



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



- 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
  - All surveys should be approved and deployed by Business Excellence (BEX) team via special platform.

#### Approach selected

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• 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.



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# Step 2 - Key stakeholders, communications objectives & principles

Stakeholders	Communications objectives	Communications principles & Toolkits
Management	Generate support and involvement	<ul> <li>Involve management</li> <li>Prepare them for cascading information</li> </ul> Communications toolkit: <ul> <li>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)</li> <li>Country Forum presentation</li> <li>Link to MySanofi intranet page devoted to People Survey follow up &amp; Simplification initiatives</li> </ul>
HR Business Partners	Involve to follow up on Actions plans on BU / Functions level	<ul> <li>Inform BU / Function on relevant Action plan status</li> </ul>
Employees	Inform to realize the progress Encourage participation in work streams	<ul> <li>Inform on overall status</li> <li>Provide detailed information on Simplification (list with details / contacts)</li> </ul>

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### Step 3 - Key communications channels and tools



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## 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	<ul> <li>W27 (6 Jul) – Country Forum meeting W28 (9 Jul) – publication of Country Forum presentation (MySanofi Intranet) + e-digest 9 Jul</li> <li>W29 (by 23 Jul) - special page on MySanofi detailed information / contacts</li> <li>W 30 (25 Jul) – e-mail from Country Chair – general information / link to special page + e-digest 30 Jul (W31) + presentation on plasma screens</li> <li>W31 – W35 (by 31 Aug) – presentation during Open Microphone (RX perimeter), Yammer (CHC, Pasteur)</li> <li>W31 – W35 – BU / Functional / Cycle meetings (Pasteur): update on Action plans by HR Business Partners</li> </ul>	<ul> <li>W36 – e-mail from GMs/BU Heads (optional)</li> <li>W36-40 – update of special page on MySanofi Intranet with detailed information/contacts</li> <li>W40 (5 Oct) – Country Forum meeting</li> <li>W41 (8 Oct) – publication of Country Forum presentation (MySanofi Intranet) + e-digest 8 Oct</li> <li>W42 – e-mail from Country Chair Russia (optional)– general update / link to special page + MI (Dialog) teaser</li> <li>W43 – e-digest Oct 22</li> </ul>
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## Step 5 – Survey results & follow up publication (vs PY)

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ПРОЯВЛЯЕТСЯ В ПОПНОЙ МЕРЕ 😬 ПРОЯВЛЯЕТСЯ ЧАСТИЧНО 🤗 НЕ ПРОЯВЛЯЕТСЯ вовлеченность РЕЗУЛЬТАТИВНОСТЬ РОСТ И РАЗВИТИЕ готовность меняться согласованность леиствии S work reported in the cycle Плены монй комнозы хорошо. B Callodely Melin ectu В Санофи мы пропискиемы Mos pacional и Котобад Касен үдукзек "клаз понимают потребности продукцые наменения в вассоновляет неня DRAINWAR RECARDING TO цалями и задачами. Санофи. наших спиантов/пациянтов учиться и развираться. between contra 9 69% 678 2017 H'S, 8% 2017 Q 12% 5% 5% 2017 13% 2017 (250%) (232%) (18% 017 075% **28**3% 475 2017 245 2017 185 2017 125, 2017 82% 2817 OREPAILMONHAS. \*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\* ЭФФЕКТИВНОСТЬ И ПОПНОМОЧИЯ Q 18% 013% команлная Санофи успешно работает над PALOTA M KPOCC-WHKUMOHAIILHOF УВАЖЕНИЕ И этичность тем, чтобы минимизировать MHOFOOEPA3ME HITH VCTDALINTL HELIVORILLE **ECAMMOULENCTIONE** В Санофи добиться услева могут Бюрократические процедурь Руководители Сотрудники с палля побого произхожными и простыных готовностью делятся социального статуса бихнис-642% **D**345 DOUBLE SHORESHELD інациональности, попа, возраста, подразделений CONTRACTOR VIC ADVICES RECORDER REPORTED AND A DATA дийстнуют к подразделений Санофи 283% #1% 2017 CONTRACTORNAL CO. CRORMAN \*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\* o 63% АНАЛИЗ. SIGNATION AND OFFATHON CBSCM 17% СМЕЛОСТЬ И По редультатам NHHOBALINN проледнего \*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\* o46% 45% В Санофи enpoca \*\*\*\*\*\*\*\*\*\*\*\*\*\*\* сотрудникая и OWNERS 3 12% 3 5% нормальным заметня положительные 8% 2817 допускать 14% 2017 а надкщо KOMPREMIX R паботе моей **Requeste** коменды. ИСПЫТЯНИЯ КОВЫХ SANOFI 🧊 Empowering Life идей.

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РЕЗУЛЬТАТЫ ГЛОБАЛЬНОГО ОПРОСА СОТРУДНИКОВ

ИНИЦИАТИВЫ САНОФИ РОССИЯ



