



KIPIC Internal and External Stakeholders Engagement Plan

A 2040 Corporate Communications Strategic Objective



Making more possible

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Acronyms and Abbreviations & Definition

KIPIC	Kuwait Integrated Petroleum Industries Company
KPC	Kuwait Petroleum Corporation
LNGI	Liquified Natural Gas Import
SEP	Stakeholder Engagement Plan
KPMs	Key Performance Measures
CSR	Corporate Social Responsibility
HSE	Healthy, Safety and Environment
CTC	Central Agency for Public Tenders
KEPA	Kuwait Environment Public Authority
KISR	Kuwait Institute for Scientific Research
EPC	Engineering Procurement and Construction



About KIPIC

Kuwait Integrated Petroleum Industries Company (KIPIC) inspires a core belief, to “Make More Possible”. We nurture a culture of operational excellence, corporate responsibility and commitment to Health Safety and Environment through a highly transparent process.

At KIPIC we strive to build a fully optimized and best-integrated facility to world class standards and challenge ourselves daily to make more possible, from the resources; unlock potential of our employees and stakeholders to “Making More Possible” a reality and thereby “Truly Energize Kuwait.”



MISSION

To operate an integrated complex that manufactures refined petroleum and petrochemical products and supplies Liquefied Natural Gas (LNG) after regasification in a reliable, efficient, safe and environmentally responsible manner while maximizing profit, developing a professional and competent workforce and enabling Kuwaiti private sector's participation in the downstream petroleum industry.



VISION

To be a leader in integrated refining, LNG and petrochemical operations that maximizes shareholder value, achieves operational excellence, commits to the development of our people and contributes to the development of the local economy.



1. Introduction

Kuwait Integrated Petroleum Industries' (KIPIC) was launched on the 1st of May, 2017 and is responsible for operating and managing refining, liquefied natural gas import facilities, and petrochemicals manufacture businesses at Al-Zour complex. This consists of the following three facilities:

1. **Al-Zour Refinery** facility processes 615,000 Barrel per day of Kuwait crudes to produce high value products and low sulphur fuel oil required by Ministry of Electricity and Water.
2. **Liquefied Natural Gas Import (LNGI) facility** will be responsible for importing and vaporizing into natural gas up to 3,000 BBTU of liquefied natural gas per day.
3. **Petrochemical Complex** is an upcoming project where base petrochemical products are manufactured, with an annual capacity of 2,761 KTPA of aromatics and Polypropylene

This document is an internal and external stakeholder engagement plan (SEP) for Kuwait Integrated Petroleum Industries' Al Zour Complex projects. Internal and external stakeholder engagement is a strategic objective of 2040's Corporate Communications Strategic Directions. The document is a reference for the proactive and robust outline for the internal and external stakeholder engagement strategic directions. A stakeholder is defined as anyone directly or indirectly affected by KIPIC's projects, or those that may have an interest in or influence over our projects.

Stakeholders may include governmental entities, local communities, private individuals, national and local authorities, neighbouring projects, non-governmental organizations etc. The plan includes guidelines for external and internal stakeholder engagement through the project planning, construction, operation and decommissioning stages of Al Zour Complex projects. The guidelines are reviewed annually to incorporate new findings from previous stakeholder engagement exercises.



2. Corporate Objectives

KIPIC firmly believes that its stakeholder engagement strategy is the outcome of a successful integration of economic, environmental and social considerations into the corporate strategy and operations to maximise and sustain the corporation's growth and positive impact to all stakeholders, including investors, employees, customers, suppliers, and community members.

2.1 External Stakeholder Engagement Strategy

Our external stakeholder engagement strategy focuses on establishing a strong proactive engagement approach with our identified stakeholders (governmental and non-governmental entities). It includes the continuation of the established strategy with the design of guiding principles, identifying the different audiences and using the appropriate tactics for each one of these stakeholders. We strive to develop an analyst programme with the objective of utilising external influencers to help shape public opinion of KIPIC, a thought leadership programme with the objective of establishing KIPIC's reputation as a local and international oil sector specialist, and a local media programme.

2.2 Internal Stakeholder Engagement Strategy

The objective of this initiative is to enhance internal communications within KIPIC. The initiative covers the development of new channels for communication and includes unions as an internal key stakeholder. The establishment of an employee ambassador programme that will instil pride, whilst ensuring awareness and adherence to become a KIPIC representative. The initiative will identify management responsibility in communications, implement individual KPMs and coordinate coordination with the HR function on employer branding, supporting culture and values. Furthermore, this initiative supports the development / usage of the employee engagement survey to capture measurements of performance on internal communications.

3. KIPIC's Key Stakeholders

KIPIC had identified its key stakeholders as follows:

3.1 KIPIC STAKEHOLDER MAP



3.2 KIPIC's STAKEHOLDER LIST

SR. NO.	STAKEHOLDER CATEGORY	STAKEHOLDER NAME	TYPE
1	KPC & SUBSIDIARIES	KPC BOARD	EXTERNAL
2		KPC CEO	EXTERNAL
3		KNPC	EXTERNAL
4		KNPC REFINERIES (MAA. MAB,CFP)	EXTERNAL
5		KNPC PROJECT BOARD COMMITTEE	EXTERNAL
6		INTERNAL AUDIT (KPC)	EXTERNAL
7		KPC DEPARTMENTS	EXTERNAL
8		HIGHER PURCHASING COMMITTEE (HPC)	EXTERNAL
9		INTERNAL PROCUREMENT COMMITTEE (IPC)	EXTERNAL
10		KPC PROJECT BOARD COMMITTEE	EXTERNAL
11		KUWAIT OIL COMPANY (KOC)	EXTERNAL
12		KOC AHMADI HOSPITAL	EXTERNAL
13		PETROLEUM INDUSTRIES CO. (PIC)	EXTERNAL
14		KUWAIT PETROLEUM INTERNATIONAL (KPI)-Q8	EXTERNAL
15		KUWAIT FOREIGN PETROLEUM EXPLORATION COMPANY (KUFPEC)	EXTERNAL
16		KUWAIT OIL TANKERS CORP. (KOTC)	EXTERNAL
17		KUWAIT GULF OIL COMPANY (KGOC)	EXTERNAL
18		EQUATE	EXTERNAL
19	EMPLOYEES	KIPIC BOARD	INTERNAL
20		KIPIC CEO	INTERNAL
21		KIPIC GROUPS	INTERNAL
22		KIPIC MANAGERS	INTERNAL
23		KIPIC ADVISORS	INTERNAL
24		KIPIC SENIORS	INTERNAL
25		KIPIC UDS'	INTERNAL
26		KIPIC SECONDMENT STAFF	INTERNAL
27		KIPIC EMPLOYEES	INTERNAL
28		KIPIC EMPLOYEE SYNDICATE (LABOUR) UNION	INTERNAL
29		KUWAIT INDUSTRIES UNION	INTERNAL
30		PETROLEUM TRAINING CENTRE (PTC)	EXTERNAL
31	CUSTOMERS	RETAIL	EXTERNAL
32		CORPORATE	EXTERNAL
33	SOCIETY	NEIGHBOURING AREAS	EXTERNAL
34		NGOs' - LOCAL / INTERNATIONAL	EXTERNAL

SR. NO.	STAKEHOLDER CATEGORY	STAKEHOLDER NAME	TYPE
35	SOCIETY	HEALTHCARE PROVIDERS - HOSPITALS / CLINICS	EXTERNAL
36		LOCAL COMMUNITY	EXTERNAL
37		INTERNATIONAL COMMUNITY	EXTERNAL
38		KUWAIT UNIVERSITY	EXTERNAL
39		PRIVATE UNIVERSITIES	EXTERNAL
40		MEDICAL COUNCIL	EXTERNAL
41	SUPPLIERS & VENDORS	INTERNATIONAL CONTRACTORS AND SUPPLIERS	EXTERNAL
42		EPC CONTRACTORS	EXTERNAL
43		LOCAL CONTRACTORS AND SUPPLIERS	EXTERNAL
44	FINANCIAL BODIES	EXPORT CREDIT AGENCIES	EXTERNAL
45		KUWAIT CREDIT BANKS	EXTERNAL
46		INVESTORS	EXTERNAL
47		OTHER LENDERS	EXTERNAL
48		LICENSORS	EXTERNAL
49		NATIONAL BANK OF KUWAIT	EXTERNAL
50		KUWAIT FINANCE HOUSE	EXTERNAL
51		BANCO OF SANTANDER S.A.	EXTERNAL
52		CONDOR TRADE	EXTERNAL
53	BUSINESS PARTNERS	CONSOLIDATED PARTNERSHIP ADVISORY COUNCIL (CPAC)	EXTERNAL
54		EMBASSIES & FOREIGN CONSULATES	EXTERNAL
55		JAPAN COOPERATION CENTER PETROLEUM (JCCP)	EXTERNAL
56		TRAVEL AGENCIES	EXTERNAL
57		HOTELS	EXTERNAL
58		ERNST & YOUNG KUWAIT	EXTERNAL
59	BUSINESS PARTNERS	KPMG SAFI AL-MUTAWA & PARTNERS	EXTERNAL
60		PRICEWATERHOUSE COOPERS	EXTERNAL
61		DELOITTE & TOUCHE	EXTERNAL
62	BUSINESS PARTNERS	CONSULTANTS	EXTERNAL
63		LOCAL TRAINING AGENCIES	EXTERNAL
64		INTERANTIONAL TRAINING AGENCIES	EXTERNAL
65		MANPOWER SECONDMENT CONTRACTORS	EXTERNAL
66	MEDIA	LOCAL / INTERNATIONAL CONTRACTORS	EXTERNAL
67		KUWAIT JOURNALISTS ASSOCIATION (KJA)	EXTERNAL
68		KUWAIT LOCAL MEDIA	EXTERNAL
69	MEDIA	INTERNATIONAL MEDIA	EXTERNAL

SR. NO.	STAKEHOLDER CATEGORY	STAKEHOLDER NAME	TYPE
70	MEDIA	KUNA	EXTERNAL
71		KTV & RADIO	EXTERNAL
72		PRIVATE TV CHANNELS	EXTERNAL
73		EDITORS LOCAL NEWS PAPERS	EXTERNAL
74		ECONOMIC PAGE WRITERS LOCAL NEWSPAPERS (PAPER & ELECTRONIC)	EXTERNAL
75		REPUTED COLUMN WRITERS	EXTERNAL
76		NEWS SERVICES ON SOCIAL MEDIA	EXTERNAL
77		BLOOM BERG	EXTERNAL
78		PLATTS	EXTERNAL
79		REUTERS	EXTERNAL
80	PEERS	GCC	EXTERNAL
81		INTERNATIONAL	EXTERNAL
82	GOVERNMENTAL AND INDUSTRY TRADE BODIES	PARLIAMENT	EXTERNAL
83		MINISTER OF OIL	EXTERNAL
84		SUPREME PETROELUM COUNCIL (SPC)	EXTERNAL
85		COUNCIL OF MINISTRIES GENERAL SECRETARIAT - SERVICES COMMITTEE	EXTERNAL
86		KUWAIT NATIONAL ASSEMBLY	EXTERNAL
87		THE ORGANIZATION OF THE PETROLEUM EXPORTING COUNTRIES (OPEC)	EXTERNAL
88		ORGANIZATION OF ARAB PETROLEUM EXPORTING COUNTRIES (OAPEC)	EXTERNAL
89		KUWAIT AREA GOVERNATES	EXTERNAL
90		EXTERNAL AUDIT	EXTERNAL
91		STATE AUDIT BUREAU (SAB)	EXTERNAL
92		CAPT (CENTRAL AGENCY OF PUBLIC TENDER)	EXTERNAL
93		MINISTRY OF ELECTRICITY & WATER (MEW)	EXTERNAL
94		MINISTRY OF INTERIOR (MOI)	EXTERNAL
95		MINISTRY OF COMMUNICATION (MOC)	EXTERNAL
96		MINISTRY OF FINANCE (MOF)	EXTERNAL
97		MINISTRY OF PUBLIC WORKS (MPW)	EXTERNAL
98		MINISTRY OF DEFENSE (MOD)	EXTERNAL
99		MINISTRY OF SOCIAL AFFAIRS & LABOURS (MOSAL)	EXTERNAL
100		MINISTRY OF HEALTH (MOH)	EXTERNAL
101		MINISTRY OF FOREIGN AFFAIRS	EXTERNAL
102		MINISTRY OF COMMERCE & INDUSTRY (MOCI)	EXTERNAL
103		MINISTRY OF JUSTICE	EXTERNAL

