



BOYLESPORTS INTERNATIONAL GROWTH, LET'S GROW TOGETHER

12 Month Internal Communications Strategy

BoyleSports Internal Communications Strategy – 12 months

Company details:

BoyleSports,

Finnabair Industrial Estate,

Eastern Bypass,

Dundalk,

Co. Louth,

Ireland.

www.boylesports.com

I, Darren Crawley, the Internal Communications Officer, have compiled an Internal Communications Strategy to be implemented to aid the organisation in their new business goals, strategy, objectives and plans - 'BoyleSports international Growth, Let's Grow Together'.

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INTRODUCTION

ORGANISATIONAL OVERVIEW

BoyleSports is Ireland's largest independent bookmaker. Founded in 1982, by John Boyle, the company has grown to over 300 shops across the UK and Ireland. The company now offers telephone, mobile and internet betting, and gaming services in across the globe. The company is also the proud main sponsors of the Irish Greyhound Derby and the Irish Grand National while also holding principal sponsorships with English Championship clubs Birmingham City and Coventry City, also being a partner of Premier League side Newcastle United.

The mission of BoyleSports is to provide a modern betting experience with unrivalled customer service.

The company is undertaking a brand new, ambitious strategy which means that the company will expand its operation in the UK and across the international markets by 200% by 2027.

There is a renewed focus on the company values:

- Personal
- Dynamic
- Fearless
- Excellence

The business objectives of the 5-year strategy are as follows:

1. To increase the BoyleSports customer base
2. To partner with more clubs, sporting events and maximise revenue through branding.
3. To improve our in-play offering.
4. Improve the communication between all facets of the estate.
5. To expand the company by 100% across the UK and continent.

To achieve the business goals of the company, it is imperative that BoyleSports implement a vigorous Internal Communications Strategy across all areas of the organisation. The Internal Communications strategy will be aligned with all aspects of the organisation strategy as a dedicated, implemented Internal Communications Strategy will improve all aspects of the organisation and focus all staff. This will mean the optimum opportunity for buy in and will ensure that there is the formation of a pertinent environment to provide the full company support the change in light of the bold organisation strategy.

ORGANISATION SNAPSHOT

There are currently 4,500 employees working for BoyleSports based across three offices in Dundalk, Manila (Philippines) and Gibraltar, 400 retail shops in the UK & Ireland and remote working.

The total number of employees of BoyleSports are spread across 25 teams.

Business Location	# Of Staff	Business Roles	Communication Channels
Dundalk Office	200	<ul style="list-style-type: none"> ▪ Senior Management ▪ Marketing ▪ Trading ▪ Call Centre ▪ HR ▪ Finance ▪ Security ▪ Compliance ▪ IT ▪ Communications ▪ Design ▪ Screens ▪ Night Team ▪ Trading Operations ▪ Content ▪ Shop Operations ▪ Property 	<ul style="list-style-type: none"> ▪ Staff email ▪ Intranet ▪ Microsoft Teams ▪ Staff Handbook ▪ Team meetings ▪ Noticeboards ▪ Digital Signs ▪ Snapcomms ▪ Phone
Gibraltar Office	100	<ul style="list-style-type: none"> ▪ CRM ▪ Gaming ▪ Sportsbook 	<ul style="list-style-type: none"> ▪ Staff email (Outlook) ▪ Intranet

		<ul style="list-style-type: none"> ▪ Promotion 	<ul style="list-style-type: none"> ▪ Microsoft Teams ▪ Team Meetings ▪ Noticeboards
Manila Office	100	<ul style="list-style-type: none"> ▪ Infrastructure ▪ Customer Service ▪ Network 	<ul style="list-style-type: none"> ▪ Staff email (Outlook) ▪ Intranet ▪ Microsoft Teams ▪ Team Meetings ▪ Noticeboards
Retail Estate	4,000	<ul style="list-style-type: none"> ▪ Shop Staff ▪ Regional Managers 	<ul style="list-style-type: none"> ▪ Staff Email ▪ Intranet ▪ Snapcomms
Remote	100	<ul style="list-style-type: none"> ▪ Sports Information ▪ BoyleXtra ▪ Profiling ▪ Payroll ▪ Technology ▪ Results & Settlement ▪ Digital 	<ul style="list-style-type: none"> ▪ Staff email (Outlook) ▪ Intranet ▪ Microsoft Teams

The overriding majority of the company business takes place in the Dundalk office and across the Retail estate. There is travelling involved for some aspects of certain jobs between office and Retail Estate.

All staff have access to a phone and email either work provided or personal address.

SITUATIONAL ANALYSIS

INTERNAL COMMUNICATIONS – CURRENT STATE OF PLAY

The responsibility for Internal Communications within BoyleSports lay with the Retail Marketing Department until August of 2022.

The role has been created due to the increasing requirement for a dedicated Internal Communications Officer within the organisation.

RESPONSIBILITY

The responsibility for the Internal Communications within BoyleSports falls with the Internal Communications Officer with input from the Human Resource Department, the Communications Department, and the Retail Marketing team.

HISTORICAL ROLE OF INTERNAL COMMUNICATIONS WITHIN BOYLESPOTS

Traditionally, the main form of internal communication has been emails and an intranet. The email had been used as the main form of communication for general information and major announcements while the intranet was mainly a phone directory for departments with some company information however it went long periods without being updated and was entirely out of date.

There had been no focus, KPIs or objectives for which Internal Communications was to be measured. This is something which has changed within the organisation and there is a radical shift in view on the need for better internal communications.

CURRENT INTERNAL COMMUNICATION ACTIVITIES AND PRACTICES

- **Intranet** – Meant to be the central hub for information across BoyleSports. The application contains all possible information which is needed for new and current employees as well as news, company updates, competitions, and team pages. Only 15% of the company in Head Office use it however it has a success rate of 90% in Retail.
- **Microsoft Teams** – All office-based staff have access to Microsoft Teams, and it has become the main way of communicating within the company. Currently, 80% of staff are actively using this as their primary mode of communication.
- **Staff handbook** – HR are the guardians of the handbook, update it regularly and it is stored on the company intranet.
- **Snapcomms** – Used across the retail estate for mainly important, short messages to be communicated from head office.
- **Noticeboard** – These are office-based however are mostly out of date and are not updated often.

- **Posters & Digital Signage** – Posters are used mainly in Retail to inform staff of the current offers and potential changes within the company. There is digital signage in Head Office which is used for a similar purpose however it has been out of action.
- **Staff meetings** – Bi-Monthly meetings held in Dundalk HQ and can be via Microsoft Teams also providing updates on the organisation.
- **Team meetings** – Regular planned meetings between the organisational departments and teams to ensure that all relevant information is kept up to date and passed on.
- **Shared Drives** – Shared documents and drives available with a library of information across all departments – available to any employee once on local network via a VPN access.
- **Town Halls** – Carried out twice a year by the Chief Executive in the summer and at Christmas to talk to the employees about business results, future plans, strategies and also answer any questions which have been submitted in advance.
- **Phone** – Mainly mobile numbers.
- **Organisation Social Media Channels** – Public social media accounts – Twitter, Facebook, Instagram – which provides constant updates on the company campaigns, activity, promote sponsorships and build brand awareness. Available to all staff through the intranet and also off site with any connectivity.
- **Staff emails** – Used for longer, infrequent updates on the company and as communication which does not need an instant response. Was once the main form of communication however much further down the priority list now. These range on a number of topics and have a variety of purposes:
 - Communication from senior management informing of operational and strategic updates
 - Sponsorship updates from the PR and Branding Department
 - Press Releases from the Communications Department
 - New Hires, departures, and vacancy updates from the Talent Acquisition Team
 - Reminders on best practice, technology updates, data protection, cybersecurity, and IT updates.

- Information on promotional campaigns and events ongoing around the company
- Updates regarding the overall expansion of the company
- Updates on the regular government regulation
- Updates on code of conduct

The channels that are in the organisation at the moment mainly has a combination of push and pull tools. There are team meetings and staff forums which offer two-way communication and collaboration.

