

JSE GENDER REPORT 2020 ANNEXURE C		JSE GENDER REPORT 2020 ANNEXURE C	
		Page	Comments 2020
1	4SIGHT HOLDINGS	Page 57	In terms of paragraph 3.84(i) of the JSE listings requirements the board is required to have a policy on the promotion of broader diversity at board level, specifically focusing on the promotion of the diversity attributes of gender, race, culture, age, field of knowledge, skills and experience. on 25 May 2020 the board formally approves the adoption of formal diversity policy, setting out its policy and framework for promoting diversity
2	A E C I	Page 48	We were happy to welcome Marna Roets as a new Independent Non-executive Director. Her appointment was made in line with our policy commitments to the promotion of broader gender diversity at Board level, specifically focusing on the promotion of the diversity attributes of gender, race, culture, age, field of knowledge, skills and experience. This diversity supports the Board's ability to execute its functions to maximum effect.
3	ABSA GROUP	Page 31	We have a diverse Board, ranging broadly in age, race, gender, ethnicity, country of origin, culture, educational background, skills, experience and knowledge. This provides a fertile environment for discussion, debate, input, challenge and thoughtful outcomes. The Board is committed to ensuring that we meet our governance, social and regulatory obligations regarding race and gender diversity, taking into consideration the environments and geographies in which we operate. As an African financial services group, the Board also recognises the benefits of having members who are from countries outside South Africa. We regularly review our race and gender targets. Other diversity measures, including skills, educational qualifications and age, will continue to be tracked and reported.
4	ACCELERATE PROPERTY FUND	Page 78	The composition of the board committees is monitored and reviewed on a continual basis. A review of the qualifications, experience, disciplines, generations, gender and racial diversity of the directors, as detailed in the notice of annual general meeting (AGM), indicates that the directors meet several diversity criteria to satisfactorily fulfil their fiduciary duties and duties of care, skill and diligence. The board is satisfied that its composition reflects the appropriate mix of knowledge, skills, experience, diversity and independence.
5	ACCENTUATE	Page 11	The Board has a formal and transparent policy regarding the appointment of Directors to the Board. Whilst the appointments are a matter for the Board, the authority to oversee the nomination and to carry out the interview process have been delegated to the Remuneration and Nomination Committee. Apart from a candidate's experience, knowledge, skills, availability and likely fit, the committee also considers a candidate's integrity, as well as other Directorships and commitments to ensure that the candidate will have sufficient time to discharge his/her role properly. The Remuneration and Nomination Committee also considers race and gender diversity in its assessment in line with its Race and Gender Diversity Policy. The Board exceeded its 15% target of black individuals on the Board with the appointment of Wisdom Mushohwe. The Board now consists of 50% black individuals. The target for black individuals is now set at 67% and remain unchanged for female representatives at 15%.
6	ACSION	Page 24	In compliance with paragraph 3.84 (k) of the JSE Listings Requirements, AcSION Limited has adopted a gender diversity policy applicable to the composition of its Board of directors. That policy is as follows: i. The Board of directors of AcSION Limited recognises the importance of gender diversity in its organisation's policies, development and growth. Consequently, it has embraced the JSE Listings Requirements related to gender diversity positively. ii. In accordance with the aims of gender diversity, the Board has set a voluntary target of 40% female Board members to be implemented as and when Board vacancies become available. iii. The Nominations Committee has been instructed to take cognisance of this target in its appointments in the future while maintaining the goal of merit-based appointments to all key positions. The Board of directors has not adopted gender diversity policies for executive appointments as yet, but has delegated the development thereof to the newly appointed Human Resources manager and the executive directors who constitute the Board of Southern Palace Investments 108 Proprietary Limited, commonly and hereinafter referred to as Anaprop.
7	ADAPT IT HOLDINGS	Page 56	The company has always prided itself on a strong and diverse board. Board diversity in all forms – race, gender, nationality, business acumen, skills, and experience – continues to drive board succession planning as Adapt IT considers the attributes required to steer the company forward.
8	ADCOCK INGRAM HOLDINGS	Page 25	The Board has a Gender and Race Diversity Policy, which is available on the Company's website. Although the policy expresses a commitment to working towards achieving gender parity by no later than 2026, this has already been achieved. The Board remains committed to the undertaking made in the Policy that, when considered as a whole, it shall not have less than 50% directors who are black and 30% females who are black.
9	ADCORP HOLDINGS	Page 31	The Nominations Committee is responsible for ensuring the composition of the Board meets the ability to execute the strategy set by the Board through ethical and effective leadership. The Board is comfortable with its diversity in the broader sense and that its composition reflects an appropriate mix of knowledge, skills, experience and independence.
10	ADVANCED HEALTH	Page 16	The board is required to have policies on the promotion of gender, race, culture, age, field of knowledge, skills and experience at board level. At present, such policies have been established and the board is committed to the undertakings in the policy and has already made changes to the board to include one black female and one black male member to the board during the year.
11	ADVTECH	Page 71	The board's diversity policy was approved in line with the latest JSE Listings Requirements during 2020, taking into account diversity attributes of gender, race, culture, age, field of knowledge, skills and experience. Tsec monitors performance in relation to this target and will recommend any changes to this target to the board for approval. FEMALE REPRESENTATION 36% (Target 50%) as at 1 April 2021

12	AFRICAN & OVERSEAS	Page 19	A policy on the promotion of diversity at board level has been approved by the board. When recommending persons for appointment to the board, the nomination committee has considered and applied this policy. The board has determined that, at this stage and given the current level of diversity enjoyed by the board, no voluntary targets in relation to the diversity of the board will be set. The board will consider this on an annual basis when reviewing the policy. The board is satisfied that its composition reflects the appropriate mix of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively.
13	AFRICAN DAWN CAPITAL	Page 11	The Board has adopted and approved a gender and race diversity policy and will, in identifying suitable candidates for appointment as directors, consider candidates on merit against objective criteria with due regard for the potential benefits of gender and race diversity. Aspects of diversity encompassed in the policy, include, but are not limited to, making good use of differences in skills, geographical and industry experience, background, race, gender and other distinctions between members of the Board. One of the board members is female. A target of 10% female representation and 10% black representation on the Board has been set in terms of the Gender and Race Diversity Policy.
14	AFRICAN EQUITY EMPOWERMENT	Page 47	AEI is committed to promoting diversity at Board level. We remain transformed and continue to meet our diversity targets. In line with the JSE Listings Requirements and King IV™, the Board replaced its Race and Gender Diversity Policy with a Broader Diversity Policy which is more inclusive. This policy was adopted on 11 June 2020 and a copy may be obtained from the company secretary.
15	AFRICAN MEDIA ENTERTAINMENT	Page 7	The Listings Requirements require that the board of the company (or its nomination committee, where applicable) adopts a policy on the promotion of gender and racial equality at board level. AME is committed to gender and racial equality and diversity and does not discriminate in terms of gender, race or religion. There are currently three female members on the board, whose brief CVs appear on page 6 of this annual report. The board has four directors of colour.
16	AFRICAN OXYGEN		No IAR found
17	AFRICAN RAINBOW CAPITAL	Page 84	The ARC Investments Board has as its key purpose to ensure that the company is well-governed and that it adheres to the key requirements of Mauritian Company Law as well as the listing requirements of the JSE in South Africa. The Company recognises and embraces the benefits of having a diverse Board and regards racial and gender diversity at Board level as essential in maintaining a competitive advantage. A diverse Board can capitalise on a richer collection of skills and regional and industry experience, cultural background, race, gender and other distinctions between members of the Board. These attributes are considered in determining the optimum composition of the Board and when possible should be balanced appropriately.
