

WHITE PAPER · OCTOBER 2026

5 keys to a successful employee experience

Well-being and performance are not at odds. Five practical levers to boost engagement, bring company culture to life and improve productivity for the long term.

+25%

higher profits for companies with the best employee experience

12%

of employees say their onboarding was successful

1 grid

to self-assess and take action

Employee experience isn't a foosball table. It's everything else.

Employee experience is sometimes reduced to visible perks: a renovated break room, fruit on Mondays, after-work drinks. These touches matter, but they carry little weight against a far more everyday question: "Do I have what I need to do my job well, and does it matter to anyone?"

Employee experience is the sum of every interaction a person has with their company, from application to departure: how they are welcomed, informed, heard, recognized and supported. It plays out as much in the factory, the store or on a job site as at headquarters.

The good news: **improving employee experience doesn't mean choosing between team well-being and performance.** The two go hand in hand, and internal communication is one of the main drivers.

In this white paper, we've gathered the five keys we see at work in successful organizations, plus a self-assessment grid to see where you stand.

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President and Co-founder, We Advocacy

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Well-being vs. performance: a false dilemma

Investing in employee experience is often seen as a cost incurred for team comfort. The data says otherwise: it is one of the most profitable investments an organization can make.

x2

innovation and customer satisfaction for companies in the top quartile of employee experience

MIT CISR

+25%

higher profits than companies in the bottom quartile

MIT CISR

8%

of French employees say they are actively engaged

Gallup, 2026

An experience shaped by the details

Employees don't experience their company's "HR policy." They experience a first day when their badge works or doesn't, a reorganization they hear about from the press or from their manager, an effort that gets noticed or ignored. **These concrete moments are what build engagement**, far more than statements of intent.

For frontline employees, often without a workstation or a work email, the gap is even wider: they are the first to feel forgotten when information doesn't reach them.

The five keys

1

Design the journey end to end

2

Simple information, accessible to all

3

A shared culture, lived every day

4

Listen and recognize

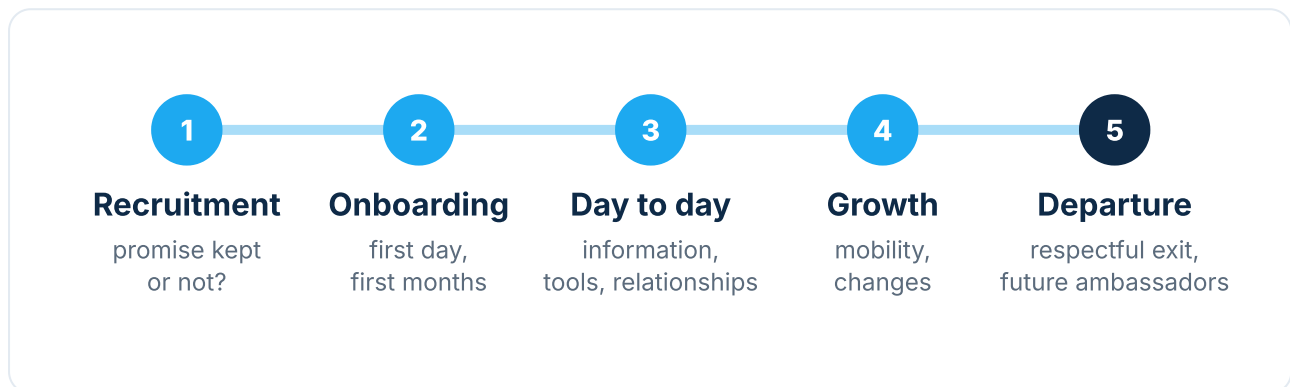
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Measure and improve continuously

A common thread: the manager. Each of the five keys runs through them. Managers welcome, relay, explain, listen and praise. One of internal communication's jobs is to equip them for this role: information before their teams, ready-to-share content, visibility into what their team has received.

Design the employee journey end to end

Like customer experience, employee experience is designed as a journey, with its stages and "moments of truth": the ones that shape an employee's lasting opinion of their company.



Onboarding, the first moment of truth

According to Gallup, only **12% of employees** feel their organization does a great job onboarding new hires. Yet the decision to stay or leave is made in the first few weeks. A structured onboarding journey that starts before day one and continues over several months transforms that first impression.

