

// CASE STUDY 2018 //
FOCUS: INTERNATIONAL PROJECT



Graphic development of the oneShare brochures.

Becoming a shareholder is easy – that's the key message of communication for the TUI AG employee share plan. It addresses employees of the tourism group in 24 countries, who can acquire TUI shares on special terms through oneShare and thereby participate in the company's success.

// BECOMING A SHAREHOLDER IS AS EASY AS 1, 2, 3 //

Roll out in 18 countries at the same time

In 2017, TUI Group – the world's leading tourism group – launched the oneShare programme. For the first time, all employees were to be given the opportunity to buy a share of the company with a single programme on special terms. oneShare was rolled out in 18 countries at the same time. Approximately 45,000 to 50,000 employees in Belgium, Bulgaria, Denmark, Germany, Finland, France, Greece, Great Britain, Ireland, Italy, the Netherlands, Norway, Austria, Poland, Portugal, Sweden, Spain and Switzerland were eligible.

In the year of its launch, two oneShare tranches were offered, the first in March and the second as early as June 2017. Slightly different plan parameters of the two tranches as well as the adaptation to country specifics made it necessary to have easy to understand, transparent and coordinated communication.

2018: Extension, Golden Shares and digital channels

Following the successful launch, another oneShare tranche was to be offered in 2018. The group of participating countries was increased by another six. To enable employees to directly participate in the achievement of short-term corporate goals, the plan also offered "Golden Shares" – 12 free shares for each participant in oneShare 2018. Communication was expected to increasingly use new digital channels and thus take up an important aspect of the TUI Group corporate strategy.

The development, introduction and continuation of a communication campaign in 24 countries with changing parameters and an increasingly digital orientation – an exciting task for Unequity!

// BACKGROUND //

A common share plan for all TUI Group employees.

TUI Group comprises 1,600 travel agencies and online portals, six airlines, more than 380 hotels, 16 cruise ships and numerous incoming agencies in all the major holiday destinations around the world. Their services are used by around 20 million people annually. TUI Group employs approximately 67,000 people in 130 countries.

In 2007, the tourism division of TUI AG merged with the British First Choice Holidays PLC to become TUI Travel PLC, listed on the London stock exchange. By the completed merger of TUI AG and TUI Travel PLC in December 2014, two TUI's have become one. As a post-merger activity, the TUI AG Executive Board decided to replace two existing share schemes by one share purchase plan, "oneShare", for nearly all employees. By participating in oneShare, employees can benefit in many ways and participate in the company's development. Advantages arise from the attractive conditions when purchasing TUI shares, from a possible positive share price performance, possible dividends and matching shares. In addition, shareholders are entitled to vote at the Annual General Meeting. The oneShare offer is a distinct sign of the appreciation of employees and an important element for the strategic development of TUI Group.

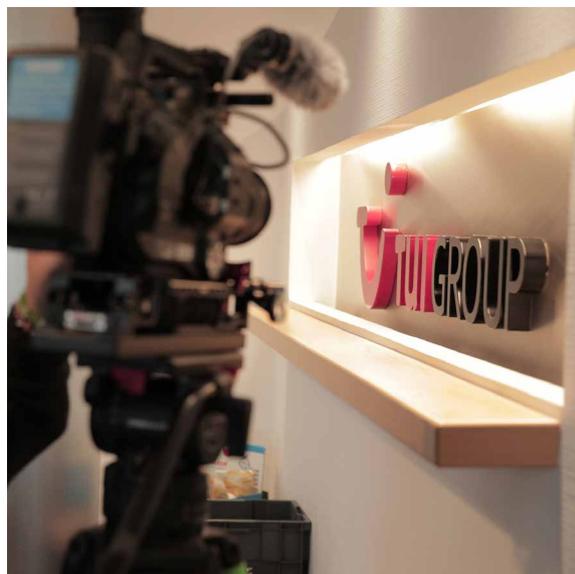
// TASKS FOR UNEQUITY //

Launch in 2017: 18 countries – 2 tranches

In spring 2017, employees of TUI Group in 18 countries worldwide were to be offered a share purchase plan. Special was, that the plan was to be offered twice in 2017 in two shortly succeeding tranches: After the first offering in March - with a shorter investment period of only 4 months - the second offering took place in June, this time under the general plan parameters with an investment period of 12 months.

