

ComRes/Ellwood Atfield Internal Communications Survey

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Base: All respondents

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Base: All respondents	

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Q1. Which of the following best describes your current role?

Base: All respondents

	TITLE							EXPERIENCE IN AN INTERNAL COMMS ROLE			
	Total	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Internal communications is the primary focus of my role	49 51%	4 44%	3 8%	18 95%	20 100%	1 100%	3 38%	6 32%	10 40%	14 58%	19 66%
Internal communications makes up a significant part of my role	48 49%	5 56%	37 93%	1 5%	-	-	5 63%	13 68%	15 60%	10 42%	10 34%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q1. Which of the following best describes your current role?

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+
	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Significance Level: 95%												
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Internal communications is the primary focus of my role	49 51%	49 100%	- -	30 47%	16 55%	46 51%	45 51%	3 43%	6 32%	11 48%	14 64%	18 55%
Internal communications makes up a significant part of my role	48 49%	- -	48 100%	34 53%	13 45%	44 49%	43 49%	4 57%	13 68%	12 52%	8 36%	15 45%

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q2. Which of the following best describes your current role in internal communications?

Base: All respondents

	TITLE							EXPERIENCE IN AN INTERNAL COMMS ROLE			
	Total	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Director of Internal Communications	9 9%	9 100%	-	-	-	-	-	-	1 4%	2 8%	6 21%
Director/ Head of Communications	40 41%	-	40 100%	-	-	-	-	13 68%	11 44%	10 42%	6 21%
Head of Internal Communications	19 20%	-	-	19 100%	-	-	-	-	5 20%	5 21%	9 31%
Internal Communications Manager	20 21%	-	-	-	20 100%	-	-	4 21%	6 24%	6 25%	4 14%
Internal Communications Assistant/ Executive	1 1%	-	-	-	-	1 100%	-	1 5%	-	-	-
Other	8 8%	-	-	-	-	-	8 100%	1 5%	2 8%	1 4%	4 14%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q2. Which of the following best describes your current role in internal communications?

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+
	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Significance Level: 95%												
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Director of Internal Communications	9 9%	4 8%	5 10%	6 9%	3 10%	9 10%	9 10%	- -	- -	- -	3 14%	6 18%
Director/ Head of Communications	40 41%	3 6%	37 77% a	28 44%	11 38%	36 40%	35 40%	4 57%	11 58%	11 48%	9 41%	9 27%
Head of Internal Communications	19 20%	18 37% b	1 2%	14 22%	5 17%	16 18%	16 18%	3 43%	1 5%	7 30%	5 23%	6 18%
Internal Communications Manager	20 21%	20 41% b	- -	10 16%	9 31%	20 22%	20 23%	- -	2 11%	4 17%	4 18%	10 30%
Internal Communications Assistant/ Executive	1 1%	1 2%	- -	- -	- -	1 1%	1 1%	- -	1 5%	- -	- -	- -
Other	8 8%	3 6%	5 10%	6 9%	1 3%	8 9%	7 8%	- -	4 21%	1 4%	1 5%	2 6%

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q3. How long have you worked in an internal communications role?

Base: All respondents

	TITLE							EXPERIENCE IN AN INTERNAL COMMS ROLE			
	Total	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
0-3 years	10 10%	-	6 15%	-	2 10%	1 100%	1 13%	10 53%	-	-	-
3-5 years	9 9%	-	7 18%	-	2 10%	-	-	9 47%	-	-	-
5-10 years	25 26%	1 11%	11 28%	5 26%	6 30%	-	2 25%	-	25 100%	-	-
10-15 years	24 25%	2 22%	10 25%	5 26%	6 30%	-	1 13%	-	-	24 100%	-
Over 15 years	29 30%	6 67%	6 15%	9 47%	4 20%	-	4 50%	-	-	-	29 100%
NETS											
Net: 0-5 years	19 20%	-	13 33%	-	4 20%	1 100%	1 13%	19 100%	-	-	-

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q3. How long have you worked in an internal communications role?

Base: All respondents

Significance Level: 95%

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+
	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
0-3 years	10 10%	4 8%	6 13%	6 9%	3 10%	9 10%	8 9%	1 14%	3 16%	2 9%	1 5%	4 12%
3-5 years	9 9%	2 4%	7 15%	7 11%	2 7%	8 9%	8 9%	1 14%	4 21%	3 13%	1 5%	1 3%
5-10 years	25 26%	10 20%	15 31%	13 20%	11 38%	24 27%	24 27%	1 14%	5 26%	6 26%	8 36%	6 18%
10-15 years	24 25%	14 29%	10 21%	17 27%	6 21%	21 23%	20 23%	3 43%	5 26%	5 22%	2 9%	12 36%
Over 15 years	29 30%	19 39%	10 21%	21 33%	7 24%	28 31%	28 32%	1 14%	2 11%	7 30%	10 45%	10 30%
NETS												
Net: 0-5 years	19 20%	6 12%	13 27%	13 20%	5 17%	17 19%	16 18%	2 29%	7 37%	5 22%	2 9%	5 15%

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q4_SUM. Which of the following are the key aims for the internal communications function in your organisation?

SUMMARY TABLE

Base: All respondents

	Total	1	2	3	Net: Top 3	No top 3 ranking	Mean
Facilitating the understanding of business goals and strategic decisions	97 100%	32 33%	17 18%	11 11%	60 62%	37 38%	1.65
Acting as a strategic advisor for different parts of the business on their internal communications	97 100%	21 22%	21 22%	17 18%	59 61%	38 39%	1.93
Helping to increase levels of employee engagement in the organisation	97 100%	13 13%	19 20%	19 20%	51 53%	46 47%	2.12
Building employee advocacy and trust in the reputation of the brand/organisation	97 100%	11 11%	13 13%	16 16%	40 41%	57 59%	2.13
Providing a means for a dialogue with employees - a two-way conversation	97 100%	7 7%	10 10%	15 15%	32 33%	65 67%	2.25
Acting as an agent of internal change	97 100%	6 6%	10 10%	9 9%	25 26%	72 74%	2.12
Disseminating information down through the organisation	97 100%	6 6%	6 6%	8 8%	20 21%	77 79%	2.10
Building resilience in the workplace in the aftermath of the Brexit vote	97 100%	- -	- -	1 1%	1 1%	96 99%	3.00
Other	97 100%	1 1%	- -	- -	1 1%	96 99%	1.00

ComRes/Ellwood Atfield Internal Communications Survey

Q4_SUM. Which of the following are the key aims for the internal communications function in your organisation?

Net: Top rank summary

Base: All respondents

	TITLE							EXPERIENCE IN AN INTERNAL COMMS ROLE			
	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years	
Significance Level: 95%											
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Facilitating the understanding of business goals and strategic decisions	32 33%	4 44%	11 28%	7 37%	6 30%	-	4 50%	5 26%	8 32%	7 29%	12 41%
Acting as a strategic advisor for different parts of the business on their internal communications	21 22%	3 33%	6 15%	3 16%	7 35%	-	2 25%	5 26%	5 20%	5 21%	6 21%
Helping to increase levels of employee engagement in the organisation	13 13%	1 11%	6 15%	4 21%	2 10%	-	-	2 11%	6 24%	3 13%	2 7%
Building employee advocacy and trust in the reputation of the brand/organisation	11 11%	-	5 13%	3 16%	2 10%	-	1 13%	1 5%	3 12%	4 17%	3 10%
Providing a means for a dialogue with employees - a two-way conversation	7 7%	-	6 15%	-	-	-	1 13%	2 11%	-	3 13%	2 7%
Disseminating information down through the organisation	6 6%	-	4 10%	-	1 5%	1 100%	-	4 21%	-	1 4%	1 3%
Acting as an agent of internal change	6 6%	-	2 5%	2 11%	2 10%	-	-	-	3 12%	1 4%	2 7%
Building resilience in the workplace in the aftermath of the Brexit vote	-	-	-	-	-	-	-	-	-	-	-
Other	1 1%	1 11%	-	-	-	-	-	-	-	-	1 3%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q4_SUM. Which of the following are the key aims for the internal communications function in your organisation?

Net: Top rank summary

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+
	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Significance Level: 95%												
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Facilitating the understanding of business goals and strategic decisions	32 33%	19 39%	13 27%	20 31%	11 38%	30 33%	30 34%	2 29%	5 26%	6 26%	8 36%	13 39%
Acting as a strategic advisor for different parts of the business on their internal communications	21 22%	13 27%	8 17%	12 19%	9 31%	19 21%	18 20%	2 29%	5 26%	-	5 23%	11 33%
Helping to increase levels of employee engagement in the organisation	13 13%	6 12%	7 15%	10 16%	3 10%	12 13%	12 14%	1 14%	-	6 26%	5 23%	2 6%
Building employee advocacy and trust in the reputation of the brand/organisation	11 11%	5 10%	6 13%	8 13%	1 3%	11 12%	11 13%	-	3 16%	6 26%	-	2 6%
Providing a means for a dialogue with employees - a two-way conversation	7 7%	-	7 15% a	5 8%	2 7%	6 7%	5 6%	1 14%	2 11%	2 9%	3 14%	-
Disseminating information down through the organisation	6 6%	2 4%	4 8%	3 5%	2 7%	5 6%	5 6%	1 14%	4 21%	1 4%	-	1 3%
Acting as an agent of internal change	6 6%	4 8%	2 4%	5 8%	1 3%	6 7%	6 7%	-	-	2 9%	1 5%	3 9%
Building resilience in the workplace in the aftermath of the Brexit vote	-	-	-	-	-	-	-	-	-	-	-	-

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q4_SUM. Which of the following are the key aims for the internal communications function in your organisation?

Net: Top rank summary

Base: All respondents

Significance Level: 95%

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
Total	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Other	1 1%	-	1 2%	1 2%	-	1 1%	1 1%	-	-	-	-	1 3%

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q4_SUM. Which of the following are the key aims for the internal communications function in your organisation?

Net: Top 3 rank summary

Base: All respondents

	TITLE							EXPERIENCE IN AN INTERNAL COMMS ROLE			
	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years	
Significance Level: 95%											
Total	97	9	40	19	20	1	8	19	25	24	29
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Facilitating the understanding of business goals and strategic decisions	60	5	26	14	11	-	4	14	12	14	20
	62%	56%	65%	74%	55%	-	50%	74%	48%	58%	69%
Acting as a strategic advisor for different parts of the business on their internal communications	59	8	17	14	15	-	5	7	16	19	17
	61%	89%	43%	74%	75%	-	63%	37%	64%	79%	59%
Helping to increase levels of employee engagement in the organisation	51	2	18	10	13	1	7	12	13	10	16
	53%	22%	45%	53%	65%	100%	88%	63%	52%	42%	55%
Building employee advocacy and trust in the reputation of the brand/organisation	40	5	23	7	4	-	1	6	9	14	11
	41%	56%	58%	37%	20%	-	13%	32%	36%	58%	38%
Providing a means for a dialogue with employees - a two-way conversation	32	2	17	5	6	-	2	6	10	8	8
	33%	22%	43%	26%	30%	-	25%	32%	40%	33%	28%
Acting as an agent of internal change	25	3	8	6	6	1	1	3	7	5	10
	26%	33%	20%	32%	30%	100%	13%	16%	28%	21%	34%
Disseminating information down through the organisation	20	-	11	1	5	1	2	7	8	2	3
	21%	-	28%	5%	25%	100%	25%	37%	32%	8%	10%
Building resilience in the workplace in the aftermath of the Brexit vote	1	1	-	-	-	-	-	-	-	-	1
	1%	11%	-	-	-	-	-	-	-	-	3%
Other	1	1	-	-	-	-	-	-	-	-	1
	1%	11%	-	-	-	-	-	-	-	-	3%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q4_SUM. Which of the following are the key aims for the internal communications function in your organisation?

Net: Top 3 rank summary

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+
	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Significance Level: 95%												
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Facilitating the understanding of business goals and strategic decisions	60 62%	33 67%	27 56%	41 64%	18 62%	53 59%	53 60%	7 100%	13 68%	14 61%	14 64%	19 58%
Acting as a strategic advisor for different parts of the business on their internal communications	59 61%	37 76%	22 46%	40 63%	17 59%	55 61%	54 61%	4 57%	8 42%	10 43%	13 59%	28 85%
Helping to increase levels of employee engagement in the organisation	51 53%	28 57%	23 48%	33 52%	15 52%	49 54%	49 56%	2 29%	10 53%	16 70%	10 45%	15 45%
Building employee advocacy and trust in the reputation of the brand/organisation	40 41%	13 27%	27 56%	30 47%	8 28%	38 42%	37 42%	2 29%	7 37%	12 52%	6 27%	15 45%
Providing a means for a dialogue with employees - a two-way conversation	32 33%	14 29%	18 38%	21 33%	11 38%	31 34%	29 33%	1 14%	5 26%	8 35%	13 59%	6 18%
Acting as an agent of internal change	25 26%	14 29%	11 23%	15 23%	8 28%	23 26%	23 26%	2 29%	4 21%	4 17%	4 18%	13 39%
Disseminating information down through the organisation	20 21%	7 14%	13 27%	8 13%	10 34%	17 19%	17 19%	3 43%	8 42%	5 22%	5 23%	2 6%
Building resilience in the workplace in the aftermath of the Brexit vote	1 1%	1 2%	-	1 2%	-	1 1%	1 1%	-	-	-	1 5%	-

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q4_SUM. Which of the following are the key aims for the internal communications function in your organisation?

Net: Top 3 rank summary

Base: All respondents

Significance Level: 95%

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
Total	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Other	1 1%	-	1 2%	1 2%	-	1 1%	1 1%	-	-	-	-	1 3%

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q4_1. Which of the following are the key aims for the internal communications function in your organisation?

Disseminating information down through the organisation

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
1	(1) 6 6%	- -	4 10%	- -	1 5%	1 100%	- -	4 21%	- -	1 4%	1 3%
2	(2) 6 6%	- -	4 10%	- -	2 10%	- -	- -	1 5%	4 16%	- -	1 3%
3	(3) 8 8%	- -	3 8%	1 5%	2 10%	- -	2 25%	2 11%	4 16%	1 4%	1 3%
NETS											
Net: Top 3	20 21%	- -	11 28%	1 5%	5 25%	1 100%	2 25%	7 37%	8 32%	2 8%	3 10%
No top 3 ranking	77 79%	9 100%	29 73%	18 95%	15 75%	- -	6 75%	12 63%	17 68%	22 92%	26 90%
Mean score	2.10	-	1.91	3.00	2.20	1.00	3.00	1.71	2.50	2.00	2.00
Standard deviation	.85	-	.83	-	.84	-	-	.95	.53	1.41	1.00
Standard error	.19	-	.25	-	.37	-	-	.36	.19	1.00	.58

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q4_1. Which of the following are the key aims for the internal communications function in your organisation?

Disseminating information down through the organisation

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES					
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
1	(1) 6 6%	2 4%	4 8%	3 5%	2 7%	5 6%	5 6%	1 14%	4 21%	1 4%	- -	1 3%	
2	(2) 6 6%	2 4%	4 8%	1 2%	5 17%	6 7%	6 7%	- -	2 11%	1 4%	3 14%	- -	
3	(3) 8 8%	3 6%	5 10%	4 6%	3 10%	6 7%	6 7%	2 29%	2 11%	3 13%	2 9%	1 3%	
NETS													
Net: Top 3	20 21%	7 14%	13 27%	8 13%	10 34%	17 19%	17 19%	3 43%	8 42%	5 22%	5 23%	2 6%	
No top 3 ranking	77 79%	42 86%	35 73%	56 88%	19 66%	73 81%	71 81%	4 57%	11 58%	18 78%	17 77%	31 94%	
Mean score	2.10	2.14	2.08	2.13	2.10	2.06	2.06	2.33	1.75	2.40	2.40	2.00	
Standard deviation	.85	.90	.86	.99	.74	.83	.83	1.15	.89	.89	.55	1.41	
Standard error	.19	.34	.24	.35	.23	.20	.20	.67	.31	.40	.24	1.00	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q4_2. Which of the following are the key aims for the internal communications function in your organisation?

