



Global Diversity, Inclusion, Belonging & Accessibility (DIBA) Guidelines

Scope	Piramal Pharma Limited
Owner	PPL Corporate HR DIBA Team
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Our DIBA Commitment

At Piramal Pharma Limited (PPL), we have a strong and shared commitment to workplace **diversity** and fostering a culture of **inclusion** and **belonging** where everyone feels accepted and supported. We aim to have **accessible** workplaces and infrastructure ensuring equal opportunities. Our DIBA commitment is deeply intertwined with our PPL Values.

The philosophy of '**Doing Well and Doing Good**', along with our core **PPL Values** of **Knowledge, Action, Care & Impact** have been constant in our journey and serve as guideposts to help us become the company we would like to be. We stay true to our purpose of 'Doing Well and Doing Good' by following three basic tenets of ***Serving People, Making a Positive Difference and Living Our PPL Values.***

We believe that our organization is strongest when we represent the diversity of the communities that we serve. We firmly believe that our ability to strengthen our culture, effectively drive our business strategy and build long term relationships with our patients, consumers and customers depend on a truly diverse workforce and an inclusive work environment.

- **For the Organization:** Our purpose of Doing Well and Doing Good is inspiring in its call to action on diversity, inclusion, belonging and accessibility. To bring our purpose to life, we must have the best talent on board, which identifies with our PPL Values and strongly aligns with our patient, consumer and customer-centric culture. We believe that having a diverse employee base will enable sustainable business growth and creation of long term value for our stakeholders
- **For our People:** At PPL, our cultural priorities are patient, consumer and customer centricity, seamless collaboration and empowered accountability. Our success is fueled by our human capital that constantly enables us to deliver on our purpose of Doing Well and Doing Good. Ensuring that our decisions and day to day operations reflect a wide array of perspectives is critical to maximizing and unleashing our people prowess and unlocking business value. Our people must feel that they operate in an environment that welcomes and celebrates differences and enables them to bring all of who they are in order to do their best work. In line with this objective, we strive to adopt practices and processes that enable exceptional and equitable experiences for all of our people and strengthen our culture of inclusion.
- **For our Patients, Customers and Communities:** We strive to understand our patients', consumers' and customers' needs and build an organization that is dedicated to addressing them. To operate in a complex global environment, we must be equipped in dealing with different cultures and lifestyles and embracing those differences in an informed and nuanced manner. We believe that the diversity of our workforce enhances our ability to understand the needs of our patients, consumer and customers, and create sustainable impact on the communities that we are part of.

DIBA at PPL

At PPL, diversity, inclusion, belonging and accessibility are the responsibility of every employee across the globe. We are hopeful that articulating and sharing our Global DIBA Priorities and the Global DIBA Guidelines will enable our employees to perform at their best while being themselves and foster a culture that is fundamental to our continued success.

Piramal Pharma Limited is a collective sum of individual differences that we embrace and encourage- such as age, color, ethnicity, disability, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

We also hope that our patients, consumers, customers, employees, investors and other key stakeholders find inspiration in our efforts towards building a workforce that represents the many patients, consumers and customers we serve and is inclusive and empathetic so that everyone feels valued, encouraged, and empowered to achieve success.

Scope of Application

- The Global DIBA Guidelines are applicable to all divisions and subsidiaries across all its locations. Refer to the annexure for more details.
- The Global DIBA Guidelines are applicable to all employees i.e. full-time employees, part-time employees, workmen, trainees, retainers, apprentices, contingent workers, consultants, contract workers and any one conducting work on behalf of PPL.

Our Global DIBA Priorities

At PPL, we believe that one of the most effective ways of catering to the needs and desires of our diverse patients, consumers, customers and communities is to have a workforce that appreciates the diversity of the world around us. With our accelerated efforts to focus on diversity, inclusion, belonging and accessibility we will be better positioned to align our actions to our patients', consumers' and customers' needs, thus developing partnerships that are long term, sustainable and that go beyond the traditional transactional vendor/ supplier relationship. Additionally, we will be better equipped to build lasting relationships with the communities around us, locally and globally.

Our Global DIBA Priorities as listed below set the tone for our DIBA initiatives worldwide.

Attract and hire a diverse talent pool

We aim to improve hiring processes and practices to drive technology aided recruitment with a focus on utilization of diverse interview teams. We strive to ensure that our global talent acquisition team and hiring managers are equipped to conduct broad searches for diverse candidates and maintain multiple platforms to proactively reach out to candidates from diverse backgrounds.