The task was to develop a strategic and creative concept for communicating the launch of the new share purchase plan in 18 countries. In doing so, the new TUI smile intranet was to be integrated. The most important contents of the communication were the explanation of the plan mechanics and the participation process. From the outset, communication had to be designed in such a way that it met the different country requirements and could also be transferred to other countries in the future.

Overall, time was relatively tight – both between the briefing and the first tranche and between the two tranches. Therefore, the communication for the second tranche was planned at the same time. A key part of the task was to get the local communications departments in all countries on board from the start, to delegate tasks and to manage their implementation.



Further development in 2018: 24 countries and a special highlight

In 2018, a third tranche was to be offered. As a special highlight, the plan was extended to include Golden Shares on a one-time basis in order to enable employees to participate in the recently achieved short term corporate success. This new highlight was to be clearly visible and easy to understand in the communication campaign. In addition, oneShare was to be rolled out in further countries – Brazil, China, India, Malta, Marocco, Turkey and Cyprus. An important aspect in the selection and design of the communication channels and media was the implementation of the current digitalisation strategy of TUI Group.

// CHALLENGES //

Two communication campaigns at once

The offer of a share purchase plan for employees of TUI Group pursues several goals: The programme is designed to strengthen the sense of shared identity for all employees in TUI Group, and also to serve as common benefit offered by the employer to all employees. For many employees, oneShare 2017 was the first opportunity to participate in a share purchase plan.

For these reasons, the communicative focus in both the launch and the continuation has been on strengthening confidence – in the programme, investing in equities and in the newly formed TUI Group itself – and demonstrating the ease of participation. For this purpose, employees from different countries were included to provide testimonials and directly involved in the communication. The challenge in 2017 was clearly the tight timing and the two successive tranches.

Digitalisation was to play an important role in 2018, both in communication and in project execution. The Golden Shares as a special highlight were to form a focus of communication. In addition, an even greater focus was to be placed on internationalisation and diversity, for example by additional testimonials from the new countries.

// AS SIMPLE AS 1, 2, 3 //

The oneShare multi-channel campaign at a glance

The basic ideas of the campaign were to present the simplicity of the programme and the personal approach of employees through testimonials. These ideas were implemented through the use of hand signals, which are part of everyday life in the tourism industry (for example, for flight attendants or tour guides). Due to time constraints, the hand signals that represent the motto “As simple as 1, 2, 3!” were implemented as illustrations for the first tranche in 2017. Photos and film recordings of selected employee testimonials were used for the second tranche. For the third tranche, further testimonials from new countries were selected and photographed.

Involvement of local employees/managers

Due to the large number of locations in numerous countries, right from the start it was planned to involve local managers in the communication and to assign them important tasks in informing their employees. They were kept up-to-date by regular calls, and received documents adapted to the requirements of the respective country to support direct communication. The tasks of the managers also included dispatching pre-prepared e-mails

PROJECT AND COMMUNICATION AIMS

- Identifying and solving country-specific challenges (e.g. language barriers, different legal and/or cultural conditions, adapting the design to Chinese and Arabic)
- Information to all eligible employees in 24 countries, regardless of location or workplace
- Raising attention and interest in oneShare, or maintaining and deepening the interest already generated by previous tranches
- Addressing both employees who have already participated and first-time participants
- Explaining the programme mechanics and participation
- Strengthening cohesion across the different divisions and countries
- Presenting oneShare backgrounds and motives
- Creating trust in the development of TUI Group
- Presenting the TUI share as a common indicator of success
- 2018: Communication of the Golden Shares as a special thank you to the employees

COMMUNICATION MEASURES

- All measures are published in the respective national languages
- Up-front stakeholder and multiplier communications to inform key decision-makers and supporters in the company (e.g. in calls and workshops)
- Multi-level e-mail communication to employees and managers
- Posters and digital screens
- Brochure with all information about oneShare – with international employee testimonials; printed and in digital form
- Extra brochure for the 2018 Golden Shares
- Intranet: up-to-date information about the programme (e.g. about dates and deadlines) in 18 languages
- Testimonial and Executive Board videos on the intranet
- Explanatory films on the intranet
- Roadshows

at specific times and organising onsite roadshows. The necessary equipment was designed and produced by Unequity and could be requested by the local managers.

