



KPY-POPS-001

REMOTE WORK POLICY

Introduction: This Remote Work Policy (“the **Policy**”) contains the rules, practices, and procedures to be adopted by all employees during the period in which they work remotely, i.e., from a non-office location.

Kora currently permits employees to work remotely. Therefore, this policy describes who can work remotely, when remote work may be permitted, the remote work schedule, best practices, and guidelines to follow.

Scope: This policy applies to all part-time and full-time employees of the Company, either currently working remotely or desirous of doing so, as may be permitted by the management.

Eligibility: Kora has taken a remote-work-first approach, and all employees are permitted to work remotely and can work anywhere in the world. However, management may decide that any employee should cease working remotely and resume on-site for as long as required, at any time as it may decide at its sole and exclusive discretion, subject only to the overriding prerogative of the Board. For all intents and purposes, the Company may altogether suspend the remote working policy for an indefinite or definite period for all or any employee or class of employees.

Where an employee is required to work physically at the office, he/she may be considered for remote work on a case-by-case basis. An employee required to work on-site at the office may also request to work remotely in the case of relocation. Such requests will be considered on a case-by-case basis. Please refer to the Self-Relocation [Policy](#).

Eligibility will be determined by the People team and Team Leads.

Duration: Where an employee has been instructed to resume physically at the office, the People team shall communicate for how long. The duration could be for the term of the employee’s contract with the Company or for a definite period.

The management may altogether suspend this policy and direct a physical resumption at the office throughout the organisation.

Compliance with company policy: All employees working remotely are required to comply with all Company rules, policies, and guidelines as contained in the [Employee Handbook](#).

Remote Work Schedule: Every employee should maintain the same schedule and timeline as contained in the employee handbook and updated by the management/People team from time to time.

Designated Work Area: While working remotely, employees will ensure to work in a convenient workspace to ensure maximum productivity. While working remotely, the employee should:

- Choose a quiet and organised workspace that is free from distractions.
- Ensure that you have good internet connectivity, which is required for your job performance.
- Adhere to the remote work schedule concerning attendance, work hours, and meetings.
- Dedicate your time and attention to your work.
- Dedicate your full attention to your job deliverable(s) during working hours.
- Adhere to break and meeting schedules agreed upon with your line manager. Currently, it is an hour a day between 1 p.m. and 2 p.m. (WAT).
- Ensure your schedules align with those of your team members for as long as is necessary to complete their job duties effectively.

Work Tools and Equipment: Employees will continue to use the necessary work tools and equipment provided by the Company during the remote work period. An employee may request an additional work tool, and the Company may, at its discretion, provide such a tool. The equipment we provide is Company property and should be kept in good condition. The work tools should be used for work-related assignments and projects, as such equipment may not be used for personal use.

Compensation and Benefits: The company will continue to pay remote employees the same remuneration and benefits as agreed in their employment contracts.

Compliance and Enforcement: Every employee working remotely must comply with the provisions of this policy, as non-compliance will attract disciplinary measures and outright dismissal, depending on the circumstances of each case. Please refer to the [Disciplinary & Grievance Policy](#).

If any employee of the Company wishes to make a formal complaint about any issue arising from this Policy, it should be reported in the following manner: Lodge your complaint with the People team, stating the nature of the complaint. The issue will then be reported to the appropriate authorities for resolution.

Work Expectations: All employees are required to be fully accessible during the core hours of 9 a.m. and 5 p.m. WAT and respond to critical emails within 1–2 hours of sending them.

This policy does not exclude any employee from attending company events, including annual company retreats, quarterly physical meetings, and other in-person events, except if an exemption is given. Travel expenses will be reimbursed as outlined in Kora's [travel policy](#).

Policy:

1. INTRODUCTION

Kora endeavours to assist its employees in achieving a work-life balance by facilitating flexibility in work arrangements to achieve a balance between work and personal responsibilities. We also recognise the importance of flexible work arrangements in helping to attract and retain the workforce, while at the same time ensuring a strong team-based culture in the workplace.

The People team has put together some guidelines and procedures for remote work hours/arrangements. The working hours remain the same, 9 a.m.–5 p.m. (WAT).

1.1 Definition

Remote work refers to our employees doing their jobs from a location other than a central office operated by the employer. Such locations could include an employee's home, a co-working or other shared space, a private office, or any other place outside of the traditional corporate office building or campus.

2. GUIDELINES

We encourage all employees to follow these guidelines and do their best to adhere to them:

2.1.1 Define Collaboration.

Given that different departments have varying requirements for in-person collaboration, the Team Leads will set the overall guidelines for the department and your team in particular based on the Company's general guidelines. Here are the guidelines:

2.1.1.2 A weekly team (squad) kick-off: The goal is to keep each team member up-to-date on the strategic goals they are working towards and update their peers on the current progress and blockers. A sample agenda is below:

- Team check-in – informal, non-work icebreakers, e.g., talking about the weekend or hobbies and fun interests.
- The Team Lead reviews the set goals – The goal is to remind ourselves of the strategic focus driving our work and why our projects matter.
- A review of our team goals – In a review of the results, the owner and contributors to each project give a quick update on the status and what went well in the previous week, what didn't go so well, or what is blocking progress.
- Actions/Decisions

