



Keystone Bank Marketing & Corporate Communications Policy

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 2 020040 910383	Document Name Keystone Bank Corporate Communications Policy
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The sign-off of this document by all the stakeholders authorizes the immediate implementation of Corporate Communications Policy in Keystone Bank Limited.

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PREAMBLE

Communication is central to the work and management of KEYSTONE BANK LIMITED. As a function of good management, open and proactive communication ensures that the Bank's respective stakeholders receive adequate information necessary in shaping their relationship with the Bank in a manner that is mutually beneficial.

Effective Communication does not only entail the provision of adequate information to these stakeholders, but also provides a reliable and consistent channel for receiving feedback from the Bank's respective publics. These views will then be considered in the planning, management and evaluation of policies, products, services and initiatives. Communication is therefore a shared responsibility between the Bank and its employees, and other stakeholders of the Bank.

An all-encompassing Communication Policy leaves no one in doubt about the details of the various roles and responsibilities of all stakeholders as well as the procedures to follow in the inevitable task of communication amongst all stakeholders of the Bank. The Policy therefore insulates the Bank from the dangers inherent in lopsided or undefined communication patterns, which could lead to misrepresentation of official information and documents.

1.0 WHAT THIS POLICY WILL DO FOR THE BANK

This Policy will do the following for the Bank:

- Ensure that KEYSTONE BANK LIMITED is visible, accessible, and accountable to its publics
-

Accessibility is only guaranteed when there is a standard channel of obtaining, giving or verifying information from the Bank. Likewise, visibility is a function of careful and strategic communication based on accomplishments, which gives the Bank adequate and respectable prominence.

- Ensure that the Bank's image is easily recognizable, unfragmented, and the brand identity is consistent across all communication platforms.
- Ensure that the Bank delivers prompt, courteous and responsive service that is sensitive to the needs and concerns of the Customer and other stakeholders.
- Promote the Bank's interests and its portrayal in a positive light at all times. Part of the overall target of the Policy is always to guarantee zero negative publicity from the respective media organizations and even among Customers and the general public. When negative publicity

occurs inevitably, an effective crisis management plan that reduces damage to the Bank is outlined in this Policy.

- An unambiguous declaration of the channels of communication available to all KEYSTONE BANK LIMITED people in line with the reporting structure in the Bank. This declaration must also clearly spell out who speaks to the Bank's external publics and who can make policy statements to the press about the Bank.
- **Disciplinary action will be taken on any member of staff who knowingly or unknowingly violates the provisions of the Policy.**

2.0 DISSEMINATION OF CORPORATE VALUES

Human Capital Management is responsible for ensuring that these corporate values are available to each KEYSTONE BANK LIMITED employee upon resumption

2.1 OUR VISION

To be the preferred platform for delivering convenient and reliable financial solutions.

2.2 OUR MISSION

We will consistently deliver superior customer experience, leveraging people and technology to enhance stakeholder' value.

2.3 OUR CORE VALUES

- **P – PROFESSIONALISM**
- **P – PASSION**
- **I – INTEGRITY**
- **T – TEAM SPIRIT**

- **I – INNOVATION**
- **S – SERVICE EXCELLENCE**
- **E – EFFECTIVE CORPORATE GOVERNANCE**
- **E – ENTREPRENEURSHIP**

3.0 **LANGUAGE**

Except as provided herein, all official communication or interaction, whether verbal or written, must be in formal English language.

- a. All information about policies, programmes/projects, services, products and other written literature like the annual reports, product brochures, corporate profiles, and statement of accounts must be written in English.
- b. The language must be clear, relevant, objective, easy to understand, and useful. To ensure clarity and consistency, plain language, and proper grammar must be used in all communication with the public.
- c. All correspondence to the Bank must be replied in English.
- d. All signage, product brochures, and materials for media placements are equally to be in English.
- e. Billboards, radio and television adverts may be in Pidgin English or indigenous Nigerian languages for purposes of advertising Bank products in communities where the use of English is unlikely to yield maximum benefit to the Bank.
- f. The choice of language in advert production depends largely on the target audience and the bank's product being advertised. Such decision could be based on the professional advice of an appointed Advertising Agency in liaison with the Marketing and Corporate Communications Group of the Bank and approved by the Bank's Executive Management Committee.

