



Viva Engage - Creating a safe space for conversation to flourish

Freja Hededal Christiansen

Head of Internal Communication Channels

LinkedIn: en.linkedin.com/in/frejahededal

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Employee numbers



~29,000

employees

Every day, our employees help create a better world by designing, manufacturing, installing, developing, and servicing wind energy and hybrid projects all over the world



80

countries

Currently we operate in more than 80 countries.

1/3 employees in production

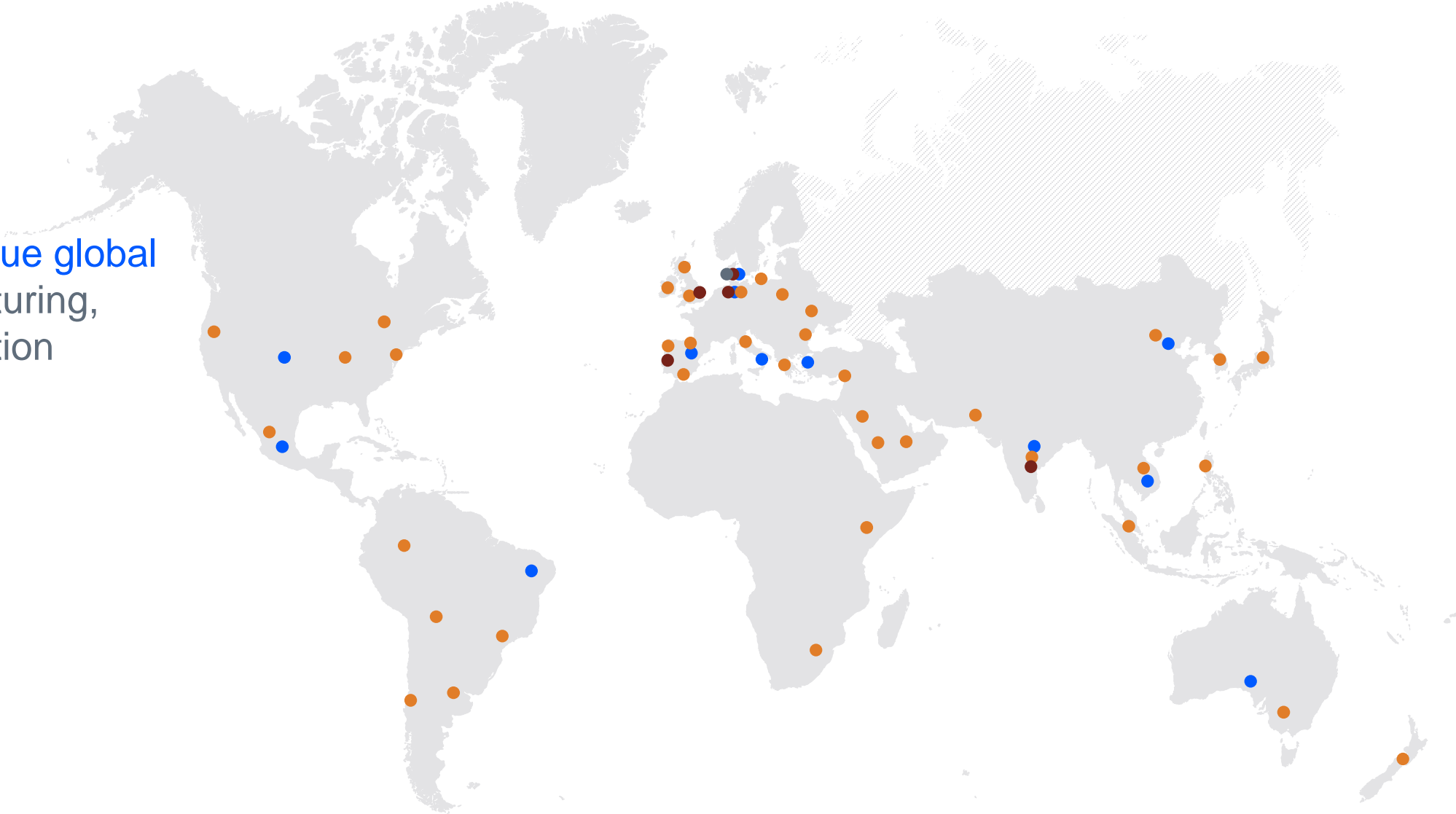
1/3 employees in service in the field

1/3 employees in offices

Global reach – local presence

Vestas has a **unique global reach** in manufacturing, sales and installation

- Global Headquarters
- Sales & Service
- Production
- Research



Types of work

Transport

Construction

Offshore Service

Warehouse

Onshore service



Types of work

- Office
- Production
- Assembly
- Parts & Repair
- Research



Why we are on Viva Engage

Strengthening communications towards employees – especially first-line colleagues – by building communities, engagement and a sense of belonging.

