

## SOCIAL – PEOPLE

# Fostering a safe and inclusive workplace

Our people are the foundation of our success and the driving force behind our vision to be a leading global mobility technology company.

We are committed to creating a safe, inclusive, and performance-driven workplace that fosters respect, merit, growth, and well-being, empowering every employee to thrive and contribute meaningfully to sustainable and responsible growth.

## Building a future-ready workforce

Long-term business sustainability depends on the strength and adaptability of our people. We are committed to developing a resilient workforce through continuous talent development, open communication, and strategic workforce planning. In a rapidly changing social, economic, and technological landscape, we rely on data-driven KPIs to guide our HR decisions.

Our succession planning ensures leadership continuity and aligns talent strategy with business goals, minimising risk and securing our future growth.



## Diversity and inclusion

At Sona Comstar, we are committed to building an inclusive workplace that values diverse genders, religions, ethnicities, and educational backgrounds. Diversity is embedded in our code of conduct and seen as essential to driving innovation, creativity, and strong decision-making. We actively work toward gender balance across all levels, including leadership, and support professional growth through a transparent remuneration policy aligned with our long-term business goals.

# 6.3%

Women participation in total workforce



## Training and skill development

We view continuous learning as essential to individual growth and long-term business success. Our approach to training and development is structured, role-specific, and competency-driven, covering technical, compliance, and behavioural areas. We empower employees across all levels, including the board and key managerial personnel, through targeted capacity-building programmes designed to strengthen skills, enhance productivity, and reinforce our culture of compliance.



## Performance review and career development

We conduct comprehensive annual performance reviews and career development evaluations for all employees, reinforcing our commitment to continuous growth. A structured appraisal matrix, aligned with our remuneration policy, is applied consistently across all levels, including key managerial personnel. Performance outcomes inform salary adjustments and incentives, reviewed by the Nomination and Remuneration

Committee. Permanent employees are part of a variable pay scheme linked to individual KRAs and business performance, with additional terms defined through collective bargaining agreements. We also invest in leadership development through the Visionary Leadership for Manufacturing (VLFM) program, building a strong talent pipeline to support long-term growth.

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## Employee wellness and growth

We view employee well-being as essential to building a resilient and high-performing organisation. Our holistic approach combines physical and mental health initiatives with meaningful engagement programmes to create a supportive and connected workplace. In partnership with renowned healthcare service providers, we also organise free health checkup camps to ensure our employees have easy access to essential health screenings and preventive care. From health talks, yoga sessions, and sports activities to engaging initiatives like Fun Fridays, employee magazines, and photography contests, we promote balance and fulfilment. We recognise

long-serving employees, celebrate milestones, and reward exceptional performance through structured recognition programmes. These efforts strengthen team bonds, boost morale, and foster a culture of collaboration, ownership, and continuous improvement.



**Recertified as Great Place To Work®** with a higher score than previous year

## Occupational Health and Safety (OHS)

At Sona Comstar, safety is integral to our operations. We maintain a strong safety culture through proactive risk mitigation, real-time monitoring, and compliance with global standards like ISO 45001. Senior leadership drives the implementation of comprehensive safety policies, supported by HIRA procedures, Lockout Tagout (LOTO) protocols, and quarterly mock drills. All facilities are regularly audited, with safety training covering emergency response, hazardous waste, electrical safety, and fire preparedness.

Technology and training are central to our zero-harm vision. IoT-based sensors and smart cameras are deployed to monitor unsafe conditions in real time. All shopfloor employees undergo DOJO 8-step safety training, and

ongoing awareness sessions reinforce compliance with policies such as POSH, anti-corruption, and whistleblower protection. Our unwavering dedication to upholding the highest Occupational Health and Safety (OHS) standards is demonstrated by achieving a Zero Lost Time Injury Frequency Rate (LTIFR) in FY 2024-25. Our safety-first approach strengthens operational resilience and ensures a secure environment for employees, contractors, and partners.

# ZERO

Lost Time Injury Frequency Rate (LTIFR) in FY 2024-25

## Respecting human rights

We are committed to upholding human rights and fostering a safe, inclusive, and equitable workplace. As an equal opportunity employer, we maintain a zero-tolerance policy towards discrimination, harassment, and unfair treatment, reinforced through mandatory training, strict codes of conduct, and transparent grievance redressal systems. Our POSH policy, overseen by an Internal Committee, ensures swift action on complaints, though no such incidents were reported in the year.

