

Corporate Communication Policy.

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Corporate Communication & Marketing

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Policy Review 2.0

CORPORATE COMMUNICATION POLICY

1. Goals of Corporate Communication Policy

- i) To strengthen the bond with stakeholders and maintain corporate reputation through high degree of transparency and consistency in communication
- ii) To disseminate credible information with clarity and coherence through all available media platforms including Bank's official social media handles.
- iii) To enhance brand image, augment brand equity and manage the reputational risk through a focused, consistent and relevant communication approach.
- iv) To communicate with target-groups/customers/shareholders across areas of operations in vernacular languages to the extent possible.
- v) To seek feedback regarding communication activities from our key target groups to further fine-tune the communication approach.
- vi) To track daily news activities regarding J&K Bank across all media platforms.
- vii) To coordinate with relevant departments for achievement of the objectives of the policy.

2. Objective

The objective of this Policy is:

- i) To put in place decision making process/guidelines for Corporate Communication & Marketing (CC&M) Department to undertake varied activities in Advertising, Corporate Gifting, Electronic and Print Production and Public Relations at national as well as regional levels.
- ii) To align communication strategy with business strategy.
- iii) To ensure all publicity activities including branding are carried out at cost effective and competitive rates, without compromising on quality.
- iv) To maintain confidentiality by preventing the improper use or premature disclosure of confidential information. (Execution of a Non-Disclosure Agreement (NDA) or incorporation of a relevant clause in Agreement with all vendors as a Standard Operating Procedure)

3. Guiding Principles of Communication

- i) The guiding principles of this Policy, in the context of its goals, are transparency, comprehensiveness, relevance and timeliness - focusing on making stakeholders aware about the Bank's products & services, plans & policies, achievements & activities, CSR & sponsorships, and regulatory & compliance matters.

- ii) Bank aims to inform, persuade and/or involve all stakeholders in the activities and growth of the Bank through sustained, consistent and relevant messages using judicious mix of both external and internal communication tools. From communication perspective, the Bank's stakeholders include the Regulator/s, Government, Investors, Customers, Employees, Opinion leaders, Suppliers/Service providers, Trade Associations, Civil society Groups, Public and society at large (The list is illustrative and not exhaustive).
- iii) Communication is primarily focused on issues of importance to J&K Bank in particular and banking in general.
- iv) Bank endeavors to communicate with its geographically and demographically diverse stakeholders through a proper mix of formal and informal modes of communication preferably in the language understandable to target audience.
- v) Bank endeavors to place all relevant information in public domain so as to discourage individual seeking information on selective basis.

4. Key Responsibility Areas of Corporate Communication & Marketing Department in light of Corporate Communication Policy

- i) Evolve a communication plan that successfully blends the organizational vision, business strategy and communication needs of the Bank.
- ii) Effectively communicate with shareholders, customers, industry, media and other parties having an interest in the Bank.
- iii) Identify the emerging technology and communication trends and effectively utilize the resources to reach out to the potential customers across all sections, demographics and age-groups with special focus on Millennials and Gen Z, who constitute the majority of our potential customer base.
- iv) Review information disseminated via advertisements, notices, press notes or any other tool prior to public disclosure for its potential impact on the Bank's PR or upon shareholders/investors.

5. Communication channels & Budgeting

Corporate Communication & Marketing Department will prepare a comprehensive annual budget in the first quarter of every financial year with proper and adequate fund allocations for various marketing communication tools/ media to implement communication plan in line with business goals and in compliance to the guidelines of this policy document.

The various media/publicity heads for which budget allocations are to be made are as follows:

- i) Advertising in
 - a. Print Media advertisements, notices etc (dailies, magazines/supplements/souvenirs etc.)
 - b. Electronic Media (TV, Radio, FM & Digital)
 - c. Social Media spectrum

ii) Outdoor Media

- a. Hoardings and Below the Line activity (media used to reach out to specific consumer instead of mass audience)

iii) Branding

- a. Media conferences, Product Launches, Announcement of new Initiatives, customer/ stakeholder meets, Annual General Meeting/Extraordinary General Meeting), brand promotion through lighting, balloons, laser lights, decorations etc on festive or any other special occasions.
- b. Organizing of events
- c. Gifts/ Giveaways / Souvenirs

iv) Sponsorship of:

- a. Events, conferences, sports activities, conclaves, college festivals, fairs etc.

v) Miscellaneous expenditure

- a. Purchase of CDs, batteries, equipment like recorders, mic etc

vi) Photography, printing and Production charges for promotional Audio Visual capsules, animated videos (2D/3D), video tutorials, corporate films etc.

vii) Promotion through digital/ social media

Optimum utilization of budgetary allocation to capitalize on the promptness and reach of digital and technological medium/ tools for marketing and communication as these are the main channels to connect with new-age youth with Millennials and Gen Z forming a majority of our potential customer base.

6. Business Promotion

Corporate Communication & Marketing Department shall make all possible efforts to make people aware about products and services of the Bank. The promotional campaigns shall be aimed at generating interest and ultimately influencing them towards buying/ availing the product and service offerings of the Bank. New Product launch, Product review, Alternate delivery channel promotion and Other Service delivery related promotion shall form the core opportunities for Corporate Communication & Marketing Department to serve the larger objective of business promotion.

The design, theme and all parameters of the vehicles of communication mix shall be an exclusive domain of Corporate Communication & Marketing Department. The respective business departments shall only be responsible for furnishing relevant inputs like time of launch of the product, demographic details of the target audience etc and, if possible, probable promotional budget to ensure effective and targeted communication.