Personal addressing of the employees

oneShare was featured in roadshows and multi-site company meetings prior to the start of the initial phase of participation to directly and personally address local employees. For this proven concept – in which members of the management level are also involved in the communication as a point of contact – team meetings and personal discussions were also used.

Employee testimonials

During the 2017 roadshows, photos and film recordings of selected employees were made at five locations for communicating the second tranche. The photos replaced the “scribble” look of the first tranche. For additional testimonials for the third tranche, Unequity organised international photo and video shootings with photographers in Germany, Morocco and China. Since participation in oneShare is already possible from a low monthly amount, employees with lower incomes (e.g. trainees) were also specifically selected.

The testimonial videos were met with a great deal of interest and positive feedback from the staff as they also provide insight into the work environment of colleagues worldwide. Thus, the goal of TUI becoming an international corporation with diverse workplaces and employees was achieved.

Employees can volunteer as a testimonial and become a “campaign star” throughout the year. In this way, oneShare remains in discussion outside the current tranche.

E-mail communication

The communicative basis of the campaign is a multi-level e-mail communication. The e-mails give information about content, backgrounds and processes, present the services of the providers and offer repeated and prompt reminders of important dates and deadlines. Since not all employees can be reached via e-mail, the contents of the e-mails can also be found as online news on the TUI smile intranet. The e-mails were personalised for all countries, and distribution and shipping were transferred to the local communications departments.



Brochure in several languages.

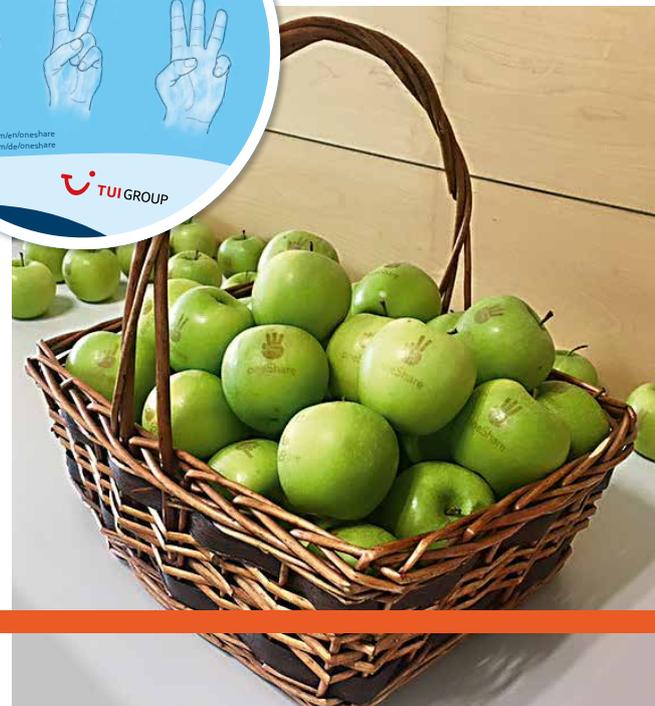


Explanatory films in German and English.

Mirror sticker:



As a give-away, apples were branded with the oneShare hand signals and distributed at roadshows and meetings – delicious, eco-friendly and eye-catching.



Online and video communication on the TUI smile intranet

The TUI smile intranet hosts extensive online communication. During the current participation phase – and in some cases, during the rest of the year too – up-to-date information, important documents and various means of communication are made available there. For example, on the intranet there are video statements from employees and members of the Executive Board, which are successively published according to an editorial plan on the basis of concise online news. This created a steadily growing video database. They are available on the TUI YouTube channel and are also used on other social media platforms to promote oneShare as a benefit of TUI Group.

