

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

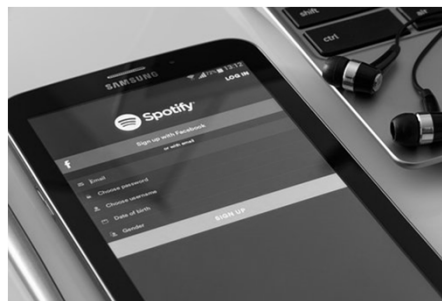
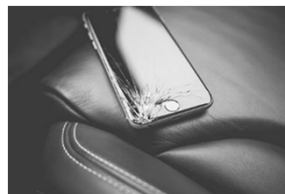
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Describe the following brands and their reputation.



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What's in a Name: 2018 World's Most Valuable Brands

Rank	Brand	Brand Value	1-Yr Value Change	Brand Revenue	Company Advertising	Industry
#1	Apple	\$182.8 B	8%	\$228.6 B	-	Technology
#2	Google	\$132.1 B	30%	\$97.2 B	\$5.1 B	Technology
#3	Microsoft	\$104.9 B	21%	\$98.4 B	\$1.5 B	Technology
#4	Facebook	\$94.8 B	29%	\$35.7 B	\$34.1 M	Technology
#5	Amazon	\$70.9 B	31%	\$169.3 B	\$6.3 B	Technology
#6	Coca-Cola	\$57.3 B	2%	\$23.4 B	\$4 B	Beverages
#7	Samsung	\$47.6 B	25%	\$203.4 B	\$4.5 B	Technology
#8	Disney	\$47.5 B	8%	\$30.4 B	\$2.6 B	Leisure
#9	Toyota	\$44.7 B	9%	\$176.4 B	\$3.8 B	Automotive
#10	AT&T	\$41.9 B	14%	\$160.5 B	\$3.8 B	Telecom

Source: <https://www.forbes.com/powerful-brands/list/>

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United Example

I do, however, believe there are lessons we can learn from this experience, and we are taking a close look at the circumstances surrounding this incident. Treating our customers and each other with respect and dignity is at the core of who we are, and we must always remember this no matter how challenging the situation.

Dear Team,

Summary of Flight 3411

- On Sunday, April 8, after United Express flight 3411 was fully boarded, United's gate agents were approached by crewmembers that were told they needed to board the flight.
- We sought volunteers and then followed our mandatory denial of boarding process (including offering up to \$1,000 in compensation) and when we approached one of these passengers to explain apologetically that he was being denied boarding, he raised his voice and refused to comply with crew member instructions.
- He was approached a few more times after that in order to gain his compliance to come off the aircraft, and each time he refused and became more and more disruptive and belligerent.

Our agents were left with no choice but to call Chicago Aviation Security Officers to assist in removing the customer from the flight. He repeatedly declined to leave.

Chicago Aviation Security Officers were unable to gain his cooperation and physically removed him from the flight as he continued to resist - running back onto the aircraft in defiance of both our crew and security officials.

As you will read, this situation was unfortunately compounded when one of the passengers we politely asked to deplane refused and it became necessary to contact Chicago Aviation Security Officers to help. Our employees followed established procedures for dealing with situations like this. While I deeply regret this situation arose, I also emphatically stand behind all of you, and I want to commend you for continuing to go above and beyond to ensure we fly right.

Chicago Airlines just sent this letter to employees this evening.

Dear Team,

I like you, I was upset to see and hear about what happened last night aboard United Express flight 3411 headed from Chicago to Louisville. While the facts and circumstances are still evolving, especially with respect to why this customer defied Chicago Aviation Security Officers the way he did, to give you a clear picture of what transpired, I've included below a recap from the preliminary reports filed by our employees.

As you will read, this situation was unfortunately compounded when one of the passengers we politely asked to deplane refused and it became necessary to contact Chicago Aviation Security Officers to help. Our employees followed established procedures for dealing with situations like this. While I deeply regret this situation arose, I also emphatically stand behind all of you, and I want to commend you for continuing to go above and beyond to ensure we fly right.