Our employee engagement insights show that our first-line employees feel that communications could be improved. At present, there is no globally consistent communications channel that reaches Service first-line employees directly. By establishing this, we can create a space for building communities and connection.

The principles of our communications approach towards first-liners are:

- From isolated, to connected
- From a job, to a community
- From individuals, to a sense of belonging

Potential risks

Viva Engage is a platform that enable all employees to communicate
– also the critical voices

We get an opportunity to go into dialogue and address concerns
– but we need to be able and ready to facilitate a good dialogue

Another potential risk is the ability to share photos from all our facilities.

We have a lot of Intellectual Property Rights (IPR) and Patents, and subsequently a lot of restrictions on photos.

How we minimize the risks

1

Guidelines

- 1. Internal social media guidelines** – for employees to know what is expected of them and what the platforms are meant for
- 2. Moderation guidelines** – for our moderators and community managers to know how to help colleagues follow the internal social media guidelines

2

Delegate responsibility and train

- Appointing regional anchors and community moderators and train them
- Train all people leaders in Service
- Make training available for all employees

Module	Title	Content	Outcome	For	Level
1. Platform training	How to work in Viva Engage	<ul style="list-style-type: none"> • Learn how to use Viva Engage: posts, communities, notifications, settings 	Understanding the basic functionality of Viva Engage and what the platform is good for	Everyone	Basic
2. Communication training	How to create engaging posts and communities	<ul style="list-style-type: none"> • Learn how to Post with Power • Dos & don'ts when administrating a community 	Understand how to post engaging content on internal social media and when it makes sense to create a community	Everyone	Basic
3. Communication & moderator training	How to manage and moderate your community and engage people	<ul style="list-style-type: none"> • Learn how to engage your colleagues and drive interaction and sense of belonging 	Understand the responsibility of being a community manager - when to moderate the feed and how to make people feel welcome and engaged	Community Managers	Advanced
4. Communication & Leadership training	How to use Viva Engage to communicate with your employees	<ul style="list-style-type: none"> • Learn how to Post with Power • How to use Viva Engage for your strategic goals 	Understand how Viva Engage can be used to help communication within a team and set direction. And how to do it in practise	Leaders	Advanced
5. Analytics training	How to measure the success of your Viva Engage community and activity	<ul style="list-style-type: none"> • Learn how to look at the data in Viva Engage and what to use it for 	Understand how your community is doing. Are people engaged and what can be done if not.	Community Managers	Expert

Moderation principles

As moderators we follow these principles

1

BE POLITE...

We always answer in a calm, respectful and kind manner. We explain and give examples. We remember, we are all colleagues here.

2

...BUT BE FIRM

We set clear boundaries! We point to official policies and guidelines to substantiate.

3

ASSUME GOOD INTENTIONS

Many comments need interpretation. We always assume good intention. When something is not clear, we ask questions. Things do get lost in translation sometimes - language barriers and cultural differences can be playing a role.

4

ALWAYS BE CONSTRUCTIVE

When we tell people what they are not allowed to do/say, we are constructive and forthcoming and give instructions to correct behavior. We give guidance on how to participate in dialogue within the boundaries.

5

AVOID DELETING

We want to foster open dialogue and psychological safety for all. It is best to take a dialogue in the open. Set the good example for respectful dialogue.

*“When they
go low, we
go high”*

Michelle Obama

Our internal social media guidelines

The guidelines apply for Viva Engage and comment sections on the intranet.



Welcome to Viva Engage!