SR. NO.	STAKEHOLDER CATEGORY	STAKEHOLDER NAME	TYPE
104	GOVERNMENTAL AND INDUSTRY TRADE BODIES	MINISTRY OF EDUCATION (MOE)	EXTERNAL
105		MINISTRY OF INFORMATION	EXTERNAL
106		KUWAIT ENVIRONMENTAL PUBLIC AUTHORITY (KEPA)	EXTERNAL
107		KUWAIT MUNICIPALITY	EXTERNAL
108		KUWAIT FIRE SERVICE DIRECTORATE (KFSD)	EXTERNAL
109		KUWAIT PORT AUTHORITY	EXTERNAL
110		KUWAIT COAST GUARD	EXTERNAL
111		KUWAIT INSTITUTE FOR SCIENTIFIC RESEARCH (KISR)	EXTERNAL
112		KUWAIT CHAMBER OF COMMERCE & INDUSTRY (KCCI)	EXTERNAL
113		KUWAIT SOCIETY OF ENGINEERS (KSE)	EXTERNAL
114		KUWAIT ECONOMIC SOCIETY (KES)	EXTERNAL
115		KUWAIT ASSOCIATION OF ACCOUNTANTS AND AUDITORS (KWAA)	EXTERNAL
116		KUWAIT FOUNDATION OF ADVANCED SERVICES (KFAS)	EXTERNAL
117		KUWAIT OIL INDUSTRIAL FORUM	EXTERNAL
118		KUWAIT GENERAL ADMINISTRATION OF CUSTOMS	EXTERNAL
119		VITAL OIL INSPECTION PROTECTION DEPARTMENT (VOIPD)	EXTERNAL
120		STATE SECURITY	EXTERNAL
121		PORT SECURITY & IMMIGRATION	EXTERNAL
122		GENERAL SECRETARIAT OF THE SUPREME COUNCIL FOR PLANNING & DEVELOPMENT	EXTERNAL
123		GOVERNMENT PERFORMANCE FOLLOW-UP AGENCY (GPF)	EXTERNAL
124		PUBLIC AUTHORITY FOR APPLIED EDUCATION AND TRAINING (PAAET)	EXTERNAL
125		GENERAL ADMINISTRATION OF CUSTOMS (KGAC)	EXTERNAL
126		PUBLIC AUTHORITY FOR CIVIL INFORMATION (PACI)	EXTERNAL
127		PUBLIC AUTHORITY FOR MANPOWER (PAM)	EXTERNAL
128		PUBLIC AUTHORITY FOR HOUSING WELFARE (PAHW)	EXTERNAL
129		PUBLIC AUTHORITY FOR AGRICULTURE & FISH RESOURCES (PAAF)	EXTERNAL
130		PUBLIC AUTHORITY FOR INDUSTRY (PAI)	EXTERNAL
131		PUBLIC INSTITUTION FOR SOCIAL SECURITY (PIFSS)	EXTERNAL
132		CIVIL AVIATION AUTHORITY	EXTERNAL



4. Stakeholders Engagement Program

4.1 Engagement Guiding Principles:

Guiding principles			
Consistent look and feel	Open and honest	Vision of KIPIC and Kuwait	Targeted to stakeholders
Involve line management	Culturally appropriate	Joint working	Pragmatic
Keys to success			
Buy-in from management	Participation in decision making		Collaboration
Planning		The right capabilities	

Audience The internal and external strategy covers the key stakeholder groups identified by KIPIC. For each strategy, audiences should be identified, and a detailed stakeholder analysis should be carried out to determine impact on stakeholders as well as appropriate communication messages and channels.	Key message KIPIC's key messages support the vision of the overall direction of KPC and Kuwait.	Channels Communication channels have been selected to fit with a proactive stakeholder management approach. The list of channels should be utilised and enhanced in the development of specific communication strategies for local project needs and culture.
Roles and Responsibilities One of the keys to success is a collaborative approach to planning and executing communication strategies. The roles and responsibilities reflect the collaborative and integrated ways of working between KIPIC Groups and partners.	Evaluation Approach Just as important as developing the right message for the audience group is knowing whether the communication has been effective in achieving the desired impact and allowing an opportunity for the audience to feed in their comments, questions and suggestions.	Alignment Communication strategies across KIPIC need to be aligned with messages and channels and tailored to address the specific impacts on each stakeholder.