Facilitating the understanding of business goals and strategic decisions

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
1	(1) 32 33%	4 44%	11 28%	7 37%	6 30%	- -	4 50%	5 26%	8 32%	7 29%	12 41%
2	(2) 17 18%	1 11%	9 23%	5 26%	2 10%	- -	- -	6 32%	2 8%	4 17%	5 17%
3	(3) 11 11%	- -	6 15%	2 11%	3 15%	- -	- -	3 16%	2 8%	3 13%	3 10%
NETS											
Net: Top 3	60 62%	5 56%	26 65%	14 74%	11 55%	- -	4 50%	14 74%	12 48%	14 58%	20 69%
No top 3 ranking	37 38%	4 44%	14 35%	5 26%	9 45%	1 100%	4 50%	5 26%	13 52%	10 42%	9 31%
Mean score	1.65	1.20	1.81	1.64	1.73	-	1.00	1.86	1.50	1.71	1.55
Standard deviation	.78	.45	.80	.74	.90	-	-	.77	.80	.83	.76
Standard error	.10	.20	.16	.20	.27	-	-	.21	.23	.22	.17

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q4_2. Which of the following are the key aims for the internal communications function in your organisation?

Facilitating the understanding of business goals and strategic decisions

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES					
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
1	(1) 32 33%	19 39%	13 27%	20 31%	11 38%	30 33%	30 34%	2 29%	5 26%	6 26%	8 36%	13 39%	
2	(2) 17 18%	9 18%	8 17%	13 20%	4 14%	12 13%	12 14%	5 71%	5 26%	5 22%	5 23%	2 6%	
3	(3) 11 11%	5 10%	6 13%	8 13%	3 10%	11 12%	11 13%	- -	3 16%	3 13%	1 5%	4 12%	
NETS													
Net: Top 3	60 62%	33 67%	27 56%	41 64%	18 62%	53 59%	53 60%	7 100%	13 68%	14 61%	14 64%	19 58%	
No top 3 ranking	37 38%	16 33%	21 44%	23 36%	11 38%	37 41%	35 40%	- -	6 32%	9 39%	8 36%	14 42%	
Mean score	1.65	1.58	1.74	1.71	1.56	1.64	1.64	1.71	1.85	1.79	1.50	1.53	
Standard deviation	.78	.75	.81	.78	.78	.81	.81	.49	.80	.80	.65	.84	
Standard error	.10	.13	.16	.12	.18	.11	.11	.18	.22	.21	.17	.19	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q4_3. Which of the following are the key aims for the internal communications function in your organisation?

Providing a means for a dialogue with employees - a two-way conversation

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Significance Level: 95%											
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
1	(1) 7 7%	- -	6 15%	- -	- -	- -	1 13%	2 11%	- -	3 13%	2 7%
2	(2) 10 10%	- -	3 8%	3 16%	3 15%	- -	1 13%	2 11%	6 24%	2 8%	- -
3	(3) 15 15%	2 22%	8 20%	2 11%	3 15%	- -	- -	2 11%	4 16%	3 13%	6 21%
NETS											
Net: Top 3	32 33%	2 22%	17 43%	5 26%	6 30%	- -	2 25%	6 32%	10 40%	8 33%	8 28%
No top 3 ranking	65 67%	7 78%	23 58%	14 74%	14 70%	1 100%	6 75%	13 68%	15 60%	16 67%	21 72%
Mean score	2.25	3.00	2.12	2.40	2.50	-	1.50	2.00	2.40	2.00	2.50
Standard deviation	.80	-	.93	.55	.55	-	.71	.89	.52	.93	.93
Standard error	.14	-	.22	.24	.22	-	.50	.37	.16	.33	.33

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q4_3. Which of the following are the key aims for the internal communications function in your organisation?

Providing a means for a dialogue with employees - a two-way conversation

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+
	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Significance Level: 95%												
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
1	(1) 7 7%	- -	7 15% a	5 8%	2 7%	6 7%	5 6%	1 14%	2 11%	2 9%	3 14%	- -
2	(2) 10 10%	6 12%	4 8%	7 11%	3 10%	10 11%	9 10%	- -	2 11%	2 9%	3 14%	3 9%
3	(3) 15 15%	8 16%	7 15%	9 14%	6 21%	15 17%	15 17%	- -	1 5%	4 17%	7 32%	3 9%
NETS												
Net: Top 3	32 33%	14 29%	18 38%	21 33%	11 38%	31 34%	29 33%	1 14%	5 26%	8 35%	13 59%	6 18%
No top 3 ranking	65 67%	35 71%	30 63%	43 67%	18 62%	59 66%	59 67%	6 86%	14 74%	15 65%	9 41%	27 82%
Mean score	2.25	2.57	2.00	2.19	2.36	2.29	2.34	1.00	1.80	2.25	2.31	2.50
Standard deviation	.80	.51	.91	.81	.81	.78	.77	-	.84	.89	.85	.55
Standard error	.14	.14	.21	.18	.24	.14	.14	-	.37	.31	.24	.22

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q4_4. Which of the following are the key aims for the internal communications function in your organisation?

Acting as a strategic advisor for different parts of the business on their internal communications

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
1	(1) 21 22%	3 33%	6 15%	3 16%	7 35%	- -	2 25%	5 26%	5 20%	5 21%	6 21%
2	(2) 21 22%	4 44%	7 18%	5 26%	3 15%	- -	2 25%	2 11%	5 20%	7 29%	7 24%
3	(3) 17 18%	1 11%	4 10%	6 32%	5 25%	- -	1 13%	- -	6 24%	7 29%	4 14%
NETS											
Net: Top 3	59 61%	8 89%	17 43%	14 74%	15 75%	- -	5 63%	7 37%	16 64%	19 79%	17 59%
No top 3 ranking	38 39%	1 11%	23 58%	5 26%	5 25%	1 100%	3 38%	12 63%	9 36%	5 21%	12 41%
Mean score	1.93	1.75	1.88	2.21	1.87	-	1.80	1.29	2.06	2.11	1.88
Standard deviation	.81	.71	.78	.80	.92	-	.84	.49	.85	.81	.78
Standard error	.11	.25	.19	.21	.24	-	.37	.18	.21	.19	.19

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q4_4. Which of the following are the key aims for the internal communications function in your organisation?

Acting as a strategic advisor for different parts of the business on their internal communications

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+
	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Significance Level: 95%												
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
1	(1) 21 22%	13 27%	8 17%	12 19%	9 31%	19 21%	18 20%	2 29%	5 26%	-	5 23%	11 33%
2	(2) 21 22%	12 24%	9 19%	16 25%	5 17%	20 22%	20 23%	1 14%	2 11%	5 22%	4 18%	10 30%
3	(3) 17 18%	12 24%	5 10%	12 19%	3 10%	16 18%	16 18%	1 14%	1 5%	5 22%	4 18%	7 21%
NETS												
Net: Top 3	59 61%	37 76%	22 46%	40 63%	17 59%	55 61%	54 61%	4 57%	8 42%	10 43%	13 59%	28 85%
No top 3 ranking	38 39%	12 24%	26 54%	24 38%	12 41%	35 39%	34 39%	3 43%	11 58%	13 57%	9 41%	5 15%
Mean score	1.93	1.97	1.86	2.00	1.65	1.95	1.96	1.75	1.50	2.50	1.92	1.86
Standard deviation	.81	.83	.77	.78	.79	.80	.80	.96	.76	.53	.86	.80
Standard error	.11	.14	.17	.12	.19	.11	.11	.48	.27	.17	.24	.15

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q4_5. Which of the following are the key aims for the internal communications function in your organisation?

Acting as an agent of internal change

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
1	(1) 6 6%	- -	2 5%	2 11%	2 10%	- -	- -	- -	3 12%	1 4%	2 7%
2	(2) 10 10%	- -	4 10%	2 11%	3 15%	- -	1 13%	2 11%	1 4%	3 13%	4 14%
3	(3) 9 9%	3 33%	2 5%	2 11%	1 5%	1 100%	- -	1 5%	3 12%	1 4%	4 14%
NETS											
Net: Top 3	25 26%	3 33%	8 20%	6 32%	6 30%	1 100%	1 13%	3 16%	7 28%	5 21%	10 34%
No top 3 ranking	72 74%	6 67%	32 80%	13 68%	14 70%	- -	7 88%	16 84%	18 72%	19 79%	19 66%
Mean score	2.12	3.00	2.00	2.00	1.83	3.00	2.00	2.33	2.00	2.00	2.20
Standard deviation	.78	-	.76	.89	.75	-	-	.58	1.00	.71	.79
Standard error	.16	-	.27	.37	.31	-	-	.33	.38	.32	.25

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q4_5. Which of the following are the key aims for the internal communications function in your organisation?

Acting as an agent of internal change

Base: All respondents

	ROLE			EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES			
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+
		a	b	c	*d	e	f	*g	*h	*i	*j	k
Significance Level: 95%												
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
1	(1) 6 6%	4 8%	2 4%	5 8%	1 3%	6 7%	6 7%	- -	- -	2 9%	1 5%	3 9%
2	(2) 10 10%	6 12%	4 8%	7 11%	2 7%	9 10%	9 10%	1 14%	1 5%	1 4%	3 14%	5 15%
3	(3) 9 9%	4 8%	5 10%	3 5%	5 17%	8 9%	8 9%	1 14%	3 16%	1 4%	- -	5 15%
NETS												
Net: Top 3	25 26%	14 29%	11 23%	15 23%	8 28%	23 26%	23 26%	2 29%	4 21%	4 17%	4 18%	13 39%
No top 3 ranking	72 74%	35 71%	37 77%	49 77%	21 72%	67 74%	65 74%	5 71%	15 79%	19 83%	18 82%	20 61%
Mean score	2.12	2.00	2.27	1.87	2.50	2.09	2.09	2.50	2.75	1.75	1.75	2.15
Standard deviation	.78	.78	.79	.74	.76	.79	.79	.71	.50	.96	.50	.80
Standard error	.16	.21	.24	.19	.27	.17	.17	.50	.25	.48	.25	.22

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q4_6. Which of the following are the key aims for the internal communications function in your organisation?

Building employee advocacy and trust in the reputation of the brand/organisation

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
1	(1) 11 11%	- -	5 13%	3 16%	2 10%	- -	1 13%	1 5%	3 12%	4 17%	3 10%
2	(2) 13 13%	3 33%	8 20%	1 5%	1 5%	- -	- -	1 5%	3 12%	4 17%	5 17%
3	(3) 16 16%	2 22%	10 25%	3 16%	1 5%	- -	- -	4 21%	3 12%	6 25%	3 10%
NETS											
Net: Top 3	40 41%	5 56%	23 58%	7 37%	4 20%	- -	1 13%	6 32%	9 36%	14 58%	11 38%
No top 3 ranking	57 59%	4 44%	17 43%	12 63%	16 80%	1 100%	7 88%	13 68%	16 64%	10 42%	18 62%
Mean score	2.13	2.40	2.22	2.00	1.75	-	1.00	2.50	2.00	2.14	2.00
Standard deviation	.82	.55	.80	1.00	.96	-	-	.84	.87	.86	.77
Standard error	.13	.24	.17	.38	.48	-	-	.34	.29	.23	.23

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q4_6. Which of the following are the key aims for the internal communications function in your organisation?

Building employee advocacy and trust in the reputation of the brand/organisation

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES					
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
1	(1) 11 11%	5 10%	6 13%	8 13%	1 3%	11 12%	11 13%	- -	3 16%	6 26%	- -	2 6%	
2	(2) 13 13%	3 6%	10 21% a	9 14%	4 14%	13 14%	13 15%	- -	2 11%	2 9%	4 18%	5 15%	
3	(3) 16 16%	5 10%	11 23%	13 20%	3 10%	14 16%	13 15%	2 29%	2 11%	4 17%	2 9%	8 24%	
NETS													
Net: Top 3	40 41%	13 27%	27 56% a	30 47%	8 28%	38 42%	37 42%	2 29%	7 37%	12 52%	6 27%	15 45%	
No top 3 ranking	57 59%	36 73% b	21 44%	34 53%	21 72%	52 58%	51 58%	5 71%	12 63%	11 48%	16 73%	18 55%	
Mean score	2.13	2.00	2.19	2.17	2.25	2.08	2.05	3.00	1.86	1.83	2.33	2.40	
Standard deviation	.82	.91	.79	.83	.71	.82	.81	-	.90	.94	.52	.74	
Standard error	.13	.25	.15	.15	.25	.13	.13	-	.34	.27	.21	.19	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q4_7. Which of the following are the key aims for the internal communications function in your organisation?

Building resilience in the workplace in the aftermath of the Brexit vote

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE				
		Director of Internal Comms *a	Director/Head of Comms b	Head of Internal Comms *c	Internal Comms Manager *d	Internal Comms Assistant/Executive *e	Other *f	0-5 years *g	5-10 years *h	10-15 years *i	Over 15 years *j	
Significance Level: 95%												
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%	
1	(1) -	-	-	-	-	-	-	-	-	-	-	
2	(2) -	-	-	-	-	-	-	-	-	-	-	
3	(3) 1 1%	1 11%	-	-	-	-	-	-	-	-	1 3%	
NETS												
Net: Top 3	1 1%	1 11%	-	-	-	-	-	-	-	-	1 3%	
No top 3 ranking	96 99%	8 89%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	28 97%	
Mean score	3.00	3.00	-	-	-	-	-	-	-	-	3.00	
Standard deviation	-	-	-	-	-	-	-	-	-	-	-	
Standard error	-	-	-	-	-	-	-	-	-	-	-	

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q4_7. Which of the following are the key aims for the internal communications function in your organisation?

Building resilience in the workplace in the aftermath of the Brexit vote

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES					
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
1	(1) -	-	-	-	-	-	-	-	-	-	-	-	
2	(2) -	-	-	-	-	-	-	-	-	-	-	-	
3	(3) 1 1%	1 2%	-	1 2%	-	1 1%	1 1%	-	-	-	1 5%	-	
NETS													
Net: Top 3	1 1%	1 2%	-	1 2%	-	1 1%	1 1%	-	-	-	1 5%	-	
No top 3 ranking	96 99%	48 98%	48 100%	63 98%	29 100%	89 99%	87 99%	7 100%	19 100%	23 100%	21 95%	33 100%	
Mean score	3.00	3.00	-	3.00	-	3.00	3.00	-	-	-	3.00	-	
Standard deviation	-	-	-	-	-	-	-	-	-	-	-	-	
Standard error	-	-	-	-	-	-	-	-	-	-	-	-	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q4_8. Which of the following are the key aims for the internal communications function in your organisation?

Helping to increase levels of employee engagement in the organisation

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
1	(1) 13 13%	1 11%	6 15%	4 21%	2 10%	- -	- -	2 11%	6 24%	3 13%	2 7%
2	(2) 19 20%	1 11%	5 13%	3 16%	6 30%	1 100%	3 38%	4 21%	4 16%	4 17%	7 24%
3	(3) 19 20%	- -	7 18%	3 16%	5 25%	- -	4 50%	6 32%	3 12%	3 13%	7 24%
NETS											
Net: Top 3	51 53%	2 22%	18 45%	10 53%	13 65%	1 100%	7 88%	12 63%	13 52%	10 42%	16 55%
No top 3 ranking	46 47%	7 78%	22 55%	9 47%	7 35%	- -	1 13%	7 37%	12 48%	14 58%	13 45%
Mean score	2.12	1.50	2.06	1.90	2.23	2.00	2.57	2.33	1.77	2.00	2.31
Standard deviation	.79	.71	.87	.88	.73	-	.53	.78	.83	.82	.70
Standard error	.11	.50	.21	.28	.20	-	.20	.22	.23	.26	.18

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q4_8. Which of the following are the key aims for the internal communications function in your organisation?

Helping to increase levels of employee engagement in the organisation

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES					
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
1	(1) 13 13%	6 12%	7 15%	10 16%	3 10%	12 13%	12 14%	1 14%	- -	6 26%	5 23%	2 6%	
2	(2) 19 20%	11 22%	8 17%	10 16%	6 21%	19 21%	19 22%	- -	4 21%	7 30%	- -	8 24%	
3	(3) 19 20%	11 22%	8 17%	13 20%	6 21%	18 20%	18 20%	1 14%	6 32%	3 13%	5 23%	5 15%	
NETS													
Net: Top 3	51 53%	28 57%	23 48%	33 52%	15 52%	49 54%	49 56%	2 29%	10 53%	16 70%	10 45%	15 45%	
No top 3 ranking	46 47%	21 43%	25 52%	31 48%	14 48%	41 46%	39 44%	5 71%	9 47%	7 30%	12 55%	18 55%	
Mean score	2.12	2.18	2.04	2.09	2.20	2.12	2.12	2.00	2.60	1.81	2.00	2.20	
Standard deviation	.79	.77	.82	.84	.77	.78	.78	1.41	.52	.75	1.05	.68	
Standard error	.11	.15	.17	.15	.20	.11	.11	1.00	.16	.19	.33	.17	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q4_9. Which of the following are the key aims for the internal communications function in your organisation?