Ryan Ruggiero @RyanRuggiero - Apr 10
INBOX: @united CEO sends letter to employees about United Express flight.
pic.twitter.com/v0tV9GG2ED

1.9K 4.2K 3.5K

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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. I know our 87,000 employees have taken this message to heart, and they are as energized as ever to fulfill 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 customer-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: [REDACTED]

Subject: Actions Speak Louder than Words

Reply-To: "United Airlines" <noreply@news.united.com>

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Impact to Shareholders

LEVIN REPORT

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 C.E.O. Oscar Munoz to get it right.



BY BESS LEVIN
APRIL 11, 2017 5:12 PM




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Volkswagen Example


Money
u.s. +
Business
Markets
Tech
Media
Personal Finance
Small Biz
Luxury

Volkswagen suspends 9 managers over diesel scandal

Volkswagen sales plunge on emissions scandal

Volkswagen scandal...in two minutes

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Wells Fargo Example


Top Fed official likens Wells Fargo fraud to mortgage crisis - Mar. 21 ...
money.cnn.com/2017/03/21/investing/wells-fargo-bill-dudley-sales-goals/ ▼
 Mar 21, 2017 - The notorious sales goals at the heart of the Wells Fargo scandal bear similarities with the flawed compensation systems that fueled the mortgage crisis, a top Federal Reserve official said. The "widespread fraud" at Wells Fargo shows the "powerful role -- for good or bad -- that ...

Wells Fargo Scrambles to Deal With New Crisis - WSJ
www.wsj.com/articles/wells-fargo-scrambles-to-deal-with-new-crisis-1482233400
 Dec 20, 2016 - The failure of Wells Fargo's so-called living will test, even as four other big banks passed, kicked off the latest crisis for the bank, which is still ...


Wells Fargo's Textbook Case of Botched Crisis Management - WSJ
www.wsj.com/articles/wells-fargos-textbook-case-of-how-not-to-handle-a-crisis-1476380576
 Oct 13, 2016 - CEO John Stumpf was slow to respond to outrage over employee misdeeds, stonewalling senators and irking No. 1 shareholder Warren Buffett. ... It was clear John Stumpf, chief executive of Wells Fargo & Co., was in trouble on Sept. 20, when senators from both parties castigated him over ...

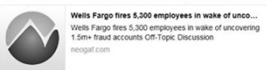
Wells Fargo Scandal Shows Next Bank Crisis Coming - Forbes
www.forbes.com/sites/.../2016/...wells-fargo-scandal-shows-next-bank-crisis-coming/ ▼
 Sep 15, 2016 - There's never just one cockroach. If you see one in the open, you know many more are still hiding. Call the exterminator. This time-honored rule ...


Reuters Top News
@Reuters
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Wells Fargo will pay \$190 million to settle customer fraud case
 Wells Fargo will pay \$190 million to settle customer fraud case
 Wells Fargo will pay \$190 million in penalties and \$5 million to customers that regulators say were pushed into fee-generating accounts that they ne...
reuters.com


Nesbitt OT
@NesbittOT
4h



Wells Fargo fires 5,300 employees in wake of uncovering 1.5m+ fraud accounts
 Wells Fargo fires 5,300 employees in wake of uncovering 1.5m+ fraud accounts
 Wells Fargo fires 5,300 employees in wake of uncovering 1.5m+ fraud accounts Off-Topic Discussion
neogaf.com


Business Insider
@businessinsider
2m



Wells Fargo will pay \$195 million settlement in fraud case read b2v5Wdyb
 Wells Fargo will pay \$195 million settlement in fraud case read b2v5Wdyb
www.cnn.com/2016/09/15/wells-fargo-fraud/

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Roseanne Barr and the Aftermath

Roseanne Barr blames Ambien: 'I'm not a racist, just an idiot'

By Brian Stelter and Ivana Kottasová
Updated at 08:58 on Wednesday, May 30

New York (CNNMoney) - Roseanne Barr is blaming Ambien for her racist tweets and telling her fans, "I'm not a racist, just an idiot who made a bad joke."