4.2 Stakeholder Management Guiding Principles

The following guiding principles have been established to form the framework and direction of all communications across KIPIC:

Principle	Description
Consistent Look and Feel	<ul style="list-style-type: none">• Consistent branding and style• Simple, clear, free of jargon, acronyms and gimmicks
Open and Honest	<ul style="list-style-type: none">• Be proactive, timely, frequent, consistent and accurate• Promote transparency and clarity of message
Support the Vision of KIPIC and Kuwait	<ul style="list-style-type: none">• Support KPC's corporate values• Linked to KPC's strategy and vision• Generate positive feelings about the company and/or the project• Engender pride and sense of belonging for employees• Demonstrate linkages and differences across all initiatives
Targeted to Stakeholders	<ul style="list-style-type: none">• Start from the inside out – firstly targeting internal stakeholders to create buy-in and influence external stakeholders• Use a variety of communication delivery channels - suitable for target audiences• Relevant to each audience group• Incorporate feedback mechanisms into all communications• Take user feedback into account• Articulate the benefits for all stakeholder groups
Involve Line Management	<ul style="list-style-type: none">• Ensure managers have clear responsibility to cascade information to staff as part of their role description• Enable managers by giving them the right information to cascade to their people
Culturally Appropriate	<ul style="list-style-type: none">• Sensitive to KIPIC's public image (government institution)• Mindful of the diverse KIPIC's culture
Joint Working	<ul style="list-style-type: none">• Be a joint effort between KIPIC's communication functions and subsidiaries' communication functions• Signed off by a corporate communications business partner• Connect stakeholders' interests to KIPIC's goals
Pragmatic	<ul style="list-style-type: none">• A core briefing or lines to take which can be tailored to the needs of each subsidiary and their stakeholders• Appropriate cost• Efficient use of resources

4.2.1 Key Success Factors

The effectiveness and success of the communications strategy will depend upon several critical factors

Success factor	Description
Buy-in from the Top	<ul style="list-style-type: none">• Leadership commitment and management support• Leaders “walk the talk” – and demonstrate the right behaviours
Seat at the Table	<ul style="list-style-type: none">• Communication practitioners are involved in decision making and actively pursue opportunities to anticipate and provide advice
Collaboration	<ul style="list-style-type: none">• Joint team working between KIPIC's HQ and the subsidiaries in the development of communication materials and messages
Planning	<ul style="list-style-type: none">• A managed communications pace to prevent information overload and inconsistent messaging• A consistent storyline to ensure that communication material show progress steps towards a higher goal
Capabilities	<ul style="list-style-type: none">• A trained communications team with the right blend of skills and experience

4.2.2 Key Messages

In line with the guiding principle, KIPIC’s key messages should be cascadeable so each message supports the overall direction of KIPIC and Kuwait.

Subsidiaries may tailor the messages to fit local needs, but should use the suggested themes to create the link and a consistent message of a unified company and the oil sector in Kuwait

Theme	Description
Business Strategy	<ul style="list-style-type: none">Working for Kuwait in ensuring sustainable energy, enhancing Kuwaiti capabilitiesContinuous development for a better futureChanging to ensure Kuwait’s place in the global marketplaceKuwait is moving confidently into the international oil sector with its clear expertise, knowledge and success
Corporate Identity	<ul style="list-style-type: none">KIPIC is locally recognized as one of today’s oil energy conglomerates, and a leader in providing safe, clean energy to global marketsWe are on a changing journey to reach our aspirations of:<ol style="list-style-type: none">Being a highly profitable and performance driven companyContributing significantly to the support and development of the Kuwaiti economyStrengthening the world class reputation of all KIPIC’s operationsEncouraging continuous learning in all areas related to KIPIC’s businessBecoming a regional leader in HSE performance and apply the latest and the most appropriate technologies in KIPIC’s operations

4.2.3 Key Messages Defined by Themes

Theme	Description
CSR and Sustainability	<ul style="list-style-type: none">Implementing strategies to take responsibility beyond shareholder value, cleaning up the impact we have on environment and putting in place initiatives to secure the future capabilities of Kuwaiti peopleWe aim to reduce the overall environmental cost of our operation and conserve resources for future generationsThe future will be completely dependent on a resource that will ultimately not be able to provide the lifestyle for the next generationIt is critical that the education system is bolstered so that the next of Kuwaitis are ready to contribute to the country’s future
HSE	<ul style="list-style-type: none">Our businesses are conducted according to best industry practices, both in terms of results and effectiveness to ensure, the safety and health of our employees, contractors, suppliers, customers and the community and to ensure the protection of the environmentOur commitment is to balance the professional and optimal exploitation of Kuwait’s hydrocarbon resources with proactive management of the health and safety of our employees, contractors and community and care for the environment
Privatization	<ul style="list-style-type: none">Privatization is a key enabler of the KIPIC’s business strategy and vision of Kuwait
Employer Brand	<ul style="list-style-type: none">Opportunities to shape the future of Kuwait in a global environment focusing on enhancing employee capability and be part of a proud heritageFocus should be on the specific contribution each job has on the overall direction of KIPIC and Kuwait



4.2.4 Key Messages Defined by Stakeholder Group

The key messages outline the statements that need to be delivered to audiences through chosen media. Key messages are what an audience needs to take away from the communication they receive. There are several key messages emanating from the project as a whole as well as a number of targeted messages for each piece of communication.

Stakeholders need to understand why the project is necessary. The key messages need to address “what’s in it for me?” for all stakeholders.

By trying to get across too many key messages in one piece of communication, it is likely that very few will make the desired impact. As a rule of thumb, aim to only have two or three key messages for each communication activity.

In line with the guiding principles, messages should be tailored to the individual stakeholders, always seeking to enhance awareness and engagement by answering the question: “What’s in it for me?”

Stakeholder	Message
KIPIC Employees	<ul style="list-style-type: none">What impact will this have on my job, responsibilities, salary, terms and conditions, career advancement, competencies, my manager, my employees, my department and my peers?
KIPIC Syndicate	<ul style="list-style-type: none">What impact will this have on the employees we are representing?
Members of Parliament	<ul style="list-style-type: none">Why is this good for the nation?
Government institutions, private sector and non-profit organisations	<ul style="list-style-type: none">What impact will this have on my specific area of interest?
General Public	<ul style="list-style-type: none">Why is this good for the nation?
Local and International Media	<ul style="list-style-type: none">What impact will this have on the environment, the Oil & Gas industry, political system, Kuwait?