7. Departmental Committees

The Corporate Communication & Marketing Department shall have following three committees;

i) Proposal Assessment Committee (PAC)

Headed by In-Charge, Corporate Communication & Marketing, this intra-departmental committee shall regularly meet to discuss the proposals pertaining to Advertising & Publicity, Branding and Sponsorships received by the Bank on merits. The assessment of the proposals shall invariably be subservient to the Corporate Communication Policy in vogue. Based on the consensus arrived at the PAC meeting, the proposals shall be put up for formal approval or otherwise of the competent authority.

Apart from its Head, PAC shall comprise of two or more other members including the officer/s handling the particular assignment however, three members will constitute a quorum for PAC meetings. In-Charge, Corporate Communication & Marketing will have the authority to designate the members of the Committee. Besides, officer handling a particular assignment (appraising officer) will serve as Secretary of the committee.

ii) Departmental Purchase Committee (DPC)

Headed by an officer of the rank of Deputy General Manager, this committee shall be responsible for carrying out activities relating to departmental purchases provided that the scope and scale of such activities is in line with and subservient to the Procurement Policy in vogue.

Apart from its Head, DPC shall comprise of In-charge Corporate Communication & Marketing and one or more other members including the officer/s handling the particular assignment however, three members will constitute a quorum for DPC meetings. Besides, officer handling a particular assignment (appraising officer) will serve as Secretary of the committee.

iii) Apex Management Committee (AMC)

Headed by MD & CEO, this high power committee shall be responsible for taking major decisions like strategic shift in marketing communication approach, mega 360-degree media marketing campaigns or any other critical issue pertaining to Corporate Communication. The committee will also include Executive Director, General Manager CC&M, General Manager Strategy & IT as its members. However, three members will constitute a quorum for AMC meetings. In case MD& CEO is not available, the senior most member will head the AMC. Additionally, Deputy General Manager, Corporate Communication & Marketing Department will serve as Member-Secretary of the committee.

8. Operational Practices

8.1 Spokesperson

i) The MD & CEO is the main spokesperson for the Bank. However, depending upon the issues/events, he/she may authorize any of the General Managers / Deputy General Managers/Zonal Heads or any other official to speak on behalf of the Bank.

ii) With prior approval from MD & CEO and in consultation with Corporate Communication & Marketing Department, vertical heads may also speak on behalf of the Bank about their respective verticals, in response to queries from various media agencies (print/electronic) regarding ongoing projects / campaigns or vertical related issues like disruption of services due to technological snag or upgradation, hike in service charges etc.. However, comments /

observations should only be given about the published facts and not about futuristic issues / views.

- iii) Head of Corporate Communication & Marketing may coordinate with other vertical heads to interface with media / prepare media release for product launch, new initiatives, routine events etc. based on published facts, with restrictions on any type of futuristic issues / views.
- iv) Zonal Heads would be speaking only within the scope of published data of their respective Zone. No comments to be made on futuristic issues / views on the following:
 - a. Corporate Policy
 - b. Financial Results
 - c. Management structure / change
 - d. Future plans of the Bank
 - e. Government Policy
 - f. Issues that are strategic in nature
 - g. Any other information that is not in public domain
- v) No employee is allowed to talk to media unless he/she is an authorized media spokesperson.

8.2 Investor Relations

- i) The Bank's Investor Relations (IR) function is guided by a dedicated team primarily comprising MD & CEO, Executive Director and the Company Secretary and/ or some key top management official from the MD& CEO's Secretariat.
- ii) The aforesaid team shall interact with Bank Analysts, large domestic institutional investors, rating agencies and other investors with an objective to impart a better understanding of Bank and its strategies and thereby help getting a fair market valuation for Bank's securities and creating a climate of favourable opinion.
- iii) The team shall provide guidance on emerging macroeconomic parameters, banking & regulatory outlook through quarterly presentations.
- iv) The team shall also quickly provide information on any major change in important policy variables like deposit and lending rates or change in the composition of the Bank's top management or Board of Directors to Investors; Analysts and Media.
- v) The Bank shall conduct Analysts' Meet every quarter after the announcement of its quarterly financial results. Besides, making a comprehensive presentation, the Bank's top management executive/s shall directly interact with Bank Analysts and address their queries and concerns upfront. During such interactions, the Bank's Top Management may also share future plans and strategic vision, though obliquely, by appropriately factoring in the associated risks.
- vi) Selective disclosure of material, which is not in public domain, is against the Bank's Policy. If the Bank wishes to disclose non-public material information; it will strive to do so in a manner that will simultaneously result in its widespread dissemination to all stakeholders.
- vii) If the Bank discovers verifiable facts that material non-public information has been disclosed other than through formal and official disclosure, it will promptly disclose this information in a formal, calculated manner to result in its timely and widespread dissemination and at the same time avoid and address repercussions that may otherwise be there due to communication leak/ gap.

9. Brand-Guidelines

To ensure consistency in visual communication of Brand J&K Bank, the Bank has set guidelines (in the form of a brand manual) which broadly covers the following aspects of Bank's visual identity:

- a. Definition, type and application of J&K Bank logo- Corporate stationery items and various application forms.
- b. Advertising in print media, electronic media, digital media (including Social Media etc) and Bill boards
- c. Print applications such as Posters, brochures and leaflets
- d. External fascia signs such as branch/ATM signage
- e. Interior signage of Branch/ATM - identification signs, direction signs, statutory signs, etc.
- f. Other tools such as danglers, banners, T-shirts, Caps, applications like eCalender, mPay Delight etc.

Corporate Logo may be displayed in all publicity material i.e. banners, hoardings, stationery, mementos etc. The Brand Guidelines (Brand Manual) shall be made available on Bank's intranet site for information of staff and implementation at all levels.