FEEDBACK FROM ALL STAFF

To determine the relevant approach and plan for supporting an internal communications strategy, a situational analysis was carried out across the business over the summer of 2022 in preparation for planning to begin in Autumn 2022. As part of that analysis, there was a vigorous audit of the current organisation including staff, roles, physical working environment, processes, communications channels, and ways of working. As part of this audit there was also a focus on the staff themselves and their views. There was a survey conducted across the organisation with staff to establish:

1. Overall Staff happiness and engagement
2. Current knowledge of the company and its goals
3. Views on staff culture
4. Views on current infrastructure and operational needs
5. Views on current internal comms and its place in the business

Staff were only asked to identify their department, their working arrangement, and their role. This was to capture specific feedback from all areas of the company. The survey was built in Microsoft Forms and communicated to everyone in the organisation with a BoyleSports.com email address.

RESULTS OF SURVEY – INFORMING OF INTERNAL COMMUNICATION STRATEGY FOR BOYLESPORTS

STAFF HAPPINESS AND ENGAGEMENT

- 64% of staff indicated that they were happy in the company
- 56% of staff indicated that they felt appreciated for their work
- 58% of staff indicated that they felt motivated to work for the company
- 72% of staff indicated that the remote working conditions means they are disconnected and disengaged from the rest of the company

Findings indicate that the staff feel that they are satisfied in their current jobs however the results also point to the fact that there is a lot of work to be done as they seek to be recognised for their work. The survey shows that a large number feel disconnected due to remote working (since the COVID-19 pandemic) and this would be a major issue to look at overall. The communication offering within the company needs to be improved.

VIEWS ON COMPANY CULTURE AND VALUES

- 60% of staff are unsure on the identity of the company
- 44% of staff feel they know what the staff culture is
- 50% of staff understand the values of the company
- 55% of staff feel that the company values reflect the staff culture

Findings indicate that not enough staff understand the identity and the values of the company while also indicating that there needs to be a focus on reviewing and driving a change in staff culture.

VIEWS ON COMPANY COMMUNICATION

- 54% of staff feel that they can get the information they need when they need it
- 56% of staff feel that they are aware of the company policies and goals
- 46% of staff feel that the management communicate enough with the company
- 30% of staff indicated that they felt the internal comms engagement is sufficient

Findings indicate that there is reasonable communication from the management and throughout the company however there is room and scope to improve this across all departments and all teams.

VIEWS ON COMPANY STRATEGY AND ORGANISATION

- 45% of staff feel that they are aware of the company expansion goals
- 55% of staff feel that they are familiar with the company promotional campaigns
- 70% of staff indicated that they are familiar with the company sponsorship portfolio
- 48% of staff indicated that the senior management are effective
- 54% of staff feel that they are familiar with the previous organisation strategy and plan
- 56% of staff indicated that they were familiar with the organisation company priorities

Findings indicate that there is an awareness of the higher profile and public activities of the business however a focus is needed on the more day-to-day business. The staff have indicated that there is a willingness to take on this information and that they wish to be informed should it be relevant.

VIEWS ON CURRENT INFRASTRUCTURE AND OPERATIONAL NEEDS

- 60% of staff feel that they have the technology to do their job effectively
- 28% of staff are currently using single collaborative tools such as Microsoft Teams
- 20% of staff were aware of other department functions.
- 20% of staff had been encouraged to collaborate and communicate with other departments.

Findings indicate that a small majority of staff are satisfied that there is the tools and technology to do their job effectively however just over 1 in 4 are using collaborative tools like they should, and 1 in 5 only have been working across departments. This is something which is relevant to gaining better results and should be focused on.

INTERNAL COMMUNICATION STRATEGY OBJECTIVES

At the moment within BoyleSports, there is a palpable discord between the employees and the leadership. The main objective of the internal communication strategy should be repairing that disconnect and developing a working relationship between both the employees across all facets of the company and the leadership. It is important that the new company strategy is communicated effectively and to all staff. The figure of 54% of staff being aware of the

previous strategy indicates that there is plenty of work to do and there could indeed be information workshops to supplement the education of staff on the new strategy.

The survey showed that the staff are not happy with the current internal communications programme, and this will be a cornerstone for the upcoming strategy. There needs to be an overhaul of the current internal Communications channels to increase engagement and satisfaction. Only 1 in 5 employees are encouraged to collaborate with other departments and in a move to implement further positive culture change, it is key that the company increases this figure over the next 12 months as it is vital to ensuring that the new strategic plan is to be successful. Staff need to be aligned with the company values and interdepartmental collaboration will play a major role.

Finally, it is important that the feedback of the employees is taken on and acted upon. Important that we have shown that we have the ability to listen and adapt which needs to be respected and appreciated.

1. Inform staff of new business strategy, general business updates, business goals and objectives on an ongoing basis to encourage transparency, accountability and to build trust between leadership and staff, starting in December 2022.
2. Create a new Internal Communications working team with a specific focus on introducing new, effective channels for the entire company by April 2023.
3. Implement ongoing, top-down, and bottom-up updates from senior leadership on the improvements which have been made throughout the organisation from the feedback which was received in the organisation wide survey starting from February 2023.
4. Encourage staff collaboration by increasing staff training and interdepartmental communication. Increase the current rate of 20% to 40% by June 2023.

EXECUTIVE SUMMARY

The BoyleSports Internal Communications Strategy is aimed at creating an environment where the new organisation strategy is fully supported and understood ahead of its launch in December 2022. It will lay the groundwork for the creation of a streamlined internal communications network which is one of the major objectives of the company overall.

These objectives are key in building an elite performing organisation which is needed to deliver the new organisational plan.

To build a relationship and trust between the senior management and the staff - this will be the key objective going forward in terms of any plan. All senior management will be making themselves available to address all staff across all levels of the business. The senior management will organise staff meetings and individual workshops to personalize the relationship between the staff and the leadership. This will allow staff to understand their role in the execution of the strategy. The workshops will be fun and an integral communication tool for staff to be familiarised with the strategy and how it can align with their department.

Ongoing internal Communication is crucial to the success of any organisation. The lack of an internal Communications Team and tools is something which will be addressed. The creation of a dedicated internal Communications team will have representation from every strand of the organisation. This will be a starting point for information flow throughout the company. It will also instigate the staff collaboration. This will increase communication and the cross department working environment. This will allow the staff and the company to share the knowledge they have which will enhance the working experience for all. The introduction of dedicated channels for Internal Communications will allow staff to gain the information that they need about the day-to-day company news, training methods and will be encouraged to use all available Internal Communications channels while also providing constructive feedback.

The involvement of senior leadership is imperative and continuous Internal Communication is essential to ensure the company remains in good health. The inclusion of senior leadership is key in any internal communications and making their contribution the centre piece of the plan. Providing updates every two months by communicating directly with staff on their concerns and issues will go a long way to that.

ELEMENTS OF INTERNAL COMMUNICATIONS PLAN

OBJECTIVE 1 - INFORM STAFF NEW BUSINESS STRATEGY, ABOUT GENERAL BUSINESS UPDATES, BUSINESS GOALS AND OBJECTIVES ON A QUARTERLY BASIS TO ENCOURAGE TRANSPARENCY, ACCOUNTABILITY AND TO BUILD THE TRUST BETWEEN LEADERSHIP AND STAFF - BEGINNING DECEMBER 2022.

CHANNELS, TOOLS AND AUDIENCES

Initial Meeting

This meeting will be attended by the department manager, line managers and administration staff. It will be held by senior management who will give a thorough update on the plans and strategy objectives going forward ahead of the delivery to the rest of the organisation. The senior management will outline their quarterly plans for the new strategy.

Team and departmental meetings with information workshops

These will mainly be held in the Dundalk headquarters with all HQ staff, regional managers and area managers required to attend. The senior management will present the organisation's new strategy and business objectives. The remote staff will also be required to attend via video link. Staff will be given a step-by-step guide on the PowerPoint slides which will present the brand-new strategy, with each slide going into in depth detail of the strategy and objectives. There will also be a Q&A session with senior management answering any queries.