Higher level messages for all audience groups

Environmental Benefits	<ul style="list-style-type: none">- LNGI is an environmentally driven project aimed to produce clean energy supplies for Kuwait to protect its environment for present and future generations.- Curbing emission of pollutants into the air by creating cleaner fuel for power generation.- KIPIC will produce fuels that will meet international environmental standards and improve air quality in Kuwait.
Job Creation and Economic Stimulation	<ul style="list-style-type: none">- Al Zour Refinery will stimulate Kuwait’s economy.- KIPIC will provide employment opportunities to Kuwaitis- KIPIC will create opportunities for local contractors, merchants and suppliers.- KIPIC will stimulate the economy in the southern region of the country where the refinery will be built.



4.2.5 Targeted Messages

Sub-category messages targeting specific audience groups

Targeted Message	Content	Audience
Transparency	<ul style="list-style-type: none">- Fair, clear, regulated, equitable and defined contracting processes.- Free flow of information on all aspects of the project.- Constant progress updates.- Willingness to respond to all queries.- Clarifying uncertainties.	<ul style="list-style-type: none">- CTC- Contractors, merchants and local suppliers- Parliament- State Audit Bureau- All KIPIC employees
KIPIC Projects are a CSR “initiative”	<ul style="list-style-type: none">- Commitment to cleaner environment- Enhance environmental and safety performance- Project is an important CSR imitative for KPC, contributing towards greenhouse gas emission reduction for Kuwait as member of the Kyoto Protocol	<ul style="list-style-type: none">- All KIPIC employees- KEPA- KISR- General Public
Pride	<ul style="list-style-type: none">- Kuwaitis should proud of this project’s aspirations- KIPIC is contributing to a greater good environmentally and to local economic stimulation- Technological advancements for the country- Employees and citizens should act as ambassadors and champions for the project- Embracing projects of today that are securing the wealth of future generations	<ul style="list-style-type: none">- General public- All KIPIC Employees
Project Updates	<ul style="list-style-type: none">- Celebrating milestones achieved- Next step	<ul style="list-style-type: none">- General public- All KIPIC Employees
Technical Updates	<ul style="list-style-type: none">- Technical briefs and updates targeting technically minded audience	<ul style="list-style-type: none">- Staff at refineries- EPC contractors- Engineering Society- KISR

4.3 Communication Channels

The communication channels fitted for a proactive stakeholder management approach. We use the list of channels in the development of specific communication strategies for local project needs.

Audience	Channel	Frequency
KIPIC Employees	<ul style="list-style-type: none">Internal portalKIPIC Family magazineKIPIC internal InstagramMessage from the CEOTown hall meetingsLine management briefings and day-to-day communicationManager briefing packsWebmasters	<ul style="list-style-type: none">DailyQuarterlyMonthlyQuarterlyDailyDailyAd hoc during dayAd hoc specific project and strategy impacts on employees
Oil Sector Unions	<ul style="list-style-type: none">Point of contact query handlingFace-to-face meetingsInstitutionalised dialogue events and briefingsWorkshops	<ul style="list-style-type: none">Ad hoc based on union requestMonthlyBi-monthlyRelated to specific project need
Members of Parliament	<ul style="list-style-type: none">Ad hoc query handlingCommittee participationThought leadershipExternal subject matter experts' briefings	<ul style="list-style-type: none">Ad hoc on requestAd hocAd hocHalf annually

Audience	Channel	Frequency
Government Institutions, Private Sector and non-profit Organisations	<ul style="list-style-type: none">Point of contact query handlingWorkshops for prioritized initiatives fitting with CSR strategyKnowledge sharing seminars	<ul style="list-style-type: none">Ad hoc at requestFollowing specific plan for initiativeFollowing specific plan for initiative
General Public	<ul style="list-style-type: none">Via mediaVia employees at DiwaniyaVia unionsVia social activities	<ul style="list-style-type: none">See media frequencySee employee frequencySee union frequencyQuarterly
Local and International Media	<ul style="list-style-type: none">Point of contact query handlingPress releasesPress orientation meetings with executives/CEOPress briefing kitSpokes people commentary/ interviewsThought leadership articles/ interviewsExternal subject matter articlesPositive stories articles	<ul style="list-style-type: none">Ad hoc at their requestAt every key business decision of strategic importance or with employee/Kuwait impactQuarterlyAt every key business decision of strategic importance or with employee/Kuwait impactQuarterlyQuarterlyWeekly

4.3.1 What we need to measure?

Just as important as developing the right message for the audience group, is knowing whether the communication has been effective in achieving the desired impact and allowing an opportunity for the audience to feed in their comments, questions and suggestions.

Success factor	Description
Cascade	<ul style="list-style-type: none">Is the communication reaching the intended audience?
Awareness	<ul style="list-style-type: none">Is the audience aware of what the communication is about and what the issues are?
Understanding	<ul style="list-style-type: none">Does the audience understand what they are being told and is the message clear?
Impact and Consequence	<ul style="list-style-type: none">Did the communication have the desired impact and has the communication had any real consequences on employees' behaviours?

Feedback will be captured using the following mechanisms:

- Formal feedback form attached to communication material and distributed at face to face events
- Link on KIPIC's webpage/home directing to email address and/or feedback form
- Ad hoc/informal feedback captured and collated on communications and face to face events and entered stakeholder database
- Annual employee engagement survey

Desired outcomes

The desired outcomes outline what are expected to occur as a result of the communications and key messages that are delivered. Each communication must have at least one desired outcome, as will each specific communications activity.

Examples of desired outcomes include:

- Our stakeholders have a general awareness of KIPIC projects and the benefits it can bring.
- Stakeholders are willing participants in the processes.
- Stakeholders begin to accept the initiative.
- Business heads volunteer time, resources and top employees to assist the project teams.
- Positive feelings towards the project from all employees and general public.
- Controlled and consistent messages spread through the media.