10. Major Communication Tools

10.1 Advertising & Public Relations

Bank shall use advertising to promote its products, services and corporate brand values through judicious mix of media vehicles including print, electronic, web etc. The Business Verticals shall coordinate with Corporate Communication & Marketing Department for use of this tool for benefit of the Bank. In addition to above media options, Bank may also make use of any other new and emerging publicity media, if it meets the overall communication strategy. The broad guidelines for selection of media are enclosed as per Annexure A.

The Bank's communication strategy will also include leveraging of cost effective opportunities for building brand image through Media release/publication of advertorials, Media interviews and coverage of various events and activities of the Bank. This will be undertaken with focus on propagating the performance of the Bank and promoting its product and service offerings.

i) Press Release

All media releases such as covering policy announcements like change in rate of interest; introduction/phasing out of products/services; business expansion; launch of regional/national/campaigns; CSR/Financial Inclusion initiatives, customer service initiatives at Regional/ national level, regulatory/compliance related matters and other information of Regional/national importance, are centrally issued by the Corporate Communication & Marketing Department of the Bank.

Media releases covering announcements of local issues, campaigns and/or events within the jurisdiction of respective Zones to be issued under authority of the Zonal Head through Corporate Communication and Marketing Department. Zonal Heads can have local press meet for product launch, branch inauguration or events coinciding with announcement of quarterly results of the bank with prior approval from the MD & CEO. Press Release, if any, to be released for such events shall be approved as per applicable guidelines.

ii) Media Activities

Bank shall use the following modes of communication to clarify and inform the stakeholders, in general and media, in particular through;

- a. Print Media via press notes, MD & CEO quotes
- b. Electronic Media via Audio/ Video Spots, Scrolls, L-Bands etc.
- c. Web-site
- d. Speeches - Notifications
- e. Briefings/interviews by top management
- f. Interviews with MD & CEO / Vertical Heads etc.

All media relations activity should be strictly coordinated by the Corporate Communication & Marketing Department at all times. This will help ensure consistent information sharing and avoid selective disclosures.

In case of unavoidable situations, where media reaches out, one must use viable discretion to respond keeping the best interest of the Bank in mind. If unsure, they must decline to provide any comment. (For example: We are not the authorized spokesperson to comment. Our Corporate Communications team will revert to you at the earliest possible.) This is to prevent any damaging statement made in a recorded conversation which can hurt Bank's reputation and communication efforts in building the same. In case of any such situations the concerned officials should connect with Corporate Communication & Marketing Department immediately.

iii) E-News Letter/Trust Magazine

Bank's in-house magazine "Trust" and e-newsletter meant for internal circulation and communication to be made available on intranet for exclusive information/ awareness of employees.

iv) Annual Report

The Annual Report presents a comprehensive organizational account of the Bank's activities for a financial year. It serves as a point of reference for future. Corporate Communication & Marketing Department shall be responsible for design, theme selection and creative content of the report.

v) Seminars

The Bank shall organize and participate in seminars with key target groups. Besides active participation in panels, providing speakers or discussants for relevant sessions in the media shall also be undertaken.

vi) Helpdesk

Helpdesk forms one of the important and personalized platforms for communication with the customers/stakeholders of the Bank. So the tone, tenor and the content of the communication that flows from it must abide by basic guidelines as laid down in the policy.

The desk must not divulge any sensitive information that doesn't pertain to the public domain.

vii) Radio Diary

The bank produces in-house weekly radio digest disseminating information regarding Bank's products, services, achievements, events, etc. to the general public. It forms one of the most important and popular platforms of information/knowledge dissemination besides reflecting people's feedback.

viii) Interpersonal communication

To give a personalized touch to communication, the bank may organize debates, seminars, interactive sessions, financial literacy camps, credit counselling, gatherings, power point presentations, street shows, cultural activities, stage shows, conferences, courtesy camps, stalls in fairs etc. Besides, awarding of trophies, citations, certificates, gifts etc. will also come under the ambit of interpersonal mode of communication.

ix) Public figures & image-building

Public figures/opinion leaders/ social media influencers may be used as an effective tool of advertising. Eminent personalities and important gatherings of celebrities may be utilized as ambassadors and endorsers for bank's image by extending courtesies, hosting parties, presenting mementoes, etc.

x) Corporate Social Responsibility

J&K Bank as part of its image building and brand positioning, as also in compliance to Section 135 of the Companies Act, 2013, may showcase the Corporate Social Responsibility initiatives undertaken by the Bank. Such Corporate Social Responsibility Initiatives may also be covered in Corporate Films and Corporate presentations.

xi) Miscellaneous

This will include all advertising activities not covered under above mediums. These processes will purely be need based and may include Corporate Films, Email marketing, Plays, Skits and Nukkad Nataks etc.

xii) Print Production

Brochures, banners, handbills, etc. will be designed and developed by Corporate Communication & Marketing Department, in close coordination with business verticals. All such releases will be strictly in conformity with the design duly provided by Corporate Communication & Marketing Department after following due process of internal approvals.

xiii) Branch and ATM branding

One of the most effective and age old tools of brand and product promotion is branch and ATM branding. It helps to position the brand through logo recall and products/schemes at public ecosystem across its operational geographies. It involves installation/replacement/repair/maintenance of signages, prominently displaying Bank's Name and logo across all Bank's touch points and installation/pasting of relevant media like wall and glass graphics sporting product/scheme information.

For effective and prompt action on branding related works, the activity is de-centralized and Zones are authorized to undertake such activities in line with local requirements. Accordingly, the installation/replacement/repair/maintenance of signages besides ATM/Branch Branding and other related work will be effected through empanelled vendors at zonal level within delegated financial powers.

However, CC&M Department will monitor the activities and vendor performance across the enterprise in coordination with the respective Zonal Offices.

