in the ERGs, higher readership and more prolific allyship, increased confidence and changed behaviours internally, as well as donations to charities to drive the EDI agenda externally – and all with a team of just two.

Friends of: building a culture of inclusivity and allyship by Brambles and Something Big

Celebrating diversity is vital, but for employees to truly succeed, there must be a culture of understanding and respect. When we feel we can trust the people around us, we're more likely to be productive, innovative, and thriving. For Brambles, a global logistics business, celebrating diversity was just the beginning. To empower their workforce and foster a thriving culture, they recognised the need for a deeper sense of understanding and respect among employees. Fostering a culture of inclusivity and allyship was key.

Something Big, a creative communications agency with a passion for diversity and inclusion, partnered with Brambles to launch the innovative 'Friends Of' campaign. 'Friends Of' has empowered Brambles' employees to engage in courageous conversations, embrace diversity, and foster greater understanding. The results have enriched the lives of the Brambles' workforce while reaffirming the company's commitment to cultivating a safe, inclusive, and supportive environment where every individual can thrive.

In Their Shoes: a one-of-a-kind DE&I immersive experience by HSBC (working together with Vivida)

Working together with Vivida, known for making learning unforgettable, and many of our fantastic allies internally, we developed In Their Shoes: the first ever D&I immersive learning experience at HSBC...and possibly anywhere.

Based on lived experiences of our black heritage colleagues blended with the power of cutting edge technology and skilful storytelling, In Their Shoes takes you on a captivating journey with Josiah to



discover his story, emotions, and challenges. This experience also allows you to explore and understand the positives of micro-inclusions and inclusive leadership. The rationale for the approach was to bring Josiah's story to life. Much like playing a video game this immersive experience helps the learner to step into Josiah's shoes, experience his environment, understand his feelings and ultimately drive empathy towards someone that may not look or sound like them. A truly game changing approach.

TfL Action on Inclusion by Transport for London and AB

Transport for London (TfL) makes three billion passenger journeys possible every year. But it faced a problem: how to ensure its 28,000 employees engaged with a seven-year Action on Inclusion plan that aimed to unite and empower colleagues, and embed diversity and inclusion into everything the organisation does.

A campaign was needed to launch this significant and long-term commitment to inclusion, with a message that would endure. TfL worked with AB, the internal communications specialists, to amplify the authenticity of employee voice to inform and inspire colleagues to act. The campaign demanded a clear and coherent identity and, for this hard-to-reach workforce, several touchpoints, including posters, video, social posts – and the endorsement of senior leaders.

The campaign exceeded targets and was the top-mentioned topic on internal social channels following the launch. Video views were three times the TfL average. This success has led to plans to extend the campaign in 2024.



Best Global Communications Campaign

Canon Employee Brand Advocacy Programme 2023 by Engage for Canon EMEA

Canon Europe, Middle East, and Africa spans 39 countries, with 13,300+ employees. For two years prior to this submission, Engage had delivered toolkits and assets to aid leaders in the different regions as they roll out Canon's Employee Brand Advocacy Programme.

For the 2023 programme, we first focussed on supporting regional offices in maintaining the momentum built thus far. We thus created a purpose-built toolkit, featuring tactics, ideas, ready-to-use assets, and inspiration.

We also decided to push the envelope with a unique, illustrated depiction of Canon's brand elements and diverse people – all in one connected big picture. The result: the of "INSPIRING A WORLD OF CHANGE" visual map, supported by a toolkit, read-to-use assets, and an easy-to-localise rollout guide.

Through these efforts, we found that we were not only helping Canon fulfil its vision of "enriching lives and businesses through imaging experiences" but actualising it ourselves too.

Currie & Brown plus+ by Currie & Brown and CH Strategic Communications

The Currie & Brown Group CEO's new strategy was launched to employees worldwide in May 2023. CH Strategic Communications undertook a global listening exercise to uncover insights that informed their development of the strategy including a clear vision, purpose, mission and refreshed values. The audit highlighted content and channel preferences that were woven into launch and ongoing communications, tailored according to local preferences. A people-centric approach led the delivery of the new strategy to employees globally, working across multiple geographic, cultural and linguistic boundaries to create one global narrative and message. Regional leaders undertook launch activities to complement the global launch, from webinars, to celebratory events, to ongoing knowledge sharing webinars. Opportunities for two-way dialogue have increased and employees have greater visibility of both global and local commercial ambitions. Employees continue to report high levels of motivation with the strategy, engagement levels have increased and employee attrition has dropped.