18	AFRICAN RAINBOW MINERALS	Page 102	We recognise the benefits of a diverse board for integrated thinking. The board adopted a policy on promoting gender and racial diversity and inclusion to ensure that, by the end of calendar 2018, it would comprise at least 50% black board members, of which 25% would be black women. We have balanced black and white representation on the board and met the 25% target for black female members. We continue our efforts to increase female representation and restructure the board composition.
19	AFRIMAT	Page 29	In identifying and considering potential candidates, the Remuneration & Nominations Committee and Board will, amongst skills, experience, race and age diversity, suitability and the specific requirement to be addressed, take gender diversity into consideration to ensure that the Company's policy on employment equity, particularly gender diversity is aligned with that of the 2013 Codes of Good Practice of the Broad-Based Black Economic Empowerment Act 53 of 2003, as amended, namely: i) 25% exercisable voting rights of black female directors as a percentage of all directors; and ii) 25% black executive female directors as a percentage of all executive directors.
20	AFROCENTRIC INVESTMENT	Page 73 Online	To ensure AfroCentric's Board reflects South Africa's demographics and practices good governance, we employ qualified directors from diverse backgrounds. The diversity criteria include gender, age, ethnicity and geographic background, and meeting the Board's requirements for skills and qualifications. AfroCentric recognises a diverse board makes better decisions by reducing 'groupthink', paying attention to managing and controlling risks, and understanding the Group's clients. There is an approved gender policy which outlines the Board's position on gender diversity in line with King IV requirements. Our gender diversity policy can be viewed on https://www.afrocentric-online.co.za/reports/afrocentric-ar2020/pdf/gender-diversity-policy.pdf
21	AH-VEST	Page 14	In compliance with paragraph 3.84(k) of the JSE Listings Requirements, the Board has adopted a policy on the promotion of gender and race diversity at board level. The board recognises the need for gender and race diversification and has embraced race diversification from the date of the Company's listing. Currently nine of its eleven directors are classified as black.
22	ALARIS HOLDINGS	Page 32	Alaris is committed to fostering a corporate culture that embraces diversity and focuses on the composition of its Board. During the period under review and in compliance to the amendments to the JSE Listings Requirements, the Board, with the assistance of the Nomination Committee, revisited its current Race and Gender Policies to form a Diversity Policy, which promotes the broader diversity aspects of amongst others, gender, race, culture, field of knowledge, experience, skills and age. The Nomination Committee will continue to monitor Alaris' progress and implementation of the Diversity Policy in promoting broader diversity representation in relation to the composition of the Board.

23	ALEXANDER FORBES	Page 26	All AFGH board and board committee nominations are made on merit. A truly diverse board will benefit from differences in, inter alia, skills, age, race, gender, experience, culture and industry and hence merit is considered within the context of these diversity indicators in the widest sense. For certain diversity indicators, the board has determined specific targets, while the focus on other aspects of diversity will be informed by the specific deficiencies identified through the board skills and experience matrix process. The board embraces cultural diversity in its widest form, including but not limited to religion, sexual orientation and citizenship. Due to the Board's relatively small size, it has not determined specific diversity targets for committee composition and will focus primarily on skills and experience diversity and requirements in relation to committee nomination. Voluntary diversity targets for specific subsidiary companies have not been determined. Localisation requirements applicable to any subsidiaries in Botswana, Namibia and Nigeria will take preference over any other diversity considerations on nominating proposed directors for those jurisdictions. 30% female representation
24	ALLIED ELECTRONICS CORP.	Page 55	The board, through the Altron nomination committee, regularly assesses its composition in line with its collective expertise and experience, as well as its policy on race and gender diversity adopted in line with JSE Listings Requirements. In accordance with King IVTM, the Altron board assumes responsibility for its composition and takes appropriate steps to attain a balance of knowledge, skills, experience, diversity and independence to objectively and effectively discharge its governance role and responsibilities.
25	ALPHAMIN RESOURCES		No IAR found
26	ALVIVA HOLDINGS	Page 36	The board adopted a policy on diversity on 12 June 2018. The policy addresses gender and race diversity at board level, as outlined in the policy the board specifically supports the principles and aims gender and race diversity at board level.
27	ANCHOR GROUP		No IAR found
28	ANGLO AMERICAN PLATINUM	Page 28	Female representation is 33%, exceeding the target as per our gender and race diversity policy. We met our target of aligning to the mining charter in 2020, with 42% HDSA board representation.
29	ANGLO AMERICAN PLC	Page 48	We report on our gender pay gap in our UK operations, in line with legislative requirements. As of 4 April 2020, our UK average (mean) gender pay gap for Anglo American Services (UK) Ltd was 47% and our median pay gap was 36%. This was primarily due to the high representation of men in the most senior management roles in our UK head office – an issue mirrored across our sector, and one that we are committed to addressing. We continue to make progress against our gender representation goal of 33% female representation by 2023 at all management levels, in every business unit and Group function. In 2020, we began monitoring our talent pools by gender to ensure we are identifying talented women in our pipeline. We have set a similar target for 33% of our Group Management Committee and those reporting to the committee to be women by 2023. The proportion of women at this level grew to 27% (2019: 24%).
30	ANGLOGOLD ASHANTI	Page 136	AngloGold Ashanti supports the principles and aims of diversity at board level and recognises and embraces the benefits of a diverse board. To promote gender diversity, a target of at least 40% female board members by 2020 was set. This target has been achieved with women now making up 44% of the board, an improvement from 42% in 2019. Maria Ramos was appointed as AngloGold Ashanti's first female chairperson. For AngloGold Ashanti to leverage the benefits of a globally diverse board that is aligned with our geographic footprint, race is not limited to 'black' as defined by the South African Department of Mineral Resources and Energy, but includes foreign black nationals. The voluntary target for race diversity at board level is 50% black representation. At present, black representation from a global perspective is 42% and that of historically disadvantaged individuals (HDIs) is 44%, down from 50% in 2019.
31	ANHEUSER-BUSCH INBEV SA/NV	No notes	
32	ARB HOLDINGS	Page 53	Due cognisance has been taken of the JSE directive for gender and racial equality and thus is part of the selection criteria in the nomination process to fill future vacancies. No specific deadline has been set for compliance with these JSE directives as they are dependent on vacancies and acceptable candidates being available.
33	ARCELORMITTAL SOUTH AFRICA	No notes	
34	ARDEN CAPITAL	Page 27	The Board has adopted a policy on gender and race diversity policy. However, the Board is still in the process of establishing the voluntary targets.
35	ARGENT INDUSTRIAL	Page 17	In terms of item 3.84(i) of the JSE Listings Requirements, "The board of directors or the nomination committee, as the case may be, must have a policy on the promotion of race and gender diversity at board level. The issuer must confirm this by reporting to shareholders in its annual report on how the board of directors or the nomination committee, as the case may be, have considered and applied the policy of race and gender diversity in the nomination and appointment of directors. If applicable, the board of directors or the nomination committee must further report progress in respect thereof on agreed voluntary targets." The board supports the principles and aims of the race and gender diversity policy at board level and has set a voluntary target of one director. The board currently has one female board member. The race target will be considered within a period of three years. Furthermore, all future nominations will be based on merit and in line with the race and gender policy.
36	ARROWHEAD PROPERTIES	Page 42	The Board is committed to the principle of diversity (including gender and race diversity in accordance with the applicable policies). All new appointments to the Board will be considered in the context of achieving voluntary diversity targets including gender and race while keeping the operational requirements of the Company in mind. All new directors are inducted, and their appointment formalised in letters of appointment.
37	ASCENDIS HEALTH	Page 4	Transformation is fundamental to the group's values.....The board gender and race diversity policy affirms the group's commitment to transformation in the boardroom, and currently 86% of the non-executive directors are black and 43% female.
38	ASPEN PHARMACARE HOLDINGS	Page 19	The company's gender diversity policy promotes a voluntary target of 40% female representation on the Board over a three-year period.....

