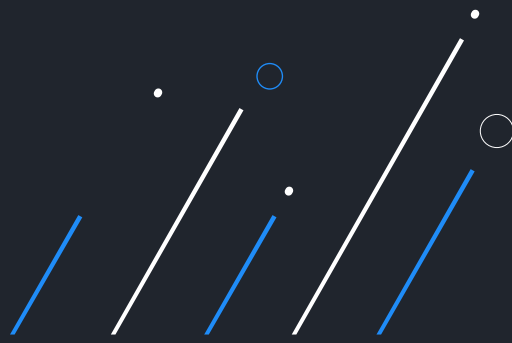


# WHY EMPLOYEE ENGAGEMENT IS KEY TO BUILDING CULTURE

6 HR leaders reveal how to engage your people and build culture on Workplace





# WELCOME TO THE **AGE OF DISRUPTION**



According to Accenture, 63% of companies are experiencing disruption<sup>1</sup>.

The question for senior leaders isn't how to avoid it; it's how can they navigate through it.

The answer is by engaging their employees.

Employee engagement is how companies align their people and business strategies to become more agile and responsive. But how do you cut through the noise and get it done?



At Workplace, we know that employee engagement only happens when people are connected. Facebook has spent 15 years understanding how to do this.

We've learned what people want from each other, what they want from their community and what they expect from technology.

Now we're bringing that deep understanding to the enterprise so you can:

- 
- **Connect your entire company (and reach everybody with key messages)**
  - **Communicate with employees (in a way that's authentic and engaging)**
  - **Build community through conversations (in which everybody has a voice)**

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We asked 6 HR leaders at world-class companies to break down each of these areas and share their stories of connecting, communicating and building community on Workplace.



# BÉATRICE LAZAT

## CHIEF PEOPLE OFFICER

### KERING

Gucci's flagship store in Paris is located, as you might expect, in a tasteful building set slightly apart from the Champs-Élysées, the French capital's retail Mecca.

But if you were lucky enough to be browsing the store in March 2016, you might have noticed something - or someone - slightly out of place.

Because it wasn't any old store associate fetching high-heeled shoes for well-heeled customers. It was Béatrice Lazat, newly installed SVP of Human Resources at Kering. And she was on a mission.

"When I joined Kering, as part of my onboarding I asked to work as a

sales associate in a flagship store for a week," reveals Béatrice, who has since become the company's Chief People Officer. "I wanted to get first-hand experience of the daily professional environment for our sales associates."

Ask the average shopper what brands (or 'Houses' as they're known in fashion industry parlance) like Gucci, YSL, Balenciaga and Alexander McQueen have in common, and you'll get the same answer: they're all luxury boutiques. But industry insiders will tell you something else: all of them belong to a single company. That's Kering.

Kering employs 35,000 people in 50 markets around the world. With 60% of those people working in retail stores, Béatrice was determined to understand their needs. What she discovered was how disconnected they

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"I wanted to connect everyone in the company to share news, successes and really make them feel like they belong."

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Beatrice Lazat, Chief People Officer

were from the parent Group.

"I realised that most retail employees were not aware of company news or results," she says. "They sometimes got to know about policies and benefits, but they were weeks behind. I saw that there was potential to give them more knowledge about their own House, but also about what the Group does for them. I wanted to connect everyone in the company to share news, successes and really make them feel like they belong."

The tools she had back then - desktop-only intranet, notice boards - weren't up to the job. So Béatrice set out to achieve "a total digital transformation"; one that responded to people's real needs. "Employee expectations are increasing," she explains. "They want the same digital experiences

in the work space that they have in their personal lives. So we wanted to give our employees the best experience, and at the same time we wanted to equip our HR community with the best tool to manage the full work life cycle of our people."

That tool had to be able to connect everybody, which meant it had to be simple, mobile and global. "I could see the potential of Workplace very clearly," says Béatrice. "Its familiarity, its mobile application. It was obviously a winner."

