



Whitney Eichinger
Managing Director Culture & Engagement
Ragan Virtual Conference
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Culture & Engagement

Our Vision

Create an environment where Employees feel heard, recognized, celebrated, and supported through every step of their experience.

Our Objectives

Heard

Through our full Voice of Employee plan

Recognized & Celebrated

Through engagement based and performance based recognition

Supported

Through advocacy during moments that matter

Our Teams



Employee Insights

Gathers and analyzes Employee data to provide actionable insights for moments along the Employee Journey



EX Strategy & Delivery

Advocates on behalf of Employees to deliver recommendations and solutions that eliminate pain points, and enable meaningful experiences across the Employee journey



Awards & Recognition

Inspires and motivates Employees through enterprise recognition Programs



Change Leadership

Leads the People-side of accepting and adopting change



Culture Advocacy

Supports Companywide Culture initiatives to enhance the Employee Experience



Events

Strategizes, plans, and executes Employee events which promote and celebrate our legendary Southwest Culture

Creative Things We've Done During COVID-19



Chili Cook Off

Adapted to turn the live event into a virtual event with creative elements.



Quick Hits

Created a vast array of Culture, Remote Work, and Recognition resources to inspire and help our Employees.



President's Award

Shifted from recognition at a physical event to a boxed recognition that Employees can safely enjoy at home.



Winning Spirit

Shifted from recognition at a physical event to a boxed recognition that Employees can safely enjoy at home.



Virtual Start Strong Workshops

Adapted our Start Strong Workshop to a virtual workshop.



Milestone Service Anniversaries

Offered Employees a choice of receiving SWAG points (equivalent to years of service) or attending a 2021 event.



COVID-19 Working Styles & Mindsets

Put a COVID-19 lens on our Working Styles and developed new Mindsets to more effectively meet Employee needs.



Surveys

Quickly shifted our companywide survey focus to adapt for COVID-19.



Awards & Recognition Team

Team Vision

Drive an industry-leading recognition approach, aligned with the Company's mission and values, to help our People feel valued, known, and appreciated for their service, accomplishments, and performance.

What We Do



Develop Recognition

Develop & manage the framework, programs, and plans for recognizing and awarding Employees



Share Stories

Curate and share stories that emotionally connect and inspire Employees



Support Leaders

Support Leaders through recognition dashboards and training on how to effectively recognize



Change Leadership Team

Team Vision

Increase adoption of initiatives, minimize the impact of change on our People, and prepare Leaders for their role in change.

What We Do



Prepare

Prepare others for all types of change



Strategize

Deliver strategies to help People more quickly adopt new ways of working



Provide Insight

Provide insight into how Departments and People will be impacted by change



Culture Advocacy Team

Team Vision

Provide the vision, strategy, and oversight for enterprise-wide Culture initiatives, and partner with key stakeholders to optimize Southwest Culture engagement and visuals across the Company.

What We Do



Enhance Engagement

Promote programs and events as well as manage local workgroup relationships to enhance engagement



Support Channels

Provide communication through Company-wide channels



Aesthetics & Archive

Conceptualize and shape the visual and narrative experience to amplify our Culture across the system



Events Team

Team Vision

To ignite Company pride and engagement through creation and execution of meaningful, fun, and memorable Companywide events.

What We Do



Plan & Execute Events

Create the vision and strategic plans to execute events flawlessly



Manage Data

Manage attendance tracking, reporting, and performance metrics of events



Develop Budgets

Develop and oversee event budgets to ensure we are delivering high value for the lowest cost possible



EX Strategy & Delivery Team

Team Vision

Enable an Employee Experience (EX) that empowers our Employees throughout their Southwest journey to deliver an exceptional Customer Experience, providing us a competitive advantage in the industry and securing Southwest as a best place to work.

What We Do



Define the Strategy

Define and drive the strategy for EX, based on Employee insights, and integrate across the Company



Represent the Employee

Represent the Employee perspective as we consult with business functions and projects



Execute Solutions

Design, test, and prototype insight-driven solutions



Employee Insights Team

Team Vision

The Employee Insights Team serves as an advocate for our Employees by capturing Employee sentiment along with job-specific data to provide actionable insights for moments along the Southwest Journey.

