



Corporate  
Communications  
Policy & Procedures  
Manual

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*Developed By:*  
*Group Corporate Communications*  
*Department*



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## **Introduction**

Information and image, internal and external, are the fundamentals of communications. How effectively we convey information reflects the image we wish to project to our stakeholders, whether they be shareholders, employees, customers or suppliers, or to government entities and the general public at large.

Communications, both internal and external, project the face of a Company – whatever we say internally or in the public domain, whether it is to the media or to an audience at a conference, affects the image of the Company and influences what others know and think about us.

As such, communications should form one of the main pillars of a Company's business strategy and, properly managed, should be utilized to maintain public confidence, retain public respect and, ultimately, gain market share.

The reputation of Yusuf Bin Ahmed Kanoo W.L.L among its key stakeholders is vital to the Company's business success. In the interest of reputation management and stakeholder confidence, it is important that the information issued internally and externally on the Company, is accurate, clear and consistent.

In an age where information flows instantaneously and globally, the role of Corporate Communications is crucial in ensuring that all communication, internal or external, written, visual and verbal, is managed in a coordinated manner and is aligned to the vision and overall strategy of the Company.

YBA Kanoo recognizes that its reputation and image are one of the most important pillars of its success and the backbone of its brand equity and value. The Corporate Communications Policy and Procedures Manual has been designed to provide a structured and effective operating framework for the Group's Corporate Communications Department and facilitate the smooth exchange of information between the YBA Kanoo Group and its constituents for the overall benefit of the Company.



## 1. Scope

The Policy applies to the Group Corporate Communications Department of YBA Kanoo and outlines its scope of work and responsibilities as well as its operational processes and procedures. The Policy also serves to streamline the cooperation and exchange of information between the Group Corporate Communications Department and the rest of the Departments and Business Divisions under the Group's umbrella, namely Kanoo Shipping, Kanoo Travel, Kanoo Logistics, Kanoo Machinery, Kanoo Oil & Gas, Kanoo Power & Industrial, Kanoo Property, Kanoo Information Technology, Kanoo Retail and Kanoo Joint Ventures.

## 2. Abbreviations

For the purposes of this document and ease of reference, the below abbreviations will be used throughout the Corporate Communications Policy & Procedures Manual:

YBA Kanoo W.L.L	- The Group
GCEO	- Group Chief Executive Officer
IGCEO	- Interim Group Chief Executive Officer
HGCCD	- Head of Group Corporate Communications Department
DGCCD	- Director of Group Corporate Communications Department
GCCD	- Group Corporate Communications Department
GHRD	- Group Human Resource Department
MMs	- Marketing Managers
Constituents	- All Departments & Business Divisions under YBA Kanoo W.L.L.

## 3. Compliance

The Executive Management Team and Division Heads at YBA Kanoo W.L.L are responsible for ensuring departmental compliance with the Corporate Communications Policy & Procedures Manual.

## 4. Policy Statement

All internal and external communications that have a direct or indirect impact on the image and reputation of YBA Kanoo W.L.L and / or its Constituents should be managed exclusively by the Group Corporate Communications Department, in partnership with the MMs to ensure accuracy and consistency in the Group's corporate positioning.

As a mandatory principle, no YBA Kanoo employee should communicate externally about the Group and / or its Constituents unless they have been authorized or have received prior approval from the GCEO and / or GCCD.

Another compulsory code is that all information that the Group releases publicly or submits to appropriate authorities must be shared with the GCCD in advance to avoid misrepresentation, misinterpretation, misunderstanding, and/or confusion.



## **5. Policy Purpose**

The Policy has been designed to provide clear guidance to all Constituents regarding the role and responsibilities of the GCCD and establish a framework for achieving an effective working relationship between the GCCD, and the rest of YBA Kanoo's Constituents for the benefit of the Company.

The Policy highlights the operating framework for the GCCD and outlines guidelines and protocols intended to encourage and facilitate the smooth and speedy exchange of information between the GCCD and all YBA Kanoo Constituents. It is not the intention of this Policy to enforce strict rules and regulations; rather, adherence to this Policy by all concerned parties is imperative in order to ensure efficient communication and minimize any potential risk to the Company's image and reputation.

## **6. Confidentiality and Disclosure of Information**

Sensitive information concerning business plans, strategy, financial statements and future plans should be treated as confidential. Only the official spokespersons of the Group assigned by the GCEO (see Section 8) are allowed to disclose such information in the public domain. Any communication involving such information should be shared with the GCCD for prior review, before disseminating.

## **7. Role & Responsibilities of the Group Corporate Communications Department**

The GCCD has the primary responsibility for managing, promoting and further strengthening the reputation capital of the Group and its Constituents, among the key stakeholders, internal and external, locally, regionally and internationally. The role of the GCCD is to safeguard the Group's reputation and maintain a positive image of the Company in the public domain through Media, Public and Stakeholder relations.

The GCCD has been mandated, among other things, to protect the Corporate Brand Identity; develop and execute the Group's Communications Strategy; manage the Group's media relations efforts; handle the corporate website and intranet; oversee all marketing efforts and budgets across the Group; manage the design and production of corporate collateral; organize corporate and media events for the Group; monitor all advertising activities; manage the Group's social media presence; enhance internal communications and employee relations; and manage the Group's CSR efforts.

All Marketing Managers across the Group will report directly to the GCCD. The MMs will act as the primary liaison between the GCCD and the Group's Business Divisions for enhanced collaboration and support. The GCCD will work in partnership with the MMs to streamline the communications efforts across all Constituents, and develop, execute and supervise the communications strategy for each BD in an efficient and timely manner ensuring alignment to the Group's strategy, objectives and vision.

The GCCD is the Group's principal media contact. The GCCD has expertise in media relations and will weigh each media inquiry to determine the best way to provide information based on the current and future circumstances of the Company. The GCCD will also identify the relevant spokesperson from within the Company to best convey the official Company position on issues of significance or any situations that are particularly controversial or sensitive in nature.



**Note: The GCCD and any employee officially assigned by the GCCD, are the only authorized Company representatives to interact with online and offline media on behalf of the Group.**

The GCEO and the DGCCD are exclusively responsible for amending / updating and / or revising the Corporate Communications Policy & Procedures Manual. The GCCD will ensure the Policy is distributed to all the necessary Constituents, namely the Executive Management Team, Divisional Heads and Marketing Managers. No working procedure will be changed and/or revised without the prior authority of the GCEO and/or the DGCCD. Official copies of the Policy will be kept in the office of the GCEO and the GCCD and will also be made available to all MMs; a soft copy of the Policy will be available on the Intranet under the Guides & Policies section.

## **8. Authorized YBA Kanoo W.L.L Spokespeople & Mandate**

The Company spokespersons are mandated to ensure that the Group is well represented and that key messages are very well propagated. All spokespeople are assigned by the GCEO.

The GCCD is responsible for ensuring all spokespeople are provided with the necessary preparation, training, coaching and material to best prepare them to interact with the media, handle media enquiries and host face-to-face interviews.

The following key representatives have been authorised to interact with the media and are entitled to disseminate information on behalf of the Group to the media, according to their defined roles within the organisation.

### **8.1 Main Spokespersons – Executive Management Team**

The main spokespersons for the Group have been identified as:

#### **i. Deputy Chairman – Kingdom of Bahrain; Strategic & Official Spokesperson**

The Deputy Chairman for the Kingdom of Bahrain is the authority in charge of validating the media policy and setting the mandates and authorisation levels of those responsible for interacting with the media. He also serves as the Company's strategic spokesperson for commentary on the Group's vision, strategic direction, expansion plans, financial performance, among other topics. However, since time may not allow him to assume the functions as spokespersons at all time, he can choose to delegate the role to another Company member who can equally serve as the spokesperson for that particular function.

#### **ii. Group Chief Executive Officer; (Spokesperson Deputized by the Deputy Chairman – Bahrain)**

The GCEO is deputized to represent the Deputy Chairman – Bahrain as a strategic spokesperson, and can speak on topics including, but not limited to the Group's strategy, performance and growth.