All Staff regional visits

As the main department meeting is only suitable for HQ staff as such, the regional managers will travel with senior management to the areas around the country providing the presentation to all retail staff. The slides will also be sent to staff ahead of time.

Intranet Updates

The objectives and plan along with the Q&A session will be uploaded to the most prominent centre of the intranet which allows for all staff – whether HQ, remote or retail – to access on the BoyleSports network.

Staff Surveys

Awareness and understanding of the new strategy will be gauged through interaction via surveys. These surveys will be carried out using SurveyMonkey. There will also be quizzes sent to test knowledge. At 3-month, 6-month, 9 month and 1-year intervals. These will be sent to staff with a BoyleSports email address.

Snapcomm interaction

Mostly for Retail staff and Retail manager's however over time this could work for HQ staff. Information and survey updates will be sent out using Snapcomms as this is the quickest and sharpest way to send information to Retail and has a high interaction rate.

RESOURCES REQUIRED

- Staff time for everyone who is required to attend any of the meetings and workshops.
- Senior Management to provide slide deck information for creation and upload to company intranet.
- Administrative support and buy in from all to organise the meetings, workshops, and surveys
- Expenses to cover costs for staff required to travel for meetings, regional managers for meetings in regional areas and overtime for staff attending on non-work/longer days.
- Internal Communications department to draft staff emails, briefing materials, brief management, provide support to senior management and manage meetings.

- Internal Communications Department to update intranet, Snapcomms with all relevant materials and resources.
- Internal Communications Department to update intranet and email every month with objectives
- Creation of staff surveys at quarterly intervals to be delivered by emails.

TIMELINES

- **December 1-7, 2022** – Slide deck to be prepared between senior management and internal communications department; meeting between senior management and relevant line managers to be held.
- **December 8-15, 2022** – Internal Communications team to take control of the organisation of meeting and workshops. Work with administration to organise; finalise strategic briefing materials. Email ahead to all teams.
- **December 16-19, 2022** – Regional meetings (8 teams)
- **December 16-30, 2022** – Team and department meetings (25 teams)
- **March 2022** – Staff survey sent to gauge awareness of new business goals and organisation objectives
- **June 2022** - Staff survey sent to gauge awareness of new business goals and organisation objectives, also a quiz to test knowledge with the highest answers getting a prize
- **September 2022** - Staff survey sent
- **December 2022** - Staff survey sent, plus quiz.

KEY PERFORMANCE INDICATORS

- All staff meeting to take place with staff attending in person and remoting in by mid-December 2022
- 25 strategy workshops to be held to brief all teams, plus 8 regional workshops for retail staff, by end of December 2022
- 30% download rate of strategy briefing documents from BoyleSports intranet by May 2023.
- Staff survey and quiz results to show awareness of new business goals at 85% or more by June 2023 and December 2023.

**OBJECTIVE 2 - CREATE A NEW INTERNAL COMMUNICATIONS WORKING TEAM
WITH A SPECIFIC FOCUS ON INTRODUCING NEW, EFFECTIVE CHANNELS FOR THE
ENTIRE COMPANY BY MARCH 2023.**

CHANNELS, TOOLS AND AUDIENCES

The Internal Communications department is currently made up of one officer and a couple of others who help however to make this more viable going forward, there is a working team to be created for the internal communications to evolve and develop. This will have a specific focus on introducing new channels for the entire company such as a newsletter, podcast, and social media. The team will have representatives from all across the organisation:

Chair: Internal Communications Officer

Vice-Chairs (2): Representatives from HR and Gibraltar. This will ensure that the team has a broad base of interests from across the company with HR in touch with everyone and Gibraltar hosting many departments.

Senior management (1): Imperative that a member of the senior management is on the team as this guarantees buy-in from the senior level. This will help provide with the resources required to bring to the next level.

Working group members (8): 1 Retail representative, 1 IT representative, 1 Marketing representative, 1 property representative, 1 Manila Office representative, 1 PR & Sponsorship representative, 1 trading representative and 1 creative/design representative.

The team has been carefully chosen to include a wide range of employee types based on attitude. There are unguided missiles, hot shots, slow burners and refuseniks all within the proposed team. This is important as it will consider the various voices across the organisation and will allow us to resonate with more staff through our channels.

The chair and vice-chair are primarily responsible for ensuring the tone is consistent across all channels and they are also responsible for the vetting of the new channels and liaising with other departments not represented on the team about potential content, information

to include these departments in the process. Senior management will ensure the team have the required resources.

Working team members will be responsible for bringing information from their team and others to the table.

Quarterly Staff Newsletter

The quarterly staff newsletter will be the primary focus of the working team to begin with where they carry out the internal communications plan. It will be digital, uploaded to the intranet and also print versions available for Retail to be sent in marketing kits.

The editorial content will be determined by the chair and vice-chair and will regularly include:

1. Senior management introduction
2. Quarterly updates on the company/property
3. Values in action from the company
4. Meet the team feature
5. Profiling significant achievements and high achievers in BoyleSports
6. Celebrating employee milestones including birthdays, weddings, births, and work anniversaries
7. Quizzes
8. Tips on easier living such as cost of living and energy conservation

The newsletter will then be sent to all staff via MailChimp which will allow us to gauge the open and clickthrough rates being regularly reviewed every quarter.

Monthly Podcast

An in-house podcast is going to be introduced. The chair of the team will be responsible for the content with input for the wider group on what needs to be covered and what would be of interest to the wider company. Will be a supplement to the newsletter and will be able to provide more information than the usual newsletter and add a personal touch. Will also

include interviews with current staff, organisation updates and laid-back chat between the host and guests.

RESOURCES REQUIRED

- Staff time to participate in working team
- Design team to provide time and support for newsletter
- Marketing team resources to print newsletter each quarter
- MailChimp account to send out newsletter and monitor performance
- Staff time for guests for podcast
- Studio support for podcast
- Studio support to help edit podcast

TIMELINES

- **February 10-15, 2023** – Chair meets senior management to nominate representative
- **February 16-20, 2023** – All staff email inviting volunteers to take part in working team
- **February 21-24, 2023** – Selection of working team members
- **February 25-27, 2023** – Inaugural meeting of working team; planning for first quarter newsletter, first podcast guest nailed down
- **March 1-6, 2023** – Design of newsletter; content ideas nailed down. Podcast recorded
- **March 7-20, 2023** – Newsletter created and edited. Podcast edited
- **March 24-31, 2023** – Newsletter added to intranet, sent out to MailChimp, and printed for Retail.

April 4 – Podcast published to Acast and shared across the organisation on intranet.

- **April 2023-onwards** – Weekly meeting with team on newsletter and podcast; Review previous newsletter; editorial planner, development and podcast review, development meetings.

KEY PERFORMANCE INDICATORS

- Creation of internal communications working team by February 2023
- Working team meets once a week starting April 2023
- Staff newsletter delivered each quarter starting March 2023 and podcast monthly starting April 2023.
- Newsletter metrics to be gauged via Mail Chimp open rates, clicks, intranet views. Podcast metrics to be gauged via comments, intranet views and listens on Acast.

OBJECTIVE 3 -IMPLEMENT ONGOING, TOP-DOWN, AND BOTTOM-UP UPDATES FROM SENIOR LEADERSHIP ON THE IMPROVEMENTS WHICH HAVE BEEN MADE THROUGHOUT THE ORGANISATION FROM THE FEEDBACK WHICH WAS RECEIVED IN THE ORGANISATION WIDE SURVEY STARTING FROM FEBRUARY 2023.

CHANNELS, TOOLS AND AUDIENCES

Bi-monthly email to all staff from senior management

The senior management will, bi-monthly, will provide updates on the organisation strategic goals and updates on the business objectives.

This will be through Outlook and will not be as formal as other channels such as the newsletter.