In addition, a production company selected by Unequity designed and produced an informative film that explains oneShare in 50 seconds.

Print communication

In some countries (Denmark, Germany, the United Kingdom and Italy), employees received the brochure, the plan terms and conditions and a printed FAQ document, partly for legal reasons. In all other countries, these documents were made available digitally. Eye-catching posters and unusual give-aways aroused interest in oneShare at the locations.

The countries were able to have the production and dispatch of print materials carried out by a lettershop organised by Unequity or to organise production themselves. The aim was to offer all materials digitally where possible.



A motion-graphics video in German and English explains oneShare in 50 seconds.



Special feature 2018:
+ 12 Golden Shares for free and unrestricted



oneShare 2018 brochure and Golden Shares supplements in all languages.

// COMMUNICATION 2018 //

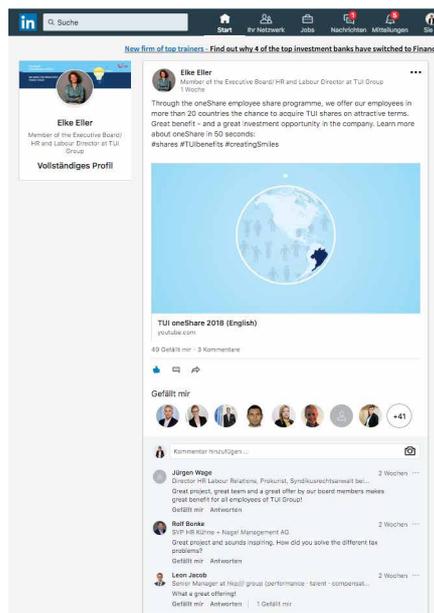
oneShare goes digital

For the communication of the third oneShare tranche in 2018, the basic topics of creating trust and providing information were continued. A particularly eye-catching additional brochure was developed for the special highlight of the Golden Shares, as they will not be offered every year.

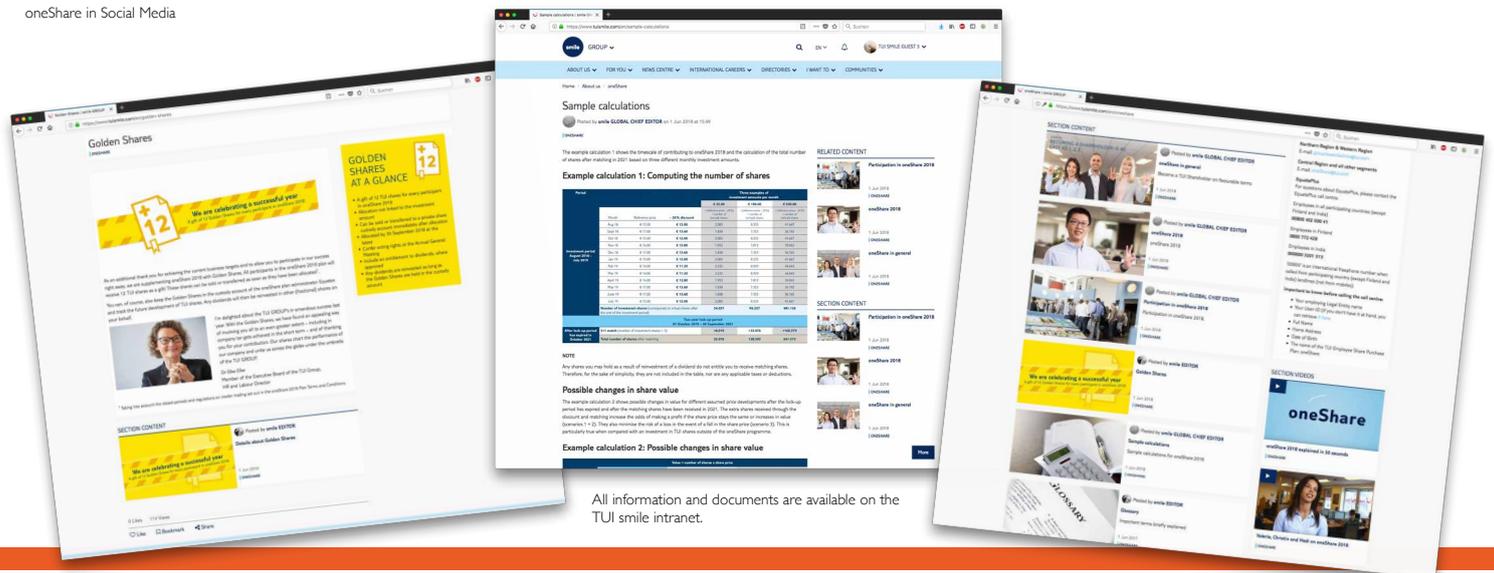
With the rollout in further countries, the agency's creation team requirements grew, for example, because of changing the reading direction for Arabic and typesetting Chinese characters. Perfect coordination with country representatives also helped to make short-term changes in foreign scripts possible.