Other

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE				
		Director of Internal Comms *a	Director/Head of Comms b	Head of Internal Comms *c	Internal Comms Manager *d	Internal Comms Assistant/Executive *e	Other *f	0-5 years *g	5-10 years *h	10-15 years *i	Over 15 years *j	
Significance Level: 95%												
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%	
1	(1) 1 1%	1 11%	- -	- -	- -	- -	- -	- -	- -	- -	1 3%	
2	(2) - -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	
3	(3) - -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	
NETS												
Net: Top 3	1 1%	1 11%	- -	- -	- -	- -	- -	- -	- -	- -	1 3%	
No top 3 ranking	96 99%	8 89%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	28 97%	
Mean score	1.00	1.00	-	-	-	-	-	-	-	-	1.00	
Standard deviation	-	-	-	-	-	-	-	-	-	-	-	
Standard error	-	-	-	-	-	-	-	-	-	-	-	

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q4_9. Which of the following are the key aims for the internal communications function in your organisation?

Other

Base: All respondents

Significance Level: 95%

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+
	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
1	(1) 1 1%	-	1 2%	1 2%	-	1 1%	1 1%	-	-	-	-	1 3%
2	(2) - -	-	-	-	-	-	-	-	-	-	-	-
3	(3) - -	-	-	-	-	-	-	-	-	-	-	-
NETS												
Net: Top 3	1 1%	-	1 2%	1 2%	-	1 1%	1 1%	-	-	-	-	1 3%
No top 3 ranking	96 99%	49 100%	47 98%	63 98%	29 100%	89 99%	87 99%	7 100%	19 100%	23 100%	22 100%	32 97%
Mean score	1.00	-	1.00	1.00	-	1.00	1.00	-	-	-	-	1.00
Standard deviation	-	-	-	-	-	-	-	-	-	-	-	-
Standard error	-	-	-	-	-	-	-	-	-	-	-	-

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q5. Which of the following channels does your organisation currently use for communicating with its employees?

Base: All respondents

	TITLE							EXPERIENCE IN AN INTERNAL COMMS ROLE			
	Total	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Ad-hoc all-staff emails	83 86%	7 78%	33 83%	18 95%	17 85%	1 100%	7 88%	12 63%	24 96%	21 88%	26 90%
Intranet	82 85%	8 89%	32 80%	18 95%	18 90%	-	6 75%	12 63%	21 84%	21 88%	28 97%
All-staff forums/events	79 81%	9 100%	32 80%	14 74%	17 85%	1 100%	6 75%	16 84%	19 76%	20 83%	24 83%
Manager team briefings	74 76%	6 67%	34 85%	13 68%	16 80%	-	5 63%	14 74%	20 80%	17 71%	23 79%
E-newsletter	73 75%	8 89%	28 70%	14 74%	15 75%	1 100%	7 88%	12 63%	18 72%	20 83%	23 79%
Noticeboards/ posters	66 68%	6 67%	27 68%	10 53%	18 90%	1 100%	4 50%	11 58%	17 68%	19 79%	19 66%
Teleconference/video conference	61 63%	8 89%	24 60%	14 74%	11 55%	-	4 50%	7 37%	13 52%	16 67%	25 86%
Internal social media	54 56%	7 78%	20 50%	11 58%	11 55%	-	5 63%	7 37%	12 48%	16 67%	19 66%
TV screens	50 52%	5 56%	19 48%	10 53%	14 70%	-	2 25%	7 37%	12 48%	16 67%	15 52%
Printed newsletter or other collateral	35 36%	3 33%	16 40%	2 11%	10 50%	-	4 50%	5 26%	8 32%	10 42%	12 41%
None of the above	-	-	-	-	-	-	-	-	-	-	-

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q5. Which of the following channels does your organisation currently use for communicating with its employees?

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+
	a	b	c	*d	e	f	*g	h	i	j	k	
Significance Level: 95%												
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Ad-hoc all-staff emails	83 86%	44 90%	39 81%	54 84%	25 86%	77 86%	76 86%	6 86%	16 84%	20 87%	20 91%	27 82%
Intranet	82 85%	44 90%	38 79%	53 83%	26 90%	79 88%	78 89%	3 43%	9 47%	21 91%	21 95%	31 94%
All-staff forums/events	79 81%	39 80%	40 83%	56 88%	20 69%	74 82%	74 84%	5 71%	16 84%	20 87%	16 73%	27 82%
Manager team briefings	74 76%	36 73%	38 79%	50 78%	22 76%	70 78%	70 80%	4 57%	11 58%	19 83%	18 82%	26 79%
E-newsletter	73 75%	37 76%	36 75%	46 72%	23 79%	69 77%	68 77%	4 57%	10 53%	18 78%	14 64%	31 94%
Noticeboards/ posters	66 68%	36 73%	30 63%	42 66%	22 76%	63 70%	62 70%	3 43%	9 47%	18 78%	17 77%	22 67%
Teleconference/video conference	61 63%	33 67%	28 58%	42 66%	16 55%	60 67%	59 67%	1 14%	4 21%	13 57%	15 68%	29 88%
Internal social media	54 56%	29 59%	25 52%	43 67%	10 34%	53 59%	51 58%	1 14%	6 32%	13 57%	11 50%	24 73%
TV screens	50 52%	29 59%	21 44%	37 58%	12 41%	48 53%	47 53%	2 29%	3 16%	10 43%	12 55%	25 76%
Printed newsletter or other collateral	35 36%	18 37%	17 35%	22 34%	11 38%	34 38%	34 39%	1 14%	2 11%	9 39%	13 59%	11 33%
None of the above	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q6_SUM. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

SUMMARY TABLE

Base: All respondents

	Total	Use More	Use the same	Use less	Don't know
Internal social media	97 100%	65 67%	19 20%	1 1%	12 12%
Teleconference/video conference	97 100%	53 55%	32 33%	4 4%	8 8%
Intranet	97 100%	48 49%	35 36%	8 8%	6 6%
Manager team briefings	97 100%	45 46%	50 52%	1 1%	1 1%
TV screens	97 100%	44 45%	30 31%	9 9%	14 14%
All-staff forums/events	97 100%	31 32%	56 58%	9 9%	1 1%
E-newsletter	97 100%	18 19%	56 58%	17 18%	6 6%
Noticeboards/ posters	97 100%	9 9%	43 44%	38 39%	7 7%
Ad-hoc all-staff emails	97 100%	7 7%	41 42%	48 49%	1 1%
Printed newsletter or other collateral	97 100%	4 4%	24 25%	56 58%	13 13%

ComRes/Ellwood Atfield Internal Communications Survey

Q6_1. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

E-newsletter

Base: All respondents

Significance Level: 95%

	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE				
	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years	
Total	*a	b	*c	*d	*e	*f	*g	*h	*i	*j	
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Use More	18 19%	2 22%	7 18%	5 26%	3 15%	-	1 13%	2 11%	5 20%	3 13%	8 28%
Use the same	56 58%	5 56%	26 65%	7 37%	12 60%	1 100%	5 63%	15 79%	15 60%	13 54%	13 45%
Use less	17 18%	1 11%	4 10%	6 32%	5 25%	-	1 13%	1 5%	4 16%	7 29%	5 17%
Don't know	6 6%	1 11%	3 8%	1 5%	-	-	1 13%	1 5%	1 4%	1 4%	3 10%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q6_1. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

E-newsletter

Base: All respondents

Significance Level: 95%

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
Total	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Use More	18 19%	9 18%	9 19%	13 20%	4 14%	17 19%	17 19%	1 14%	3 16%	4 17%	5 23%	6 18%
Use the same	56 58%	24 49%	32 67%	36 56%	18 62%	53 59%	51 58%	3 43%	9 47%	15 65%	11 50%	21 64%
Use less	17 18%	13 27%	4 8%	11 17%	6 21%	16 18%	16 18%	1 14%	3 16%	4 17%	4 18%	6 18%
Don't know	6 6%	3 6%	3 6%	4 6%	1 3%	4 4%	4 5%	2 29%	4 21%	-	2 9%	-

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q6_2. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

Printed newsletter or other collateral

Base: All respondents

	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE				
	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years	
Total	*a	b	*c	*d	*e	*f	*g	*h	*i	*j	
Significance Level: 95%											
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Use More	4 4%	- -	3 8%	1 5%	- -	- -	- -	2 11%	- -	- -	2 7%
Use the same	24 25%	2 22%	9 23%	5 26%	5 25%	- -	3 38%	5 26%	8 32%	7 29%	4 14%
Use less	56 58%	7 78%	20 50%	10 53%	15 75%	1 100%	3 38%	10 53%	14 56%	13 54%	19 66%
Don't know	13 13%	- -	8 20%	3 16%	- -	- -	2 25%	2 11%	3 12%	4 17%	4 14%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q6_2. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

Printed newsletter or other collateral

Base: All respondents

Significance Level: 95%

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
Total	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Use More	4 4%	1 2%	3 6%	2 3%	2 7%	4 4%	4 5%	- -	- -	1 4%	3 14%	- -
Use the same	24 25%	12 24%	12 25%	16 25%	8 28%	23 26%	22 25%	1 14%	4 21%	7 30%	4 18%	9 27%
Use less	56 58%	31 63%	25 52%	37 58%	17 59%	53 59%	52 59%	3 43%	8 42%	13 57%	12 55%	23 70%
Don't know	13 13%	5 10%	8 17%	9 14%	2 7%	10 11%	10 11%	3 43%	7 37%	2 9%	3 14%	1 3%

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q6_3. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

Ad-hoc all-staff emails

Base: All respondents

Significance Level: 95%

	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE				
	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years	
Total	*a	b	*c	*d	*e	*f	*g	*h	*i	*j	
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Use More	7 7%	- -	2 5%	3 16%	2 10%	- -	- -	1 5%	2 8%	3 13%	1 3%
Use the same	41 42%	4 44%	19 48%	7 37%	6 30%	- -	5 63%	9 47%	8 32%	13 54%	11 38%
Use less	48 49%	5 56%	19 48%	9 47%	12 60%	1 100%	2 25%	9 47%	15 60%	8 33%	16 55%
Don't know	1 1%	- -	- -	- -	- -	- -	1 13%	- -	- -	- -	1 3%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q6_3. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

Ad-hoc all-staff emails

Base: All respondents

Significance Level: 95%

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
Total	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Use More	7 7%	4 8%	3 6%	5 8%	2 7%	6 7%	6 7%	1 14%	2 11%	1 4%	-	4 12%
Use the same	41 42%	19 39%	22 46%	30 47%	10 34%	38 42%	36 41%	3 43%	10 53%	8 35%	10 45%	13 39%
Use less	48 49%	25 51%	23 48%	29 45%	17 59%	45 50%	45 51%	3 43%	6 32%	14 61%	12 55%	16 48%
Don't know	1 1%	1 2%	-	-	-	1 1%	1 1%	-	1 5%	-	-	-

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q6_4. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

Internal social media

Base: All respondents

Significance Level: 95%

	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE				
	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years	
Total	*a	b	*c	*d	*e	*f	*g	*h	*i	*j	
Total	97	9	40	19	20	1	8	19	25	24	29
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Use More	65	8	27	10	14	1	5	14	16	19	16
	67%	89%	68%	53%	70%	100%	63%	74%	64%	79%	55%
Use the same	19	1	5	6	5	-	2	2	5	2	10
	20%	11%	13%	32%	25%	-	25%	11%	20%	8%	34%
Use less	1	-	-	-	1	-	-	-	-	-	1
	1%	-	-	-	5%	-	-	-	-	-	3%
Don't know	12	-	8	3	-	-	1	3	4	3	2
	12%	-	20%	16%	-	-	13%	16%	16%	13%	7%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q6_4. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

Internal social media

Base: All respondents

Significance Level: 95%

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
Total	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Use More	65 67%	32 65%	33 69%	45 70%	19 66%	62 69%	60 68%	3 43%	11 58%	15 65%	15 68%	24 73%
Use the same	19 20%	12 24%	7 15%	13 20%	5 17%	18 20%	18 20%	1 14%	1 5%	6 26%	4 18%	8 24%
Use less	1 1%	1 2%	-	-	1 3%	1 1%	1 1%	-	-	-	-	1 3%
Don't know	12 12%	4 8%	8 17%	6 9%	4 14%	9 10%	9 10%	3 43%	7 37%	2 9%	3 14%	-

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q6_5. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

All-staff forums/events

Base: All respondents

Significance Level: 95%

	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE				
	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years	
Total	*a	b	*c	*d	*e	*f	*g	*h	*i	*j	
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Use More	31 32%	4 44%	12 30%	8 42%	5 25%	1 100%	1 13%	5 26%	5 20%	12 50%	9 31%
Use the same	56 58%	5 56%	24 60%	10 53%	13 65%	-	4 50%	12 63%	16 64%	11 46%	17 59%
Use less	9 9%	-	4 10%	1 5%	2 10%	-	2 25%	2 11%	4 16%	1 4%	2 7%
Don't know	1 1%	-	-	-	-	-	1 13%	-	-	-	1 3%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q6_5. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

All-staff forums/events

Base: All respondents

Significance Level: 95%

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
Total	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Use More	31 32%	15 31%	16 33%	21 33%	8 28%	27 30%	27 31%	4 57%	6 32%	6 26%	5 23%	14 42%
Use the same	56 58%	29 59%	27 56%	37 58%	18 62%	53 59%	52 59%	3 43%	9 47%	14 61%	16 73%	17 52%
Use less	9 9%	4 8%	5 10%	6 9%	3 10%	9 10%	8 9%	- -	3 16%	3 13%	1 5%	2 6%
Don't know	1 1%	1 2%	- -	- -	- -	1 1%	1 1%	- -	1 5%	- -	- -	- -

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q6_6. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

Noticeboards/ posters

Base: All respondents

Significance Level: 95%

	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE				
	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years	
Total	*a	b	*c	*d	*e	*f	*g	*h	*i	*j	
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Use More	9 9%	3 33%	4 10%	- -	1 5%	1 100%	- -	3 16%	3 12%	2 8%	1 3%
Use the same	43 44%	3 33%	19 48%	10 53%	8 40%	- -	3 38%	6 32%	13 52%	9 38%	15 52%
Use less	38 39%	3 33%	12 30%	8 42%	11 55%	- -	4 50%	7 37%	8 32%	12 50%	11 38%
Don't know	7 7%	- -	5 13%	1 5%	- -	- -	1 13%	3 16%	1 4%	1 4%	2 7%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q6_6. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

Noticeboards/ posters

Base: All respondents

Significance Level: 95%

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
Total	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Use More	9 9%	3 6%	6 13%	4 6%	4 14%	9 10%	9 10%	- -	4 21%	1 4%	1 5%	3 9%
Use the same	43 44%	20 41%	23 48%	29 45%	14 48%	39 43%	37 42%	4 57%	6 32%	11 48%	12 55%	14 42%
Use less	38 39%	24 49%	14 29%	27 42%	10 34%	37 41%	37 42%	1 14%	6 32%	8 35%	8 36%	16 48%
Don't know	7 7%	2 4%	5 10%	4 6%	1 3%	5 6%	5 6%	2 29%	3 16%	3 13%	1 5%	- -

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q6_7. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

Intranet

Base: All respondents

Significance Level: 95%

	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Total	*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Use More	2 49%	18 45%	11 58%	12 60%	1 100%	4 50%	9 47%	14 56%	12 50%	13 45%
Use the same	4 36%	15 38%	6 32%	7 35%	-	3 38%	8 42%	7 28%	7 29%	13 45%
Use less	3 8%	3 8%	1 5%	1 5%	-	-	-	3 12%	3 13%	2 7%
Don't know	-	4 10%	1 5%	-	-	1 13%	2 11%	1 4%	2 8%	1 3%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q6_7. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

Intranet

Base: All respondents

Significance Level: 95%

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
Total	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Use More	48 49%	26 53%	22 46%	31 48%	14 48%	46 51%	46 52%	2 29%	7 37%	13 57%	13 59%	15 45%
Use the same	35 36%	18 37%	17 35%	23 36%	12 41%	34 38%	32 36%	1 14%	5 26%	9 39%	8 36%	13 39%
Use less	8 8%	3 6%	5 10%	6 9%	2 7%	7 8%	7 8%	1 14%	1 5%	1 4%	1 5%	5 15%
Don't know	6 6%	2 4%	4 8%	4 6%	1 3%	3 3%	3 3%	3 43%	6 32%	-	-	-

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q6_8. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