#### **iii. Director of Commercial Group**

The Director of Commercial Group is authorized to speak on all commercial aspects relating to the Group



**iv. Area Manager – Western Province:**

The Area Manager – Western Province is authorized to handle media communication on topics related to the Group’s operations in the Kingdom of Saudi Arabia

**v. Executive Director for UAE & Oman:**

The Executive Director for UAE & Oman is responsible for all media enquiries related to the Group’s operations across the UAE & Oman

**vi. Director of Group Corporate Communications Department:** The Director of the GCCD is authorized to speak on behalf of the designated spokesperson in the case that none are available to comment, and share information within his expertise as well as communicate holding statements.

## **9. Marketing Budgets & Reporting**

The GCCD is responsible for reviewing all marketing budgets. All MMs report directly to the GCCD.

- 9.1 *Annual Marketing Plans & Budgets:* All MMs will provide the GCCD with their annual marketing plans and budgets by the third quarter of every year to facilitate intra-divisional collaboration, transparency and ensure alignment with the Group strategy.
- 9.2 *Quarterly Reports:* A quarterly report will be submitted by all MMs to the GCCD, summarizing the marketing activities undertaken, the budgets allocated and the return on investments. These periodic reports will determine the effectiveness of the marketing initiatives and prompt corrective measures if necessary.
- 9.3 *Quarterly Meetings:* Following submission of the Quarterly Reports to GCCD (see section 9.2), the GCCD will schedule quarterly marketing meetings with the MMs to discuss the report as well as new marketing efforts, best practices and also agree on targets. These meetings will be beneficial to identify possible constraints and challenges and will enhance transparency and knowledge-sharing.

## **10. Media Relations**

The Group’s image and reputation are the two most important pillars of its success and the backbone of its brand equity and value. Since the media is an important vehicle through which the Company can build its brand and ensure that its stakeholders stay aware of its various activities and projects, its media relations efforts should be governed by a transparent, sensible, consistent and responsive approach.

### **10.1 Roles and Responsibilities**

#### 10.1.1 Group Corporate Communications Department

The GCCD is in charge of managing and evaluating all media, establishing solid media relationships and coordinating with them at all times to ensure that the communication objectives



of the Group are met. The GCCD, and any employee authorized by the GCCD, have sole responsibility for handling all contact with the media and ensuring a consistent and accurate flow of information.

The GCCD is also in charge of tracking and evaluating the Group's media performance and fostering long-term solid partnerships with the media.

The GCCD is mandated to develop the media relations strategy for the Group and its Business Divisions in line with the corporate strategy and vision.

#### 10.1.2 Marketing Managers

The MMs are authorized by the GCCD to channel all media contact directed to the Group's Business Divisions, to the GCCD. All BDs are required to direct all media enquiries to their assigned MMs who will in turn inform and coordinate with the GCCD.

The GCCD will work closely with the MMs to develop and execute the media relations plans for each separate BD in line with the Group's overall strategy and business objectives.

### 10.2 Media Enquiries

Media enquiries can come from a variety of sources – newspapers, magazines, broadcast as well as online and bloggers. The media also operate at different levels - local, regional and international. Regardless of the source of the query, any employee that is not officially mandated to respond to media enquiries must not talk or make any commentary to the media on any topic.

All non-mandated staff across the Company and its business divisions must follow the below guidelines to ensure responses that accurately reflect a positive image of the Company.

- 10.2.1 All media queries should be logged accurately and referred immediately to the GCCD or assigned MMs if the query is related to one of the Group's Business Divisions; this includes requests for information, features, interviews, film or photography
- 10.2.2 When an employee responds to a telephone call from a reporter, they should not state that they are not allowed to speak to the reporter or need permission to do so. Instead, the employee should state the following: *"Please give me your contact information and the Corporate Communications representative will be in touch with you shortly."*
- 10.2.3 The employee should make a note of the name and contact details of the journalist as well as the nature of the inquiry and the information required. Once this information is gathered, it must be passed onto the MMs and / or GCCD as quickly as possible.
- 10.2.4 When taking a call from the media, the same courtesy and professionalism with which we approach internal and external partners should be displayed – one based on the Company's integrity and excellence





- 10.2.5 Do not let a reporter compel you to answer questions on the spot. Politely refer them to the Group Corporate Communications Department

The above protocol is applicable at all times i.e. whether the media enquiry is received on a personal or professional level, during or outside of office hours.

**Note:** *It is possible that a reporter calling for an interview will try to secure information from anyone who answers the phone. It is important to refrain from making any comments that could harm the Company's reputation and image. Employees must stick to the script outlined above: take reporter's information and assure them, politely, that they will receive a call from the appropriate individual in time for their deadline. Do not engage the reporter in any form of conversation. Once the GCCD and / or MM receives the message, they will either respond on the Company's behalf, or identify the appropriate spokesperson to handle the response.*

### 10.3 Press Releases

- 10.3.1 *Drafting Press Releases:* The GCCD is responsible for drafting and translation of all corporate press releases relating to the Group. Drafting and translation of press releases for the Business Divisions is the responsibility of each BD and should be handled in coordination with the MMs. BD announcements should either be drafted by the assigned MMs or the MMs will appoint a copywriter from within the BD. All press releases must be reviewed and approved by the assigned MMs, to ensure consistency of corporate language, content and style. MMs are required to share all BD press releases with the GCCD for final review prior to dispatch.

Staff members are welcome and indeed encouraged to suggest interesting topics for a press release that benefits the Company; staff can also draft a press release if they so wish but all releases must go through the proper approval channels as stated above.

- 10.3.2 *Disseminating Press Releases:* Distribution of all corporate press releases to the local, regional and international media is the responsibility of the GCCD; distribution of all Business Division announcements is the responsibility of the MMs who will also monitor the coverage received and ensure a coverage report is shared with the GCCD

Unauthorized staff members are forbidden to disseminate press releases to the media or share press releases through online platforms prior to press releases being approved and dispatched by the GCCD and/ or MMs. Once a release has been dispatched in the public domain, staff can share the final approved version at their discretion; staff are not permitted to make any changes to the final approved releases.

- 10.3.3 *Press Release Requests:* Any of the Group's Constituents who require a press release to be developed, should liaise directly with the GCCD (for Corporate) or the assigned MMs (for BDs) who will assess the newsworthiness and advise the requesting Constituent accordingly.

A clear, detailed brief should be submitted by the requesting Constituent. Once the brief has been submitted, the GCCD and/or MMs require at least five (5) working days to



draft the press release, translate it and obtain all the necessary approvals before dispatching to the media..

Press Release Briefing Templates can be obtained from the GCCD, the MMs and the Guides & Policies section on the Company's Intranet.

#### 10.4 Feature Opportunities

- 10.4.1 The GCCD is responsible for sourcing and / or coordinating feature opportunities for the Group with local and regional media that further strengthen the Company's positioning across different markets and industries, in line with the corporate communications strategy.
- 10.4.2 Feature opportunities for the BDs will be sourced and/or coordinated by the assigned MMs. Whenever a feature is secured for any of the BDs, the respective MM will liaise with the publication and relevant department within that division to gather all the necessary information and draft the feature. Once the feature has been drafted, it should be shared with GCCD for final review and approval.
- 10.4.3 Employees across the Group are welcome to suggest interesting topics for features for the Group and / or the BDs, and are also welcome to draft features but must obtain final approval from either the GCCD or the assigned MMs.
- 10.4.4 If any staff member is approached by the media for a feature request, they should immediately direct this request to either the GCCD or MMs who will immediately establish direct contact with the publication and determine the benefit of the feature. The GCCD or MMs will coordinate with the relevant Constituents for information, draft the feature and gather all necessary approvals before sending it to the publication.

**Note:** Staff members are forbidden to disseminate features to the media or share them through online platforms prior to the feature being dispatched in the public domain by either the GCCD or MMs. Once the feature is published in the media, staff is free to share the final approved version.

#### 10.5 Interviews – Print, Broadcast, Portals and Newswires

- 10.5.1 The GCCD is responsible for sourcing interview opportunities and handling all interview requests related to the Group and its strategic functions. The GCCD is also responsible for identifying the target media across the region to be approached for interviews for the Group and its BDs. A list of target media will be compiled by the GCCD and shared with the MMs across the region. All MMs are responsible for adhering to this list.
- 10.5.2 All interview requests relating to the Group should be immediately directed to the GCCD who will assess the relevance and value vis-à-vis the corporate media relations strategy, and either confirm or decline the request. All interview requests for the BDs should be directed to the respective MMs and they will either confirm or decline the request depending on the relevance of the publication.