Béatrice gave Workplace the green light in early 2018. But only after serious consideration of the launch strategy. "We didn't just press the 'invite all' button and hope for the best," she says. "We put in place a very comprehensive change management program."

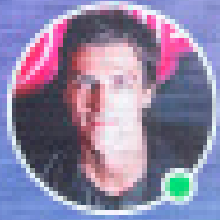
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"I could see the potential of Workplace very clearly.  
Its familiarity, its mobile application.  
It was obviously a winner."

Beatrice Lazat,  
Chief People Officer

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# CHRO Spotlight



**Julien Codorniou**

VP  
Workplace by Facebook



**Béatrice Lazat**

Chief People Officer  
Kering



That program was based on a phased launch that started at the top. “We gave exclusive access to 200 senior leaders during our annual leadership conference. That conference had no agenda on paper, no speaker bios, nothing. It was on Workplace. So they had no choice. You want to know where to go, where to find the shuttle bus? Go on Workplace.

Then there was “an army of Workplace experts on the ground”. These were the Workplace champions, one for every 50 employees, trained in 12 languages. Only then did

Béatrice and her team commit to a House-by-House roll out.

Next came communication and engagement. “We wanted to give everybody a voice but at the same time we wanted to make sure that Workplace was a central hub where we could deliver key messages,” Béatrice explains. Her team developed a three-tier posting strategy that covered everything from planned announcements to breaking news to more spontaneous posts from the leadership team like in-store selfies with frontline staff. They also hold regular livestreams and

share high-quality video content from across the Houses.

With leadership onboard from the start, adoption was rapid. Today, 85% of people at Kering are active Workplace users. Over a third visit Workplace every day. For the first time, people at Kering are connected. To their House, to each other and to the Group.

For Béatrice, the impact comes back to people. "Luxury is about creativity and exceptional experiences. When we talk about those things we have to talk about people because so far that

is something that AI can't do," she jokes. "That's why without a doubt the most meaningful Workplace group for me is the all employee group. We call it the 'Kering Universe'. Because it reflects the diversity of Houses, the diversity of people and countries that we have. And they are all together in a single group.

We have more than 30,000 people in that group and it allows us to communicate very rapidly to all of them. Sometimes I wonder what we did before we had the Kering Universe in Workplace because now it has become so easy."







# ALEXIS TRIGO

## GM, PEOPLE, STRATEGY & PERFORMANCE

### THE WAREHOUSE GROUP

For almost 40 years, whenever New Zealanders have needed anything from electricals to clothing to gardening tools, they've got it from The Warehouse Group's iconic 'red sheds'.

Alexis Trigo reveals how the country's most famous retailer is connecting all of its 12,000 employees across 240 locations on Workplace.

#### **Why do you care about connecting people at The Warehouse Group?**

Traditionally when you sit at a headquarters, you have to get on a plane to go into market, and there's definitely a show being put on because they know that a handful of people are coming in. The reality is, you want that

show to be put on every single day for your customer. When you're digitally connected, you get to see that reality every single day without actually having to travel to that location. It gives you a true picture of what's happening out there.

#### **How does Workplace help you do that?**

Workplace closes the gap. We're actually able to see how our teams are thinking or interacting with customers. And there's a lot of nuggets out there. Like, how things that might be happening in metropolitan areas don't necessarily happen in rural areas. Workplace helps us surface some of those insights.

#### **Why did you choose Workplace to connect everybody?**

It's something that's easy for people to approach. Whether they're on Instagram, WhatsApp

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"Things that might be happening in metropolitan areas don't necessarily happen in rural areas. Workplace helps us surface some of those insights."

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Alexis Trigo  
GM, People, Strategy & Performance  
The Warehouse Group

or regular Facebook, there's a lot of cues that make it really simple. It's already native. It's in their pocket. They interact with it every single day.

### **What kind of behaviors have you seen?**

We're seeing a lot of video and photo posts. Teams want to capture moments they're proud of, like a great store display. After the picture goes up, what's really interesting is all the comments below. Teams are generating conversations and engagement around something that was really important to them.

