



COMMUNICATION POLICY



May, 2021

Table of Contents

- Section One: INTRODUCTION..... 3**
 - 1.1 Purpose 4**
 - 1.2 Objectives of this Communication Policy..... 4**
- Section Two: Guiding Principles of Communication 4**
 - 2.1 Sequencing and systematizing of information 5**
 - 2.2 Regular Meetings 6**
 - 2.3 Role of RAC Communication Specialist 6**
 - 2.4 Role of the Advisor to the Managing Director..... 6**
 - 2.5 Dealing with the Media 6**
 - 2.6 Communications with the Board of Directors 6**
 - 2.7 Audiences 7**
 - 2.9 Internal Communication Channels 7**
 - 2.10 External Communication Channels..... 8**
 - 2.11 RAC Communication Tools..... 8**
 - 2.12 Communication Procedures..... 9**
- Section Three: Management of RAC Website.....10**
 - 3.1 Website Management10**
 - 3.1.1 Managing RAC Accounts.....11**
 - 3.2 Miscellaneous provisions.....13**
 - 3.3 Application of this Policy.....13**
- Section Four: Crisis communication13**
 - 4.1 The Nature of Crises.....14**
 - 4.2 The importance and sensitivity of crisis communication management.....15**
 - 4.3 Crisis response15**
 - 4.4 Classified, Confidential or Reserved Information.....15**
 - 4.5 RAC Communications, Rumor/Leaks15**
 - 4.6 Consequences of Non-Compliance16**
 - 4.7 Releasing Information to the Media16**
 - 4.8 Company Advertisement.....16**
 - 4.9 Branding.....16**
- Section Five: Responsibility16**
 - 5.1 The Management RAC Management.....16**

5.2 RAC Staff.....17

Section Six: Monitoring, Review and Compliance.....17

6.1 RAC Communication Office.....17

6.2 Review.....18

6.3 Compliance.....18

Section One: INTRODUCTION

There have been changes in the handling of corporate communication all over the world, with an implication that if a company has to survive and thrive, it must communicate effectively with all its stakeholders. It is in this regard that Rwanda Airports Company Ltd (RAC) which is responsible for airports management and operations as well as provision of air navigation services in Rwanda ensures that its services are appropriately communicated and received by stakeholders through communication policy.

Consequently, the manner in which the company communicates and the feedback it receives from its clients enable it to position itself strategically to serve well its clients. A major challenge facing RAC concerns sharing of trust and information. Some staff members do not freely share information with one another. This failure has a bearing on trust, which is an integral element of the company core values. If it is properly done, this will establish linkages between RAC staff by facilitating the flow of information between them.

RAC must harness the pattern and content of communication to be shared and what information should be directed to individuals/offices. There are limits to the amount and nature of information that can be received, processed and effectively handled by an individual. The apparent absence of those limits creates the rationale for clear communication policy guidelines. The absence of those limits results in unduly large amounts of information being channeled to a wrong staff/office, resulting in information overload and affects the decision implementation. This policy has been developed against this backdrop to enable a smooth flow of information, create feedback mechanisms and manage communication.

Furthermore, RAC is committed to effective communication, building relationships with its internal and external stakeholders and shall ensure that different roles are clear in regard to what is communicated, and by whom. This policy ensures that communication takes place on a coordinated and uniform way.

To this end, as part of the company's commitment to provide stakeholders with timely and accurate information, the policy establishes the guidelines, rules of engagement and procedures for communication within the company and with its stakeholders.

1.1 Purpose

The purpose of this policy is to outline the guidelines, practices and processes that the company shall embrace in fostering excellent internal and external communication. In implementing this policy, the company will realize its vision, mission and core values by reaching out to its stakeholders with messages that help to create a sense of ownership of the policy.

1.2 Objectives of this Communication Policy

Objectives of RAC Communication Policy are to:

- a) Provide efficient and effective communication mechanisms between RAC management and stakeholders.
- b) Ensure the coherence and consistency of information flow, internally and externally,
- c) Minimize communication delays including working on customer feedback;
- d) Promote the use of appropriate channels of communication.

Section Two: Guiding Principles of Communication

RAC Ltd shall endeavor to provide to its stakeholders with timely, accurate and clear information about its policies, services, and initiatives. Thus, to realize the company's communication goal, this policy outlines core principles of good communication practice as a guide to its stakeholders. It is appropriate to adapt these principles to suit the working environment and stakeholders.

