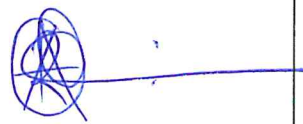
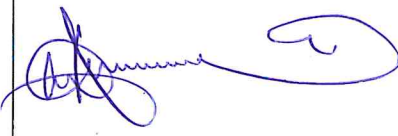
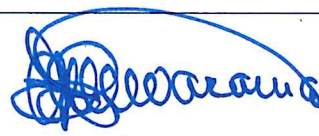
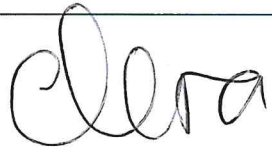




REF: KRC/CA/P14/01

# COMMUNICATION POLICY

NAME:	SIGNATURE:	DATE:
<b>PREPARED BY:</b> AG. MANAGER CORPORATE AFFAIRS		14.7.22
<b>CONTROLLED BY: ISO MANAGEMENT REPRESENTATIVE (MR)</b>		14/07/2022
<b>RECOMMENDED BY: MANAGING DIRECTOR</b>		15/7/2022
<b>APPROVED BY: CHAIRMAN BOARD OF DIRECTORS</b>		20/7/2022.



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**AMENDMENT SHEET**

DATE	ISSU E NO.	OLD REV. NO.	NEW REV. NO.	SECTION(S)/ PAGE	DESCRIPTION / SUMMARY OF REVISION	NAME OF PERSON WHO IDENTIFIED THE CHANGE
9.4.18	01	00	01	5	Cross References Amendment of ISO 9001:2008 to ISO 9001:2015	Communication Assistant
9.4.18	01	00	01	All	Header Referencing	Communication assistant
9.4.18	01	00	01	10, 11, 13	Replaced Corporate Affairs Division with Corporate Affairs Department	Communication assistant
20/7/2020			02	Page 1	QMR changed to ISO MR	Ag. Corporate Affairs Manager
20/7/2020			02	Footer	'Quality' changed ISO	Ag. Corporate Affairs Manager
12/7/22	01	02	03	All	Header Referencing	Ag. Corporate Affairs Manager
12/7/22	01	02	03	4	Replacement of ISO 9001:2015 with ISO/IEC 27001	Ag. Corporate Affairs Manager
12/7/22	01	02	03	All	Pagination - Inclusion of page numbers	Ag. Corporate Affairs Manager

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## 1. Preamble

In order to maintain a professional relationship between staff, and the media, due diligence must be followed so that information originating from and within the company is accurate, complete, reflects the official position of the Corporation and is released to the media and target audience in a concise manner.

It is not the intention of this policy to curb freedom of speech or to enforce strict rules and regulations. Rather, the intention is to establish a framework for achieving an effective working relationship between staff, and with the media. This policy applies to all staff members, especially those likely to interact with the media in the course of performing their duties.

## 2 General

### 2.1 Purpose

Kenya Re considers communication within the organisation and with external agencies as fundamental for the effective functioning of the organisation and growth.

This document is for all Kenya Re staff to use as a guide when communicating among themselves and/or when contacted by the media or when they wish to make contact with the media.

The content herein outlines the action(s) we should take if/when approached by anyone representing any media house or for those members of staff that interact with journalists.



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## 2.2 Scope

This policy and procedure applies to all of the Corporation’s communications with external entities.

## 2.3 References

- ISO 9001
- ISO/IEC 27001
- Quality Manual
- Master List of Records
- Corporate Affairs Operations Manual

## 3. Objectives

1. To ensure that all staff have clear guidance about how to deal with the media in situations likely to occur in the course of carrying out their duties;
2. To establish clear channels of communication/s between staff members, and or with the media when need arises
3. To do everything possible to ensure that an accurate but most importantly positive/reassuring image of the company is portrayed in the media;
4. To do everything possible to minimise negative media coverage;
5. To foster good relationships with the media;
6. To ensure that if an issue is ‘overly stretched’ in the media, over a lengthy period of time, the Corporation will continue to respond and remain consistent on its stand for the entire duration; the Corporation shall maintain its key messages throughout this period.



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#### **4. Policy Statement**


It is our policy to be open and honest in dealing with the media, and as far as possible, to respond to enquiries within their deadlines.

We will always maintain a proactive and reactive stance in our relationship with media:

1. By being proactive, we intend to gain maximum media coverage and have an understanding of Kenya Re's policies, actions and decisions.
2. By being reactive we aim to ensure that Kenya Re's point of view is accurately reflected when we need to respond to a situation or issue in which we are involved or have an interest.