Sanofi, the maker of Ambien, responded with a statement full of shade: "While all pharmaceutical treatments have side effects, racism is not a known side effect of any Sanofi medication."

TOP NEWS **CNN** WATCH NOW

Sanofi US @SanofiUS
Official SanofiUS Twitter feed: news, updates & other info. For US residents only. surl.sanofi.com/cq
Bridgewater, NJ sanofi.us
6,423 Following 62K Followers

Tweets Tweets & replies Media Likes

Sanofi US @SanofiUS · 2h
People of all races, religions and nationalities work at Sanofi every day to improve the lives of people around the world. While all pharmaceutical treatments have side effects, racism is not a known side effect of any Sanofi medication.

2,066 23.8K 54.9K

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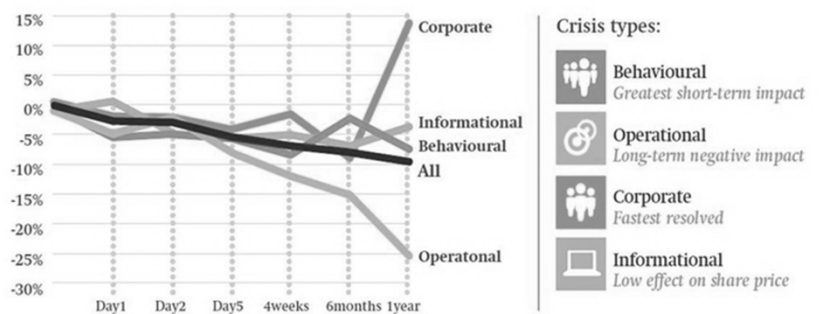
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Impact to Revenue

Which types of reputational crises spook the markets most?



Source: Freshfields Crisis Management Study, 2012

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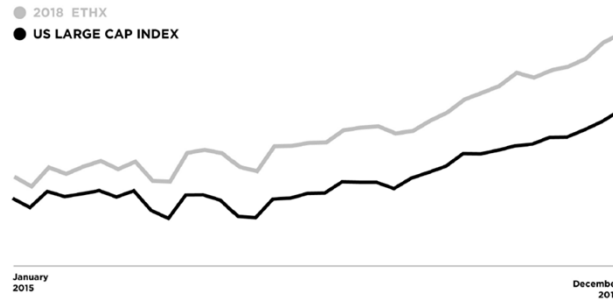
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Doing Your Part Impacts Revenue

ACTIONABLE DATA DRIVES DECISIONS

Ethics Is a Measurable Differentiator Three-Year Ethics Premium: 4.9 Percent

Performance of the listed 2018 Honorees as compared to the US Large Cap Index over the 2015-2017 calendar years



Source: Ethisphere; Equity price data from publicly traded 2018 World's Most Ethical Companies

Source: <http://worldsmoethicalcompanies.ethisphere.com/>

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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:

Natural Disasters	Counterfeiting	Kidnapping	Terrorism
Product Tampering	Protests	Extortion	Boycotts

Organization is at FAULT:

Major Product Recall/Failures	Evacuations
Environmental Spills/Leaks	Data Breach
Misappropriation of Funds	Layoffs/Closings
Discrimination/Harassment	Leadership Fraud/Misconduct

Responsibility is UNCLEAR:

Transportation Accidents	Fire/Explosion	Labor Strikes
Government Investigations	Litigation	Data Breach
Employee Misconduct	Injuries/Fatalities	

Investor Relations Crisis:

Hostile Takeover	Bankruptcy
Executive Management Changes	Death
Analyst Major Sell Recommendation	Earnings Restatement

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RepRisk Scoring Against Competitors



Company and Ranking	RepRisk Rating
1 ON Semiconductor Corp	AA

Corporate benchmarking report assessing company's exposure to these risks:

- Environmental
- Social
- Governance (ESG)