Be Counted: Kantar reveals its global demographic data story by Kantar

In its transformation journey, Kantar recognised that, to get stronger, it had to be as diverse as the markets it operates in. With very little information about the diversity of its own people, the company launched an internal demographic data disclosure campaign.

The campaign's ambassadors were the regional leaders, equipped with sharp messaging, deeply rooted into the company's overall purpose. By blending local adaptations of a punchy strapline with in-house video content and a creative display of practical details, Kantar delivered a crisp and authentic campaign,



resulting in mass participation among colleagues around the world and disclosure rates as high as 40% in less than six months.

The best part? It doesn't end here.

MELA Momentum Strategy Launch by Ericsson Mela with support from Lively Agency

The MELA Momentum campaign successfully established a new strategic direction for Ericsson's Europe & Latin America team, which spans more than 100 countries and 17 time zones. In a very large, distributed and culturally diverse team where strategic alignment had historically proven a challenge, this campaign quickly built a shared understanding of strategic priorities through its simple, clear messaging, and a creative approach that harnessed the team's rich diversity to deliver a compelling narrative. By targeting digital channels and enlisting the support of both senior leaders and communication managers, the campaign achieved resonance at a local level while also aligning with Ericsson's broader strategic objectives. Its ongoing success has helped position Ericsson to excel in a rapidly changing business landscape and empowered the team to rise to the connectivity challenges of the future.

Celebrating the release of Marvel's Spider-Man 2 globally by Sony Interactive Entertainment

In 2023, one of the major software products PlayStation launched was Insomniac's 'Marvel's Spider-Man 2'. The PlayStation exclusive game broke records, becoming the fastest-selling first party title of all time, and was supported by an incredible external marketing campaign.

Our Internal Communications team 'swung' into action by designing a campaign to ensure our employees all over the world (whether office-based or remote) could celebrate this significant moment for our company and become ambassadors for our latest product.

Campaign elements ranged from digital channel takeovers, in-person activations, employee generated content, and more. Initiatives which had previously only been executed on a local level in certain countries were scaled up globally for the first time.

The result was a successful, multifaceted campaign which surpassed our expectations for employee involvement and significantly moved the dial on sentiment about internal communications.



Best Internal and External Communication Alignment

We are beating cancer: our refreshed brand campaign by Cancer Research UK

Cancer Research UK is the world's leading cancer charity, working towards a world where people can live longer, better lives, free from the fear of cancer. In 2023, we launched a refreshed brand to tell the story of the human impact of our research, putting real people, including our staff, at the heart of how we're beating cancer.

Our people needed to understand and believe in our refreshed brand for it to be a success. Our internal campaign needed to inform, engage, inspire and activate 4,000 staff across office, lab and shop locations.

Over nine months, we partnered with our external brand and comms teams to align our internal and external launches.

We developed a bespoke, person-led campaign, featuring stand-out career moments from staff to show that collectively we're creating more moments for people living with cancer.

Reinforcing that together, with our supporters, we are beating cancer.

Unity in legacy: University of East London's 125th Anniversary by University of East London, Internal Communications Team

In 2023, the University of East London (UEL) marked its 125th anniversary with a vibrant celebration. Working with colleagues across the institution, the Internal Communications team delivered a dynamic programme of activities that fostered community pride and highlighted UEL's remarkable achievements among audiences new and old. From January to October, staff, students and visitors enjoyed a range of activities, including extravagant events, social media campaigns and a history quiz.

Our efforts secured over 17,000 registrations for anniversary-themed events, 9,000 intranet pageviews and 482 participants in a history quiz where we offered complimentary tickets to a West Ham game. The campaign reached overseas, too, with news of King Charles III's anniversary visit reaching a potential global audience of 37 billion. By integrating the anniversary into daily university life and engaging with local and global communities, the celebration underscored UEL's commitment to pioneering, career-first learning for another 125 years.