Don't overlook transitions

An internal move, a first management role, a return from long leave or a retirement also deserve support. And a well-handled departure turns a former employee into an ambassador rather than a detractor.

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Onboarding and campaigns

Set up your onboarding journey once: welcome messages, company introduction, discovery quiz, arrival survey. Every new hire follows it automatically as soon as they appear in the synced directory (Entra ID, Okta, Google Workspace, SAP SuccessFactors), and **their manager is kept informed of their progress**. Campaigns apply the same principle to other transitions.

Make information simple and accessible to all

Employees who have to hunt for information, or never receive it, have a frustrating experience. Clear information, at the right time and in the right place, is the foundation for everything else.

Four principles

1

A single entry point

One portal for news, documents, contacts and tools, rather than information scattered across inboxes, shared folders and bulletin boards.

2

No one left out

Employees without email or a workstation must get the same information as everyone else, on their phone or by SMS (text message).

3

Less, but better

Target by site, role or team. Everyone gets what concerns them: relevance drives readership and prevents overload.

4

The right channel for the right message

A newsletter for company life, an on-screen alert for emergencies, a mobile notification for frontline teams.

The warning sign: if your employees hear important news through rumors, the press or colleagues at another site before receiving it officially, your information flow has a problem.

Five questions to ask before sending a message

- Who really needs this information?
- What should they know or do after reading it?
- Does the headline convey the key point?
- Which channel will this audience be most receptive to?
- How will I know the message got through?

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One platform. All your channels, all your audiences.

- Intranet** in your brand colors, connected to Google Workspace or Microsoft 365, with SSO login.
- Mobile app and frontline**, including for employees without a work email.
- Internal newsletters** created in minutes with AI assistance.
- Messages and alerts:** one send, five channels (email, intranet, mobile, Windows pop-up, SMS).
- Targeting** by site, role, entity or manager, from the synced directory.
- Already have an intranet? We Advocacy can **complement SharePoint, LumApps or Jalios** with no migration.

Bring a shared culture to life

Company culture isn't something you hang on a wall: it lives in decisions, behaviors and the stories people tell. Internal communication's role is to make it visible and shared, from headquarters to the smallest site.

Give meaning

Explain the “why” behind decisions, not just the “what.” Employees who understand the strategy and see how their work contributes are more engaged. Gallup also highlights clear expectations as one of the best predictors of engagement.

Be transparent

Share good news and challenges alike, and do it internally before externally. Leadership transparency, especially in times of change, is a powerful driver of trust.

Tell true stories

Values come to life through examples: a team that beat its targets, an act of solidarity, an innovation from the field. These stories are worth more than any charter.

Create rituals

A newsletter people look forward to each week, a word from leadership each quarter, an annual highlight shared across all sites. Regularity builds a sense of belonging.

Sample editorial calendar

Weekly	Newsletter: news, success of the week, employee profile
Monthly	Spotlight on a site or role, pulse survey
Quarterly	Leadership message: results, direction, Q&A
Yearly	Company-wide event, internal survey, shared review

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AI-assisted newsletters to keep up the pace without spending hours on it, **unlimited communicators** so each site's leadership can tell its own stories, and consistent **email signatures** with targeted banners to carry your messages and identity in every email sent.

Listen and recognize

Feeling heard and feeling recognized are two fundamental needs. A company that listens to and values its employees retains them; a company that ignores them pushes them out the door.

-45%

lower likelihood of leaving for employees who receive high-quality recognition

Gallup & Workhuman, 2024

3 steps

to listening that builds trust: ask, report back, act

Continuous listening

- **Short, regular surveys** rather than a single big annual survey.
- **Always-open forms** to suggest an idea or flag a problem.
- **Targeted consultations** with the people affected before a change.
- **Close the loop**: say what you heard, what you'll do and what you won't.

Visible recognition

- **Specific**: it targets a concrete fact, not a generic phrase.
- **Shared**: beyond the team, through internal communication channels.
- **Fair**: all roles and all sites, not just the most visible ones.
- **Fun when possible**: quizzes and inter-site challenges that spark friendly competition.

