

SOCIAL PEOPLE

EMPOWERING OUR PEOPLE, SECURING A SUSTAINABLE FUTURE

Our strategy is built on a foundational respect for human rights, diversity, and equity. By embedding targeted skill development, transparent performance architecture, and holistic employee well-being into our daily operations, we are not only shaping a future-ready workforce but also reinforcing the structural resilience of our entire business ecosystem.

CONTINUITY AND STRATEGIC WORKFORCE RESILIENCE

Our long-term growth is intrinsically linked to the agility and capabilities of our people. We mitigate operational risks and secure future growth through data-driven human resource practices, robust succession planning, and proactive talent development. By fostering open communication and aligning our human capital strategy with evolving socio-economic and technological needs, we maintain a resilient workforce equipped to navigate a dynamic business landscape.

FOSTERING WORKPLACE EQUITY

We view diversity and inclusion not only as the right thing to do, but also as a strength that improves decision-making and business performance. By embedding equity across gender, religion, ethnicity, and backgrounds within our Code of Conduct, Sona Comstar fosters an environment where diverse perspectives are respected and encouraged. Our corporate strategy actively supports gender parity across all operational levels and leadership pipelines. This is reinforced by transparent, merit-based remuneration practices designed to attract, retain, and motivate talent over the long term.

6.5%

Women participation in total workforce

UPSKILLING OUR WORKFORCE

Continuous learning is central to our culture and supports both individual development and long-term business performance. We deliver structured training to address role-specific technical, behavioural, and compliance needs. By prioritising targeted capacity-building programmes across all levels, including the board and key executives, we enhance operational productivity while reinforcing a strong culture of compliance.

ALIGNING MERIT WITH GOVERNANCE

Our robust appraisal framework supports good governance by aligning employee development with long-term business performance. Annual reviews are conducted through a structured framework applied across all levels (including executive leadership) and directly guide salary progression and incentives under the oversight of the Nomination and Remuneration Committee. Performance-driven variable pay is tied directly to individual KRAs, corporate milestones, and established collective bargaining frameworks. By coupling this merit-based compensation architecture with elite leadership initiatives like the Visionary Leadership for Manufacturing (VLFM) programme, we mitigate talent risks and secure a highly capable executive pipeline.

HOLISTIC HEALTH AND ENGAGEMENT

Prioritising the health and engagement of our workforce is central to organisational resilience and productivity. Our comprehensive well-being ecosystem delivers essential preventive healthcare and medical screenings through strategic partnerships with established medical providers. We also promote wellness through fitness initiatives, stress-management workshops, and cultural engagement programmes. These efforts are complemented by merit-based recognition programmes that celebrate tenure and strong performance, helping strengthen team cohesion, morale, and a culture of shared ownership.

A SAFE WORKPLACE FOR EVERY WORKER

We protect our workforce and mitigate operational risks by embedding technology, strong governance, and rigorous compliance into our safety practices. Governed by the ISO 45001 standard, our operations combine senior leadership oversight with robust safety protocols such as HIRA, LOTO, and regular facility audits. Our pursuit of a zero-harm workplace is supported by real-time IoT monitoring and smart camera surveillance to identify and reduce physical hazards on the shop floor. This is reinforced by mandatory DOJO safety training for operational teams and ongoing awareness programmes on statutory policies such as POSH and whistleblower frameworks. Our safety-first approach strengthened operational resilience, as demonstrated by a zero Lost Time Injury Frequency Rate (LTIFR) in FY 2025-26.

WORKPLACE ETHICS & HUMAN RIGHTS

Our culture is built on respect for human rights, diversity, and legal compliance. As an equal opportunity employer, we use mandatory training and clear codes of conduct to prevent discrimination and harassment. We also support employees' rights to freedom of association and collective bargaining, helping maintain open workplace dialogue. This is reinforced by training modules on child labour, forced labour, and business ethics, along with whistleblower protections and regular safety audits.