4.0 **BRAND IDENTITY**

- a. Brand Architecture is the visual identity of the brand and is made up of the logo and a framework or "architecture" which specifies how it is to be used. The logo on its own does not comprise a visual identity; there are other factors such as fonts, colour palettes, design specifications, and templates. All these make up the Bank's brand architecture.

2020040 b9.103h8e3 The Brand Manual outlines information on the use of the logo, approved fonts, layouts,

stationery, use of imagery, and graphic design specifications is a key brand management tool and must always be adhered to.

- c. The final decision about the use of the logo and brand identity rests with the Bank's brand manager, who is the Group Head of Corporate Communications.
- d. The brand manager is responsible for managing the Bank's relationships with external advertising and design agencies.

4.1 LOGO

- a. Keystone Bank's logo is as depicted =
- b. The lettering on the Bank's logo is depicted in unique font created for the Bank
- c. The logo must appear on all our printed and official documentations including but not exclusive of forms, websites, intranet, billboards, adverts, presentations, proposals, signages, letter heads, identity cards, call cards, etc.
- d. All documents, which carry Keystone Bank's logo are copyrighted to the Bank and are protected by the relevant National and International Copyright Laws.
- e. The logo is not subject to modification to suit any situation whatsoever.
- f. The logo of the Bank must be consistent on all materials that it appears in accordance with the approved brand manual.
- g. Even when the logo is to appear on materials that are written in other languages, it must remain in the same format and colour.

4.2 BUILDING FAÇADE

- a. Branches of KEYSTONE BANK LIMITED have a uniform exterior physical view, which is a subtle way of communicating uniformity of the Bank's high quality and innovative products and services.
- b. The uniform façade should remain consistent in the construction of new approved branches within or outside the country.
- c. The Executive Management has the discretion to approve any change in the Bank's façade.
- d. The building façade includes but not limited to the finishing of the interior and exterior walls in white paints; the exterior design is made up of blue cladding and projected canopy to reflect the Bank's brand identity.
- e. The maintenance of a consistent physical façade in all branches of the Bank, the uniform logo, and the adherence of staff to stipulated dress codes and colours are part of a deliberate plan to evolve a distinct, clear and consistent corporate identity.

5.0 INTERNAL COMMUNICATION

- a. Internal communications comprise all forms of interactions within the Bank. Essentially between groups of KEYSTONE BANK LIMITED people and between individual staff on

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official issues.

- b. Groups of KEYSTONE BANK LIMITED people include Board of Directors, Executive Management Committee, Senior Management, Management Committees, Groups, Departments, Units, Branches, and Special Committees.
- c. All interactive activities from the chairperson of the Board or the Managing Director/CEO down to the least staff in cadre constitute internal communications.
- d. Every unit, department or group head must effectively communicate management decisions or other necessary information about the group/department/branch/region/unit to all their staff.
- e. Communication among staff must be open and collaborative to achieve set goals.
- f. Internal communications must be a two-way dialogue.
- g. Managers and supervisors must make a conscious effort to communicate goals and priorities of the Bank or about new developments, changes, or initiatives affecting their work to their staff.
- h. Relevant and appropriate information about the Bank must not be hoarded from any staff.
- i. Supervisors must communicate with KEYSTONE BANK LIMITED employees openly and frequently.
- j. Information about the Bank that is meant for the public must be communicated to staff before or at the same time it is being communicated to the public.
- k. Communication should remain civilized and polite at all times. Respect for the individual should be adhered to during all forms of internal communication.

5.1 RESPONSIBILITIES OF CORPORATE COMMUNICATIONS

- a. Marketing & Corporate Communications Group (Corporate Communications) is responsible for passing on information about the Bank to staff.
- b. All Information meant for the general attention of staff Bank-wide must be routed through Corporate Communications.
- c. All business- related e-mail messages meant for the general attention of staff must be approved by Directorate/Divisional Heads and Head of Corporate Communications.
- d. Information such as appointments, resignations, commissioning of new branches, notice of General Meetings, branch development, new product launches etc. shall require EXCO approval.