This will go some way to addressing the 48% rating in leadership and also improving the familiarity of the organisational plan from 54% by the senior management leading the way and showing full transparency while also providing updates across the estate, it is the intention that regular, frequent, and detailed updates from departments across the company will increase overall awareness of these areas and in turn, the overall organisational strategic plan.

Monthly Reports on intranet

For transparency, there will be monthly reports uploaded to intranet for all of BoyleSports to have access of which will contain information from key parts of the management team –

Finance, Security, Compliance, Marketing, PR & Sponsorship, Trading, HR, Communications, and the Executive.

Weekly message on intranet landing page

A weekly message from the senior management page every Monday morning welcoming the employees to the week and outlining any events in the company.

Appearance on the monthly podcast

A senior management member to appear on the in house podcast every month to discuss company goals, the strategic plan, any ongoing within the company and to answer any questions pitched by employees.

Article in the quarterly newsletter

A quarterly missive from senior managing offering a review of the previous quarter and looking ahead to the rest of the year or quarter in question, providing updates on all company news, values, and the organisation plan.

RESOURCES REQUIRED

- Commitment from senior management to email staff on bi-monthly basis, to pen a weekly message, to write a quarterly missive for the newsletter, to provide a monthly report and to appear on monthly podcast
- Internal communications team to upload to intranet on a monthly basis and other materials plus brief senior management on monthly podcast appearance.
- Inclusion of new strategic plan and awareness questions, along with questions on leadership opinion in quarterly surveys.

TIMELINES

December 2022 – Email sent to all staff across the entire estate outlining the plan, why they are being sent and what happens with the correspondence going forward.

January 2023 onwards – Bi-monthly emails to all staff, quarterly missive in newsletter from its inception in April 2023, monthly podcast appearance, monthly reports on intranet and weekly intranet message.

KEY PERFORMANCE INDICATORS

- 6 all-staff emails sent by December 2023
- 12 reports available for download by all staff on intranet
- 52 weekly messages on intranet
- 12 appearances on the monthly podcast
- 4 newsletter articles
- Staff rating of leadership being effective at 75% by December 2023, up from 48%
- Staff rating of familiarity with the organisational plan at 70% by December 2023, up from 54%
- Staff rating of familiarity of the company expansion goals at 75% by December 2023, up from 45%
- Staff rating of familiarity of the gambling regulations at 80% by December 2023, up from 51%
- Staff understanding of the staff culture and values of BoyleSports at 90% by December 2023, up from 50%

OBJECTIVE 4 -ENCOURAGE STAFF COLLABORATION BY INCREASING STAFF TRAINING AND INTERDEPARTMENTAL COMMUNICATION. INCREASE THE CURRENT RATE OF 20% TO 50% BY DECEMBER 2023.

To rebuild the company culture in the mirror of the values the organisation stands – to encourage a team ethic, focus on co-operation between departments, to be dynamic, to seek excellence, to be personal and to be fearless in delivery. The Internal Communications strategy will encourage staff to work together with other departments to enhance their work and increase interdepartmental collaboration and communication through training, the intranet, Slack and Microsoft Teams.

CHANNELS, TOOLS, AND AUDIENCES

BoyleSports intranet/Forum

The BoyleSports intranet has all the required training documents and an individual home page for each department where all outstanding projects and workflow activities are visible. It also has a discussion page which has an individual forum for each team which is broken into other, smaller threads. This is something which will be actively promoted throughout the organisation as where most collaboration should start and develop also where ideas are pitched.

Microsoft Teams

Microsoft Teams has slowly become the main form of communication in the organisation. It is automatically installed on everyone's laptop/PC/work phone, and it is the first programme which appears when logged in. Teams is primarily known and used as a communication tool. However, it has greater potential which will be tapped into. It has a built in Wiki tool which will allow staff to understand how it works and what can be done and will be promoted prominently as a way of sharing knowledge and engaging in collaboration along with discussion in group messaging.

Slack

As there is a number of working locations, the organisation needs to use a platform like Slack which brings all members of the team together and to allow work to be completed smoothly. It allows communication and collaboration meaning tasks are completed more efficiently

BoyleSports Training Workshops

The Training & Development Team will organise regular workshops throughout the year with all departments. In-person for those able to be in the Dundalk HQ and remotely through both Teams and the Intranet to ensure that all staff are fully aware and educated on the collaboration tools.

RESOURCES REQUIRED

- IT Department to ensure that Microsoft Teams is installed on all staff laptops/PC's/Company phones.
- Training and Development Team to commit to regular training

- Training and Development Team to ensure all information on Intranet and in training programmes is relevant and up to date.

TIMELINES

January 2023 - Training and Development Team informed and briefed on the requirements for the staff to be encouraged to use Slack, Microsoft Teams, and BoyleSports Intranet/Forum

March 2023 - Training and Development Team prepare for training workshops

April 2023 - First training workshop takes place

June 2023-onwards - Bi-monthly training workshops held

December 2023 Survey on collaboration sent to all employees

KEY PERFORMANCE INDICATORS

- Analytics on forum increases from 15% to 40% or more from December 2022 to December 2023
- Analytics on Microsoft Teams show an increase from 20% to 60% or more from December 2022 to December 2023
- An 85% or more attendance rate to the training workshops
- There is regular updates on the intranet of training material from the Training and Development team over the 12 months from January 2023 to December 2023.

SUMMARY

In Summary		
Objective	Tool	KPIs
Inform staff new business strategy, about general business updates, business goals and objectives on a quarterly basis to encourage transparency, accountability and to build the trust between leadership and staff, starting December 2022	<ul style="list-style-type: none"> Overall meeting Team and department meetings Staff regional meetings Intranet updates Staff surveys Snapcomms 	<ul style="list-style-type: none"> Meetings held with all staff Staff receive new strategy and goals both online and in hand Staff show awareness of new strategy with a rating of 85% or more by December 2023
Create a new Internal Communications working team with a specific focus on introducing new, effective channels for the entire company by April 2023.	<ul style="list-style-type: none"> Create company-wide committee Set Tasks Quarterly Newsletter Monthly Podcast 	<ul style="list-style-type: none"> Working team created by February 2023 Team have weekly meetings by April 2023 Staff newsletter delivered each quarter starting Q2, monthly podcast by June 2023 Newsletter metrics gauged by clicks and MailChimp, podcast by listens and page views
Implement ongoing, top-down and bottom-up updates from senior leadership on the	<ul style="list-style-type: none"> Bi-monthly email from senior management 	<ul style="list-style-type: none"> 6 bi-monthly emails on record, 12 reports, appearances on

<p>improvements which have been made throughout the organisation from the feedback which was received in the organisation wide survey starting from February 2023.</p>	<ul style="list-style-type: none"> • Monthly intranet report • Weekly message on intranet • Monthly appearance on podcast • Message in quarterly company newsletter 	<p>podcast and weekly messages.</p> <ul style="list-style-type: none"> • Understanding of company values up to 90% or more by December 2023 • Staff trust and belief in leadership up to 75% or more by December 2023
<p>Encourage staff collaboration by increasing staff training and interdepartmental communication. Increase the current rate of 20% to 40% by June 2023.</p>	<ul style="list-style-type: none"> • BoyleSports Intranet/Forum • Training Workshops • Microsoft Teams • Slack 	<ul style="list-style-type: none"> • Usage of Teams increases from 20% to 60% • Usage of intranet and training from 15% to 40%

EVALUATION

To evaluate effectively the objectives laid out above, it is important that we gather all the information possible from quantitative and qualitative data throughout the 12 months. There will be data collection at the midway point – 6 months – and the end of the strategy – 12 months.

This data will be gathered using a survey which will repeat similar questions as during the situational analysis, internal communications tool data and the analytics from usage of each employee.

SURVEY

It is important for the survey to include the same questions as the situational analysis it will provide important information which will allow us to compare like for like answers and will gauge the effectiveness of the internal communications strategy.

