

## Equal Remuneration Policy

Oorja has the objective of eliminating any unfair, unjust or unlawful practices that concern remuneration, as well as take any appropriate remedial action as and when necessary. This policy applies to all employees and consultants working with Oorja Development Solutions India Private Limited, regardless of position, type of employment or location.

This remuneration policy is based on the following principles that guide the compensation structures and the consequent actions:

- Fairness and consistency with the responsibilities assigned and the capabilities demonstrated.
- Alignment with the Company strategies and with the defined objectives.
- Competitiveness with regard to practices and market trends.
- Enhancement of merit and performance, in terms of results, behaviours and values acted.
- Clear governance and compliance with the regulatory framework.

With this objective, Oorja at least annually will:

1. At least annually analyse the gender pay gap to identify and monitor remuneration between men and women in the same roles.
2. Create salary ranges for each role to ensure salary coherence between men and women and between professionals in the same category.
3. Conduct biannual performance reviews and base salary increases on objective criteria including through these reviews, to achieve a more fair and equal distribution.
4. Carry out regular monitoring of the impact of pay policies and practices, and take appropriate remedial action to resolve issues identified;
5. Provide guidance to managers involved in the decisions about recruitment, pay, benefits and promotions;
6. Respond to grievances raised or equal pay issues.

Oorja complies with Equal Remuneration Policy Act, 1976 which states that:

1. There should be payment of equal remuneration to men and women workers for the same work or work of similar nature without any discrimination on the basis of gender.
2. Prevention of discrimination while conducting recruitment.

### Complaints Procedure:

Any complaint with regard to unequal payment of wages and claims arising out of non-payment of wages at equal rates to men and women workers for the same work or work of similar nature shall be made in written to the HR Department.

In case of a complaint, adequate steps are to be taken by Oorja so as to ensure that there is no contravention of any provision of this Act.