SHINE
DIVERSITY, EQUITY & INCLUSION (DEI) Policy

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Effective Date	01-Jan-2026
Version	1.1

1. PURPOSE AND SCOPE

1.1 Purpose

At Rossari Group, we believe that an inclusive organisation is built by recognising individual strengths, providing equitable opportunities, respecting diverse perspectives and empowering people to contribute to collective success.

Through **SHINE – Strength, Hope, Inclusion, Nurture and Empower**, the Rossari seeks to embed Diversity, Equity and Inclusion (DEI) into its organisational culture, leadership practices, people processes and business decisions.

The purpose of this policy is to establish a common framework for promoting a respectful, equitable, inclusive and empowering workplace across the Rossari, where individuals are valued for their capabilities, contributions and perspectives and are provided fair opportunities to learn, grow and lead.

1.2 Objectives

The objectives of this policy are to:

1. Foster a respectful workplace that promotes dignity, inclusion and freedom from unlawful discrimination.
2. Promote fair and equitable access to employment, learning, development, recognition and career opportunities.
3. Recognise diversity of thought, experience, knowledge, skills and perspectives as drivers of innovation and business performance.
4. Strengthen women's participation, professional development and leadership opportunities.
5. Develop inclusive leaders who encourage participation, challenge assumptions and make fair, objective decisions.
6. Support accessibility and appropriate accommodation for persons with disabilities in accordance with applicable law.
7. Encourage thought leadership, knowledge sharing, collaboration and employee-led innovation.
8. Integrate DEI principles into relevant people processes and organisational decisions.

1.3 Scope and Applicability

This policy applies to all employees of Rossari Group **(means and include Rossari Biotech Limited and its holding, subsidiary, affiliate, associate and group companies)** (hereinafter referred to as "the Company"), Rossari will promote appropriate standards of dignity, respect, inclusion and fair treatment in its interactions with job applicants, consultants, contractors, service providers, business partners and visitors.

Implementation shall be aligned with applicable laws, employment arrangements and other approved policies. This policy complements existing policies and does not replace any separate statutory mechanism.

2. POLICY STATEMENT AND RULES

2.1 Policy Statement

Rossari is committed to building a diverse, equitable and inclusive organisation where every individual is treated with dignity, every perspective has the opportunity to be heard, and every person has a fair opportunity to contribute, grow and lead.

The Rossari recognises that diversity of thought, experience, knowledge and capability strengthens innovation, collaboration, decision-making and sustainable business performance.

Through SHINE, the Rossari will endeavour to integrate inclusion, fairness and equal opportunity into its talent practices, leadership development, workplace interactions and business decisions.

DEI is a shared organisational responsibility and shall be reflected in everyday behaviour, leadership actions and business practices rather than being limited to individual initiatives or events.

2.2 SHINE: The Five Guiding Principles

A. Strength – Recognising Individual Potential

The Rossari shall endeavour to:

- Recognise individual capabilities, skills, experience and contributions.
- Base employment and development decisions on relevant, objective and job-related criteria.
- Encourage employees to demonstrate their potential and share diverse perspectives.
- Respect differences in professional experience, knowledge and working approaches.
- Leverage complementary strengths to improve problem-solving and innovation.

B. Hope – Creating Opportunities for Growth

The Rossari shall endeavour to:

- Promote fair access to career development and internal opportunities.
- Encourage employees to express ideas, aspirations and constructive suggestions.
- Support learning, mentoring, coaching and developmental assignments.
- Encourage transparency and consistency in relevant people processes.
- Enable employees to explore suitable opportunities across roles, functions and locations, subject to business requirements.

C. Inclusion – Ensuring Every Voice Matters

The Rossari shall endeavour to:

- Promote respectful communication and collaborative working relationships.
- Encourage participation and consideration of different viewpoints.
- Foster belonging across functions, locations, employment categories and organisational levels.
- Identify and address barriers that prevent meaningful participation.
- Build awareness of unconscious bias and inclusive workplace behaviour.
- Provide appropriate channels for employee feedback and workplace concerns.

D. Nurture – Developing People and Future Leaders

The Rossari shall endeavour to:

- Encourage structured learning and capability development.
- Provide access to mentoring, coaching and leadership exposure, as appropriate.
- Promote cross-functional assignments and knowledge-sharing opportunities.
- Consider diverse talent when building succession pipelines and leadership capability.
- Encourage intergenerational collaboration and transfer of institutional knowledge.
- Support professional growth at different career stages.

