



# Property for Industry Limited

## Diversity and Inclusion Policy

**January 2026**

Last reviewed: November 2025

# Diversity and Inclusion Policy

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## Introduction

PFI's Board of Directors (the **Board**) believes that a diverse workforce is essential for PFI to be able to deliver its strategic objectives and continue to meet its responsibilities to its customers, its employees, the communities in which it works, and its shareholders. PFI seeks to remove perceived or tangible barriers to becoming part of the PFI team, treat everyone fairly and respectfully, and provide equal opportunities based on performance and potential.

## Diversity and Inclusion Statement

The Board is committed to providing a work environment where:

- the best talent is able to be recruited and retained, to ensure business growth and performance;
- diversity, together with different skills, abilities and experiences, is recognised and valued;
- employees are treated equitably and fairly in order that talented people who will contribute to the achievement of our strategic objectives are attracted to work for PFI and are able to be retained; and
- employment and promotion opportunities will not be influenced, either actively or passively, by discrimination of any kind.

Diversity may be represented in (but is not limited to) background, experience, thinking and approach, as well as culture, ethnicity/nationality, gender, sexual orientation, age, disability or religion. We encourage a working environment in which individual diversity is recognised and respected.

PFI's Diversity and Inclusion Policy reflects the following principles:

- **Merit:** individuals are assessed based on their individual skills, experience, qualifications and potential;
- **Non-Tolerance of Discrimination and Harassment:** PFI does not tolerate discrimination or harassment of any kind, including but not limited to recruitment, promotion and remuneration;
- **Diverse Ideas:** PFI values diversity in skills, backgrounds and ideas, which come from a diverse workforce; and
- **Culture:** PFI believes that diversity is a strong contributor to a workplace culture where individuals are free to be themselves and reach their potential.

## Objectives

The Board has set the following key objectives in relation to this policy:

- Gender statistics are to be disclosed in PFI's Annual Report;
- PFI pursues talent policies to provide for equitable career progression and the development of inclusive leadership capability throughout the company.
- PFI aims to attract, recruit and develop our people in a way that ensures equal opportunity and achieves our diversity goals while bringing the best talent to our team. In particular, PFI will ensure interviewer panels are appropriately diverse to help combat unconscious bias (including appointments at Board and Senior Leadership Team level).
- PFI provides a generous Parental Leave entitlement over and above the statutory prescribed amount. PFI encourages primary caregivers on Parental Leave to continue to participate in activities such as team days, performance reviews and any other activities they are interested in. These team members will be given the option of continuing to be informed on business activity during their time away from work; and
- Diversity targets are set by the Board and reported against annually. The Board will assess annually both the measurable objectives and progress towards achieving them, ensuring appropriate disclosures on diversity are included in the Annual Report.

Last Amended: November 2025

Last Reviewed: November 2025

## **Roles and Responsibilities**

Under the Board Charter, the Board is responsible for:

- Ensuring that it has the skills, experience, knowledge, diversity and perspective to fulfil its purpose and responsibilities, including an annual evaluation of the same;
- Ensuring that succession and development plans are in place for the Board and Senior Leadership Team to ensure the right mix of skills, experience, knowledge, diversity and perspective for the future; and
- Promoting a corporate culture which embraces diversity and inclusion.

In addition:

- The Chief Executive Officer is responsible for developing and communicating this Policy, the implementation of diversity and inclusion initiatives and updating the Board annually on performance against annual measurable objectives;
- The Board is responsible for reviewing and approving this Policy and in consultation with the Senior Leadership Team, setting diversity objectives;
- Managers are responsible for the day-to-day implementation, support for and monitoring of this Policy; and
- All employees are responsible for respecting the intent of this Policy.

## **Other Policies**

PFI has a number of other relevant policies, including its Flexible Work Policy, Parental Leave Policy and Code of Conduct, which support the principles set out in this policy.

Last Amended: November 2025

Last Reviewed: November 2025