

EXPRESS KENYA PLC.

Communications Policy

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1. Introduction

In an age where information flows instantaneously and globally, it is critical that our communication with both internal and external audiences is managed in a co-ordinated and systematic way. It is important that Express Kenya PLC ensures that its messages are not only accurate, consistent and timely but also aligned with the objectives of the Company.

The purpose of this policy is to ensure that communication within and outside Express Kenya PLC is well co-ordinated, effectively managed and responsive to the diverse information needs of staff and the general public. Furthermore, this policy aims to ensure that Express Kenya PLC adopts a uniform and consistent approach in all its interaction with its stakeholders.

Communication in accordance with the Communication Policy contributes to increase confidence in management, employees and owners and enhances knowledge of the Company's profile, goals and objectives. It further ensures consistent communication with the operating environment in accordance with the Company's strategies.

This Communication Policy has been established by the Board of Directors of Express Kenya PLC in accordance with the applicable listing requirements with a view to meet legal requirements and to comply with the CMA and NSE regulations.

2. Rationale of a Communications Policy

Express Kenya PLC's credibility is dependent on the image projected by the Company. This corporate communications policy has been designed to help Express Kenya PLC build a strong, consistent and readily recognisable corporate image.

The objective of this policy is to ensure that all communication with stakeholders and the public is consistent, accurate and timely. Specifically, the corporate communications policy:

- a) Defines and maps out the communications strategy within the Company,
- b) Defines and maps out the external communications strategy,
- c) Defines the implementation of the Company's corporate social responsibility,
- d) Defines the interactions with all stakeholders

3. Communication Principles

As a public entity, Express Kenya PLC is expected to disseminate information to its stakeholders when necessary. Since the image of the organisation is largely dependent on how we treat and interact with our stakeholders, it is imperative that we as an organisation deal diligently with the public. However, it should be noted that our internal operations and processes influence our interactions with the public. If our systems are ineffective so will be our interactions & vice versa.

The Communication Policy applies to all written statements in annual reports, interim reports, press releases, letters to shareholders and employees, statements from management, information on the Company's digital platforms, information in public registers and other content in both internal and external communication.

The Communication Policy also covers all verbal statements at meetings, phone conversations, speeches by the management, interviews with the media and at press conferences, and all other internal and external communications.

Where any communication is to take place, whether written or verbal, it must be considered how the communication affects the Company. The impact and consequences of the communication must be evaluated.

Each person has an independent responsibility to ensure that they comply with the relevant rules and requirements on communication.

The following are key communication principles, which should guide Express Kenya PLC when dealing with all stakeholders:

- We commit to communicating with honesty, transparency and integrity at all times
- All stakeholders will be treated equally
- Communication will be timely and accurate
- All communication will inform and empower stakeholders to actively participate in industry matters
- Everyone engaged in Express Kenya PLC is indirectly a communicator and must therefore assume the role of an emissary and positively represent Express Kenya PLC. This is pertinent in everyone's behaviour including verbal and non-verbal interaction with the public
- All communication with stakeholders must be done in a professional and respectful manner and decorum.
- To ensure reliability of information, the Company will maintain specific communication channels and procedures
- We commit to ensuring a consistent and aligned communication to protect and promote the Company image and business in proper and consistent manner.

Although information must be made freely available to everyone who needs it, we must also respect the confidentiality of certain information in conformity with the law and the Company's policy.

4. Scope

This Policy applies to Express Kenya PLC and its Subsidiaries and to all employees as well as consultants and agency personnel who work at Express Kenya PLC premises or under the direction of the Company.

All employees and members of the Board are expected to follow this Policy as well as applicable directives in all communication, internally and externally.

5. Responsibility

5.1 External Communication

External communication relates to communication that is intended to reach one or more target groups outside the Company such as the Media, Customers, Investors, the Capital Markets Authority, other stakeholders and the general public. External communication supports the business in reaching its overall objectives by developing and maintaining good relations with the stakeholders and by increasing knowledge and awareness of the Company and its operations.

