

## **Disciplinary & Grievances FAQs**

### **Understanding Disciplinary Procedures**

#### **Q: How does Kora handle disciplinary issues?**

**A:** We address disciplinary matters promptly, fairly, and confidentially. Our focus is on correcting behavior, not punishing employees, except where termination is necessary. You'll always have a chance to explain your side and, if needed, appeal any decisions.

#### **Q: What's the difference between a minor and a major violation?**

**A:**

- Minor violations include things like habitual lateness, missed deadlines, or poor performance. These are handled progressively: verbal warning → written warning → final warning → dismissal.
- Major violations cover serious misconduct such as theft, harassment, insubordination, falsifying records, or security breaches, and can lead to immediate suspension or dismissal.

### **General Disciplinary Information**

#### **Q: What happens if I'm involved in a disciplinary issue?**

**A:** We aim to handle disciplinary matters quickly and fairly. You'll have the chance to explain your side, and the goal is always to correct behavior unless the situation is severe enough to require termination.

#### **Q: How does the disciplinary process work?**

**A:** The process may start informally (like a verbal warning), but more serious or repeated issues may involve formal steps such as a query, written warning, suspension, or a disciplinary hearing. The approach depends on the situation's severity.

## **Handling Repeated Offences**

### **Q: How are repeated offences handled?**

**A:** Repeated issues usually lead to more serious consequences. For example, lateness might first result in a verbal warning, but continued lateness could lead to dismissal. Each case is reviewed individually.

## **Performance-Linked Sanctions**

### **Q: What happens if I miss a mandatory training?**

**A:**

- **First time:** You'll receive a warning email and a deduction to your performance score.
- **Repeated misses:** Lead to written or final warnings, larger performance score deductions, and potentially suspension or dismissal.

### **Q: What are the consequences of failing phishing simulations?**

**A:**

- One or two failures may result in a warning or performance deductions.
- Repeated failures can lead to final warnings, suspension, or termination, especially if they compromise security.

## **Disciplinary Hearings & Representation**

### **Q: Will I know in advance if there's going to be a disciplinary hearing?**

**A:** Yes. You'll be notified at least 24 hours before the hearing and given time to prepare. In some cases, you can request an extension, and the committee will decide if the extension is granted.

### **Q: Can I bring someone to support me during a disciplinary hearing?**

**A:** Yes, but there are guidelines. You may invite:

- A relevant internal colleague who can support your case
- A legal practitioner, or
- A non-Kora individual **only if they're essential to your defence** (e.g., a witness)

You'll need to submit their names and supporting documents at least 48 hours before the hearing (or 12 hours if the hearing is scheduled urgently).

**Q: How much time do I have to respond to a disciplinary query?**

**A:** Typically, you'll have 24 hours to respond, but this may vary depending on the situation. Always aim to provide a complete response with any supporting documents.

**Records & Confidentiality**

**Q: What happens with the records of disciplinary actions?**

**A:** Records are kept securely and confidentially per our retention policy. Access is strictly limited to people who need to know. We may disclose information to regulators, courts, or third parties when required by law or compliance standards.

**Q: How long will disciplinary records stay in my file?**

**A:** Records are kept according to our internal record retention policy, which aligns with legal and regulatory standards. They may be referenced in future disciplinary or performance decisions.

**Appeals Process**

**Q: What if I disagree with the outcome of a disciplinary decision?**

**A:** You can appeal any formal decision, including warnings, suspension, or dismissal. To do so, notify the People & Culture Manager within **five (5)** days of the committee's decision. The matter will be escalated to Executive Management for a final review.

## **Grievance Procedures**

### **Q: What if I have a grievance or complaint?**

**A:** Raise it in writing or speak to your Line Manager or the People team. We'll review the issue fairly and, if needed, mediate between all parties involved.

### **Q: Who handles grievances against managers or senior leaders?**

**A:** If your concern involves your Line Manager or a senior leader, report it to the Head of People and Culture. For complaints involving the CEO or Executive Management, a neutral party will oversee the process.

### **Q: Can a grievance lead to disciplinary action for someone else?**

**A:** Yes. If a grievance uncovers misconduct, it may be escalated to a disciplinary hearing or committee.

## **Cultural Fit & Company Values**

### **Q: Can someone be dismissed for not being a “cultural fit”?**

**A:** Yes. While rare, continued behavior that goes against Kora's values and culture may result in termination, even if it's not a direct policy violation. We believe in maintaining a healthy and inclusive workplace for everyone.

## **Support & Improvement**

### **Q: What support is available if I've made a mistake?**

**A:** Our goal is always to help you succeed. Depending on the situation, we might arrange:

- One-on-one feedback sessions
- Counseling or coaching
- Mandatory training with the relevant team (e.g., People, InfoSec, Compliance)

We're committed to helping you improve, not just penalising mistakes.

## **Common Terms**

### **Q: What is a query?**

**A:** A query is a formal written request from your manager or the People team asking you to explain a situation, usually related to a possible violation of company policy. You're expected to respond within a specified time (usually 24 hours), and your response is reviewed before any further action is taken.

### **Q: What is a sanction?**

**A:** A sanction is a formal consequence given after a disciplinary process, such as a warning, suspension, or dismissal. The type of sanction depends on how serious the situation is.

### **Q: What does it mean to appeal a decision?**

**A:** Appealing means you're formally asking for a decision (like a warning or dismissal) to be reviewed. You'll need to explain why you disagree with the outcome and provide any relevant information or evidence.

### **Q: What's the difference between a grievance and a complaint?**

**A:** At Kora, a grievance is any concern, issue, or dissatisfaction you raise formally, especially about unfair treatment. A complaint can be informal, but once escalated through the right channels, it becomes a grievance and follows our grievance resolution process.