



# **DIVERSITY AND INCLUSION POLICY**

**Objective:** Kora is committed to fostering, cultivating, and preserving a culture of diversity, equity, and inclusion among our workforce and eliminating unlawful discrimination.

Our human capital is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities, and talent that our employees invest in their work represents a significant part of not only our culture but our reputation and the company's achievement as well.

We embrace and encourage our employees' differences in age, colour, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

**Aim:** The aim is for our employees to be representatives of all sections of our society and our customers and for each employee to feel respected and be able to contribute their best.

Kora also discourages unlawful discrimination against customers or discriminatory actions or statements made to the public or in the public square.

**Scope:** This policy applies to all Kora employees, consultants, directors, agents, representatives, contractors and contract workers when they act on behalf of Kora.

**Policy:** At Kora, we understand that each individual is unique, and it is important that this trickles down to every Koraite and we all recognise individual differences. These differences can include skills, experiences, thoughts, gender, age, disability, ethnicity, cultural or socio-economic background, sexual orientation, religion/belief, gender reassignment, political or ideological beliefs, as well as other dimensions such as lifestyle and family responsibilities.

At Kora, we are committed to

- A workplace that is free from discrimination, harassment, bullying, victimisation and vilification;
- Treating employees fairly and with respect
- A culture that is inclusive and embraces individual differences;

- Equal employment opportunities based on ability, performance and potential; employees' awareness of their rights and responsibilities with regard to fairness, equity and respect for all aspects of diversity;
- Flexible work practises and policies to support employees and their changing needs;
- Attraction, retention and development of a diverse workforce of talented people and
- Equitable frameworks and policies, processes, and practises that limit potential unconscious bias

### **Kora's Approach to Diversity and Inclusion**

The strategic priorities that form our Diversity and Inclusion strategy align with the current and emerging needs of our workforce and encompass differences.

Our diversity and inclusion strategy includes setting measurable objectives for achieving diversity at different levels of Kora. The People Operations Manager is responsible for recommending objectives in relation to diversity and will seek management's approval of these objectives.

### **Diversity programmes and practices:**

To achieve a diverse and inclusive work environment, we support the following programmes and practices:

- a. Recruitment, Selection, and Promotion:** We recognise the value of recruiting, selecting, and promoting employees with different backgrounds, knowledge, and experiences. Our recruitment and selection processes identify candidates with the most suitable knowledge, skills, experience, and personal values, and as an equal-opportunity employer, the recruitment processes are designed to promote equality. Testing, independent evaluations, and behavioural interviewing are used to promote equitable and unbiased selection and promotion decisions.
- b. Remuneration:** Our role in grading and remuneration review processes is to actively consider equity, and we will continue to develop strategies and initiatives to resolve any identified gaps.
- c. Career Development and Performance:** Employees are encouraged to develop and progress their careers through opportunities that build capability, and all employees are encouraged to participate in career development conversations. Available opportunities for promotion and transfer are advertised to all employees to enable them to apply for roles and develop their career paths. We encourage and reward excellence, and performance is measured based on agreed goals to promote equity and remove bias.

- d. **Talent and Succession Planning:** Talent and Succession Planning are core practices within the organisation and an annual process that will identify high-performing and high-potential individuals across Kora. Talented individuals are identified based on their performance and potential, and divisional reviews will ensure that talent and succession decisions are equitable, consistent, and aligned to diversity and equal opportunity principles across Kora. The talent and succession process is used to identify candidates for leadership development programmes, and gender diversity is a key consideration during candidate selection.
- e. **Equal Opportunity Training:** All employees will be informed about the Equal Employment Opportunity (EEO) at Kora periodically to embed our EEO, Discrimination, Harassment, and Bullying Policy. This training raises awareness and encourages behaviour that supports a work environment free from discrimination and harassment.
- f. **Flexibility:** Our flexibility policy provides an equitable framework that enables employees to apply for flexible work arrangements, particularly those with parenting, family, career, cultural, and religious commitments. To ensure flexibility is implemented equitably, all managers are encouraged to support team members who require flexible working arrangements.
- g. **Gender Diversity:** Gender equality at all levels of Kora is a key component of our Diversity and Inclusion strategy. Increasing the representation of women across different teams and levels in our organisation will remain one of our strategic priorities on an ongoing basis.
- h. **Employee Resource Groups:** We recognise the strategic value of allowing groups of employees with common interests to formalise their professional relationships by creating an Employee Resource Group (ERG). These groups are voluntary, company-endorsed employee groups dedicated to fostering a diverse and inclusive work environment within the context of the company's mission, values, business practices, and objectives. An ERG typically forms around a specific dimension of diversity, such as ethnicity, sexual orientation, disabilities, etc.
- i. **Employee Consultation:** Employees will be consulted annually through surveys, focus groups, and forums to gain insight into potential barriers to diversity and inclusion issues and opportunities for further action.

**Managers' Responsibilities:** Implementing this policy as part of their day-to-day management of employees and applying policies and practises in a fair and equitable way. Recognising unacceptable behaviour and taking immediate, appropriate action.

**Employees' Responsibilities:** Implementing this Policy in their day-to-day work and their dealings with colleagues and customers. Notifying their line manager or senior management of any concerns with regard to the conduct of other employees.

**Equal Opportunity:** Candidature for employment or advancement is based solely on the relevant qualities the candidate would bring to the job position. Equal opportunity extends to all aspects of the employment relationship, including but not limited to hiring, promotions, training and development, working conditions, compensation, and benefits. All such decisions are made by using objective standards based on the individual's qualifications as they relate to the particular job.

Kora's diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programmes; layoffs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity that encourages and enforces:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation permit the representation of all groups and employee perspectives.
- Work/life balance is achieved through flexible work schedules to accommodate employees' varying needs.
- Employer and employee contributions to the communities we serve promote a greater understanding and respect for diversity.

All employees of Kora have a responsibility to treat others with dignity and respect at all times. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the worksite, and at all other company-sponsored and participative events.

All employees are also required to attend and complete annual diversity and inclusion awareness training to enhance their knowledge and fulfil this responsibility.

Any employee found to have exhibited any inappropriate conduct or behaviour against others may be subject to disciplinary action.

Employees who believe they have been subjected to any kind of discrimination that conflicts with the company's diversity policy and initiatives should seek assistance from the People Operations Manager.

**Definitions:**

**Diversity:** Diversity is the presence of differences within a given setting. In this case, the workplace is the setting and the differences typically refer to identity like race, gender, ethnicity, nationality, sexual orientation, beliefs, etc. A person isn't diverse; they're unique. However, they can bring diversity to a group. Diversity is about a collective or a group.

**Inclusion:** Inclusion has to do with people with different identities feeling and/or being valued, leveraged, and welcomed within a given setting (whether that's a team, workplace, or industry). Longtime Diversity, Equity, and Inclusion educator Verna Myers said: "Diversity is being asked of the party. Inclusion is being asked to dance." Inclusion isn't a natural consequence of diversity. You can have a diverse team of talent, but that doesn't mean they feel welcomed, valued, or given opportunities to grow.

**Equity:** Equity is an approach that ensures everyone has access to the same opportunities. Equity recognises that we don't all start from the same place because advantages and barriers exist. It's a process that acknowledges uneven starting points and seeks to correct the imbalance. Diversity and inclusion are both outcomes. Equity is not. It refers to the process an organisation engages in to ensure that people with marginalised identities have the opportunity to grow, contribute, and develop.