

Remote Working Policy

Document Classification	Internal
Version	3.0
Dated	01 July 2024
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Approval

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This policy supersedes and replaces all previous versions of this policy.

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1. INTRODUCTION AND PURPOSE

- 1.1. The objective of this policy is to establish a remote working practice, its operational considerations and related procedures. Furthermore, it provides a framework for the implementation and maintenance of arrangements for eligible employees to work remotely within the Digicall Group.
- 1.2. The remote working policy is designed to ensure that remote working is beneficial to our company, employees, clients and to have a more adaptive, agile and high-performing organisation.
- 1.3. In terms of the occupational health and safety act, an employer is obligated to take any reasonable action to ensure a safe and healthy working environment. These steps include elimination or mitigation of any hazard or potential hazard, providing instructions, information, training and supervision as well as the enforcement of such measures as may be required in the interest of health and safety.
- 1.4. The various elements that need to be considered for remote working include service level commitments with internal and external stakeholders and clients, employee health and safety, and the protection of equipment and confidential information.

2. SCOPE

- 2.1 This Company Remote Working policy applies to all our employees who are eligible for working remotely. The extent of remote working and eligibility of employees for remote working may be changed with short notice by the Company.

3. DEFINITIONS

The definitions listed in Table 1-1 apply to this document.

A capitalised item within the text indicates the availability of a definition.

Item	Definition
Company /Employer	Digicall Group
Managers/Supervisors /Management	The person responsible for planning and directing the work of individuals, monitoring their work, and taking corrective action when necessary.
Framework	Procedure and process to manage remote working.
Employees	Salaried staff on the company payroll.
Eligible Employees	Employees entitled to be able to work remotely due to: <ul style="list-style-type: none">• Meeting high-performance standards.• Inherent requirements of the position allow for remote working.• SLA requirements with clients that allow for remote working arrangements. Remote working areas meet with Infrastructure requirements as set out by the business.
Remote Working Area	Employees that complete their work at a place located outside of the company's premises.
Contractors	Contractors working for the company in an individual capacity who are not considered to be employees of the company.
Clients	Clients of the Digicall Group or in the case of support services, stakeholders who work within the company (employees & managers) and require assistance from another individual or department to get their job done.

4. ELIGIBILITY

- 4.1 The Company will assess the feasibility of remote working for each department and each position within the department based on the client requirements and Infrastructure requirements. Department and role eligibility need to be signed off by the head of the respective business (“HOD” or “BU Head”), the exco member responsible for the business unit and the group CEO. It is specifically recorded that each business will have different requirements for the roles, the number of employees that can work remotely, the specific performance criteria to be eligible and the process of how employees that worked remotely will be brought back to work from the office.
- 4.2 The HOD will have the sole discretion to assign remote work per the operational requirements of the department/ business unit and will be dependent on the following criteria:
 - 4.2.1. Do the inherent requirements of the employee’s role/ position allow him/ her/ them to work remotely? This will be determined by what the output of the role is and what the impact of remote working will be on the outputs of other roles (within the department and on other departments in the company).
 - 4.2.2. Does the employee meet the required performance standards?
 - 4.2.3. Only staff that meet minimum criteria in terms of productivity, which requirements will be specified by the relevant department head. Requirements may be amended from time to time based on operational requirements.
 - 4.2.4. Training requirements as determined by the specific department and/ or client.
 - 4.2.5. Does the employee have the necessary infrastructure to be able to work remotely? This will be considered on a case-by-case basis per department, as well as per position.
 - 4.2.6. What are the conditions of the employee’s alternative place of work – Refer to point 4.6.
 - 4.2.7. Will collaboration with the employee’s team become difficult and are there alternative measures in place to ensure the risk is mitigated?
 - 4.2.8. Is the employee interested and able to work remotely?
- 4.3 The process of identifying eligible employees will be done in conjunction with the relevant manager and will be evaluated on a case by case basis.
- 4.4 Once approved for remote working, the manager needs to ensure that the employee completes and signs the asset agreement and obtains express written authorisation to remove company equipment from the premises.
- 4.5 The employee’s place of work for all contractual purposes remains unchanged, and the duration of the effectiveness of this policy is at the discretion of the company and privileges and requirements related to remote working may be revoked at any time without notice.
- 4.6 The following essential office standards will be required:
 - 4.6.1 The safety of the work location must adhere to health and safety requirements of the company and will be the employee’s responsibility. The Company will thus not be held responsible for occupational injuries sustained while working remotely (as per section 10; health and safety requirements for remote working).
 - 4.6.2 A proper workstation will be required
 - 4.6.3 The remote workspace should be silent to ensure that internal and external client experience is still professional
 - 4.6.4 Sufficient airtime on a cell phone to stay in contact with team members, manager and clients will be required
 - 4.6.5 The Employee must have an internet connection (3G or Wifi) that’s adequate to meet the outputs of their specific role
 - 4.6.6 Video and teleconferencing software, as prescribed by the company, with connectivity will be required
 - 4.6.7 The Employer’s IT support team must be able to connect remotely for all IT support issues

