Version 1.0

DIVERSITY, EQUITY, AND INCLUSION

ECOS (I) Mobility & Hospitality Ltd.

Introduction

At ECOS Mobility Group, we believe that diversity strengthens our organization and inclusion drives our success. As a people-driven mobility company serving diverse customers and communities, we are committed to creating a workplace where every individual is treated with dignity, fairness, and respect.

Our Policy reflects this commitment by ensuring equal opportunity, unbiased practices, and an inclusive culture across all levels of the Company. We strive to foster an environment where differences in background, thought, gender, age, and ability are valued, and everyone feels empowered to contribute meaningfully.

This Policy guides our approach to people practices, workplace conduct, and leadership behaviors, supporting a culture of belonging, accountability, and sustainable growth.

Purpose

The purpose of this Policy is to promote a workplace culture that values **diversity, ensures equity, and fosters inclusion** across ECOS Mobility Group. It aims to provide equal opportunities, eliminate discrimination and bias, and create an environment where all individuals feel respected, safe, and empowered to perform at their best.

Through this Policy, ECOS Mobility Group seeks to strengthen employee engagement, enhance service excellence, and uphold ethical, responsible, and inclusive business practices aligned with our values and statutory obligations.

Scope

This Policy applies to all entities under ECOS India Mobility & Hospitality Ltd. and its subsidiaries. The provisions of this Policy shall be implemented in accordance with the applicable legal, regulatory, organizational and operational requirements of each entity. Where a specific provision has limited or no applicability to a particular subsidiary due to its workforce size, nature of operations, legal status or other relevant requirements, its applicability shall be determined based on the requirements applicable to that subsidiary. The subsidiary shall continue to comply with all other applicable provisions of this Policy and all relevant statutory and regulatory requirements.

This Policy applies to all employees, chauffeurs, contractual staff, sub-contractors, consultants, business partners, suppliers, vendors, visitors and customers at Company-controlled sites and Board of ECOS Mobility Group, across all level, grades, locations and operations.

This Policy is non-contractual and ECOS Mobility Group reserves the right to amend, modify, curtail, or revoke it at any time at its sole discretion. It is also subject to the local laws applicable in the employee's place of work, and international standards such as ISO 45001:2018 standard (Occupational health and safety management systems), Core Conventions of the International Labour Organisation, United Nations' Guiding Principles on Business and Human Rights. In case of any inconsistencies between ECOS Mobility Group policies and the relevant law, the law will prevail.

Where references in this Policy are made to “diversity”, “equality”, and “inclusion”:

- Diversity is found in any social identity, such as race, ethnicity, nationality, religion, gender, relationship status, sexual orientation, age, parental status, disability or health, or any other attribute or status protected by the local laws or regulations of where we operate.
- Equality is the principle that guarantees equal treatment for everyone in the workplace. It ensures that all employees have an equal opportunity to excel, develop their skills, and advance in their careers.
- Inclusion is the process of involving, accepting, and valuing all people in the workplace regardless of their differences and social identity.

The scope covers all people-related processes and interactions, including but not limited to:

- Recruitment, onboarding, and deployment
- Training, development, and career progression
- Compensation, rewards, and recognition
- Workplace conduct, safety, and employee relations

All leaders and employees are expected to uphold the principles of this Policy and contribute actively to building an inclusive and equitable workplace.

Related Policies

This Policy should at all times be read in conjunction with the below policies which can be found on HROne portal of the Company:

- Code of Conduct
- Prevention of Sexual Harassment Policy
- Human and Labour Rights Policy
- WhistleBlower Policy
- Compensation Policy

all of which also play an important role in reinforcing a culture founded on principles of diversity, equality, and inclusion.

---

1. OBJECTIVES AND TARGETS

ECOS Mobility Group is committed to preventing discrimination, harassment and bullying and to maintaining a workplace based on dignity, respect and equal treatment. The Company shall monitor the effectiveness of its prevention, reporting and response mechanisms through appropriate qualitative and quantitative objectives.