### **What does it mean to connect frontline workers?**

They're the ones that are interacting with the customer but we're better together. A lot of decisions are made outside of the store. So being able to

understand exactly what it is that they face every single day - what does our customer want? How does this one idea potentially translate to you? - creates a two-way dialogue that we didn't have before. Being able to have that insight and that voice allows us to make better decisions and be a lot more efficient.

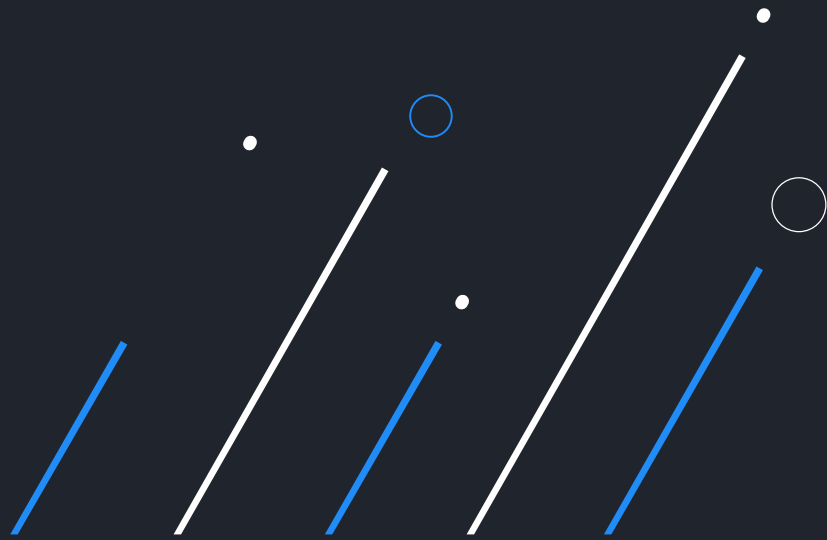
### **How has Workplace changed your role as a HR leader?**

It helps me talk to people that I never would have been able to approach. Traditionally, to speak to someone, you might have to exchange a cell phone number or a corporate email address - or even a personal email address if it's frontline. Now, as long as the person knows your name or the general function that you work in, they can find you. So it takes a hierarchy and flattens it out. It makes people really, really approachable.

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**"Things that might be happening in metropolitan areas don't necessarily happen in rural areas. Workplace helps us surface some of those insights."**

Alexis Trigo,  
GM, People, Strategy & Performance



# CONNECTING EVERYONE

- SUCCESS STORY SHORTS



# COLUMBIA SPORTSWEAR AMERICA/RETAIL/6K PEOPLE

Columbia Sportswear Company is a leader in active lifestyle apparel with a global portfolio of brands.

But it had limited means to communicate with employees, including remote sales representatives and store management teams - until they were connected on Workplace.

"Workplace helps our employees connect and visually showcases our global teams. We're breaking down silos, communicating across functions and driving engagement, especially amongst our remote employee populations. It has definitely ignited our spirit of fun."

- Richelle Luther,  
SVP & Chief Human  
Resources Officer

# MERCADOLIBRE

## AMERICAS / ECOMMERCE / 4K PEOPLE

MercadoLibre is the largest e-commerce ecosystem in Latin America.

The fast-growing company was eager to hold onto its culture while connecting Spanish and Portuguese-speaking employees. Groups and auto translation on Workplace helped connect people and make communication more seamless.

"Workplace has helped our business to grow and improved efficiency by reducing unnecessary emails. It helps our employees communicate across countries and has brought us closer together."

