



KPY-POPS-0014

RECRUITMENT POLICY

Objective: The objective of this policy is to ensure that the right and fair process is followed in the recruitment and selection process of employees in Kora. This policy provides the People & Culture team and other stakeholders with a recruitment framework for recruiting new talent by providing the information needed to sustain and facilitate consistency in the quality and integrity of our recruitment and selection process and procedure.

Scope: This policy applies to all employees of Kora. The recruitment process starts at the manpower planning stage and staffing structure budget approval, and continues till the candidate has completed our onboarding process.

Our recruitment lifecycle is about three (3) months from the point of approval of the new hire. At Kora, we are passionate about the growth of our employees, hence, priority will be given to qualified employees internally who are eligible to fill vacant roles before considering external candidates.

Policy:

1. MANPOWER PLANNING

The People budget, organisational structure and hiring forecasts are mapped out at the beginning of the year at the Management Level. The plan is collated with input from the Team Leads of the various departments within Kora. The Talent Acquisition team then works with the approved headcount plan for the year (quarter-on-quarter) or as subsequent hiring needs arise.

The manpower planning document includes the following:

- The number of employees needed by job title and department in relation to the organisational structure
- The grade level for each position
- The employment terms (permanent and temporary), if temporary, the duration should be stated.
- The reporting line
- The projected time of resumption for the new hires.

2. RECRUITMENT PROCESS

Kora's organisational structure and headcount needs are obtained from the metrics and requirements defined in the manpower planning by Management. The Hiring Managers of the respective departments are responsible for raising the hiring requisition, accompanied by the Job Description and Assessment for the positions.

The Job Description for each position is approved through a "[New Hire Request Form](#)," which is initiated by the Hiring Manager. Once this is approved by the People & Culture Manager and the Chief Executive Officer, the Talent Acquisition team will commence the recruitment process.

The basis of all recruitment is formed upon approval of the staff budget for the year. However, an approved budget doesn't automatically translate to a recruitment approval. For each new hire request, approval has to be obtained for the aligned requirements defined in the manpower planning document by Management.

2.1. Sourcing for candidates: The Talent Acquisition team further discusses the role functions and specifications with the Hiring Manager to have a complete understanding of the role before they begin sourcing.

The Talent Acquisition team will first consider employees internally to see if "Ready Successors" have been identified for the available role. If we confirm that the role can't be filled internally, we will

begin sourcing externally. The team posts the job on our Careers page and other channels like internal job postings, employee referrals, external job portals, social media sites such as LinkedIn, and finally, engagement of recruitment agencies.

In the case of an internal application, the employee shall, as a prerequisite, inform his/her respective line manager of his/her intention to apply for the advertised position.

- 2.2. **Shortlisting and Screening Process:** The Talent Acquisition team conducts the first-level screening based on the job requirements and subsequently updates the status of each application.

All applicants who do not meet the criteria of the job description/profile will be sent a regret email within two weeks of the first level screening, depending on the volume of applications. Some candidates' resumes may, however, be retained in the database. Such candidates will be informed of their unsuccessful application for the advertised position, as well as the retention of their resumes in the recruitment database.

The Talent Acquisition team sends the short-listed resumes to the Hiring Manager for review. The Hiring Manager conducts the second-level screening and provides the list of short-listed candidates to the Recruiter for an assessment/interview schedule. Unsuccessful candidates at the second level of the screening process are informed via e-mail by the People & Culture team within two weeks of the Hiring Manager's decision.

Applicants who best match the job description and role profile constitute a shortlist and are invited for interviews and/or assessments.

Interview invitations are done via e-mail and/or phone by the Talent Acquisition team, giving at least 2 working days' notice. For internal candidates, invites are sent out via email.

- 2.3. **Interview Process:** Depending on whether the candidate is internally or externally sourced, being recruited for remote work or for a different location other than the headquarters, the Talent Acquisition team decides on the interview methodology such as video conferencing, phone interviews, face-to-face etc., keeping in mind quality, cost, and candidate experience.

The following steps highlight our interview process:

1. Upon receipt of the Hiring Manager's shortlist, the interview date should be agreed upon with the Hiring Manager and other panellists.
2. The interviews are conducted based on the role profile and competency framework for the band for which the candidate is being interviewed.
3. The interview panel will include the Hiring Manager, a People team representative, and the head of the department concerned, unless otherwise advised.
4. All interviewers except for the People team representatives should preferably hold higher levels than that of the position being interviewed for.
5. For all positions, the Talent Acquisition team will ensure that the interviewers have no prior affiliation with the candidate. Where this is the case, the interviewer is expressly requested to notify the Talent Acquisition team and decline to participate in the interview to prevent personal bias during the evaluation.
6. The interview panel ensures that all applicants are treated fairly while being interviewed and leaves with a positive and professional image of the company.

7. The panel focuses on the competencies of the applicant, and a decision is made only after all applicants have been interviewed and assessed against the job requirements. All questions asked during the interviews should be related to the selection criteria.
8. The feedback from the interviews is captured in the respective 'Interview Assessment Sheet'. The interview panel updates the Talent Acquisition team on the status of the candidates, i.e., whether they are selected, rejected, or kept in the pipeline.
9. Candidates who complete the technical stage will be given a personality assessment to determine their suitability for Kora's work environment and culture. This assessment evaluates whether their personality aligns with the company's values.
10. After the personality assessment is received, the candidates move to the Cultural Fit stage, which is the final stage of the recruitment process. In this stage, the CEO or COO and the People & Culture Manager assess the candidates for cultural fit to see if they'd fit into the culture at Kora.

- 2.4. **Offer Stage:** Once a decision has been made on the right candidate(s) for the role, the People & Culture Manager extends an e-offer in line with the terms and conditions agreed by the CEO & COO.

The candidate (internal/external) will be given 7 working days from the date of receipt to accept the e-offer. Where there is no response from the candidate at the expiration of the deadline, the offer is considered null, and the Talent Acquisition team and the Hiring Manager will seek an alternative (e.g., offer to the second-best candidate).

When the candidate accepts the e-offer and the reference checks all checkout, a formal employment letter, which includes the new

hire's name, address, compensation, resumption date, job title, and line manager, and signed by the CEO, is sent to the New Hire requiring their signature.

In cases where there's a need for a counteroffer, that is, the candidate involved negotiates the terms of the employment, the People & Culture Manager must provide feedback to the CEO, analyse terms requested by the candidate by the job level approved, assessment report and internal benchmarks. The CEO has to approve every counteroffer before it's sent to the candidate.

For internal candidates, the effective date of appointment (transfer/promotion letter) will be based on an agreement between the current Line Manager and the Hiring Manager, where the appointment involves a change in the employee's Line Manager. This date will be no later than 4 weeks after the release request is made to the current line manager for employees on grades lower than a manager grade level, while 6 weeks for employees with managerial responsibilities.

Upon the candidate's assumption of duty, the People & Culture Manager will include the new employee's salary in the payroll system.

Where the candidate does not assume duties on the agreed date, the Talent Acquisition team will promptly notify the Hiring Manager and all relevant stakeholders within the company.

2.5. Re-Hiring Process for an Ex-Employee

An ex-employee of Kora who left in good standing may be considered for re-employment. Feedback from the previous employee's last manager

prior to the exit, as well as their performance rating, will form part of the basis for their re-employment considerations.

The recruitment process for such applications will be handled like our current recruitment process.

Approval from the CEO must be obtained before rehiring an ex-employee.

Ex-employees whose employment was terminated for violating company policy will not be considered for re-employment.

APPLICABLE/REFERENCED DOCUMENTS/ LINKS

Nigerian Labour Act