



TERRA FIRMA EQUITY LIMITED
ACN 675 999 747

DIVERSITY POLICY

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Approved by

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Corporate policy

1.0

Board of Terra Firma Equity Limited

25 February 2026

1. Purpose

This Policy sets out the Company's approach to diversity, inclusion and equal opportunity.

2. Principles

The Company seeks to make employment and advancement decisions on merit while recognising that a workforce with diverse backgrounds, experience and perspectives can improve decision-making and organisational capability.

The Company does not tolerate unlawful discrimination, harassment, victimisation or retaliation.

3. Application

This Policy applies to recruitment, remuneration, development, promotion, succession, workplace conduct and, where relevant, Board composition.

4. Responsibilities

- (a) the Board oversees this Policy and may approve measurable objectives where appropriate;
- (b) management is responsible for fair employment practices and reasonable workplace processes; and
- (c) all personnel are expected to treat others with respect and comply with applicable equal opportunity and workplace laws.

5. Recruitment and progression

Recruitment and progression processes should seek suitably qualified candidates, use objective criteria and avoid unlawful bias or discrimination.

Where practical, the Company will seek a broad field of candidates for significant roles.

6. Flexible work and inclusion

The Company may support reasonable flexible work arrangements having regard to operational requirements, role responsibilities and applicable law.

7. Monitoring and review

The Board may review workforce and leadership diversity information where useful to governance and succession planning. This Policy may be amended at any time.