10.2 Sponsorships

Event sponsorship is an effective way of increasing the visibility of brand. Partnering with the right event can be the perfect way to tell prospective clients, competitors and future stakeholders, that our Bank means business. Events provide an audience, an opportunity to get positive publicity and boost business relations. Even sponsoring beyond-the-business activities like socio-cultural events, sports tourneys etc. can prove extremely gainful in terms of improved social connect and enhanced emotional equity.

Sponsorship proposals related to banking and finance sector, directly or indirectly, would be given priority. In any case, the main objective of such participations will be to increase the Bank's visibility and its relations with the stakeholders. Besides, proposals of the events and activities, which promise a wide scope and spectra of opportunities for brand promotion and positioning, can be considered within the overall strategic objectives and budgetary allocations. Activities and events which can also serve the underlying objectives of socio-cultural cause, health and heritage, sports and ecology or any other sphere of community development can also be considered for sponsorship.

10.3 Website

The official web-site of the Bank is www.jkbank.com. The bank endeavors to keep the web-site up-to-date and reader-friendly. The website is the central platform for all external information that the Bank produces.

While design and other technical aspects of maintaining the website is looked after by Bank's IT vertical and the content is provided by all the concerned departments, Corporate Communication & Marketing Department shall be responsible for producing and sharing the promotional and other department related content with the web team for placing it in public domain via website.

10.4 Social Media

As Social Media includes various technical aspects, a separate approach has been framed so as to achieve the broader objectives encompassed in the Bank's Corporate Communication Policy by including major social networking platforms viz. Facebook, Twitter etc. The blueprint for utilizing Social Media along with other guidelines has been detailed below:

- i) Overview: The Social Media Approach of the Bank shall:
 - a. Utilize social networking sites as a marketing communication tool to connect with target audience, broaden customer reach, increase brand exposure, drive website traffic and promote desired culture, mission, or tone.
 - b. Involve creating and publishing important and relevant content on social media profiles, listening to and engaging followers, analyzing results, and running social media advertisements.
- ii) Objectives: The Social Media Approach of the bank shall be in line and in sync with the overall organizational goal. It shall reflect the values of a brand, which in case of J&K Bank is "Serving to Empower". The objectives of the bank's Social Media Approach shall be to:
 - a. Increase brand awareness
 - b. Drive traffic to our website
 - c. Generate new leads
 - d. Grow revenue (by increasing signups or sales)
 - e. Boost brand engagement
 - f. Build a community around our business
 - g. Provide social customer service
 - h. Increase mentions in the press
 - i. Listen to conversations about our brand
- iii) Goals: The bank's Social Media Approach will use the most popular social networking sites like Facebook, YouTube, Instagram, Twitter, LinkedIn etc. and leverage their potential to achieve the following goals:
 - a. Branding: Social media channels shall be utilized as extended platforms to promote and propagate brand's voice, content, and interactions by consistent and recognizable online brand presence, besides displaying brand personality to connect with our target audience.
 - b. Customer Loyalty: Place higher emphasis on customer experience because of the impact it has on reputation. This will in turn improve our loyalty bond with customers.
 - c. Conversion: Use major platforms for gaining new leads and moving people through the sales funnel by posting relevant and attractive content and by developing right amount of traction.
 - d. Humanization: As social media adds virtual human touch to the services and products in real time, we shall encourage positive brand conversations to promote brand and business.

- e. Customer Insights: To gain valuable insights about our customers' interests and behaviors, collect feedback and direct it to concerned quarters for its analysis and further processing.
 - f. Customer Service: Utilize customer interactions to improvise our products and services, redress the customer complaints and enhance our relationship with customers further by creating an open line of communication.
- iv) Processes:
- a. Social Media Monitoring, analysis and review: Considering the dynamic nature of the social media platforms, analysis and reviews shall be conducted periodically which shall focus on;
 - ❖ Bank's visibility and reach through official social media handles on various platforms with up-to-date and complete networks (URL, Images, Bio, etc.)
 - ❖ Social media presence of J&K Bank compared to its competitors
 - ❖ Identification of sites and platforms to reach our target/potential audience.
 - ❖ Making it clear which accounts (official social media handles) need to be registered, updated or deleted altogether
 - b. Targeting: In order to be effective and target the proper audience, important demographics to be considered shall include age, gender, location, income, interests, languages or any other valid/ relevant parameter
 - c. Content Management: Creating high quality, engaging content shall be the top priority. The creation of content shall be strictly guided by this policy document. A content calendar shall be created outlining how often the Bank will post, what networks those posts will go on, what time the bank will post, and the topics the bank will post about. The content which has high engagement and reach can be reposted.
- v) Approach: The Social Media Approach shall envisage curating an engaging content plan keeping in view the following points:
- a. Types of content to be published on social media:
 - ❖ The success of social media campaigns primarily depends on the content. The department, considering the brand identity of J&K Bank and keeping in view the nature of campaign, shall curate the content which shall be instrumental in developing a social connect with the audiences.
 - ❖ The content in the form of images, videos, Press Releases, infographics, organizational updates etc., will be used. The content strategy shall vary from platform to platform given their unique set of followers and segmentation.
 - ❖ For in-house creative the content shall be provided by the content team of Corporate Communication & Marketing Department, however in case of creative provided by the empanelled agencies, the content should be vetted by the content team of Corporate Communication & Marketing Department. The approving authority for all the social media content, prior to its posting online, shall be Deputy-General Manager, Corporate Communication & Marketing. In his absence, such powers shall be vested with General Manager, Corporate Communication & Marketing.
 - ❖ The third party content shall not be usually shared on J&K Bank official social media pages to avoid endorsement of third party brand/company and to avoid any legal implications arising out of intellectual property rights. However, the General Manager Corporate Communication & Marketing shall be the authority to instruct/direct the department to upload any third-party content, which is about or has reference to J&K Bank in particular or banking and finance in general, on official platforms with due credit to the publication or organization concerned. In his absence, such powers will be vested with Executive Director or MD & CEO Besides, in special cases like promoting co-

branded offerings, the bank may, upon the mutually agreed terms with the owner of the content, upload any such content.