- Sebastián Fernández Silva,  
VP Human Resources

# TELENOR

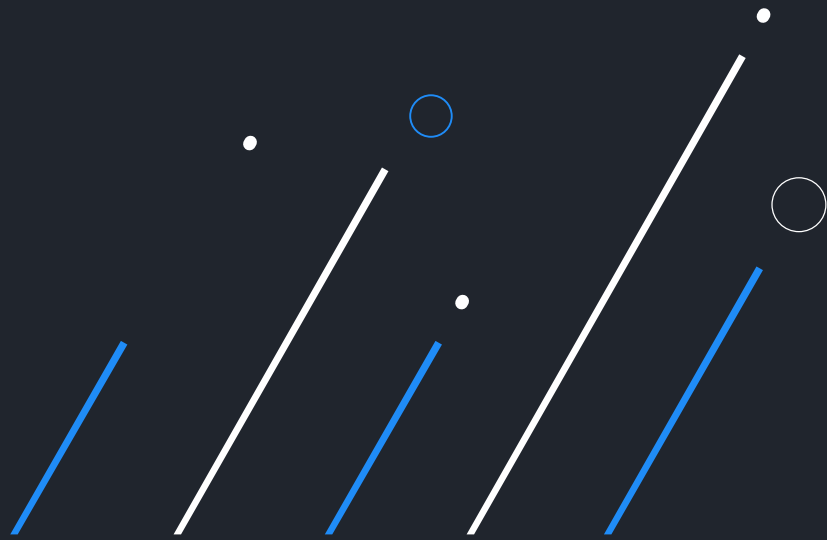
## EMEA/TELECOM/5K PEOPLE

Workplace is connecting Telenor teams around the world.

From the Singapore-based manager who leads a team that sits in Oslo, to the PR team that placed a front page story in Denmark's largest newspaper after discovering new research in a post from an engineer, Workplace is breaking down barriers and creating better business outcomes.

"In the past, critical information was often stuck in inboxes. By unlocking information through Workplace, our teams are more collaborative and spend more time problem-solving at a group level."

- Anne Flagstad,  
Senior Vice President,  
Culture & Change Management



# COMMUNICATING WITH EMPLOYEES ON WORKPLACE







# VARUN BHATIA

## CHIEF PEOPLE & CULTURE OFFICER

### AIRASIA

When Tony Fernandes acquired a new company in 2001, he could have squeezed the entire team into a couple of airplanes.

Literally. Because he owned them. Fernandes paid the equivalent of 26 cents for two aircraft, a bundle of debt and the AirAsia name. Today, 25,000 AllStars operate 1,300 flights a day from five countries. That's quite a take off.

Around 80% of those staff are deskless - they're the pilots, crew and ground staff that get the planes up in the air and back down to earth. But Varun Bhatia, AirAsia's Chief People & Culture Officer, doesn't think of them as 'frontline'. Because in today's world, where customers can connect with your organization anytime, anywhere, everybody is on the front line.

"The C-suite and the management folks need to be connected to the on-the-ground realities," says Varun. "And the rest of the organization needs to understand the strategy or where the organization is heading. They may have different roles but they all play at the frontline."

When you look at it that way, employee communication is more important than ever. But for a company like AirAsia, which operates in a highly regulated environment, it comes with significant challenges. "From a regulatory perspective, there are lots of barriers," explains Varun. "Not just between different countries, but between our employees in those countries."

So how does AirAsia keep everybody informed and aligned? Varun gives much of the credit to Workplace. "Workplace has been

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“Workplace has been wonderful because it's broken down both the regulatory walls as well as the obstacles from people being in different countries or from different cultures.”

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Varun Bhatia  
Chief People & Culture Officer  
AirAsia

wonderful because it's broken down both the regulatory walls as well as the obstacles from people being in different countries or from different cultures."

The business impact of this has been profound, especially when it comes to one of the most serious issues facing AirAsia - and the region more generally. Human trafficking.

According to the International Monetary Fund, one-third of global human trafficking victims - around 13m people - can be found in East Asia and the Pacific. AirAsia feels a particular responsibility to do something about it.

"A lot of the trafficking happens through airlines," explains Varun, "so we took it upon ourselves to figure out how to deal with this." The AirAsia Foundation developed an educational program designed to help staff identify potential traffickers and their victims. It was pushed out on Workplace to 6,000 cabin crew and ground staff. "We created a Group on Workplace, put all the training materials there and kept reinforcing what the signs of trafficking are," says Varun. "We got people to share stories of when they had identified human trafficking to raise awareness. Being able to communicate on Workplace



really helped us to identify the issues and take action."