LU 160 integrated campaign 2023 by Transport for London

10 January 2023 marked 160 years since the opening of the Metropolitan Railway between Paddington and Farringdon – the world's first underground railway.



Transport for London's (TfL's) Employee Communications (EC) team received a brief from TfL's commissioner, tasking them with devising a year-long plan of celebratory communications.

The anniversary would:

- Provide opportunity to celebrate 160 years of London Underground (LU)
- Give chance, following the COVID pandemic and associated financial challenges, to feel good and generate excitement
- Increase colleagues' pride at being part of TfL's modern integrated transport network for London

This award entry is based on the LU 160 campaign, and how EC partnered with Customer Marketing to align on key events and activity timelines to support such a prestigious milestone.

The campaign spanned across a year and was planned from brief to kick off in just one month for a launch in January 2023.

The Million Metre Challenge: #RoweWithUs by T. Rowe Price

As a lead up to our partnership with the 2024 Oxford-Cambridge Boat Race, T. Rowe Price sought to use the visibility of the event to give back. This was done via a 24 hour one million metre charity rowing challenge benefiting the Royal National Lifeboat Institution. Given the role that a wide range of internal colleagues needed to play in making this activity a success, as well as the need to help them raise funds for the RNLI, both internal and external communications were critical, and internal comms and marketing led the way with an ambitious multi-channel program that fostered engagement, built excitement, and raised funds for a worthy cause, ultimately doubling the fundraising goal.

Best Leadership Communication Programme

Empowering Global Leaders to Drive Change by Afiniti

When a 17,000-strong biopharmaceutical company needed to align the leaders of two recently restructured global functions to their new strategic visions, they called on Afiniti's people-centred communications expertise. After excelling in the initial ask to conduct discovery work, carry out audience research and develop engaging workshops, Afiniti were entrusted to drive the agendas, delivery and follow-up of flagship global leadership events for the two functions, including all pre- and post-event communications. This was the first time the extended leadership teams had been brought together, and the first time they had ever had a people-focused agenda. Because these were such strategically critical events, and because Afiniti was brought in to support just two months in advance of them, there was a lot of pressure to deliver. Fortunately, the Afiniti team were more than up to the task, as this submission demonstrates.

Currie & Brown plus+ by Currie & Brown and CH Strategic Communications

The launch of Currie & Brown's new strategy led by the Group CEO was aimed at bringing people together globally around a clear vision, purpose and ambition. Consultants CH Strategic Communications worked with leaders from the outset, including regional Chief Operating Officers, the Senior Leadership Team, the People Team and managers across the organisation, to develop a people-centric approach that strengthened leader/ employee relationships. The strategy highlights the fact that people are Currie & Brown's greatest asset through initiatives that bring people together, share best practice, celebrate achievements and offer insights and inspiration. Engagement with strategy events and activities at launch and beyond have hit record levels. Leaders received positive comments and reported an increase in two-way dialogue with employees as a result of the new channel and content plans. Employees continue to report high levels of motivation with the strategy, Glassdoor ratings have increased, and employee attrition has dropped.

Leadership in the Spotlight: Powering up potential with a transformative 12-month programme by East Riding of Yorkshire Council and H&H

East Riding of Yorkshire Council is the region's biggest employer with a strategic ambition to become a more agile, diverse and inclusive organisation. Yet in-depth analysis revealed this ambition wouldn't be realised – unless its 10,000 employees were more collaborative, cohesive, and connected.

The issue? Employees were already feeling under pressure. Facing constant challenges. And getting to grips with new ways of working and technology.

To inspire and motivate colleagues to collaborate, connect and unite, we guided the CEO and leadership team through 'Leadership in the Spotlight': a transformational 12-month programme of experiential learning – underpinned by the PRINT® psychological profiling tool.



Solid quantitative and qualitative feedback showed the programme significantly powered-up leaders' confidence, communication and coaching skills. Meaning they didn't just demonstrate what great looked like, but also had the skills to bring out the best in their teams too, by leading them more effectively than ever before!