The survey will include questions to help measure what has worked which are closely aligned with the strategy including:

- What percentage of staff understand the organisation goals?
- What percentage of staff feel appreciated in work?
- What percentage of staff were happy in the company?
- What percentage of staff feel the senior management were doing a good job?
- Is the current internal communications channels and information flow efficient?
- What is the staff view on their training opportunities?

STAFF ENGAGEMENT WITH INTERNAL COMMUNICATIONS CHANNELS

This will be measured via MailChimp click throughs on the newsletter itself, the number of views on the updated intranet and the listens on the company podcast. This is a quantitative measure, and it will be examined in conjunction with the relevant qualitative data which will inform us what content the staff are engaging with more and what they do not find interesting. This will prove key and allow us to tailor our Internal Communications content and channels to suit these needs.

ANALYTICS – STAFF USAGE

This will require some IT work however this will provide key info such as whether the internal communications strategy has been positive in increasing the collaboration between departments and the increase in training across the organisation. The analytics will indicate information such as:

- Are staff using Microsoft Teams more often than before?
- Has there been a reduction in email usage in favour of Teams or Slack?
- Has there been an increase in the use of the training material on the intranet?
- Has there been an increase in the internal communications channels by the staff?

REPORTING PLAN

Item	Benchmark – Situational Analysis results	6 months results	12 months results
What percentage of staff are familiar with the organisation strategy?	54%		
What percentage of staff feel appreciated in work?	56%		

What percentage of staff were happy in the company?	64%		
What percentage of staff feel the senior management is effective??	48%		
What percentage of staff had been encouraged to collaborate with other departments?	20%		
What percentage of staff feel the current internal communications is sufficient?	30%		
Percentage of staff using Microsoft Teams?	20%		
Percentage in use of instant communication in favour of email	Pre-audit information not available		
Has there been an increase in the use of the training material on the intranet?	N/A		
Staff click through rates on MailChimp, listens on podcast, download of Newsletter	N/A		
What percentage of staff uses single collaborative tools?	28%		

APPENDIX

BOYLESPORTS CHANNEL MATRIX

Channel	Category	Purpose	What's it for?	Direction	Frequency	Owner	Crisis Effective
Intranet	Digital	News, feedback, advice, processes, information	HQ, Retail, Gibraltar, Manila	One-Way mostly, although ability to comment	Daily	Internal Comms	Yes
Snapcomms	Digital	Short, sharp, important messages	Retail, Security	One-Way	Hourly	Internal Comms	Yes
Email	Digital	Broad Information	HQ, Retail, Gibraltar, Manila	Two-Way	Daily	Internal Comms	Yes
Digital Screens	Digital	Information, special offers	HQ, Gibraltar, Manila, Retail	One-Way	Daily	Internal Comms	Yes
Podcast	Audio	Information, Company News	HQ, Retail, Gibraltar, Manila	One-Way	Monthly	Internal Comms, Studio	No
Newsletter	Digital, Print	Update on company	HQ, Retail, Gibraltar, Manila	One-Way	Quarterly	Comms Team	No
Informal Networks	Face-to-face	Small working group meetings	HQ, Gibraltar, Manila	Two-Way	Daily	HQ Staff	Yes
Posters	Print	Information	HQ, Retail, Gibraltar, Manila	One-Way	Weekly	Marketing, Internal Comms	No
Noticeboard	Print/Poster	Information, News	HQ, Retail, Gibraltar, Manila	One-Way	Weekly	Internal Comms	Yes

Leaflets	Print	Information, Mass Offloading	HQ, Retail, Gibraltar , Manila	One-Way	Weekly	Marketing	No
Meetings	Face-to-face	Information in working groups, projects	HQ, Gibraltar , Regional , Manila	Two-Way	Meetings	HQ Staff	Yes
Videos	Digital, visual	Visual information pieces, tell a story	HQ, Retail, Gibraltar , Manila	One-Way	Monthly	Marketing, Internal Comms	No
PC Screensavers	Digital, visual	Important information	HQ, Retail, Gibraltar , Manila	One-Way	Weekly	Internal Comms	Yes
Induction Meetings	Face-to-face	To help new employees settle	HQ, Retail, Gibraltar . Manila	Two-Way	Upon needed	HR	No
Town Halls	Event	CEO/COO speaks	HQ, Retail, Gibraltar , Manila	Two-Way	Every 6 months	CEO, Internal Comms	No
Rewards Week	Event	A fun engaging week across all facets of the estate	Retail	Two-Way	Every 4 months	Marketing	No
Sponsorship Days	Event	A branding exercise	HQ, Retail, Gibraltar , Manila	One-Way	Monthly	PR, Internal Comms	No
Team Meetings	Face-to-face	Meetings for information, brainstorming	HQ, Gibraltar , Manila	Two-Way	Weekly	HQ Staff	Yes
Email Digest	Email, Newsletter	A weekly recap on the news	HQ, Gibraltar , Manila	One-Way	Weekly	Marketing, Internal Comms	No
Blog	Written information	Topical information for the company, wider community	HQ, Retail, Gibraltar , Manila	One-Way	Daily	PR, Internal Comms	No

PROJECT TIMELINE AND COMMUNICATIONS CALENDAR

Month	Week	Tasks, who is responsible?
December 2022	December, 1-7	<ul style="list-style-type: none"> Preparation of slides for presentation across all staff (Senior management and internal communications team) Meeting between senior management and line managers (Senior Management)
	December, 8-15	<ul style="list-style-type: none"> Meetings across organisation set (Internal Communications team and admin)
	December, 16-19	<ul style="list-style-type: none"> Regional Team Meetings (8 Teams, Senior Management and Regional Managers)
	December 16-30	<ul style="list-style-type: none"> Team and Departmental Meetings (25 Teams, Senior Management and Organisational Teams)
	End of month	<ul style="list-style-type: none"> Message from Senior Management outlining the strategy and plans going forward
January 2023	1-7 January	<ul style="list-style-type: none"> Email to all staff on company updates (Senior Management) Weekly Intranet Message (Senior Management and Internal Communications Team)
	8-14 January	<ul style="list-style-type: none"> Training & Development Team informed of their task to encourage collaborative training (Senior Management & Internal Communications Team) Weekly Intranet Message (Senior Management and Internal Communications Team)

	15-21 January	<ul style="list-style-type: none"> • Monthly Report uploaded to Intranet (Senior Management, Internal Communications Team) • Weekly Intranet Message (Senior Management and Internal Communications Team)
	22-28 January	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team)
February 2023	1-7 February	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team)
	8-14 February	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Officer meets Senior Management about new working internal communications Team (Internal Communications Team)
	15-21 February	<ul style="list-style-type: none"> • Monthly Report uploaded to Intranet (Senior Management, Internal Communications Team) • Weekly Intranet Message (Senior Management and Internal Communications Team) • Email sent to all staff inviting to join working team (Internal Communications Team)
	21-27 February	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • Members selected for Internal Communications Working Team (Internal Communications Team) • First meeting of Internal Communications Working Team
March 2023	1-7 March	<ul style="list-style-type: none"> • Email to all staff on company updates (Senior Management) • Weekly Intranet Message (Senior Management and Internal Communications Team) • Newsletter Design decided and publish date nailed down (Internal Communications Working Team)

	8-14 March	<ul style="list-style-type: none"> • Training & Development Team prepare for training workshops (Training & Development Team and Internal Communications Team) • Weekly Intranet Message (Senior Management and Internal Communications Team) • Newsletter created, podcast edited (Internal Communications Working Team)
	15-21 March	<ul style="list-style-type: none"> • Monthly Report uploaded to Intranet (Senior Management, Internal Communications Team) • Weekly Intranet Message (Senior Management and Internal Communications Team) • Staff Survey sent to gauge initial knowledge of organisation strategy (Internal Communications Team)
	22-28 March	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • First Quarterly Newsletter published (Internal Communications Working Team) • Missive from Senior Management in Newsletter (Senior Management and Internal Communications Team)
April 2023	1-7 April	<ul style="list-style-type: none"> • Monthly Company Podcast Launched • First appearance of Senior Management on Podcast • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	8-14 April	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	15-21 April	<ul style="list-style-type: none"> • Monthly Report uploaded to Intranet (Senior Management, Internal Communications Team)