Qualitative Objectives:

- Ensure equal opportunities, fair treatment, maintain zero tolerance for discrimination, harassment, bullying, bias, retaliation and other inappropriate workplace conduct.
- Create a workplace that is safe, respectful, and inclusive for all employees, chauffeurs, and partners.

• Promote a workplace culture where employees can raise concerns regarding discrimination, harassment or bullying without fear of retaliation.

• Ensure that reported concerns are handled fairly, confidentially and through appropriate investigation and resolution processes.

• Continually strengthen employee and management awareness on prevention of discrimination, harassment and bullying.

Quantitative Targets:

• Achieve 100% completion of mandatory annual training on prevention of discrimination and harassment for applicable employees, from 2027. Baseline - FY 2025–26.

• Ensure 100% of reported discrimination, harassment and bullying concerns are recorded and assessed, with investigation undertaken where warranted, from 2027. Baseline - May 2013.

• Ensure 100% of substantiated cases receive appropriate corrective, disciplinary and/or remedial action, in accordance with applicable policies and laws, from 2027. Baseline - May 2013.

• Conduct a documented annual review of discrimination, harassment and bullying-related concerns, trends and corrective actions from 2027 to identify areas for improvement. Baseline - May 2013.

• Increase women representation to a minimum of 10% of total permanent workforce (across corporate, operations, and support functions, with a long-term focus on leadership roles) of ECOS Mobility Group by FY 27-28. Baseline - FY 2023–24.

• Sustain 100% compliance with maternity benefit laws, workplace safety norms, and other statutory requirements in accordance with applicable law. Baseline - FY 2023–24.

The effectiveness of prevention, awareness, reporting and response measures shall be periodically reviewed based on training coverage, reported concerns, resolution trends, employee feedback and other relevant indicators.

2. DISCRIMINATION, HARASSMENT AND BULLYING

We value and promote the diversity and inclusion of the people we work with. We are committed to equal opportunities in all aspects of employment and to providing workplaces that (subject always to local laws and regulations) are free from discrimination on the basis of race, ethnicity, nationality, religion, gender, relationship status, sexual orientation, age, parental status, disability or health or any status protected by applicable law (**Protected Characteristics**).

ECOS Mobility Group strictly prohibits harassment (including sexual harassment), bullying, or any other form of verbal, physical, or psychological violence in the workplace. Discrimination is treating someone less favourably because of a Protected Characteristic, for example, rejecting a job applicant because of their religious views. Discrimination can be either direct or indirect.

Harassment: For the purposes of this Policy, 'harassment' is any unwanted physical, verbal or non-verbal conduct that has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. Harassment can be a 'course of conduct' over a period of time, or a single incident may also amount to harassment, depending on a case-to-case basis.

Harassment may involve conduct of a sexual nature (sexual harassment), or it may be related to any of the other Protected Characteristics. Harassment is unacceptable, even if it does not fall within any of the Protected Characteristics.

Examples of harassment may include, without limitation:

- Unwanted physical conduct or 'horseplay,' including touching, pinching, pushing and/or grabbing;
- Unwelcome sexual advances or suggestive behavior (which the harasser may perceive as harmless);
- Offensive e-mails, text messages or social media content;
- Non-verbal conduct such as ignoring, staring, leering and giving inappropriate gifts;
- Unwelcome remarks, jokes, slurs, mocking, mimicking or belittling a person on the grounds of any of the above characteristics;
- Visual images such as derogatory or offensive pictures, cartoons, drawings or gestures whether in hardcopy or otherwise;

A person can be harassed even if they were not the intended 'target.' For instance, a person may feel harassed by racist jokes about a different ethnic group if the jokes create an offensive environment.