The desire to fight trafficking is deeply rooted in AirAsia's culture. The company's mission statement, Now Everyone Can Fly, is inherently inclusive and connected. But Workplace also harnesses another key part of AirAsia's culture: its sense of fun.

It starts at the top, with CEO Tony Fernandes, who recently used a Workplace poll to ask 25,000 people whether he should get a haircut. It's also thanks to Workplace that the company's new 600,000 square-foot office space at Kuala Lumpur International Airport is called RedQ.

"We used Workplace to launch a competition to find a name," says Varun, "and we made a big splash once we got the winner."

This being AirAsia, that wasn't the end of the story. "There

were four stray puppies around the construction site," says Varun, "so once the corporate headquarters was ready, we built a dog shelter and ran another contest on Workplace to name it. Employees came up with the name 'DogQ'. That group became very popular: people started using Workplace to get stories about what was happening at DogQ."

At AirAsia, the ability to communicate and the ability to build community are intertwined. Varun offers a final example to prove the point: "We were in London for the Skytrax awards, which is the Oscars for airlines. No one knew if we were going to win it. We used Workplace Live to broadcast in six locations on these big screens to all our employees. Low and behold, AirAsia was the winner! That was such a powerful moment. Workplace brought everyone together and helped us celebrate."

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"We used Workplace Live to broadcast to all our employees. That was such a powerful moment. Workplace brought everyone together."

Varun Bhatia  
Chief People & Culture Officer

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# NIKKI SUMPTER

## SVP & CHRO

### ATLANTIC HEALTH SYSTEM

At Atlantic Health System (AHS), over 17,000 employees meet the health care needs of almost five million people across New Jersey.

The ability to communicate and share information with those employees is one of the company's most significant challenges. Nikki Sumpter explains how AHS is able to overcome it thanks to Workplace.

#### **What issues were you trying to solve when you launched Workplace?**

With so many of our team members caring for patients and not at desks, there was a unique set of challenges when it came to internal communications. We tried email. We tried our intranet.

We tried mailing postcards. We were doing all kinds of things to engage and inform. But we needed something else that would give us instant access to team members, where we could move very quickly to get information out, to solve problems, to innovate and to collaborate.

#### **What was attractive about Workplace?**

Many of our team members already had a mobile device and the platform was familiar. Workplace is so similar to Facebook, people just knew how to use it and they felt comfortable. So the training was going to be very simplistic for us. We knew that once we got everyone involved, engaged and motivated, they'd be able to interact with it easily. Ease of use was important for us.



## How did your leadership team react?

Our CEO was the first one to jump on it. He knew what great communication tools could do to help us advance our culture. But it didn't take much to convince team members to get engaged. The more we talk about it and drive team members to the platform, the more successful we are.

## Can you give us an example of how it's changed the way you communicate to employees?

Within the first 30 days or so, we had a safety incident on one of our hospital campuses. We thought

that there may be someone on the property with a gun. We quickly began to see team members posting on Workplace, 'Do we need to be concerned?' 'Are we still in lockdown?' Team members were on edge but were able to use Workplace to communicate safely with each other and with leaders.

Fortunately, it was a false alarm and there was no one on campus with a weapon. But following the incident, we found it was a great opportunity for our CEO to go Live and talk about the importance of safety. It was a way to jumpstart the conversation and to get the message out about safety.

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"People are loving the fact that they can quickly engage or get information and then go right back to what they were doing. It's been far more than we'd imagined."