5. KIPIC’s Sustainability and Community Engagement

United Nation Sustainable Development Goals (UNSDG)



Kuwait National Development Plan (KNDP)

Global Position	Human Capital	Healthcare
Environment	Infrastructure	Economy
	Public Administration	

5.1 Harnessing our Social Role

KIPIC seeks to be accountable to its stakeholders regarding the holistic management of the financial capital, human capital, social capital, natural capital, and manufactured capital which it stewards. CSR can be perceived to only cover philanthropy / charity activities, which bears the risk of only being about good news stories or PR. This therefore does not cover the broader spectrum of economic, environmental and social considerations and could damage brand, trust and reputation

While the global economy depends on secure and competitive energy supplies, the oil industry is under pressure to remain profitable and succeeded in a competitive marketplace while being responsive to environmental and social pressures. KIPIC has therefore recognised the need for the establishment of a Corporate Social Responsibility/ Sustainability programme.

Stakeholder needs, interests and expectations inform and help define what sustainability performance or success means to the organisation:

- Strategic relationships and teaming allow to work across the business with suppliers, contractors, academic institutions and other stakeholders in effective project teams
- An external review committee and/ or council of independent experts assess company performance and communication
- An annual sustainability report is only one method of communication with stakeholders

Key activities in our sustainability program:

1. **Obtain KIPIC's executive approval and sponsorship of the sustainability programme**
2. **Design corporate governance structure, including CSR/ sustainability committee and function**
 - Confirm governance structure including sustainability champions and the place within the organization
 - Establish sustainability function / center of excellence structure, reporting lines, budget, define roles and responsibilities and recruit team (lead role and team members)
 - Establish committee structure to lead and give advice to the process, e.g. depending on governance structure chosen
 - Establish the corporate and subsidiary sustainability champion structure to support the workload of implementing the sustainability program across the business

5.2 Sustainability and Community Engagement Action Plan

UNSDG / KNDP	Engagement Type	Details
Decent Work and Economic Growth Human Capital	Society Engagement	Spreading Awareness about KIPIC through a roadshow
Sustainable Cities and Communities Infrastructure	Collaborate with CO OP	Buy and distribute recyclable grocery bags
Good Health and Well-being Health	Hospital visits with KAACH	Schedule visits to children's hospital + drop off toy box and location
Partnerships to achieve the Goal Infrastructure	Partnership with Kuwait Municipality	Vests for cleaners
Life on Land Environment	Beach clean up	Bigger scale beach cleanup for the society
Collaboration with government and private universities	Educational	Raise awareness
Set up an urban garden at areas nearby Al Zour Complex	Environmental	Preserve the environment
Set up a recycling program at areas nearby Al Zour Complex	Environmental	Preserve the environment

5.3 KIPIC's Sustainability Program's Key Elements

- Business principles
- Code of Conduct
- Quality, health, safety, security and environment policy
- Purchasing policy
- HR policy
- Risk Management policy
- Contractor policy
- Supplier policy
- Public policy
- Environmental, health and social impact assessments



6. KIPIC's Media Stakeholder Management Strategy

KIPIC strives to establish of a strong relationship with the local and international traditional and new media. We follow a structured and proactive approach to interact with the media.

6.1 Key Media Activities:

6.1.1. Develop Database of Media Contacts

- Identify international and local stakeholders and develop media list and contact details
- Develop process, roles and responsibilities locally and internationally for update of the database and establish owners for media contacts

6.1.2. Develop Plan for Formal Relationships with Media

- Review media tactics recommendations
- Develop detailed media relationship activities on annual basis (press kits and spokespeople, informal meetings to editorial offices, media trips to KPC facilities for local and international media, quarterly senior briefings to media groups, social gatherings in Kuwait (gabgha) as an appreciation, attendance at Diwania)
- Develop frequency for comparing monitor media analysis for news / editorials on areas of KPC corporation interest and offer thought leadership or analyst quotes to journalists

6.1.3. Develop Plan to Communicate “Positive Stories” to the Media

- Define the criteria of a “positive story” linked to KIPIC’s vision, mission, values, brand, business strategy and communication strategy
- Review CSR and HSE programme, mega projects, business and functional strategies for progress, goals and success stories
- Identify “positive stories” within KPC
- Define ongoing process, roles and responsibilities for positive stories identification and promotion

6.1. 4. Implement the Formal Media Relationship into Media Management Process

- Review media management process
- Assess gaps and update process
- Assign responsibilities, update job descriptions and individual KPMs
- Develop detailed implementation plan and change management plan
- Execute implementation

6.1. 5. Conduct Current State Assessment of Identity, Brand and Image

- Perform detailed analysis brand perception and existing branding, visual standards and guidelines
- Assess visual messages, verbal messages, logos, signatures
- Assess industry definition, geography, nationality, size and ranking, history and ownership, management, competitors, units and competencies, and brands
- Assess leadership intentions:
- Destination: vision, mission and position



6.2 Media Stakeholder Engagement Guidelines

6.2.1. Leading Practice for Handling the Media:

Work with Media	<ul style="list-style-type: none">- Be available to journalists and help them to understand the processes.- Regularly arrange seminars for different groups of journalists. For example, for the news editors from the country’s most popular television channel, and then with groups of specialist writers covering specialist subjects.- Arrange for a pass officer to visit departments or field sites to better understand the work that is carried out there.- Translate the statistical / technical information, which helps deal with the often-heard complaint that journalists do not understand the data or present it wrongly.- Clearly written guidelines on how to deal with the media should be available to each employee.
Prevent Bad Press	<ul style="list-style-type: none">- Take care not to publish incorrect data or sensitive information.- Never criticize another part of government or its information.- Agree in good time the line to take in publishing new information and in fielding questions from the media and the public.- Ensure all parties agree on the lines to take. Modify the lines to take as the situation changes.- If something new is about to happen let the press office know in advance. They need time to get more information and prepare a press release.