TV screens

Base: All respondents

Significance Level: 95%

	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE				
	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years	
Total	*a	b	*c	*d	*e	*f	*g	*h	*i	*j	
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Use More	44 45%	4 44%	16 40%	10 53%	11 55%	-	3 38%	8 42%	9 36%	13 54%	14 48%
Use the same	30 31%	3 33%	14 35%	6 32%	5 25%	-	2 25%	4 21%	14 56%	5 21%	7 24%
Use less	9 9%	2 22%	2 5%	2 11%	3 15%	-	-	2 11%	-	3 13%	4 14%
Don't know	14 14%	-	8 20%	1 5%	1 5%	1 100%	3 38%	5 26%	2 8%	3 13%	4 14%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q6_8. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

TV screens

Base: All respondents

Significance Level: 95%

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
Total	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Use More	44 45%	24 49%	20 42%	29 45%	14 48%	41 46%	40 45%	3 43%	6 32%	11 48%	12 55%	15 45%
Use the same	30 31%	13 27%	17 35%	22 34%	7 24%	28 31%	27 31%	2 29%	4 21%	8 35%	5 23%	13 39%
Use less	9 9%	6 12%	3 6%	7 11%	2 7%	9 10%	9 10%	- -	1 5%	1 4%	2 9%	5 15%
Don't know	14 14%	6 12%	8 17%	6 9%	6 21%	12 13%	12 14%	2 29%	8 42%	3 13%	3 14%	- -

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q6_9. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

Teleconference/video conference

Base: All respondents

Significance Level: 95%

	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE				
	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years	
Total	*a	b	*c	*d	*e	*f	*g	*h	*i	*j	
Total	97	9	40	19	20	1	8	19	25	24	29
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Use More	53	5	24	11	10	1	2	8	17	13	15
	55%	56%	60%	58%	50%	100%	25%	42%	68%	54%	52%
Use the same	32	4	11	7	5	-	5	7	7	6	12
	33%	44%	28%	37%	25%	-	63%	37%	28%	25%	41%
Use less	4	-	1	-	3	-	-	1	-	2	1
	4%	-	3%	-	15%	-	-	5%	-	8%	3%
Don't know	8	-	4	1	2	-	1	3	1	3	1
	8%	-	10%	5%	10%	-	13%	16%	4%	13%	3%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q6_9. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

Teleconference/video conference

Base: All respondents

Significance Level: 95%

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
Total	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Total	97	49	48	64	29	90	88	7	19	23	22	33
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Use More	53	26	27	35	15	49	47	4	9	9	12	23
	55%	53%	56%	55%	52%	54%	53%	57%	47%	39%	55%	70%
Use the same	32	16	16	22	10	31	31	1	5	10	9	8
	33%	33%	33%	34%	34%	34%	35%	14%	26%	43%	41%	24%
Use less	4	3	1	3	1	4	4	-	-	2	-	2
	4%	6%	2%	5%	3%	4%	5%	-	-	9%	-	6%
Don't know	8	4	4	4	3	6	6	2	5	2	1	-
	8%	8%	8%	6%	10%	7%	7%	29%	26%	9%	5%	-

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q6_10. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

Manager team briefings

Base: All respondents

Significance Level: 95%

	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE				
	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years	
Total	*a	b	*c	*d	*e	*f	*g	*h	*i	*j	
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Use More	45 46%	5 56%	20 50%	12 63%	7 35%	1 100%	-	10 53%	7 28%	12 50%	16 55%
Use the same	50 52%	4 44%	20 50%	7 37%	13 65%	-	6 75%	8 42%	18 72%	12 50%	12 41%
Use less	1 1%	-	-	-	-	-	1 13%	1 5%	-	-	-
Don't know	1 1%	-	-	-	-	-	1 13%	-	-	-	1 3%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q6_10. Thinking about these channels, which do you think your organisation will use more in the future, which will be used less, and which will be used the same amount?

Manager team briefings

Base: All respondents

Significance Level: 95%

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
Total	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Use More	45 46%	23 47%	22 46%	31 48%	12 41%	42 47%	41 47%	3 43%	8 42%	12 52%	12 55%	13 39%
Use the same	50 52%	25 51%	25 52%	32 50%	17 59%	46 51%	46 52%	4 57%	9 47%	11 48%	10 45%	20 61%
Use less	1 1%	- -	1 2%	1 2%	- -	1 1%	- -	- -	1 5%	- -	- -	- -
Don't know	1 1%	1 2%	- -	- -	- -	1 1%	1 1%	- -	1 5%	- -	- -	- -

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q7. In which of the following ways does your organisation use social media as a channel for internal communications?

Base: All respondents

	TITLE							EXPERIENCE IN AN INTERNAL COMMS ROLE			
	Total	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
To get employees talking to each other and reduce silos	51 53%	6 67%	19 48%	11 58%	11 55%	- -	4 50%	6 32%	12 48%	15 63%	18 62%
To engage employees in conversation with the organisation	46 47%	6 67%	16 40%	10 53%	9 45%	- -	5 63%	5 26%	11 44%	12 50%	18 62%
To gather employee opinion / crowdsourcing	33 34%	7 78%	12 30%	5 26%	5 25%	- -	4 50%	4 21%	7 28%	8 33%	14 48%
To build brand advocacy among employees	33 34%	2 22%	15 38%	5 26%	7 35%	- -	4 50%	5 26%	9 36%	11 46%	8 28%
To help communicate key internal messages to employees	29 30%	2 22%	16 40%	5 26%	3 15%	- -	3 38%	5 26%	6 24%	8 33%	10 34%
To share external communications with our employees	27 28%	2 22%	14 35%	4 21%	3 15%	- -	4 50%	6 32%	5 20%	8 33%	8 28%
We don't use social media at all to communicate internally	29 30%	2 22%	13 33%	6 32%	5 25%	1 100%	2 25%	9 47%	10 40%	4 17%	6 21%
Don't know	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q7. In which of the following ways does your organisation use social media as a channel for internal communications?

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+
	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Significance Level: 95%												
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
To get employees talking to each other and reduce silos	51 53%	28 57%	23 48%	39 61%	11 38%	49 54%	48 55%	2 29%	5 26%	15 65%	11 50%	20 61%
To engage employees in conversation with the organisation	46 47%	25 51%	21 44%	37 58%	8 28%	45 50%	45 51%	1 14%	6 32%	12 52%	10 45%	18 55%
To gather employee opinion / crowdsourcing	33 34%	15 31%	18 38%	28 44%	4 14%	33 37%	33 38%	- -	4 21%	10 43%	8 36%	11 33%
To build brand advocacy among employees	33 34%	15 31%	18 38%	28 44%	4 14%	32 36%	31 35%	1 14%	7 37%	8 35%	4 18%	14 42%
To help communicate key internal messages to employees	29 30%	11 22%	18 38%	27 42%	1 3%	29 32%	28 32%	- -	5 26%	7 30%	3 14%	14 42%
To share external communications with our employees	27 28%	8 16%	19 40%	27 42%	- -	25 28%	24 27%	2 29%	10 53%	4 17%	1 5%	12 36%
We don't use social media at all to communicate internally	29 30%	13 27%	16 33%	10 16%	17 59%	26 29%	26 30%	3 43%	7 37%	6 26%	9 41%	7 21%
Don't know	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q8_SUM. To what extent do you agree or disagree with each of the following statements about internal communications in your organisation currently? In my organisation...

SUMMARY TABLE

Base: All respondents

	Total	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know	Net: Agree	Net: Disagree	Mean
Internal communications have a primary focus of aligning people with the organisation's purpose and strategy	97 100%	44 45%	39 40%	8 8%	5 5%	1 1%	- -	83 86%	6 6%	4.24
Creating inspiring and innovative internal communications is as much of a priority as inspiring and innovative external communications	97 100%	42 43%	27 28%	5 5%	17 18%	6 6%	- -	69 71%	23 24%	3.85
Internal communications fully align with the content of external communications	97 100%	20 21%	44 45%	10 10%	18 19%	3 3%	2 2%	64 66%	21 22%	3.63
The effectiveness of internal communications is strongly affected by barriers such as organisational hierarchies and bureaucracy	97 100%	31 32%	31 32%	10 10%	20 21%	5 5%	- -	62 64%	25 26%	3.65
We strike the right balance between frequency of communications and quality of messages	97 100%	14 14%	38 39%	19 20%	20 21%	6 6%	- -	52 54%	26 27%	3.35
Internal communications tends to be paternalistic in style, focusing on providing employees with all the information they need	97 100%	6 6%	43 44%	10 10%	26 27%	10 10%	2 2%	49 51%	36 37%	3.09
We focus more on facilitating peer-to-peer communications mechanisms than on hierarchical communications down through the business	97 100%	5 5%	23 24%	20 21%	40 41%	9 9%	- -	28 29%	49 51%	2.74

ComRes/Ellwood Atfield Internal Communications Survey

Q8_1. To what extent do you agree or disagree with each of the following statements about internal communications in your organisation currently? In my organisation...

We focus more on facilitating peer-to-peer communications mechanisms than on hierarchical communications down through the business

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Strongly agree (5)	5 5%	1 11%	1 3%	2 11%	- -	- -	1 13%	1 5%	- -	- -	4 14%
Tend to agree (4)	23 24%	1 11%	14 35%	3 16%	3 15%	- -	2 25%	6 32%	7 28%	5 21%	5 17%
Neither agree nor disagree (3)	20 21%	- -	7 18%	4 21%	5 25%	1 100%	3 38%	3 16%	6 24%	3 13%	8 28%
Tend to disagree (2)	40 41%	5 56%	16 40%	7 37%	10 50%	- -	2 25%	8 42%	10 40%	12 50%	10 34%
Strongly disagree (1)	9 9%	2 22%	2 5%	3 16%	2 10%	- -	- -	1 5%	2 8%	4 17%	2 7%
Don't know	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
NETS											
Net: Agree	28 29%	2 22%	15 38%	5 26%	3 15%	- -	3 38%	7 37%	7 28%	5 21%	9 31%
Net: Disagree	49 51%	7 78%	18 45%	10 53%	12 60%	- -	2 25%	9 47%	12 48%	16 67%	12 41%
Mean score	2.74	2.33	2.90	2.68	2.45	3.00	3.25	2.89	2.72	2.38	2.97
Standard deviation	1.08	1.32	1.03	1.25	.89	-	1.04	1.10	.98	1.01	1.18
Standard error	.11	.44	.16	.29	.20	-	.37	.25	.20	.21	.22

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q8_1. To what extent do you agree or disagree with each of the following statements about internal communications in your organisation currently? In my organisation...

We focus more on facilitating peer-to-peer communications mechanisms than on hierarchical communications down through the business

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES					
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
Strongly agree (5)	5 5%	2 4%	3 6%	5 8%	-	5 6%	5 6%	-	-	2 9%	1 5%	2 6%	
Tend to agree (4)	23 24%	6 12%	17 35% a	20 31%	2 7%	21 23%	20 23%	2 29%	9 47%	6 26%	2 9%	6 18%	
Neither agree nor disagree (3)	20 21%	12 24%	8 17%	13 20%	5 17%	19 21%	19 22%	1 14%	5 26%	5 22%	3 14%	7 21%	
Tend to disagree (2)	40 41%	22 45%	18 38%	24 38%	15 52%	38 42%	38 43%	2 29%	5 26%	8 35%	13 59%	14 42%	
Strongly disagree (1)	9 9%	7 14%	2 4%	2 3%	7 24%	7 8%	6 7%	2 29%	-	2 9%	3 14%	4 12%	
Don't know	-	-	-	-	-	-	-	-	-	-	-	-	
NETS													
Net: Agree	28 29%	8 16%	20 42% a	25 39%	2 7%	26 29%	25 28%	2 29%	9 47%	8 35%	3 14%	8 24%	
Net: Disagree	49 51%	29 59%	20 42%	26 41%	22 76%	45 50%	44 50%	4 57%	5 26%	10 43%	16 73%	18 55%	
Mean score	2.74	2.47	3.02 a	3.03	2.07	2.77	2.77	2.43	3.21	2.91	2.32	2.64	
Standard deviation	1.08	1.02	1.08	1.07	.84	1.07	1.06	1.27	.85	1.16	.99	1.11	
Standard error	.11	.15	.16	.13	.16	.11	.11	.48	.20	.24	.21	.19	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q8_2. To what extent do you agree or disagree with each of the following statements about internal communications in your organisation currently? In my organisation...

Internal communications tends to be paternalistic in style, focusing on providing employees with all the information they need

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Strongly agree (5)	6 6%	3 33%	1 3%	2 11%	- -	- -	- -	1 5%	1 4%	2 8%	2 7%
Tend to agree (4)	43 44%	2 22%	16 40%	10 53%	11 55%	- -	4 50%	7 37%	10 40%	13 54%	13 45%
Neither agree nor disagree (3)	10 10%	1 11%	3 8%	3 16%	2 10%	1 100%	- -	2 11%	3 12%	3 13%	2 7%
Tend to disagree (2)	26 27%	1 11%	15 38%	2 11%	4 20%	- -	4 50%	6 32%	10 40%	3 13%	7 24%
Strongly disagree (1)	10 10%	2 22%	4 10%	2 11%	2 10%	- -	- -	2 11%	1 4%	2 8%	5 17%
Don't know	2 2%	- -	1 3%	- -	1 5%	- -	- -	1 5%	- -	1 4%	- -
NETS											
Net: Agree	49 51%	5 56%	17 43%	12 63%	11 55%	- -	4 50%	8 42%	11 44%	15 63%	15 52%
Net: Disagree	36 37%	3 33%	19 48%	4 21%	6 30%	- -	4 50%	8 42%	11 44%	5 21%	12 41%
Mean score	3.09	3.33	2.87	3.42	3.16	3.00	3.00	2.94	3.00	3.43	3.00
Standard deviation	1.19	1.66	1.15	1.17	1.12	-	1.07	1.21	1.08	1.12	1.31
Standard error	.12	.55	.18	.27	.26	-	.38	.29	.22	.23	.24

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q8_2. To what extent do you agree or disagree with each of the following statements about internal communications in your organisation currently? In my organisation...

Internal communications tends to be paternalistic in style, focusing on providing employees with all the information they need

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES					
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
Strongly agree (5)	6 6%	2 4%	4 8%	5 8%	1 3%	6 7%	6 7%	- -	- -	1 4%	1 5%	4 12%	
Tend to agree (4)	43 44%	25 51%	18 38%	25 39%	18 62%	40 44%	38 43%	3 43%	8 42%	12 52%	7 32%	16 48%	
Neither agree nor disagree (3)	10 10%	6 12%	4 8%	4 6%	4 14%	8 9%	8 9%	2 29%	3 16%	1 4%	3 14%	3 9%	
Tend to disagree (2)	26 27%	8 16%	18 38% a	21 33%	3 10%	25 28%	25 28%	1 14%	6 32%	9 39%	5 23%	6 18%	
Strongly disagree (1)	10 10%	6 12%	4 8%	7 11%	3 10%	9 10%	9 10%	1 14%	2 11%	- -	5 23%	3 9%	
Don't know	2 2%	2 4%	- -	2 3%	- -	2 2%	2 2%	- -	- -	- -	1 5%	1 3%	
NETS													
Net: Agree	49 51%	27 55%	22 46%	30 47%	19 66%	46 51%	44 50%	3 43%	8 42%	13 57%	8 36%	20 61%	
Net: Disagree	36 37%	14 29%	22 46%	28 44%	6 21%	34 38%	34 39%	2 29%	8 42%	9 39%	10 45%	9 27%	
Mean score	3.09	3.19	3.00	3.00	3.38	3.10	3.08	3.00	2.89	3.22	2.71	3.38	
Standard deviation	1.19	1.17	1.20	1.24	1.08	1.19	1.20	1.15	1.10	1.04	1.31	1.21	
Standard error	.12	.17	.17	.16	.20	.13	.13	.44	.25	.22	.29	.21	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q8_3. To what extent do you agree or disagree with each of the following statements about internal communications in your organisation currently? In my organisation...