What We Do



Collect Data

Collect data through Surveys, Focus Groups, and Employee-related applications



Analyze Data

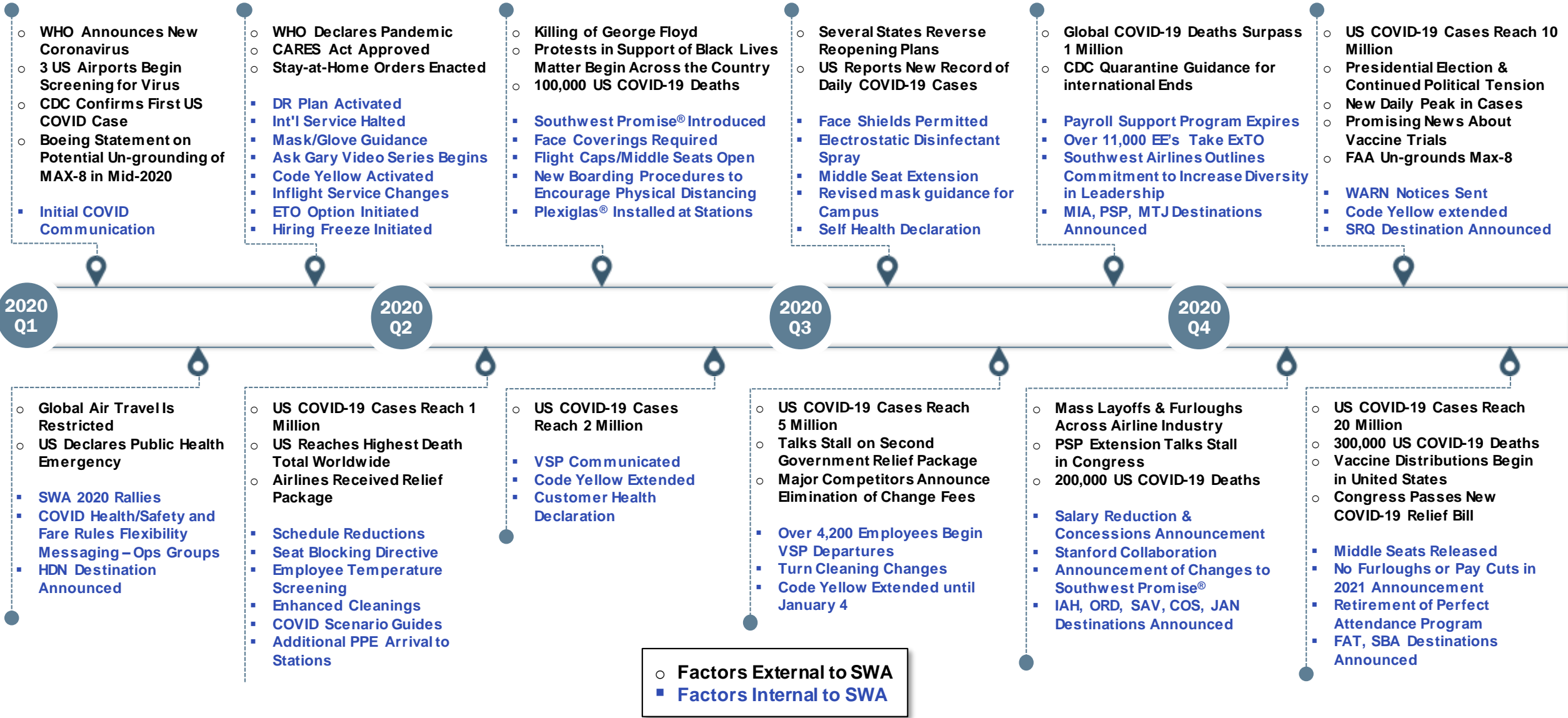
Analyze data at both an enterprise and a cross-data domain level



Strategize Solutions

Provides action planning tips based on insights

Major Events Impacting Our Employees in 2020



Our Survey Strategy

Shifting our survey strategy early in the pandemic allowed us to survey our Employees more frequently about topics that were highly relevant to them

2020 Pre-COVID Survey Launch Plan

Annual Companywide Survey

Journey Moments Survey:
Onboarding

Journey Moments Survey:
3 Year Anniversary

Journey Moments Survey:
Exit

2020 Post-COVID Survey Launch Plan

HDQ Employees
COVID-19 Survey

Operational
Employee
COVID-19 Survey

HDQ Campus
Leaders
COVID-19 Survey

Companywide Pulse
Survey - August

Voluntary Separation
Package Exit Survey

Senior Management
Committee Surveys

Companywide Pulse
Survey - November

How did this benefit our Leaders?



Questions asked were **highly relevant** to what was on Employees' minds



Allowed Leaders to view results **quicker than ever before**



Questions asked were **actionable**



More **frequent Employee pulses** in a rapidly changing environment

2020 Overview

Pivots in 2020 allowed us to capture Employees' unique experiences and expectations, which better enabled Southwest Airlines to make a positive impact in every moment of the Employee Journey



7

Surveys
Launched

25

Topics Covered
(such as Leadership
Communications, Employee
Mindsets, Company Direction, Health
& Safety/PPE, etc.)