Flutter UKI ONE by Powered By Humans (a brand of Smyle)

In just six weeks, Powered by Humans orchestrated a groundbreaking event uniting 300 leaders from Flutter UK&I's business division, encompassing BetFair, PaddyPower, Sky Betting and Gaming, and Tombola. With a singular focus on engaging leaders around a five-year business strategy and new values, this marked a pioneering venture for Flutter.

Despite a new agency/client relationship, Powered by Humans swiftly assimilated industry knowledge, cultivated rapport with planning teams and executive stakeholders, and assumed responsibility for all event facets. From program and experience design to logistics coordination, including venue management and guest travel, our meticulous planning ensured a seamless execution.

The outcome? Astounding feedback: 97% of leaders deemed the event valuable or extremely valuable, 99% gained clarity on business priorities, and 97% expressed confidence in the path to success.

Tower Hamlets Council - Internal Communications - Best Leadership Communication Programme by Internal Communications Team, Tower Hamlets Council

Between April and December 2023, Tower Hamlets Council's Internal Communications Team delivered a series of leadership communications designed to support employees during a period of significant transformation. The campaign aimed to increase visibility of senior leaders, support a culture of transparency and two-way conversations, and ensure staff felt engaged in the council's continuous improvement journey. Quantitative and qualitative data from events, feedback surveys, and an independent assessment showed that the campaign had successfully boosted levels of staff engagement, brought about behaviour change and improved staff understanding of and sentiment regarding some of the key issues identified.



Best Ongoing Campaign

Aviva makes it click by Aviva plc

Finances can be puzzling – so Aviva set out to answer our own puzzle; how do we help colleagues to understand their role in how we solve our customers’ financial puzzles every day? Our customers are the most important thing for our business, and we need colleagues to think ‘customer first’. Yet when we asked our colleagues their views, we found not everyone in the business was clear on how their role linked back to the customer.

So, we came up with a plan. Put colleagues at the heart of our very first ongoing campaign, tell their stories linking back to the customer in a way that others can connect with and make sure that all colleagues can get involved. And, just like the satisfaction you get when you click the last puzzle piece into place, our “making it click” campaign solves the puzzle and makes everyone feel great!

Bridgestone EMEA ACTIVE8 by Bridgestone EMEA and Sequel Group

In 2023, Bridgestone EMEA (Europe, Middle East and Africa) asked Sequel to help it embed its new sustainable business ethos, the Bridgestone E8 Commitment, into its culture and to empower employees to bring it to life across the region. Having introduced the ACTIVE8 campaign, which inspired thousands of employees to submit E8-related pledges, we followed this up with focused hackathons addressing sustainable business issues. We also rolled the ACTIVE8 campaign out to cover four linked campaigns: diversity, equity and inclusion, road safety, sustainable business, and wellbeing. The results have been impressive, with significant improvements in all the KPIs identified prior to the campaign. These included boosting engagement in hard-to-reach manufacturing plants, increasing awareness of the E8, and activating a change in culture and behaviours. Following this success in 2023, the campaign is continuing in 2024 and is being rolled out to the entire West region.

Channel Your Comms - Deloitte UK by Internal Communications and Engagement Team, Deloitte UK

The Channel Your Comms campaign was launched by the Deloitte UK Internal Communications and Engagement team, to help improve colleague understanding of communication channels and tools, reduce email volume, and demonstrate progress since the team's internal communications audit.

The campaign was planned in collaboration with scarlettabbott, an employee engagement consultancy, and focused on reducing email noise, promoting the adoption of Viva Engage, and enhancing channel education and behaviours.

Utilising the EAST (Easy, Appealing, Social, and Timely) Behavioural Science model of change, it included the design of engaging assets and interventions, and aimed to make engagement with campaign calls to action easy, visually appealing and timely.



This ongoing campaign continues to receive a positive response across the firm, and is starting to change behaviours. With an increase in Viva Engage adoption, a decrease in firmwide email sends, and positive engagement with campaign materials, we're only just getting started...

