



## Diversity, Equity, and Inclusion Framework

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### Purpose:

We recognize and appreciate the importance of creating an environment in which all employees feel valued, included, and empowered to achieve their potential. We recognize that each employee's unique experiences, perspectives, and viewpoints add value to our ability to create and deliver better results. The purpose of this framework is to set out SRF's commitment towards embedding diversity, equity, and inclusion in our culture and practices. SRF aims to establish an inclusive culture that celebrates diversity of all kinds. The framework clearly lays down SRF's expectations, placing on each employee the responsibility to adhere and uphold the spirit of this framework.

### Definitions:

**Diversity:** *is inviting differences while recognizing, respecting, and valuing these differences in individuals.*

**Equity:** *is fair access to opportunities for all; also providing various levels of support and assistance depending on specific needs or abilities.*

**Inclusion:** *is a sense of belongingness experienced when people feel welcomed, respected, supported, and valued and they can fully participate.*

### Scope:

This framework is applicable to all employees of SRF India.

### Objectives:

SRF is committed to creating a culture that is diverse and respects individual differences with respect to religion, region, gender, sexual orientation, age, socio-economic status, and/or physical ability, etc. However, as a beginning, we shall place special focus on gender diversity. As we go along, we will keep enhancing our focus around other kinds of diversities.

SRF aims to achieve the following objectives:

- Attract, retain, and engage employees from the widest possible pool of talent
- Foster a culture that is equitable, reflects our Values and helps us achieve our Aspirations 2030
- Have an inclusive and safe environment that supports well-being, and inspires innovation, creativity, and critical thinking
- Create a conducive environment that leads to higher performance and greater employee engagement and satisfaction
- Become an employer of choice for all diverse talents

### Supporting policies and practices:

As we continue to become a diverse and inclusive organization, a range of policies and processes have been put in place. These ensure that our employees are valued and respected. Our approach towards diversity, equity and inclusion is supported by the following:

**Code of conduct:** SRF is committed to not only complying with its legal obligations, but also acting ethically and responsibly. Our Code of Conduct sets out the minimum standards of behaviour and conduct expected of all our employees. It places clear emphasis on providing a culture that supports diversity, equity and inclusion.

**Non-discrimination and prevention of sexual harassment:** SRF is committed to creating a healthy working environment that enables employees to work without fear of prejudice, intimidation, gender bias and sexual harassment. SRF also



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believes that all employees of the Company have the right to be treated with dignity. We ensure that employees of SRF respect one another's dignity, privacy and enjoy equal treatment at the workplace.

**Equal employment opportunities and remuneration:** We are committed to establishing and maintaining a positive workplace that promotes equality, diversity and equal growth opportunity and is free from discrimination. We expect all employees to value and respect each other and maintain an environment supportive of individual differences, where each one of us can participate and contribute freely without any discrimination. To ensure pay equity, we undertake a review of our compensation and benefits on a regular basis. Remuneration decisions are purely based on merit, performance, and market data.

**Human rights:** SRF recognizes, respects, and reinforces 'Human Rights' and is committed towards protection of such rights by creating a safe, secure, and healthy working environment for all its employees. We are committed towards ensuring protection of all human rights of all employees.

**Health and safety:** We are committed to providing a work environment that is safe, hygienic, humane, and which upholds the dignity of the employees. We are committed to following the highest standards of safety in our processes and ensure safety of our employees.

**Collaboration and redressal:** We encourage the formation of various committees that have representation from the workforce and make suggestions on measures to improve working conditions in the company. We respect their views and provide access to appropriate grievance redressal mechanism to our employees.

**Leaves and related benefits:** A range of leave options are available to our employees to ensure they have appropriate options for time away from work. This includes annual, personal, sick, parental, marriage and bereavement leaves. While there is a policy to provide sabbaticals to a particular section of employees, there have been instances of this being extended to employees in need, irrespective of their levels. SRF provides paid maternity leave to employees including birth and adoptive mothers. A mother can avail up to 26 weeks of paid leaves followed by flexible work models post maternity. New fathers also have the option of availing paternity leaves.

**Employee well-being:** Well-being is one of our core Values and our employee's health and well-being are of utmost importance to us. Our health and wellness policy encourages good health through preventive medical evaluations, wellness bonus towards spend made in this direction and providing regular opportunities to participate in sessions where knowledge and awareness is imparted.

**Job design and evaluation:** At SRF, we take utmost care in ensuring that job design and evaluation are unbiased. The organization systematically reviews job descriptions. The jobs are designed to be free from biases and to ensure individual as well as organizational needs are taken care of.

**Learning and development opportunities:** We are committed to and ensure continuous upgradation of skills and knowledge of our employees by providing access to necessary learning opportunities on an equal and non-discriminatory basis. Our learning and development programs act as key enablers in achieving the organisational objectives, including DE&I targets, and supporting business continuity through developing a strong and diverse pipeline of talent. Our programs aim to equip talented employees for future roles in management, senior management and beyond.

### Implementation strategy:

While we recognize and promote diversity of all kinds, our focus currently remains primarily on gender diversity. This focus will pave way for an environment that supports and encourages diversity of all kinds.

Our implementation strategy revolves around five aspects and is depicted below:



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## Committees and their responsibilities:

In addition, various committees will meet at regular intervals and provide necessary clarity and strategic impetus towards encouraging diversity, equity, and inclusion in the organisation. These committees are:

Committee Names	Members	Chaired by	Frequency of interaction
DE&I Steering Committee	CLT	Joint Managing Director	6 months
DE&I Driving Committee	BHR Heads/CHR Head	CHRO	3 months
DE&I Implementation Committee	UHR Heads	CHR Head	3 months

The **Steering Committee** will be responsible for:

- Assessing the objectives and reviewing the implementation progress of the organisation level strategic plan around DE&I.
- Advising on the short and long-term strategies to build capability and competency to lead and manage a diverse workforce.
- Providing broad directions to the various sub-committees on diversity, equity, and inclusion at the workplace.
- Approving DE&I specific budgets for related initiatives.
- Building a consequence management system that ensures alignment with the organisational direction.

The **Driving Committee** will be responsible for:

- Ensuring implementation level compliance with the guidelines around DE&I put forth by the Steering Committee.
- Brainstorming and devising solutions to possible implementation challenges faced in one or more parts of the organisation.
- Reviewing the various Business-wise sub-committees on the progress on the DE&I plan.
- Recommending to the Steering Committee various policy and practice changes that forward the DE&I agenda.
- Highlighting internal and external best DE&I practices for deployment across the organisation.

The **members of the Implementation Committee** will be responsible for:

- Ensuring various diversity targets are met for the Business/Units through effective implementation of identified strategies.
- Discussing and recommending practices for horizontal deployment.
- Implementing various infrastructural changes as directed by the Steering Committee.
- Discussing and resolving implementation challenges.



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The **Chair** of the **Implementation Committee** will be responsible for:

- Gathering the voice of employees and presenting a collective view to the Driving Committee.
- Presenting the recruitment numbers for various units to the Driving Committee.
- Seeking guidance of the Driving Committee on the challenges that cannot be resolved at the Implementation Committee.

### Measurement and review:

The leadership team periodically reviews the progress made by the organisation on the diversity, equity, and inclusion agenda. In addition, the management will review this framework from time to time for effectiveness and to check whether any changes are required. This framework will be made available to all our employees. It is the responsibility of each employee to comply with this framework.

Recommended by:

Joshita Tandon

Head of CHR, and Chair - DE&I Implementation Committee

Approved by:

Ajay Chowdhury  
President and CHRO