65,572

Total Responses
Captured

6

Leader Dashboards
Distributed

7

Insights Presentations
Delivered



5,220+
COVID-19
Communications
sent or shared
(internal and external)



3,539 Media
Inquires
Handled by the
Team



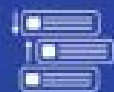
76%
Adoption Rate of
Microsoft Teams
(For December)



3.4M Views
to SWALife story
content in 2020
(up 25% from 2019)



273,000+
mentions
by the news
media
(down 18% from 2019)



930K mentions
in social media
(down 2% from 2019)



6,000+ Visits
to the internal
Southwest Podcast
site
(since launch in December)

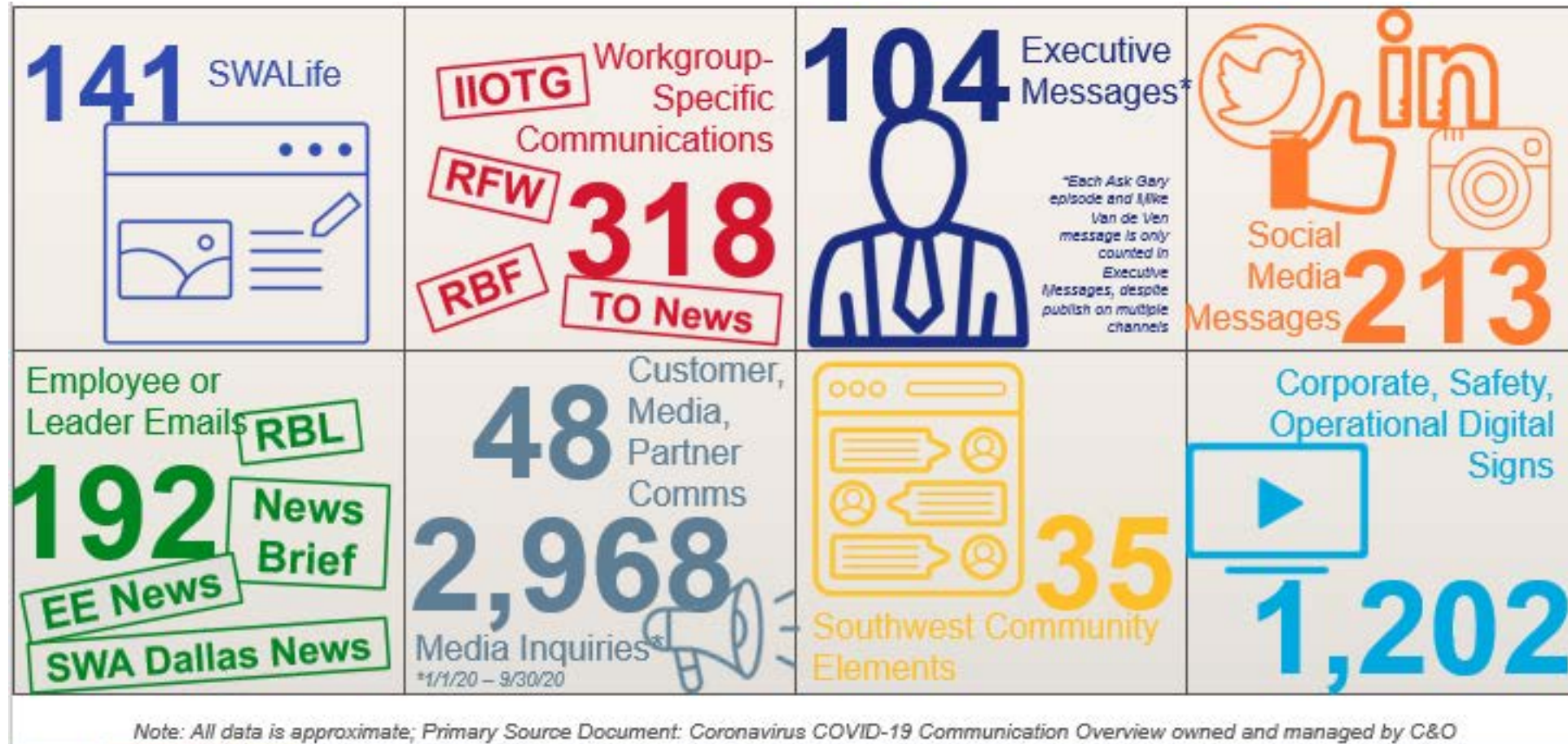
Communications 2020 Measurement Year in Review