2.1.2 Flexible Work Responsibilities

2.1.2.1 Employees

- Adhere to all the Company's policies and procedures.
- Be available on all office communication platforms within the agreed working hours (9 a.m.–5 p.m. WAT).
- Ensure the equipment and tools (laptops, Wi-Fi, mobile phones) required to perform the tasks are in good working condition during the agreed remote working hours.
- Ensure that access to reliable power is available during the Client's/Team's/Department's working hours (this means that provisions should be made for backup power if necessary).
- Take reasonable precautions necessary to secure all Kora's devices and equipment issued to you.
- All employees are to ensure that they have access to robust internet (sufficient to hold video calls; a minimum of 4 Mbps internet speed), especially during

working hours, with adequate backup (which could be via a mobile device). In the case where Clients/Line Managers/Peers voice concerns over the quality of calls, an employee is required to ensure an increase in internet speed.

- For Client-facing employees, this is extremely critical during Client working hours, i.e., to ensure that communication is not truncated with your Client if your main internet service provider develops network issues. This will be at no additional cost to Kora unless the remote work arrangement is requested by the Line Manager.
- Report any potential hazards that may exist in the flexible working arrangements environment, as it changes from time to time.
- Review and modify arrangements as personal circumstances or operational requirements change from time to time.

2.1.2.2 Line Manager

- Monitor the remote work arrangements to ensure that agreed work outcomes are consistently delivered.
- Monitor and review the arrangements regularly, as recorded in the remote work agreement.
- Schedule communication meetings as outlined above, including methods of disseminating information to employees.
- Ensure that, unless explicitly agreed upon per employee contract or with departmental heads, remote work arrangements must not incur additional expenditure for Kora.

3 Security

While working remotely, employees are expected to uphold our standards of data protection and confidentiality as they would in the office. To ensure the security of company information and devices, the following must be adhered to:

- Use only company-approved devices for work-related activities. Ensure your devices are password-protected and locked when not in use.
- Avoid connecting to unsecured public Wi-Fi networks unless using a company-approved VPN.

- Be mindful of your surroundings when working in public spaces; avoid displaying sensitive information on your screen or discussing confidential matters aloud.
- Immediately report any suspected data breaches, lost or stolen devices, or suspicious activity to the Information Security team and the People Team.

Maintaining the security and confidentiality of our company and customer data is a shared responsibility. Failure to comply with these standards may lead to disciplinary action. For more detailed guidance, please refer to the [Information Security Policy](#).

4. OTHERS

Kora reserves the right to cancel any remote working arrangement with an employee at any time, including but not limited to the following situations:

- It is discovered that the employee is not meeting his or her agreed expectations.
- It is discovered that an employee is taking advantage of working remotely to engage in non-work-related activities.

PERSONAL TRAVEL

At Kora, we understand the flexibility that comes with remote work. However, to ensure smooth operations and maintain effective communication, we have established the following policy regarding travel:

1. Notification Requirement

Employees working remotely are required to notify both their Line Manager and the People Team in advance if they plan to travel or relocate to a different location, state, or country from their initial work location, even if it's for a short period. This notification should be made as soon as travel or relocation plans are confirmed.

2. Purpose of Notification

- Ensure that employees are reachable in case of work-related matters or emergencies.
- Avoid disruptions caused by time zone differences.
- Provide necessary support or resources to employees during their time away from their initial work location.

3. Travelling During Leave

Travel during leave is permissible, as long as it aligns with the company's [Leave policy](#), does not interfere with your responsibilities, and ensures that you are back at your initial work location at the end of the leave period. Also, include if you will be travelling in your leave request on bob so that the team is aware. If your travel extends beyond your leave period, you must inform your line manager and the People Team well in advance.

4. Work Continuity and Communication

During your travel or relocation, it is your responsibility to maintain effective communication with your team and manager. Ensure that you have the necessary tools and resources to fulfil your work obligations and that your absence will not disrupt the workflow of your colleagues.

5. Consideration for Time Zone Differences

If your travel involves crossing time zones, it's important to consider the potential impact on your work schedule, availability for meetings, and timely completion of tasks. You should make the necessary arrangements to ensure minimal disruptions and maintain alignment with your team's expectations.

6. Process for Notification:

Employees should inform their Line manager and their People Partner via email about their travel or relocation plans. The communication should include the following details:

- Destination (location, state, or country)
- Dates of travel or relocation
- Duration of stay
- Contact information during the trip

7. Review and Approval

Line managers and the People Team will review the notification, ensuring that it is per our [Self Relocation policy](#) and assessing any potential impacts on work

responsibilities, team collaboration, and project timelines. Approvals will be granted based on these considerations.

By adhering to this policy, we can ensure a smooth workflow, effective communication, and the safety and well-being of all employees, even while working remotely.

Conclusion

While we value the flexibility remote work provides, it's crucial to uphold effective collaboration and maintain work continuity. Your cooperation in notifying your manager and the People Team about your travel and relocation plans will contribute to a smoother working environment for everyone, as this policy aims to balance employee flexibility with the company's operational needs and legal obligations.

APPLICABLE/ REFERENCED DOCUMENTS/ LINKS

Nigerian Labour Act