Engage and retain a diverse workforce

We know that through a culture of inclusion, where people from diverse backgrounds can bring in their ideas, we are in a better position to serve the ever-evolving needs of our global patients, consumers and customers. We strive to make considerable efforts in accelerating diverse talent representation throughout our organization. We also strive to focus on engaging and retaining our existing diverse talent through a wide range of personal and professional development programs, investing in robust employee communication and listening frameworks. Additionally, we endeavor to roll out new leadership imperatives that reinforce inclusive behaviors as essential elements in leadership skills throughout our organization.

Establish a DIBA governance mechanism

In order to drive business results and role model our PPL Values and cultural priorities, we aim to strengthen integration of our DIBA priorities into our end-to-end talent practices (goals and objectives setting, performance management, talent review, feedback and succession planning et al.). We will constantly endeavor to hold ourselves accountable for results and strive to embed controls and oversight throughout our organization to drive progress.

Comply with local laws applicable to the geography

We aim to comply with applicable employee legislations across locations.

Our DIBA Initiatives and Measures

In line with our PPL Values, we CARE deeply about the IMPACT that we aim to create and milestones that we strive to achieve through our Global DIBA Priorities. We have identified initiatives under each of our DIBA Priorities and every initiative has been assigned a regionally relevant and contextually appropriate target. We aim to implement these initiatives in the short and medium-term.

Global DIBA Guidelines

The Global DIBA Guidelines will enable us to hold our commitment to our Global DIBA Priorities and stay true to our purpose of Doing Well and Doing Good. The Guidelines are focused on recruiting, engaging and retaining individuals based on merit and its key elements include:

Recruitment and selection

Through our candidate recruitment and selection process, we aim to:

- Ensure that our job descriptions are relevant, inclusive and gender-neutral, in terms of the content, language, and images to reduce unintended biases in our job postings
- Short-list and select candidates only based on their qualifications, skills, and experience for the applied job
- Ask fair and competency-based questions that are relevant to the role to increase the quality of the hiring process
- Increasing hiring-manager accountability for interviewing a diverse pool of candidates

Career Opportunities

Through a mix of opportunities tailored to meet the needs of individual countries and regions, we intend to ensure that:

- Internal promotions and career development opportunities are based on performance, skills, and potential, rather than assumptions based on race, color, age, sex, national origin or ethnicity, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression.
- Diversity is intended to be a key area of focus during the talent review and succession planning process while identifying candidates for senior leadership roles.

Learning and Development

Through a mix of opportunities tailored to meet the needs of individual countries and regions, we intend to ensure that:

- All individuals are provided training opportunities basis their individual development needs and not basis their race, color, age, sex, national origin or ethnicity, disability status, genetics, protected veteran status, sexual orientation, gender identity, or expression.
- Our employees have access to a host of eLearning resources to understand cross cultural sensitivities across the geographies that we operate in and build on their foundational understanding of unconscious biases to become more purposefully inclusive in their actions.

Rewards and recognition

- We believe in encouraging performance. This belief is driven by clear and robust reward frameworks that ensure that employees are paid equitably for substantially similar job profiles. We intend to have gender-neutral compensation structures and policies, with any pay difference between employees in similar job profiles reflecting levels of individual performance, knowledge, and skills. We endeavor to monitor our internal pay data to ensure the above principle is reflected in our compensation programs, policies, and practices.
- We intend to conduct performance reviews in a fair and unbiased manner. We recommend a balanced approach to goal setting with clearly defined and measurable outcomes. We aim to link merit increments and performance pay with individual and business performance where individual performance is measured based on achievement of predetermined goals and objectives and display of Piramal Success Factors.
- We make consistent efforts to equip our managers to objectively recognize performance and provide evidence-based feedback for the growth and development of their team members.

Equal Employment Opportunity

- PPL provides equal employment opportunities to all employees and applicants for employment. It prohibits discrimination and harassment based on race, color, age, sex, religion, national origin or ethnicity, disability status, genetics, protected veteran status, sexual orientation, gender identity, or expression.
- We make every reasonable effort to base our employment decisions on merit considering qualifications,

skills, performance and achievements. We endeavor to ensure that all applicants and employees receive equal opportunity in employee matters, including recruitment, selection, training, social programs, placement, promotion, demotion, compensation and benefits, transfers, terminations, and working conditions including reasonable accommodation for qualified individuals with disabilities as well as individuals with needs related to their religious observance or practice.