10.5.3 Once an interview request is accepted, the GCCD and/or MMs will liaise with the publication to establish the interview method, identify the spokesperson and coordinate all logistics pertaining to the interview. The GCCD and/or MMs will also ensure the spokespersons are adequately prepared and all information communicated during the interview is cross-checked for validity.

**Note:** Only designated spokespeople (see section 8) are allowed to partake in interviews and speak on behalf of the Company. Any staff member, other than the designated spokespeople, who participates in an interview on behalf of the Group, will be reported to HR for disciplinary actions.

## 10.6 Personal Representation in the Media

Occasionally, employees may be approached by the media on topics related to their personal interests or non-work related activities. Employees may participate in such interviews; however, in order to avoid any confusion employees are not permitted to reference YBA Kanoo W.L.L or their role within the Company, unless they have obtained prior approval from the GCCD or MMs.

## 10.7 Corporate Media Kits

The development and compilation of the Corporate Media Kits containing items such as the latest corporate press releases, Company profile, Fast Facts and spokesperson bios, is the responsibility of the GCCD. The GCCD will ensure the Media Kits are kept updated with all the latest information and will maintain an adequate amount in storage for use during events such as press conferences, seminars, exhibitions, trade shows etc.

The GCCD will also develop Media Kits for the individual Business Divisions and will work closely with the assigned MMs to gather all the necessary information to compile the Media Kits.

All Constituents should liaise with the GCCD or MMs well in advance if they require Media Kits for external use.

### 10.7 Daily Monitoring

Daily monitoring and clipping for Group and BD news is the responsibility of the PR Departments in each market/division. Coverage is clipped by the Public Relations Department, scanned and e-mailed to the GCCD and MMs for archiving and internal circulation purposes.

## 11. Guidelines for Photography, Videography and Image Library

11.1 The GCCD is responsible for coordinating all corporate photography and/or videography, including but not limited to corporate profile shots and corporate events. The GCCD is also responsible for maintaining an updated corporate image library – access to the image library must be authorized by the GCCD.



- 11.2 All requests for photography and/or videography by the BDs must be directed to the assigned MMs who will coordinate accordingly to source a supplier. The MMs will make sure to inform the GCCD and share the final images with GCCD for final review and approval. The MMs are also responsible for maintaining and updating the image library for each division – access to the image library of each BD must be authorized by the MMs
- 11.3 All pictures/footage taken by the assigned photographers/videographers are copyrighted and copies will not be released to customers or employees without the prior consent of the GCCD and/or MMs. Access to the image libraries must be authorized by the GCCD and/or MMs and all requests for image editing should be sent to the GCCD and/or MMs and will only be applied following approval. To maintain the privacy of employees, all internal requests for images must be submitted in writing to the GCCD and/or MMs and will only be handed over pending the latter's approval.
- 11.4 All pictures taken during Company-initiated events remain the copyright of YBA Kanoo W.L.L and the GCCD has the authority to use these images for any branding or internal / external campaign requirements. Any employee that does not want to be photographed and /or have his image used for promotional purposes, should state this in writing to the GCCD and/or MMs.
- 11.5 Any photography carried out by the Company's partners that showcase the YBA Kanoo staff, should first be shared with the GCCD and/or MMs for approval before being shared in a public context.

## **12. External Speaking Engagements**

- 12.1 *Corporate Speaking Engagements:* Before accepting any invitation for external speaking engagements, employees should liaise with the GCCD to ascertain the value and benefit of the event to the Company; it is imperative that all external speaking engagements that have the potential to impact the Company's reputation should be referred to the GCCD. Employees must obtain permission from their direct manager and consult with the GCCD before accepting any such invitations.
- 12.2 *Divisional Speaking Engagements:* Employees from the Group's BDs who are invited to participate in external speaking engagements, should liaise with their respective MMs who will assess the value and benefit of the event and inform the GCCD accordingly. Employees must obtain permission from their direct manager and consult with the MMs before accepting any such invitations
- 12.3 *Guidelines for External Presentations:* In order to protect proprietary information and ensure that all external presentations conform to the Company's standards of accuracy, content, branding guidelines and style, all material to be presented publicly via speaking engagements must be shared with the GCCD and/or the assigned MMs for review. Constituents are free to develop their own content but it is advised that final versions of all presentations are shared with the GCCD and/or MMs for prior review to ensure that corporate and divisional key messages are reiterated in a clear and concise manner and all creative and layout conforms to the Corporate Brand Guidelines.



### **13. Third Party Requests**

13.1 *Third Party Announcements:* Occasionally, the Company and/or its Business Divisions may be requested for quotes in third party announcements; all requests for third party announcements related to the Group should be referred to and handled by the GCCD. The GCCD will liaise with the third party representative, draft the quote and get all the necessary approvals. For the individual BDs, all requests for third party announcements should be referred to and handled by the respective MMs. The MMs will liaise with the third party representative to draft the quote and get all the necessary approvals

13.2 *Request for Information:* Organizations may seek information from the Company and/or its BDs in the form of surveys, research or other data-gathering exercises; all requests must be referred to the GCCD and/or MMs for approval and guidance.

In the case that a request is initiated by one of the Group's Constituents, the initiating party should continue to liaise closely with the GCCD and/or MM, and the external party until such time the request has been completed. The initiating party must ensure adequate information is provided to the GCCD and/or MMs in order for the task to be completed successfully.

### **14. Corporate Branding and Collateral**

The GCCD is entirely responsible for safeguarding the Group's corporate brand and sub-brands and ensuring all branding is in line with the Brand Guidelines Manual. The Brand Guidelines Manual should be adhered to at all times and provides detailed instructions on correct application of the logo, colour palette, typefaces, and printing specifications among other things for the Group and its Business Divisions.

14.1 All of the Group's corporate branding, advertising and creative requirements, including but not limited to logo usage and roll out, print and outdoor campaigns, adverts, corporate collateral (corporate brochures, divisional brochures, manuals, stationery, handbooks, gifts, give-aways, greeting cards etc), is the sole responsibility of the GCCD. All design work including redesigning, updating and modifying of creative layouts and artworks should be supervised, managed and approved by the GCCD. The GCCD is the only contact point between the Company and the creative agency / internal design team and all requests for corporate collateral must be channeled through the GCCD to ensure brand consistency.

14.1.1 BDs are required to liaise directly with their assigned MMs in the case that corporate collateral is required. MMs will coordinate the request with the GCCD and ensure delivery of material. The GCCD and/or MMs have the authority to reject an internal request for delivery of corporate collateral if sufficient time is not given between the submission of the brief and the delivery date

14.1.2 All corporate items and give-aways that have been paid for by the GCCD are solely owned by the GCCD and should not be distributed internally or externally without prior approval from the GCCD.



- 14.1.3 For collateral that is developed outside the scope of the GCCD, the Group's Constituents need to provide the GCCD and/or MMs with a written brief detailing exact requirements, including quantities and delivery date. A Creative Brief Template is available with the GCCD, MMs and on the Intranet in the Guides & Policies section. All creative and production requests should be given adequate notice in order to process the requested job. **Note: Only Managers and above Management level employees are authorized to place requests to the GCCD for print items.**
- 14.1.4 The GCCD is responsible for managing the print and/or production process of all corporate collateral to ensure adherence to highest end quality. Print and/or production of items requested by the BDs which are outside the GCCD's scope, will be supervised by the assigned MMs and developed in coordination with the requesting party. Only the GCCD and MMs have the authority to place any orders for printing and/or production of corporate collateral.
- 14.1.5 The Company does not allow the use of the YBA Kanoo name or logo on printed or electronic documents of suppliers, business partners or other third parties without the prior written permission of the GCCD and /or the MMs. Any request from third parties to use the Company's logo should be referred to the GCCD and/or AMM who will provide guidance on the correct use of the logo as determined in the Brand Guidelines Manual.
- 14.1.6 The GCCD and MMs are solely responsible for granting permission to feature third party logos on the Group's corporate collateral. The GCCD and/or MMs will liaise directly with the third party to give written approval and ensure that the third party logo application adheres to the brand guidelines as specified by the third party entity.