Effectiveness

RAC staff shall ensure that all communication is effective and appropriate and shall convey information and respond to requests by stakeholders through appropriate communication channels.

Clarity

RAC staff undertakes to transmit uniform and clear information using appropriately the company's logo and colors among others for authenticate communication.

Pro-activity

RAC staff shall continue to demonstrate leadership by proactively seeking and engaging external contacts in areas of mutual interest in line with its vision and mission.

Transparency

RAC staff shall continue to be as transparent and accountable as possible, disclosing reasons for decisions made, while the management shall openly engage in dialogue either between it and the junior staff or with external stakeholders.

Efficiency

RAC staff shall endeavor to ensure that all information duly reaches the intended recipients.

Cultural awareness

As a company that is international in character due to its business/services /customers/stakeholders, it shall continue to respect cultural diversity of all stakeholders in its communication.

Responsibility

RAC staff shall endeavor to ensure that operations and marketing of the company's services, which constitute an integral part of the company's communication process, reflect a high level of accountability and responsibility.

Integrity

RAC internal and external communications shall continue to be guided by integrity.

Best practices

Best communication practices call for clarity. All communication processes in the company must be guided by the values that characterize the best communication practices worldwide. These practices are embedded in the Human Resource code of conduct manual and should be adhered to at all levels of company operations.

2.1 Sequencing and systematizing of information

The Managing Director ensures that the company's activities or new tasks/emergent assignments are performed by the appropriate department or RAC staff. RAC information shall be shared accordingly by appropriate staff to the suitable recipient/s. RAC staff shall share among each other information on activities to which they are assigned or under their normal responsibilities. Without sharing information at the right time, right people and in the right place, the decision-making process is hampered.

RAC staff charged with daily business of the company in their different departments, shall engage with RAC stakeholders using the appropriate modes of communication established by this policy.

2.2 Regular Meetings

This policy encourages regular, openness and sharing of information during the company, department and unit meetings unless the content is confidential and sharing it openly would compromise the interests of the company. The Managing Director may meet RAC entire staff once a quarter or when deemed necessary and brief them on any important matter.

The Company Spokesperson

The Managing Director is the spokesperson in all matters pertaining to the company. The MD may delegate his/her duties to another person from time to time when deemed necessary.

2.3 Role of RAC Communication Specialist

RAC Communication Specialist Office will seek to:

- Provide accurate and objective information;
- Maintain an open-door culture;
- Monitor the media continuously;
- Package as newsworthy and current information coming from the company.

2.4 Role of the Advisor to the Managing Director

Internal meetings (Senior management, management and others) shall be officially communicated to the intended recipients by the Advisor to the Managing Director.

To liaise with communication Specialist in preparation of MD's official speeches.

2.5 Dealing with the Media

The Communication Specialist is responsible for dealing with the media and therefore employees shall avoid entering into dialogue using RAC social media platforms and instead direct them to the communication specialist officer.