39	ASTRAL FOODS	Page 50	Astral has two (22%) South African directors of previously disadvantaged backgrounds on the Board who are Independent Non-Executive Directors. The Board has set a target of 25% for race and gender representation in its membership. Astral has a Race and Gender Diversity Policy in place.
40	ATTACQ	Page 84	No notes
41	AVENG		No notes
42	AVI	Page 29	no notes
43	AYO TECHNOLOGY SOLUTIONS	Page 59	The nominations committee will continue to assess the composition of the Board against its evolving skills, expertise and demographic diversity needs and recommend appointments of directors with due regard to the potential contribution such new appointments can make at Board level to the promotion and execution of the Group's strategy and objectives. We will continue to monitor, discuss and annually agree to measurable targets in terms of diversity and contributions of Board members and report our findings and recommendations. The Group's strategic plan and skills requirements, as well as diversity policy, will continue to inform our nominations in 2021 and beyond. Full Board diversity policy is available to interested parties on the Company's website at www.ayotsl.com
44	BALWIN PROPERTIES	Page 64	The diversity of the directors in terms of gender, race and experience encourages robust debate and ensures that the board considers the interests of its diverse stakeholders. In line with the amended JSE Listings Requirements, the board has amended the race and gender policy to a board diversity policy to promote broader diversity at board level including gender, race, culture, age, field of knowledge, skills and experience. The board intends to analyse the current board diversity based on this criteria in order to guide any future appointments. The board has set a voluntary target of at least 20% of directors to be female and 40% black.
45	BARLOWORLD	Page 11	We achieved our goal of a gender mix of 40% women in 2020 which is a remarkable milestone for Barloworld. Diversity & Inclusion (D&I) is a critical part of our strategic targets and we continue to work towards creating a diverse and inclusive workforce. At the recent Gender Mainstreaming Awards, our D&I commitment was recognised with awards in Investing in Young Women, Women Empowerment in the Workplace (JSE-listed Company as well as OVERALL winner in this category) and Gender Mainstreaming Champions for 2020 awards.
46	BAUBA PLATINUM	Page 65	The board's race and gender diversity policy gives preference to female candidates as board vacancies arise or additional board appointments are required, taking into consideration the necessary skills, expertise and race that would best serve the interests of the company and the shareholders. The committee is responsible for implementing this policy. As yet, no numerical targets have been set.
47	BELL EQUIPMENT	Page 42	The board recognises the benefits of gender, race, skills, experience, knowledge, age and culture diversity at board level. In line with the approved diversity policy promoting gender, race, skills, experience, knowledge, age and culture diversity, the aspirational targets for achieving gender diversity on the Bell board was to ensure that at least 25 percent of the board was comprised of women by the end of 2018 and for achieving race diversity on the board was 30 percent by end of 2018. Whilst the board has gender and racially diverse representation, the board continues its efforts to increase such representation and the nominations committee will continue to focus on achieving these voluntary targets in the nomination and appointment of directors.
48	BHP BILLITON PLC	Page 152	no notes
49	BID CORPORATION	Page 6	no notes
50	BLUE LABEL TELECOMS	Page 35	As part of this process, and towards our goal of gender and racial diversity on the Board, we are pleased to put forward Ms Nomavuso Mnxasana as a new Non-Executive and Independent Director, for appointment by the shareholders at the AGM on 26 November 2020. With a successful conclusion of the recapitalisation of Cell C, the Board will seek to assess the need for any further Board and management reset as we prioritise our business focus and growth strategies at Blue Label. As part of succession on the Board, we will actively recruit further Directors with the required skills, experience and racial and gender diversity, to ensure a smooth transition
51	BOWLER METCALF	Page 12	Gender and race diversity BBBEE In terms of paragraph 3.84(i) and 3.84(j) of the JSE Listings Requirements, the Board adopted a policy on the promotion of gender, race, culture, age, field of knowledge and skills diversity to ensure that the Company's business needs are balanced against a framework that stimulates and embraces diversity.
52	BRAIT SE	Page 83	no notes
53	BRIKOR	Page 41	The target of gender diversity has not been set, but the board is of the view that there should be a balance of male and female representation on the board.
54	BRIMSTONE INVESTMENT	Page 32	In reviewing the Board's composition, the Remuneration and Nominations Committee is committed to considering the benefits of all aspects of diversity, specifically gender diversity, in order to effectively discharge its duties and responsibilities. This committee continues to discuss and agree on an annual basis the objectives for achieving gender and race diversity at board level and duly recommend such objectives to the Board. Taking into account the size of the Board, diversity and demographics, the majority of directors are independent. The Board believes that the current mix of knowledge, skill, culture, age and experience meet the requirements to lead the Company effectively.
55	BRITISH AMERICAN TOBACCO PLC	108	The Hampton Alexander review sets recommendations aimed at increasing the number of women in leadership positions in FTSE 350 companies, including a target of 33% representation of women on FTSE 350 boards by 2020. Women currently represent 33.3% of our board and 15.4% of our Management Board. Our board's ambition to progress towards further gender diversity is set out in our Board Diversity Policy discussed on P109.
56	BUFFALO COAL CORP		not applicable
57	CAFCA		not applicable
58	CALGRO M3 HOLDINGS		No notes
59	CAPITAL & COUNTIES	Page 70	no notes

60	CAPITAL & REGIONAL PLC	Page 62	The Nomination Committee, and the Board, recognises the importance of diversity in its broadest sense, including gender, ethnicity, culture, socioeconomic background, disability, sexuality and diversity of thought, perspective and experience. The Board is supportive of the Davies Report and subsequent Hampton- Alexander Report recommendations and seeks to ensure that all available suitable candidates are taken into account when drawing up shortlists of candidates for possible appointments. The Committee engages with executive search firms that are signatories to the UK Voluntary Code for "Women on Boards and the Voluntary Code of Conduct for Executive Search Firms". The priority of the Committee and the Board is to ensure that the Group continues to have the strongest and most effective Board possible, and therefore all appointments to the Board are made on merit against objective criteria. In 2020, the Company established a Diversity and Inclusion Committee led by the Group Finance Director, Stuart Wetherly.
61	CAPITAL APPRECIATION	Page 55	The Group has a Board which is diverse in terms of race, gender, business skills, experience and tenure. This diversity provides for robust discussion and assists in reaching decisions which appropriately reflect the strategic objectives of the Group, the Group's resources and the financial and operational targets to be established, measured and managed.
62	CAPITEC BANK HOLDINGS	Page 75	We support the principle of diversity to enhance the board's perspective. The composition of the board is reviewed continuously by the directors' affairs committee to facilitate an appropriately diverse board, including a relevant range of expertise, experience, industry knowledge, age, gender, race and culture. The directors' affairs committee set the following targets for gender and race diversity in the 2021 financial year: FY20 Target Actual FY21 Gender diversity 10% 17% 25%
63	CARTRACK HOLDINGS	Page 17	The majority of directors are non-executive and all non-executive directors are independent. The non-executive directors are representative of the racial and gender diversity of South Africa, with 50% female and 50% black representation.
64	CASHBUILD	Page 45	no notes
65	CASTLEVIEW PROPERTY FUND	Page 16	The policy applies to the board. It does not apply to diversity in relation to employees of Castleview, which is covered by the company's employment equity policy, according to South African labour legislation. The social and ethics committee will review the policy annually, which will include an assessment of the effectiveness of the policy. The board has not set any voluntary targets in relation to the year ending 28 February 2021.
66	CAXTON AND CTP PUBLISHERS	Page 12/13	In terms of paragraph 3.84(j) of the JSE Listings Requirements, the Board is required to have a policy on the promotion of gender diversity at Board level. The Company fully supports the inclusion of female members on its Board Integrated Annual Report 2020 13 and has adopted a simple policy that seeks to prefer the appointment of female candidates to the Board and, in the event that two candidates of equal competency or experience are identified for appointment, the female candidate will be nominated.