5. MANAGING YOUR TEAMS

- 5.1. In a remote work environment, it can be challenging to ensure everyone is kept aware of updates and relevant information, and to cascade communication when changes are made. Managers should consider how the information will flow, which systems/ platforms to use, what steps may be needed to limit gaps and how to instil transparent communication to keep staff informed. Albeit within the agreed communication platforms as approved by Digicall Group's IT department.
- 5.2. Managers should schedule synchronised conversations with their teams, and one-on-ones as needed, to discuss expectations, feedback on output and provide opportunities for team members to share their struggles or concerns. These conversations, one-on-ones or team orientated, will assist that a sense of belonging is maintained. The manager can also inform remote working Employees to come to the office when an onsite one-on-one, team meeting or other job activity is required.
- 5.3. A manager should clearly outline what the outputs and performance standards are for each team member's position (refer to the performance management manual). The manager should have routine check-ins to track progress and manage challenges.
- 5.4. The manager needs to evaluate and understand the risks of each role losing impact through remote working and the specific enablers and support each remote role will require.
- 5.5. There may be situations where a manager is working remotely while managing a fully remote team or blended on-site and remote staff compliment. The same principles of communication, performance management, etc. apply.
- 5.6. The inherent role of a leader is to oversee outputs, motivate and engage their teams and this can be diluted in the virtual space. The manager should define strategies to ensure the essence of their role is not diluted.
- 5.7. Work arrangements can be occasional, temporary or permanent.
Employees may work remotely:
 - 5.7.1. Full-time, except for scheduled team building, specific onsite staff meetings or Company Social Events.
 - 5.7.2. Part-time/ temporary, flexible working arrangements that alternate between being present at the office and working from a remote location.
 - 5.7.3. On occasion as rostered/ scheduled by the manager as per the department's requirements.
- 5.8. The Employee will, at times, when necessary, be required to work from the office due to operational requirements or situational events such as:
 - 5.8.1. Onboarding (the newly appointed employee would be required to work from the office in his/ her probation period).
 - 5.8.2. Loadshedding or other infrastructure issues.
 - 5.8.3. Onsite training or coaching.
 - 5.8.4. Onsite team or one-on-one meetings.
 - 5.8.5. Onsite client meetings.
 - 5.8.6. Company events/ team Buildings.
 - 5.8.7. Department/ company activities requiring onsite presence.
 - 5.8.8. Changing onsite staff capacity requirements.

6. EMPLOYEE WELLBEING

- 6.1. Managers should speak to employees about managing their health and wellbeing, as outlined further in this document.
- 6.2. Remote employees should factor their wellbeing into their home office set-up by maintaining a conducive ergonomic environment to enhance a good posture, working in comfortable lighting, etc.
- 6.3. Employees who do not typically work remotely may experience challenges adjusting to a different environment. Physical isolation at home, combined with a feeling of work loneliness, can be challenging for an employee. Employees are encouraged to use phone calls, video chats or do attend the office occasionally to increase interpersonal interaction.
- 6.4. Managers should ensure they maintain cohesiveness and collaboration within their teams. The strategies to ensure this will be driven by the BU head/ HOD.