2.6 Communications with the Board of Directors

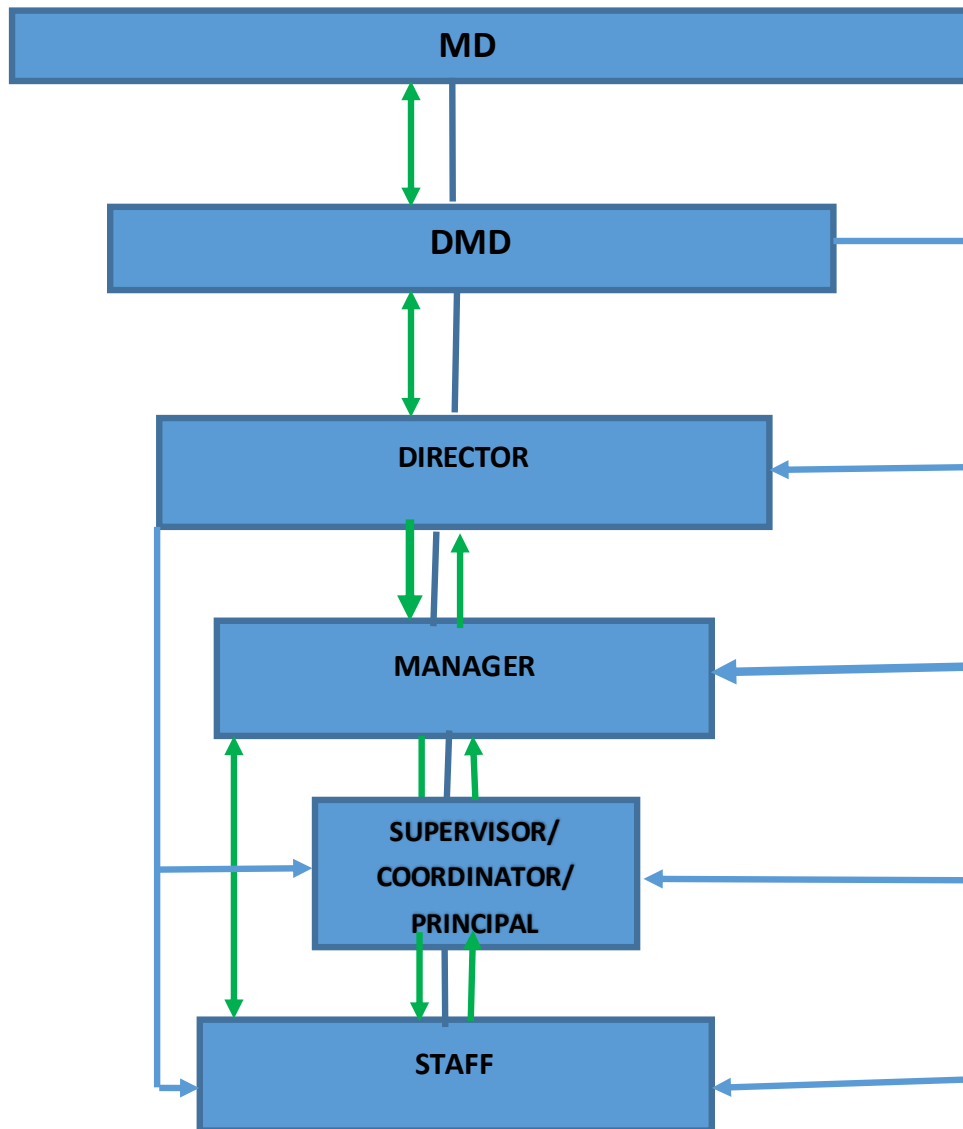
All information or materials required to be delivered to the Board of Directors or to any other stakeholders, shall be delivered or done by the Company Secretary after liaising with the office of RAC Managing Director.

2.7 Audiences

The company's audiences among others are RAC staff, ATL Holding Ltd and its subsidiaries, all stakeholders in aviation sector, suppliers, industry, donors and customers among.

2.9 Internal Communication Channels

The following diagram shows both internal and external communication channels serially. However, in emergency situations due the nature of airport business, staff on the ground may communicate urgently by skipping certain levels to mitigate the effects of the incidence.

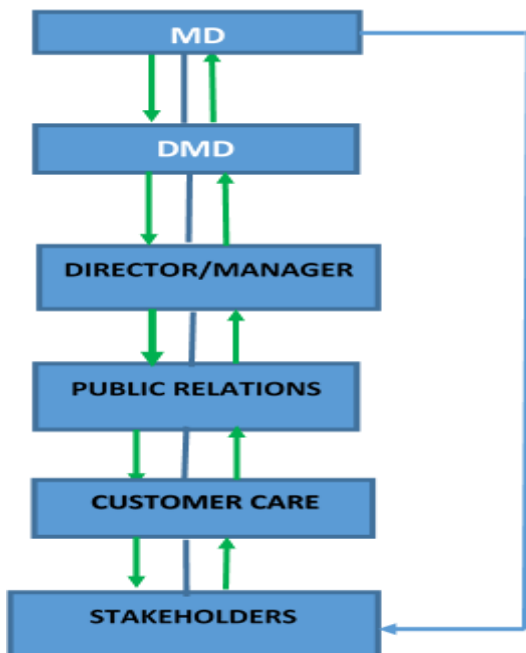


The above diagram shows how RAC internal communication shall be (top-down or Upward communications.)

The main purpose of internal communication is to facilitate and manage the flow of information within RAC in order to create an informed community that share the vision and is committed to achieve it. Internal communication shall involve information about the company's core business and other useful information that staff need in order to perform their duties or project the good image of the company.

2.10 External Communication Channels

The diagram below shows how the external communication will be handled.



All external communication events must be organized in collaboration and under the guidance of the office of the Managing Director.

2.11 RAC Communication Tools

RAC uses a number of different communication tools such as enterprise resource planning tool, e-mail, social media, intranet, document management systems and website among others.

They are quick and cost-effective in eliminating distance barriers and providing information to large numbers of staff/stakeholders.

