Monsanto

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Date: January 9, 1992 cc: K.S. Cahill

Subj: Carondelet Communications Plan

Ref:

To: J.P. Kaminski

In an effort to ensure we have a consistent idea of what our communications plan should be, I have taken the liberty of developing a rough outline of a plan. The outline is attached. Please review and discuss with me prior to your meeting with KSC or feel free to use me as a resource as you work through the plan. The plan does not need to be based on this outline but it should contain many of the elements used to organize the effort and make it an evergreen document.

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CARONDELET COMMUNICATIONS PLAN

I. Objective

The Carondelet Plant communications plan will be defined and updated annually, at a minimum, to facilitate a current stream of information which supports our efforts to achieve the Plant Vision. The communications will be directed to audiences who have a stake in our business:

* Employees and families
* Community of Carondelet
* City of St. Louis
* State of Missouri
* Phosphorus & Derivatives business unit
* Performance Products Division
* MCC
* Monsanto Company

The information contained will focus on our efforts in the areas of:

* Safety
* Environmental
* Human Resources
* Quality
* CIM/Technology
* Business Performance/Customers

All communications will be designed to enhance the acceptance of the plant's vision for the future and execution of plans to achieve the vision.

II. Scope

The communications will reach defined, targeted audiences with a variety of topics related to the plant goal of "becoming the best phosphate plant in the world".

A) Plant Communications
   1. Newsletter(s): define shape/frequency/ownership
   2. Other media for Safety/Quality/Environmental/etc. Again define shape/frequency/ownership
   3. Other media forms:
      a) posters
      b) E-Mail
      c) signs

B) Internal Monsanto
   1. P4&D - define what/how/how often/owner
   2. PPD "
   3. MCC "
   4. Monsanto Company "

II. **Scope (cont.)**

C) External Monsanto
   1. Carondelet Community - define what/how/how often/owner
   2. City of St. Louis "
   3. State of Missouri "
   4. Customers "

III. **Vehicles/Media**

The tools we use to communicate will be as important as the content of the messages if we are to be successful. The types of media and methods used for our communications will be:

A) Plant hardcopy - define what/how/how often/owner
   1. Paper - Plant News 4 You "
   2. Posters "
   3. E-Mail (hardcopy ?) "

B) Plant personal
   1. Addresses/speeches
      a) Shareholders meetings
      b) Kickoffs

C) MCC Commentary
D) Monsanto Magazine
E) Videotapes - of what/for whom
F) Media Training - for whom
G) Community
   1. CAER program
   2. Routine communications to select/target people
   3. Topic selection for news releases/interviews
      a) Television
      b) Radio
      c) Newspaper

IV. **Topics**

The topics of our communications will center around, but not be limited to, the Plan 4 Success Vision document. These topics include:

A) Safety Define W/H/HO/O
   1. Human Safety plan progress
   2. Statistics
   3. Work accomplished

B) Environmental
   same 1-3 as for Safety

C) Human Resources
   1. Progress on plans
   2. Human Interest
   3. Policy explanations/discussion

D) Quality
   1. Progress on plans
   2. Customer highlights
   3. Statistics
   4. Training

IV. **Topics (cont.)**

E) CIM/Technology
   1. Progress on plans
   2. Training
   3. Work accomplished

F) Dialogue
   1. Depending on the publications/media we should include a vehicle for readers to respond/ask questions to make the communications more interactive.

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