Nikki Sumpter,  
SVP & CHRO

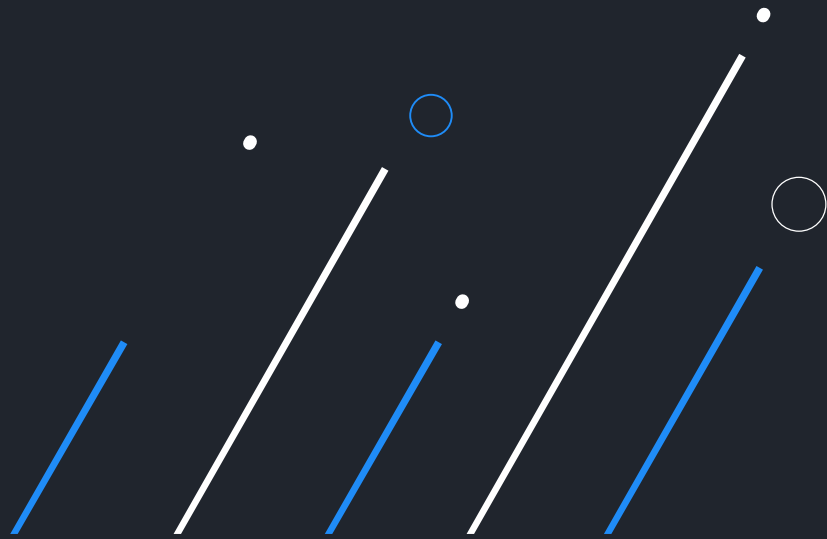
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## How else has Workplace helped?

One of our popular features is a series of Workplace Live interviews we host with executives. These are short interviews and team members can ask questions in real time. Everyone likes the access and ability to learn about different areas of our company and get to know the leaders better. It brings everyone together, no matter where they are.

We've also used the closed caption feature for video because we want to be able to speak to a very diverse workforce. Being able to see sentiments with likes and reactions has worked for us as well. I think people are just loving the fact that they can quickly engage or get information and then go right back to what they were doing. It's been far more than we'd imagined.





## CREATING COMMUNITY **ON WORKPLACE**

Workplace gives people a voice and empowers them to use it, strengthening culture and transforming companies into communities. We do this by ensuring accessibility and familiarity, driving engagement and providing controls to manage the noise. Here's five stories from HR leaders who've seen it happen.







# SUZIE ELLIOTT

## CHRO

# FARMERS INSURANCE

If you want to build a great culture, put an Aussie in charge. Okay, that might not have been the explicit strategy when Farmers Insurance made Suzie Elliott its CHRO in 2016, but it certainly hasn't hurt. Because for Suzie, "it's all about culture".

That's why she's passionate about connecting 20,000 people at the 91 year-old US financial services provider. "You've got to make it worthwhile for your employees to get out of bed in the morning," she says.

"They want to collaborate with other people. To be part of a community. Being connected helps

you break down those barriers and open up conversations."

Those conversations are the building blocks of the Farmers culture. Which is why that culture belongs to everybody, not just HR. "I've believed for a long time that HR doesn't own culture," says Suzie.

"Our employees create our culture every single day that they walk through our doors. You've got to find a mix between connecting people to the bigger picture and then giving them the space to translate that for their world. You've got to give your people some freedom to make it work for them."

Workplace is where those conversations take place. According to Suzie, that means

it "sets the tone" for Farmers' culture. "When I first started at Farmers, the tone was far more formal. People waited for messages to come from above," she recalls. "With Workplace, it's our people that create the messages. They start the conversations, they drive where they want it to go. That makes it far more interactive and engaging."

At first there were some misgivings. Questions were asked about rules, training and oversight. But Suzie stood firm. "We don't have rules around Workplace. We don't train on Workplace. We trust our people and we absolutely let them shape it," she says. "That was scary for some. But, you know, we hire smart people. We empower them to pay claims, write policies and take care of our customers. We can trust them to do the right thing on the platform."

Perhaps the most significant impact of this freedom is how it affects the power dynamic inside the company. "The biggest change with Workplace is the flow of information," Suzie explains. "Information is power and you can use that power to exclude people. But Workplace gives everybody the same access to information, regardless of where you sit in the hierarchy or geography."