Source: RepRisk

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Key #2

Leadership Buy-In & Successful Partnerships

Integrated plans

Voice of the program spans the entire organization

Leveraging compliance core in everything you do

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Tie in to the Organization

The diagram illustrates the integration of corporate communication into the organization's structure. It features a central box for 'Corporate Message' with a list of attributes: Consistent, Appropriate, Accurate, Timely, Media, Investors, Customers, and Employees. This central box is connected to a larger box on the right containing business units: Sales, Business Units, Manufacturing, IT, Customer Relations, Quality, Supply Chain, and Regional Communication Teams. The 'Corporate Message' box is also connected to a box on the left containing functional areas: Security/Business Continuity, Government Relations, Human Resources, External Comm, Legal, Investor Relations, Employee Comm, Social Media, and Executives & Board of Directors.

Corporate Message

- Consistent
- Appropriate
- Accurate
- Timely
- Media
- Investors
- Customers
- Employees

Business Units

- Sales
- Manufacturing
- IT
- Customer Relations
- Quality
- Supply Chain
- Regional Communication Teams

Functional Areas

- Security/Business Continuity
- Government Relations
- Human Resources
- External Comm
- Legal
- Investor Relations
- Employee Comm
- Social Media
- Executives & Board of Directors

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Global Communications


Mail Lists

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

** Note: all have restricted access and messaging must be approved by internal communications*

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



The collage displays several communication materials from ON Semiconductor. At the top left is an email newsletter titled 'Energy Efficient' with the subject 'ON Semiconductor's New Semiconductor Suppliers' and a list of suppliers. Below it is another email titled 'Security' with the subject 'ON Semiconductor's New Security Solutions'. To the right is an email titled 'Dispatch' with the subject 'International SOS'. Further right is an email titled 'The Circuit' with the subject 'Company All Hands Meeting Feb. 16'. Below 'The Circuit' is a 'Congratulations' card for Dr. Carlo J. Costantini, ON Semiconductor's President and CEO. At the bottom left is a screenshot of a social media post from ON Semiconductor, dated 10/17/2018, with 18 likes. At the bottom right is a screenshot of a social media post from ON Semiconductor, dated 10/17/2018, with 18 likes.

External Messaging – Press and Recruitment

THE CITIZEN'S VOICE
Local
WEDNESDAY, JUNE 13, 2018

ON Semiconductor to expand in South Portland

BY DENISE ALLBAUGH
STAFF WRITER

WRIGHT TWP. — ON Semiconductor in the Crestwood Industrial Park plans to invest \$55 million to support an expansion of the high-tech facility.

The investment is planned to increase production and create more than 70 new jobs, including production staff, technicians, engineers and other support staff, the company announced in a news release.

The Phoenix-based company acquired Fairchild Semiconductor in late 2016 for \$2.4 billion and now occupies 47,000 square feet of space in the Crestwood Industrial Park. The Wright Twp. hosts high-tech manufacturing facilities.

The initial phase of expansion has begun at ON Semiconductor in the Crestwood Industrial Park.

State Rep. Gerald Mallory D-119, Newport Twp., who toured the facility after ON Semiconductor took over and the expansion is good news because it means the addition of more jobs.

5 Things You Need To Know about ON Semiconductor South Portland, Maine

ON Semiconductor

In Maine, we used to be Fairchild!

ON Semiconductor acquired the South Portland, Maine facility in 2016, joining what is one of the largest acquisitions for ON Semiconductor in that region. The company has always been part of the Maine culture. Now, more than ever, the ON Semiconductor factory and its workers are helping to drive Maine's economic growth through energy-efficient electronics and improving customers to reduce global energy use.

By the Numbers

Here in Maine, we have 434 employees from all over the world. Globally, our 180 sites employ more than 24,000 outstanding individuals that help keep our business strong and growing. Nearly 100,000 units of our products are used in more than 1,000 products of various manufacturing facilities are present in the world. In 2017, ON Semiconductor shipped about 15 million products in the world. That's more than 12 million products, if it were one, they would circle the Earth more than 100 times.

Ethics is High on the Priority List!