5.2 KEYSTONE BANK-WIDE MESSAGES

- a. KEYSTONE BANK LIMITED employees are generally not authorized to send bank wide e-mail messages for personal use. This includes messages announcing various significant events such as births, deaths, and retirements.
- b. The MD/CEO, Executive Directors and Corporate Communications on matters pertaining to "All of Us" are the designated people/offices who are authorized to send email to all KEYSTONE BANK LIMITED employees.
- c. KEYSTONE BANK LIMITED employees are to submit bank-wide e-mail messages to their direct supervisors who will forward same to Corporate Communications, which is authorized

to send e-mail messages to all KEYSTONE BANK LIMITED employees.

5.3 INTERNAL MEMORANDA

- a. Internal memoranda are the official means of communication amongst KEYSTONE BANK LIMITED staff bank wide.
- b. All internal memos shall be channeled exclusively through the Bank's intranet.
- c. As the names imply, internal memos are for internal KEYSTONE BANK LIMITED consumption only.
- d. The KEYSTONE BANK LIMITED Internal Memo format is accompanied in this Policy document as Exhibit A. It has KEYSTONE BANK LIMITED logo in a black and white application on the top right-hand corner and MEMO in Century Gothic font size 12. The heading carries the Recipient, the Sender, the date and the subject in order. Product logos are embedded on the footer of the memo
- e. KEYSTONE BANK LIMITED encourages healthy interpersonal and oral communication amongst staff. However, it is not an effective substitute for internal memos for official communication.
- f. Unless strong justification is provided, internal memos should not be forwarded or communicated to persons outside of Keystone Bank.

6.0 EXTERNAL COMMUNICATIONS

6.1 BACKGROUND

This policy considers and attempts to balance the following considerations:

- As a service delivery institution, the perception of KEYSTONE BANK LIMITED by our publics is essential to the business of the Bank.
- External communications must be handled proactively and in a way that attracts goodwill and patronage to the Bank.
- External Communications involve all relations with the Bank's external publics.
- KEYSTONE BANK LIMITED must ensure a systematic and deliberate effort to create rapport between the Bank and these groups in order to attract goodwill and possible patronage.

6.2 CORRESPONDENCE

6.2.1 All written external communication between the Bank and our external publics:

- a. Must be printed on our letterheaded paper.
- b. All pages after the first page of the Bank's correspondence must be printed on our official continuation sheet.
- c. Must be printed with a computer-enabled printer.
- d. Our official font style is – Century Gothic Size12 and must always be used.

- e. Only official letter headed papers and continuation sheets shall be used for the Bank's correspondence.
- f. All the Bank's external communications must be signed by two officers of the Bank with their names and designations clearly printed on the letter in an unambiguous way.
- g. The only exceptions to (f) above are the MD/CEO and EDs.
- h. Extra care must be taken to ensure that our external communications are free of spelling and grammatical errors.

2. Complaints to the Bank from External Publics

- a. All non-Customer complaints to the Bank should be forwarded to Corporate Communications for handling.

Some complaints go to the whistle blowing portal; some go to Legal; etc.

Corporate Communications will consult the Head of Legal and the Chief Internal Auditor to agree a procedure for handling these genre of complaints.

- b. This is irrespective of the form the complaint was made whether by e-mail, letter, telephone call, or personal visit.
- c. Where the complainant may not be physically present in Lagos and makes this complaint to a branch office, the KEYSTONE BANK LIMITED staff in the branch should assist the complainant.
- d. Corporate Communications must send an acknowledgment of receipt of the complaint in writing within 24 hours.
- e. Corporate Communications shall liaise with the relevant groups/departments/units to ensure that the complaint is investigated, and a conclusion arrived at.
- f. Corporate Communications shall ensure that Keystone Bank's position on the complaint is sent to the complainant in writing within two weeks of receipt of the complaint.