6.2.2. Leading Practice for Handling the Traditional Media

When incorrect or undesirable media coverage is encountered, the following options are available in order to respond swiftly and professionally to contain the stories:

Limit Damage	<ul style="list-style-type: none">- Ensure defensive material is available in case the story generates enquiries from other media outlets.- Prevents the criticism from being repeated elsewhere and leaves open the option of responding later if the problem spreads, but the reporter may see the organization as a soft target for the future.
Talk to the Reporter	<ul style="list-style-type: none">- Talk to the reporter next time he/she is encountered. Let him/her know the company is monitoring his/her copy so that he/she is likely to take more care in future. The technique will not work if the report is repeated elsewhere, such as in other newspapers.- Talk to the reporter immediately by phone. Can put him/her in an individual's "debt" if it is implied that the matter will not be taken further. However, it could create a bad relationship with the reporter.
Write to the Editor	<ul style="list-style-type: none">- Write to the editor with correct, detailed information. Could potentially educate both the editor and the reporter but could alienate the reporter and possibly lead to being ignored.- Demand that a correction be printed/broadcast. Makes it abundantly clear the media outlet is incorrect. Can be very difficult to achieve. The media dislike printing or broadcast a correction, although sometimes they will agree to a "clarification"
Issue a Press Statement	<ul style="list-style-type: none">- Puts the corporation's point of view firmly into the public domain.- Reporters are likely to sense "a row" and further negative coverage is virtually guaranteed.
Issue Judge Each Media Story Individually	<ul style="list-style-type: none">- In planning the tactics of damage limitation, it is necessary to judge each case on the individual circumstances; often they will be complex.- Whatever the outcome, even if it is decided to make no formal response, the company must not ignore the problem.

6.2.3. Tools to enables Proactive Communications:

The communication function is responsible for leveraging the available tools that have been made available through the output of the Quick Wins work.

Tool	Objective
Media Inventory System	<ul style="list-style-type: none">- A digital asset management system consisting of the ingestion, annotation, cataloguing, storage, retrieval and distribution of digital.- Available online with easy to use file structures and a search function.
Business Strategies Communications and Projects Pipeline	<ul style="list-style-type: none">- Outline all upcoming projects, detailing parties involved, objectives, background, etc.- Provide to relevant communications functions as a forewarning and preparation tool
Stakeholder Analysis	<ul style="list-style-type: none">- Diagnose the existing level of engagement, relevance and impact on the project.- Priorities stakeholders and determine the approach to manage them.
Communications Plan	<ul style="list-style-type: none">- Approach and timeline with key messages, channel, partly responsible and stakeholder group.
Feedback Mechanism	<ul style="list-style-type: none">- Analysis and reporting to track progress and amend future plan.

6.3 Media Management Quick Wins

6.3.1 Improving the Quantity and Quality of Information

- Arrange regular ‘on-the-record’ media lunches between invited journalists and members of the senior management team which will allow media to ask questions about current topics
- Approach editors of newspapers to suggest that senior management visits newspaper offices to attend editorial meetings to assist managers and journalists in developing a greater understanding of each other
- Arrange a twice-yearly editors’ lunches with KIPIC senior management to discuss issues, raise concerns etc. This should be treated ‘off-the-record’
- Arrange visits to Al Zour Complex facilities and facility briefings for journalists to show them how KIPIC runs its operations
- Where appropriate, develop trips to KIPIC’s international projects to show media how KIPIC is regarded by its peers
- Track stories from individual journalists to ensure that they are reporting the facts correctly. If a journalist is consistently misreporting, or reporting unduly negatively, ensure that dialogue is in place to find out why. Very often, journalists write negative stories because they did not have access to accurate information
- ‘Normalise’ relations with the media by arranging social events. For example, it is common for companies to arrange ‘gabghas’ during Ramadan for media as a mark of respect and thanks for their assistance. It is also acceptable practice and sometimes expected in this region that companies also provide journalists with gifts in appreciation of their help throughout the year

The benefit of these activities is to develop familiarity and trust on a formal level between KIPIC and the media. If journalists have greater familiarity with KIPIC, they will have increased understanding. If journalists know they can depend on KIPIC to provide information on a regular basis, they are more likely to turn to KIPIC for comment and news and less likely to write negatively about the organisation in case they lose their relationship with KIPIC.

6.3.2. Key Success Factors

Proactive Communication

Recommendations specific to proactive communication

Communication and various forms of media in Kuwait have become very active in recent years. The public nowadays receive WhatsApp news updates and follow news on the internet. Instagram, Twitter, Snapchat, and other various channels. The impact of communications and media is undeniable. Hence it is important to be prepared and proactive when it comes to communications. We recommend taking the following proactive measures:

- Be prepared with a proper and comprehensive communications plan that considers all of KIPIC’s stakeholders.
- Address the question “what’s in it for me?” for all stakeholders to increase support.
 - Commence with communications pre-project start-up in order to awareness and educate stakeholders. This way, influence from the media and rumors will be limited. Stakeholders need to understand the benefits and the need for this project in order to have their buy-in.
- Anticipate and be prepared to answer any question that arises from any stakeholders.
- Prepare for leaks to the press with contingency communications
- Contain rumors and respond swiftly. Aim to be one step ahead of the media instead of lagging behind.
- Be quick and efficient with responses:
 - There needs to be clear roles and responsibilities when it comes to communications and a rapid response plan to deal with contingencies
- Hold monthly meetings for all those involved in communications from the Al Zour Refinery, LNGI, PRIZE projects, and KIPIC’s communications functions will enable information sharing and ensure timely responses to the media and any concerns are quickly addressed.

Commitment

- Employees are an organization’s ambassadors and messengers in society. Employees need to be made fully aware and educated about KIPIC’s strategic projects so that they can talk about its benefits to their families and friends in Diwaniya and be able to answer questions should they arise.