To highlight digitalisation, the oneShare information brochure was transformed into an interactive document. Design and format were adapted to on-screen reading habits. The document can be controlled via navigation buttons and provides direct links to the intranet and internet. Additionally, social media channels, such as YouTube, LinkedIn and a blog from a board member were used to enhance the 2018 communication.

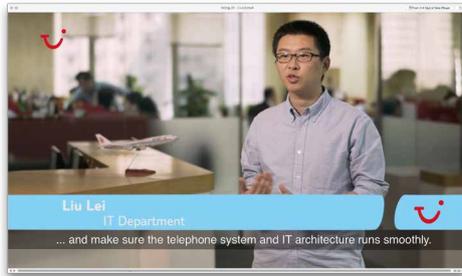
Digitalisation has also been promoted in the project organisation, particularly thanks to an innovative tool that enables document sharing with international partners. Weekly video calls, polls, workshops and briefings with the international partners were organised via a video conferencing tool, with features such as recording for subsequent sending to participants and live chat during online workshops.



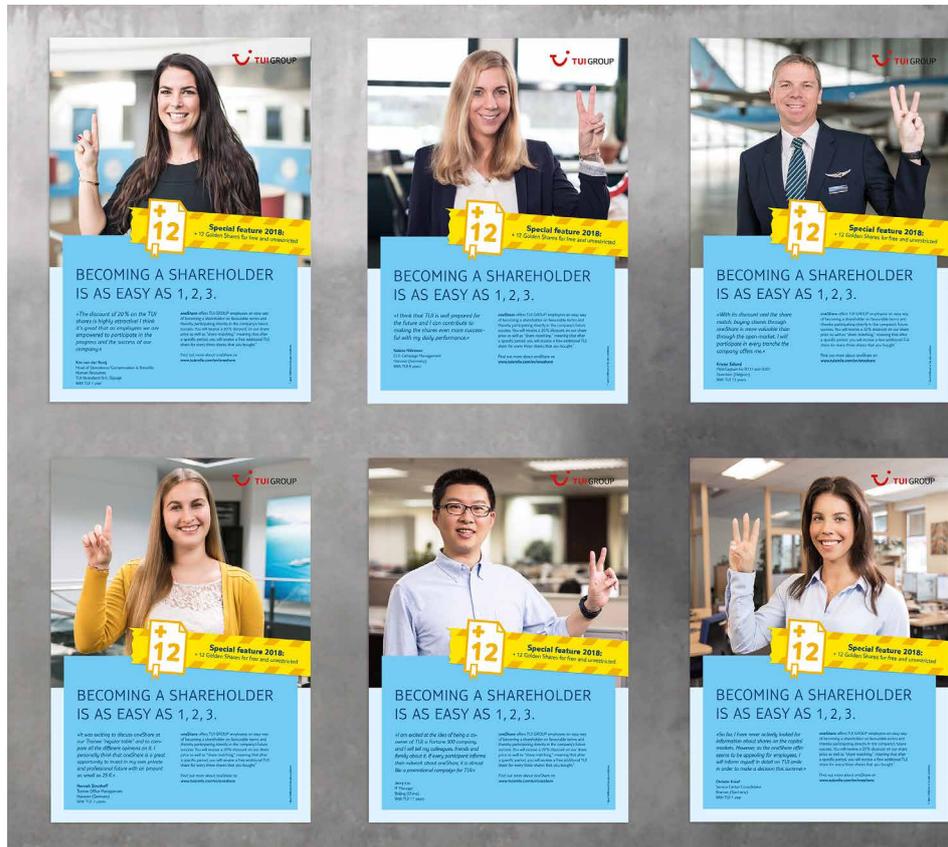
oneShare in Social Media



All information and documents are available on the TUI smile intranet.



Employee interviews about oneShare. The videos show the employees at their authentic place of work and give an insight into what the various companies of TUI Group look like.



In addition to the testimonial posters, there is a poster in all languages that describes oneShare as an infographic. This content was also prepared for all digital formats, i.e. static and animated banners and screens.

Employees from different countries show their colleagues how easy it is to become a shareholder and what they think about oneShare on posters.

// CONCLUSION AND OUTLOOK //

Good communication for a good result, both in Germany and worldwide

Communication for the first two oneShare tranches was rated as very successful. The communication campaign and its professional implementation were perceived very positively by the employees and all participants.

The success of the campaign is shown in the evaluation of the number of participants and the times of their registration: The direct effect of the various means of communication is confirmed by the development of the participation rate during the enrolment phase. Also evident in these key figures is the positive influence of personal addressing on employees' readiness to participate. Once again, the data shows the significant effect of good communication on participation rates.