67	CHROMETCO	Page 10	The board has adopted a policy on the promotion of broader diversity on the board, focusing not only on gender and race but also on the promotion of other diversity attributes such as culture, age, field of knowledge, skills and experience. In line with these policies, when considering new appointments to the Board, preference will be given to appropriate candidates who meet the skills, expertise, experience and background required to fill such position. The Board has approved both a Race and a Gender Diversity Policy indicating the Board's commitment to seek out diversity. Although no formal targets have been set in the policies, it has been confirmed that preference will be given to candidates who are compliant with the Race and Gender Diversity Policy.
68	CITY LODGE HOTELS	No notes	
69	CLICKS GROUP	No notes	
70	CLIENTELE	Page 20	Clientèle supports the principles and aims of race and gender diversity at Board level. The race and gender targets for the Board have been reviewed to ensure that future appointments are aligned with the Group's policy on gender and race diversity and the BBBEE codes.
71	COGNITION HOLDINGS	Page 30	The Board has approved a gender and race diversity policy in support of the principles and objectives of the JSE Listings Requirements. The Board is required to address gender and race diversity and talent management as an explicit element of its oversight responsibilities and report to shareholders on an annual basis. The key objectives of the gender and race diversity policy are as follows: In keeping with the policy, should a vacancy on the Board arise or should there be a requirement for an additional Board appointment, consideration will be given to the appointment of director(s) that meet the gender and race representation requirements.
72	COMBINED MOTOR HOLDINGS	Page 16	comprise two white, and three african members, which meets the Board's race diversity policy target of 45%-50% of independent non-executives, and 25%-35% of the total Board, being from previously-disadvantaged races; comprise three males and two females, which is within the Board's gender diversity policy target of 30%-40% of independent non-executives, and 20%-25% of the total Board, being female;
73	COMPAGNIE FINANCIERE	No notes	
74	CONDUIT CAPITAL	Page 35	These objectives can be achieved with thorough and early preparation when considering the Board composition. The Board is satisfied that the objectives have been met. Diversity at Board level is critical to ensuring the efficient and optimal functioning and performance of the Board. The policy in terms of diversity is available on the Company's website.
75	CONSOLIDATED INFRASTRUCTURE		No IAR found
76	CORONATION FUND MANAGERS	Page 58	Diversity (race and gender) among directors in relation to voluntary targets set out in the Board Diversity Policy is reflected in the graphs below. The cross-pollination of Board members on subcommittees and regular attendance at these meetings ensure all material matters are considered from a variety of perspectives, to better support the ultimate decisions of the Board. The targets for directors of the Board are no less than 50% black and 50% female directors. At 30 September 2020, our voluntary targets for Board diversity were exceeded.
77	CROOKES BROTHERS		No notes

78	CSG HOLDINGS	Page 53	The committee adopted and approved a race and gender diversification policy to help achieve its business goals through an improved understanding of the diverse environments in which the group operates. Identifying suitable candidates for appointment to the board, the committee will consider candidates on merit against objective criteria and with due regard for the potential benefits of race and gender diversity at board level. The committee will continue to discuss and annually agree on measurable targets for achieving race and gender diversity on the board. In 2020, the board comprised 43% black women, meeting the gender diversity target of 30%.
79	CURRO HOLDINGS	Page 74	The board has adopted and approved a policy on broader diversity at board level which includes voluntary targets for race and gender diversity. These voluntary targets that were approved are: <ul style="list-style-type: none"> To ensure that 50% of non-executive directors are female by 2022. As at 31 December 2020 this was 50% (four out of eight non-executive directors).
80	DATATEC	Page 95	In terms of gender diversity, the Nominations Committee has given priority to seeking female candidates to fill nonexecutive director vacancies. In terms of race diversity, it is Datatec's policy to promote race diversity at Board level and the Board is satisfied that this aim is being achieved. Annually, the Nominations Committee will discuss and agree on proposed objectives, including, without limitation, the setting of voluntary targets, for achieving diversity on the Board and recommend the same to the Board for approval and adoption. During FY19, the Board achieved its voluntary target of having two female directors on the Board and maintained that position during FY20. The policy on promotion of diversity at Board level is available on the website www.datatec.com .
81	DELTA PROPERTY FUND	Page 43	In terms of the diversity policy, the Nomination Committee will annually review the voluntary targets set for achieving both race and gender diversity on the Board and shall recommend any changes to the Board. The current target is that at least 30% of the Board should comprise women and at least 51% of the Board should comprise black people. These targets continue to be comfortably exceeded.
82	DENEB INVESTMENTS	Page 13	The appointment to the board of directors is governed by a formal board-approved mandate regulating the terms of reference and incorporates the provisions of the Companies Act of South Africa and the mandatory provisions as stipulated in paragraph 3.84 of the JSE Listings Requirements, including the Group's Gender and Race Diversity Policies and the memorandum of incorporation of the company.
83	DIPULA INCOME FUND	Page 69	The board has adopted a formal race and gender diversification policy. The board recognises that diversity of skill, experience, background, knowledge, thought, culture, race and gender strengthens its ability to effectively carry out its duties and add value to the group. The current board consists of 71% black directors which exceeds the target set in our diversity policy and has committed to ensure female representation on the board of at least 25% by 2022. In accordance with recent amendments to the JSE listings requirements, the board's policy on diversity will be expanded to consider the benefits of broader aspects of diversity in addition to race and gender.
84	DIS-CHEM PHARMACIES	Page 60	The Board is diverse in terms of gender, race and professional backgrounds, contributing to strong decision making and ensuring a range of perspectives are brought to bear on matters considered by the Board. All members have a Board tenure of less than five years. The Group's Diversity Policy can be found in the Board Charter. All targets are reviewed and assessed annual
85	DISCOVERY	Page 63	no notes
86	DISTELL GROUP	Page 63	Our policy on the Promotion of Gender Diversity seeks to achieve a voluntary target of 40% female representation at board level by the end of 2020.
87	DRDGOLD	Page 73	DRDGOLD supports the principles and aims of race and gender diversity at Board level. In this regard, and as required by the JSE Listings Requirements, the Board has approved a Race and Gender Diversity Policy. The composition of the Board has changed significantly over the years and is more diverse and reflective of transformation and the country's demographics. The Board appointed Mr Tim Cumming as Non-executive Director and Mrs Charmel Flemming as independent Non-executive Director on 1 August 2020.
88	EASTERN PLATINUM		No IAR found
89	ECSPOVENT	Page 15	The Company currently has no female representation on the Board. Although the Board, through its Nomination and Remuneration Committee, is aware of the need to promote gender representation, the Directors believe that the composition of a board that provides effective leadership is driven by a wide variety of factors. Accordingly, each individual board member is selected based on skills, experience, industry knowledge, independence and integrity, and the board does not prioritise gender above these factors. The Company supports the principles and aims of appropriate gender and race diversity at Board level and has adopted a formal policy in this regard and is mindful of the advantages of gender diversity in setting its nominations policies. The Company will continue to monitor its gender and race diversity and disclose the results to the Shareholders on an annual basis.
90	EFORA ENERGY	Page 44	Diversity Policy, specifically focusing on the promotion of the diversity attributes of gender, race, culture, age, field of knowledge, skills and experience. The Board is satisfied with the progress achieved with respect to gender representation on the Board, with 43% of the Board comprising of females for the year under review. The Board will apply the provisions of the Diversity Policy in the nomination and appointment of Directors and will also take into account the resignations in July 2020 from the Board of two female Directors.