## **15. Corporate Website & Intranet Portal**

The management, maintenance and updating of the Group's corporate website and intranet portal is the sole responsibility of the GCCD.

- 15.1 Any Department and/or Business Division that wishes to upload news on the Group website, should send a request directly to GCCD
- 15.2 Enquiries received from site visitors will be monitored and responded to on a daily basis by the GCCD. If information is requested from any of the Group's Constituents, the GCCD will liaise directly with the respective party to gather the necessary information and respond to the enquiry accordingly.
- 15.3 Job applications received via the website will be gathered by the Group Human Resources Department for further action
- 15.4 The GCCD will develop a quarterly website traffic report and distribute to all Executive Management Team and MMs, detailing monthly on-site traffic and enquiries received.



## **16. Creative Concepts, Artwork & Advertising Campaigns**

The GCCD is responsible for all corporate marketing, advertising and development of creative concepts for the Group and its BDs to maintain consistency in communications and streamline media expenditure.

- 16.1 All advertising / marketing efforts for the Group and its BDs will be managed by the GCCD in coordination with the MMs. Advertising requests by print media - local, regional and international – pertaining to the Group should be directed to the GCCD; similarly, advertising requests relating to the BDs should be directed to the MMs who will coordinate with the GCCD accordingly.
- 16.2 The GCCD is responsible for developing a master media list of the most relevant publications to the advertising/marketing needs of the Group and its BDs. Media bookings for corporate ad placement will be managed by the GCCD and the GCCD will be the main point of contact between the Company and the publication. Similarly, media bookings for the BDs will be handled by the assigned MMs who will be the main point of contact with the publication.
- 16.3 Constituents that wish to advertise with a specific publication outside of the specified media list should submit a written request to the GCCD and/or their assigned MMs attaching the profile of the publication with a rationale for the need to advertise.
- 16.4 All creative and/or design work related to the advertising/marketing needs of the Group and its BDs will be managed exclusively by the GCCD and the GCCD will liaise directly with the creative agency / internal design team to deliver results. BDs that require design of ad-hoc ads or strategic advertising/marketing campaigns should provide a written brief to their assigned MMs specifying their exact requirements. A Creative Brief Template is available with the GCCD, MMs and on the Guides & Policies section on the Company's Intranet. The MMs will coordinate with the GCCD for development of creative and / or campaign requirements and will submit the same to the requesting BDs for review and guidance of content. Once the final artwork is approved by the initiating BD, the assigned MMs will proceed with delivery of the artwork to the relevant publication and/or will execute the roll out of the advertising/marketing campaign in the target market.

## **17. Social Media Guidelines**

The Group's corporate social media platforms will be run and managed exclusively by the GCCD or an employee designated by the GCCD. Only those officially designated by the GCCD are authorized to use social media to speak on behalf of the Company in an official capacity, though employees may use social media to speak for themselves individually. All content posted on the Group's official social media platforms needs to be approved by the GCCD. The GCCD is also responsible for developing the Social Media Strategy for the Group.

Business Divisions will continue to manage their own social media platforms and keep their assigned MMs updated on their social media strategy.



### Social Media Policy:

YBA Kanoo W.L.L trusts and expects employees to exercise personal responsibility and integrity whenever they use social media. Employees should never use social media for covert advocacy and will be held responsible for any online posts and activities conducted using the Company's email, network or traceable to the Company's domain.

Employees are also forbidden from making any public posting of confidential or proprietary information related to any aspect of the Company's business on the Internet including, but not restricted to, forums, chat rooms, blogs, twitter, Facebook and Instagram as well as any other sort of online media. This includes information that has not been publicly released by the Group and / or its Business Divisions and the GCCD should be contacted before releasing information that could potentially harm the Company.

**Note:** *A rule of thumb for all employees: be mindful on social networks as the lines between public and private, personal and professional are becoming increasingly blurred.*

- 17.1 YBA Kanoo W.L.L logo and trademarks may not be used online without explicit permission in writing from the GCCD.
- 17.2 Employees must refrain from paying bloggers or anyone outside the organization to write endorsements about the Company or to create fake social media disclosures. This is considered unethical by the Company and employees involved in such actions will be referred to Human Resources and will be reprimanded.
- 17.3 If a blogger or any other online participant posts an inaccurate, accusatory or negative comment about the Group, do not engage in the conversation but rather report it immediately to the GCCD so appropriate action can be taken.
- 17.4 If an employee is developing a blog or Facebook page that could potentially mention the Company's name, its employees, partners and/or competitors, the employee must identify that he or she is an employee of YBA Kanoo W.L.L and that the views expressed on social media are personal and do not represent the views of the Company. Employees are urged to notify the GCCD of any such activity in advance.

### **18. Corporate Presentations**

Templates for corporate presentations are developed solely by the GCCD and are available from the GCCD, MMs and in a designated folder on the intranet. The GCCD is also responsible for developing presentation templates for the individual BDs to ensure adherence to the brand guidelines. The assigned MMs are responsible for ensuring divisional templates are being utilized across the BDs for the purpose of brand consistency

Any Constituent that requires a presentation template/format that is different to the standard templates available, needs to submit a written request to the GCCD and/or MMs specifying their exact requirements and purpose. Once the request is received, the GCCD and/or MMs will coordinate accordingly to deliver the necessary collateral.





## **19. Internal Communications**

Employees are the key drivers of the Company's business success and the backbone of its long-term growth; to enhance employee loyalty and productivity, internal stakeholders need to be continuously engaged and informed.

The GCCD is responsible for developing and rolling out a sustainable Internal Communications Program, to increase employee awareness of the Group's vision, strategy and objectives; maximize staff familiarity with the company's business functions and enhance loyalty, commitment and connection to the brand. The GCCD will launch a series of initiatives to ensure a timely and consistent flow of information to all employees on the Company's news and achievements and promote staff participation and networking.

It is imperative that the Group's Human Resources Department works hand-in-hand with the GCCD to develop integrated internal communications programs which are aligned to the Group's Human Resource strategy and corporate vision. The GHRD and the GCCD need to work in partnership to identify the most appropriate channels to carry information forward to the staff in an effective manner, for the overall benefit of the Company. The GHRD should liaise frequently with the GCCD to discuss planned activities and projects and the GCCD will in turn support the GHRD efforts.

All internal campaigns / projects / events that fall under the Internal Communications umbrella will be managed and executed by the GCCD in coordination with the MMs whenever the need arises. If any member of staff would like to suggest ideas to support the internal communications efforts, should liaise directly with the GCCD and/or their assigned MMs.

Any internal literature developed by GHRD that conveys information about the Company, its objectives and business practices, should be shared with the GCCD to ensure consistency in the corporate messaging, editorial guidelines and branding.

Corporate documentation intended for internal communication, such as letters, memos and circulars should follow the formatting specified in the brand guidelines. The GCCD is responsible for ensuring all templates are kept up-to-date and are made available to all Departments and Business Divisions. The GCCD is also mandated to ensure compliance with the documentation and will assign a member of the GCCD team to carry out informal reviews of the same across all Departments and Business Divisions on a periodic basis. In case of non-compliance, the matter is reported to the department head for rectification.

## **20. Event Management – Internal and External**

20.1 *Media Events*: The GCCD is responsible for organizing all corporate media events, including but not limited to press conferences, media briefings, media roundtables and social events, in line with the Group's media relations strategy. Should any of the Group's Constituents wishes to host any such media engagement activities, they should inform the GCCD or their assigned MMs who will support them in the event planning and execution. Constituents are not permitted to organize any press activities without securing prior approval from the GCCD and/or their assigned MMs.



20.2 *Internal Events:* The GCCD is responsible for organizing internal corporate events for the purpose of promoting the image and reputation of the Company in line with the Group's Internal Communications Strategy. Constituents are free to host events for their staff but should coordinate directly with the GCCD and / or their assigned MMs to manage the event planning and execution. The GCCD and MMs will provide extensive support to the Constituents, including but not limited to idea generation, event management and literature / branding / give-away development.

20.3 *External Events:* YBA Kanoo W.L.L and / or its Constituents may at times participate in external events, such as exhibitions, conferences, forums, awards ceremonies, to promote the Company's reputation capital and strengthen its corporate positioning. It is essential that the GCCD and/or the assigned MMs are informed in advance and all parties work in partnership to ensure consistency in the key messaging and corporate image and maximize positive exposure during these events.

