Communications Best Practices for a Global Workforce

Kris Pugsley
Corporate Communications
ON Semiconductor

About
Kris is a first generation American whose passion for communication began after learning English as her second language. After spending 10 years in the legal field, Kris took her passion to the communication area where she now manages:
- employee messaging
- corporate PR
- social media
- brand and reputational risk
- crisis communications
- member of the compliance committee for the company's compliance and ethics program for a $5.5B public company.
She has spoken at over a dozen conferences on communications best practices, effective compliance communication and brand/reputational impact to organizations.

Key #1
Brand Development
Company Program
Inclusive of stakeholder needs
Aftermath: How Can You Correct It?

Our goal should be nothing less than to make you truly proud to say, "I fly United."

Ultimately, the measure of our success is your satisfaction and the past several weeks have moved us to go further than ever before in elevating your experience with us. Now our 73,000 employees have taken this message to heart, and they are as energized as ever to fulfills our promise to serve you better with each flight and earn the trust you’ve given us.

We are working harder than ever for the privilege to serve you and I know we will be stronger, better and the cadence focused airline you expect and deserve.

With great gratitude,

Oscar Munoz
CEO
United Airlines

From: "United Airlines" <UnitedAirlines@news.united.com>
Date: April 27, 2017 at 3:04:51 PM PDT
To: Subject: Actions Speak Louder than Words
Reply-To: "United Airlines" <news@united.com>

Impact to Shareholders

UNITED AIRLINES FINALLY APOLOGIZES AFTER ITS STOCK FALLS OFF A CLIFF

It took three tries, and nearly a $1 billion hit to United’s market cap, for CEO Oscar Munoz to get it right.

Volkswagen Example

Volkswagen suspends 5 managers over diesel scandal

Volkswagen sales plunge on emissions scandal

Volkswagen scandal, in two minutes
Wells Fargo Example

Top Fed official Leave Wells Fargo intact to mortgage crisis - 10/17/21

Kris Pugsley, ON Semiconductor 10/17/2018

Impact to Revenue

Which types of reputational crises spook the markets most?

Impact to Revenue

Roseanne Barr and the Aftermath

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Sanofi US® (SanofiUS 2W)

People of all ages, religions and nationalities work at Sanofi every day to improve the lives of people around the world. While all pharmaceutical treatments have side effects, none is not a known side effect of any Sanofi medication.

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**Areas of Assessment**

**What is a CRISIS?**

**POLICY**
- Crisis Communications’ goal is to get ahead of all crisis situations.
- Once a crisis or ethics concern has been identified:
  - Media statements prepared
  - Media monitoring begins – online, social, media, TV, print
  - Customer communications prepared
  - Employee communications prepared
  - Employee channels monitored
  - Customized crisis communications plan outlined
  - CMT situation updates commence

**Perceived Responsibility**

**Organization is VICTIM:**
- Executive Officers
- Product or Service
- Environmental Health, Safety
- Misappropriation of Funds
- E-commerce, Transnational

**Organization is at FAULT:**
- Major Product Recall/Failures
- Environmental Spills
- Misappropriation of Funds
- E-commerce, Transnational

**Responsibility is UNCLEAR:**
- Transportation Accidents
- Environmental Spills
- Employee Misconduct
- Latent Risks

**Investor Relations Crisis:**
- Hostile Takeover
- Executive Management Changes
- Analyst Major Sell Recommendations

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**RepRisk Scoring Against Competitors**

Corporate benchmarking report assessing company’s exposure to these risks:
- Environmental
- Social
- Governance (ESG)
Key #2
Leadership Buy-In & Successful Partnerships
Integrated plans
Voice of the program spans the entire organization
Leveraging compliance core in everything you do

Tie in to the Organization

Corporate Message
- Consistent
- Appropriate
- Accurate
- Timely

Security/ Business Continuity
- Government Relations
- Human Resources
- Legal
- Investor Relations
- Media
- Customers
- Employees

External Comm
- Social Media
- Employees

Employee Comm
- Executives & Board of Directors
- Sales
- Business Units
- Manufacturing
- IT
- Quality
- Supply Chain
- Customer Relations
- Regional Communication Teams

Mail Lists
- All Employees
- Leaders
- Region
- Country
- Site
- Departmental

Communication Channels
- The Circuit Newsletter
- The Connection
- Mail Lists
- All Hands Meetings
- Corporate Press Releases
- Press Meetings
- Promotional Materials
- Corporate Events
- Social Media
- Other Publications
Areas Addressed by Corporate Communications

- Analyst Relations
- Internal Communications
- Investor Relations
- Corporate Governance (communications about threat of premises, business, practices, laws in which a corporation is directed, administered, or controlled)
- Change Management (communications aspects of growth management, mergers and acquisitions, etc.)
- Corporate Social Responsibility
- Litigation (communications about the set of processes, customs, policies, laws in which a corporation is directed, administered, or controlled)
- Crisis Communications / Issue Management

Create a Risk Assessment

1. Risk
   - Mitigation Plan
2. Risk
   - Mitigation Plan
3. Risk
   - Mitigation Plan

Internal Communications Messaging

- Total Messages: 648
- All Employee Messages: 7%
- Open Rate: 36%

Internal Messaging Open Rate

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The Circuit (Newsletter Data)

**Articles Submitted**
- Total Articles Submitted: 259
- Articles by Executive: 90
  - Executive Contribution: 28%

**Articles by Region**
- North America: 20%
- Europe: 16%
- Asia: 50%

**Articles by Executive**
- Articles by Executive:
  - North America: 35%
  - Europe: 14%
  - Asia: 25%

**Readership**
- Average open rate: 28%

**Cel Participation by Region**
- North America: 50%
- Europe: 16%
- Asia: 34%

**Compliance and Ethics Liaisons Contributions**
- Participation by Region:
  - North America: 41%
  - Europe: 14%
  - Asia: 14%
- Compliance and Ethics Liaisons:
  - Participated:
    - North America: 16
    - Europe: 16
    - Asia: 16

QX 2018 Compliance Liaison Communications Activity

**QX Compliance Communications Updates**
- Recent updates and activity:
  - Compliance and Ethics Conference and Post-Conference Support
  - EMEA Regional CEL Conference
  - APAC Regional CEL Conference
  - Communications updates:
    - Compliance and Ethics PR
    - Blog Posts
    - Conference Speaking Engagements
    - Updates to SharePoint site
    - Compliance and Ethics Circuit articles
    - Annual Compliance Training Support and Planning
    - Quote forms (sales)

**QX Compliance Communications Updates**
- QX Compliance Communications Updates:
  - North America: 16
  - Europe: 16
  - Asia: 16
Thank you.