- b. Target Audience: The target audience of J&K Bank for promotions will be identified in terms of campaigns and products. The campaigns shall clearly define the objective which shall in turn define the Segmentation, Targeting and Positioning (STP) of the campaign.
 - c. Channels: The content curated has to be promoted in right form and on right Social Media sites. Considering that each site has a different set of audience, suitable content will be posted on each platform.
 - d. Frequency of posts: The frequency of the posts will be worked out so as to achieve maximum results from the campaigns and to make sure that the audience remains engaged. Usually 20-30 posts should be uploaded in a month.
 - e. Tone and voice of posts: The tone and voice of the posts shall be in accordance with the business and organizational objectives of J&K Bank. The tone and voice shall reflect the brand personality of J&K Bank and shall be consistent throughout the campaigns.
 - f. Timing of posts: The timing of the posts shall be based on the insights of each social media platform. The posting time shall be decided accordingly so as to have maximum reach and engagement.
- vi) Tracking and Optimization: The content posted on social media handles shall be analyzed regularly in order to devise an effective social media strategy. Considering the dynamic nature of the medium, the analysis will be a continuous process so that social media processes are optimized to yield maximum results. For efficient Tracking and Optimization, the department shall:
- a. Track the number of clicks, reach and engagement for each post and analyze the quarterly reports to see the performance of the posts and campaigns overall.
 - b. Utilization of social media analytics tools (outsourced) to track Bank's social media engagement and impressions (including likes, comments, reach, and shares of social media posts) through its official handles.
 - c. Track page visits driven by social posts or ads via Google Analytics or through any other analytical tool.
- vii) Guidelines: The general guidelines in the form of Dos & Don'ts are as under:
- a. Dos
 - ❖ Complete and Active Social Profiles: Partially completed profiles are not considered credible. It is advisable to choose a name or handle that easily describes us. It is very important to thoughtfully fill out all the profile information. Using logos and providing impactful portrait of brand personality will ensure better credibility and result-driven recognition
 - ❖ Consistency with Business Profiles: We have to be consistent about our business profile. Sharing of personal content/ incident should be discouraged to avoid making the handle insignificant in front of the target audience. Such a thing can backfire and result in social disconnect.
 - ❖ Engage and Build Relationships: To make an effective relationship, knowing how often we should engage with our target audiences is very important. Using Social Media tools that automate updates to clients' social media accounts would be very helpful in this.
 - ❖ Prioritize Social Media Networks: The focus should be on those networks that fit our business and effectively connect with our target audiences.
 - ❖ Interact with Audience: Regular interaction via helpful content with our followers is always useful and fruitful. For instance, if we see a question or comment that we can respond to, we should send the person a friendly reply and guide /lead the user to the concerned department for resolution/help.

- ❖ Inform Audiences: Our Social Media posts should be more directed towards informing our audience than selling the product and service.
- ❖ Use Right Content on Right Social Media Network: Each type of social media network has its own specific kinds of audiences and comprehending this and creating content as per the particular Social network is very important. For instance, Twitter deals with rapid-fire conversations, LinkedIn best channelizes business conversation and Facebook ensures better casual community engagement.
- ❖ Maintain an Identity across all Social Media Networks: Having a brand identity across all social networks is very important that we need to pay heed to when sharing content on different networks. We should try to establish a clear vision of our brand and then translate the same via different posts on all the networks. We can opt for same profile picture, colour scheme or business name to make our business easily recognizable.

b. Don'ts

- ❖ Spamming: We should not forcefully attempt to target those audiences (who are not there for our kind of business) just for the sake of increasing number of followers.
- ❖ Over-sharing and over-posting the Content: Over-sharing conveys laziness and is in poor taste, impacting our Social Media Presence negatively. Going for the right frequency when sharing the post on social networks is very important, as over sharing of content sometimes increase the “unfollows” and “unsubscribes”. Besides, posting too much of updates on social media handles should be discouraged. Average of two posts per day, in case of corporates, is usually considered good for social media giants like Facebook and twitter.
- ❖ Grammatical and Spelling mistakes: Making grammar mistakes and spelling errors reduce credibility. To avoid such mistakes, it is advisable to proofread them before posting on Social Networks
- ❖ Creating ALL CAPS posts: Posting content in upper-case must be avoided as it is sometimes perceived as offensive
- ❖ Excessive use of Hashtags: Do not use #hashtags with every word of a sentence. Excessive use of #Hashtags is also one of the worst Social Media practices that we ought to avoid.
- ❖ Excessive dependence on Auto Direct Messages: Auto DMs is not a prudent practice. We should never send every new follower an Automated DM, but using it for a one-on-one conversation with a follower is considered the best option.

10.5 Social Media External Guidelines

Social Media Guidelines for Bank's Customers, Stakeholders & General Public, to be kept available on the Bank's official website and social media handles (Annexed as Annexure C)

11. Corporate Gifting

Bank may procure various Gift items with its name/Logo printed for distribution to the valued customers/ dignitaries, which adds to the Bank's Publicity. As far as possible, it should be ensured that quality gift items are procured and distributed as Giveaways / Souvenirs as it directly impacts the image of the Bank.

However, procurement of Souvenir items, Collaterals etc. should be in line with the Bank's procurement policy.