7.0 MEDIA RELATIONS

- a. KEYSTONE BANK LIMITED media relations' policy is designed with the understanding that the media is an important public of the Bank because they play a major role in shaping public opinion of the Bank.
- b. KEYSTONE BANK LIMITED's view of the media is holistic and includes all print, electronic, and mass media practitioners.
- c. KEYSTONE BANK LIMITED media relations' strategy must be systematic, deliberate and proactive and guarantee a harmonious relationship between the Bank and the media.
- d. KEYSTONE BANK LIMITED must be able to, on short notice, reach and inform the media on issues of importance to the public or the Bank.
- e. Keystone Bank's media relation strategy should be such that media practitioners see the Bank as partners and friends.
- f. The ultimate target is zero negative publicity.

- g. Corporate Communications is entrusted with the responsibility of ensuring that the Bank's media relations objectives are achieved at optimum levels.
- h. Consequently, on no account under any circumstances should any staff of KEYSTONE BANK LIMITED talk to the public without prior approval from Corporate Communications and the MD/CEO.
- i. Corporate Communications must facilitate information and interview requests from the media in a way that brings added value to the KEYSTONE BANK LIMITED image.
- j. KEYSTONE BANK LIMITED does not have to grant every request for media interviews or participation in media reports and events.
- k. Media enquiries whether by phone, e-mail, letter or in person must be addressed properly to meet publication deadlines.
- l. In responding to media enquiries, Corporate Communications must confirm matters about which it has no expert knowledge, from the relevant staff whose unit directly handles the issue.
- m. Core to the Bank's media communications are:
 - **Headline Placement:** Headline position for the Bank would always be the goal.
 - **Placed Features:** Features should be placed strategically in national dailies, weekly or even magazines, online media based on concrete achievements and plans of the Bank.
 - **Press Releases:** Constant flow of credible press releases, also to be based on facts and working with a pre-determined timetable so that the Bank is visible without being a nuisance.
 - **Exclusive Interviews for the MD/CEO:** This is to ensure name recognition and project the Bank's quality of mind as personified by the MD/CEO.
 - **Focused Briefings:** This should be organized from time to time with editors, financial journalists and other identified groups. This is one of the activities for cementing existing cordial relationships with the media.

8.0 SPOKESPERSONS

KEYSTONE BANK LIMITED is positioned as an institution that celebrates its people and is always willing to showcase the quality of its talents. Consequently,

- a. The Managing Director/Chief Executive Officer of the Bank, as the chief spokesperson, speaks on behalf of the Bank. He may however authorize senior staff members to speak on his behalf.
- b. The Divisional Head of Marketing and Corporate Communications is also authorized to speak to the media and respond to media enquiries in the absence of the MD/CEO.
- c. The Divisional Head of Marketing and Corporate Communications signs and releases Press Releases to the media.
- d. The Bank encourages senior staff members to accept speaking engagements in their communities and professional bodies that they belong to. However, for proper co-ordination and to ensure adequate mileage, these engagements should be cleared with Corporate Communications.

10.0 GOVERNMENT RELATIONS

- a. The Bank must proactively ensure that it has a healthy relationship with the government of the day.
- b. One of the keyways of guaranteeing this is to respect the laws of the land and all other laws governing its operations in the industry.
- c. The Bank must always pay its taxes, levies and all such payments required by law, by the government.
- d. The highest level of management should continuously ensure cordial relations with the key policy makers and other top government functionaries.
- e. The aim of such relations must be to ensure the government of the day is favourably disposed to the Bank as a corporate institution.
- f. The Bank as a corporate institution must be careful not to dabble into politics or issues that could have negative implications on its integrity.
- g. The Bank must be neutral in partisan issues.

11.0 CORPORATE SOCIAL RESPONSIBILITY

- a. One of the ways the Bank strives to re-enforce strong healthy community relations is through engagement in social responsibility projects.
- b. Such projects help in projecting the Bank as being a responsible corporate citizen. The Bank must be seen to give something positive back to the community where it does business.
- c. The Bank as an integral part of society must be socially responsible at all times and in all activities, maintaining high standards of integrity and building an unshakable foundation for best practices.
- d. The Bank shall strive to always play a leading role as a thinking Bank by identifying with and seeking ways to support and solve the problems of society, especially that which affects our immediate environment where it does business.
- e. It is important to note that the Bank can only fulfill its obligations to society when all members of staff strive to ensure that the Bank maintains its status as a successful financial services institution, which optimizes economic value for its stakeholders.