Creating inspiring and innovative internal communications is as much of a priority as inspiring and innovative external communications

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Strongly agree (5)	42 43%	6 67%	15 38%	12 63%	5 25%	1 100%	3 38%	9 47%	7 28%	11 46%	15 52%
Tend to agree (4)	27 28%	1 11%	16 40%	- -	7 35%	- -	3 38%	7 37%	7 28%	4 17%	9 31%
Neither agree nor disagree (3)	5 5%	1 11%	1 3%	1 5%	1 5%	- -	1 13%	1 5%	2 8%	- -	2 7%
Tend to disagree (2)	17 18%	1 11%	8 20%	4 21%	4 20%	- -	- -	1 5%	5 20%	9 38%	2 7%
Strongly disagree (1)	6 6%	- -	- -	2 11%	3 15%	- -	1 13%	1 5%	4 16%	- -	1 3%
Don't know	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
NETS											
Net: Agree	69 71%	7 78%	31 78%	12 63%	12 60%	1 100%	6 75%	16 84%	14 56%	15 63%	24 83%
Net: Disagree	23 24%	1 11%	8 20%	6 32%	7 35%	- -	1 13%	2 11%	9 36%	9 38%	3 10%
Mean score	3.85	4.33	3.95	3.84	3.35	5.00	3.88	4.16	3.32	3.71	4.21
Standard deviation	1.32	1.12	1.11	1.61	1.46	-	1.36	1.12	1.49	1.40	1.08
Standard error	.13	.37	.18	.37	.33	-	.48	.26	.30	.29	.20

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q8_3. To what extent do you agree or disagree with each of the following statements about internal communications in your organisation currently? In my organisation...

Creating inspiring and innovative internal communications is as much of a priority as inspiring and innovative external communications

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES					
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
Strongly agree (5)	42 43%	24 49%	18 38%	34 53%	5 17%	39 43%	38 43%	3 43%	9 47%	9 39%	9 41%	15 45%	
Tend to agree (4)	27 28%	9 18%	18 38%	19 30%	7 24%	25 28%	25 28%	2 29%	5 26%	5 22%	7 32%	10 30%	
Neither agree nor disagree (3)	5 5%	2 4%	3 6%	2 3%	3 10%	5 6%	5 6%	- -	- -	1 4%	2 9%	2 6%	
Tend to disagree (2)	17 18%	9 18%	8 17%	7 11%	10 34%	16 18%	15 17%	1 14%	4 21%	6 26%	2 9%	5 15%	
Strongly disagree (1)	6 6%	5 10%	1 2%	2 3%	4 14%	5 6%	5 6%	1 14%	1 5%	2 9%	2 9%	1 3%	
Don't know	-	-	-	-	-	-	-	-	-	-	-	-	
NETS													
Net: Agree	69 71%	33 67%	36 75%	53 83%	12 41%	64 71%	63 72%	5 71%	14 74%	14 61%	16 73%	25 76%	
Net: Disagree	23 24%	14 29%	9 19%	9 14%	14 48%	21 23%	20 23%	2 29%	5 26%	8 35%	4 18%	6 18%	
Mean score	3.85	3.78	3.92	4.19	2.97	3.86	3.86	3.71	3.89	3.57	3.86	4.00	
Standard deviation	1.32	1.48	1.15	1.13	1.38	1.30	1.30	1.60	1.37	1.47	1.32	1.20	
Standard error	.13	.21	.17	.14	.26	.14	.14	.61	.31	.31	.28	.21	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q8_4. To what extent do you agree or disagree with each of the following statements about internal communications in your organisation currently? In my organisation...

Internal communications fully align with the content of external communications

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Strongly agree (5)	20 21%	2 22%	11 28%	4 21%	1 5%	- -	2 25%	2 11%	5 20%	5 21%	8 28%
Tend to agree (4)	44 45%	4 44%	19 48%	9 47%	9 45%	- -	3 38%	11 58%	9 36%	12 50%	12 41%
Neither agree nor disagree (3)	10 10%	1 11%	4 10%	1 5%	2 10%	1 100%	1 13%	2 11%	3 12%	3 13%	2 7%
Tend to disagree (2)	18 19%	2 22%	4 10%	4 21%	6 30%	- -	2 25%	2 11%	6 24%	4 17%	6 21%
Strongly disagree (1)	3 3%	- -	- -	1 5%	2 10%	- -	- -	1 5%	1 4%	- -	1 3%
Don't know	2 2%	- -	2 5%	- -	- -	- -	- -	1 5%	1 4%	- -	- -
NETS											
Net: Agree	64 66%	6 67%	30 75%	13 68%	10 50%	- -	5 63%	13 68%	14 56%	17 71%	20 69%
Net: Disagree	21 22%	2 22%	4 10%	5 26%	8 40%	- -	2 25%	3 16%	7 28%	4 17%	7 24%
Mean score	3.63	3.67	3.97	3.58	3.05	3.00	3.63	3.61	3.46	3.75	3.69
Standard deviation	1.11	1.12	.91	1.22	1.19	-	1.19	1.04	1.22	.99	1.20
Standard error	.11	.37	.15	.28	.27	-	.42	.24	.25	.20	.22

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q8_4. To what extent do you agree or disagree with each of the following statements about internal communications in your organisation currently? In my organisation...

Internal communications fully align with the content of external communications

Base: All respondents

	ROLE			EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
Strongly agree (5)	20 21%	8 16%	12 25%	17 27%	2 7%	20 22%	20 23%	- -	3 16%	6 26%	5 23%	6 18%	
Tend to agree (4)	44 45%	23 47%	21 44%	31 48%	13 45%	41 46%	39 44%	3 43%	12 63%	9 39%	9 41%	14 42%	
Neither agree nor disagree (3)	10 10%	5 10%	5 10%	7 11%	2 7%	9 10%	9 10%	1 14%	2 11%	- -	3 14%	5 15%	
Tend to disagree (2)	18 19%	10 20%	8 17%	8 13%	9 31%	16 18%	16 18%	2 29%	2 11%	5 22%	4 18%	7 21%	
Strongly disagree (1)	3 3%	3 6%	- -	- -	3 10%	2 2%	2 2%	1 14%	- -	1 4%	1 5%	1 3%	
Don't know	2 2%	- -	2 4%	1 2%	- -	2 2%	2 2%	- -	- -	2 9%	- -	- -	
NETS													
Net: Agree	64 66%	31 63%	33 69%	48 75%	15 52%	61 68%	59 67%	3 43%	15 79%	15 65%	14 64%	20 61%	
Net: Disagree	21 22%	13 27%	8 17%	8 13%	12 41%	18 20%	18 20%	3 43%	2 11%	6 26%	5 23%	8 24%	
Mean score	3.63	3.47	3.80	3.90	3.07	3.69	3.69	2.86	3.84	3.67	3.59	3.52	
Standard deviation	1.11	1.17	1.02	.95	1.22	1.09	1.10	1.21	.83	1.28	1.18	1.12	
Standard error	.11	.17	.15	.12	.23	.12	.12	.46	.19	.28	.25	.20	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q8_5. To what extent do you agree or disagree with each of the following statements about internal communications in your organisation currently? In my organisation...

Internal communications have a primary focus of aligning people with the organisation's purpose and strategy

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Strongly agree (5)	44 45%	6 67%	16 40%	10 53%	8 40%	1 100%	3 38%	8 42%	9 36%	14 58%	13 45%
Tend to agree (4)	39 40%	2 22%	19 48%	8 42%	8 40%	- -	2 25%	6 32%	11 44%	8 33%	14 48%
Neither agree nor disagree (3)	8 8%	1 11%	3 8%	- -	2 10%	- -	2 25%	3 16%	3 12%	1 4%	1 3%
Tend to disagree (2)	5 5%	- -	2 5%	1 5%	1 5%	- -	1 13%	1 5%	2 8%	1 4%	1 3%
Strongly disagree (1)	1 1%	- -	- -	- -	1 5%	- -	- -	1 5%	- -	- -	- -
Don't know	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
NETS											
Net: Agree	83 86%	8 89%	35 88%	18 95%	16 80%	1 100%	5 63%	14 74%	20 80%	22 92%	27 93%
Net: Disagree	6 6%	- -	2 5%	1 5%	2 10%	- -	1 13%	2 11%	2 8%	1 4%	1 3%
Mean score	4.24	4.56	4.23	4.42	4.05	5.00	3.88	4.00	4.08	4.46	4.34
Standard deviation	.89	.73	.80	.77	1.10	-	1.13	1.15	.91	.78	.72
Standard error	.09	.24	.13	.18	.25	-	.40	.26	.18	.16	.13

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q8_5. To what extent do you agree or disagree with each of the following statements about internal communications in your organisation currently? In my organisation...

Internal communications have a primary focus of aligning people with the organisation's purpose and strategy

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES					
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
Strongly agree (5)	44 45%	24 49%	20 42%	34 53%	7 24%	42 47%	41 47%	2 29%	7 37%	8 35%	10 45%	19 58%	
Tend to agree (4)	39 40%	20 41%	19 40%	22 34%	16 55%	36 40%	35 40%	3 43%	9 47%	13 57%	8 36%	9 27%	
Neither agree nor disagree (3)	8 8%	2 4%	6 13%	4 6%	4 14%	7 8%	7 8%	1 14%	2 11%	2 9%	2 9%	2 6%	
Tend to disagree (2)	5 5%	2 4%	3 6%	4 6%	1 3%	4 4%	4 5%	1 14%	1 5%	-	2 9%	2 6%	
Strongly disagree (1)	1 1%	1 2%	-	-	1 3%	1 1%	1 1%	-	-	-	-	1 3%	
Don't know	-	-	-	-	-	-	-	-	-	-	-	-	
NETS													
Net: Agree	83 86%	44 90%	39 81%	56 88%	23 79%	78 87%	76 86%	5 71%	16 84%	21 91%	18 82%	28 85%	
Net: Disagree	6 6%	3 6%	3 6%	4 6%	2 7%	5 6%	5 6%	1 14%	1 5%	-	2 9%	3 9%	
Mean score	4.24	4.31	4.17	4.34	3.93	4.27	4.26	3.86	4.16	4.26	4.18	4.30	
Standard deviation	.89	.89	.88	.86	.92	.87	.88	1.07	.83	.62	.96	1.05	
Standard error	.09	.13	.13	.11	.17	.09	.09	.40	.19	.13	.20	.18	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q8_6. To what extent do you agree or disagree with each of the following statements about internal communications in your organisation currently? In my organisation...

The effectiveness of internal communications is strongly affected by barriers such as organisational hierarchies and bureaucracy

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Strongly agree (5)	31 32%	6 67%	9 23%	8 42%	7 35%	-	1 13%	6 32%	8 32%	10 42%	7 24%
Tend to agree (4)	31 32%	2 22%	14 35%	2 11%	7 35%	1 100%	5 63%	8 42%	9 36%	4 17%	10 34%
Neither agree nor disagree (3)	10 10%	1 11%	4 10%	2 11%	2 10%	-	1 13%	-	3 12%	4 17%	3 10%
Tend to disagree (2)	20 21%	-	10 25%	5 26%	4 20%	-	1 13%	3 16%	5 20%	6 25%	6 21%
Strongly disagree (1)	5 5%	-	3 8%	2 11%	-	-	-	2 11%	-	-	3 10%
Don't know	-	-	-	-	-	-	-	-	-	-	-
NETS											
Net: Agree	62 64%	8 89%	23 58%	10 53%	14 70%	1 100%	6 75%	14 74%	17 68%	14 58%	17 59%
Net: Disagree	25 26%	-	13 33%	7 37%	4 20%	-	1 13%	5 26%	5 20%	6 25%	9 31%
Mean score	3.65	4.56	3.40	3.47	3.85	4.00	3.75	3.68	3.80	3.75	3.41
Standard deviation	1.27	.73	1.30	1.54	1.14	-	.89	1.38	1.12	1.26	1.35
Standard error	.13	.24	.21	.35	.25	-	.31	.32	.22	.26	.25

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q8_6. To what extent do you agree or disagree with each of the following statements about internal communications in your organisation currently? In my organisation...

The effectiveness of internal communications is strongly affected by barriers such as organisational hierarchies and bureaucracy

Base: All respondents

	ROLE			EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
Strongly agree (5)	31 32%	17 35%	14 29%	21 33%	9 31%	29 32%	28 32%	2 29%	5 26%	7 30%	6 27%	13 39%	
Tend to agree (4)	31 32%	14 29%	17 35%	18 28%	10 34%	30 33%	29 33%	1 14%	7 37%	6 26%	6 27%	12 36%	
Neither agree nor disagree (3)	10 10%	6 12%	4 8%	6 9%	4 14%	8 9%	8 9%	2 29%	1 5%	3 13%	5 23%	1 3%	
Tend to disagree (2)	20 21%	10 20%	10 21%	14 22%	6 21%	19 21%	19 22%	1 14%	5 26%	5 22%	4 18%	6 18%	
Strongly disagree (1)	5 5%	2 4%	3 6%	5 8%	- -	4 4%	4 5%	1 14%	1 5%	2 9%	1 5%	1 3%	
Don't know	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	
NETS													
Net: Agree	62 64%	31 63%	31 65%	39 61%	19 66%	59 66%	57 65%	3 43%	12 63%	13 57%	12 55%	25 76%	
Net: Disagree	25 26%	12 24%	13 27%	19 30%	6 21%	23 26%	23 26%	2 29%	6 32%	7 30%	5 23%	7 21%	
Mean score	3.65	3.69	3.60	3.56	3.76	3.68	3.66	3.29	3.53	3.48	3.55	3.91	
Standard deviation	1.27	1.26	1.28	1.36	1.12	1.25	1.26	1.50	1.31	1.38	1.22	1.21	
Standard error	.13	.18	.19	.17	.21	.13	.13	.57	.30	.29	.26	.21	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q8_7. To what extent do you agree or disagree with each of the following statements about internal communications in your organisation currently? In my organisation...

We strike the right balance between frequency of communications and quality of messages

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Strongly agree (5)	14 14%	1 11%	5 13%	4 21%	3 15%	-	1 13%	5 26%	3 12%	2 8%	4 14%
Tend to agree (4)	38 39%	4 44%	19 48%	7 37%	5 25%	-	3 38%	9 47%	9 36%	6 25%	14 48%
Neither agree nor disagree (3)	19 20%	2 22%	7 18%	3 16%	4 20%	1 100%	2 25%	3 16%	4 16%	4 17%	8 28%
Tend to disagree (2)	20 21%	1 11%	9 23%	3 16%	6 30%	-	1 13%	1 5%	6 24%	12 50%	1 3%
Strongly disagree (1)	6 6%	1 11%	-	2 11%	2 10%	-	1 13%	1 5%	3 12%	-	2 7%
Don't know	-	-	-	-	-	-	-	-	-	-	-
NETS											
Net: Agree	52 54%	5 56%	24 60%	11 58%	8 40%	-	4 50%	14 74%	12 48%	8 33%	18 62%
Net: Disagree	26 27%	2 22%	9 23%	5 26%	8 40%	-	2 25%	2 11%	9 36%	12 50%	3 10%
Mean score	3.35	3.33	3.50	3.42	3.05	3.00	3.25	3.84	3.12	2.92	3.59
Standard deviation	1.15	1.22	.99	1.30	1.28	-	1.28	1.07	1.27	1.06	1.02
Standard error	.12	.41	.16	.30	.29	-	.45	.24	.25	.22	.19

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q8_7. To what extent do you agree or disagree with each of the following statements about internal communications in your organisation currently? In my organisation...

We strike the right balance between frequency of communications and quality of messages

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES					
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
Strongly agree (5)	14 14%	7 14%	7 15%	11 17%	3 10%	14 16%	13 15%	- -	2 11%	5 22%	2 9%	5 15%	
Tend to agree (4)	38 39%	18 37%	20 42%	32 50%	6 21%	34 38%	34 39%	4 57%	11 58%	7 30%	9 41%	11 33%	
Neither agree nor disagree (3)	19 20%	9 18%	10 21%	8 13%	7 24%	19 21%	19 22%	- -	3 16%	7 30%	4 18%	5 15%	
Tend to disagree (2)	20 21%	12 24%	8 17%	11 17%	9 31%	18 20%	17 19%	2 29%	3 16%	3 13%	6 27%	8 24%	
Strongly disagree (1)	6 6%	3 6%	3 6%	2 3%	4 14%	5 6%	5 6%	1 14%	- -	1 4%	1 5%	4 12%	
Don't know	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	
NETS													
Net: Agree	52 54%	25 51%	27 56%	43 67%	9 31%	48 53%	47 53%	4 57%	13 68%	12 52%	11 50%	16 48%	
Net: Disagree	26 27%	15 31%	11 23%	13 20%	13 45%	23 26%	22 25%	3 43%	3 16%	4 17%	7 32%	12 36%	
Mean score	3.35	3.29	3.42	3.61	2.83	3.38	3.38	3.00	3.63	3.52	3.23	3.15	
Standard deviation	1.15	1.17	1.13	1.06	1.23	1.14	1.13	1.29	.90	1.12	1.11	1.30	
Standard error	.12	.17	.16	.13	.23	.12	.12	.49	.21	.23	.24	.23	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q9. How effective, if at all, do you feel internal communications is for helping to create brand advocates in your organisation?