Transparency

Recommendations specific to transparency

- Start by ensuring complete transparency and sharing of documents and information within the projects team, from top management down
- Hold workshops/seminars for top management across KIPIC to provide them with information about the project and answer questions about the project. Encourage them to share information with all their employees.
- Hold seminars and Q&A sessions where possible for KIPIC's employees and send out detailed emails to all employees about the project. Employees are an organization's ambassadors. We recommend planning several initiatives to increase employee awareness and understanding. The more time spent on internal communications and ensuring transparency with employees, the more consistent the messages will be to the public and the chances of unwanted information leaks to the press are less likely.
- Working in isolation creates a veil of mystery and conspiracy around the project. The more information shared with stakeholders, both internal and external, the more transparent and trustworthy the organization will appear to be
- Brainstorm issues that may arise that need to be handled with complete transparency, especially given the history of the project. For example, there needs to be complete transparency around the project's costs and budgets, contract awarding steps, project methodology, etc.
- Ensure that accurate, substantiated messages are sent out. Do not send out any ambiguous misleading messages that leave room for interpretation.
- Make sure that tough messages also articulate the benefits of difficult decisions

Consistency

Recommendations specific to consistency

- Communication messages should go out at a consistent frequency from the start of the project to the finish. Do not allow communications to wane after receiving buy-in and approvals. Communication needs to go out consistently to reassure stakeholders that everything is going according to plan and that all activities at KIPIC are happening in complete transparency.
- At the same time, the pace of communications needs to be managed to prevent information overload
- Communication messages need to be consistently clear and simple. Messages need to be accurate and substantiated. Do not send out any ambiguous, misleading messages that leave room for interpretation.
- Messages need to be tailored according to different audience groups (there is no point in providing complicated technical briefs to the public). Always answer the question "what's in it for me" when tailoring messages to different audience groups.
- Having dedicated communication personnel for the project will ensure that messages are consistent and clear.
- Ensure messages for internal and external groups are aligned – remember, what goes on the internet could be leaked in the press
- Focus on training spokespeople, communication teams, as well as other employees on what to say when dealing with the media to ensure the delivery of a consistent message.
- The more effort spent on internal communications and ensuring transparency with employees, the more consistent the messages will be to the public and the less chances of unwanted information leaks going out to the press.



7. Rapid Response Plan - Issues Can Develop into Crises

Overview

Issues and crises have the potential to damage any company's reputation and relationships with its stakeholders or even jeopardize projects. It is therefore important that we understand how certain issues and crises may have an impact and how best to respond through different communications strategies.

• Issue

An issue is a concern about the organization's decision and operations that may or may not involve a point of conflict in opinions and judgments. An issue is an unsettled matter which is ready for a decision.

• Crisis

A crisis is defined as an issue that requires decisive and immediate action from the organization. This may be triggered by mounting public pressure, media attention, or direct danger (accident/fault) to employees, customers or the public. A crisis is a critical and intense issue that threatens the existence of the organization. In terms of assumptions, values and operations.

7.1 Rapid Response Plan

Crisis communication strategies to be employed when responding to stakeholders

Crisis communication strategies are to be employed when responding to an issue or crisis. Once the issue has been analyzed, KIPIC’s communications function will decide on the course of action to be taken. This will include ways of approaching the media and the lines to take. The communications function can consult necessary parties to determine the correct response. In some cases, the best strategy to use is one of clarification, where a press release is issued, denying the existence of the crisis and validating this with an explanation. In other cases, the most appropriate strategy may be to use an accommodative strategy, such as rectification, which involves acceptance and taking corrective action to prevent a recurrence of the crisis in future. Strategies can be discussed during contingency planning.

Perception of Low Level Responsibility	
Nonexistent strategies	Claim of denying the crisis
1. Denial	Simple statement denying that the crisis exists
2. Clarification	Extension of the denial tactic with an attempt to explain why there is not a crisis
3. Attack and Intimidation	Confronting the person / group claiming the crisis exists. May include a threat of legal action
Distance Strategies	Claim of distancing the organization from direct responsibility for the crisis
1. Excuse	Denying intention by attributing blame to others
2. Downplay	Convincing stakeholders / public that the situations is not that bad in itself compared to other crises
Association Strategies	Claim of connecting the organization to things positively valued by stakeholders/public
1. Bolstering	Reminding stakeholders/public of existing positive aspects of the organization (charity, employee satisfaction) o offset the negatives the crisis brings
2. Transcendence	Associating the negatives /loss with a desirable, higher order goal (e.g. For the greater good of the county)
Suffering Strategy	Claim that the organization suffers from the crisis
1. Victimization	Portraying the organization as a victim of the crisis in order to win public sympathy

Perception of High Level Responsibility	
Acceptance Strategy	Accepting responsibility or culpability for the crisis
1. Full Apology	Reminding stakeholders/public of existing positive aspects of the organization (charity, employee satisfaction) o offset the negatives the crisis brings
2. Remediation	Associating the negatives /loss with a desirable, higher order goal (e.g. For the greater good of the county)
3. Repentance	Asking for forgiveness
Accommodative Strategy	Promising to prevent the crisis from recurring
1. Rectification	Taking corrective action to prevent a recurrence of the crisis in future

Defining the rapid response plan – triggers

The rapid response plan (RRP) is triggered by any events threatening the reputation, integrity or regular operations. KIPIC’s media communications function need to prepare a list of potential events and define the magnitude for which a rapid response plan is warranted.

Press False or inaccurate media articles, reports, interviews Example : False claims by persons or press affecting the project	Political Political decision may affect oil sector strategy or project operations	Economic Change in the economic devices for the oil sector – supply demand, oil price Example : PRIZe project put on hold due to lack of funds
Legal Litigation targeting KIPIC – trial or arbitration	HSSE Event that threatens health, safety security or environment Example: Accidents affecting employees working on the project	Security Security treats such as war, terrorism Example: Terrorist attack