We will convey to the media, information that:

1. Is in the public's interest;
2. Will help build public confidence in Kenya Re, our services as well as staff;
3. Will help the public to better understand the way in which our staff go about their work;
4. Will promote the use of best practice methods, the achievements of Kenya Re and its staff.

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#### 4.1 Media Policy Statements

1. The Official Corporation Spokesperson is the **Managing Director** for all corporate issues. The **Manager Corporate Affairs** will be responsible for handling all media queries, interviews/media appearances and will liaise with the MD as appropriate. From time to time, the **Chairman** of the Board of Directors may talk to the media on corporate issues or take personal interviews.
2. All staff contacted by the media must inform the **Corporate Affairs Manager** to seek advice and guidance on the same. Members of staff are not authorised to engage media or issue any statements on behalf of the company.
3. All media enquiries are given a high priority and should be responded to as quickly, efficiently and as accurately as possible.

#### 4.2 Principles underpinning our Corporate Communications Policy

Our management of media must not compromise the principles of natural justice, including the Data Protection Act or the International Convention on Human Rights.

In either instance, it is vital that honest, accurate and timely information — that aligns with the organisation’s objectives — is provided.

##### The principles therefore are;

##### a) Truth and Accuracy

We strive to be accurate and establish the truth of what has happened. **Accuracy** is more important than **speed** and it is often more than a question of getting the facts right. All relevant facts and information should be weighed to get at the truth. Our output will be well sourced, based on sound evidence, will be thoroughly tested and presented in

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clear, precise language. We will be honest and open about what we do not know to avoid unfounded speculation.

**b) Impartiality and Diversity of Opinion**

We strive to be fair and open minded and reflect all significant strands of opinion by exploring the range and conflict of views. We will be objective in our approach to an issue. We will provide professional judgment where appropriate but will never promote a particular view on controversial matters of public policy as well as political or industry controversy.

**c) Serving the Public Interest**

We seek to share stories of significance and use. We will be vigorous in driving to the heart of the story and be well informed when communicating about it. Our specialist expertise will bring authority and analysis to the complex world in which we live.

**d) Fairness**

Our output will be based on fairness, openness and a straight forward nature. Journalists will be treated with fairness, dignity and respect.

**e) Privacy**


We will respect privacy and will not infringe on it without good reason. Private behaviour, confidential correspondence and/or conversation will not be brought into public domain unless there is clear public interest.

**f) Accountability**

We are accountable to our audiences and will deal fairly and openly with them. Their continuing trust in the Corporation is a crucial part of our

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contract with them. We will be open to admitting mistakes and encourage a culture of willingness to learn from them.


## 5. PROCEDURE

It is important to accurately present the Corporation and in the best possible light. When information is released, every effort must be made to avoid misunderstanding, misinterpretation or confusion. Once misconception takes root, it is always difficult and often impossible to make full correction or gain a full retraction. In the interest of orderly and consistent management of the information released to media, the following procedures have been established:

### 5.1 Dealing with the Media

All media enquiries should be directed to the Corporate Affairs Manager and the Managing Director in the first instance. They will handle media. However, it will help the Corporate Affairs Manager deal with the enquiry much more efficiently and expediently if a staff could take note of the following details:

- Journalist's name
- Organisation (Media House)
- Time and date of deadline
- Contact number
- Brief description of the nature of the enquiry.

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**5.2 Press Statements/Releases**


All press releases from the Corporation will be planned, coordinated and released through the Corporate Affairs Department and will be distributed in the approved corporate release format. On occasions, it may be necessary to inform the wider audience of a press release – the Corporate Affairs Department will arrange for such wider distribution for the company as appropriate. All reactive press statements should be in writing to avoid any misrepresentation of the facts involved.

**5.3 Media Access**

Members of the media are welcome to the Corporation. We however request that they contact our Corporate Affairs Department prior to their visit so that they will have access to the areas. Employees are asked to contact the Corporate Affairs Department when media crews and reporters are within the company's premises.

**5.4 Time of Crises**

We strive to be honest and forthright, particularly with information concerning an emergency, offense, controversy and other matters about which the media have received information. If a member of the media contacts a staff in the event of a crisis, they should not give out any information but refer the reporter/journalist to the Corporate Affairs Manager.