E. Empower – Enabling Contribution and Ownership

The Rossari shall endeavour to:

- Encourage employees to participate in improvement and innovation initiatives.
- Provide appropriate platforms for sharing expertise and ideas.
- Recognise meaningful contributions and collaborative achievements.
- Enable employees to exercise ownership within their roles and authority.
- Encourage participation in business, people and sustainability initiatives.
- Support constructive challenge, responsible decision-making and continuous improvement.

2.3 Diversity and Equal Opportunity

Employment-related decisions shall be based on relevant criteria, including competence, qualifications, experience, performance, potential and legitimate business requirements.

The Rossari shall not permit unlawful discrimination on grounds protected under applicable law. Personal characteristics or circumstances unrelated to legitimate job requirements shall not be used to unfairly restrict employment, development or career opportunities.

The Rossari shall endeavour to attract and develop talent from diverse and relevant talent pools and promote consistency in recruitment, selection, deployment and career decisions.

2.4 Equity and Fairness in People Practices

DEI considerations shall be incorporated, where relevant, into:

- Recruitment and selection.
- Learning and development.
- Performance evaluation.
- Compensation and recognition.
- Promotion and internal mobility.
- Succession planning and leadership development.
- Access to workplace facilities, resources and support.

The Rossari may review relevant processes to identify potential barriers, inconsistencies or patterns requiring improvement.

Equity measures shall be fair, proportionate, transparent and legally compliant. They shall not compromise essential role requirements, occupational safety standards or legitimate merit-based decision-making.

2.5 Gender Equity and Women's Empowerment

Women's empowerment shall be an important focus area under SHINE, while the overarching framework remains applicable to all employees.

The Rossari shall endeavour to:

- Encourage women's participation across functions, technical roles, manufacturing operations and leadership positions.
- Promote fair access to learning, career advancement and leadership development.
- Facilitate mentoring, sponsorship and appropriate leadership exposure.
- Review workplace facilities, safety arrangements and barriers that may affect participation.
- Support applicable statutory benefits and workplace provisions.
- Challenge gender stereotypes and encourage respectful behaviour.
- Develop diverse talent pipelines for critical and leadership roles.

Initiatives shall be aligned with business requirements, workforce needs and applicable law.

2.6 Disability Inclusion and Accessibility

The Rossari shall endeavour to provide an accessible and supportive workplace for persons with disabilities in accordance with applicable law.

Where appropriate and feasible under the applicable legal framework, measures may include accessible workplace facilities, digital accessibility, reasonable accommodation, accessible communication and fair assessment of role-related capabilities.

Requests for accommodation shall be considered fairly, with due regard to individual requirements, essential job functions, safety and applicable legal obligations.

2.7 Inclusion Across Backgrounds and Career Stages

The Rossari values contributions from individuals with different educational, professional, cultural and socioeconomic backgrounds and at different career stages.

Employees shall be encouraged to learn from one another, respect professional experience, share knowledge and remain open to new ideas.

No employee should be unfairly excluded from relevant workplace participation or development opportunities merely because of their background, age, tenure, grade or location, where these factors are unrelated to legitimate business requirements.

2.8 Inclusive Manufacturing and Frontline Workplaces

SHINE shall extend across corporate offices, plants, R&D, laboratories, warehouses and frontline operations.

The Rossari shall endeavour to:

- Promote fair access to training, skill development and internal mobility.
- Encourage equitable consideration for progression and suitable career opportunities.
- Provide appropriate workplace facilities and safety arrangements.
- Communicate relevant employee information in accessible formats and languages, as appropriate.
- Encourage employee feedback and participation across shifts and locations.

- Foster dignity and respect across employment categories.
- Review relevant barriers to workplace participation and development.

All measures shall remain consistent with operational requirements, occupational health and safety standards and applicable law.

2.9 Thought Leadership and Inclusive Innovation

The Rossari recognises diversity of thought as a valuable contributor to innovation, effective decision-making and sustainable business growth.

Through SHINE, employees shall be encouraged to share ideas, challenge established assumptions constructively, exchange knowledge and contribute to organisational progress irrespective of designation or hierarchy.

The Rossari shall endeavour to:

1. Encourage different perspectives in business discussions, planning and problem-solving.
2. Identify and nurture employees who demonstrate expertise, original thinking and the ability to influence positive change.
3. Facilitate knowledge sharing across functions, locations and Rossari entities.
4. Encourage leaders to seek relevant diverse viewpoints before making significant decisions.
5. Provide appropriate platforms for presenting ideas, sharing expertise and participating in improvement initiatives.
6. Recognise contributions that strengthen innovation, inclusion and organisational effectiveness.
7. Encourage employees to convert useful ideas into practical business, people, process or sustainability improvements.