In spite of the ICT infrastructure in place, some IT tools are not yet in place such as Airport Operation Data Base, Facial Recognition, Self-checking, Project Management System. etc. RAC shall endeavor within its available means to establish the lacking IT infrastructure.

Within RAC, different communication tools shall be used to communicate and establish good relations with stakeholders. These tools are:

- RAC website
- E-mails
- Notice boards
- Posters and fliers
- Workshops
- Short messages (Telephone, SMS, WhatsApp)
- Meetings /Minutes of meetings
- Memos
- Public Address System (PAS)
- Events and Exhibitions
- Presentations
- Very High Frequency (VHF) Radio
- Billboards
- Broadcast media—Radio and Television
- Print media - Newspapers
- Road shows
- Conferences
- Social Media (Instagram, Facebook, Twitter, YouTube, Skype)
- Guest speeches
- Ceremonies (e.g. prize-giving, etc.)
- Notice to airmen (NOTAM)
- Flight Plan
- Hotline

2.12 Communication Procedures

The Communication specialist is the company's line of contact with the internal and external stakeholders and all the communications must be delivered in a regular and timely manner.

The following procedures shall govern the RAC staff:

- All media queries must be referred to the Communication Specialist who will then engage with the relevant staff for appropriate response and copy the Managing Director.
- Before responding to media queries s/he must consult, in a situation where this is not possible, the response must be given by the relevant RAC staff member.
- Through this communication policy, RAC shall work towards building and maintaining positive attitude with all the stakeholders.

- The Managing Director shall approve any information before it's shared to the external stakeholders or external public.
- All queries should expeditiously be dealt with ideally within 24hours. Inquiries received after working hours shall be addressed by the operations duty manager after making thorough consultations from the right person/s.
- RAC staff shall portray a positive image of the company when interacting with the external community

Section Three: Management of RAC Website

RAC website is the primary mode of electronic communication and constitute a key platform for external communication. The IT and Communication Specialist shall be in charge to manage and determine the content to be uploaded on RAC website and updating it accordingly. The content of the company web pages shall be up-to-date, user-friendly and regulated to conform to the objectives of the company. The content must meet the standard for web publishing as defined in the company ICT Policy and should be devoid of slang, obscene, offensive or discriminatory remarks, ethnic slurs, or sexist innuendoes.

To ensure coherence, a protocol shall be established and RAC Webmaster will be responsible for ensuring compliance with RAC's policies and standards regarding quality and presentation. This includes the accuracy of the content and ensuring that the site is kept up to date. When major changes are proposed, they will be considered first by the IT department which will in turn report to RAC management for approval. Day- to-day commissioning of video and photographic content will remain under the oversight of the Webmaster and Communication Specialist.

3.1 Website Management

All changes to the RAC website must have the approval of RAC Management. Job vacancies shall be published in the vacancies section of the website by the webmaster. RAC public relations officer together with the Director of Human Resources and Administration will monitor the vacancies section to ensure all adverts are current. They are also responsible for removing vacancies when the application deadlines reach. Job vacancies are removed from the website within 48 hours from the application deadline.

Changes that affect the overall website design, for example, the color palette, font design etc. must be presented to RAC management for comments and approval. RAC Public relations officer and Webmaster shall make the necessary changes once the views of RAC management have been received.

The communication specialist has the overall responsibility to monitor the social media aspects of the website. He or she may delegate some of his or her duties to another person.

3.1.1 Managing RAC Accounts

RAC requires that sites and accounts are regularly maintained, updated and managed according to this policy. Any new RAC accounts must be approved by RAC Management to avoid duplication of effort.

It is important that RAC accounts are sustainable, so that no accounts are inaccessible if a staff member is unable to be contacted or leaves. The following stipulations apply when setting up professional accounts:

- Use generic e-mail addresses (e.g., it@rac.co.rw or access@rac.co.rw).
- If one does not have access to a generic e-mail account, that person should ask the manager of the account or the Manager of Corporate IT for assistance.
- All access information (e-mail address, username, password etc.) should be shared with the: (i) Manager of Corporate IT, and (ii) RAC Public relations officer.
- Privacy settings on browsers should be set so that usernames and passwords for RAC accounts are not remembered each time the browser is opened.
- If an account is hacked (for example, if a spam direct message is received on Twitter), RAC Manager of Corporate IT should be informed immediately so that the account log in information may be reset and any other necessary action is taken to prevent the account being interfered with.
- For posting, removing and dealing with urgent issues in the event and yet the account manager (Manager Corporate IT) is unavailable to work on them, this should be submitted to the office of RAC Public relations officer. There shall be one person responsible for the day-to-day management of the account.