Bullying: For the purposes of this Policy, 'bullying' refers to offensive, intimidating, malicious, or insulting behavior involving the misuse of power that can make a person feel vulnerable, upset, humiliated, undermined, or threatened. Power does not necessarily refer to being in a position of authority, but can also include personal strength and the ability to coerce through fear or intimidation.

Bullying can take the form of physical, verbal and non-verbal conduct, such as:

- Threats of a physical or psychological nature
- Excessive and intimidating supervision
- Inappropriate derogatory remarks about someone's performance

However, legitimate, reasonable, and constructive criticism of a staff's performance or behavior, or reasonable instructions given to staffs in the course of their employment, will not amount to bullying on their own, and this Policy should not be used as an attempt to avoid normal work practices.

If you feel that you are being harassed or bullied, you should consider whether you feel you are able to discuss the problem informally with the person responsible, explaining clearly that their behavior is not welcome or makes you feel uncomfortable. If this is challenging, you should consult your line manager or the human resources team (**HR**), who can provide confidential advice and help resolve the issue informally, including mediation or a HR-facilitated discussion, if suitable.

If informal discussions are not suitable or have not been successful, you should formally raise your concern with the HR department under our Code of Conduct Policy. We will handle all complaints of discrimination, harassment, and bullying with all seriousness, and will promptly and confidentially investigate them.

There should be no victimization or retaliation against employees who lodge a complaint (or support another's complaint) about discrimination, harassment, or bullying. However, deliberately and maliciously making a false allegation may lead to disciplinary action.

For further information, please also refer to the Code of Conduct. ECOS Mobility Group maintains a zero-tolerance policy toward all forms of discrimination, harassment, bullying, and inappropriate conduct. We are committed to fostering a workplace that is safe, respectful, inclusive, and free from discrimination or harassment based on any Protected Characteristic, or any other characteristic protected under applicable law. ECOS Mobility Group will make every reasonable effort and make adjustments in accordance with applicable laws, to ensure that all parts and facilities of ECOS Mobility Group's office space are safe and accessible.

3. RECRUITMENT AND SELECTION

All recruitment and employment decisions will be made on the basis of fair and objective criteria.

We regularly evaluate our selection procedures to ensure they are suitable for achieving our goals and to prevent illegal discrimination.

All job specifications for employees will only include the requirements necessary for effective job performance. Interviews will be conducted objectively. Applicants will be recruited on the basis of their suitable skills and experience.

To avoid unlawful discrimination, we regularly review our selection process to ensure it is appropriate for achieving our objective.

The needs and requirements of current employees and job applicants who have a disability will be reviewed to ensure that, wherever possible, reasonable adjustments are made to enable them to enter into or remain in employment with us. Promotion opportunities, benefits, and facilities of employment will not be unreasonably limited to them, and every reasonable effort will be made to ensure that disabled individuals participate fully in the workplace.

We are committed to ensuring compliance with all applicable laws while undertaking our recruitment and selection procedures to ensure equality and inclusion.

4. EQUAL PAY

ECOS Mobility Group is committed to the principle of equal pay for all Protected Characteristics . This includes benefits, promotion, training opportunities, and other incentives provided to employees from time to time.

Our reward system is devoid of Protected Characteristics bias. All employees are entitled to equal pay if they are undertaking work that is substantially similar or is of equal value to the business unless there are specific and clear reasons, unconnected with their Protected Characteristics, which explain and justify any differential pay. In some cases, individuals carrying out similar work may receive different salaries due to seniority, qualifications, experience, or other objective factors, however, such differentiation shall be reasonable.

5. CONFIDENTIALITY

We ensure to maintain the confidentiality of the identity and identifying details of any of the employees or other stakeholders we work with, who wish to keep information regarding their Protected Characteristics confidential (including, without limitation, gender identity, HIV-related information, religious preferences, etc.). We are oriented on the concepts of consent, disclosure, and confidentiality in relation to all information regarding Protected Characteristics and undertake all reasonable steps to prevent unintended or unwanted disclosure of such information. It will be the moral responsibility of all employees not to engage in activities that breach confidentiality.