		<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	22-28 April	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
May 2023	1-7 May	<ul style="list-style-type: none"> • Email to all staff on company updates (Senior Management) • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	8-14 May	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	15-21 May	<ul style="list-style-type: none"> • Monthly Report uploaded to Intranet (Senior Management, Internal Communications Team) • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	22-28 May	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
June 2023	1-7 June	<ul style="list-style-type: none"> • Training Workshop (Training & Development Team) • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets

	8-14 June	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	15-21 June	<ul style="list-style-type: none"> • Monthly Report uploaded to Intranet (Senior Management, Internal Communications Team) • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	22-28 June	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • Quarterly Newsletter published (Internal Communications Working Team) • Missive from Senior Management in Newsletter (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets • Staff Survey and quiz sent to staff to gauge further knowledge of organisation plans (Internal Communications Team)
July 2023	1-7 July	<ul style="list-style-type: none"> • Email to all staff on company updates (Senior Management) • Monthly Podcast (Internal Communications Team) • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	8-14 July	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	15-21 July	<ul style="list-style-type: none"> • Monthly Report uploaded to Intranet (Senior Management, Internal Communications Team)

		<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	22-28 July	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
August 2023	1-7 August	<ul style="list-style-type: none"> • Training Workshop (Training & Development Team) • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	8-14 August	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	15-21 August	<ul style="list-style-type: none"> • Monthly Report uploaded to Intranet (Senior Management, Internal Communications Team) • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	22-28 August	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
September 2023	1-7 September	<ul style="list-style-type: none"> • Email to all staff on company updates (Senior Management) • Internal Communications Working Team Meets • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets

	8-14 September	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	15-21 September	<ul style="list-style-type: none"> • Monthly Report uploaded to Intranet (Senior Management, Internal Communications Team) • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	22-28 September	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • Quarterly Newsletter published (Internal Communications Working Team) • Missive from Senior Management in Newsletter (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets • Staff Survey sent to gauge further knowledge of organisation plans (Internal Communications Team)
October 2023	1-7 October	<ul style="list-style-type: none"> • Training Workshop (Training & Development Team) • Internal Communications Working Team Meets • Weekly Intranet Message (Senior Management and Internal Communications Team)
	8-14 October	<ul style="list-style-type: none"> • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	15-21 October	<ul style="list-style-type: none"> • Monthly Report uploaded to Intranet (Senior Management, Internal Communications Team) • Weekly Intranet Message (Senior Management and Internal Communications Team)

		<ul style="list-style-type: none"> Internal Communications Working Team Meets
	22-28 October	<ul style="list-style-type: none"> Weekly Intranet Message (Senior Management and Internal Communications Team) Internal Communications Working Team Meets
November 2023	1-7 November	<ul style="list-style-type: none"> Email to all staff on company updates (Senior Management) Weekly Intranet Message (Senior Management and Internal Communications Team) Internal Communications Working Team Meets
	8-14 November	<ul style="list-style-type: none"> Weekly Intranet Message (Senior Management and Internal Communications Team) Internal Communications Working Team Meets
	15-21 November	<ul style="list-style-type: none"> Monthly Report uploaded to Intranet (Senior Management, Internal Communications Team) Weekly Intranet Message (Senior Management and Internal Communications Team) Internal Communications Working Team Meets
	22-28 November	<ul style="list-style-type: none"> Weekly Intranet Message (Senior Management and Internal Communications Team) Internal Communications Working Team Meets
December 2023	1-7 December	<ul style="list-style-type: none"> Training Workshop (Training & Development Team) Weekly Intranet Message (Senior Management and Internal Communications Team) Internal Communications Working Team Meets
	8-14 December	<ul style="list-style-type: none"> Survey sent on collaboration success (Internal Communications Team) Weekly Intranet Message (Senior Management and Internal Communications Team)

	15-21 December	<ul style="list-style-type: none"> • Survey and Quiz sent to all staff to gauge success of overall strategy (Internal Communications Team)
		<ul style="list-style-type: none"> • Monthly Report uploaded to Intranet (Senior Management, Internal Communications Team) • Weekly Intranet Message (Senior Management and Internal Communications Team) • Internal Communications Working Team Meets
	22-28 December	<ul style="list-style-type: none"> • Christmas Message (Senior Management Team) • Quarterly Newsletter published (Internal Communications Working Team) • Missive from Senior Management in Newsletter (Senior Management and Internal Communications Team)

EXAMPLE OF MESSAGES FROM SENIOR MANAGEMENT

WEEKLY INTRANET MESSAGE

Welcome to week xx,

At BoyleSports we are committed to you, the employees and the values of the organisation.

Over the past week we have seen xx amount grow, a record profit of xx and had a sponsorship event at xx.

This week there will be free coffee and buns on Wednesday for all staff in Dundalk, Manila and Gibraltar.

For our retail staff, there will be the same at your local store.

Over the coming week we have Cheltenham, and can I remind you all of how important this week is for the business and our objectives.

We are looking forward to a good week and delighted to have you on board.

Have a good week,

Senior Management

QUARTERLY NEWSLETTER MISSIVE

Dear colleagues,

Over the past few weeks, I have found great people, a strong business in good shape coming out of the Covid challenges, with most importantly an excellent attitude to deliver the best product and experience we can for our customers... and constantly improve every day. From my shop visits, at Dundalk HQ, in Gibraltar, and in Manila, the knowledge of betting, our operations and the sports we are in is a huge strength.

This was never more clearly seen in action than at my first BoyleSports Irish Greyhound Derby at Shelbourne Park recently, where BoyleSports was front and centre, adding to a great sporting and betting event. As competitors merge and become more globally focused

and risk losing their edge, I know we at BoyleSports will always challenge ourselves to do things differently and better for our customers, in whatever markets or parts of the company we are in.

Importantly, we are continuing to invest in our shops, with the roll out of the Promote screen system, the new numbers and football zones, and further expansion with strong performance growth in our SSBTs, among other things.

This means we are pushing our shop product experience ahead of our competitors and will continue to do so in 2022 to ensure recovery and continued growth of our shops. Thank you to everyone involved.

I would like to especially thank our shop teams over the last quarter with the challenges of reopening our shops with different Covid rules for our teams and customers. The challenges across all sectors of staff shortages, with the current labour market conditions across Ireland and GB, has meant rotas have been particularly difficult.

Everyone has done an incredible job and supported each other to keep our shops open to provide the BoyleSports service for our customers. We are increasing our efforts for recruitment even more and supporting with a new recruitment marketing campaign to help too.

A warm welcome also to all of our new shop colleagues who have joined us. I recently announced some changes to the management team that are aligned to our goals to grow BoyleSports in Ireland, the UK and into new countries. We are increasing our leadership experience and resource in key areas of marketing, product, compliance, and HR to support our talented teams for growth in the years ahead. I hope you will also see over the coming months, with our new advertising campaigns and particularly in our marketing in Ireland, BoyleSports starting to shout louder and more clearly about our product, price, and other strengths. The All-Ireland GAA final proposition and marketing in Ireland was a good initial example of what we can do as a team, with more to come, so more bettors switch to BoyleSports. I believe our offering is still a well-kept secret to many potential customers and players.

In the coming months I look forward to meeting many more of the team in shops, HQ or Gibraltar, listening to your experiences and feedback. In the meantime, thank you for your tremendous hard work, support, and service for all of our BoyleSports customers and colleagues.

Thank you,

CEO

COMPANY UPDATE

Good afternoon, all,

I wanted to write to you all to announce the appointment of Joe Bloggs as Client Operations Manager (COM) for BoyleSports. This is a new and very important position for BoyleSports and as such it has been entrusted to Joe Bloggs, one of BoyleSports longest serving team members. Reporting directly to me with responsibility spanning both our retail and digital channels Joe's appointment represents an exciting new opportunity and one that carries with it considerable authority.