91	ELB GROUP	Page 36	The Remuneration and Nominations Committee and the Board take into account the diversity of academic qualifications, technical expertise, industry knowledge, experience, business acumen, race and gender when Board appointments are considered. Following the appointment of new directors to the Board, an induction program, which includes visits to the Group's businesses and meetings with senior management, is arranged. The members of the Remuneration and Nominations Committee are Mrs RS Nkabinde (Madam chairman), Mrs B Makhunga and Mr CE Pettit.
92	ELLIES HOLDINGS	Page 29	The target of gender diversity has not been set, but the board is of the view that there should be a balance of male and female representation on the board. The board will be working towards clear gender and race diversity now that some of the structural issues are behind them.
93	eMEDIA HOLDINGS	Page 42	There were no changes to the directorate during the year. The board has adopted and approved a board diversity policy. Aspects of diversity encompassed in the policy, include, but are not limited to, making good use of differences in skills, industry experience, age, race, gender and other distinctions between members of the Board. Gender diversity The board has adopted a policy on gender diversity at board level and agreed on voluntary targets. The board is currently represented by 13% female members, all of whom are women of colour. The group remains committed to achieve their target of 25%.
94	EMIRA PROPERTY FUND	Page 78	To address and enhance diversity of the Board, the Company has policies on race and gender, which are both considered when appointing new directors. The Remuneration and Nominations Committee ensures that it has the appropriate balance of skills and expertise to facilitate the strategic direction of the Company. During the year under review, with the retirement of Nocawe Makiwane a black female independent non-executive director, Emira's B-BBEE Board representation dipped below its target of 40% to 36%. This also led to the target of 25% female representation being missed and falling to 18%. Post year-end appointments include one black female director, increasing gender diversity to 23% female, with racial diversity currently 38% black. Should a vacancy arise, suitable candidates in line with the Board's race and gender diversity targets will be considered. The Company's policies and targets on gender and racial diversity are set out in the social section of the ESG report on page 71.
95	enX GROUP	Page 37	Diversity of tenure – periodic, staggered rotation of board members to ensure the induction of new perspectives and skill sets, while retaining valuable knowledge and continuity. Diversity of race and gender – the board aligned its gender and race targets to the transformation plans of the group, voluntarily targeting at least a 40% female representation and a 50% black representation.
96	EOH HOLDINGS	Page 65	We recognise and embrace the benefits of a diverse Board and believe that diversity at Board level is an essential component for sustaining a competitive advantage. Race, age and gender diversity, underpinned by the relevant skills as well as business, geographic and academic experience and background, enhance the composition of a truly diverse Board. The Board is committed to ensuring a diverse and inclusive Board and the Company's diversity and inclusivity policy forms part of the Board Charter.
97	EPE CAPITAL PARTNERS	Page 56	As stated above, when new or replacement Directors are considered, the Board assesses the skills of the Board as a whole, to identify any areas that need strengthening. The Board believes, as a whole, it currently represents an appropriate balance of skills, outlook, experience and knowledge to conduct its roles and responsibilities. The Board also believes that diversity of experience, culture and outlook, including gender and race diversity, among Board members is of great importance. It is the Board's policy to give careful consideration to issues of Board balance and diversity when making new appointments and to do so on merit. The Board currently does not have any gender or diversity targets, but the Board has to consist of at least two Directors who are resident in Mauritius.
98	EPP NV	Page 70	EPP supports the principles and aims of gender diversity at board level and a gender diversity policy is in place. EPP recognises the value that a diversity of skills, experience, background, knowledge, culture, race and gender adds to the effectiveness of the board. The company is committed to using its best endeavours to ensure that the percentage of female representation on the board improves over time and is considered each time a new appointment is being sought. There is currently one female director on the board. Due to the fact that EPP does not operate in South Africa and all property and staff are located in Poland, the group has received exemption from the JSE for the requirement to establish a racial diversity policy.
99	EQUITES PROPERTY FUND	Page 48	The non-executive director have been selected to reflect diversity in terms of race gender, areas of experience and tenure. During the year under review, the nominations committee resolved to improve gender and racial diversity and the board now comprises 27% black female directors and a further 18% black male directors
100	ETION	Page 66	Group Gender Statement: "Etion supports the principles and objectives of gender diversity at Board level. A truly diverse Board will include and make effective use of differences in the skills, industry expertise, background, race, gender and other distinctions between members of the Board." Review, finalise and recommend the Race and Gender Diversity Policy for Board approval. The policy currently targets 50% female representation.
101	EUROPA METALS	No notes	

102	EXEMPLAR RETAIL	Page 39	The board recognises that diversity of skills, experience, gender, race, background, knowledge, thought and culture strengthens the board's ability to effectively carry out its duties and add value to the Company. In accordance with King IV, the board has adopted a formal policy on the promotion of broader diversity at board level. The board promotes transformation at board level and will, in any new board appointment, consider broader diversity in determining the optimum composition of the board and, if possible, will be balanced appropriately. The current directors have a wide range of skills, including financial, accounting, legal and property experience and knowledge. The board's diversity in skills, knowledge, qualifications and experience allows for enhanced decision making. The board is satisfied that the knowledge, skills and experience of the directors is appropriate to meet the objectives of the Company.
103	EXXARO RESOURCES	Page 32	Our board charter and code of conduct (board charter) regulates the parameters in which the board operates, and ensures application of good corporate governance principles in all dealings by, in respect and on behalf of the company and the group. It sets out the roles and responsibilities of the board and individual directors, including the composition and relevant procedures. For more information, refer to our ESG report.
104	FAIRVEST PROPERTY HOLDINGS	Page 51	Appointments to the Board are formal and transparent and are a matter for the Board as a whole, through recommendations from the Remuneration and Nomination Committee. The Gender and Race Diversity Policy has been reviewed and amended to a Broad Board Diversity Policy by the Remuneration and Nomination Committee in line with the amended JSE Listings Requirements, with an aim of at least 25% of the Board consisting of "black people" as defined by the Broad-Based Black Economic Empowerment Act, 2003, as amended and at least one female director, amongst other broad diversity targets. The Board promotes transformation at a Board level and will consider the promotion of diversity attributes of gender, race, culture, age, field of knowledge, skills and experience for any new Board appointments, to create a more diverse Board. The broad diversity of Directors on the Fairvest Board enables robust debate and ensures that the Board considers the interests of its diverse stakeholders.
105	FAMOUS BRANDS	Page 129	The Board encourages and supports diversity of gender, race, age, culture and fields of expertise. In the year under review, the Board adopted a broad Diversity Policy as part of the Charter of the Nominations Committee, in line with the requirements of the JSE Listings Requirements, which stipulate that all attributes of diversity should be taken into account in the nomination and appointment of directors. The Board is satisfied that the size of the Board and the knowledge, skill, diversity, experience and independence of the Board members are appropriate for the Company.
106	FINBOND GROUP	Page 50	The Board has adopted a Diversity Policy which set out the approach to diversity on the Board of Directors of Finbond Group Limited. The aim of the policy is to outline the commitment held by Finbond to create fair, equitable and respectful workplaces where race, gender, culture, age, field of knowledge, skill and experience are supported in an inclusive environment, are given recognition based on individual merit and are considered for opportunities to advance and succeed regardless of their gender, race or term of employment. The Board's aim remains to ensure that at least 10% of the Board is comprised of either gender and made up of historically disadvantaged South African candidates.
107	FIRSTRAND	Page 90	The board acknowledges and recognises the benefits of diversity. The policy on the promotion of race and gender diversity is included in the board charter which requires that, when appointing new directors, the nominations committee takes cognizance of the board's needs in terms of different skills, experience, cultural and gender diversity, size and demographics. Whilst no specific targets have been set, the board is committed to increasing its gender and race diversity at board and top management level.