- RAC Staff shall post details about all RAC activities and events to the appropriate social media sites. This may include, project commencements and their completion, etcetera.
- RAC Manager of Corporate IT grants permission to staff to manage or administer RAC social media accounts as required. The Public relations officer must be an administrator of all RAC's professional accounts and can delegate day-to-day management to a relevant officer.

RAC accounts and sites should reflect RAC as a whole and adhere to this policy. RAC will encourage 'likes', 'shares' or 're-tweets' of any post and also welcome comments. Any comments or posts made to RAC site which require RAC's response should be reported as soon as possible to RAC Public relations officer who will arrange for an appropriate response to be posted. Negative feedback or comments shall be neutralized by responding positively and in a timely manner.

If an employee of RAC observes that RAC social media site is misused or notices any inappropriate updates or comments posted to the site, that employee shall report the incident to the RAC Public relations officer without delay.

RAC Public relations officer shall remove any libelous, defamatory or inappropriate postings on RAC social media sites and shall respond in a manner which limits any damage the reputation of the company. Senders of these comments will be blocked from the account and reported to the operators of the site for offensive behavior.

In maintaining RAC website, the following guidelines shall be observed:

- Responsible RAC staff members shall not overwhelm followers with too much information;
- Responsible RAC staff members shall ensure that the account or site shows regular activity;
- Responsible RAC staff members shall ensure that if an account is no longer required, either a notice shall be posted to inform viewers or readers that it will no longer be updated or the account shall be closed.
- If an account is to be closed, RAC communication specialist and Manager of Corporate IT must be informed.

- When publishing content, posts or updates to RAC’s social media sites, staff members shall be mindful to remember the reasons for doing so. When using RAC social media sites, the aims should be to:
 - Promote RAC’s activities;
 - Reach a wider, more diverse audience than the website alone;
 - Educate and inform;
 - Promote debate with a view to finding solutions.
 - Consider alternative viewpoints;
 - Promote activities and events.

3.2 Miscellaneous provisions

- RAC staff shall be cautious and never endorse products, services, view- points or political positions in a manner which could imply RAC endorsement.
- RAC staff shall not post other people or organizations’ materials without explicit permission. This includes photographs, videos and audio recordings.
- RAC branding, logos and trademarks shall be used on all official RAC social media sites.
- RAC staff shall not refer, link to or tag individuals on RAC profiles or pages without their explicit consent.
- RAC’s social media accounts or sites are not to be used for the commercial gain of any individual managing or maintaining them.

RAC staff member shall use RAC email address to communicate with external stakeholders. The company shall encourage and facilitate the generation of general podcasts and video clips, for marketing and enhancing its corporate image.

3.3 Application of this Policy

If RAC staff create or contribute to blogs, microblogs, wikis, social networks, or comment on a post on a site, or if they use any other kind of social media to communicate and they are identifiable as RAC staff, this policy shall be applicable.

Section Four: Crisis communication

A crisis is an unusual situation that requires a quick and immediate reaction.

4.1 The Nature of Crises

In the context of this policy, crises include but not limited to the following:

- Fire
- Pandemics such as Covid-19, Ebola etc.
- Bomb threat
- Natural disasters, e.g. flood, earthquake, etc.;
- Chemical explosion
- Toxic leak
- Terrorist attack
- Extreme weather
- Energy blackout
- Plane crash
- Hostage-taking/kidnapping

In the event of crisis, the following quick action shall be taken:

- i) RAC staff in the area of responsibility where the crisis occurs must quickly inform her/his supervisor.
- ii) The Managing Director as the spokesperson of the company must be informed immediately, and s/he will immediately inform RAC Management and other key relevant stakeholders for appropriate measures.
- iii) The department or unit is responsible for the plan of action in the event of crisis management, including the cascade of communication as indicated in the different RAC manuals developed by each department or unit.
- iv) The department and other relevant stakeholders will be kept informed of the situation using all means of communication.

The company shall continue to proactively prevent events that are likely to lead to loss of stakeholder's confidence and to take care of events stemming from rumors and speculation that give the company negative publicity. In these cases, appropriate crisis communication shall enable the company to respond rapidly and effectively to potentially negative situations.

4.2 The importance and sensitivity of crisis communication management

Only MD or any authorized person shall give information to the media. The company Communication Specialist shall maintain regular contact with stakeholders and explain to the public accordingly on the behalf of the company.