Joe has been with BoyleSports in HQ since 2005, starting as a FAB Operator before moving to Customer Service, Trading/BAC and culminating most recently with his position of Sportsbook Operations Manager. His graduation through the company has provided him with all the necessary skills to represent me and take Managerial responsibility for any operational issues that may impact on our clients. This responsibility cuts across our entire business model permitting Joe the opportunity to interface into trading, client resolutions (i.e. Customer Service/Sports Information Line/VIP management), client bet acceptance (profiling and risk), client profit & loss, promotional expenditure and client presentation (product delivery). Effectively, Joe has the mandate and instruction from me to get involved in any area of the business that impacts on the client experience.

As you are all aware Joe has a fantastic work history with the company and his appointment as Client Operations Manager (COM) illustrates further BoyleSports willingness to support its own people in their continued development.

Finally, I am delighted that Joe has readily taken the challenge of this newly created position and I know that you will all join me in congratulating him on his new appointment and continue to support him during this new and exciting chapter! Congratulations Joe.

COMPANY UPDATE, REPORT

As we move forward into 202, the priority is still Ireland.

We must not be distracted by other opportunities unless we continue to grow our business at home. Retail shop recovery will have a large impact on the performance of the company in 2023 and we must all be focused on supporting our retail teams and customers to make sure that we are successful in regrowing retail.

We have achieved excellent market share and good recovery since reopening and continuing that performance is important. As I mentioned in our achievements, our SSBTs are growing faster than anyone, taking market share from our competitors. We want to further support and accelerate this so the start of 2023 will see the roll out of a large number of new terminals replacing some of our Going for Gold terminals but also adding more machines to more shops where there is demand.

I am also pleased that we will be investing in developing our retail teams with more shop managers than ever before within our teams.

The organic growth of new shops and the acquisition of Tully's shows we still see a lot of growth potential within shops in Ireland as we have the best product and the best service to keep retail growing.

To add more value to every shop, our BoyleXtra team have been working hard on some very exciting plans for 2023. Digitalising the BoyleXtra experience to bring the mobile into the shop in 2023 and integrating BoyleXtra into SSBTs for the first time are just some of the highlights.

As the biggest retail operator in Ireland, BoyleXtra should provide us with real mobile market share growth opportunity and continues to be one of the most important factors in our Ireland digital performance.

The UK will still remain a growth focus in 2023 to build on the investment we have made to date. More shops remain an important part of the strategy for growing in the UK. I believe we have and would have the best product in UK retail but acquiring more shops is challenging because other operators know that too!!

However, with the UK leadership team we are working on several different opportunities and ways to achieve a larger retail presence in the UK, to also support our digital growth.

Thank you again for the fantastic achievements of everyone in 2022.

Let's all keep making it Personal, Stay Dynamic, Be Fearless and together Strive for Excellence and we will continue to be successful together as a team in 2023.

We all look forward to new ventures and new frontiers we reach personally and as a business in 2023, as we become global... however, most importantly, we stay focused on home and our continued growth and market share in Ireland.

In the meantime, let's finish December, St Stephen's Day and 2022 as the best ever at BoyleSports.

Stay safe, have a very Merry Christmas with family and friends and I look forward to a successful 2023 together.

Happy Christmas, everyone.

SITUATIONAL ANALYSIS REPORTS

SWOT ANALYSIS

STRENGTHS

- Good employee base
- Educated work force
- Senior management on board with internal communications
- New strategy to promote
- Strong company values

WEAKNESSES

- No history of internal communications
- Internal communications has bounced around departments
- Low level of education on internal communications and its benefits

- Previous strategy was misunderstood, senior management detached from ordinary staff

OPPORTUNITIES

- Younger workforce eager to engage
- Senior management wish to promote new strategy
- Senior management wish to keep staff longer and happy, staff willing to stay long term
- Resources being put behind internal communications
- Clean slate for internal communications plan to be put in place

THREATS

- Unrest among staff
- Staff could depart for other companies offering more money
- Gambling regulations could be tightened
- Lack of interest in new strategy

PESTLE ANALYSIS

POLITICAL

Government are firmly behind the gambling industry and sets money aside in the budget for horse racing and greyhound purposes which is a huge factor in BoyleSports ability to trade. This is unlikely to change and this could be incorporated into the internal communications strategy. The gambling industry is in the DNA of the country. As the company bids to expand, it is important that within the plan that staff are educated that political situations in other countries is changing towards gambling, hence the push to move internationally.

ECONOMIC

Cost of living crisis could have an impact on the amount of money people wish to gamble, could have an impact on the amount of money the company wishes to put behind internal communications, the plan and any strategy going forward.

SOCIAL

In Ireland and the UK, socially gambling is part of society and a way of life for a number of people. However in areas where the company wishes to grow, it is not just there yet and as part of the strategy it is about creating an environment where this is communicated from the top down to the employees where they understand the part they play in making this a part of the new normal.

TECHNOLOGICAL

Online and in play gambling has become the major income for BoyleSports and this is highlighted throughout the business strategy. This is something which the organisation are making the employees aware of and all of the internal communications channel which will be introduced are primarily digital. Those that are printed will also have a digital companion. Also the advancements in technology across the organisation will not only make the employees work easier however it will ease the company strategy and indeed the internal communications strategy and approach over the coming 12 months.

LEGAL

The gambling legislation is constantly under review and there is a move by the government every so often to appoint a gambling regulator. This is something as a company we will have to support and it is listed in the business strategy as something which the employees will continue to be educated on. It is important that the safer gambling laws and guidelines are promoted throughout the strategy.

ENVIRONMENTAL

Climate change is a major topic at the moment and we can all do our bit to help the environment. As part of the strategy and in internal communications, there is a move to more and more digital instead of paper waste. This will have an impact on our output of physical copies information and it will make it easier to store everything on the intranet, less power will be used within the retail and office based centres and there will be instructions on hybrid working with people encouraged to work from home.

SURVEY QUESTIONS FOR SITUATION ANALYSIS

STAFF HAPPINESS AND ENGAGEMENT

- Are you happy in BoyleSports?
- Do you feel appreciated for your work?
- Do you feel motivated in BoyleSports?
- How have you enjoyed remote working?
- When have you felt engaged in the company?

VIEWS ON COMPANY CULTURE AND VALUES

- Do you recognize the identity of the organisation?
- Are you aware of what the staff culture is in BoyleSports?
- Do you understand what our company values are?
- Would you say that the values reflect the company and its staff?

VIEWS ON COMPANY COMMUNICATION

- How do you get your information about the company? Is this information easily accessible?
- Are you aware of the company policy and goals?
- Do you feel that there is enough communication through the company from the management or in general?
- What is your views on the internal communications within BoyleSports?
- Is it sufficient? What could we do better?
- Do you feel your work contributes to the overall business?
- What are your views on the current company leadership structure?

VIEWS ON COMPANY STRATEGY AND ORGANISATION

- Are you aware of BoyleSports' expansion goals?
- Are you familiar with the BoyleSports' promotional campaigns?
- Are you familiar with BoyleSports' sponsorship portfolio?
- Would you rate the senior management as effective?
- Are you familiar with the previous BoyleSports organisation strategy and plan?
- Are you familiar with the gambling regulations?
- Are you familiar with the organisation safer gambling strategy?

- Are you familiar with the organisation company policies?

VIEWS ON CURRENT INFRASTRUCTURE AND OPERATIONAL NEEDS

- Do you feel that the technology has been provided for you to do your job effectively?
- Could the company offer more programmes and technology to help with your day-to-day tasks?
- Should more training be provided to have a more effective work force?
- Are you currently using collaborative working tools such as Microsoft Teams?
- Are you aware of other department functions?
- Have you been encouraged to work with other departments?
- Do you believe the current hybrid structure is working?