- The Board of Directors is ultimately responsible for the Company's strategy and organization and shall ultimately monitor the administration of and compliance with the Communication Policy.
- The Chairman of the Board is the Board's spokesperson and responsible for issuing statements to the external stakeholders on ownership issues and owners relations. The Chairman may also issue statements on issues relating to the Company's business.
- The CEO is ultimately responsible for all matters of communication and is the primary spokesperson for all issued concerning the Company as a whole. The CEO may delegate the role of spokesperson as well as strategic and operational implementation of communication activities to other employees.
- The CFO is responsible for all information about and related to the Company's financial position and results and shall in liaison with the CEO ensure that the Company performs its communication obligations in accordance with the applicable laws and stock market regulations including the listing requirements. None of the Company employees are authorized to speak on behalf of the Company regarding financial and share price sensitive matters unless he or she has been appointed by the CEO or the CFO.
- All members of the Company are responsible, in their respective areas, for adapting and following the principles of the Communication Policy, as well as ensuring that the information used in the communication within their respective areas is correct, relevant, clear and not misleading.

5.2 Internal Communication

Communication among and between managers and employees must be open and collaborative to achieve Company goals, objectives and to ensure quality information is given to all staff.

Internal communication must be two-way, a dialogue. Listening to employee ideas, concerns and suggestions for achieving results and improving service delivery, and acting upon them, is just as important as keeping employees informed about the goals and priorities of the Company, or about developments, changes or new initiatives affecting their work. Taking account of the views and concerns of employee unions', representatives and associations can also lead to more effective organizational management.

Engaging employees in a conversation for action will allow Express Kenya PLC to tap into a vast pool of intelligence and expertise within the staff. Properly engaged in the life of an organization, employees can be valuable allies in external communications - helping to inform the public, professional colleagues and prospective employees about the Company.

The mission of internal communication is to support the Company in realizing its objectives by providing the employees with information about the Company's objectives, strategy, operations, results as well as how to realize the objectives.

- The CEO shall drive the Company's commitment to open and collaborative internal communications with the support of the entire management team. Collaboration, particularly between human resources function and the communications function, is essential to ensure internal communication needs are met.
- Managers and supervisors shall communicate with employees openly, frequently, before and/or at the same time as information is communicated to the public. Training in communication and media relations shall be made available to management to help ensure they are effective communicators. To foster employee knowledge, awareness and understanding, internal communication shall include all written/published materials (in different formats), oral presentations, staff meetings and briefings.
- All employees are responsible for actively obtaining information about the company and their functions through the internal communication channels and also have the responsibility to communicate with their managers and colleagues and thereby keep themselves informed.

Internal communication activities and processes must be reviewed from time to time to evaluate results, to identify areas for improvement and to make adjustments as needed.

6. Policy Requirement

6.1 Open Access to Information

Express Kenya PLC shall endeavour to provide the public with open access to information about its policies, services and activities. Information for public use shall be disseminated or readily available in all types of media practical to the Company

To assure quality service that meets the information needs of all stakeholders, Express Kenya PLC shall ensure that:

1. Trained and knowledgeable staff provide information services to the public and that the information service is timely, courteous, fair, efficient and offered with safety, convenience, privacy and needs of the public in mind;
2. A variety of new and traditional methods of communication are used to accommodate the diverse needs of the public
3. Information in all formats is well branded so as for it to be identified as being from Express Kenya PLC
4. Prompt and clear explanations are provided when information requested by the stakeholders is unavailable
5. Opportunities are available for the public to provide feedback on major policies, programmes, services and activities, and that such feedback is carefully considered in reviews or evaluations of the same to help make improvements;

6.2 Language

Language is key to any communication. It is therefore important that language that is appropriate and easily understood by the recipient of the information is always used. To ensure clarity and consistency of information plain language shall be used in all communication with the public and staff. This principle shall apply for both written and spoken communication.

7. Corporate Brand and Identity

Clear and consistent corporate identity is required to assist the public in recognising, accessing and assessing the policies, services and activities of Express Kenya PLC.