There are two major benefits that follow. The first is diversity. "There's all these ways to interact, ask questions, challenge people and bring up different ideas," says Suzie. "You get different perspectives, which lead to better outcomes." The second is agility. "The efficiency play is there for us as well," she continues. "I don't know anyone who wants to spend more time in meetings or wading through their inbox. Being able

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"With Workplace, it's our people that create the messages. They start the conversations. That makes it far more interactive and engaging."

Suzie Elliott  
CHRO

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to throw something out there, get a reaction and move, I think that pace is a huge enabler for us on the business results."

Suzie offers a concrete example of how that can play out. The senior leadership team at Farmers has taken to using Live video to host town halls whenever they go out into the field. At the end is the Q&A, but it often gets squeezed for time. "The feedback on Workplace was that this was the most valuable piece of the town hall. So because of that we're going to do a dedicated Q&A with our CEO and it's going to be live on Workplace," says Suzie. "It's not about where we've been or where we're going. It's all about people's questions. We want that real-time feedback, and then we can make a practical course adjustment. I think it's going to work."

Are there risks? Sure. But it'll work. Because, like everything, it all comes back to culture. "As HR leaders, sometimes we get stuck in the risk and the complexity. I say, be a little braver. Push on the organization to think differently. Trust and empower your people. They're the engine; let's not keep putting spokes in the wheel."

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"Being able to throw something out there, get a reaction and move is a huge enabler for us on the business results."

Suzie Elliott  
CHRO

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# JIN MONTESANO

## CHIEF PUBLIC AFFAIRS & PEOPLE OFFICER

### LIXIL

LIXIL might not be a household name, but over a billion people around the world wake up, eat up and get ready for bed using its bathroom and kitchen systems.

This sprawling Japanese conglomerate employs 70,000 people across 150 markets. But it was also a company in search of an identity. Jin Montesano explains how they found it on Workplace.

#### **Why is it important for LIXIL to be more connected?**

At LIXIL, being connected is everything. Almost 70% of our employees work on the frontline - most of them are in plants or showrooms and sales sites,

they're mobile only, without email access. How do we get all 70,000 employees working together toward an aligned vision that we've agreed for the company? There's only one way to do that, and that's to build community.

#### **How has Workplace helped to build that community?**

It's creating what we call the 'LIXIL civilization'. We don't want to destroy or abolish our different cultures. But what connects us is a base foundation. Just like the Roman civilization was built on the rule of law and the fact that you pay taxes, we believe that being part of the LIXIL civilization is actually being connected on Workplace and belonging to the communities that we're building there.

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“What's been really powerful is the ability for one human to connect with another, regardless of rank. That makes conversations and engagement much easier.”

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Jin Montesano  
Chief Public Affairs & People Officer  
LIXIL