**Note:** All requests for event management that are sent to the GCCD and/or MMs by the Group's Constituents should be accompanied by a clear, detailed event brief, developed by the initiating party. It is imperative that all event briefs allow sufficient time for proper coordination, planning and execution.

## **21. Crisis and Issues Management**

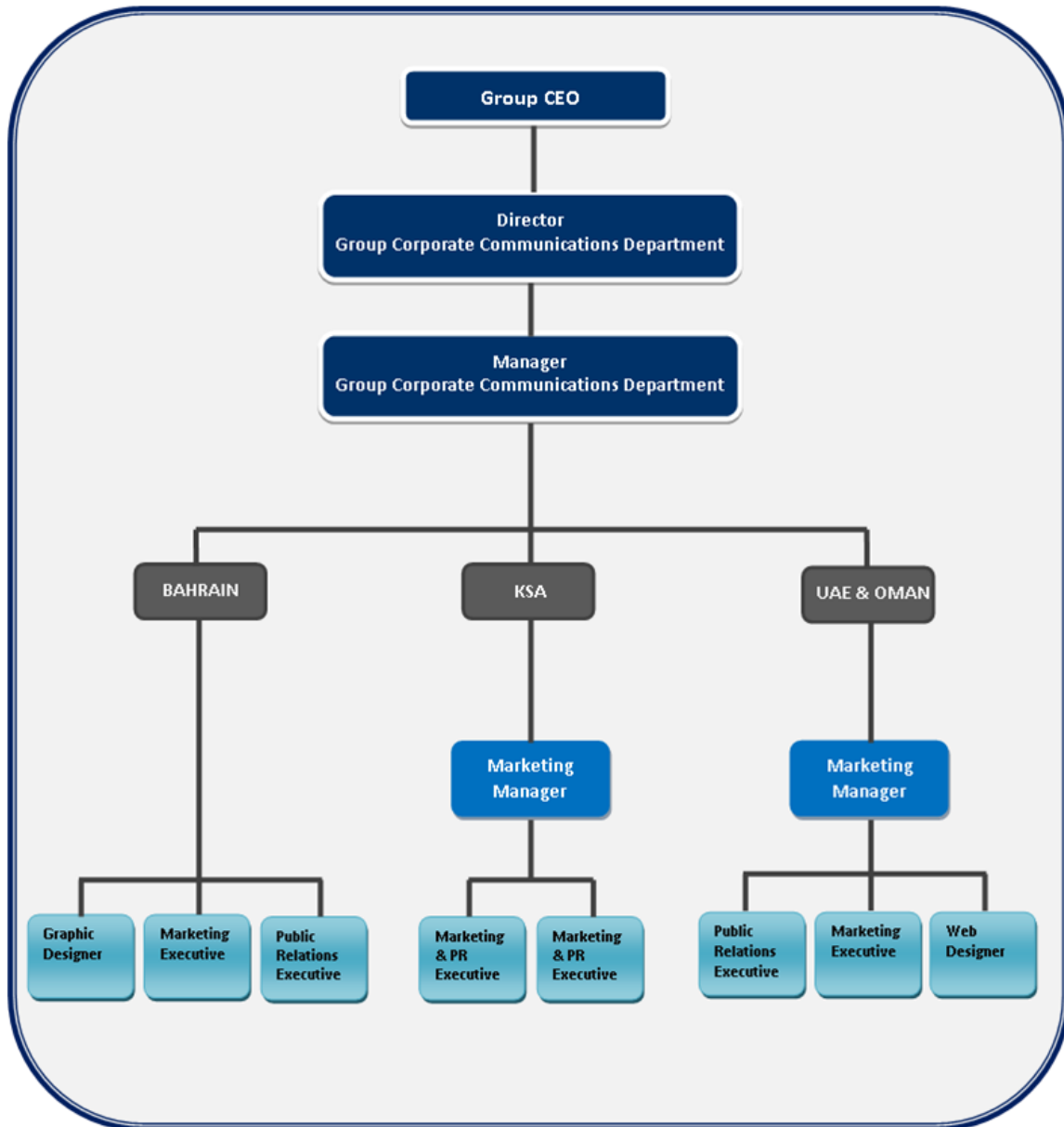
During a time of crisis the media is the primary vehicle through which a Company can communicate with all its stakeholders, both external and internal and it is imperative that a Crisis Communications Manual is put in place for the Group and its Business Divisions, to ensure that contingency plans are in place and information is disseminated in a timely and accurate manner and routed through the appropriate sources.

The Group Corporate Communications Department is responsible for developing the Crisis Communications Manual for the Group, in English and Arabic, in consultation with the GCEO and key Executive Management Team members assigned by the GCEO. Changes and /or updates to the Crisis Communications Manual can only be applied by the GCCD following approval from the GCEO.

The GCCD is also in charge of training the designated spokespeople (see section 8) on how to manage a potential crisis scenario with minimum risk to the Company's reputation. In a crisis, only designated spokespeople are allowed to speak on the Company's behalf or answer media enquiries. During a time of crisis the GCCD is in charge of identifying the right spokesperson to address the media from the list of designated spokespeople and is the only department allowed to liaise with the media, handle media enquiries and disseminate holding statements.