However, the results also allow conclusions to be drawn about the effects of other factors, such as the design of the plan or the different economic situations of the individual countries. In 2017, the short succession of two tranches was particularly important. In 2018, it is already evident that significantly more participants register for oneShare right at the beginning of the enrolment period.

Conclusions following the introduction of oneShare were consistently positive. TUI Group received a very good response to the campaign and welcomed a large number of new employee shareholders.

At the time this case study was printed, the third tranche was still ongoing, but the reaction of employees on the new means of communication were very positive again. It will be interesting to see how the attractiveness of the 2018 programme – significantly enhanced by the Golden Shares – has an impact and how participation will turn out in the new countries.

However, this much can already be said: the partnership-based collaboration with the project participants at TUI Group and the joint development of solution strategies was very successful, and in 2019 we will be heading into the next round together!

// AWARD WINNING PROJECT //

A GEO Award 2018 for oneShare!

oneShare was awarded a prize at the 2018 Global Equity Organization (GEO) Membership Conference, the world's leading employee participation organisation. A jury of international experts honoured oneShare in the "Best Use of a Share Plan in a Corporate Action" category. The jury emphasised the importance of TUI Group's merger programme and praised the effective communication strategy for the launch of the programme. Together with our customer, we are thrilled about this well-deserved award for our joint work!



Katarzyna Misterska, Project Manager Group HR (TUI AG), received the GEO Award 2018 in Orlando (USA).

// AND WHAT CAN WE DO FOR YOU? //

Unequity makes good ideas successful with optimal communication. Whether it's employee participation or executive programmes, bonus plans, company car policies or occupational pension schemes. We make your compensation and benefits programmes a success – for your employees and your company.

Unequity. Good communication for good ideas.

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Unequity GmbH

www.unequity.com // info@unequity.com // www.facebook.com/Unequity // www.twitter.com/UnequityGmbH

FACTS & FIGURES

Customer:
TUI GROUP, Hanover



Project management customer:
Daniele Casciaro (Manager - HR
Project Management)

Christian Rapp (Head of Change/HR/
Sustainability Communications, Group
Corporate & External Affairs)

Project duration:
November 2016 – July 2018

Lead agency:
Simone Schmitt-Schillig