# Connecting and Engaging Your Frontline



**Varun Bhatia**

Chief People &  
Culture Officer  
AirAsia



**Jin Montesano**

Chief Public Affairs &  
People Officer  
LIXIL

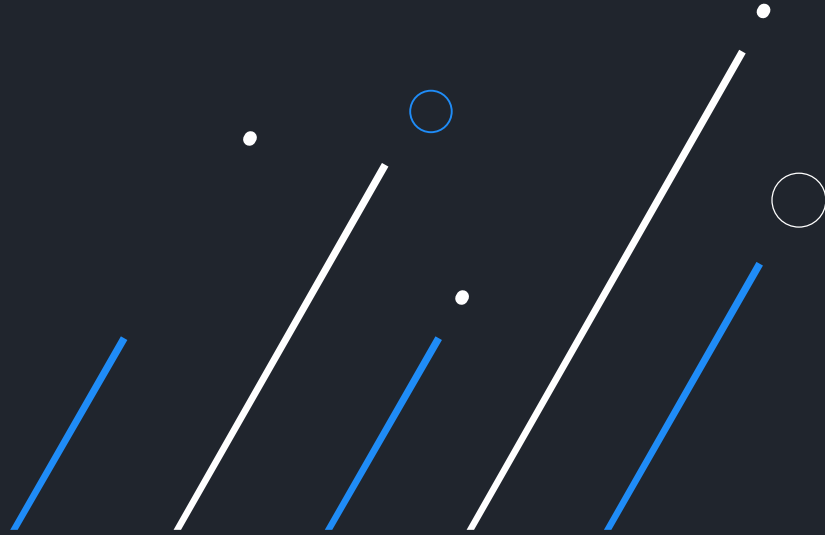


## What's been the biggest impact on your culture?

The biggest transformation has been the informality. As a Japanese-based company, we're extremely formal. We tend to be careful about how we should behave, how we should talk to each other. In the Japanese language, we have 'Keigo', honorifics depending on the rank of the person you're speaking to. On Workplace, all of that gets flattened out. What's been really powerful is the ability for one human to connect with another, regardless of rank. That makes conversations and engagement much easier. That's been the single most powerful reason why Workplace is working for LIXIL.

## What is the business impact of strengthening LIXIL's culture?

If we want to go from being a company that's facing commoditization to a company that's disrupting through home tech, then culture and connection are everything. All the greatest ideas are going to come from our frontline, but until Workplace came along, frontline employees were basically holding on to those ideas. They had no way to access decision-makers or influence the product development process. We need these two areas to connect. Today, these communities have a very thin line in terms of how they're connected. Workplace is really how we're going to activate the frontline and bring them much closer to the decision making process.



# CREATING COMMUNITY SUCCESS STORIES SHORTS





# SCOOT

## APAC/TRAVEL/2K PEOPLE

Scout, the low-cost arm of the Singapore Airlines Group, sought out Workplace as a mobile-first solution to not only engage and include their entire organisation, but also to act as a guardian and promoter of corporate brand and culture.

This has helped accelerate growth and innovation, and taken talent acquisition to new heights.

"In line with our philosophy of openness and candidness, we designed our offices without barriers to facilitate open dialogue and collaboration. Workplace takes this philosophy to the next level."

- George Chan,  
Senior HR Manager, Scout



# HOYTS

## APAC / ENTERTAINMENT / 3K PEOPLE

HOYTS is the second-largest cinema chain in Australia and New Zealand, with 90% of its staff made up of part-time employees working varied shifts.

HOYTS wanted to integrate these frontline workforce with the rest of the business, and make employee communications more open. Workplace enabled HOYTS to effectively transform communication and collaboration in just 90 days.

"Workplace has helped remove the barriers to communication, allowing for a two-way flow that we have historically not had. Now everyone is sharing news and important announcements. This has widened our transparency across the organisation."

- Jodi Paton, Director of People, Performance & Culture, HOYTS

# DELTA AIR LINES

## NA/TRAVEL/80K PEOPLE

Delta Air Lines brought in Workplace as part of its mission to connect people around the globe. In one incident, a Delta employee was trapped after a hurricane brought down a tree outside her home.

A number of colleagues organized a rescue party on Workplace and came down with chainsaws to get her out. That's the power of building community.

"As a company, we really have learnt that we have some great, committed employees. They just needed us to give them the opportunity to speak."

- Joanne Smith,  
Chief People Officer,  
Delta Air Lines

# SUMMARY

Employee engagement is critical to navigating the age of disruption. Workplace supports HR teams by connecting everyone in an organization so you can communicate with employees to drive strategic alignment.

In addition, Workplace creates a space for two-way conversations that strengthen culture and build community.

The result is a real impact on the bottom line. According to a Forrester Total Economic Impact study, business that connect their people on Workplace see the following comms benefits<sup>2</sup>:

- 25% reduction in leadership communication costs
- 34% faster to inform frontline workers of company news
- 20% faster decision making
- 32% more product innovation

Already, over 3m people every month are connecting on Workplace, across businesses of all shapes, sizes and industries.

If you're ready to take the next step, check out our Connected HR Strategy Guide to discover how Workplace can solve your key HR challenges.

Or head to [workplace.com](https://workplace.com) to learn more.

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## Sources

1 - Accenture, Disruptability Index, 2019

2 - Forrester, Total Economic Impact of Workplace by Facebook (study commissioned by Workplace), 2019