COVID-Related Communications By the Numbers

January 23, 2020 – December 31, 2020

Southwest®

Whitney Eichinger



SWA Culture Facebook Analytics Halloween

2019

2020

Oct 25, 2019 - Oct 31, 2019

236 Posts **1.5K Comments** **15.8K Reactions**

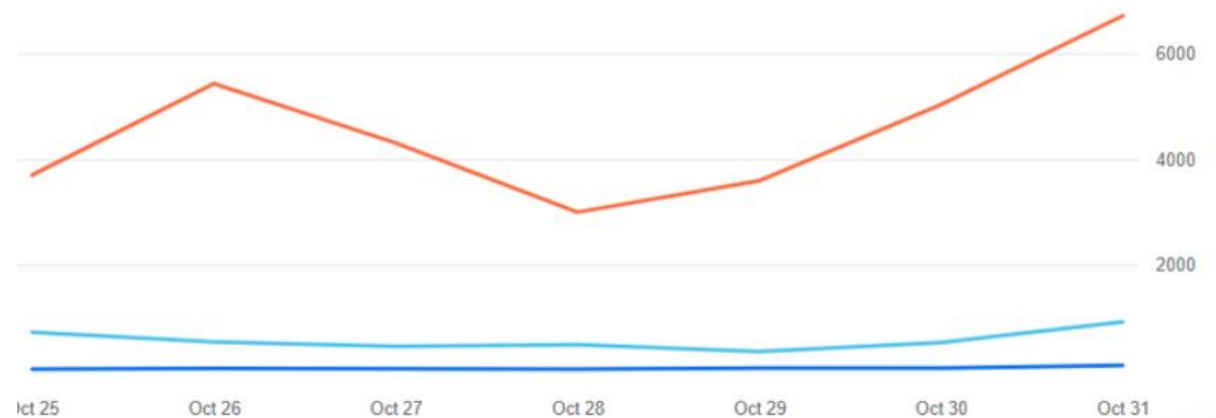


Posts – 236
Comments – 1.5K
Reactions – 15.8K



282 Posts ▲ 86%
4,008 Comments ▲ 23%
31,778 Reactions ▲ 65%
25, 2020 - Oct 31, 2020

Posts Comments Reactions **All**



Posts – 282
Comments – 4K
Reactions – 31.7K

***Engagement was up double digits compared to 2019

SWA Culture Facebook Analytics

Valentine's Day

2020

Feb 10, 2020 - Feb 16, 2020

225 Posts 1.4K Comments 16.4K Reactions



Posts – 225
Comments – 1.4K
Reactions – 16.4K

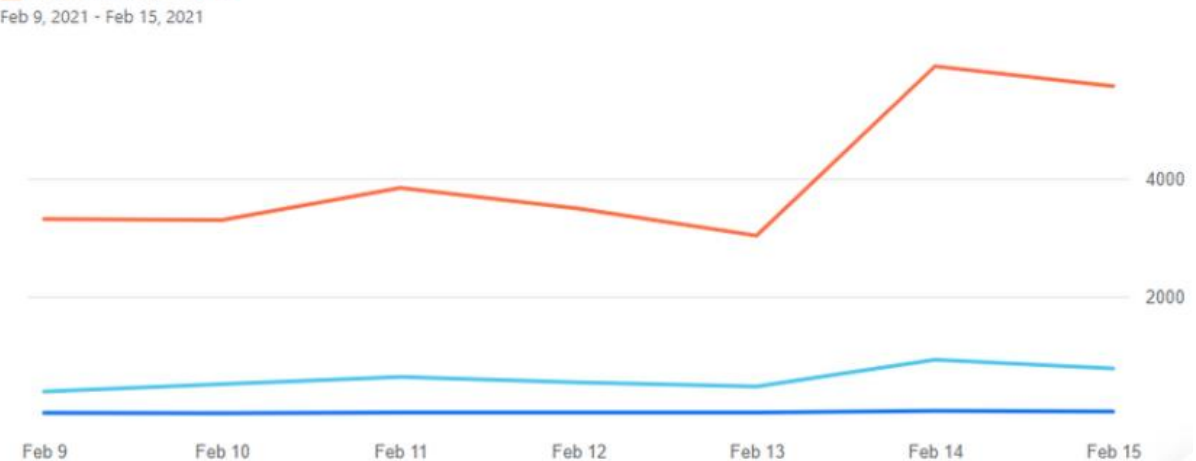
2021

All ⓘ

268 Posts ▲ 23%
4,273 Comments ▼ 4%
28,452 Reactions ▼ 3%

Feb 9, 2021 - Feb 15, 2021

Posts Comments Reactions All



Posts – 268
Comments – 4.2K
Reactions – 28.4K

**Engagement has almost tripled compared to 2020



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