

22 August 2007



## **ZFC LIMITED CORPORATE COMMUNICATIONS POLICY: FRAMEWORK AND GUIDELINES**

### **VISION**

To be the leader in the provision of agricultural solutions in the region.

### **MISSION**

We provide responsive, innovative and sustainable agricultural solutions that meet stakeholder needs.

### **CORE VALUES**

- Integrity
- Professionalism
- Innovativeness
- Social and Environmental Responsibility

### **Background and Introduction**

ZFC Corporate Communications Policy gives guidelines for managing the relationships of the organization with its various stakeholders, using communication as its major tool. Sub-tools of the communication are many and varied, and include a systematic approach (notwithstanding communications that are regulated, e.g., accidents, disasters, etc) to dealing with the media, one of society's most influential sources of information. It also includes dealing with regulatory authorities on trade complaints, safety, environmental and social responsibility issues.

For effectiveness, the Corporate Communications policy essentially starts with an internal focus, which recognizes employees as unfettered conduits of

information. Such a focus assists the organisation to manage links between employees in different sections of operations, allowing for full interaction and a sense of belonging and togetherness. The bases of the internal communication are the organization's vision, mission and core values, which must be interpreted and applied as inherent corporate culture. The corporate communications policy sets the framework for daily operation and information management.

The ZFC Corporate Communications Policy is not rigid, regulatory or restrictive, given the dynamic nature of communication processes. It only sets rules that clearly define roles and responsibilities, for purposes of accountability and good governance.

Communication interface work is, by nature, highly visible work. It is easy for speeches made at a public function or words said in the course of an interview with a journalist to be either taken out of context, or to result in disastrous consequences when interpreted in a way not initially intended by the person delivering the message. The most efficient way of handling this aspect of the business function is a clear and systematic corporate communications policy that is simple and accessible to all.

## **General Guidelines**

### **1. Internal Communication**

- Heads of departments may only transmit policy messages after sanction by the Managing Director.
- The company shall, as far as is practically possible, use traditional and modern forms of communication, such as bulletin boards, employee briefings, intra-mail and LAN communications to transmit corporate announcements.
- Heads of departments may hold regular briefings for their subordinates depending on practicality but at least once a month.
- Key staff may meet once a month for informal "palaver" sessions.

- Sports and regular recreation may be used to improve internal interface.
- The Corporate Communications Manager may, in conjunction with heads of departments, produce a regular house journal to communicate corporate issues to staff.
- The Corporate Communications Manager may also arrange, via employee briefings or an ad-hoc internal electronic bulletin for time-sensitive announcements, a hard copy of which must be produced and pinned onto public bulletin boards.
- Heads of departments are discouraged from discussing executive matters with lower-level staff, no matter how "trivial".
- Regular communication in the relevant areas on matters of occupational health and safety, HIV and AIDS shall be conducted through Safety Council meetings, AIDS or safety talks, and any formal or informal meetings.

## 2. Media

- Statements to the media may be made only by the Managing Director or by the Corporate Communications Manager, under instruction from the Managing Director.
- Meetings with the media may only be made through the Corporate Communications Manager. This includes media visits or tours.
- ZFC Limited is a business and the company's management and employees do not normally comment on political matters, or matters that may be considered politically sensitive. This includes direct comment or innuendo regarding the wisdom or otherwise of government legislation or policy, save **where we may give factual detail of the impact of such legislation or policy on our operations.**
- Comments that may prejudice any negotiations still taking place are to be avoided until they are successfully concluded and a statement appropriately crafted for the media has been agreed on.

- Current or planned projects that have been internally sanctioned must be announced in an agreed form that stays within realistic timescales that allow for contingencies.
- The Corporate Communications Manager is the focal point for all media communication.
- The Corporate Communications Manager is empowered to identify areas for possible favourable publicity, which can be exploited after full consultation with the Managing Director in consultation with the appropriate executive(s).
- Consultants or other external advisers may only make public statements on behalf of the company after clearance with the Corporate Communications Manager, who in turn would have had consultations with the Managing Director. In such an event, the consultant or external adviser may only confine the public statements to the agreed parameters and form.
- Internal and external communication in emergency situations shall be done in line with the requirements of any law, standard or code of practice with reference to ZFC Emergency Preparedness and Response Plan.

### **3. Branding**

- Only approved signs or marks of the company may be used on all corporate material, on banners, stationery or livery.
- Safety, environmental, quality and any other applicable labels may be used as applicable on all company packaging and stationary.
- Variations of the corporate logo are expressly forbidden, except where animation rendering has been approved by the Corporate Communications Manager, after consultation with the Managing Director and Marketing Executive for creative impact in advertising or multimedia presentations.
- Variations of the corporate colours are strictly forbidden.

- The corporate logo may only be used in conjunction with another in a partnership announcement scenario that has specific Board or executive management approval; otherwise the corporate logo must stand on its own.
- Vending of the corporate brand or use for other than on corporate material is strictly forbidden.
- Management and employees are expressly forbidden to use the company's official stationery for any purpose other than ZFC business.

#### **4. Public Affairs**

- Contacts with regulatory authorities, government officials and other key stakeholders may only be co-ordinated through the office of the Corporate Communications Manager and the company's Public Officer (Finance Executive).
- Unless such interface is in the public domain these contacts may not be the subject of any unsanctioned announcements lest they prejudice the company's interests.
- It is company policy to never offer favours or such "incentives" to public officials whose intention may be open to unfavourable interpretation. Heads of Departments may, however, seek the board's guidance, in consultation with the Managing Director, in appropriate cases where tokens of appreciation are felt necessary and essential.
- Matters discussed with public officers may be treated as strictly confidential and staff is discouraged from discussing them even with "trusted" colleagues.

Staff members are encouraged to seek guidance from the Corporate Communications Manager in relation to interpretation of all or any part of these guidelines.

**5. Changes to Policies**

ZFC Limited reserves the right to change this policy at any time with such prior notice, if any, as may be reasonable under the circumstances.

Approved: **Managing Director:DR. R. DAFANA.....**

**Signature:.....**

**Date: ...22 AUGUST 2007.....**

ZFC LIMITED