For three years in a row, ON Semiconductor has been honored to be named one of the World's Most Ethical Companies®, and is one of only six companies in the electronics and semiconductor industry to receive this honor.

Maine Products with a Worldwide Impact

Products made in the ON Semiconductor facility in Maine are found in things we use all the time and can't live without. We sell phones, tablets and laptops. At other East Coast sites, ON Semiconductor produces image sensors that can be found on various camera modules like the Nikon D5600 and in more commonly used items such as the Xbox for entertainment and back-up cameras.

Local Volunteerism is the Heart of ON Semiconductor

ON Semiconductor employees are encouraged to show their dedication to community outside of the office as well. Last spring, nearly 100 employees took part in the beautification of the grounds and playground of Pleasantville Elementary School. The company also sponsors other community initiatives, such as the United Way 5K, Run to Reason, and the Shropshire Challenge.

Looking for a new career path with a growing, world class company? Visit www.onsemi.com/careers to check out positions that could be a good fit for you!

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External Messaging – Suppliers and Customers



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Key #3

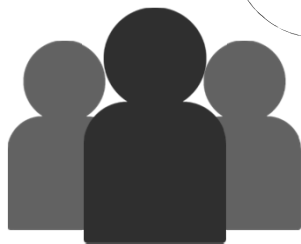
Reporting and Metrics
Employees
Board
Leadership team

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Areas Addressed by Corporate Communications



Areas to be
Addressed by
Corporate
Communications

- Analyst Relations
- Internal Communications
- Investor Relations
- Corporate Governance (communications about the set of processes, customs, policies, 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 on/around litigation)
- Crisis Communications / Issue Management

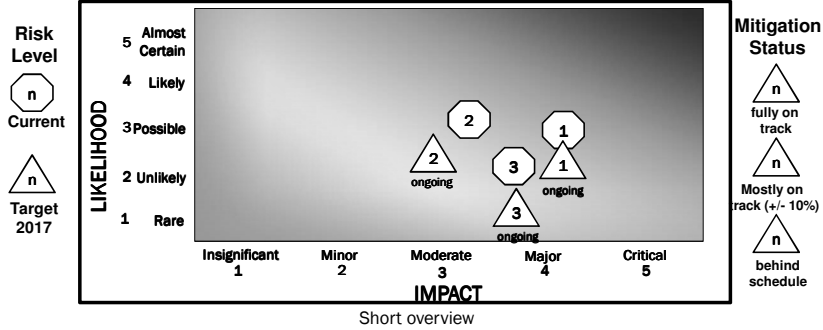
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Create a Risk Assessment



- Top Risks**
1. Risk
 - Mitigation Plan
 2. Risk
 - Mitigation Plan
 3. Risk
 - Mitigation Plan

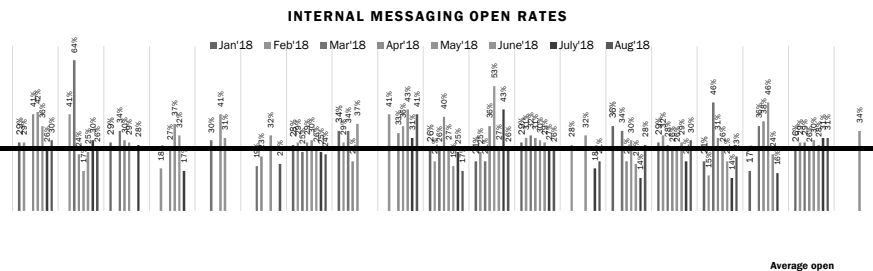
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Internal Communications Messaging



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The Circuit (Newsletter Data)

Articles Submitted

259

259 articles have been contributed to the Circuit;
44% of those were contributed by Asia
employees.

Articles by Executive

90

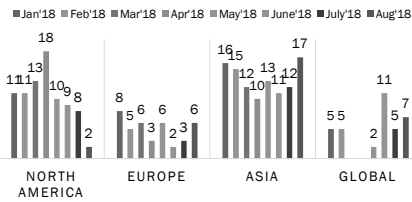
35% of all articles were contributed by
the HR team.