12. Partner Selection

Going by the overall corporate communication strategy, the Bank may undertake empanelment of agencies with specialized skills in the following areas.

- i) Creative Agencies (for Brand Activity, promotion of Products & Services).
- ii) Media/ PR Agency (for media planning, and releases to media)
- iii) All media communications including press notes, advertisements etc to be disseminated to print media houses via Department of Information & Public Relations, Govt. of J&K. However, Bank may route such communications directly or through empaneled media agency to the print media in case DIPR has no specific arrangements to address the Bank's requirements. Besides, issuance of notices especially the ones that have legal implications like SARFEASI notices, possession notices, debt recovery notices, Auction/ Sale notices etc. shall be issued directly by the Bank at Zonal Level itself.
- iv) Agency for Strategic Marketing Consultancy/Research
- v) Agency for Social Media management

The areas for which agencies will be empaneled will be decided by the MD& CEO on the recommendations of Corporate Communication & Marketing Department and the empanelment process will be conducted by Corporate Communication & Marketing Department.

In case of any specific requirement, seeking services of agencies outside the empanelment can be undertaken by obtaining approval from General Manager/ Vertical Head. Such process will define specific skills/nature of activities that are either outside the scope of services defined for empaneled agencies or skills for the same are not available with empaneled agencies.

The maximum period of empanelment for any such agencies shall not exceed five years subject to periodic review.

Selection, Process/Norms for empanelment of Advertising agencies for Creative designs, Media Agency, Agency for Brand activity, Research/Planning and PR Agency or any Agency empaneled for efficient and cost effective working should be approved by the MD & CEO. Any change thereafter shall also be approved by the MD& CEO.

13. Crisis Management and Response Plan for adverse reputation events

Crisis communication is the system of having processes and resources, both technological and human, in place to allow an organization to successfully communicate during a crisis situation that poses threat to its reputation or the overall business.

J&K Bank shall, in any such unwanted situation, respond to the crisis by immediately forming a high-powered Crisis Management Group (CMG) headed by MD & CEO. While General Manager Corporate Communication & Marketing and General Manager Strategy will be other key members of the group, MD& CEO may include few more members in the group depending upon the nature, scale and scope of crisis.

13.1 Roles and responsibilities of CMG

- i) Understanding the crisis
- ii) Form teams down the line to create crisis-related-information pool
- iii) Form mid-term management team, with members from Corporate Communication & Marketing Department and any other relevant department, to create a crisis communication plan and execute the finer strategies. Moreover, the team would analyze and synthesize all the information gathered to carve out key messages and talking points for CMG
- iv) Ensure seamless communication with all stakeholders including the internal and external publics.

- v) The CMG will have the dual responsibility of protecting brand identity as well as maintaining the Bank's standing within the industry.

13.2 Communication guidelines for CMG to navigate successfully through the crisis

- i) Coordinate external and internal communication
- ii) Release relevant information to the press, employees and other stakeholders involved.
- iii) Try to be the first to inform the media. It's good to be informed by the organization first.
- iv) Not advisable to withhold information as it affects brand credibility. The Crisis Management Group or the designated official spokesperson should reveal all things necessary right at the beginning. Transparency is a good strategy.
- v) Essential to see the audience's point of view and be empathetic during a crisis.
- vi) Delivering the message in an appropriate and sensitive manner can minimize the negativity that comes with a crisis. Using simple, humble and personal language to acknowledge a situation is a good approach.
- vii) Apart from engaging with media and other stakeholders, disseminate true, fair and adequate clarification through Bank's own website and social media handles.
- viii) To safeguard against erosion of Bank's market capitalization on account of such adverse event; true, fair and adequate clarification / intimation to be filed with both the stock exchanges, i.e BSE Ltd and National Stock Exchange of India Ltd. by the Company Secretary so as to bring it to the notice of all stakeholders including shareholders. Such intimation would also be required in terms of respective listing agreements signed by the Bank with the Stock Exchanges.
- ix) The MD & CEO must stay in touch personally with Head of the Government, being the majority stake holder in the Bank.
- x) The perception management especially of Foreign Institutional Investors (FIIs) will remain with MD & CEO only during a crisis situation. The FIIs shall be personally kept engaged and informed throughout the crisis in a transparent and confident manner.

14. Quiet Period

To obviate any rumour/speculation, Bank will observe a "Quiet Period". This is a period of two weeks/fourteen days in advance to the date of publication of financial results. During this quiet period, spokespersons will not initiate any meetings with analysts, investors or media and will refrain from discussing matters related to earnings and financial performance and will not undertake any of the following activity during this period :

- i) Immediately prior to the expected earnings release, the Bank will cease all communication with the investing public.
- ii) The quiet period ends when the earnings are publicly released.
- iii) Any news that is contemplated during the quiet period should be especially scrutinized to ensure that the news;
 - has an absolute solid foundation to be released;
 - is not released solely for the purpose of reversing any projected decrease in stock price due to poor earnings;
 - Conforms to the securities laws.

15. Delegation of Powers

Management Executives shall exercise powers in committee structure format. While powers delegated to Apex Management – Tier IV Committee headed by MD & CEO with regard to necessary approvals across various media shall form a part of this policy as provided at

Annexure B, the financial powers of the rest of three committees shall separately be decided by the MD&CEO and shall not form part of this policy.

However, powers with regard to miscellaneous expenditures subject to a cap of Rs.25000/ (Rupees Twenty Five Thousand only) shall vest with Deputy General Manager, Corporate Communication & Marketing Department subject to a maximum of Rs. 2.00 lac per annum.

16. Official Language Policy & implementation

Bank shall adhere to Government guidelines on official language and implementation while undertaking various communications.