Employee Responsibilities

PPL expects all employees to take responsibility for:

- Ensuring compliance with the DIBA Guidelines at all times
- Treating everyone with respect and dignity and value differences and unique perspectives
- Engaging in consciously inclusive interactions to enable an environment that is free from discrimination, harassment and bullying and one that facilitates the seamless implementation of the initiatives identified under our Global DIBA Priorities
- Enhancing their awareness of non-inclusive behaviors, potential unconscious bias and how that might hamper our ability to collaborate and create a safe workplace.

Manager Responsibilities

PPL expects all managers to take responsibility for:

- Fairly implementing the DIBA Guidelines as part of their day-to-day management
- Creating an inclusive and safe work environment that
 - Enables the organization to sustain focus on the Global DIBA Priorities
 - Is free from discrimination and reinforces PPL Values
 - Fosters a culture of integrity and respect for every one
 - Encourages employees to collaborate and embrace diverse opinions
 - Empowers employees to correct observed non-inclusive behaviors by team members
- Engage in ongoing dialogue to discuss how each team member is contributing to an inclusive work environment
- Proactively work towards mitigating unconscious biases in hiring, performance management, talent management and succession planning
- Display behaviors in line with our PPL Values and Piramal Success Factors

Prohibiting Discrimination, Harassment and Bullying

PPL is committed to a workplace that is free from employee harassment, discrimination and bullying. PPL expressly prohibits any form of employee harassment based on race, color, sex, religion, sexual orientation, gender identity or expression, national origin, age, disability, genetic information, status as a protected veteran, or status in any group or class protected by applicable central, state or local law. Improper interference with the ability of employees to perform their expected job duties is not tolerated.

The conduct prohibited by these Guidelines, whether verbal, physical, or visual, includes any discriminatory employment action and any unwelcome conduct that affects someone because of that individual's protected

status. PPL prohibits that conduct even if it is not sufficiently severe or pervasive to constitute unlawful harassment.

Reporting Inappropriate Conduct

Each member of PPL's management is responsible for creating an atmosphere free of discrimination and harassment, sexual or otherwise. Further, employees are accountable for respecting the rights of their co-workers.

If employees experience or observe any job-related discrimination or harassment based on sex, sexual orientation, gender identity or expression, race, national origin, disability, age, or any other factor or believe they have been treated in an unlawful, discriminatory manner, promptly report the incident to your manager, department or division head, the Compliance Department or Human Resources representative. Alternatively, employees are encouraged to report the facts to their respective business ExCom members, to raise the concern. We will aim to provide employees with platforms to raise anonymous complaints (forum 'Speak Up'). These Guidelines apply to all incidents of alleged discrimination or harassment, including those occurring off- premises or off-hours, where the alleged offender is an employee (a manager, co-worker, or even a non-employee with whom the employee is involved, directly or indirectly, in a business or potential business relationship).

We take allegations of discrimination, harassment, and bullying seriously, ; and ensure they are properly investigated. All reported incidents will be investigated with an effort to keep the source of the report confidential, with the disclosure of information as appropriate to facilitate the investigation or the resolution of the matter. All employees must report any conduct they believe violates these Guidelines. Additionally, every employee must cooperate with any investigation conducted by PPL, regardless of whether the investigation is being conducted by PPL officials or outside parties retained by PPL for this purpose, or, for that matter, by an outside agency.

PPL prohibits retaliation against any employee for raising a concern in good-faith. Presenting a concern in good-faith means that an employee has made a genuine attempt to provide accurate and truthful information even if it is later proven to be mistaken. Retaliation against an employee because of a report under these Guidelines or because an employee has participated in an investigation under these Guidelines is strictly prohibited and will not be tolerated. However, if, after investigating any complaint of harassment or discrimination, we determine that the complaint is frivolous and was not made in good-faith, or that an employee has provided false information regarding the complaint, disciplinary action may be taken against the individual who filed the complaint or who gave the incorrect information.

Consequences

Employees who do not comply with these Guidelines and/ or are found to have engaged in discrimination, harassment or bullying will be subject to appropriate disciplinary action, up to and including termination of employment.

Annexure

The scope of Coverage of the Policy includes Piramal Pharma Limited and all its wholly owned subsidiaries. For clarity this includes the following divisions:

1. Corporate
2. Piramal Pharma Solutions
3. Piramal Critical Care
4. Piramal Consumer Products

