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Promotion of corporate surveys and researches and increasing its effectiveness

Background: 2017 Internal Communications Audit findings (both qualitative / quantitative)



- **Surveys and researches are good for collecting feedback from employees**
- Key triggers for participation:
 - Opinion on the topic
 - Relevance of information



- **Employees are overloaded with surveys and researches – decreasing participation rate**
- Non-professional approach to questions (wording or information requested)
- Time-consuming surveys (longer than 10-15 min) or complexity (open questions, scale for answers) are barriers
- Unclear outcome – lack of motivation to participate

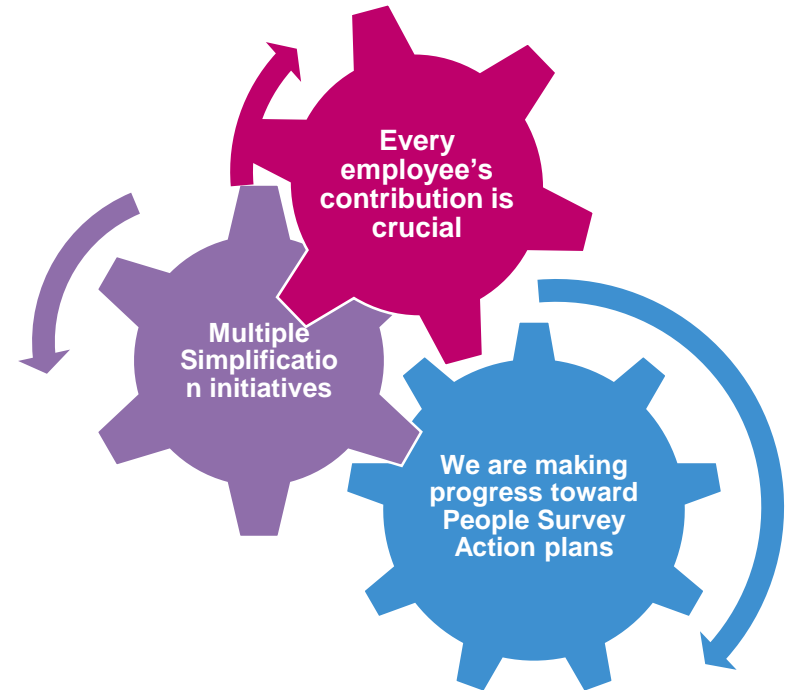
Approach selected

- All surveys should be approved and deployed by Business Excellence (BEX) team via special platform.
- Business Excellence team controls surveys frequency within the organization, advises on questions (wording and information requested), helps with analysis.

RESULT: less surveys, higher response rate, clear outcome (initiators' feedback)

Step 1 - Objective and Key Messages

- ✓ Provide update on areas for development identified during the People Survey in 2017, summary on Simplification initiatives
- ✓ Highlight a role of each employee in bringing positive changes and in Sanofi's cultural evolution
- In Russia, **we are making progress regarding overall status on People Survey Action plans** developed by BU/Functions: ~60% implemented, ~40% in progress. On top of the Action plans, **multiple simplification initiatives arose from various sources.**
- The process of Sanofi Russia **cultural evolution is ongoing.** Organization is changing but it is still a long way to go (improved vs situation prior to the People Survey last year).
- Now **various examples of improvements (short-, long-term initiatives) are available** for review. To measure our progress, the survey will be repeated on a regular basis (next one starts on October 30)
- **Every employee's contribution is crucial**– only you can change the organization to better.



Step 2 - Key stakeholders, communications objectives & principles

| Stakeholders | Communications objectives | Communications principles & Toolkits |
|-----------------------------|---|--|
| Management | Generate support and involvement | <ul style="list-style-type: none"> • Involve management • Prepare them for cascading information <p><u>Communications toolkit:</u></p> <ul style="list-style-type: none"> - Key messages for internal use ad hoc and during Mid-year review (People Survey follow up was one of the mandatory priorities for Individual Performance Review) - Country Forum presentation - Link to MySanofi intranet page devoted to People Survey follow up & Simplification initiatives |
| HR Business Partners | Involve to follow up on Actions plans on BU / Functions level | <ul style="list-style-type: none"> • Inform BU / Function on relevant Action plan status |
| Employees | Inform to realize the progress Encourage participation in work streams | <ul style="list-style-type: none"> • Inform on overall status • Provide detailed information on Simplification (list with details / contacts) |

Step 3 - Key communications channels and tools



Step 4 – Timeline & Activities

July – August

September – on Oct 30 the next People Survey starts

Timeline

W29-31

W32-35

W36-39

W40-43

WAVE I

WAVE II

Activities

- **W27 (6 Jul)** – Country Forum meeting
- **W28 (9 Jul)** – publication of Country Forum presentation (MySanofi Intranet) + e-digest 9 Jul
- **W29 (by 23 Jul)** - special page on MySanofi detailed information / contacts
- **W 30 (25 Jul)** – e-mail from Country Chair – general information / link to special page + e-digest 30 Jul (W31) + presentation on plasma screens
- **W31 – W35 (by 31 Aug)** – presentation during Open Microphone (RX perimeter), Yammer (CHC, Pasteur)
- **W31 – W35** – BU / Functional / Cycle meetings (Pasteur): update on Action plans by HR Business Partners

- **W36** – e-mail from GMs/BU Heads (optional)
- **W36-40** – update of special page on MySanofi Intranet with detailed information/contacts
- **W40 (5 Oct)** – Country Forum meeting
- **W41 (8 Oct)** – publication of Country Forum presentation (MySanofi Intranet) + e-digest 8 Oct
- **W42** – e-mail from Country Chair Russia (optional)– general update / link to special page + MI (Dialog) teaser
- **W43** – e-digest Oct 22



Step 5 – Survey results & follow up publication (vs PY)