6. DIVERSITY, EQUALITY, AND INCLUSION ASPIRATIONS AND INITIATIVES

At ECOS Mobility Group, we aspire to build a workplace where diversity is valued, equality is ensured, and inclusion is lived every day. As a people-first mobility organization, we believe that a diverse workforce strengthens decision-making, enhances service quality, and reflects the communities we serve.

7. REPORTING AND POLICY REVIEW

ECOS Mobility Group is committed to maintaining a workplace free from discrimination, exclusion, or unfair treatment. Employees, chauffeurs, and other stakeholders are encouraged to speak up and report any concerns in a safe and trusted manner. All complaints and grievances received by any stakeholder will be investigated, processed and responded to in accordance with all laws applicable to us and our operations.

How to Report

Employees and stakeholders can report discrimination, harassment, or exclusion through any of the following channels:

- **Whistleblower Mechanism:** Complaints can be raised through the Company's Whistle Blower Policy available on the company website.
- **Hotline Number**: Concerns or grievances can be reported directly through official communication channels, as indicated by the Company from time to time.
- **Anonymous Reporting:** Complaints can be submitted anonymously through the whistle blower mechanism, where confidentiality of the complainant is strictly maintained.
- **Complaint/Liaison Officer:** Complaints can be submitted through ECOS Mobility Group's complaint/liaison officer by emailing them at **peoplehotline@ecosmobility.com.**

Confidentiality & Protection of the Complainant

- All complaints are handled with strict confidentiality and shared with relevant

stakeholders only on a need-to-know basis.
- Retaliation against any complainant, witness, or individual participating in an investigation is strictly prohibited and will invite disciplinary action.

Investigation & Resolution

- All complaints are reviewed, investigated, and addressed in a fair, impartial, and independent manner.
- Appropriate procedures for redressal of grievances, corrective and disciplinary actions will be taken based on investigation findings, in line with Company policies and applicable laws.

Training, Awareness & Continuous Communication

ECOS Mobility Group is committed to ensuring effective implementation of this Policy through structured training programs and continuous communication.

ECOS Mobility Group ensures the continued training of all its officers and persons in-charge of implementing this Policy.

The human resources team of ECOS Mobility Group conducts annual training on key human and labour rights topics, including but not limited to:

- Diversity, Equality & Inclusion (DEI) awareness
- Prevention of discrimination and harassment
- Prevention of sexual harassment (POSH)
- Prohibition of forced labour and child labour
- Prevention of human trafficking
- Workplace safety, dignity, and ethical conduct

These trainings are mandatory for all employees and are delivered:

- At the time of onboarding, and
- Annually, through compliance refresher programs, to ensure consistent understanding, adherence, and accountability across the organization.

We continuously monitor progress on our diversity, equality, and inclusion goals and annually report, if required under applicable law, on progress on set and committed goals to the relevant statutory authorities. The Company measures DEI performance through defined indicators, including:

- Gender diversity representation across all levels
- Hiring, retention, and promotion ratios
- Training participation and coverage
- Grievance patterns and resolution trends

Relevant awareness on the prevention of discrimination, harassment and bullying shall also be extended to applicable non-employee workers and other persons within the Company's operations, based on their role and level of interaction with the workplace.

Progress is evaluated by the senior management and the Board of the Company on a periodic basis and reported annually, if required under applicable law, to ensure transparency, accountability, and continuous improvement, to the relevant statutory authorities.

ECOS Mobility Group will review this Policy at least once a year and carry out amendments, as required from time to time.

8. COMPLIANCE WITH LAWS

Notwithstanding anything contained in this Policy, to the extent that there is any inconsistency/ discrepancy between the information provided in this Policy and any statute, then the statutory provisions will prevail and supersede the content of this Policy. Further, any matter not covered herein will be dealt with in the manner prescribed under the applicable laws.