108	FORTRESS REIT	Page 112	In line with the JSE Listings Requirements, Fortress recognises and embraces the need for a diverse board and sees increasing diversity at board level as beneficial and essential in ensuring its legitimacy and sustainability in the short, medium and long term. Accordingly, the board adopted a formal broad diversity policy and set a voluntary target during 2019 for gender and racial diversity of 50% at a non-executive director level. As at the date of this report, this diversity target was met in respect of gender diversity, with three of our current six non-executive directors being women. We have not yet met our racial diversity target, with one black non-executive director.
109	GAIA INFRASTRUCTURE CAPITAL	Page 33	GAIA is committed to fostering a corporate culture that embraces diversity and focuses on the composition of its Board. During the period under review, the Board revised and expanded its existing policy in regard to race and gender diversity to align it to the latest amendments to the Listings Requirements for the promotion of broader diversity at Board level, specifically focusing on the promotion of the diversity attributes of gender, race, culture, age, field of knowledge, skills and experience. The Nomination Committee considered the principles of the GAIA Diversity Policy while considering potential candidates to fill the vacancy necessitated by the resignation of a number of Non-Executive Directors from the Board. Subsequently, Karén Breytenbach was appointed as an Independent Non-Executive Director to fill the vacancy. In line with the Diversity Policy adopted the Board comprises three female and three male members, 67% of whom are black Directors.
110	GEMFIELDS	Page 84	When considering the balance of the Board or the nomination of new members or the appointment of senior executives, the range of skills, knowledge, experience and diversity of existing incumbents is taken into account, including gender and race. The Company seeks to promote diversity at Board level, although it does not set targets in respect of race, age, sexual orientation or gender when making appointments to the Board. The key factors considered are those which will result in the appointment of the best-qualified individuals who can best serve the interests of all the stakeholders of the Company. The Nomination Committee seeks to ensure that the Board has the right balance necessary

111	GLENCORE PLC	Page 92	The diversity policy which is applied to appointments to our administrative, management and supervisory bodies with regard to aspects such as age, gender, or education and professional backgrounds is the same as for all Group employees. The Board is very cognisant of the ongoing desire from stakeholders for greater diversity in senior management and boards. In particular, leading UK institutional shareholders have set a target for women to comprise 33% of senior management and boards of FTSE 100 companies by the end of 2020. This board target was achieved on 2 February 2021. For senior management, while we support the aims of diversity, we do not believe that a one size fits all policy is appropriate or currently achievable. Still today we find it challenging to fill senior positions in remote mining locations and for the marketing of commodities, by women.
112	GLOBE TRADE CENTRE	Page 20	no notes
113	GOLDFIELDS	Page 13	no notes
114	GO LIFE INTERNATIONAL		
115	GRAND PARADE INVESTMENTS	Page 43	The Remuneration and Nominatio Committee, in collaboration with the Social and Ethics Committee, will consider and annually agree on measurable targets for achieving race and gender diversity at Board level. In identifying suitable candidates for appointment to the Board, the Nomination Committee will consider individuals on merit against objective criteria and with due regard for the potential benefits of race and gender diversity. The Group has set a target to ensure hat the Board composition remains at a minimum 20% female and 60% black representation and have complied with this during the reporting period to 30 June 2020.
116	GRINDROD	Page 145	Board appointments are based on the leadership skills, knowledge, experience and expertise required to advance the strategic direction of Grindrod, with broader diversity, with culture, age, gender and race being considered. The promotion of gender equality is guided by the approved gender diversity policy and gender equality framework.
117	GRINDROD SHIPPING		
118	GROWTHPOINT PROPERTIES	Page 117	The Board has adopted a Board-level gender diversification policy with a voluntary 30% target for female representation, including black women. (Currently, the 3 female directors represent 18.75% of the total number of directors.)
119	HAMMERSON PLC	Page 54	The Board Diversity Policy was approved and adopted by the Board on 22 February 2018 and last revised on 1 December 2020. It sets out the Company's approach to diversity in respect of the Board and senior management. The Board recognises that diversity, in the broadest sense, enables wider perspectives which encourage more effective discussions and better decision-making. The policy can be read in full on the Group's website at www.hammerson.com. Table 37 sets out the progress made during the year against its key objectives.
120	HARMONY GOLD MINING	Page 79	no notes
121	HERIOT REIT	Page 26	The company recognises the value of diversity in the composition of the board and acknowledges that diversity of skills, experience, knowledge, culture, race and gender strengthens the company's ability to effectively carry out its duties and add value to the group. The board has adopted a diversity policy and is committed to the principle of diversity at board level. All new appointments to the board are considered in the context of achieving diversity while keeping the operational requirements of the company in mind. The board, as presently constituted, is diverse and experienced with a majority of non-executive directors and while no targets have been set as regards diversity, this is reviewed on an annual basis.
122	HOMECHOICE INTERNATIONAL PLC	Page 52	We are committed to developing a diverse board in all aspects. In particular we are working hard to achieve a 30% target for both gender and race targets for the board. Pleasingly, with the appointment of Marlisa, we have achieved our gender target and still have some way to go to achieve our race target. Adefolarin Ogunsanya is an alternate nonexecutive director who participates in all HIL board meetings and therefore is included in our targets. Whilst Adefolarin is Nigerian, he does not meet the South Africa's B-BBEE definition of black, but given that our board comprises international directors, we believe that it is appropriate to classify him in our diversity assessments.
123	HOSKEN CONSOLIDATED	Page 53	HCI adopted a gender and race diversity policy at board level during the previous financial year. At the date of adopting this Policy, the board's aim is to ensure that the board will comprise of at least 25% female directors and will at all times have a majority of directors who are "black people" as defined in the Broad-Based Black Economic Empowerment Act, 2003, as amended. At 31 March 2020, the board is comprised of 27% women and 73% of the directors are classified as "black people".
124	HOSKEN PASSENGER LOGISTICS	Page 19	The Board has adopted and approved a gender and race diversity policy and will, in identifying suitable candidates for appointment as directors, consider candidates on merit against objective criteria with due regard for the potential benefits of gender and race diversity.....The Board's aim is to ensure that at all times the Company has at least one female director. The composition of the Board is regularly reviewed to ensure balance of power and authority, negate individual dominance in decision-making processes and to promote gender and race diversity per the Gender and Race Diversity policy
125	HOSPITALITY PROPERTY FUND	Page 38	Although Hospitality adopted a Board diversification policy that includes gender, age, ethnicity and cultural diversity, no voluntary targets were set. Board diversity is assessed and monitored annually. The Board considers diversity as a core measurement in appointing new members. The nomination committee considers and applies the Company's approved policy in appointing and nominating directors. Race and gender diversity at Board level improved due to the reconstitution of the Board, effective 1 June 2019. The Board is satisfied that its current composition, the components of which are set out in the graphs on pages 44 and 45, reflects an appropriate mix of knowledge, skills, experience, diversity and independence.
126	HUDACO INDUSTRIES	Page 85	The nomination committee discusses and agrees annually all measurable objectives for achieving diversity on the board and recommends them to the board for adoption. In respect of gender diversity, the board aims to ensure that at least 25% of the board of Hudaco Industries is made up of women and that at least 30% of the board should comprise black people. At the date of this report, the board comprised 28.6% black women.

127	HUGE GROUP	Page 42, 5	The Board must consider and explain how it has applied the policy on gender diversity in the nomination and appointment of directors and report on progress thereof on agreed voluntary targets. The Board Charter requires the Board to consider gender diversity in making appointments. In addition, the ICT Sector Charter makes certain compliance requirements in this regard.
128	HULAMIN		
129	HULISANI	Page 69	Gender and race diversity at Board level have been identified as a priority for the Company. In November 2016, a policy for the promotion of race diversity was adopted and a broad diversity policy was adopted during June 2020. The Nominations and Governance Committee focuses on the promotion of diversity, as it informs the future appointment of directors in accordance with the JSE Listings Requirements on the promotion of diversity.