To maintain a recognisable and standardised corporate identity, Express Kenya PLC shall adhere to the corporate brand standards outlined in its brand book. Express Kenya PLC shall ensure that all Express Kenya PLC staff and suppliers adhere to the requirements and specifications of the corporate brand standard as outlined in the Express Kenya PLC brand book.

8. Stakeholder Consultation and Engagement

Open, factual and responsive communication is critical to the success of public consultations. Communication requirements must always be taken into account in the planning, management and evaluation of stakeholder consultation and engagement activities.

Express Kenya PLC will endeavour to plan and host events where stakeholders' consultations can take place. These will include both formal and informal meetings.

9. Crisis Management & Communication

A crisis is a significant threat to operations that can have negative consequences if not handled properly. In crisis management, the threat is the potential damage a crisis can inflict on an organisation, its stakeholders, and an industry. A crisis can create three related threats:

1. Public safety
2. Financial loss
3. Reputation loss.

A crisis reflects poorly on an organisation and will damage its reputation to some degree. Crisis management is a critical organisational function. Failure to plan for a crisis can result in serious consequences for the organisation. Public relations practitioners are an integral and critical part of crisis management teams.

All Express Kenya PLC staff must recognise that extraordinary and rapid efforts may be required in times of crisis. They must be prepared to adjust priorities and resources accordingly.

Effective crisis management requires open and transparent communication and the Company shall develop plans and strategies for communicating crisis to the public as and when a crisis happens.

To communicate on the crisis effectively, Express Kenya PLC will demonstrate interest and concern for all opinions and positions, understand different perspectives, and respect their underlying logic.

In this endeavour Express Kenya PLC shall:

1. Foster open dialogue with the public on issues involving a crisis and build a climate of trust, credibility and understanding by being forthcoming about facts, evidence and information concerning the crisis and decisions taken;
2. Respond to public perceptions and provide factual information to address misconceptions or misunderstandings about the crisis, and;
3. Integrate communication planning and strategy into the crisis decision-making processes.

10. Technological Innovation and New Media

The Company shall stay current with developments and innovations in communications practice and technology. As the Company adopts new means of communication, it must continue to reach, stakeholders whose access to technology may be limited or who prefer to receive information through more traditional means, in a timely manner.

To ensure new technology advances the Company's ability to connect with its stakeholders in an efficient and practical way, all investment plans and decisions on new media & technology must be developed collaboratively between all departments especially information communication technology, human resource and corporate communications.

Investments in new communications technology must serve to:

1. Enhance public access to information on Express Kenya PLC policies, activities and services
2. Achieve efficiencies in the preparation, accessibility and dissemination of information
3. Foster interactive communication with staff and stakeholders and facilitate public consultation in the development and delivery of policies, programmes and services
4. Improve and integrate service delivery.

11. Internet and Electronic Communication

The Internet and other electronic means of communication are an important tool for providing information and services to the public. It facilitates effective interactive, two-way communication, within and without the Company. It provides opportunities to reach and connect with stakeholders anywhere in the world.

The Company must maintain an active presence on the Internet to enable 24-hour electronic access to programmes, services and information. E-mail, website and Express Kenya PLC social media platforms must be used to enable direct communications between stakeholders and the Company.

To ensure congruence with other communication activities, the Company's Website and social media platforms shall be reviewed regularly by the ICT officers for content, design and responsiveness.

As the technical custodians of the Company's image and visibility strategy, the ICT Officers shall oversee the management of all digital platforms of the Company, including the website, online newsletter and social media platforms.

The Web Administrator shall consult with ICT Officers on the editorial and visual content of Web pages, including design and presentation, to ensure publishing standards and other communication requirements are met.

Express Kenya PLC shall:

1. Manage its Website and portals in accordance with the Government policy and acceptable internet standards
2. Manage its social media platforms while observing the tenets of appropriate social media code of ethics that conform to decency, taste and respect to diversity
3. Ensure electronic communications conform to the requirements of the ICT Policy
4. Ensure that Internet-published information is regularly updated, accurate, easy to understand, and accessible in multiple formats and accessible to persons with disabilities;
5. Incorporate mechanisms into on-line services for receiving and acknowledging public feedback, and;
6. Respect privacy rights and copyright ownership in all on-line publishing and communication.