Bring Your Dubai-ness Internal Communications Campaign by Dubai Airports and The Engage Group

At Dubai Airports, we're dedicated to delivering a world-class experience for all our customers, while prioritizing safety, security, and environmental responsibility. Positioned at the forefront of Dubai's economic growth and global connectivity, we aim not just to be the biggest, but the best airport in the world. Our business goal is clear: to ensure every employee contributes to a unique experience reflective of Dubai Airports.

Recognising the pivotal role of combining culture, leadership, and strategy, we introduced Bring Your Dubai-ness (BYD) as our cultural initiative. Through workshops, shift briefings, and diverse communication channels, we have encouraged engagement and unity among employees. With Dubai's spirit as our guide, we crafted a Brand Communication program emphasising BYD, encouraging employees to embody this essence in their work.

This ongoing journey towards cultural transformation underscores our commitment to excellence and innovation in the aviation industry.

Supporting our students through the cost-of-living crisis by Durham University

The ongoing Cost of Living crisis is having a significant impact on university students across the country. At Durham University we are running a campaign to raise awareness of the financial and pastoral support available to our students. We want to remove some of the stigma of asking for financial help, make our students feel less alone, and ultimately remove any barriers to them having the best possible university experience. We're working with our students to make sure our campaign does exactly this.

Integrity Matters 2023 – Season 2 & Offline by MGA, Spark&Ignite, Shiftology

In 2022, the first season of Integrity Matters, a Netflix-style drama over 4 episodes, followed by interactive training on what had been seen, was delivered to Unilever. The results seen within the business were groundbreaking, both in terms of engagement and completion rates, but critically also in the understanding and confidence indicated by participants in when and how to raise a concern. The challenges presented for 2023 were, how do we better the learning experience for the online audience delivered last year, and how do we create something of equal quality to bring this approach to life for the offline audience and deliver a holistic approach to the global audience? Were we successful... that's the real cliffhanger.

Leading with Purpose - Helping colleagues find their 'Why' by Spirax Group - Steam Thermal Solutions

Through a series of events and exercises over 5000 colleagues were supported to develop a greater sense of Purpose. Helping to deliver a greater meaning in what they do every day, our workshops helped colleagues uncover the 'Why' in what is important to them and how they fulfil that in our business.

Greater motivation, fulfilment and engagement through the business is resulting in better levels of performance for all our stakeholders. The fundamental aim underneath this first part of the three year strategy has been to deliver connection to purpose and strategy. In doing so we have enhanced our business performance.

However, not only have we delivered better and more balanced results, but we have seen the creation of stronger interpersonal and team relationships built on better understanding of one another. This programme has delivered a cultural boost which will be fundamental to the continued development of our business.

Tesco Bank Financial Results 23/24 by Tesco Bank People Strategy & Communications

Financial results are a key moment that matters in all financial organisations, and we wanted to use them as an opportunity to reinforce colleagues connection to Tesco Bank's purpose, strategy and position as a great place to work.

Research showed colleagues wanted us to put the results in more everyday context, giving them the option to dig deeper if they had the time, while showing the specific impact of how their actions were influencing our performance.

Using email as our core channel, we built a suite of multimedia content that would allow colleagues to choose a snack, meal or a feast using the channels they preferred. We produced everything in-house, making sure it felt Tesco and building a cohesive story over 12 months.

Analytics and colleague feedback showed our approach worked, with improvements across all key metrics and brilliant colleague feedback, measured in surveys and our annual employee opinion survey.

TfL Vision and Values by Transport for London and AB

Transport for London is on a journey to deliver a sustainable, green future for London. To succeed it needs everyone to understand and feel connected to its vision and values.

Many of the 28,000 employees who work for Transport for London are 'hard-to-reach' in every sense. Most are busy frontline employees with little access to digital channels.

TfL worked with AB to create an ongoing campaign in which colleague stories were amplified to bring TfL's vision and values to life. The campaign included unmissable physical installations as well as posters



and digital assets. The multi-year campaign has a clear call to action, a core storytelling idea and a strong, 'ownable' identity.

All KPIs were exceeded, with awareness of the vision rising by 131% and of the values by 52%. Based on this success, it is being rolled out to all 476 TfL locations.