130	HYPROP INVESTMENTS	Page 71	During the year, the JSE amended the racial diversity policy and the gender diversity policy requirements for listed companies. Paragraph 3.84(i) of the JSE Listings Requirements now requires listed companies to have a diversity policy (at board level) "specifically focusing on the promotion of the diversity attributes of gender, race, culture, age, field of knowledge, skills and experience."
131	IMBALIE BEAUTY	Page 17	The Company has implemented a Board diversity policy. The Committee fully supports the principles and objectives of gender and race diversity and is committed to the implementation thereof. It is the Committee's intention, when the opportunity arises, to improve female and race representation at Board level to 40% female representation and 50% race representation.
132	IMPALA PLATINUM HOLDINGS	Page 10	The board aims to maintain a balance between male and female board members and to ensure that female representation is at 40% or above 7 Male 7 Female Race The board promotes the appointment of directors from different races and cultures to ensure representation of many stakeholders. The board will endeavour to maintain the representation of HDSAs at 50%
133	IMPERIAL LOGISTICS	Page 27	The board adopted a formal board diversity policy in 2017, governing racial and gender diversity. The board takes the policy into account when making board appointments. In accordance with the policy, the board resolved to increase female representation and has two black female non-executive directors, including the board chairman.
134	INDEQUITY GROUP		
135	INDLUPACE PROPERTIES	Page 31	The Board is committed to the principle of diversity (including gender and race diversity in accordance with the applicable policies). All new appointments to the Board will be considered in the context of achieving voluntary diversity targets including gender and race while keeping the operational requirements of the Company in mind.
136	INSIMBI REFRACTORY & ALLOY	Page 21 to	The board recognises that having a blend of attributes across all facets of diversity will lead to more thorough and robust decision-making processes and direction and therefore strives to ensure its diverse composition. The board therefore remains committed to appointing members with different skills from diverse backgrounds and groups, ensuring that they add value to the future direction and growth of the company, which will also include greater female representation to instill gender equity. The board will continuously maintain an appropriate balance of knowledge, skills, experience and expertise in years to come. at the time of reporting, the board comprises seven members: two black females, two black males and three white males. The transformation and gender diversity aspects of board appointments would continue to be monitored through the Social, Ethics and Transformation Committee, which will make recommendations to the board regarding changes as and when required to encourage continuous improvements.
137	INVESTEC AUSTRALIA PROPERTY	Page 30	The Responsible Entity is committed to a workplace culture that builds respect, fosters inclusiveness, promotes diversity and embraces the unique skills of directors. The Board has adopted a diversity policy, under which the Board's composition will be reviewed annually to ensure alignment to the strategic needs of the business and the environment in which it operates, as well as all aspects of diversity, including its gender balance. A copy of the diversity policy is available at on the Fund's website at www.iapf.com.au.
138	INVESTEC		Covered above
139	INVESTEC PLC		No IAR found
140	INVESTEC PROPERTY FUND	Page 87	The Board believes that diversity of skills, experience, background and outlook is required for it to operate effectively. While non-executive appointments are based on merit and overall suitability for the role, the Nominations Committee is mindful of all aspects of diversity, including gender and race, when making recommendations for appointment to the Board. The Board has approved a diversity policy.
141	INVICTA HOLDINGS	Page 14	The Board receives regular reports from its committees and sets their terms of reference. In making decisions on the appointment of a director, the Board and Nominations Committee are guided by the Board racial and gender diversity policy and considers candidate's culture, age, field of knowledge, skills and experience. While the Board has not set any quantitative targets for the time being, the policy provides that preference will be given to candidates from under-represented groups and candidates that will contribute to the skills mix of the Board.
142	ISA HOLDINGS	Page 12	In accordance with the recommendations of King IV and the recent updates to the JSE Listings Requirements, ISA supports the promotion of broader diversity at board level. Specifically focusing on gender, race, culture, age, field of knowledge, skills and experience. To this end, should a vacancy on the board arise or should there be a requirement for an additional board appointment, preference is given to appropriate candidates who meet the skills, expertise, experience and background required to fill such position. The board will endeavour to ensure a mix of culture, age, skills, diversity and experience which will best serve the interests of the group and its stakeholders. The board reviews the state of its diversity on an ongoing basis to ensure that the above policy is appropriately applied in the nomination and appointment of directors.
143	ITALTILE	Page 121	The Nominations Committee considers both race and gender when nominating appointments of directors to the Board. The current Board composition is diverse in terms of both race and gender.
144	JASCO ELECTRONICS HOLDINGS	no notes	
145	JSE	Page 99	Board appointment and diversity Guided by the Board appointment policy, the appointment process is a formal and transparent process which has a particular focus on gender and race diversity.

146	JUBILEE METALS GROUP PLC	Page 22	The Company is mindful of the issue of gender balance, although Board appointments are made with the primary aim of ensuring that the candidate offers the required skills, knowledge and experience.
147	KAAP AGRI	Page 59	The Board regards race and gender diversity as extremely important and has adopted a race and gender diversity policy. The Board will continue to work towards a more representative Board and committee composition. No new appointments were made during the year. JH van Niekerk resigned during the 2020 AGM, and his position has not been filled. D du Toit was appointed to the Remuneration committee effective 13 February 2020 and EA Messina was appointed to the Nomination committee, effective 13 February 2020, which resulted in a more representative and balanced composition of the committees regarding race and gender
148	KAP INDUSTRIAL HOLDINGS	Page 12	As an organisation, we see value in the varied perspectives that diversity of race, gender, age, skills and backgrounds provides. This is reflected in the adoption by the board of the broad diversity policy, which now includes race and gender targets, the appointment of three new board members during the year, and the reconstitution of our Exco. Our focus on diversity has also resulted in a number of women, black employees, and younger people assuming leadership positions in the group, which is very exciting.
149	KAYDAV GROUP		No IAR found
150	KIBO ENERGY PLC	Page 9	As the Company evolves, the Board composition will be reviewed to ensure appropriate expertise is always in place to support its business activities. It strives to align directors' responsibilities with their individual skills so they can optimally contribute to its current strategy and business model. While the Board has not yet adopted any formal policy on gender balance, ethnicity or age group, it is committed to fair and equal opportunity and fostering diversity subject to ensuring appointees are appropriately qualified and experienced for their roles. The Company acknowledges that as it expands and grows its operations, it will be to its benefit to align its Board composition to reflect balance in the ethnicity and gender of its members.
151	KORE POTASH PLC	No notes	
152	KUMBA IRON ORE	Page 86	a diverse and transformed Board – that approved and implemented the Board race and gender diversity policy and promoted broader diversity at Board level
153	LABAT HEALTH	Page 16	no notes
154	LEWIS GROUP	Page 73	The board's diversity policy is aimed at enhancing diversity, with voluntary targets of 25% representation for gender and racial diversity. Currently 38% are female and 38% are black in terms of the Broad-Based Black Economic Empowerment Act
155	LIBERTY HOLDINGS	Page 74	
156	LIBERTY TWO DEGREES	Page 18	The Board is also satisfied that the company complies with all the corporate governance requirements applicable to listed entities as set out in paragraph 3.84 of the JSE Listings Requirements.
		Page 66 ESG Report	L2D understands that the diversity of the Board and the Company in general is key to the ongoing success of the business. To this end, the Board has adopted a diversity policy which provides targets for the promotion of diversity. These targets have been substantially met as at the end of 2020, with 44% of Board members being black and 44% being female.
157	LIBSTAR HOLDINGS	Page 94	All appointments are made on merit, in the context of skills, experience, independence and knowledge which the board as a whole requires to be effective. Due regard is given to diversity in respect of Libstar's transformation initiatives to ensure an appropriate mix of gender, race, qualifications, skills and experience on the board. The board took note of the amendments to the JSE Listings Requirements implemented in 2019 for the promotion of broader diversity at board level. During 2020, a revised board diversity policy was put in place. This includes additional diversity criteria, namely culture, age, field of knowledge, skills and experience (in addition to gender and race), as required by the JSE Listings Requirements. A voluntary target of 30% female representation by the end of 2020 was set. This was achieved, with three female directors currently on the board, which represent 37.5% female representation. We also remain committed to improve our race and gender diversity at executive level.