**Authority Matrix**  
**Group Corporate Communications Department**



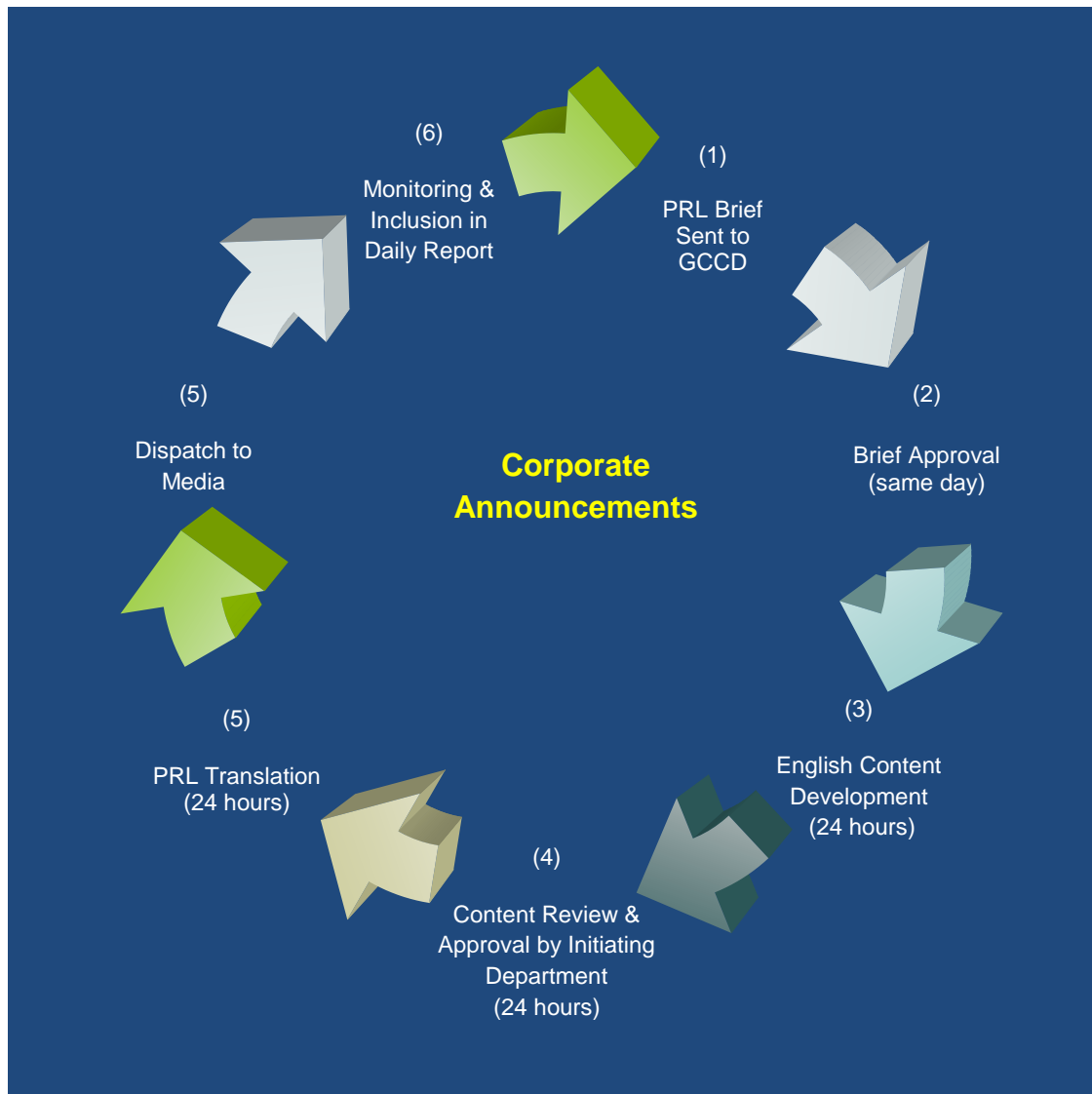


## Processes & Workflow

### 1.1 Press Releases:

#### Corporate Press Announcements

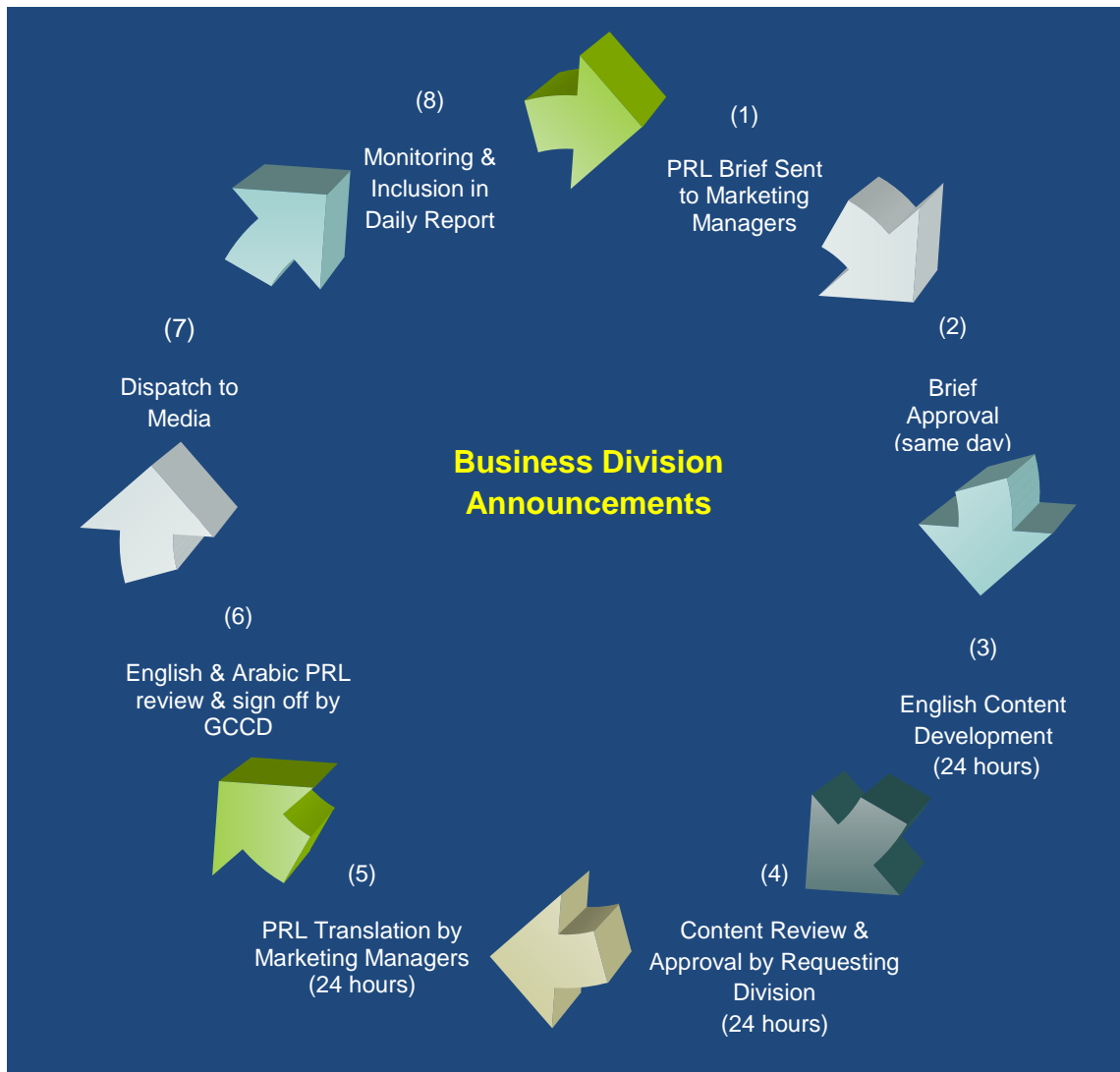
Corporate announcements are generated from the GCCD's office which may include financial reports, investments, expansion, and other strategic news





## Business Division Press Announcements

All day to day announcements generated from the various Business Divisions are drafted and dispatched to the media by the respective Marketing Managers; announcements should be sent to the Group Corporate Communications Department for final review before dispatch





## 1.2 Feature Requests

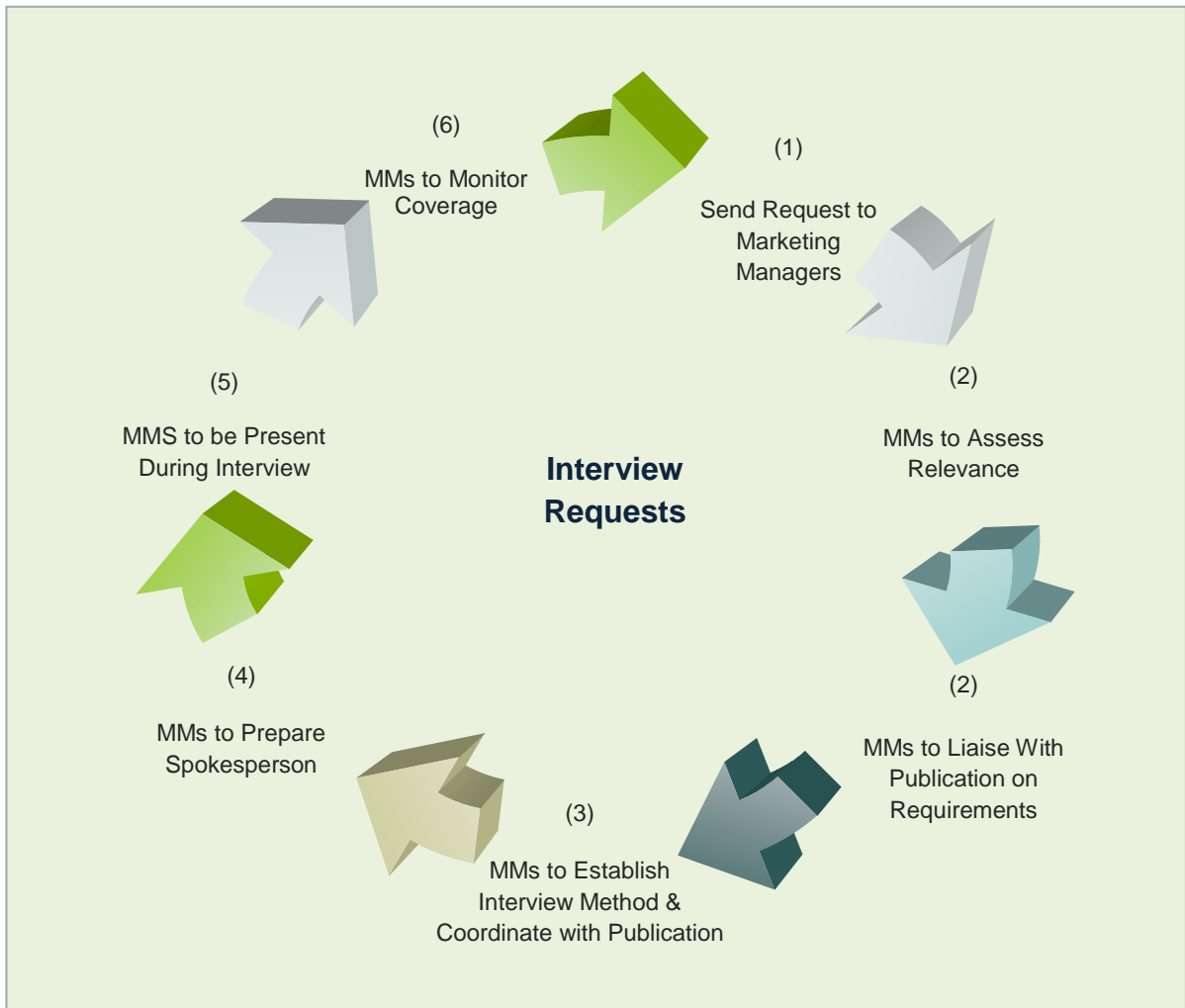
Feature requests by the Business Divisions are managed by the Marketing Managers in coordination with the GCCD