Viridor: HomeSafe 100 Days by We Are Brass Tacks

We Are Brass Tacks (WABT) is an integrated culture change and creative agency, with nine comms professionals driving positive transformation for global organisations.

Our client, Viridor, is one of the UK's leading and most innovative resource and waste management companies with 1200+ employees and 12 sites.

Viridor has an embedded safety-centric employee brand, programme, strategy, and framework called HomeSafe.

Initially developed by WABT in 2017 to drive a step-change in safety culture, HomeSafe as a brand, framework and messaging vehicle has helped Viridor successfully embed new tools, processes, ways of working and e-learning opportunities.

Most importantly, it has proven highly effective in helping Viridor deliver and sustain a falling incident rate and continuously improving safety culture maturity.

In 2023, WABT was asked to revisit HomeSafe as a framework, a strategy, a programme and a brand. This award entry focuses on the evolution of HomeSafe through its most recent campaign and describes why it is an excellent example of Best Ongoing Commitment to Internal Comms.



Best Single Campaign

North Star campaign by Arm

Following the realisation that employees felt Arm had lost its way, the internal comms team was tasked with articulating the company's strategy with an aim to create a sense of hope and optimism in Arm.

We created a 'North Star', encapsulating the company's ethos in a more understandable and inspiring way.

Following development of the North Star and a clear strategy, an exciting and varied year-long internal communications campaign began. Key elements of the campaign included, for example, the All Hands event, embedding the North Star into our HR processes, publishing a short, simple summary of the strategy, and running engineering working groups to help employees understand how their roles link to the strategy.

The campaign was a resounding success, with all objectives met. Key standouts include substantial improvements around attrition, which dropped to 7.5% – a significant reduction resulting in Arm retaining hundreds of employees that may otherwise have left.

Service Excellence by Scottish Water Internal Communications Team

The Service Excellence campaign was designed to support one of Scottish Water's key strategic ambitions. Service Excellence covers a wide range of behavioural, structural and economic objectives, putting our customers at the heart of our day-to-day operations. The challenge was to reach all employees across the organisation, who are in a diverse range of roles and locations. The innovative creative approach to the campaign and its unique content style resulted in a significant increase in employee understanding and engagement with Service Excellence. The Internal Communications team pushed the boundaries of their skillsets, producing ambitious content in-house that had never been seen before in Scottish Water. The bold approach to the campaign's design and implementation allowed us to not only achieve our defined campaign goals but create demand for similar content due to its engaging aesthetic and accessibility.

Celebrating the release of Marvel's Spider-Man 2 at SIE by Sony Interactive Entertainment

In 2023, one of the major software products PlayStation launched was Insomniac's Marvel's Spider-Man 2. The PlayStation exclusive game broke records, becoming the fastest-selling first party title of all time, and was supported by an incredible external marketing campaign.

Our Internal Communications team 'swung' into action by designing a campaign to ensure our employees all over the world (whether office-based or remote) could celebrate this significant moment for our company and become ambassadors for our latest product.



Campaign elements ranged from digital channel takeovers, in-person activations, employee generated content, and more. Initiatives which had previously only been executed on a local level in certain countries were scaled up globally for the first time.

The result was a successful, multifaceted campaign which surpassed our expectations for employee involvement and significantly moved the dial on sentiment about internal communications.

Seasonal Celebration by Sopra Steria UK's in-house Internal Communications team

Inclusive. Inspiring. Impactful... our unique 'Seasonal Celebration' campaign had our culture and values at its heart.

Focused on fun and giving back, the campaign ran from 4-20 December 2023. Engaging multichannel content included: blogs written by colleagues from across our business sharing different end-of-year experiences to celebrate inclusivity; inspiring articles spotlighting social value; digital advent calendar competition; interactive quiz; and Viva Engage competitions.

We maximised engagement through donations to the Trussell Trust for every competition entry and clickthrough to campaign content.

Our Seasonal Celebration delivered a big dose of festive fun, while highlighting important topics – diversity & inclusion and social value. It supported our 2025 strategic goal of an ambitious 80%+ colleagues fully engaged, measured by Great Place To Work Trust Index; celebrated the hard work of colleagues with a big end-of-year giveaway; and showed a fun and personal side to our Executive Committee – making them more approachable.