7. PERFORMANCE

- 7.1 The company will determine the infrastructural needs for each respective department and job function/ position to enable remote working and will communicate additional steps to allow for the smooth rollout of this policy.
- 7.2 Regular visual or telephonic check-ins will be required to ensure that the health and safety of staff working remotely get assessed and that the relevant records are being kept by the respective managers.
- 7.3 Eligible employees who work remotely are reminded that the priority is the effective service delivery to the company and its clients. Therefore, work-related tasks should be completed within the agreed time and performance parameters as defined by their role. The employee must dedicate their full attention to their employment duties and ensure all outputs are achieved within a 45-hour work week.
- 7.4 Dependant on specific depart requirements management can elect to adopt productivity monitoring digital technology to assist in the management of and reporting on the productivity of remote workers.
- 7.5 The employee must adhere to break and attendance schedules to be agreed upon and where applicable with their team manager/ ops manager.
- 7.6 The manager and employee must ensure that their schedules overlap with those of their team members for as long as is necessary to complete their duties effectively.
- 7.7 Employees who have been granted remote working responsibilities and privileges must take accountability to ensure the safeguarding of company equipment in their care.
- 7.8 Each staff member working remotely should always ensure that the protection of company data and information and that any breach in terms of sensitive information leaked will be dealt with per the company's code of conduct.
- 7.9 While working remotely, employees are to ensure that they are engaged with company work, contactable and available for calls (clients and company) always during normal working hours. The remote working employees should always ensure, to adhere to the employer's company policies and procedures in their remote working environment, similar to when they are at the office.
Policies and Procedures all employees should abide by include:
 - 7.9.1. Attendance and absenteeism
 - 7.9.2. Disciplinary policy
 - 7.9.3. Business code of ethics
 - 7.9.4. Confidentiality
 - 7.9.5. Data protection
 - 7.9.6. IT Security policies
 - 7.9.7. Health and safety and Covid 19 policy
 - 7.9.8. Overtime policy
 - 7.9.9. Performance management
- 7.10 It is the Employee's responsibility to ensure that they can perform their duties remotely and to inform Management of any constraints faced in this regard immediately. Should any Employee working remotely have difficulty performing their duties remotely or have disruptions at his/ her alternative place of work (noises, interruptions, load shedding, connectivity issues, technical difficulties), the employee needs to inform their manager and will be required to resume their duties at the office.
- 7.11 Employees are not to misuse or abuse company property.
- 7.12 Employees are required to, among other things:
(as per clause 11, protection of company and client information and employee obligation and undertakings)
 - 7.12.1. Keep the equipment password protected (locked when not in use).
 - 7.12.2. Store the equipment in a safe and clean space when not in use.
 - 7.12.3. Follow all data encryption, protection standards and settings; or
 - 7.12.4. Refrain from downloading suspicious, unauthorised or illegal software.
 - 7.12.5. Ensure to lock their workstation when away from the keyboard, for any reason.
 - 7.12.6. To prevent unnecessary data usage on the APN/ dongle, the employee needs to disconnect the dongle/ APN from the computer/ laptop when planning to be away from the keyboard for more than 30 minutes or when his/her work is finished for the day.
 - 7.12.7. Follow the correct incident logging and escalation procedure with IT (refer to the Digicall IT incident management policy).

- 7.13 Dependant on specific departmental requirements, and subject to the approval by the IT department, Management may make provision for employees to use their own devices.
- 7.14 Visits to remote working locations may be conducted by Management from time to time.
- 7.15 The Employee will be required to attend all scheduled meetings and Employer-related events without exception.
- 7.16 All usual office replenishments will be for the Employee's account when working remotely.
- 7.17 Clients and stakeholders, both internal and external, should receive the same level of service they would have experienced should the Employee have been at the office.
- 7.18 Clients may be contacted regularly by Management to monitor the level of service delivered while the Employee is working remotely.
- 7.19 The Employee should ensure that their calendar is always updated and that their manager has access to ensure that all relevant parties are aware of their availability.

8. MONITORING AND EVALUATION

- 8.1. The manager will take measures to ensure that productivity and quality remain in line with normal company and role-specific expectations.
- 8.2. The employee's position, outputs and infrastructure requirements must be monitored and evaluated by the manager and updated if any changes occur.
- 8.3. Performance reviews will be formally conducted bi-annually, although, continual daily, weekly and/ or monthly meetings/ discussions should be conducted by the manager to ensure that high standards of performance are maintained be it onsite or working remotely. Refer to the performance management policy.
- 8.4. Any unsatisfactory work performance and timekeeping during any period of remote working will be subjected to a re-evaluation of such suitability, and relevant disciplinary action may be imposed to address the matter. The manager can therefore request the employee to return to the office at any time to resume his/ her duties.
- 8.5. Should an employee not be able to do their work remotely for more than one hour, due to infrastructure issues the employee will need to make up the lost time, apply for annual leave or return to the office.

