

## Diversity & Inclusion FAQs

### General Understanding

**Q: What does Diversity, Equity, and Inclusion mean at Kora?**

**A:** At Kora, diversity means recognising and respecting the differences in our workforce — including age, ethnicity, gender, disability, socio-economic background, religion, sexual orientation, and more.

Equity ensures everyone has fair access to opportunities, while inclusion means creating a culture where all employees feel respected, valued, and able to contribute fully.

**Q: Who does the DEI policy apply to?**

**A:** The policy applies to all Kora employees, consultants, directors, agents, representatives, contractors, and contract workers acting on behalf of Kora.

**Q: What is Kora's commitment to DEI?**

**A:** Kora is committed to eliminating unlawful discrimination, fostering an inclusive culture, and ensuring fairness and respect for every individual. We support diverse hiring, inclusive policies, equal opportunity, and ongoing awareness training.

### Workplace Conduct & Culture

**Q: How does Kora ensure a workplace free from discrimination or harassment?**

**A:** Through strict enforcement of our DEI policy, awareness training, clear reporting channels, and consequences for misconduct. All employees are expected to treat others with dignity and respect at all times.

**Q: What behaviour is considered unacceptable under this policy?**

**A:** Any form of discrimination, harassment, bullying, victimisation, vilification, or exclusionary conduct based on personal characteristics is unacceptable and may result in disciplinary action.

**Q: Can I report inappropriate behaviour or discrimination anonymously?**

**A:** While we encourage transparency, concerns about discrimination or inappropriate conduct can be raised confidentially with the People Operations Manager.

### Opportunities, Promotions & Pay Equity

**Q: How does Kora ensure fairness in recruitment and promotion?**

**A:** All hiring and promotions are based on objective standards, knowledge, skills, experience, and alignment with Kora's values. Independent assessments, behavioural interviews, and fairness checks are applied to limit unconscious bias.

**Q: How is fairness in compensation and grading ensured?**

**A:** Our compensation and promotion structures are reviewed regularly to identify and correct any disparities. Equity is actively considered in all remuneration reviews.

**Q: How does Kora support career development for all employees?**

**A:** We offer equal access to training, internal job postings, mentorship, and career development programmes. All employees are encouraged to participate in development conversations and planning.

## **Flexibility & Work-Life Balance**

**Q: What flexible working options are available at Kora?**

**A:** Employees may apply for flexible work arrangements to support parenting, caregiving, religious obligations, health needs, or other personal circumstances. Managers are expected to support equitable access to flexible work.

**Q: Are flexible work arrangements available to all employees?**

**A:** Yes. Flexibility is available to all staff and should be implemented fairly across teams based on business and individual needs.

## **Employee Resource Groups (ERGs)**

**Q: What are Employee Resource Groups (ERGs)?**

**A:** ERGs are voluntary, company-endorsed employee groups formed around common interests or specific dimensions of diversity, such as ethnicity or disabilities. They aim to foster a diverse and inclusive work environment aligned with Kora's mission, values, business practices, and objectives.

## **Gender & Representation**

**Q: What is Kora doing to improve gender diversity?**

**A:** Gender equality at all levels of Kora is a key part of our Diversity and Inclusion strategy. We're committed to increasing the number of women across all teams and leadership roles by ensuring fair hiring and promotion practices, and by thoughtfully considering gender in our talent and succession planning.

## **Training & Awareness**

### **Q: Is diversity and inclusion training mandatory?**

**A:** Yes. All employees are required to complete annual diversity and inclusion training. This helps build awareness and promote inclusive behaviour in the workplace.

### **Q: What does the training cover?**

**A:** Topics include Equal Employment Opportunity (EEO), unconscious bias, harassment prevention, inclusive communication, and Kora's DEI policies and values.

## **Responsibility & Accountability**

### **Q: Who is responsible for implementing this policy?**

**A:** Managers are responsible for applying policies fairly, recognising and addressing inappropriate behaviour, and supporting diverse teams. All employees are responsible for upholding DEI principles in their daily work.

### **Q: What should I do if I experience or witness discrimination or exclusion?**

**A:** You should notify your Line Manager or the People Operations Manager as soon as possible. All reports will be handled confidentially and sensitively.

### **Q: Are there consequences for violating the DEI policy?**

**A:** Yes. Any employee found to have acted against Kora's DEI principles may face disciplinary action, including termination in serious cases.

## **Feedback & Improvement**

### **Q: How does Kora evaluate its progress on DEI?**

**A:** Through annual employee surveys, focus groups, and forums to understand barriers and gather suggestions. We also set measurable objectives and regularly review our DEI programmes for impact.

### **Q: Can I give input on DEI-related initiatives?**

**A:** Yes. We welcome input from employees. You may share feedback during formal surveys, ERG sessions, or directly with the People Operations team.