Benefits Month: Health & Wellbeing by Sky Internal Communications

Sky wants its people to feel supported to be at their best. Many of the employee benefits available at Sky focus on health and wellbeing. To improve understanding and take-up of these benefits, we designed a creative and engaging communications campaign to equip all employees with the knowledge and understanding they need to select the right benefits for them.

UK Heart Health Campaign - Early Action Saves Lives by TAQA UK

Heart disease presents unique challenges in the context of offshore oil & gas operations, and a succession of cardiac arrest events on its North Sea platforms prompted TAQA UK to craft and execute a targeted campaign in 2023.

The campaign – developed by the Corporate Communications team, in collaboration with its stakeholder the TAQA UK's Health and Safety team – had two core goals:

Growing the number of colleagues equipped with life-saving cardiopulmonary resuscitation (CPR) skills; and



Supporting people to make good health choices and minimise their risk of developing heart disease. The key impact of the campaign: more than 1,000 TAQA UK people acquired or refreshed their CPR skills – a potentially vital capability, especially on a remote offshore installation.

To maximise impact, the communications team put people stories at the heart of this heart health campaign: real-life experiences of successful CPR application offshore, and inspiring examples of TAQA UK people who had made transformative health choices to counter their risk of future heart problems.

London Underground 160 campaign 2023 by Transport for London

A milestone to remember all year. 10 January 2023 marked 160 years since the opening of the Metropolitan Railway between Paddington and Farringdon – the world’s first underground railway. Transport for London’s (TfL’s) Employee Communications (EC) team received the brief from TfL’s Commissioner, tasking them with devising a year-long plan of celebratory communications to help support overall TfL recovery.

The anniversary would:

- Provide opportunity to celebrate 160 years of LU
- Give chance, following the COVID pandemic and associated financial challenges, to feel good and generate excitement
- Increase colleagues’ pride at being part of a modern integrated transport network for London

This award entry is based on TfL’s LU 160 campaign and how EC supported the prestigious milestone. The campaign spanned across one year and was planned from brief to kick off in one month for January 2023 launch.

Ghosts in the Machine - a horror-iffic cyber security campaign! by Travelport

This submission presents Travelport's proactive response to the rising tide of cyber security attacks— a risk to Travelport’s data, intellectual property, and financial security.

Our fun horror movie-themed October campaign merged ENGAGEMENT with comprehensive cyber security KNOWLEDGE, to enhance VIGILANCE among employees.

This approach not only entertained but also educated, achieving a 95% training completion rate. The campaign significantly boosted employee vigilance, with phish reporting rates increasing by 10% and phishing susceptibility halved in 2023 from 2022, surpassing our goal.

Our commitment to continuous improvement was affirmed by overwhelmingly positive feedback, with 96% of survey respondents endorsing the campaign and 92% rating it as excellent or very good.

Travelport's campaign effectively blended education with entertainment that not only heightened cyber security awareness but has also solidified a culture of security, ensuring lasting resilience against cyber threats.

"When it feels wrong, it's wrong" by University of Central Lancashire

The University of Central Lancashire's "When it feels wrong, it's wrong" campaign explored important messaging around sexual abuse, domestic violence, harassment and abuse – to empower and educate students, and support the delivery of the university's Student Support provision.

Outlining key behavioural red flags and highlighting the range of extensive wellbeing support available at the University, this multi-channel campaign aimed to get students thinking and encourage individuals to discuss key themes within their personal and social circles.

Exceeding all outlined objectives, this campaign played a vital role in helping to promote a respectful and supportive learning environment for students of any age, race, sexuality or gender – and support collaborative working between Internal Communications and Student Services. Ultimately the campaign increased reports of this behaviour by 81%, far exceeding our target of a 20% increase.

Digital Learning campaign: Animal personas by VWFS UK and 44 Communications

A new approach to communicating a programme of elearning that resulted in a significant increase in the completion rate thanks to a playful use of animal personas to encourage people to consider their learning style.