12. Media Relations

Journalists and other media representatives play an important role in providing the public with news and information and reporting on the public's views and opinions on an issue.

The Company will endeavour to cultivate positive relations with media personalities and houses to promote public awareness and understanding of its policies, programmes and services.

The Company will ensure that media enquiries, whether by phone, email, letter or in person, are addressed promptly to accommodate publication deadlines.

The Company will ensure processes and procedures are in place to assist officers in responding to media enquires.

13. Fairs, Exhibitions and Events

The Company will identify events to inform the public about its policies and activities. These will include news conferences, exhibitions and shows.

14. Advertising

The Company may place advertisements or purchase advertising space or time in any medium to inform stakeholders about policies, programmes, services or any other issue that is deemed necessary.

To ensure the integrity and value of advertising, Express Kenya PLC will:

1. Ensure advertising campaigns and products are aligned with set corporate objectives and goals
2. Ensure that advertising design and presentation conform to the requirements of the corporate brand manual
3. Where possible pre-test all major advertising campaigns to ensure they meet stated objectives
4. Evaluate all major advertising campaigns to assess their effectiveness in achieving stated objectives.

15. Partnering and Collaborative Arrangements

Joint activities or initiatives involving another organisation or an individual must be communicated in a manner that is fair and equitable to all parties. The parties involved in a collaborative arrangement have shared or compatible objectives, contribute resources (financial or in-kind), share in the benefits, and agree to a fair allocation of risk-taking. Thus communication requirements must be taken into account when planning, negotiating or implementing a collaborative arrangement.

Agreements governing collaborative arrangements shall establish the communication roles and responsibilities of the parties involved. Items such as corporate identity, visibility, publishing, marketing and promotional activities and their mode of funding should be defined in partnering agreements.

When informing the public or publishing information about partnering activities, institutions must ensure that the contributions of all participants are fairly acknowledged and attributed. To ensure fair acknowledgement of contributors, the simple display of a corporate name or logo in communication materials intended for public dissemination in any medium does not constitute advertising.

A collaborative arrangement may include advertising or promotional efforts involving the media as part of a communication strategy. However, such efforts must not be the focus of partnering activities, but simply an aide to informing the public about them.

16. Publishing

Express Kenya PLC should facilitate public access to their publications regardless of publishing medium, produced for public dissemination.

To ensure public access to publications, and that statutory requirements are met Express Kenya PLC shall:

1. Ensure that publications for sale are not comprised primarily of information that otherwise should be provided free of charge:

2. Make publications available in multiple formats on request;
3. Ensure that published material in all formats meets official language requirements and the design standards and requirements of the corporate brand manual;

17. Copyright and Proprietary Rights

Express Kenya PLC shall comply with the copyright and trade mark laws and ensure that the ownership rights associated with works are fully respected in all media applications.

18. Roles and Responsibilities

The Company will provide staff at all levels including those newly appointed with orientation on this policy. Express Kenya PLC shall also endeavour to provide all staff with training in Public Relations and Communication with the aim of improving communication and understanding of the communication function within the Company.

Each employee is responsible for reading, understanding and complying with the requirements of the policy.

19. Breaches against the Policy

Any employee who suspects violations of this Policy is expected to speak up and raise the issue to their line manager, Human Resources or any other senior officer of the Company.

Violation against the Policy can lead to disciplinary action, up to and including termination.

20. Policy Exhaustion

This policy is not exhaustive and may be amended from time to time. Staff members are encouraged to seek interpretation or clarification of all or any part of the guidelines.

21. Policy Distribution

This policy will be distributed to all Express Kenya PLC staff to ensure compliance and common understanding within the organisation. The document will also be posted on the Company's intranet to ensure accessibility to all staff.

22. Policy Review

This policy will be reviewed at least once every three (3) years.

23. Approval

Approved by a Board Resolution dated: 15TH MARCH 2021.

C. W. Deane

BOARD CHAIRMAN