### 1.3 Interview Requests

Interview requests by the Business Divisions are managed by the Marketing Managers in coordination with the GCCD

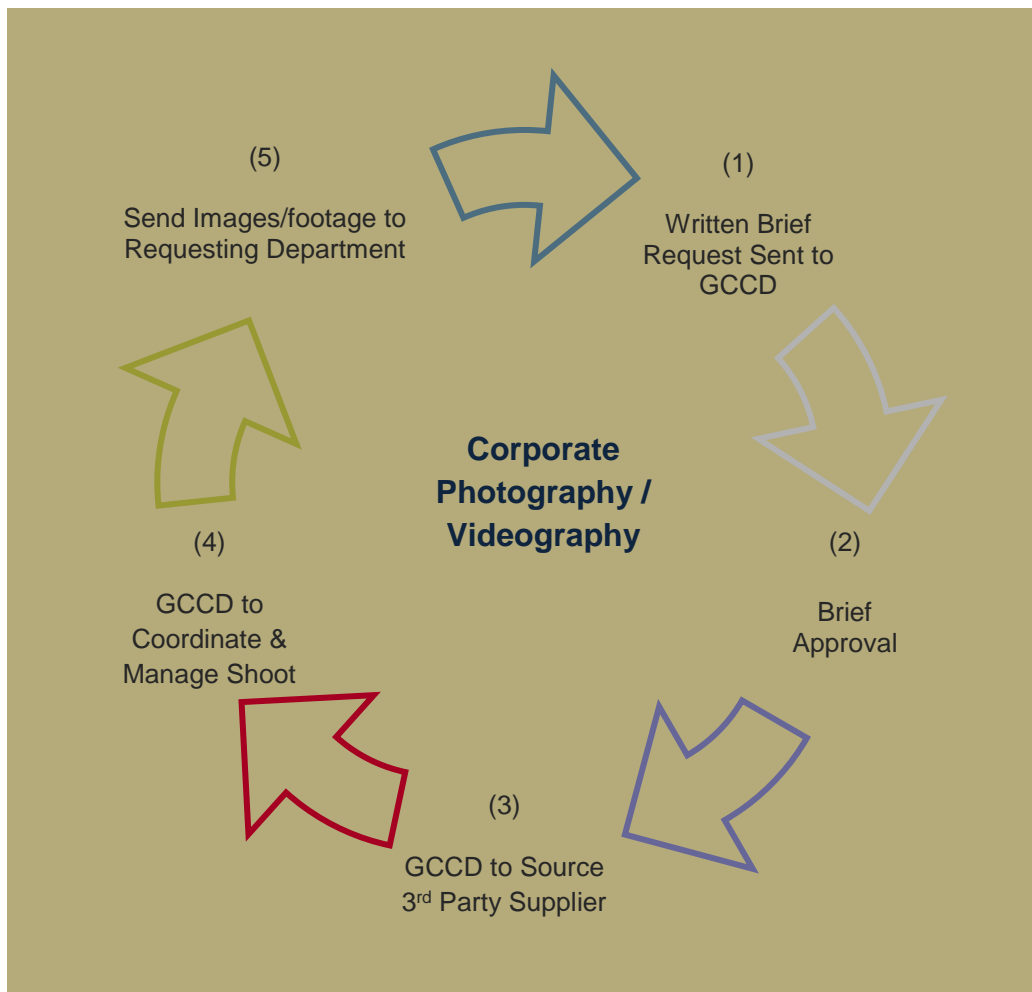




## 2. Photography & Videography

### Corporate Photography / Videography

Corporate photography / videography is managed by the GCCD

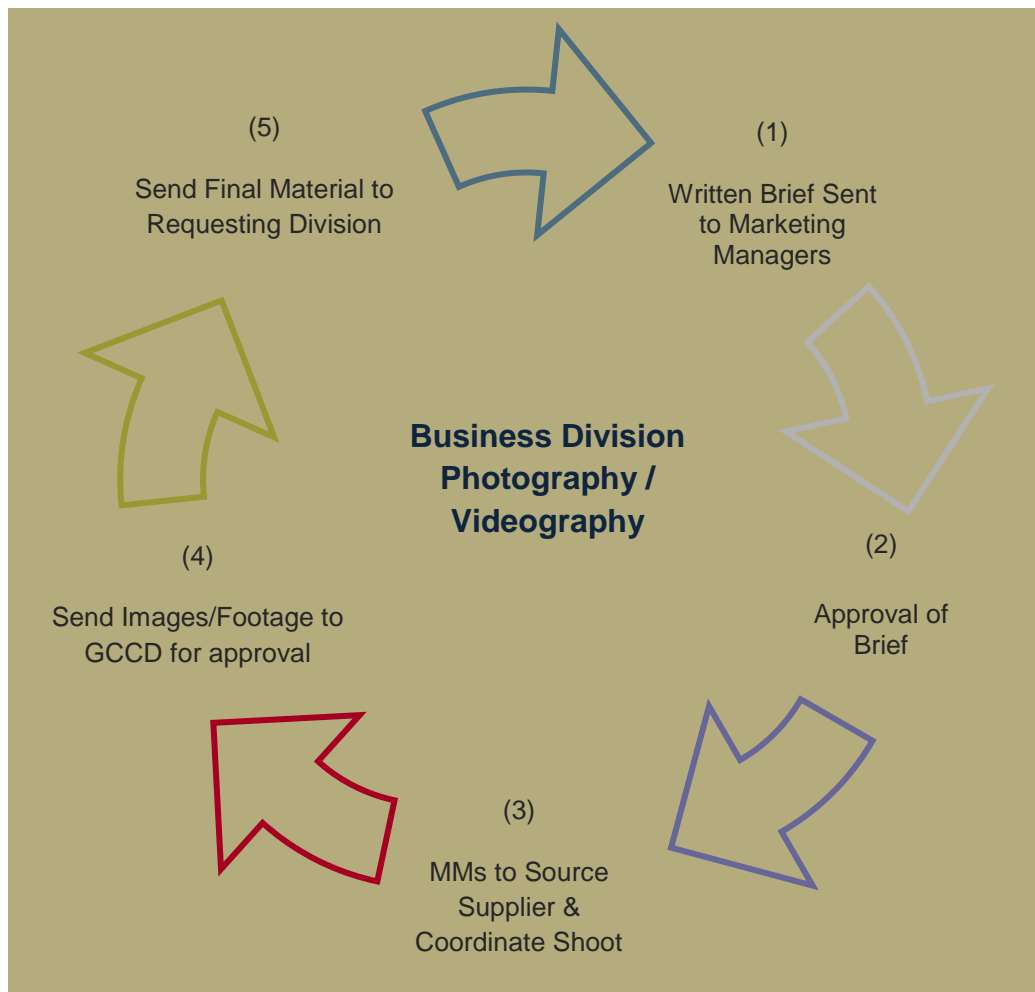






## Business Division Photography / Videography

Business Division photography / videography is managed by the assigned Marketing Managers in coordination with the GCCD