Thought leadership shall not be determined solely by seniority, designation or visibility. The quality, relevance, professional integrity and potential value of contributions shall remain important considerations.

2.10 Inclusive Leadership and Expected Behaviour

Leaders and managers are expected to:

- Demonstrate respect, fairness and openness.
- Encourage participation and listen to different viewpoints.
- Apply people policies consistently and objectively.
- Support fair access to development and career opportunities.
- Challenge inappropriate stereotypes and exclusionary behaviour.
- Address concerns through appropriate channels.
- Take ownership of agreed inclusion priorities within their areas.

Employees are expected to treat colleagues with dignity, respect differences, avoid discriminatory or exclusionary conduct and contribute constructively to an inclusive workplace.

2.11 Workplace Concerns

Employees who experience or observe conduct inconsistent with this policy may raise concerns through their reporting manager, HRBP.

The Rossari shall endeavour to ensure that concerns are assessed fairly addressed with confidentiality.

2.12 Confidentiality and Data Protection

Information collected for implementing and monitoring SHINE shall be handled in accordance with applicable law and relevant Rossari policies.

The Rossari shall seek to collect only information necessary for a legitimate purpose, restrict access to authorised persons and use aggregated information for management reporting wherever practicable.

Personal and sensitive information shall be handled with appropriate safeguards.

2.13 Interpretation

HR head shall provide guidance on the interpretation and implementation of this policy, in consultation with Legal or other relevant functions where necessary.

3. ROLES AND RESPONSIBILITIES

3.1 Senior Leadership

The senior leadership shall provide strategic direction and appropriate oversight in accordance with their respective roles and authority.

Their responsibilities include:

- Supporting the Rossari's commitment to DEI.
- Providing leadership sponsorship for SHINE priorities.
- Reviewing relevant progress and agreed improvement actions.
- Encouraging accountability for inclusive leadership and fair people practices.
- Promoting thought leadership and innovation as organisational priorities.

3.2 Human Resources

Rossari HR shall be the policy owner and governance partner responsible for facilitating implementation across covered Rossari entities.

Its responsibilities include:

- Maintaining and periodically reviewing this policy.
- Developing implementation guidelines, awareness material and supporting tools.
- Advising leaders on DEI principles and relevant people practices.
- Facilitating inclusive leadership development and employee awareness.
- Reviewing relevant workforce indicators and employee feedback.
- Coordinating periodic progress reviews and recommending improvement actions.
- Supporting the identification of barriers to fair participation and development.
- Referring workplace concerns to the appropriate authorised mechanism.
- Maintaining appropriate documentation and reporting arrangements.

3.3 Business, Functional and Plant Leadership

Business, functional and plant leaders shall translate SHINE principles into relevant workplace practices.

They shall:

- Promote respectful, fair and inclusive behaviour within their areas.
- Support fair and consistent employment and development decisions.
- Encourage employee participation, knowledge sharing and constructive challenge.
- Identify relevant barriers to development, accessibility or participation.
- Implement agreed SHINE initiatives and improvement actions.
- Review progress and provide relevant inputs to Rossari HR.
- Demonstrate personal accountability for inclusive leadership.

3.4 HR Business Partners and Local HR Teams

HRBPs and local HR teams shall support implementation at their respective locations and business units.

Their responsibilities include:

- Communicating the policy and facilitating awareness.
- Advising managers on consistent and fair people practices.
- Coordinating relevant workforce data and employee feedback.
- Supporting local implementation plans and action tracking.
- Identifying recurring concerns or barriers and escalating them appropriately.
- Coordinating with Rossari HR on reporting and review requirements.

3.5 Employees

Every employee is expected to:

- Treat others with dignity and respect.
- Value differences in experience, knowledge and perspective.
- Avoid discriminatory, exclusionary or disrespectful behaviour.
- Participate constructively in relevant workplace initiatives.
- Share ideas and knowledge in a professional manner.
- Raise concerns through appropriate channels.
- Cooperate with authorised reviews and established procedures.

3.6 Business Partners, Contractors and Service Providers

The Rossari shall encourage relevant business partners, contractors and service providers to comply with applicable laws, contractual requirements and appropriate standards of workplace dignity, respect and fair treatment.

Relevant contractual and operational arrangements may be used to communicate these expectations and address material concerns.

4. POLICY REVIEW

This policy shall be reviewed annually by HR Head or earlier, wherever required due to changes in applicable laws, organisational structure, business priorities or workforce needs.