wapic
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Communications Policy

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Approval Page – Communication Policy for Wapic Insurance Plc. (Version 0001)

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Comments Lines

Review	Version	

Contents

1. Background and Basis for the Policy

1.0 Introduction

Wapic Insurance Plc. is in a business transformation phase. Consequently, effective and targeted stakeholder's engagement are guided by a communications policy through structured communications practices

This document serves to provide structure to communications with various classes of staff. It is designed to promote proactive relations and improved access to information about Wapic Insurance Plc., its policies, practices and corporate actions under a structured system.

1.1 Role of Corporate Communications

- To provide management and employees counsel on communications strategies and message development.
- Editing of communications document to ensure they are professional, clear and effective
- To Provide professional counsel and guidance to Management on the communications implementation of corporate actions and the effective methods of managing their impact internally and externally
- Review and authorization of all publications before broadcast or release
- Determining the appropriate look and feel for all forms of communications materials
- Management and protection of the brand or corporate identity and reputation

1.2 Who this Policy applies to

The content herein applies to cadre of staff and is to be adhered strictly to by all staff including permanent and contract employees, supernumerary police (SPY) and commissionaires assigned to Wapic, persons on National Youth Service, Industrial Attachment and all other long or short-term or temporary assignments in the Company.

Our communications policy also applies to the Board and Management of Wapic Insurance Plc., all Directors, Shareholders, contractors, advisors, consultants and all affiliated entities of Wapic Insurance.

1.3 Responsibility

The Senior Management is responsible for ensuring that all employees involved in any form of communications are responsible for complying with this policy. Violation of this policy would be considered as gross misconduct and is subject to disciplinary actions that may include dismissal from the Company.

This practice will be available to all employees and contractors in hard and electronic copies. It will be part of the induction process and it is the responsibility of all employees

to read, understand and adhere to the policy. The policy is owned by corporate communications and HR, and will be reviewed on an annual basis.

2. Principles, Guidelines and Goals

2.0 Communication Principles and Goals

The objective of this policy is to establish a well-coordinated communications system or model within the institution that effectively addresses diverse needs of staff

All Wapic Insurance communications are underpinned by three main principles:

- To consult widely, listen to and take accounts of Stakeholder's interest and concerns when establishing priorities, developing policies and planning products and services.
- To provide Stakeholders, customers and employees with timely, accurate, clear objectives and complete information about its product, services and any charges to the Company's structures and governance.
- To ensure communication is as transparent and credible as allowed for by commercial confidentiality.

These will be clarified by asking the following three questions:

- Content: What am I communicating, when & why?
- Audience: Who am I responsible for communicating with and who needs to know this?
- Action Required: For what purpose am I communicating, what do I expect people to do next and who do I need to feedback to?

3. Internal Communications

3.0 Internal Communications Goals

To provide the Company's Board of Directors and employees with information, knowledge and vision that will help them perform their duties professionally and also to support the Organization in achieving its overall goal. Furthermore, the internal communications shall strengthen the organizational cultures and feeling of the commitment among members of staff.

3.1 Purpose of Internal Communications

- To describe how Corporate Communications works in Wapic Insurance and how they assist the delivery of our goals and objectives.

- To describe the various communications principles and practice which will deliver effective communications across the Company
- To explain the role of the Corporate Communications team and how it will assist the Organization.
- To provide a communications toolkit to support managers and staff in effective communications.

3.2 Clarity of Content

The language of all internal communications is critical to successful communications and effective communications will reflect all the following aspects:

- **"Say what we mean and mean what we say"**
- **Clear, simple language**- no jargon, no acronyms, no 'management speak'
- **Open, honest and transparent-** we always give people the full story. If not we explain why not. Honesty breeds trust and commitment from those with whom we communicate.
- **Factually accurate and timely**- information should arrive at a time when it is needed.
- Message will have a clear, actionable purpose- why are we sending this communication now?
- An effective feedback mechanism is critical to ensuring pertinent communication- have people understood the message and acted on it?
- Messages designed to generate actions will always be followed up to ensure that the right action has been taken and that people know what to do next

This will create an environment of trust and will enhance the credibility of the Company

3.3 Content

Communication within Wapic Insurance must answer the following questions
- What is the purpose of this communication?
- Why are we doing this now?
- What effect do we want this communication to have? What do we want the recipient to do as a result receiving this message?

3.4 Audience

Who needs to know about this? It is likely that not every message
needs to go to everyone and we should be clear about targeting the right audience. If
this is not done, staff will receive too many messages, which are not relevant to them.
Overloading people with unnecessary information can make them inefficient.

3.5 Delivery Mechanism

The delivery mechanism will be chosen as direct consequences of what we want to say
to whom. The table below gives some guidance on how to use various communication
channels.

Tactic	Types of media and method of communication
Passing on information to employees	- Memos with need to know information - Intranet - Emails - Bulletins - In-house newsletter - Manual/guides/SOP/Policies - CEO'S bulletin
Selling messages to get some commitment	- Team briefing to obtain feedback - Screen Savers - Videos - Organizational magazine and annual report - Talk shows/edutainment - Telephone/intercom
To generate engagement and two way communication	- Project meetings - Team meetings involving brainstorming - Retreats involving break-out sessions - Discussion group - Town hall meetings/workshops - Forums and talk backs with top management - Informal sessions with members of Executive committee - Attitude surveys/feedback meetings - Employee hotline
Mixture of highly personal and interactive communication	360 degrees feedback - Regular face to face meetings with honest and open dialogue - Team briefings and workshops