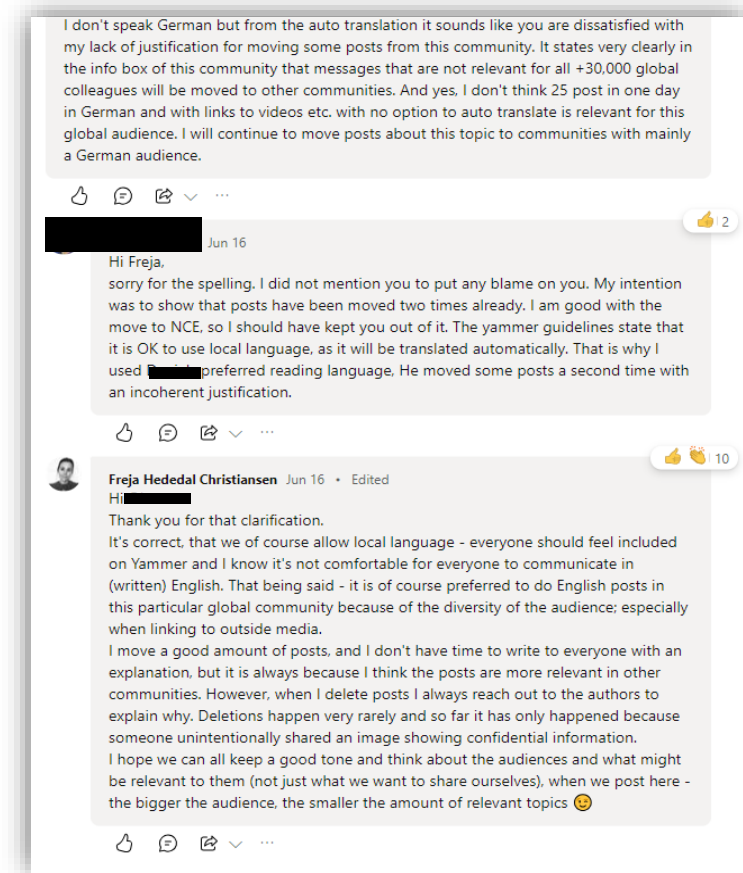
Our goal is to provide a dialogue based collaborative environment – to help you connect and engage with your colleagues and foster professional communities across locations.

Your activity in this network is governed by the following 7 house rules

1. Safety First – both physical and psychological. We should always think about how our words and actions can impact our colleagues. Make sure you do not share pictures or information that goes against our safety rules.

2. Add to your profile – Uploading a photo will make the communication with your colleagues more personal. Remember, the more complete your profile is, the more useful it will be.

3. Add value, not noise – Take an active role, add value with each post, join conversations and groups. Share and like good content. Keep messages brief and to the point. Think about the audience. Do not repeat the same message in many communities – as the audience changes so should your message.



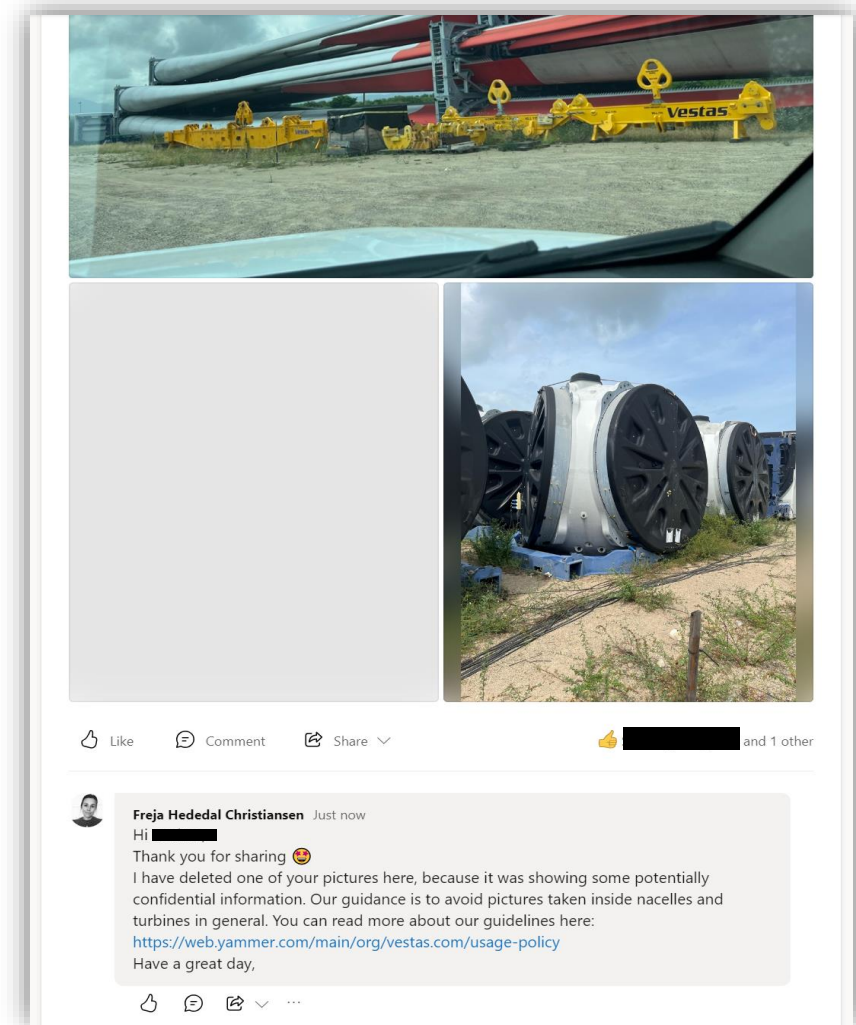
4. Help protect our information - What happens on Viva Engage stays on Viva Engage – do not share outside our company. Guard our Data Privacy and sensitive information – consider thoroughly what is appropriate to share in Viva Engage.