Full results of survey:

STAFF HAPPINESS AND ENGAGEMENT

- 64% of staff indicated that they were happy in the company
- 56% of staff indicated that they felt appreciated for their work
- 58% of staff indicated that they felt motivated to work for the company
- 72% of staff indicated that the remote working conditions means they are disconnected and disengaged from the rest of the company
- 54% of staff indicated that they felt engaged in any aspect of the company

VIEWS ON COMPANY CULTURE AND VALUES

- 60% of staff are unsure on the identity of the company
- 44% of staff feel they know what the staff culture is
- 50% of staff understand the values of the company
- 55% of staff feel that the company values reflect the staff culture

VIEWS ON COMPANY COMMUNICATION

- 54% of staff feel that they can get the information they need when they need it

- 56% of staff feel that they are aware of the company policies and goals
- 46% of staff feel that the management communicate enough with the company
- 59% of staff feel that their work contributes to the company objectives
- 30% of staff indicated that they felt the internal comms engagement is sufficient
- 61% feel that the current leadership structure is effective

VIEWS ON COMPANY STRATEGY AND ORGANISATION

- 45% of staff feel that they are aware of the company expansion goals
- 55% of staff feel that they are familiar with the company promotional campaigns
- 70% of staff indicated that they are familiar with the company sponsorship portfolio
- 48% of staff indicated that the senior management are effective
- 54% of staff feel that they are familiar with the previous organization strategy and plan
- 51% of staff indicated that they were familiar of the gambling regulations
- 58% of staff indicated that they were familiar with the organization safer gambling strategy
- 56% of staff indicated that they were familiar with the organization company priorities

VIEWS ON CURRENT INFRASTRUCTURE AND OPERATIONAL NEEDS

- 60% of staff feel that they have the technology to do their job effectively
- 55% of staff feel that the company could do more to help with their day-to-day tasks such as more training on the required programmes
- 28% of staff are currently using single collaborative tools such as Microsoft Teams
- 20% of staff were aware of other department functions.
- 20% of staff had been encouraged to collaborate and communicate with other departments.
- 56% of staff currently feel that the hybrid working structure is working

CRISIS COMMUNICATION PLAN

Should anything go wrong at any stage, there is an absence of an internal communications crisis plan. However here is a template for one going forward.

The following objectives are crucial to ensure that the damage to the BoyleSports brand internally is limited, that the employees can be kept fully up to date, in some instances recover the brand and enhance. There needs to be strategically placed opportunities to reinforce the brand and its power.

- Recover the image of the brand, repair and eventually enhance.
- It is important to highlight that this is a setback and will be rectified.
- The overall objective is to relieve the panic and the stress which has been created around the issue.
- Ensure the brand power recovers and alleviate all fears of the employees.
- Take full responsibility for the issue, should it be necessary.
- Inform the internal audience regularly on the progress being made
- Educate the BoyleSports company on what is going on and how media works
- Speak to customers and stakeholders, should it be necessary.
- Help employees understand and reassure those who need it
- Show that it has been rectified, reassure it can never happen again.
- Provide support to employees and stakeholders who need it, showing this was a freak event.
- The tone needs to be calm to assure this doesn't impact other facets of the business.

BoyleSports' management, intermediate and senior, must understand how the media works. As an experienced media operative, it can be explained to them through different documents and presentations which should be shown to all who require. Management and those throughout the company must understand that 'no comment' or the lack of information flow can lead to mortal results and that communication needs to lead from the top. A word from the top of the company and management needs to be sent out to the

relevant internal communications outlets, this is crucial as there is always a possibility for an off the record comment or through 'sources' which is likely to come from outside the company. The entire company must understand that there is a need for comment in the new media age. There will be an intensity and need for information. As the Internal Communications Officer, I will work with the overall Communications Department to advise, draft statements, brief on potential questions with answers and co-ordinate all the relevant news conferences, press briefings, interviews and internal communications including a situation room. These will all be communicated first through the internal channels – intranet, email, snapcomms, Microsoft Teams groups and any other instant messaging tool. In all communications both internally and externally, it should always focus on the positives in a calm, composed manner.

it is important that the plan of creating a crisis team is now put into action. Who is required on the crisis team?

It is imperative that a Crisis Communications Team is established to begin with who will advise on each step along the Crisis plan. This will be chaired by myself with others from the in-house media team and wider members of the company. The in-house Communications team will be key to that and will be the main drivers of this team. Further to that there will be the following:

- Doctor
- COO
- Marketing Manager
- Production Manager
- Finance Manager
- HR Manager
- PR Manager/Consultant
- Safety Manager
- Compliance Manager
- Security Manager
- Trading Manager
- Call Centre Manager

- Other Facility Manager

Task list

- A checklist of what is required and what has been done to date.
- Contact details of key people – Senior Management contact, PR, Safety Officer
- Draft messages and memos to those within the organisation
- People to call
- Nominate a spokesperson and brief them as to their role
- Make stakeholders aware of the situation and challenges which are faced
- Ensure an efficient notification and monitoring system
- Ensure correct messaging is sent to all internal employees

It is important that there is a clear and rapid plan in place throughout the company. All must be aware in BoyleSports that this plan is to be followed and there can be no deviation. It is as follows:

- Collaborate all of the available information in chronological order
- All details must be collected and all must be truthful while respecting the privacy of all
- When the facts have been established, it is important to explain to everyone what has happened and carried through all stakeholders.
- A switchboard to be established to answer calls to the press department to dispel any questions. Always will be a comment and notes available. ‘No comment’ should never be an option.
- As the Internal Communications Officer, the statements will come from here regularly, a holding statement to buy time and update employees will be issued first
- There will be regular updates should there be information and even just to prevent questions.
- A press conference may help and will allow information to be presented in real time and ensuring we are in full control.

- This could also be virtual for internal employees
- A constant flow of information combined with regular updates is required to ensure there is no questions and dispels with constant queries. Easier for the Communications department to brief and continue to control the situation.
- As the situation improves, it is important that this new information and good news is passed on in a timely and efficient manner.
- At the end of the situation, emergency as such, then a final statement is to be issued to confirm that everything has been taken care of and is under control.

Example of holding statement

'BoyleSports are aware of an issue which is effecting the entire company. At the moment, we are investigating the circumstances surrounding the issue and are endeavouring to establish the full facts.

BoyleSports treats any incident seriously and this is no different. Our immediate thoughts go to our employees and we reassure you that at this time, we are dealing with the incident and will provide a further update in due course.

We will provide support and help to all who need it at this time. We will be making no further comment at this time.'

There are a number of things to take into consideration:

- The company need to be up front and honest with everything
- They need to be accessible
- Need to build trust and confidence with the publics, the key stakeholders, the media and everyone within the company need to be behind this, especially internally with the employees.
- It is important that the news is monitored and important that the employees can trust and believe what is happening

- Take notes from other organisations and adopt ideas which may work in the current issue.
- Be the sole information source
- Don't play down the facts , speak the truth.
- Monitor the news, be ready to react
- For the most part, be proactive not reactive.
- Use all available internal channels – snapcomms, intranet, digital signs, Microsoft Teams – anything – use them all!
- Keep in contact with all the relevant services and all of the employees and relevant people
- Protect the brand, limit the damage, be honest, reassure employees and internal stakeholders
- It is important that as this is an evolving situation things can happen at pace. That generally means that updates could be more frequent and there should be a provision always for additional, ad hoc media updates.

Long-term Action Plan

- Constantly engage with the Communications Department to update and refresh a long-term strategy
- Reassure the wider publics, internally and ensure people understand these issues will be in the past
- Focus on the good points, innovative, creative, visionary aspects of the company and
- Everything about the organisation.
- Go back to the 'This is Betting moniker, showing that the brand is trusted.
- Show that the company operated to professional standards throughout all channels and points of the plan
- Provide evidence that everything is normal and under control across the company to restore and maintain the confidence of the employees, public and potential customers.

Thank you!

For queries, suggestions, feedback etc. please contact DCrawley@BoyleSports.com

Darren Crawley,

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