9. PLANNING AND SCHEDULING OF WORK BY MANAGERS

- 9.1. Management will be responsible for the scheduling of work and shifts per the expected work outputs required on a daily/ weekly/ monthly basis.
- 9.2. Collaboration and communication will be pivotal for the successful implementation of a sustainable remote working option and is the responsibility of each manager.
- 9.3. Pre-select and communicate the platform of virtual meetings and timeframes to ensure that employees remain engaged.
- 9.4. Create reporting protocols for troubleshooting and or real-time queries to assist employees should they experience any difficulties while working remotely.
- 9.5. Ensure that the necessary IT support is available to employees to deal with any technical difficulties experienced.

10. HEALTH AND SAFETY REQUIREMENTS FOR REMOTE

- 10.1. The Employer shall provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of its employees.
- 10.2. In particular, the Employer shall:
 - 10.2.1. Take such steps as may be reasonably practicable to eliminate or mitigate any hazard or potential hazard to the safety or health of employees.
 - 10.2.2. Plan for ensuring, as far as is reasonably practicable, the safety and absence of health risks.
 - 10.2.3. Establish, as far as is reasonably practicable, what hazards to the health or safety of persons are attached to any work which is performed and as far as is reasonably practicable, further establish what precautionary measures should be taken for such work.

- 10.2.4. Provide such information, instructions, training and supervision as may be necessary to ensure, as far as is reasonably practicable, the health and safety at work of his employees.
- 10.3. In particular, the Employee shall:
 - 10.3.1 Take reasonable care for the health and safety of him/herself and other persons.
 - 10.3.2 Co-operate with the Employer to ensure that duties or requirements are carried out compliantly. Carry out any lawful order given to them and obey the health and safety rules and procedures laid down by the employer or by anyone authorised thereto by the employer, in the interest of health or safety.
 - 10.3.3 If any situation which is unsafe or unhealthy comes to his/ her attention, report such situation to his Employer or to the health and safety representative for his/ her/ their workplace or section thereof, as the case may be, who shall report it to the employer.
 - 10.3.4 If the employee is involved in an incident which may affect his/ her health or which has caused an injury to him/ herself, report such incident to the employer or anyone authorised thereto by the Employer, or to the Health and Safety Representative, as soon as practicable but not later than the end of the particular shift during which the incident occurred.
- 10.4. What process will Digicall Group follow:
 - 10.4.1. All Employees that are approved to work remotely shall complete a safety questionnaire for the Employer to ascertain whether basic safety requirements will be met. The primary workplace requirements shall be:
 - 10.4.1.1. A desk of appropriate height.
 - 10.4.1.2. Ergonomical chair.
 - 10.4.1.3. Proper lighting.
 - 10.4.1.4. Water and proper sanitation.
 - 10.4.1.5. Safety for both the Employee and Company equipment.
 - 10.4.1.6. Fire Protection initiatives such as fire extinguishers; evacuation points and emergency exit.
 - 10.4.1.7. Most importantly, whether the Employee is comfortable working remotely and able to maintain proper work standards and client satisfaction.
 - 10.4.2. Those Employees that have been identified as eligible to work remotely and makes use of public transport will be required to discuss alternative transport options with the relevant Line Manager to safeguard the Company equipment. Employees are not permitted to travel with office equipment while using public transport without raising the matter with their Line Manager.
 - 10.4.3. The Employer will designate a central Health and Safety officer who shall be tasked to assess remote working Health and Safety risks and to guide Managers to ensure that any potential risks are identified and resolved through remote working channels.

11. PROTECTION OF COMPANY AND CLIENT INFORMATION AND EMPLOYEE OBLIGATIONS UNDERTAKINGS

- 11.1 The Employee will not divulge or make known to any other person, either the password the unique security code that is assigned to the Employee for access to the Employer's systems.
- 11.2 The Employee will not use or attempt to use any other password or security code to access data in the Employer's systems other than those authorised and assigned to the Employee by the Employer.
- 11.3 If the Employee has reason to believe that his/her security code is known by someone else, the Employee will notify their Management immediately for assignment of a new code.
- 11.4 The Employee will only access the Employer's systems in the manner designated by the Employer.
- 11.5 The Employee will not leave the equipment unattended while still connected in a remote session. The Employee undertakes to, when finished with a remote session, promptly log off the system and end the connection.
- 11.6 Employee undertakes not to disclose any confidential information of either the Employer, its employees, clients, representatives or debtors to anyone unless such disclosure is approved by the Employer and is essential for the exercise of the Employee's employment duties.
- 11.7 The Employee undertakes and agrees not to disclose any confidential information in a place or in a manner which may compromise the confidential nature of the information being provided from the Employer's systems.