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Very effective (4)	17 18%	1 11%	10 25%	2 11%	2 10%	- -	2 25%	3 16%	2 8%	7 29%	5 17%
Fairly effective (3)	47 48%	5 56%	18 45%	12 63%	8 40%	- -	4 50%	10 53%	11 44%	10 42%	16 55%
Not very effective (2)	29 30%	3 33%	11 28%	5 26%	9 45%	- -	1 13%	5 26%	11 44%	6 25%	7 24%
Not at all effective (1)	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Don't know	4 4%	- -	1 3%	- -	1 5%	1 100%	1 13%	1 5%	1 4%	1 4%	1 3%
NETS											
Net: Effective	64 66%	6 67%	28 70%	14 74%	10 50%	- -	6 75%	13 68%	13 52%	17 71%	21 72%
Net: Not effective	29 30%	3 33%	11 28%	5 26%	9 45%	- -	1 13%	5 26%	11 44%	6 25%	7 24%
Mean score	2.87	2.78	2.97	2.84	2.63	-	3.14	2.89	2.63	3.04	2.93
Standard deviation	.70	.67	.74	.60	.68	-	.69	.68	.65	.77	.66
Standard error	.07	.22	.12	.14	.16	-	.26	.16	.13	.16	.13

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q9. How effective, if at all, do you feel internal communications is for helping to create brand advocates in your organisation?

Base: All respondents

	ROLE			EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
Very effective (4)	17 18%	8 16%	9 19%	17 27%	-	16 18%	16 18%	1 14%	4 21%	5 22%	3 14%	5 15%	
Fairly effective (3)	47 48%	22 45%	25 52%	47 73%	-	44 49%	43 49%	3 43%	11 58%	9 39%	8 36%	19 58%	
Not very effective (2)	29 30%	16 33%	13 27%	-	29 100%	26 29%	25 28%	3 43%	2 11%	8 35%	11 50%	8 24%	
Not at all effective (1)	-	-	-	-	-	-	-	-	-	-	-	-	
Don't know	4 4%	3 6%	1 2%	-	-	4 4%	4 5%	-	2 11%	1 4%	-	1 3%	
NETS													
Net: Effective	64 66%	30 61%	34 71%	64 100%	-	60 67%	59 67%	4 57%	15 79%	14 61%	11 50%	24 73%	
Net: Not effective	29 30%	16 33%	13 27%	-	29 100%	26 29%	25 28%	3 43%	2 11%	8 35%	11 50%	8 24%	
Mean score	2.87	2.83	2.91	3.27	2.00	2.88	2.89	2.71	3.12	2.86	2.64	2.91	
Standard deviation	.70	.71	.69	.45	-	.69	.69	.76	.60	.77	.73	.64	
Standard error	.07	.10	.10	.06	-	.07	.08	.29	.15	.17	.15	.11	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q10. In your opinion, to what extent, if at all, do you feel that employees trust communications that come from the Board in your organisation?

Base: All respondents

	TITLE							EXPERIENCE IN AN INTERNAL COMMS ROLE			
	Total	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
To a great extent	31 32%	2 22%	14 35%	7 37%	5 25%	- -	3 38%	7 37%	9 36%	3 13%	12 41%
Somewhat	55 57%	7 78%	21 53%	9 47%	14 70%	1 100%	3 38%	11 58%	10 40%	19 79%	15 52%
Very little	8 8%	- -	4 10%	2 11%	1 5%	- -	1 13%	1 5%	4 16%	2 8%	1 3%
Not at all	1 1%	- -	1 3%	- -	- -	- -	- -	- -	1 4%	- -	- -
Don't know	2 2%	- -	- -	1 5%	- -	- -	1 13%	- -	1 4%	- -	1 3%
NETS											
Net: At least somewhat	86 89%	9 100%	35 88%	16 84%	19 95%	1 100%	6 75%	18 95%	19 76%	22 92%	27 93%
Net: Very little/Not at all	9 9%	- -	5 13%	2 11%	1 5%	- -	1 13%	1 5%	5 20%	2 8%	1 3%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q10. In your opinion, to what extent, if at all, do you feel that employees trust communications that come from the Board in your organisation?

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+
	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Significance Level: 95%												
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
To a great extent	31 32%	12 24%	19 40%	27 42%	3 10%	28 31%	27 31%	3 43%	7 37%	8 35%	5 23%	11 33%
Somewhat	55 57%	31 63%	24 50%	35 55%	18 62%	53 59%	52 59%	2 29%	9 47%	11 48%	14 64%	21 64%
Very little	8 8%	4 8%	4 8%	2 3%	6 21%	6 7%	6 7%	2 29%	1 5%	3 13%	3 14%	1 3%
Not at all	1 1%	- -	1 2%	- -	1 3%	1 1%	1 1%	- -	1 5%	- -	- -	- -
Don't know	2 2%	2 4%	- -	- -	1 3%	2 2%	2 2%	- -	1 5%	1 4%	- -	- -
NETS												
Net: At least somewhat	86 89%	43 88%	43 90%	62 97%	21 72%	81 90%	79 90%	5 71%	16 84%	19 83%	19 86%	32 97%
Net: Very little/Not at all	9 9%	4 8%	5 10%	2 3%	7 24%	7 8%	7 8%	2 29%	2 11%	3 13%	3 14%	1 3%

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q11_SUM. Thinking about your own role in internal communications, to what extent do you agree or disagree with each of the following statements?

SUMMARY TABLE

Base: All respondents

	Total	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know	Net: Agree	Net: Disagree	Mean
I feel my work in internal communications is valued by business leaders	97 100%	24 25%	52 54%	8 8%	12 12%	- -	1 1%	76 78%	12 12%	3.92
I feel empowered by business leaders to be innovative in internal communications	97 100%	28 29%	39 40%	12 12%	15 15%	2 2%	1 1%	67 69%	17 18%	3.79
A primary objective of my individual role is helping the organisation create brand advocates	97 100%	15 15%	38 39%	21 22%	17 18%	5 5%	1 1%	53 55%	22 23%	3.43
I have access to the training I need to be an effective internal communications professional	97 100%	16 16%	36 37%	20 21%	20 21%	3 3%	2 2%	52 54%	23 24%	3.44
I have access to the tools and resources I need to develop high quality internal communications	97 100%	15 15%	33 34%	15 15%	27 28%	6 6%	1 1%	48 49%	33 34%	3.25
My role in internal communications mainly focuses on creating and disseminating information	97 100%	3 3%	42 43%	18 19%	28 29%	6 6%	- -	45 46%	34 35%	3.08
I have access to the budget needed to develop and implement an effective internal communications strategy	97 100%	10 10%	24 25%	19 20%	35 36%	8 8%	1 1%	34 35%	43 44%	2.93

ComRes/Ellwood Atfield Internal Communications Survey

Q11_1. Thinking about your own role in internal communications, to what extent do you agree or disagree with each of the following statements?

A primary objective of my individual role is helping the organisation create brand advocates

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Strongly agree (5)	15 15%	3 33%	4 10%	4 21%	2 10%	1 100%	1 13%	3 16%	1 4%	5 21%	6 21%
Tend to agree (4)	38 39%	4 44%	20 50%	5 26%	5 25%	-	4 50%	7 37%	7 28%	11 46%	13 45%
Neither agree nor disagree (3)	21 22%	1 11%	10 25%	5 26%	4 20%	-	1 13%	5 26%	7 28%	4 17%	5 17%
Tend to disagree (2)	17 18%	1 11%	4 10%	5 26%	6 30%	-	1 13%	3 16%	7 28%	3 13%	4 14%
Strongly disagree (1)	5 5%	-	2 5%	-	3 15%	-	-	1 5%	3 12%	1 4%	-
Don't know	1 1%	-	-	-	-	-	1 13%	-	-	-	1 3%
NETS											
Net: Agree	53 55%	7 78%	24 60%	9 47%	7 35%	1 100%	5 63%	10 53%	8 32%	16 67%	19 66%
Net: Disagree	22 23%	1 11%	6 15%	5 26%	9 45%	-	1 13%	4 21%	10 40%	4 17%	4 14%
Mean score	3.43	4.00	3.50	3.42	2.85	5.00	3.71	3.42	2.84	3.67	3.75
Standard deviation	1.11	1.00	.99	1.12	1.27	-	.95	1.12	1.11	1.09	.97
Standard error	.11	.33	.16	.26	.28	-	.36	.26	.22	.22	.18

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q11_1. Thinking about your own role in internal communications, to what extent do you agree or disagree with each of the following statements?

A primary objective of my individual role is helping the organisation create brand advocates

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES					
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
Strongly agree (5)	15 15%	8 16%	7 15%	12 19%	2 7%	14 16%	14 16%	1 14%	2 11%	3 13%	2 9%	8 24%	
Tend to agree (4)	38 39%	14 29%	24 50% a	31 48%	6 21%	35 39%	35 40%	3 43%	11 58%	10 43%	4 18%	13 39%	
Neither agree nor disagree (3)	21 22%	11 22%	10 21%	14 22%	7 24%	20 22%	18 20%	1 14%	4 21%	2 9%	10 45%	5 15%	
Tend to disagree (2)	17 18%	12 24%	5 10%	6 9%	11 38%	15 17%	15 17%	2 29%	1 5%	6 26%	5 23%	5 15%	
Strongly disagree (1)	5 5%	3 6%	2 4%	1 2%	3 10%	5 6%	5 6%	- -	- -	2 9%	1 5%	2 6%	
Don't know	1 1%	1 2%	- -	- -	- -	1 1%	1 1%	- -	1 5%	- -	- -	- -	
NETS													
Net: Agree	53 55%	22 45%	31 65%	43 67%	8 28%	49 54%	49 56%	4 57%	13 68%	13 57%	6 27%	21 64%	
Net: Disagree	22 23%	15 31%	7 15%	7 11%	14 48%	20 22%	20 23%	2 29%	1 5%	8 35%	6 27%	7 21%	
Mean score	3.43	3.25	3.60	3.73	2.76	3.43	3.44	3.43	3.78	3.26	3.05	3.61	
Standard deviation	1.11	1.19	1.01	.93	1.12	1.12	1.13	1.13	.73	1.25	1.00	1.20	
Standard error	.11	.17	.15	.12	.21	.12	.12	.43	.17	.26	.21	.21	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q11_2. Thinking about your own role in internal communications, to what extent do you agree or disagree with each of the following statements?

My role in internal communications mainly focuses on creating and disseminating information

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Strongly agree (5)	3 3%	-	-	2 11%	1 5%	-	-	-	3 12%	-	-
Tend to agree (4)	42 43%	3 33%	17 43%	9 47%	10 50%	-	3 38%	6 32%	13 52%	11 46%	12 41%
Neither agree nor disagree (3)	18 19%	3 33%	9 23%	2 11%	1 5%	-	3 38%	4 21%	2 8%	6 25%	6 21%
Tend to disagree (2)	28 29%	1 11%	13 33%	6 32%	6 30%	-	2 25%	8 42%	6 24%	5 21%	9 31%
Strongly disagree (1)	6 6%	2 22%	1 3%	-	2 10%	1 100%	-	1 5%	1 4%	2 8%	2 7%
Don't know	-	-	-	-	-	-	-	-	-	-	-
NETS											
Net: Agree	45 46%	3 33%	17 43%	11 58%	11 55%	-	3 38%	6 32%	16 64%	11 46%	12 41%
Net: Disagree	34 35%	3 33%	14 35%	6 32%	8 40%	1 100%	2 25%	9 47%	7 28%	7 29%	11 38%
Mean score	3.08	2.78	3.05	3.37	3.10	1.00	3.13	2.79	3.44	3.08	2.97
Standard deviation	1.05	1.20	.93	1.07	1.21	-	.83	.98	1.12	1.02	1.02
Standard error	.11	.40	.15	.24	.27	-	.30	.22	.22	.21	.19

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q11_2. Thinking about your own role in internal communications, to what extent do you agree or disagree with each of the following statements?

My role in internal communications mainly focuses on creating and disseminating information

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES					
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
Strongly agree (5)	3 3%	2 4%	1 2%	1 2%	2 7%	2 2%	2 2%	1 14%	- -	- -	2 9%	1 3%	
Tend to agree (4)	42 43%	23 47%	19 40%	27 42%	14 48%	40 44%	39 44%	2 29%	7 37%	14 61%	7 32%	14 42%	
Neither agree nor disagree (3)	18 19%	5 10%	13 27% a	15 23%	3 10%	16 18%	15 17%	2 29%	6 32%	3 13%	3 14%	6 18%	
Tend to disagree (2)	28 29%	15 31%	13 27%	18 28%	8 28%	27 30%	27 31%	1 14%	5 26%	6 26%	8 36%	9 27%	
Strongly disagree (1)	6 6%	4 8%	2 4%	3 5%	2 7%	5 6%	5 6%	1 14%	1 5%	- -	2 9%	3 9%	
Don't know	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	
NETS													
Net: Agree	45 46%	25 51%	20 42%	28 44%	16 55%	42 47%	41 47%	3 43%	7 37%	14 61%	9 41%	15 45%	
Net: Disagree	34 35%	19 39%	15 31%	21 33%	10 34%	32 36%	32 36%	2 29%	6 32%	6 26%	10 45%	12 36%	
Mean score	3.08	3.08	3.08	3.08	3.21	3.08	3.07	3.14	3.00	3.35	2.95	3.03	
Standard deviation	1.05	1.13	.96	.98	1.15	1.03	1.04	1.35	.94	.88	1.21	1.10	
Standard error	.11	.16	.14	.12	.21	.11	.11	.51	.22	.18	.26	.19	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q11_3. Thinking about your own role in internal communications, to what extent do you agree or disagree with each of the following statements?

I have access to the training I need to be an effective internal communications professional

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Strongly agree (5)	16 16%	2 22%	7 18%	4 21%	2 10%	1 100%	-	4 21%	3 12%	2 8%	7 24%
Tend to agree (4)	36 37%	1 11%	15 38%	6 32%	11 55%	-	3 38%	8 42%	12 48%	9 38%	7 24%
Neither agree nor disagree (3)	20 21%	4 44%	10 25%	3 16%	-	-	3 38%	2 11%	5 20%	5 21%	8 28%
Tend to disagree (2)	20 21%	2 22%	6 15%	5 26%	6 30%	-	1 13%	4 21%	4 16%	7 29%	5 17%
Strongly disagree (1)	3 3%	-	1 3%	1 5%	1 5%	-	-	1 5%	-	1 4%	1 3%
Don't know	2 2%	-	1 3%	-	-	-	1 13%	-	1 4%	-	1 3%
NETS											
Net: Agree	52 54%	3 33%	22 55%	10 53%	13 65%	1 100%	3 38%	12 63%	15 60%	11 46%	14 48%
Net: Disagree	23 24%	2 22%	7 18%	6 32%	7 35%	-	1 13%	5 26%	4 16%	8 33%	6 21%
Mean score	3.44	3.33	3.54	3.37	3.35	5.00	3.29	3.53	3.58	3.17	3.50
Standard deviation	1.10	1.12	1.05	1.26	1.18	-	.76	1.22	.93	1.09	1.17
Standard error	.11	.37	.17	.29	.26	-	.29	.28	.19	.22	.22

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q11_3. Thinking about your own role in internal communications, to what extent do you agree or disagree with each of the following statements?

I have access to the training I need to be an effective internal communications professional

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES					
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
Strongly agree (5)	16 16%	8 16%	8 17%	13 20%	2 7%	15 17%	15 17%	1 14%	1 5%	6 26%	3 14%	6 18%	
Tend to agree (4)	36 37%	18 37%	18 38%	26 41%	9 31%	34 38%	33 38%	2 29%	9 47%	6 26%	7 32%	14 42%	
Neither agree nor disagree (3)	20 21%	7 14%	13 27%	12 19%	7 24%	19 21%	19 22%	1 14%	4 21%	2 9%	8 36%	6 18%	
Tend to disagree (2)	20 21%	12 24%	8 17%	12 19%	8 28%	17 19%	17 19%	3 43%	3 16%	8 35%	4 18%	5 15%	
Strongly disagree (1)	3 3%	3 6%	- -	1 2%	2 7%	3 3%	2 2%	- -	- -	1 4%	- -	2 6%	
Don't know	2 2%	1 2%	1 2%	- -	1 3%	2 2%	2 2%	- -	2 11%	- -	- -	- -	
NETS													
Net: Agree	52 54%	26 53%	26 54%	39 61%	11 38%	49 54%	48 55%	3 43%	10 53%	12 52%	10 45%	20 61%	
Net: Disagree	23 24%	15 31%	8 17%	13 20%	10 34%	20 22%	19 22%	3 43%	3 16%	9 39%	4 18%	7 21%	
Mean score	3.44	3.33	3.55	3.59	3.04	3.47	3.49	3.14	3.47	3.35	3.41	3.52	
Standard deviation	1.10	1.21	.97	1.06	1.10	1.09	1.07	1.21	.87	1.34	.96	1.15	
Standard error	.11	.17	.14	.13	.21	.12	.12	.46	.21	.28	.20	.20	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q11_4. Thinking about your own role in internal communications, to what extent do you agree or disagree with each of the following statements?