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## 6. Responsibilities

### 6.1 Corporate Affairs Department's responsibilities

- Provide support to staff in handling media issues;
- Issue press releases/statements to ensure that messages are consistent and meet the Corporation's objectives;
- Log copies of all statements and releases centrally for future reference;
- Ensure that all key personnel are briefed in relation to any potential media coverage;
- Ensure media relations advice is available 24/7;
- To be open, honest and flexible as possible. "No comment" is **NOT** a neutral response but is often contrived as being negative or even covert. Therefore, it should be in the extreme exception rather than the rule as a response.
- Respond to any letters or articles which may portray the company in negative light, except where responding would exacerbate the situation.
- Handle all queries from the Corporation's social media platforms
- All responses must be managed and coordinated by the Corporate Affairs Manager.

### 6.2 Staff responsibilities

- To channel information on requests for comment or information from the media to the Corporate Affairs Department.
- If a staff is aware of any situation that may attract media attention e.g. a serious incident or an awkward occurrence for the Corporation, they should inform the Corporate Affairs Manager immediately.
- If a staff is informed by a Corporation stakeholder of their intent to contact the media concerning a complaint or Corporation related issue, they should inform the Corporate Affairs Manager immediately.





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### **6.3 PR Agency responsibilities**

At all times, the role of the Public Relations agency will be to safeguard the corporate interests of the company and its associate brands. The PR agency will therefore be expected to facilitate warm and cordial relations with the media among other stakeholders by employing its contacts list for the benefit of the Corporation.

As a public commercial organisation, Kenya Re's brand and its activities, initiatives and developments will remain of special interest to the public. It is therefore, the PR agency's role to present the brand both accurately and in the best possible light. The PR agency will also be expected to provide executive counsel to all Corporation officers faced with a media issue. It is instructive to note that, when information is released, every effort must be made to avoid misunderstanding, misinterpretation or confusion. Once misconception takes root, it is always difficult and often impossible to make full correction or realise a full retraction.

Inter alia, and in relation to media, the PR Agency will undertake the following role:

#### **6.3.1 Media relations**

Building close relationships with editors, journalists as well as reporters and providing them with precise and timely information from trustworthy and accessible sources.

#### **6.3.2 Crisis management**

Assist in timely reaction in dealing with issues before they degenerate into crisis and, most importantly, the correct way of communicating with various target audiences.


## **7. INTERNAL COMMUNICATION**

Internal communication involves disseminating information within Kenya Re to its constituents i.e. its Board, management, senior staff, and junior staff. The aim of internal communications is to keep staff updated on corporate issues and maintain a cordial relationship between members of staff. Taking into consideration the diverse audience, a variety of communication channels and media are used to reach out to them. These include memos, letters, emails, notices, in-house magazines, electronic media platforms among others.

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### **7.1 information to the Board of Directors**

Information to the Board of Directors, as a whole or to individual Board members, must be disseminated through or with the approval of the Corporation Secretary's office.

### **7.2 Crisis management**

In case of a crisis within the organization i.e death of a staff member, sudden exit of staff member or any other, the Managing Director and the HR manager should be informed immediately so that an appropriate channel of information can established to manage the arising incident/incidences.

## **8. EMAIL AND OTHER COMMUNICATIONS**

All emails should bear the standard corporate signature. Official corporate fonts should be used in all corporate communications. Our corporate colors are blue, red and silver and should be applied in all communications. All official hard copy correspondence should be in black.

Coordination of adverts in local dailies and other media is done by Corporate Affairs Department. Size and placement of adverts in the local and international media is determined based on the cost, budget and value additions. The managing Director will be consulted as and when necessary.

## **9. CONSEQUENCE OF NON-COMPLIANCE WITH THIS POLICY**

Kenya Re Staff will be advised of this policy and its importance.

Staff are responsible for consulting, understanding, and complying with this policy. There is no circumstance in which any law or regulation should be disregarded in the conduct of the Corporation's business. Failure to comply with this policy may result in disciplinary action, up to and including termination of employment with the Corporation.

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## **10. REVIEW OF POLICY**

This policy will be reviewed every two years or as necessary

## **11. CONCLUSION**

The Corporation is keen on ensuring that the organisation and its staff and its product/service users are portrayed fairly in the media, internally and externally. It is vital that any statements given to the media are consistent and that confidentiality is maintained at all times.

This policy has been enacted in the interest of ensuring that, to the best of its ability, the Corporation and its employees will facilitate the accurate and prompt exchange of information with the media, staff and external stakeholders.