17. Dissemination of Corporate Communication policy

Once approved, the Corporate Communication Policy shall be available on Bank's intranet site only as it is not a public document.

18. Interpretation

The MD & CEO will be Competent Authority to interpret the policy in case of any doubt/clarification. In his/her absence, Whole Time Directors will exercise the power and delegation of MD & CEO for the purpose of implementing this policy.

19. Ownership & Review of the Policy

The ownership of the policy shall lie with the Corporate Communication & Marketing Department. Corporate Communication & Marketing Department shall be responsible for placing the policy review before the Board for approval and ensure timely review/updation/modification of the policy.

Corporate Communication & Marketing Department shall review the policy after a period of two years. However, in case of sudden changes in the Banking industry/regulatory guidelines or government directions, a mid-term review shall be undertaken to incorporate any desired changes in the policy with the approval of the Board.

Besides, minor modifications like changes in nomenclature etc., shall be affected with the approval of MD & CEO.

Annexure A (W.r.t. Para 10.1)

GUIDELINES FOR SELECTION OF MEDIA

The object of advertising is to increase the volume of sales and establishment of a brand name. Creating goodwill for the company may be the other objective.

Medium or media selection is a critical decision and should be based on complete understanding of the media and product/ service to be promoted/ advertised. No one media fits all advertising requirements and what is best depends on the unique individual situation of the business organization. The selection of a media influences the impact and cost of advertising. The process of selection should properly answer important questions like- (a) what to communicate (b) to whom to communicate and (c) how to communicate.

The target audience should also be identified. The buying preferences of buyers, when and from where do they purchase, the strengths and weaknesses of products as compared to those of competitors should also be considered while selecting the prospective customers to be approached. After selecting the message and the audience, efforts should be made to adjust these variables in such a way that it makes the greatest possible impact.

In making media selection, following factors should be considered:

- i) The financial allocation for advertising.
- ii) The nature of the product and the demand for it.
- iii) The type of prospects, their location and other characteristics,
- iv) The nature of competition and the extent of coverage required,
- v) Cost of media, co-operation and promotional aids offered by media, media circulation.
- vi) Market perception of the particular media outlet
- vii) Preferred media outlets of our competitors
- viii) Circulation/ viewership of newspaper or media channels through authentic monitoring/ rating agencies, wherever possible.

For undertaking major media campaigns that need a 360 degree approach, services of empanelled creative/ media agencies should preferably be hired to design and devise such campaigns and to add value to the marketing communications to ensure effective implementation of the campaigns. CC&M Department along with the top Management will finalize and approve the same for execution. If required, mid-course modifications may be carried out by the General Manager Corporate Communication & Marketing based on the feedback.

The Bank will evaluate opportunities for release of corporate/ product ads through various media e.g. events like major sport tournaments, major exhibitions, award functions, conclaves and conferences, important days like anniversary/foundation days, new products and services etc.

Issuance of advertisements in various clubs/ associations/colleges/ institutions and regional magazines may be considered on merit by the delegated authority. Participation in souvenirs & annual publications, fairs/sponsorships of events and /or displaying banners during an event etc. on the basis of individual requests from concerned organization/ association or otherwise may be considered on case to case basis as a part of Bank's commitment to the Society. Only Bank's approved Publicity designs/Message may be displayed/ published.

Annexure B (W.r.t. para 16)
Delegation of Powers

Apex Management Committee	Powers (In Lacs)	
	Single Case	Aggregate Per Annum
Advertisement & Publicity through; a. Print/Electronic/Outdoor/Digital/ Social Media etc b. Sponsorship c. Photography & Videography d. Printing of brochures/ pamphlets/ invitation card/visiting cards/ leaflets etc	Full Powers	Full Powers
Branding Elements which include; a. Signage, Frosting, Wall Graphics etc. b. Maintenance of Signages, Replacement of old/damaged Signages etc.	Full Powers	Full Powers

In case of fresh contracts/agreements or extension of existing contracts/agreements with the empaneled firms/companies, the delegation of powers shall be as under:

Activity	Powers vested with		
	MD & CEO	Executive Director	General Manager
Extension / Renewal of Contract to existing Companies, which have previously been approved by Bank's Purchase committee	In case of any modification or change in the agreement	In case of No modification or change in the agreement	In case of No modification or change in the agreement Note: Applicable if the department is headed by GM
Fresh Tendering/ empanelment of vendors	As per the Departmental Delegation of Financial Powers		

Annexure C (W.r.t. para 10.5)

Social Media Guidelines for Bank's Customers, Stakeholders & General Public are as follows. The guidelines shall be kept available on the bank's official website and social media pages.

Dear Bank's Customers, Stakeholders & General Public, Jammu and Kashmir Bank Ltd. ("J&K Bank" or "Bank") thanks you for your interest in our Bank and our official social media platforms.

J&K Bank's social media platforms are designed to keep you informed about ongoing developments and events about Jammu and Kashmir Bank, its products and services and also understand your view on our products and services. We would like to hear from you and appreciate your participation. We request you to keep a few important guidelines in mind as during the interaction on our official social media platforms

Introduction

Social media includes the Internet technologies that allows consumers to easily share content online, including but not limited to, social networks, blogs, videos, photos, wikis, online reviews, online check-ins and more. There are multiple of social channels, networks and media tools and the list is mounting. Currently the five most popular networks are Facebook, Instagram, Twitter, YouTube, Snapchat, Whatsapp Business and LinkedIn and J&K Bank has presence on Facebook, Twitter, Instagram, LinkedIn and YouTube and shall explore new social mediums as a when required.

Purpose

The purpose of having a Social Media policy for Bank's Customers, Stakeholders & General Public in place is to:

- Provide guidance while putting a comment, post, idea and concern on social media
- Dos and Don'ts on Social Media for Bank's Customers, Stakeholders & General Public
- Regulations, Legal and compliance involved in implementing social media.