I have access to the tools and resources I need to develop high quality internal communications

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Strongly agree (5)	15 15%	3 33%	6 15%	2 11%	2 10%	1 100%	1 13%	3 16%	2 8%	4 17%	6 21%
Tend to agree (4)	33 34%	2 22%	17 43%	8 42%	4 20%	- -	2 25%	5 26%	9 36%	8 33%	11 38%
Neither agree nor disagree (3)	15 15%	2 22%	4 10%	4 21%	3 15%	- -	2 25%	2 11%	3 12%	5 21%	5 17%
Tend to disagree (2)	27 28%	2 22%	11 28%	5 26%	7 35%	- -	2 25%	6 32%	9 36%	6 25%	6 21%
Strongly disagree (1)	6 6%	- -	2 5%	- -	4 20%	- -	- -	3 16%	2 8%	1 4%	- -
Don't know	1 1%	- -	- -	- -	- -	- -	1 13%	- -	- -	- -	1 3%
NETS											
Net: Agree	48 49%	5 56%	23 58%	10 53%	6 30%	1 100%	3 38%	8 42%	11 44%	12 50%	17 59%
Net: Disagree	33 34%	2 22%	13 33%	5 26%	11 55%	- -	2 25%	9 47%	11 44%	7 29%	6 21%
Mean score	3.25	3.67	3.35	3.37	2.65	5.00	3.29	2.95	3.00	3.33	3.61
Standard deviation	1.21	1.22	1.19	1.01	1.31	-	1.11	1.39	1.19	1.17	1.07
Standard error	.12	.41	.19	.23	.29	-	.42	.32	.24	.24	.20

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q11_4. Thinking about your own role in internal communications, to what extent do you agree or disagree with each of the following statements?

I have access to the tools and resources I need to develop high quality internal communications

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES					
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
Strongly agree (5)	15 15%	8 16%	7 15%	11 17%	3 10%	13 14%	13 15%	2 29%	3 16%	3 13%	3 14%	6 18%	
Tend to agree (4)	33 34%	14 29%	19 40%	26 41%	6 21%	29 32%	28 32%	4 57%	8 42%	7 30%	7 32%	11 33%	
Neither agree nor disagree (3)	15 15%	7 14%	8 17%	11 17%	4 14%	15 17%	15 17%	- -	3 16%	1 4%	4 18%	7 21%	
Tend to disagree (2)	27 28%	15 31%	12 25%	15 23%	11 38%	26 29%	25 28%	1 14%	4 21%	10 43%	6 27%	7 21%	
Strongly disagree (1)	6 6%	4 8%	2 4%	1 2%	5 17%	6 7%	6 7%	- -	- -	2 9%	2 9%	2 6%	
Don't know	1 1%	1 2%	- -	- -	- -	1 1%	1 1%	- -	1 5%	- -	- -	- -	
NETS													
Net: Agree	48 49%	22 45%	26 54%	37 58%	9 31%	42 47%	41 47%	6 86%	11 58%	10 43%	10 45%	17 52%	
Net: Disagree	33 34%	19 39%	14 29%	16 25%	16 55%	32 36%	31 35%	1 14%	4 21%	12 52%	8 36%	9 27%	
Mean score	3.25	3.15	3.35	3.48	2.69	3.19	3.20	4.00	3.56	2.96	3.14	3.36	
Standard deviation	1.21	1.27	1.14	1.08	1.28	1.20	1.21	1.00	1.04	1.30	1.25	1.19	
Standard error	.12	.18	.16	.14	.24	.13	.13	.38	.25	.27	.27	.21	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q11_5. Thinking about your own role in internal communications, to what extent do you agree or disagree with each of the following statements?

I have access to the budget needed to develop and implement an effective internal communications strategy

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Strongly agree (5)	10 10%	2 22%	3 8%	5 26%	- -	- -	- -	- -	1 4%	3 13%	6 21%
Tend to agree (4)	24 25%	4 44%	8 20%	4 21%	6 30%	1 100%	1 13%	5 26%	5 20%	5 21%	9 31%
Neither agree nor disagree (3)	19 20%	2 22%	10 25%	1 5%	2 10%	- -	4 50%	6 32%	7 28%	3 13%	3 10%
Tend to disagree (2)	35 36%	- -	16 40%	7 37%	11 55%	- -	1 13%	6 32%	10 40%	11 46%	8 28%
Strongly disagree (1)	8 8%	1 11%	3 8%	2 11%	1 5%	- -	1 13%	2 11%	2 8%	2 8%	2 7%
Don't know	1 1%	- -	- -	- -	- -	- -	1 13%	- -	- -	- -	1 3%
NETS											
Net: Agree	34 35%	6 67%	11 28%	9 47%	6 30%	1 100%	1 13%	5 26%	6 24%	8 33%	15 52%
Net: Disagree	43 44%	1 11%	19 48%	9 47%	12 60%	- -	2 25%	8 42%	12 48%	13 54%	10 34%
Mean score	2.93	3.67	2.80	3.16	2.65	4.00	2.71	2.74	2.72	2.83	3.32
Standard deviation	1.17	1.22	1.09	1.46	.99	-	.95	.99	1.02	1.24	1.31
Standard error	.12	.41	.17	.34	.22	-	.36	.23	.20	.25	.25

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q11_5. Thinking about your own role in internal communications, to what extent do you agree or disagree with each of the following statements?

I have access to the budget needed to develop and implement an effective internal communications strategy

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES					
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
Strongly agree (5)	10 10%	5 10%	5 10%	9 14%	1 3%	8 9%	8 9%	2 29%	1 5%	4 17%	2 9%	3 9%	
Tend to agree (4)	24 25%	14 29%	10 21%	15 23%	8 28%	23 26%	23 26%	1 14%	4 21%	4 17%	5 23%	11 33%	
Neither agree nor disagree (3)	19 20%	5 10%	14 29% a	12 19%	6 21%	17 19%	16 18%	2 29%	8 42%	4 17%	3 14%	4 12%	
Tend to disagree (2)	35 36%	21 43%	14 29%	21 33%	13 45%	33 37%	32 36%	2 29%	5 26%	9 39%	10 45%	11 33%	
Strongly disagree (1)	8 8%	3 6%	5 10%	7 11%	1 3%	8 9%	8 9%	-	-	2 9%	2 9%	4 12%	
Don't know	1 1%	1 2%	-	-	-	1 1%	1 1%	-	1 5%	-	-	-	
NETS													
Net: Agree	34 35%	19 39%	15 31%	24 38%	9 31%	31 34%	31 35%	3 43%	5 26%	8 35%	7 32%	14 42%	
Net: Disagree	43 44%	24 49%	19 40%	28 44%	14 48%	41 46%	40 45%	2 29%	5 26%	11 48%	12 55%	15 45%	
Mean score	2.93	2.94	2.92	2.97	2.83	2.89	2.90	3.43	3.06	2.96	2.77	2.94	
Standard deviation	1.17	1.19	1.16	1.26	1.00	1.16	1.17	1.27	.87	1.30	1.19	1.25	
Standard error	.12	.17	.17	.16	.19	.12	.13	.48	.21	.27	.25	.22	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q11_6. Thinking about your own role in internal communications, to what extent do you agree or disagree with each of the following statements?

I feel my work in internal communications is valued by business leaders

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Strongly agree (5)	24 25%	4 44%	9 23%	6 32%	2 10%	1 100%	2 25%	2 11%	7 28%	5 21%	10 34%
Tend to agree (4)	52 54%	4 44%	23 58%	10 53%	11 55%	-	4 50%	10 53%	11 44%	15 63%	16 55%
Neither agree nor disagree (3)	8 8%	-	3 8%	1 5%	4 20%	-	-	3 16%	3 12%	1 4%	1 3%
Tend to disagree (2)	12 12%	1 11%	5 13%	2 11%	2 10%	-	2 25%	4 21%	4 16%	2 8%	2 7%
Strongly disagree (1)	-	-	-	-	-	-	-	-	-	-	-
Don't know	1 1%	-	-	-	1 5%	-	-	-	-	1 4%	-
NETS											
Net: Agree	76 78%	8 89%	32 80%	16 84%	13 65%	1 100%	6 75%	12 63%	18 72%	20 83%	26 90%
Net: Disagree	12 12%	1 11%	5 13%	2 11%	2 10%	-	2 25%	4 21%	4 16%	2 8%	2 7%
Mean score	3.92	4.22	3.90	4.05	3.68	5.00	3.75	3.53	3.84	4.00	4.17
Standard deviation	.91	.97	.90	.91	.82	-	1.16	.96	1.03	.80	.80
Standard error	.09	.32	.14	.21	.19	-	.41	.22	.21	.17	.15

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q11_6. Thinking about your own role in internal communications, to what extent do you agree or disagree with each of the following statements?

I feel my work in internal communications is valued by business leaders

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+
Significance Level: 95%												
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Strongly agree (5)	24 25%	12 24%	12 25%	17 27%	5 17%	23 26%	23 26%	1 14%	4 21%	7 30%	5 23%	8 24%
Tend to agree (4)	52 54%	26 53%	26 54%	37 58%	14 48%	48 53%	46 52%	4 57%	10 53%	8 35%	14 64%	20 61%
Neither agree nor disagree (3)	8 8%	5 10%	3 6%	5 8%	3 10%	7 8%	7 8%	1 14%	2 11%	1 4%	3 14%	2 6%
Tend to disagree (2)	12 12%	5 10%	7 15%	5 8%	7 24%	11 12%	11 13%	1 14%	3 16%	7 30%	-	2 6%
Strongly disagree (1)	-	-	-	-	-	-	-	-	-	-	-	-
Don't know	1 1%	1 2%	-	-	-	1 1%	1 1%	-	-	-	-	1 3%
NETS												
Net: Agree	76 78%	38 78%	38 79%	54 84%	19 66%	71 79%	69 78%	5 71%	14 74%	15 65%	19 86%	28 85%
Net: Disagree	12 12%	5 10%	7 15%	5 8%	7 24%	11 12%	11 13%	1 14%	3 16%	7 30%	-	2 6%
Mean score	3.92	3.94	3.90	4.03	3.59	3.93	3.93	3.71	3.79	3.65	4.09	4.06
Standard deviation	.91	.89	.95	.82	1.05	.91	.93	.95	.98	1.23	.61	.76
Standard error	.09	.13	.14	.10	.20	.10	.10	.36	.22	.26	.13	.13

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q11_7. Thinking about your own role in internal communications, to what extent do you agree or disagree with each of the following statements?

I feel empowered by business leaders to be innovative in internal communications

Base: All respondents

	Total	TITLE						EXPERIENCE IN AN INTERNAL COMMS ROLE			
		Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Strongly agree (5)	28 29%	4 44%	10 25%	7 37%	4 20%	1 100%	2 25%	5 26%	6 24%	4 17%	13 45%
Tend to agree (4)	39 40%	4 44%	19 48%	6 32%	9 45%	-	1 13%	9 47%	7 28%	14 58%	9 31%
Neither agree nor disagree (3)	12 12%	1 11%	6 15%	2 11%	2 10%	-	1 13%	3 16%	4 16%	3 13%	2 7%
Tend to disagree (2)	15 15%	-	4 10%	3 16%	5 25%	-	3 38%	1 5%	8 32%	3 13%	3 10%
Strongly disagree (1)	2 2%	-	1 3%	1 5%	-	-	-	1 5%	-	-	1 3%
Don't know	1 1%	-	-	-	-	-	1 13%	-	-	-	1 3%
NETS											
Net: Agree	67 69%	8 89%	29 73%	13 68%	13 65%	1 100%	3 38%	14 74%	13 52%	18 75%	22 76%
Net: Disagree	17 18%	-	5 13%	4 21%	5 25%	-	3 38%	2 11%	8 32%	3 13%	4 14%
Mean score	3.79	4.33	3.83	3.79	3.60	5.00	3.29	3.84	3.44	3.79	4.07
Standard deviation	1.09	.71	1.01	1.27	1.10	-	1.38	1.07	1.19	.88	1.15
Standard error	.11	.24	.16	.29	.24	-	.52	.24	.24	.18	.22

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q11_7. Thinking about your own role in internal communications, to what extent do you agree or disagree with each of the following statements?

I feel empowered by business leaders to be innovative in internal communications

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES					
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
Strongly agree (5)	28 29%	16 33%	12 25%	23 36%	4 14%	28 31%	27 31%	- -	2 11%	5 22%	10 45%	11 33%	
Tend to agree (4)	39 40%	17 35%	22 46%	27 42%	10 34%	34 38%	34 39%	5 71%	9 47%	8 35%	6 27%	16 48%	
Neither agree nor disagree (3)	12 12%	5 10%	7 15%	6 9%	6 21%	11 12%	11 13%	1 14%	5 26%	3 13%	1 5%	3 9%	
Tend to disagree (2)	15 15%	9 18%	6 13%	7 11%	8 28%	14 16%	13 15%	1 14%	2 11%	7 30%	3 14%	3 9%	
Strongly disagree (1)	2 2%	1 2%	1 2%	1 2%	1 3%	2 2%	2 2%	- -	- -	- -	2 9%	- -	
Don't know	1 1%	1 2%	- -	- -	- -	1 1%	1 1%	- -	1 5%	- -	- -	- -	
NETS													
Net: Agree	67 69%	33 67%	34 71%	50 78%	14 48%	62 69%	61 69%	5 71%	11 58%	13 57%	16 73%	27 82%	
Net: Disagree	17 18%	10 20%	7 15%	8 13%	9 31%	16 18%	15 17%	1 14%	2 11%	7 30%	5 23%	3 9%	
Mean score	3.79	3.79	3.79	4.00	3.28	3.81	3.82	3.57	3.61	3.48	3.86	4.06	
Standard deviation	1.09	1.17	1.03	1.02	1.13	1.12	1.11	.79	.85	1.16	1.39	.90	
Standard error	.11	.17	.15	.13	.21	.12	.12	.30	.20	.24	.30	.16	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q14. How, if at all, does your organisation measure the success of internal communications?

Base: All respondents

	TITLE							EXPERIENCE IN AN INTERNAL COMMS ROLE			
	Total	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
As part of regular employee engagement/satisfaction surveys	73 75%	7 78%	30 75%	14 74%	16 80%	1 100%	5 63%	13 68%	23 92%	15 63%	22 76%
Monitoring of take-up/click throughs of electronic communications	58 60%	6 67%	25 63%	12 63%	12 60%	-	3 38%	9 47%	17 68%	13 54%	19 66%
Ad-hoc feedback through managers, communications champions or other employees	58 60%	6 67%	23 58%	9 47%	16 80%	-	4 50%	11 58%	16 64%	13 54%	18 62%
Focus groups to explore particular aspects of internal communications in depth	44 45%	5 56%	18 45%	8 42%	8 40%	-	5 63%	5 26%	13 52%	10 42%	16 55%
Ad-hoc surveys on the effectiveness of specific internal communications campaigns	43 44%	5 56%	17 43%	10 53%	8 40%	-	3 38%	7 37%	10 40%	10 42%	16 55%
Regular surveys specifically on internal communications	30 31%	4 44%	12 30%	9 47%	3 15%	-	2 25%	4 21%	6 24%	6 25%	14 48%
Regular feedback through a specific communications network	30 31%	3 33%	14 35%	4 21%	3 15%	-	6 75%	4 21%	7 28%	6 25%	13 45%
Other	2 2%	-	1 3%	1 5%	-	-	-	-	1 4%	-	1 3%
We don't measure the success of internal communications in my organisation	7 7%	-	4 10%	3 16%	-	-	-	2 11%	1 4%	3 13%	1 3%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q14. How, if at all, does your organisation measure the success of internal communications?