Sample message to report back after a survey

*"Thank you to the 412 colleagues who answered our survey on internal information. **What you told us:** information reaches production sites too late. **What we will do:** starting next month, every important news item will be sent to the mobile app the same day. **What we won't do right away:** display screens, which aren't budgeted this year. Next update in three months."*

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Surveys, quizzes and forms

Listen to your teams and check the message got through, on every channel, mobile included. Quizzes can be AI-generated from your content.

Celebrate success

Targeted messages to congratulate a site or team, newsletters and intranet to give successes and profiles a lasting showcase.

Measure and improve continuously

Employee experience is never “finished.” Expectations evolve, the organization changes, new employees arrive. Successful companies improve it continuously, based on data.

Six indicators to track your employee experience

INDICATOR	WHAT IT REVEALS
eNPS	How likely employees are to recommend the company as an employer (question rated 0 to 10).
Onboarding satisfaction	Perceived quality of the welcome, measured at 30 and 90 days.
First-year turnover	The ability to keep the promise made during recruitment.
Information coverage rate	The share of employees actually reached, by site and role.
Survey participation	The level of trust in listening: people respond when they believe they'll be heard.
Absenteeism	A signal of well-being and engagement, to cross-check with other indicators.

The continuous improvement cycle

1. MEASURE

Surveys, statistics, HR indicators.

2. UNDERSTAND

Spot gaps across sites, roles and seniority.

3. ACT

One or two priority actions, not ten.

4. SHARE

Tell teams what has changed.

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Statistics and AI reports: measure and act.

Reads, clicks, survey and quiz responses, by channel, site and role. See who received the message and follow up with the rest on another channel. AI-generated reports summarize what worked, identify the audiences you're not reaching and suggest next steps.

Where does your employee experience stand?

Check each statement that is true for your organization. Score one point per checked box.

KEY 1 · JOURNEY

- ☐ New hires receive information before their first day.
- ☐ Onboarding follows a structured journey over at least three months.
- ☐ Internal moves and departures are supported.

KEY 2 · INFORMATION

- ☐ All employees, including those without email, receive important information.
- ☐ There is a single entry point for finding information.
- ☐ Messages are targeted by site, role or team.

KEY 3 · CULTURE

- ☐ Leadership regularly shares direction and results.
- ☐ There is a regular editorial touchpoint (newsletter, internal magazine).
- ☐ Sites and roles get the chance to tell their own stories.

KEY 4 · LISTENING AND RECOGNITION

- ☐ Teams are consulted at least once a quarter.
- ☐ Consultation results are shared back, with the actions decided.
- ☐ Successes are regularly highlighted, across all sites.

KEY 5 · MEASUREMENT

- ☐ You know what share of employees you actually reach.
- ☐ You track at least three employee experience indicators.
- ☐ These indicators are shared with leadership and managers.

0 TO 6 POINTS

Lay the foundations

Start with key 2: reach all employees. Without information flowing, the other keys have no traction.

7 TO 11 POINTS

Good momentum

Structure listening (key 4) and onboarding (key 1), then put measurement in place to track your progress objectively.

12 TO 15 POINTS

A mature approach

Move to continuous improvement (key 5) and share your results to turn them into an employer brand asset.

The multichannel internal communication platform. Designed in France, hosted in Europe.

200+

client companies since 2018

100,000

users every day

5 channels

from a single send

- **Integrated with your environment:** Google Workspace, Microsoft 365, SSO, directory sync from Entra ID, Okta, Google Workspace or SAP SuccessFactors.
- **Modular:** start with the modules you need today, add others with no migration.
- **Secure and GDPR-compliant:** Hosted in Europe on Google Cloud, data encrypted in transit and at rest.
- **Supported:** guided rollout, France-based support, unlimited number of communicators.

"We Advocacy has helped us unify our communications for several years. We particularly appreciate their responsiveness and efficiency."

Mary Pifer, VP Marketing, 3SI

See what the platform can do for you.

In 30 minutes, we start from your audiences and tools to show you the modules that matter, and only those.

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Sources

MIT CISR, research on employee experience (Dery & Sebastian, 2017) · Gallup, *State of the Global Workplace 2026* · Gallup, onboarding research · Gallup & Workhuman, study on workplace recognition (2024). The examples, calendars and self-assessment grid are illustrative and should be adapted to your organization.