Policy for Bank's Customers, Stakeholders & General Public:

Content:

1. Bank has the right to change information, material and content provided or these Guidelines from time to time without prior intimation.
2. The opinion or information provided by us or through a third party on the social media channels are not intended to constitute legal, tax, securities or investment advice, or opinion regarding the appropriateness of any sort of investment, or any product or service's solicitation.
3. Sharing the content posted on our social media channels in its Original Format is permitted. However, no one has the right to use for monetary purposes, change, alter, modify, amend, revise, publish, translate, copy or otherwise distribute any part or content uploaded on our social media channels, or link any our other social media channels or other website to this page, without our prior written permission except as specifically enabled by the functionality of the social media channel.
4. Please refrain from the use of abusive, defamatory, offensive, unparliamentarily, unpleasant, threatening, harassing, improper language and offensive terms that target specific individuals or groups while communicating with us / others on our page. Also, please be on the topic of discussion while commenting or posting any content.
5. Bank reserves the right to remove without intimation, any comments or posts that use discriminatory, defamatory, threatening, obscene, harassing, hateful, improper language, spam or violate any intellectual property rights or may contain virus or are immaterial and unconnected to the topics discussed on our page or any matter that the Bank deems as inappropriate in any way. Individuals/entities making such posts may be blocked, without intimation, from making further posts on our social media platforms. This is at the entire discretion of the Bank.

6. Bank will delete comments that are clearly off-topic, that promote services or products, or that promote or oppose any political party, person campaigning for elected office, or any ballot proposition.

7. Bank does not discriminate against any views, but reserves the right to remove posted comments that do not adhere to these standards.

Privacy

1. The content of all comments is immediately released into the public domain, so do not submit anything you do not wish to be broadcast to the general public.

2. Please do not post personal, account sensitive information viz. debit/credit card number, PIN, Passwords, account numbers, phone numbers etc. However Bank will endeavor to remove such information from our Social Media Channels wherever noticed without any intimation. The Bank doesn't undertake any liability for any financial and/or other losses, identity/information theft or any such issue faced by users on account of posting their sensitive/ personal information.

3. With the use of our Facebook, Twitter, YouTube and other social media content, you also conform to the respective platform's Terms and Conditions and its prevailing Privacy Policy as well any regulatory norms that have to be adhered to.

Third Party Information

1. We are not responsible for the content, privacy or security policies of any external websites or links.

2. Any third party views and opinions in the comments or posts are solely and exclusively of the user/such third party. We do not take any responsibility for such views, nor do we endorse their views. This is inclusive of the text, images, documents, audio and videos added, posted or linked by the users/such third Parties.

3. We do not take any responsibilities or provide warranties regarding the accuracy, functionality or any third party's software performance that may be utilized in connection with the page. No guarantee is given from us regarding complete security of sending or posting or uploading any content over the Internet as they are subject to possible interception, alteration or loss.

4. We are not responsible for social media platforms' data, privacy or security policies or business policies. These social media platforms or entities there on may from time to time endorse J&K Bank. However, J&K Bank is not responsible for any such advertisements or the content, products, advice, opinions, recommendation or other material of third party sites on such social media platforms.

Queries, Suggestions, Feedback & Complaints

Customers are requested to kindly note that specific customer queries, suggestion, Feedbacks or complaints may not be taken up, on these social platforms, due to reasons of confidentiality and privacy of your account(s). For such queries we have dedicated contact points: Phone No: 0194-2481999 Email: jkbcustomer@jkbmail.com Toll Free No: 1800 890 2122

Regulations, Legal and compliance:

1. Communications made via the Facebook fan page will in no way constitute a legal or official notice or comment to the Bank or any official or employee of Bank for any purpose.

2. We reserve the right to use, edit, alter, publish or distribute the content that you have posted on our social media channels in any manner without any legal or monetary obligation.

3. Please note that J&K Bank reserves its rights to initiate appropriate legal proceedings in the event of any breach/violation of these Guidelines / other terms and conditions as may be specified by J&K Bank from time to time, including but not limited to blocking access to our page without any further notice.

4. Under no circumstances we shall or any of our affiliates or representatives, be liable to you for any direct or indirect, claims or damages whatsoever emanating from any mistakes, inaccuracies, or errors of content, personal injury or property damage, of any nature whatsoever, emanating from your use to and access of our page. You specifically acknowledge that J&K Bank shall not take any

liability for content or the offensive, defamatory, or illegal conduct of any third party and that the risk of damage or harm arising from the preceding entirely rests with you. The foregoing limitation of liability shall apply to the fullest extent that's permitted by law in the applicable jurisdiction.

5. To the extent permitted by law applicable, you agree to indemnify, defend and hold harmless J&K Bank, its affiliates, officers, directors, employees, and agents, arising from and against any and all damages, claims, obligations, liabilities, losses, costs or debt, and expenses (including but not limited to lawyer's/attorney's fees) arising from: (i) your use of and access of our page; (ii) your violation of any of these Guidelines; (iii) your violation of any third party right, including without limitation any copyright, proprietary, or right to privacy; or (iv) all or any claim that content posted by you caused damage to a third party. The indemnification obligation contained herein shall survive these Guidelines and your use of our social media channels.

Applicability of Law

All these Guidelines shall be governed and controlled by the laws of India and any dispute or claim that may arise shall be exclusively decided by a Court of capable jurisdiction located in Srinagar. "J&K Bank" and our logos are trademark and property of J&K Bank. Wrong/ Unauthorized use of any intellectual property, or any other content displayed herein is stringently prohibited.



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