The Communication Specialist office shall monitor local and international news and events and advise the MD and company in general on issues or events relevant to the company.

4.3 Crisis response

When a crisis occurs, the office of MD shall develop and advise on appropriate strategies to deal with the situation and communicate appropriate information to relevant stakeholders.

4.4 Classified, Confidential or Reserved Information

All RAC staff shall take reasonable control to ensure the confidentiality of information (including but not limited to the following matters, RAC operations, administration and finance among others). RAC staff shall act with good faith, honesty, and loyalty, including with respect to the use and disclosure of Confidential Information. RAC internal rules determine the classification and confidential information for instance restricted security information, budget on security operations among others. RAC staff shall avoid revealing information that might compromise the company in any way.

RAC staff shall not post:

- i) Personal or commercially sensitive information;
- ii) Product or service developments;
- iii) Business strategy;
- iv) Current legal proceedings;
- v) Offensive, pornographic or indecent content;
- vi) Anything that may bring RAC into disrepute.

4.5 RAC Communications, Rumor/Leaks

The company spokesperson shall comment on any company rumors, leaks or other similar information that tarnish the image of the company and shall inform RAC management in regard to the said rumors

4.6 Consequences of Non-Compliance

RAC staff who violate this Policy shall be sanctioned in accordance with Human Resource Manual.

4.7 Releasing Information to the Media

The MD shall release relevant, appropriate and verifiable information to the media regarding any crisis. The MD shall also institute mechanisms to continually monitor media coverage and respond accordingly.

4.8 Company Advertisement

RAC shall use corporate advertising to continually promote positive image and ensure observance of the best advertising principles and practices in the company.

Use of the company name and logo in advertising by collaborating or any institutions without authority from the office of MD is prohibited and shall be subject to legal action. The production of promotional company items or materials shall at all times reflect the correct company name and logo. Where there are uncertainties, the concerned parties shall consult with the RAC management. All RAC staff members shall endeavor to make known the good name of the company.

4.9 Branding

The company shall use its logo, name and other company materials as well as the right fonts and color at all times to reflect the true identity to its stakeholders.

Section Five: Responsibility

5.1 The Management RAC Management

RAC Management shall ensure that:

- a) All RAC staff members are sensitized about the Communication Policy and have a copy of it.
- b) Communication systems and processes actively support the vision and mission of the company,
- c) All staff act as role models leading by example and demonstrating good practice in all aspects of communication.

- d) Effective, timely and appropriate feedback is provided to staff and stakeholders,
- e) Staff assess communication practices within their respective staff and recommend improvement where necessary.
- f) Staff take action to ensure that issues of poor communication are resolved amicably.
- g) There is effective communication between the staff and stakeholders.
- h) Staff support and promote a culture that encourages transparency and involvement of all concerned staff/parties.
- i) All RAC staff members in their areas of responsibility have an understanding of the strategic direction of the company, departments and units.
- j) There is consistency in communication processes across the company.

5.2 RAC Staff

RAC staff members shall:

- a) Be aware of the various methods of communication and utilize them appropriately in their work.
- b) Be aware of the communication policy and demonstrate the company communication standards.
- c) Tackle incidents of poor communication in proactive and constructive ways,
- d) Ensure that information is shared appropriately and in a timely manner,
- e) Consider carefully feedback in situations where stakeholders constructively raise issues relating to poor or inappropriate communication, and adjust their communication style appropriately and timely.

Section Six: Monitoring, Review and Compliance

6.1 RAC Communication Office

The Company Communications Office shall:

- a) Develop appropriate strategies for monitoring and evaluation of the Communication Policy,
- b) Carry out annual evaluation on the implementation of the policy, and
- c) Define the short-term, mid-term and long-term interventions based on the outcomes of the evaluation reports.

6.2 Review

This policy shall be reviewed every three years in line with emerging global trends in communication to ensure that RAC effectively and efficiently communicates with its stakeholders.

6.3 Compliance

This policy is initiated to ensure that RAC staff communicate in a well-coordinated manner and adherence to the policy will result in the enhancement of the good image for the company. This communication policy applies to all RAC staff.

APPROVAL OF RAC COMMUNICATION POLICY

RAC Communication Policy was reviewed and approved by the Board of Directors on 29th, April 2021 and signed on its behalf by:

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Charles HABONIMANA

Managing Director

Zephania NIYONKORU

Chairperson of the Board of Directors