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+
	a	b	c	*d	e	f	*g	h	i	j	k	
Significance Level: 95%												
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
As part of regular employee engagement/satisfaction surveys	73 75%	35 71%	38 79%	46 72%	24 83%	73 81%	73 83%	- -	10 53%	21 91%	16 73%	26 79%
Monitoring of take-up/click throughs of electronic communications	58 60%	30 61%	28 58%	41 64%	15 52%	58 64%	57 65%	- -	4 21%	15 65%	16 73%	23 70%
Ad-hoc feedback through managers, communications champions or other employees	58 60%	33 67%	25 52%	37 58%	18 62%	58 64%	57 65%	- -	6 32%	14 61%	17 77%	21 64%
Focus groups to explore particular aspects of internal communications in depth	44 45%	20 41%	24 50%	35 55%	7 24%	44 49%	44 50%	- -	5 26%	12 52%	7 32%	20 61%
Ad-hoc surveys on the effectiveness of specific internal communications campaigns	43 44%	23 47%	20 42%	30 47%	10 34%	43 48%	43 49%	- -	4 21%	10 43%	12 55%	17 52%
Regular surveys specifically on internal communications	30 31%	18 37%	12 25%	25 39%	5 17%	30 33%	30 34%	- -	3 16%	9 39%	10 45%	8 24%
Regular feedback through a specific communications network	30 31%	13 27%	17 35%	22 34%	6 21%	30 33%	28 32%	- -	5 26%	7 30%	8 36%	10 30%
Other	2 2%	1 2%	1 2%	1 2%	1 3%	2 2%	2 2%	- -	- -	2 9%	- -	- -
We don't measure the success of internal communications in my organisation	7 7%	3 6%	4 8%	4 6%	3 10%	- -	- -	7 100%	4 21%	- -	2 9%	1 3%

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q15. And which, if any, of these do you feel your organisation should do more of in order to get the most value from measuring the success of internal communications?

Base: All respondents

	TITLE							EXPERIENCE IN AN INTERNAL COMMS ROLE			
	Total	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Focus groups to explore particular aspects of internal communications in depth	46 47%	5 56%	19 48%	9 47%	10 50%	- -	3 38%	6 32%	12 48%	11 46%	17 59%
Regular surveys specifically on internal communications	30 31%	4 44%	9 23%	6 32%	7 35%	1 100%	3 38%	8 42%	6 24%	6 25%	10 34%
Regular feedback through a specific communications network	30 31%	4 44%	10 25%	2 11%	10 50%	- -	4 50%	5 26%	7 28%	6 25%	12 41%
Ad-hoc feedback through managers, communications champions or other employees	24 25%	2 22%	10 25%	7 37%	4 20%	- -	1 13%	6 32%	4 16%	5 21%	9 31%
Monitoring of take-up/ click throughs of electronic communications	16 16%	1 11%	6 15%	1 5%	5 25%	1 100%	2 25%	2 11%	7 28%	4 17%	3 10%
Ad-hoc surveys on the effectiveness of specific internal communications campaigns	15 15%	3 33%	6 15%	2 11%	2 10%	1 100%	1 13%	5 26%	2 8%	3 13%	5 17%
As part of regular employee engagement/ satisfaction surveys	11 11%	- -	4 10%	4 21%	2 10%	- -	1 13%	3 16%	1 4%	5 21%	2 7%
Other	7 7%	- -	2 5%	- -	3 15%	- -	2 25%	- -	2 8%	3 13%	2 7%
None of these	12 12%	1 11%	6 15%	3 16%	1 5%	- -	1 13%	2 11%	3 12%	4 17%	3 10%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q15. And which, if any, of these do you feel your organisation should do more of in order to get the most value from measuring the success of internal communications?

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+
	a	b	c	*d	e	f	*g	h	i	j	k	
Significance Level: 95%												
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Focus groups to explore particular aspects of internal communications in depth	46 47%	26 53%	20 42%	27 42%	18 62%	44 49%	43 49%	2 29%	5 26%	10 43%	17 77%	14 42%
Regular surveys specifically on internal communications	30 31%	17 35%	13 27%	20 31%	8 28%	27 30%	27 31%	3 43%	6 32%	7 30%	6 27%	11 33%
Regular feedback through a specific communications network	30 31%	17 35%	13 27%	15 23%	14 48%	29 32%	29 33%	1 14%	4 21%	6 26%	8 36%	12 36%
Ad-hoc feedback through managers, communications champions or other employees	24 25%	13 27%	11 23%	20 31%	4 14%	21 23%	21 24%	3 43%	5 26%	6 26%	5 23%	8 24%
Monitoring of take-up/ click throughs of electronic communications	16 16%	8 16%	8 17%	8 13%	7 24%	15 17%	14 16%	1 14%	6 32%	6 26%	2 9%	2 6%
Ad-hoc surveys on the effectiveness of specific internal communications campaigns	15 15%	6 12%	9 19%	7 11%	7 24%	15 17%	15 17%	- -	4 21%	3 13%	4 18%	4 12%
As part of regular employee engagement/ satisfaction surveys	11 11%	7 14%	4 8%	9 14%	2 7%	11 12%	10 11%	- -	2 11%	- -	2 9%	7 21%
Other	7 7%	5 10%	2 4%	5 8%	- -	6 7%	6 7%	1 14%	2 11%	- -	2 9%	3 9%
None of these	12 12%	4 8%	8 17%	10 16%	2 7%	11 12%	11 13%	1 14%	2 11%	5 22%	1 5%	4 12%

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q16. What industry sector does your organisation work in?

Base: All respondents

	TITLE							EXPERIENCE IN AN INTERNAL COMMS ROLE			
	Total	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Financial Services	17 18%	1 11%	6 15%	6 32%	4 20%	-	-	4 21%	2 8%	5 21%	6 21%
Professional Services	11 11%	2 22%	5 13%	2 11%	2 10%	-	-	3 16%	4 16%	1 4%	3 10%
Charity	8 8%	-	5 13%	-	1 5%	1 100%	1 13%	4 21%	2 8%	1 4%	1 3%
Health	7 7%	-	3 8%	2 11%	1 5%	-	1 13%	1 5%	3 12%	1 4%	2 7%
FMCG & Retail	6 6%	1 11%	-	2 11%	3 15%	-	-	-	1 4%	2 8%	3 10%
Transport	5 5%	-	2 5%	1 5%	2 10%	-	-	-	2 8%	2 8%	1 3%
Pharma & BioTech	4 4%	1 11%	-	-	1 5%	-	2 25%	-	-	2 8%	2 7%
Property & Real Estate	4 4%	-	3 8%	1 5%	-	-	-	1 5%	1 4%	-	2 7%
Technology & Telecoms	4 4%	-	1 3%	1 5%	2 10%	-	-	1 5%	1 4%	1 4%	1 3%
Energy & Water	3 3%	-	2 5%	-	-	-	1 13%	-	-	2 8%	1 3%
Sport, Travel & Leisure	3 3%	-	1 3%	1 5%	1 5%	-	-	-	2 8%	1 4%	-
Oil, Gas, Mining	3 3%	2 22%	1 3%	-	-	-	-	-	-	1 4%	2 7%
Aerospace and Defence	2 2%	-	1 3%	1 5%	-	-	-	1 5%	1 4%	-	-
Government	2 2%	1 11%	1 3%	-	-	-	-	-	-	1 4%	1 3%
Industrial & Manufacturing	2 2%	-	2 5%	-	-	-	-	-	1 4%	-	1 3%
Think Tank/ Policy Shop	2 2%	-	1 3%	-	-	-	1 13%	-	1 4%	1 4%	-

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q16. What industry sector does your organisation work in?

Base: All respondents

	TITLE							EXPERIENCE IN AN INTERNAL COMMS ROLE			
	Total	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
Significance Level: 95%		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
Academia	1 1%	-	1 3%	-	-	-	-	-	1 4%	-	-
Education & Children	1 1%	-	1 3%	-	-	-	-	1 5%	-	-	-
Environmental	1 1%	-	-	-	1 5%	-	-	1 5%	-	-	-
Media & Digital, agency	1 1%	-	-	-	1 5%	-	-	-	-	1 4%	-
Regulator	1 1%	-	-	1 5%	-	-	-	-	1 4%	-	-
Support services	1 1%	-	1 3%	-	-	-	-	-	-	1 4%	-
Arts & Heritage	-	-	-	-	-	-	-	-	-	-	-
Chemicals	-	-	-	-	-	-	-	-	-	-	-
Experiential	-	-	-	-	-	-	-	-	-	-	-
Gambling & Tobacco	-	-	-	-	-	-	-	-	-	-	-
Other	8 8%	1 11%	3 8%	1 5%	1 5%	-	2 25%	2 11%	2 8%	1 4%	3 10%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q16. What industry sector does your organisation work in?

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES					
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+	
													a
Significance Level: 95%													
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%	
Financial Services	17 18%	9 18%	8 17%	11 17%	6 21%	16 18%	16 18%	1 14%	1 5%	7 30%	3 14%	6 18%	
Professional Services	11 11%	6 12%	5 10%	8 13%	3 10%	11 12%	11 13%	- -	3 16%	2 9%	3 14%	3 9%	
Charity	8 8%	2 4%	6 13%	6 9%	- -	7 8%	6 7%	1 14%	6 32%	2 9%	- -	- -	
Health	7 7%	3 6%	4 8%	4 6%	3 10%	6 7%	6 7%	1 14%	1 5%	2 9%	3 14%	1 3%	
FMCG & Retail	6 6%	5 10%	1 2%	3 5%	2 7%	6 7%	6 7%	- -	- -	- -	1 5%	5 15%	
Transport	5 5%	3 6%	2 4%	3 5%	2 7%	5 6%	5 6%	- -	- -	2 9%	2 9%	1 3%	
Pharma & BioTech	4 4%	1 2%	3 6%	3 5%	1 3%	4 4%	4 5%	- -	- -	- -	- -	4 12%	
Property & Real Estate	4 4%	1 2%	3 6%	2 3%	2 7%	3 3%	3 3%	1 14%	- -	1 4%	1 5%	2 6%	
Technology & Telecoms	4 4%	3 6%	1 2%	3 5%	1 3%	4 4%	4 5%	- -	- -	3 13%	- -	1 3%	
Energy & Water	3 3%	2 4%	1 2%	3 5%	- -	3 3%	3 3%	- -	1 5%	- -	2 9%	- -	
Sport, Travel & Leisure	3 3%	3 6%	- -	1 2%	2 7%	2 2%	1 1%	1 14%	- -	- -	2 9%	1 3%	
Oil, Gas, Mining	3 3%	2 4%	1 2%	3 5%	- -	3 3%	3 3%	- -	- -	- -	1 5%	2 6%	
Aerospace and Defence	2 2%	1 2%	1 2%	1 2%	1 3%	2 2%	2 2%	- -	- -	1 4%	1 5%	- -	
Government	2 2%	- -	2 4%	1 2%	1 3%	1 1%	1 1%	1 14%	- -	- -	1 5%	1 3%	

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q16. What industry sector does your organisation work in?

Base: All respondents

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+
	a	b	c	*d	e	f	*g	h	i	j	k	
Significance Level: 95%												
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
Industrial & Manufacturing	2 2%	- -	2 4%	1 2%	1 3%	2 2%	2 2%	- -	- -	1 4%	1 5%	- -
Think Tank/ Policy Shop	2 2%	- -	2 4%	2 3%	- -	2 2%	2 2%	- -	2 11%	- -	- -	- -
Academia	1 1%	- -	1 2%	1 2%	- -	1 1%	1 1%	- -	- -	- -	- -	1 3%
Education & Children	1 1%	- -	1 2%	1 2%	- -	- -	- -	1 14%	1 5%	- -	- -	- -
Environmental	1 1%	1 2%	- -	1 2%	- -	1 1%	1 1%	- -	1 5%	- -	- -	- -
Media & Digital, agency	1 1%	1 2%	- -	1 2%	- -	1 1%	1 1%	- -	- -	- -	- -	1 3%
Regulator	1 1%	1 2%	- -	- -	1 3%	1 1%	1 1%	- -	- -	1 4%	- -	- -
Support services	1 1%	- -	1 2%	1 2%	- -	1 1%	1 1%	- -	- -	- -	- -	1 3%
Arts & Heritage	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Chemicals	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Experiential	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Gambling & Tobacco	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -
Other	8 8%	5 10%	3 6%	4 6%	3 10%	8 9%	8 9%	- -	3 16%	1 4%	1 5%	3 9%

Columns Tested: a,b - c,d - e,f,g - h,i,j,k

ComRes/Ellwood Atfield Internal Communications Survey

Q17. How many people are employed by your organisation?

Base: All respondents

Significance Level: 95%

	TITLE							EXPERIENCE IN AN INTERNAL COMMS ROLE			
	Total	Director of Internal Comms	Director/Head of Comms	Head of Internal Comms	Internal Comms Manager	Internal Comms Assistant/Executive	Other	0-5 years	5-10 years	10-15 years	Over 15 years
		*a	b	*c	*d	*e	*f	*g	*h	*i	*j
Total	97 100%	9 100%	40 100%	19 100%	20 100%	1 100%	8 100%	19 100%	25 100%	24 100%	29 100%
1-49	9 9%	- -	6 15%	- -	- -	- -	3 38%	4 21%	1 4%	2 8%	2 7%
50-249	10 10%	- -	5 13%	1 5%	2 10%	1 100%	1 13%	3 16%	4 16%	3 13%	- -
250-499	5 5%	- -	4 10%	- -	1 5%	- -	- -	3 16%	2 8%	- -	- -
500-2,999	18 19%	- -	7 18%	7 37%	3 15%	- -	1 13%	2 11%	4 16%	5 21%	7 24%
3000-4,999	8 8%	- -	5 13%	1 5%	1 5%	- -	1 13%	1 5%	1 4%	2 8%	4 14%
5000-9,999	14 14%	3 33%	4 10%	4 21%	3 15%	- -	- -	1 5%	7 28%	- -	6 21%
10,000-49,999	13 13%	2 22%	3 8%	3 16%	5 25%	- -	- -	3 16%	2 8%	4 17%	4 14%
50,000 - 99,999	4 4%	- -	3 8%	- -	1 5%	- -	- -	- -	1 4%	3 13%	- -
100,000 - 199,999	6 6%	- -	1 3%	2 11%	1 5%	- -	2 25%	- -	2 8%	1 4%	3 10%
200,000 or more	10 10%	4 44%	2 5%	1 5%	3 15%	- -	- -	2 11%	1 4%	4 17%	3 10%

Columns Tested: a,b,c,d,e,f - g,h,i,j

ComRes/Ellwood Atfield Internal Communications Survey

Q17. How many people are employed by your organisation?

Base: All respondents

Significance Level: 95%

	ROLE		EFFECTIVENESS OF INTERNAL COMMS FOR CREATING BRAND ADVOCATES		MEASURING SUCCESS OF INTERNAL COMMS			NUMBER OF EMPLOYEES				
	Total	Primary focus	Makes up a significant part	Effective	Not effective	Those who do something to measure the success of internal comms	Those who use research to measure the success of internal comms	Those who do nothing	1-249	250-2,999	3,000-9,999	10,000+
	a	b	c	*d	e	f	*g	*h	*i	*j	k	
Total	97 100%	49 100%	48 100%	64 100%	29 100%	90 100%	88 100%	7 100%	19 100%	23 100%	22 100%	33 100%
1-49	9 9%	1 2%	8 17% a	8 13%	- -	6 7%	5 6%	3 43%	9 47%	- -	- -	- -
50-249	10 10%	5 10%	5 10%	7 11%	2 7%	9 10%	9 10%	1 14%	10 53%	- -	- -	- -
250-499	5 5%	1 2%	4 8%	3 5%	1 3%	5 6%	5 6%	- -	- -	5 22%	- -	- -
500-2,999	18 19%	10 20%	8 17%	11 17%	7 24%	18 20%	18 20%	- -	- -	18 78%	- -	- -
3000-4,999	8 8%	4 8%	4 8%	5 8%	3 10%	7 8%	7 8%	1 14%	- -	- -	8 36%	- -
5000-9,999	14 14%	10 20%	4 8%	6 9%	8 28%	13 14%	13 15%	1 14%	- -	- -	14 64%	- -
10,000-49,999	13 13%	9 18%	4 8%	9 14%	4 14%	13 14%	13 15%	- -	- -	- -	- -	13 39%
50,000 - 99,999	4 4%	1 2%	3 6%	4 6%	- -	4 4%	4 5%	- -	- -	- -	- -	4 12%
100,000 - 199,999	6 6%	2 4%	4 8%	5 8%	1 3%	5 6%	5 6%	1 14%	- -	- -	- -	6 18%
200,000 or more	10 10%	6 12%	4 8%	6 9%	3 10%	10 11%	9 10%	- -	- -	- -	- -	10 30%

Columns Tested: a,b - c,d - e,f,g - h,i,j,k