3.6 Feedback Mechanisms

It is important that communications is not just a mechanism for transmitting messages from top Management to the front person. To ensure that this is not the case, the Corporate Communications team will establish mechanisms where staff can provide comments and feedback on communication and their views on what is happening in the Company

These feedback mechanisms will include:

- An email channel to the Corporate Communication Team where staff can ask questions and receive responses within 72 hours
- An email to Unit heads where staff can question about Wapic and receive comments within 72 hours
- An annual communication audit. The goal of this audit will be to:
    - Access staff's perception of the effectiveness of communications in the Company
    - Understand whether key communications have been received by staff
    - Evaluate whether key communications have been understood and acted upon
    - Measure staff views on what has and has not worked in communications over the past 12 months
    - Determine staff's preferred communication medium
    - Measure how well staff understand the Company's mission, vision and values and the extent to which they feel that the organization lives up to them

The Corporate Communications team will also assess on a regular basis the quality and effectiveness of individual communications. This assessment process will take the form of intermittent electronic surveys and occasional focus groups. This research will afford Senior Management the opportunity to gauge the effectiveness of communications and to refine and target messages.

4. Internal Communications Channels

4.0 Unit Heads as Communicators

Managers have an important role in the internal communications process as their actions have a direct influence on their direct reports and other employees in their area of operation. The key communications roles for all managers in Wapic Insurance include:

- Ensuring that employees buy in into the Company's corporate philosophy.
- Introducing new employees to the Wapic way.

- Disseminating information from Unit Heads meetings to team members in a professional and timely manner.
- As communicators, unit heads need to support the business processes, therefore it is their responsibility to ensure that they are knowledgeable about the function the business.
- Regularly communicating with team members on a formal and informal basis and actively seeking feedback from them on the effectiveness of communications with team members.
- Ensure effective two way communications to and fro the Senior Managers and team members.
- Ensure effective and appropriate feedback is provided to members of staff.
- Reflect on communications standard and practices within the team and identify opportunities for improvement.
- Where members of staff raise issues of poor communications, it is the units head's duty to take actions to ensure that this communications issues are resolved.
- Where communication issues are raised that cannot be dealt with successfully, the unit head should ensure that they are escalated for action and support.
- Ensure effective lateral communication between the team and other customer.
- Support and promote a culture that encourages staff participation and involvement for the growth of the organization.
- Ensure all employees perform in the Wapic way at all times.

4.1 Meeting as a Communication Tool

Bringing people together is a necessary business as it takes them far away from their day to day activities:

- Everybody knows the purpose of the meeting
- There is a clear agenda
- There is an agenda amount of time allocated
- The meeting generates clear task with responsibilities and timelines which are monitored to conclusion.

4.2 Team Meetings

- Should take place on a regular and planned basis and where possible be attended by all members of the team
- Meetings should be held at a time and in a venue, which allows and encourage inputs.
- Agenda items for team meeting might include:
    o Strategic and long term planning
    o Division/group/team/service development

- o Opportunities to share good practice
- o Opportunities to understand the work and contribution of team members
- o Operational objectives and progress
- o Feedback to and from Senior Managers

4.3 One on One Meetings

Managers should have one on one meeting with staff who report directly to them on a regular basis. This provides the opportunity for the manager to maintain an understanding of the role and for the staff members to feedback on progress and raise any issues or concerns.

4.4 Group Meetings

Staff within a group or service should meet at least twice a year both formally and informally to develop working relationships, share knowledge and enhance understanding. Group meetings are opportunities for staff to be updated on operational issues and strategic development, they should also have the opportunity to be advised of and have input to changes which directly affect their work

4.5 Open Door Policy

Managers should strive to develop a system that enable them to be easily accessible to staff. To encourage this to happen, Managers are encouraged to either have set open door times or to communicate a weekly diary to staff showing times that they are available for consultation.

4.6 Use of Electronic Media in Communications

This refers to the use of Information Systems and Telecommunications (IST) facilities available to staff in the normal course of work.

- IST facilities issued to any staff shall strictly be for professional use and their performance of the designated functions.
- The above relates to official e-mail, Network facility, Fixed Wireless Telephone and Official Mobile Phone, Intranet/Internet, Work stations and personal computers and other modern productivity tools as may be employed in the organization.
- Staff members are to exercise caution in the transfer of confidential information through e-mail, fax and telephone as the means do not guarantee confidentiality.
- Staff members should be careful in commitments or comments sent by e-mail as these are as binding as signed letters or documents.
- It is forbidden to use company facilities to prepare unauthorized publications for either electronic or physical circulation within and outside the company.
- Use of IST facilities for commercial ventures, pornography, character assassination, harassment and intimidation, promotion of political and religious positions and doctrines, private undertakings or any purpose which contravenes

either the code of ethics of the Company or the laws of the Federal Republic of Nigeria, is strictly forbidden.

- Any inappropriate usage may result in sanctions being imposed.

5.0 Official Language

- The primary business language for Wapic Insurance is British English. All formal reports/ communications from the Company's corporate center to regions, country operations and subsidiaries will be in English.

- However, the Company will always cater to the specific cultural and regulatory requirement imposed on country operations by their home countries:

  o For countries with English as official language, all document and reports must be written and tittles in English as principal characters and then in the local language as translated titles only:
  o For countries with business languages other than English e.g. French, all local documents and reports must be written and titled in the official business language as the principal character and then English as translated titles only.

5.1 Sanction Grid

In the event of any alleged violation of the policy, a committee drawn from representatives of HR, Corporate Communication, Legal Department and the Department or Division of the involved staff, shall meet and make recommendations on appropriate sanctions based on the provisions of this policy.