Especially when it comes to images:

Only share information and pictures which can comfortably be shared broadly across Vestas

- Use common sense, remember our “need-to-know” principle and be specifically careful with information and pictures related to technology development, CIM cases, specific customers/suppliers, etc.
- Ask permission before posting pictures of colleagues or other identifiable persons.
- As a general rule, we do not post pictures from construction sites, inside nacelles and towers, and inside factories. The risk of showing/sharing confidential info is too high.

If you would like more guidance, please read our [Governance for photography and recordings at Vestas](#) as well as [Vestas Requirements for Information Handling](#).



5. Collaborate – You are free to create new groups with your colleagues. Open groups are encouraged. Everyone should feel included. If you can, write in English. If not, remember there is an excellent translate button.

6. Be polite and keep it professional – You are personally responsible for the content you post to our communities. It is acceptable to disagree, we all have different opinions, but please do so in a respectful manner: Be sensible and polite and aim to be constructive.

7. Be open and assume good intention – Let's avoid making judgments or assumptions. When in doubt ask thoughtful questions. If a post or comment upsets you, ask and seek clarification rather than responding in a harsh tone. By asking questions and being active listeners, we encourage exchange of ideas and promote open dialogue.



DEIB topics pose a specific risk of a harsh debate tone

31 March

We should have info here about United Vestas - Vestas' Employee Resource Group for the LGBTQIA2S+ friends, family, and teammates! Its an internal resource community for those in the community and allies!

Reply Unlike You and 1 person liked this

Freja Hededal Christiansen
31 March

Great idea, do you have a link we can add?

Like

31 March

<https://vestas.sharepoint.com/Sites/UnitedVestas//sitepages/home.aspx>

Unlike

6 April

Is this where I can join the alphabet club?

Like 1 person liked this

Freja Hededal Christiansen
11 April

Yes, for AME. We are currently building regional HUB pages for local DEIB resources and activities.

Like

Freja Hededal Christiansen
June 15

Hi [redacted]

Thank you for asking. I'm sorry if it is not clear who can moderate comments and on what grounds. I can assure you that it is definitely not 'people who should the loudest' – it is in fact just me and the rest of Group Communication, who can do that. We apply the same rules for moderation here on The HUB as we do on our Yammer/Viva Engage communities. The usage policy can be found here: <https://web.yammer.com/main/usage-policy> - I will just highlight one passage here: "It is acceptable to disagree, but please do so in a respectful manner. Be sensible and polite and try to be constructive."

I will not repeat what merited the deletion here – as that would be counterproductive. But please reach out to me if you would like to have a talk and a more thorough explanation. I'm very happy with the conversation that was able to happen in this comment section after the deletion of the first post. It's much clearer now what [redacted] is criticizing, and I have left all following comments here.

Comments that can be interpreted as hurtful towards any employee(s) will be moderated going forward – even if that is not the intend behind the comment. And yes, I'm the one interpreting that. I can assure you I take that responsibility very seriously.

Like 15 people liked this

Freja Hededal Christiansen
June 19

Hi [redacted]

I have stated earlier in the comments here 'Comments that can be interpreted as hurtful towards any employee(s) will be moderated going forward – even if that is not the intend behind the comment'.

It is my perception that you deliberately left a vague comment that needed interpretation. You were asked politely twice to explain your intent with the comment but unfortunately that was not clarified sufficiently. Without further explanation I'm leaning towards the same interpretation as [redacted] made here. And if you would like to have a talk about why I perceive that as hurtful, I'll be happy to have a talk about it over Teams. But I will not discuss it further in this comments section. It should not be repeated here.

This is not a matter of disagreeing. Of course, we have room to disagree here, but we need to be polite, respectful, and constructive in the process of voicing our opinions - that is the only way we can power diversity.

Like 10 people liked this

Ending our guidelines with an invitation to contact us

And as always Vestas' Code of Conduct, as this extends to all forms of communication both offline and online, applies here. Vestas retains the right to remove content that is considered to not comply with the above guidelines.

If you see something that goes against these guidelines, please reach out to the global Viva Engage Moderators at groupcomm@vestas.com.

See you out there!

Questions?