We are committed to upholding employee rights to freedom of association and collective bargaining, ensuring a collaborative and respectful work environment. Through regular human rights training covering non-discrimination, child and forced labour, and workplace ethics, we reinforce our commitment to ethical practices. Our comprehensive policies on occupational health and safety, whistleblower protection, and compliance audits further strengthen our dedication to lawful and responsible growth.

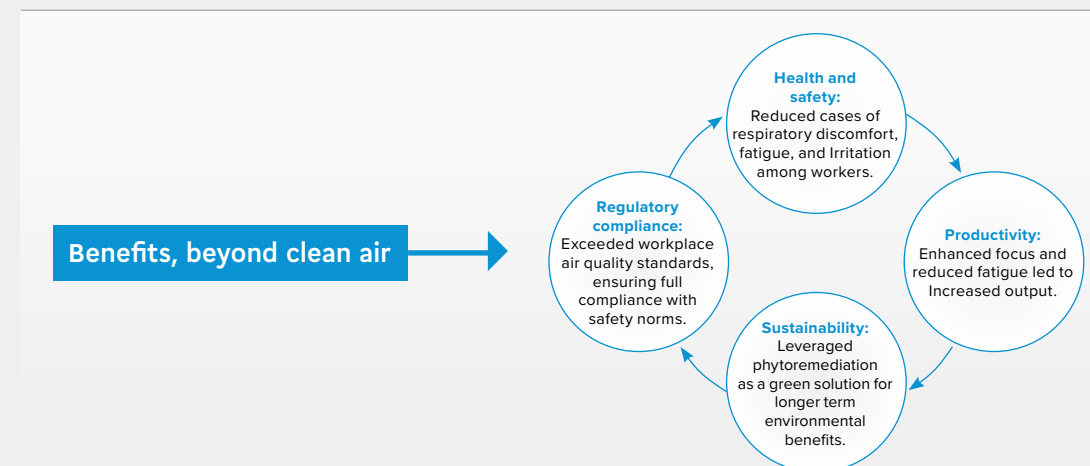


### CASE STUDY

## Cleaner air, safer workplace

At Sona Comstar, we prioritise a safe and healthy workplace as a key aspect of sustainability. In our Tool & Die shop's EDM (Electrical Discharge Machining) section, we identified air quality issues caused by machining-related

pollutants. Committed to workforce well-being and compliance with air quality standards, we launched a project to improve air quality by reducing key pollutants, including carbon monoxide (CO).



### We are committed to clean air

Our commitment to cleaner air involves actively reducing CO levels to enhance worker safety and health by mitigating the presence of this harmful gas.

Condition	Carbon Monoxide (ppm)
Before	80
After	1.32
Target	< 9 (WHO Standard)

### Our approach towards solving the air quality issues

Three-stage air purification approach	Implementation	Results
<b>Air filtration system</b> <ul style="list-style-type: none"> <li><b>Target pollutants:</b> PM 2.5 and large particles</li> <li><b>Details:</b> Installed HEPA filters to trap fine particles, providing a solid defense against airborne debris</li> </ul>	<b>Baseline assessment</b> Indicated higher than desired levels of CO and other pollutants	A reduction of 98% in Carbon Monoxide levels results in enhanced worker health and safety.
<b>Air ioniser</b> <ul style="list-style-type: none"> <li><b>Target pollutants:</b> Carbon Monoxide (CO), TVOCs</li> <li><b>Details:</b> Neutralised harmful gases and particles through ionisation, ensuring a safer and odour-free environment</li> </ul>	<b>System design and configuration</b> The air purification system was customised to fit the EDM section's layout, ensuring maximum coverage.	
<b>Phytoremediation water curtain</b> <ul style="list-style-type: none"> <li><b>Target pollutants:</b> CO, TVOCs, and residual gases</li> <li><b>Details:</b> Combined natural air purification using plants with a water curtain to absorb pollutants sustainably</li> </ul>	<b>Equipment installation</b> Strategically installed HEPA filters, air ionisers, and the phytoremediation water curtain for optimal impact.	
	<b>Real-time monitoring</b> Deployed air quality sensors to track pollutant levels and calibrate the system accordingly	