### 3. Print & Production

#### Request for Corporate Collateral & Giveaways

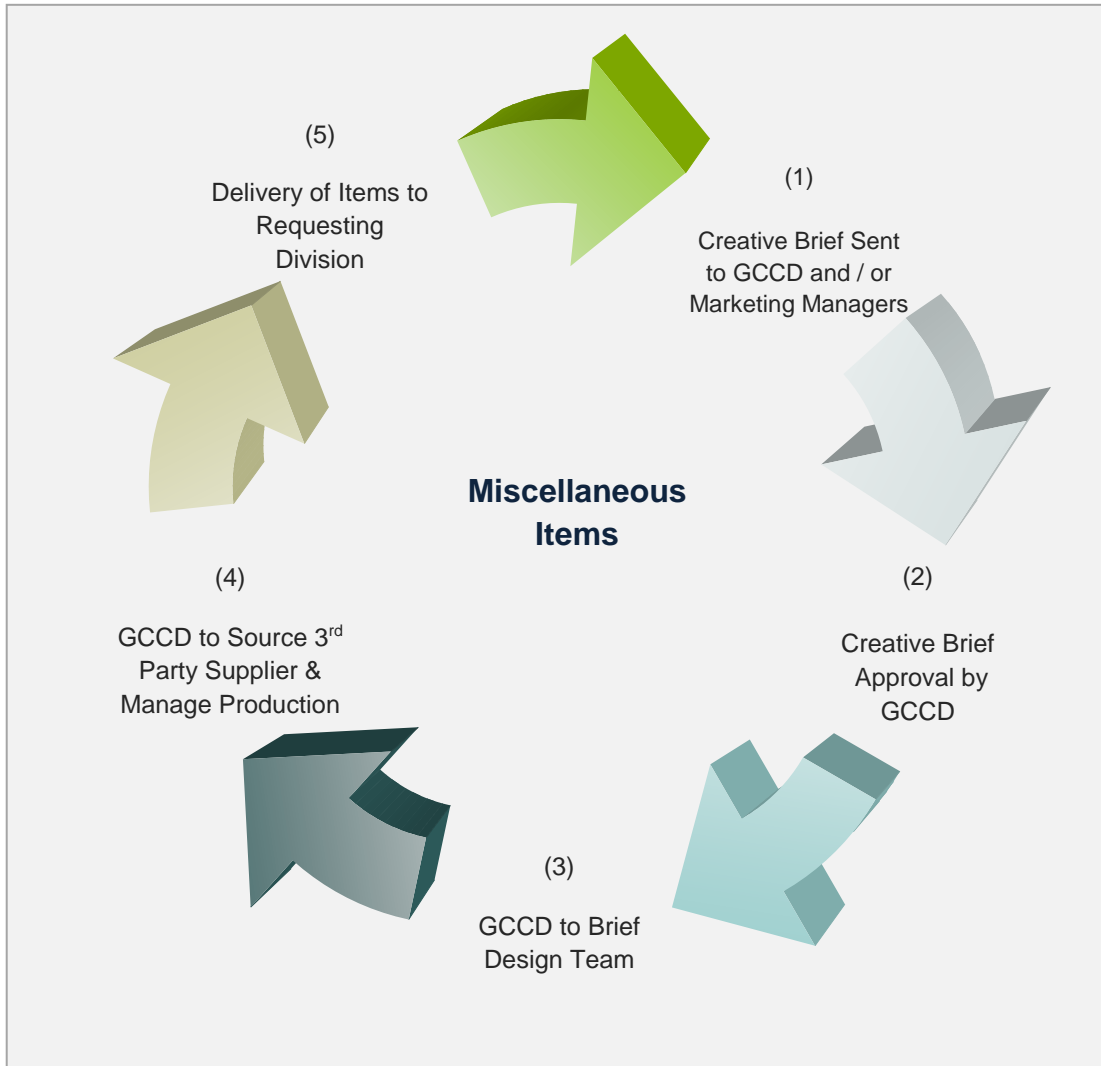
Print & production of all Corporate Collateral is exclusively managed by the GCCD





## Request for Miscellaneous Items

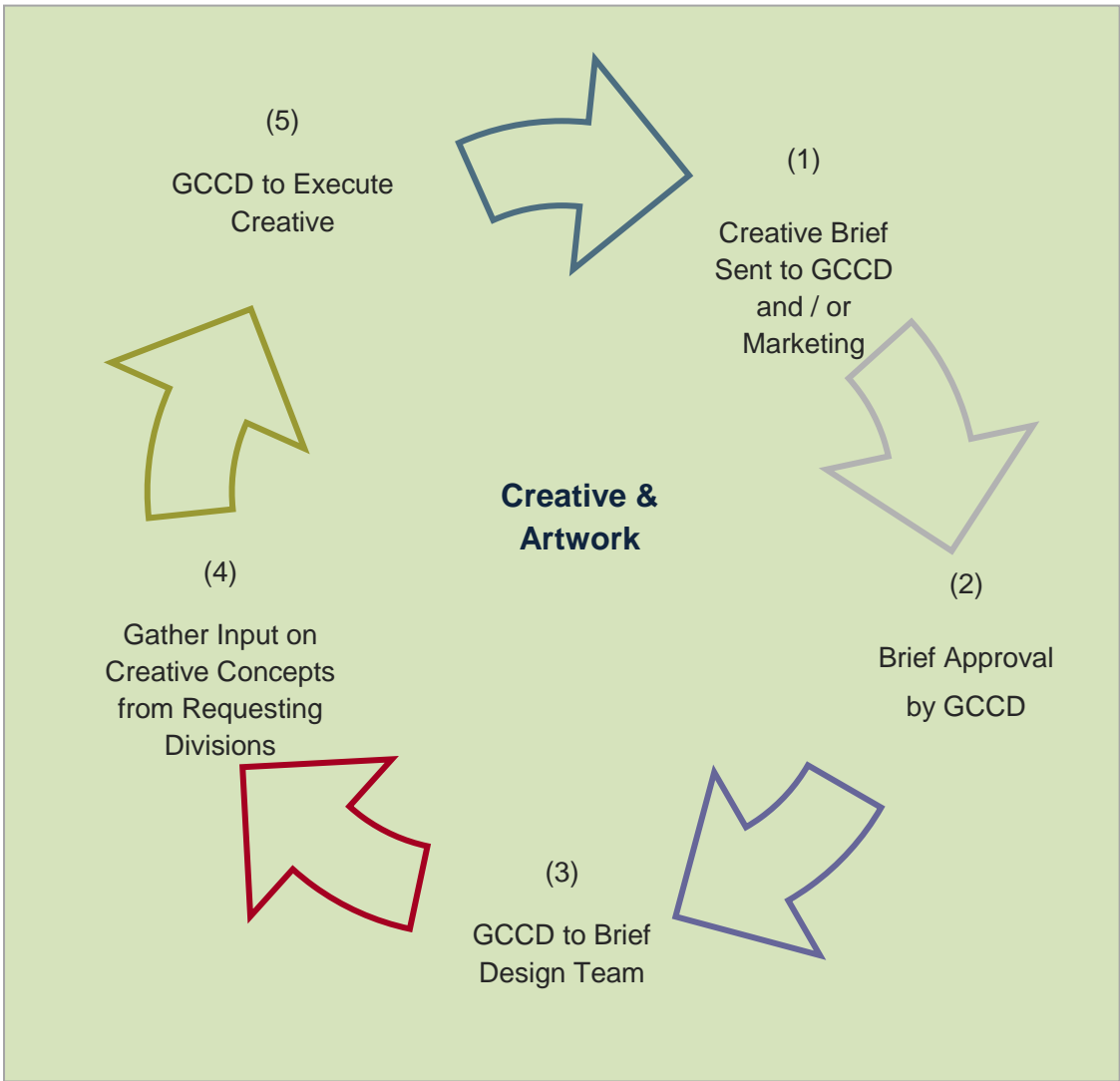
Design, print & production of items outside the scope of the GCCD is managed exclusively by the GCCD or in coordination with the Marketing Managers, if the request is submitted by the Business Divisions





#### 4. Development of Creative & Artwork

All requests for creative concepts, artworks and / or campaigns related to the Group and its Business Divisions, are managed exclusively by the GCCD or in coordination with the Marketing Managers, if the request is initiated by the Business Divisions





## 5. Request for Event Organization

Internal Events are the responsibility of the GCCD and managed either exclusively by the GCCD or in coordination with the Marketing Managers, if the request is initiated by the Business Divisions