11.1 Dimensions of Social Responsibility

11.1.1 Education – Health – Youth/Women Empowerment-Employee Volunteering Scheme

The Bank lays strong emphasis on education, health, youth/women empowerment, employee volunteering and therefore places high premium on these areas of human development. They form the thrust of our sustainable Corporate Social Responsibility.

11.1.2 Infrastructural Development

The Bank may in the course of engaging in its social responsibility projects have need to upgrade certain infrastructure which will add value to the entire project. The cost of building or upgrading

such infrastructure may be borne entirely by the Bank or in collaboration with any organization or group, which buys into its core values and assists in such projects.

11.1.3 Other Societal Needs

The Bank may choose to address other challenging problems such as road traffic congestion or environmental problems. Such projects must always add value to the Bank's reputation.

11.1.4 Staff Mentoring

The Bank encourages its staff, especially senior officers to personally participate and offer leadership in social responsibility issues through charity organizations wherever necessary and possible.

5. Publicizing Social Responsibility

A well-defined and strategic media plan must be clearly spelt out before the actual implementation of any social responsibility project. Any media plan for any of the Bank's social responsibility projects must make the Bank positively visible as an innovative and thinking Bank. The choice of media to be used in arousing public interest in such projects must be strategic and appropriate.

This can be done through features, documentaries, press conferences, facility tours of media men, and so on.

12.0 ADVERTISING

Advertising affords the Bank the opportunity to promote its products and services. This is because advertising by the Bank in either the electronic or print media is paid for.

12.1 Choosing an Advertising Agency

- a. To effectively prosecute advertising campaign requires the engagement of reputable advertising agencies.
- b. Based on the communication brief by the Bank, the appointed agency will write, design and produce the advertisements, and buy appropriate media to reach the desired audience in a most cost-effective manner.
- c. It is also the responsibility of any commissioned agency to deliver the advertisement to the media and monitor the results.
- d. Separate agencies may be commissioned to handle the Bank's different advertising needs.

Such needs include:

- Handling of the Bank's major advertising campaigns-corporate and product advertising.
- Seasonal productions
- Production of Annual Report or other similar materials
- Outdoor advertising

13.0 CRISIS MANAGEMENT

10.0 Every organization is prone to crisis. The more important point is that the public will not automatically approach any problem that the Bank has with a negative perception. Their opinions and attitudes will be shaped by the Bank's response to any crisis that confronts it.

13.1 Establishing a Crisis Management Team

A Crisis Management Team should be constituted to manage the fallout of the crisis. Membership should cut across functional lines. They should be senior level officers so that they bring their various expertise and experience, and thereby ensure that various aspects and dimensions of any crisis will be well covered.

- There is need for more people to be allocated to this team than are necessary because some may be away, indisposed, or on holiday.
- There should be more than one leader of this team - an alternate chairman.
- They should understand issues that could lead to crisis and identify who should speak in times of crisis.
- Staff should know about the crisis management team and who to call for information.

13.2 Using the Media to Handle Crisis

In the event of any crisis, it is important that the bank should be able to handle the media effectively. In some cases, the media will be aware of the incident before the Bank. The following are some of the guidelines that should be considered when dealing with journalists.

- Give the media the fullest information possible. It is also another opportunity to give useful background and information on the Bank, its records and accomplishments.
- Establish a media relations strategy, which will be communicated to all. It is important to honour all commitments to the media.
- The Bank should ensure that information is also disseminated through internal channels – intranet, telephone, fax, etc. so that staff are not totally reliant on the media for their understanding of what is happening.

13.3 The Role of Staff in Crisis Management

- Staff should be thoroughly informed as soon as crisis erupts.
- They should know what management is doing and is about to do.
- They should know who to call for further information.
- They should know the information to disseminate.