Readership

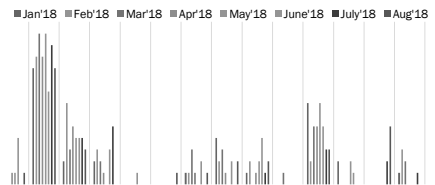
28%

The message sent for The Circuit - average
open rate.

ARTICLES BY REGION



ARTICLES BY EXECUTIVE



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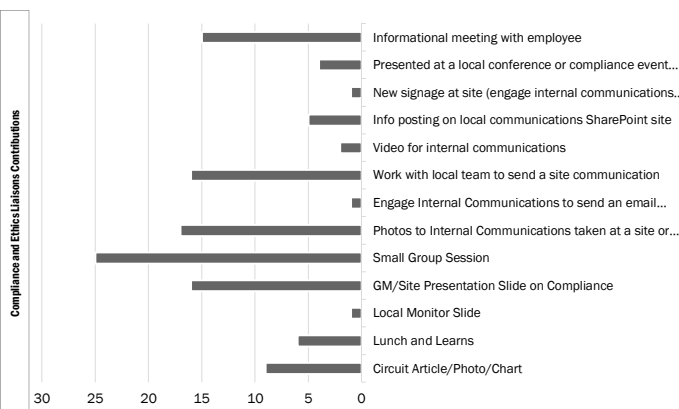
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QX 2018 Compliance Liaison Communications Activity



CEL Participation by Region

50% Asia
15% Europe
34% North America

41%

of all liaisons
participated

Compliance Activity by Country

16% Asia location
20% North America
Locations
14% Asia location

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QX Compliance Communications Updates

Recent updates and activity

- Compliance and Ethics Conference and Post-Conference Support
- EMEA Regional CEL Conference
- APAC Regional CEL Conference
- External Communications:
 - Compliance and Ethics PR
 - Blog Post
 - Conference Speaking Engagements
- Updates to SharePoint site
- Updates to compliance posters
- Compliance and Ethics Circuit articles
- Annual Compliance Training Support and Planning
- Quote forms (sales)

Communication Support

172

Number of hours dedicated to the compliance program in Q2 by the communications team.

Feedback Requested: 2018 EMEA Regional Compliance and Ethics Program (CCEP) Conference
Message for EMEA Regional CCEP Conference Attendees

ON Semiconductor®

ON

PRO FILE

TALENT MANAGEMENT

COMPANY GROWTH

WORKPLACE CULTURE

How Strict Ethics Keeps ON Semiconductor Competitive

ON Semiconductor's Sunny Cave compares the high-tech industry to a high-stakes game of chess. His role as a leader of risk, compliance, and ethics ensures that the company wins that game in the most ethical manner possible.

BY LISA PHILLIPS

Our world is the center of a global chess game for technological leadership of the future," says Sunny Cave of ON Semiconductor. Governmental and industrial regulations have made the semiconductor industry a series of international power struggles. While American companies have traditionally led the pack, now the game is being played in Taiwan, Europe, and, more recently, China, has brought to challenge that leadership.



"Semiconductors are the backbone of technology, an essential element of everything electronic," Cave explains. That all makes for an incredibly high-stakes chess match, and while ON Semiconductor continues to grow and become a bigger

CCEP

Corporate Compliance and Ethics Program

Reference, and bring some ideas to share with employees. I could have the professional and personal dialogue on my favorite topic –

Class Culture of Compliance and Ethics and Corporate Social

we each of you possesses the skills and attributes of true leaders. The world is facing extraordinary times of political unrest and

not unite to do our very best to make sure that ON Semiconductor is everything we do, but also to continue to grow and enhance our

Most Ethical Company. In today's world, businesses and better position their governments to influence compliance, ethics

This is an awesome responsibility, one that takes true leaders like you and inclusion, true leaders like you to work tirelessly to help every day to conduct business and make our company a better

CCEP
Corporate Compliance and Ethics Program

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Thank you.