- 11.7.1 For the avoidance of doubt, "*confidential information*" will mean all information gathered from the Employer's system.
- 11.8 The Employee agrees to hold the Employer harmless from and against all claims, liabilities, costs, expenses and damages arising out of or in connection with the Employee's failure to adhere to the obligations and undertakings contained in Clause 10.
- 11.9 The Employee understands the above obligations and undertakings and further understands that failure to comply with any of the obligations and undertakings may result in appropriate disciplinary actions, which may include dismissal.
- 11.10 The Business Units will enforce strict adherence to the current policies in place to safeguard sensitive information and data as prescribed by legislation.

12. DISCIPLINARY ACTION

- 12.1. Any form of abuse/ misuse of the remote working policy will not be tolerated.
- 12.2. Fraud, misrepresentation and manipulation of company, client or customer information will be viewed in a serious light and dealt with per the disciplinary policy.
- 12.3. If the equipment is damaged, destroyed, stolen or lost due to the negligence or wilful conduct of the employee, the employee will be liable to repay to the Employer an amount equal to the market-related value of the equipment.
- 12.4. The removal of company property without written approval shall be considered as a serious and dismissible offence. Employees should take special precaution before removing company property.

13. LIABILITY AND RISK

- 13.1. The company is not responsible or liable for the Health and Safety of dependents while working remotely, or for the employee's health and safety while delivering care to dependents. It is up to the employee to determine whether work can be conducted safely.
- 13.2. Every employee that works remotely shall do so at their own risk, and the employer shall not be held liable for any damages, theft or injury occurred.
- 13.3. The employer will not provide secondary equipment like printers, stationery or furniture.
- 13.4. Equipment provided by the employer to the employee in terms of this agreement will remain the exclusive property of the employer, for the duration of the agreement and thereafter.

14. TIME AND ATTENDANCE

- 14.1 Working hours shall remain as per the contract of employment and management shall be entitled to introduce time tracking or measurable output systems at their discretion. Overtime shall be subject to the current Digicall Group policy.

15. TERMINATION OF WORK FROM HOME ARRANGEMENT

- 15.1 The company reserves the right to terminate or modify a work from home arrangement at any time based on business needs, performance, or policy violations. Employees may be required to return to the office if deemed necessary by the company.

16. POLICY ACKNOWLEDGEMENT

- 16.1 By working from home, employees acknowledge their understanding and compliance with this policy and agree to adhere to the company's expectations and guidelines for remote work.

17. ACKNOWLEDGEMENT OF DEBT CLAUSE FOR DAMAGED OR LOST COMPANY ASSETS

- 17.1 By accepting and signing this policy, employees acknowledge their responsibility for the safekeeping and proper use of the assets. In the event that an asset is damaged, lost, or not returned, employees agree to accept the financial liability associated with the repair, replacement, or fair market value of the asset.
- 17.2 The company reserves the right to assess the extent of the damage, loss, or non-return of an asset and determine the appropriate amount to be charged to the employee. This assessment will consider factors such as the cost of repair or replacement, depreciation, salvage value, and any applicable insurance coverage.
- 17.3 Upon assessment of damages, the employee will be provided with a written notice detailing the amount owed as a result of the damaged, lost, or non-returned asset. The employee will be required to sign a repayment agreement acknowledging the debt and agreeing to repay the amount owed to the company.
- 17.4 The repayment agreement will outline the terms and conditions for repayment, including the method of payment, frequency of instalments, and any applicable interest or administration fees. The company may require payroll deductions or other suitable arrangements to facilitate the repayment process.
- 17.5 In the event of an employee's separation from the company, whether through resignation, termination, or retirement, any outstanding debt related to damaged, lost, or non-returned assets will be deducted from the employee's final wages or any other compensation due.
- 17.6 The company will maintain accurate records of all assets disbursed to employees, including the AOD, assessments of damages, repayment agreements, and any related communications. These records will be kept confidential and in accordance with applicable data protection laws and regulations.

18. REVIEW AND MODIFICATION

- 18.1 This policy will be periodically reviewed to ensure its effectiveness and relevance. The company reserves the right to modify, amend, or terminate this policy as deemed necessary.