14 **Email Communication**

- a. KEYSTONE BANK LIMITED uses electronic communication within the Bank and with its external publics in lieu of many paper-based processes.
- b. Electronic communication includes anything that is created, recorded, transmitted, or stored in digital form or in any other intangible form by electronic, magnetic, or optical means or by any equivalent means.
- c. Currently, this most often includes information communicated by email and via a website.
- d. All communication by email is sufficiently official and binding on officers of the Bank. This includes but is not limited to policy issuance, human capital management process, notice of events, advice on changes to the Bank's organizational structure, and so on.
- e. All staff of the Bank are assigned email addresses on resumption. The format being First Name Surname and the Bank's domain name (e.g. chrisdadzie@keystonebankng.com).
- f. All communication within the Bank should be directed to the email address assigned by the Bank.
- g. Staff are required to set up an out-of-office auto reply message when they will be away from their desk and unable to respond to mails for at least two working days. Such a message should indicate whom to contact in their absence and the duration of the absence.
- h. Staff are also required to update a brand compliant email signature which indicates their full name, responsibility, department/unit, location, and telephone numbers.
- i. Personal philosophies, quotes, and inspirational messages attached to email signature are discouraged.
- j. It is the responsibility of all staff of the Bank to ensure that it is possible for them to receive access, read and act upon all email sent to their official email addresses in a timely fashion.
- k. Electronic communications sent to staff shall be deemed to be received within the same business day regardless of any error, failure notice, internet service provider problem, virus, email filters or autoreply related to staff's email, unless the error or problem originated with KEYSTONE BANK LIMITED servers.
- l. Staff are expected to check their email accounts every day in order to stay current with happenings within the Bank.
- m. Any problems encountered with email accounts should be logged on **IT Care Portal** immediately
- n. Failure to receive or read in a timely manner, the Bank's communications sent to the email address does not absolve staff from knowing, responding to or complying with the content of that communication.
- o. While the Bank may require staff to use electronic communication, they must nonetheless continue to exercise prudence and common sense in their electronic communications within the Bank, recognizing that:
 - Great care must taken to ensure that email is addressed only to the intended

recipients.

- Caution should be exercised when copying or forwarding information to others.
- The use of file attachments with email communications should not be done recklessly considering the dangers of infecting the system with virus.
- Staff should check their mailboxes regularly to ensure there is enough available space for new messages.
- The forwarding of chain mails – good luck circles, missing child alerts, inspirational stories, etc – are discouraged.
- The use of the blind copy function “bcc” is unethical and discouraged.

15 **SANCTIONS**

Where it is successfully established that any staff of the bank overtly or covertly contravenes any provision of this Policy, the sanctions applicable under the Bank’s sanctions policy shall apply.

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CONCURRENCE



Bamawo Izore Lami

Team Lead - Csr 10/04/2020 07:38:042

Comment: I concur



Okusami Yusuf Abiodun

Department Head - Operational Risk 15/04/2020 13:24:004

Comment: ok



Agamah Michael

General Counsel & Company Secretary

15/04/2020 15:14:033

Comment: Recommended for approval.

APPROVALS



Ahmed Lawal Jibrin

Executive Director - North & Public Sector

16/04/2020 19:09:005

Comment: OK. Please harmonise with the communication policy that was approved and domiciled with Internal Control. It should be added as an addendum.



Ajani Ahmad

Executive Director - Risk Management

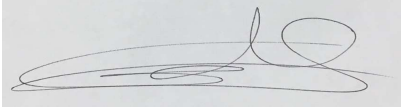
20/04/2020 15:41:015

Comment: Okay

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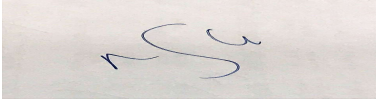


Odusanya Adeyemi Olusesan

Executive Director - South & Corporate

20/04/2020 15:55:034

Comment: i concur



Olayinka Olaniran Samson

Ag. Md / Chief Executive Officer

21/04/2020 14:51:059

Comment: ok.

----- END OF APPROVAL -----

COMMENTS

laahmed Comment: Have i not seen this before? 16/04/2020 17:06:011

ahafeez Response: Good evening sir,

No, this request has not gotten to you before now. It was The policy on the Allocation of Newspapers and Journals that was earlier presented and signed by you.

Thank you. 16/04/2020 19:01:029

----- END OF COMMENTS -----

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