



TERRA FIRMA

DIVERSITY POLICY



TERRA FIRMA EQUITY LIMITED
ACN 675 999 747

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Terra Firma Equity Limited (ACN 675 999 747)

1. Purpose

Terra Firma Equity Limited (“Terra Firma”, “the Company”) recognises that diversity contributes to stronger governance, better decision-making, improved performance and sustainable long-term growth.

This Diversity Policy (“Policy”) outlines the Company’s commitment to fostering an inclusive, equitable and diverse workplace and Board environment that reflects a broad range of backgrounds, skills, perspectives and experiences.

The Board is committed to embedding diversity principles within the Company’s governance and operational frameworks.

2. Policy Statement

Terra Firma is committed to:

- Promoting diversity at all organisational levels
- Ensuring merit-based recruitment and promotion
- Providing equal opportunity
- Fostering a culture of respect and inclusion
- Eliminating unlawful discrimination

The Company recognises that diversity strengthens strategic oversight and enhances operational performance.

3. Scope

This Policy applies to:

- Directors
 - Officers
 - Employees
 - Contractors
 - Recruitment and appointment processes
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4. Definition of Diversity

Diversity includes, but is not limited to:

- Gender
- Age
- Cultural and ethnic background
- Indigenous representation
- Educational background
- Professional experience
- Industry expertise
- Geographic experience
- Disability
- Socioeconomic background

The Company views diversity as a broad concept encompassing a wide range of perspectives and lived experiences.

5. Board Diversity

The Board recognises that diversity at Board level enhances governance effectiveness.

In considering Board appointments, the Nomination Committee (or Board where no committee exists) shall consider:

- Skills and experience
- Independence
- Gender diversity
- Industry knowledge
- Financial and capital markets expertise
- Governance capability
- Geographic representation

Board appointments will be based on merit, while ensuring diversity considerations form part of the selection process.

6. Workplace Diversity & Inclusion

Terra Firma is committed to:

- Providing equal employment opportunities
- Eliminating discrimination, harassment and bullying
- Promoting inclusive leadership
- Supporting flexible work practices where appropriate
- Creating a respectful workplace culture

All employment decisions will be based on merit, qualifications and business requirements.

7. Recruitment & Promotion

Recruitment processes shall:

- Be transparent and merit-based
- Encourage diverse candidate pools
- Avoid bias
- Ensure equal access to opportunity

Promotion decisions shall be based on performance, capability and leadership potential.

8. Workplace Conduct & Respect

Terra Firma maintains zero tolerance for:

- Discrimination
- Harassment
- Bullying
- Victimisation

All personnel are expected to contribute to a respectful and inclusive culture.

9. Leadership Accountability

Senior management is responsible for:

- Promoting inclusive behaviours
- Supporting diverse talent development
- Addressing workplace misconduct
- Encouraging equitable advancement opportunities

The Board oversees diversity progress as part of governance oversight.

10. Reporting & Monitoring

The Company may periodically assess diversity metrics across:

- Workforce composition
- Leadership representation
- Recruitment outcomes
- Employee engagement

Where appropriate, diversity objectives may be set and monitored.

11. Training & Awareness

Terra Firma may provide training programs to promote:

- Inclusion awareness
 - Unconscious bias mitigation
 - Respectful workplace conduct
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12. Complaints & Reporting

Concerns regarding discrimination or harassment may be reported via:

- Line management
- Human resources
- Whistleblower channels

Complaints will be investigated confidentially and fairly.

Retaliation against complainants is prohibited.

13. Governance & Oversight

The Board retains ultimate responsibility for diversity oversight.

The Nomination or Remuneration Committee (if applicable) may review diversity outcomes and leadership representation.

14. Policy Review

This Policy will be reviewed periodically to ensure continued alignment with governance standards and the Company's growth strategy.

Approved by the Board of Terra Firma Equity Limited ACN 675 999 747

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Terra Firma Equity Limited

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