158	LIFE HEALTHCARE GROUP	Page 149	The Board diversity policy applies to the appointment of new directors and has been taken into account for purposes of succession planning for the Board. The nominations and governance committee will make the Board appointment recommendations on merit and will consider candidates against objective criteria with due regard to the benefits of international diversity, including gender and race, and the contribution that the candidate will bring to the Board. There is an ongoing commitment from the Board to strengthen female representation, and preference will be given to female candidates who meet the criteria.
159	LIGHTHOUSE CAPITAL	Page 32	The search for board candidates should be conducted and appointments made on merit against objective criteria (to include skills, knowledge, experience and independence and with due regard for the benefits of diversity on the board including gender.
160	LONDON FINANCE AND INVEST.	Page 53	In evaluating the performance of the Board and its members, the Board reviews its structure and whether it has the right mix of relevant skills, diversity and experience for the effective conduct of the Company's business. The Board has set a target of 25% female members for the Company's Board and female candidates will be considered on their merits when vacancies arise. There are no female Board members or senior management members at present.
161	LONG4LIFE	Page 56	Long4Life's directors are diverse in terms of gender, race and their professional backgrounds which encourages constructive debate and ensures that all matters considered by the board are done by considering a range of different perspectives. The directors, both executive and non-executive, have extensive experience and a diverse range of skills. The board periodically considers its composition in terms of its mix of knowledge, skills, experience, diversity and independence to discharge its roles and responsibilities objectively and effectively.
162	LUXE HOLDINGS	Page 51	Did the board of directors or the nomination committee adopt a policy on gender and race diversity and agree on voluntary targets and report on those voluntary targets? The board has during the year: (i) adopted a policy on race and gender diversity and agreed on voluntary targets to be reported on.

Updated after correspondence with the company.

163	MARSHALL MONTEAGLE PLC	Page 49	The Board encourages ethical behaviour throughout the Group's operations which should ensure automatic compliance with sensible regulations. Policies such as the Company's Board Appointment and Diversity policies and the implementation in respect thereof, provide an ethical approach to Board appointments and composition taking cognisance of the Board's needs in terms of gender, race, different backgrounds, skills, experience and other factors. Copies of the Company's policies are available on the Company Secretary's website: http://www.city-group.com/marshall-monteagle-plc/
164	MAS REAL ESTATE INC	No notes	No notes
165	MASSMART HOLDINGS	Page 30	The balance of knowledge, skills, experience, diversity and independence, that the Board requires in order to discharge its governance role and responsibilities objectively and effectively are set out on page 25 of this report. Our Nominations Committee monitors and provides oversight of our Board diversity policy, which includes gender and racial targets. The Board oversees the process of nominations and appointments of new directors for which a policy and procedure exists and is applied, as required, to ensure leadership aligns with the demands of the business. Charles Redfield was nominated for appointment as a Non-Executive Director of the Board, effective 25 February 2020.
166	MASTER DRILLING GROUP	Page 69	Diversity at Board level receives regular consideration and the policies on gender and race diversity are available on our website at www.masterdrilling.com .
167	MAZOR GROUP	Page 8	The board has adopted a policy of race and gender diversity in terms of the requirements of paragraph 3.84(k) of the JSE Listings Requirements. It has adopted a policy whereby should any future appointment be required for independent non-executive directors, either due to a vacancy arising on the board or an additional appointment, priority will be given to black women preferably serving in the construction industry, but not restricted to that industry.
168	MC MINING	Page 34	no notes
169	MEDICLINIC INTERNATIONAL PLC	Page 144	The skills and expertise of the Board have been extended and reinforced through the appointment of Mr Singer and Dame Inga during the year under review. Since the report on improving the gender balance in FTSE leadership issued by the Hampton-Alexander Review in November 2016, four out of six appointments to the Board of the Company went to female candidates. As a result, at the date of this Annual Report, the Board has 33% female representation, in line with the 2020 target recommended by the Hampton-Alexander Review. This proportion may change throughout the year, as a successor to Mr Keating is appointed and Dr Hertzog retires from the Board. Following Dr Hertzog's retirement, Dame Inga will become
170	MERAFE RESOURCES	No notes	
171	METAIR INVESTMENTS	No notes	
172	METROFILE HOLDINGS	Page 38	The Board has adopted a Board diversity policy, which reflects race and gender targets and measures. At Board level the intent is to maintain a voluntary target of 40% female and 50% race representation. The Board is currently meeting these targets with 44% of our members being female, 45% being black and 22% being Indian.
173	METTLE INVESTMENTS	Page 17	Mettle supports the principles and aims of broader diversity at board level, specifically focusing on the promotion of the diversity attributes of gender, race, culture, age, field of knowledge, skills and experience and has adopted such a diversity policy. Should a vacancy on the board arise, or should there be a requirement for an additional board appointment, consideration will be given to the appointment of female and racially diverse director(s) so as to attain and maintain the voluntary target level of broader diversity.
174	MIX TELEMATICS		No notes
175	MOMENTUM METROPOLITAN	Page 33	Our gender diversity and promotion of racial diversity policies are applied to the nomination and appointment of directors Our diversity targets are monitored annually and taken into consideration when a new director is appointed.
176	MONDI PLC	Page 90	While we feel the Board already has a broad range of backgrounds, experience and perspectives, its diversity of experience and thinking will undoubtedly be further enhanced by these new appointments.
177	MONTAUK HOLDINGS		No IAR found
178	MOTUS HOLDINGS	Page 102	Motus recognises its obligation to be relevant in society and embraces the benefits of having a diverse board membership with differences in backgrounds, skills and experience. Through the adoption of a formal board diversity policy, gender and race diversity is promoted.
179	MPACT	Page 64	The Board is pleased to announce that it has maintained its objective of one third women on the Board by 2020 and maintained 44.4% race representation of black people on the Board against a target of 45% by 2020. The Board remains committed to promoting and maintaining diversity in its membership. The Social and Ethics Committee will continue to monitor performance in relation to this target and will recommend any changes to this target to the Board for approval.
180	MR PRICE GROUP	Page 69	The board's composition and diversity cultivates robust debate on key issues and enables improved decision-making. The board has achieved its initial voluntary gender diversity target of 30% female representation.
181	MTN GROUP	Page 65	no notes
182	MULTICHOICE	Page 130	The nomination committee assists the board to identify and select directors. However, recommendations are subject to final approval by the board. All board appointments are made on merit, in the context of the skills, experience, independence and knowledge, which the board as a whole requires to be effective. Furthermore, in terms of the appointment and board diversity policy, in considering the composition of the board, cognisance is taken of the gender and racial mix to represent the demographics of the markets in which it operates and to promote racial and gender diversity at board level.
183	MURRAY & ROBERTS HOLDINGS	Page 71	A formal diversity policy was adopted in 2018, setting targets for gender and race diversity at Board level. These targets have been met and the Board comprises 60% black directors and 30% female directors.

184	MUSTEK	Page 87	Apart from a candidate's experience, knowledge, skills, availability and likely fit, the committee also considers a candidate's integrity, as well as other directorships and commitments to ensure that the candidate will have sufficient time to discharge his/her role properly. The Remuneration and Nominations Committee also considers race and gender diversity in its assessment in line with its race and gender diversity policy. The committee reviewed and adopted the same targets of 50% of the Board to be black and 30% being female. These targets will be taken into consideration when new appointments are being made.
185	NAMPAK	No notes	
186	NASPERS	Page 85	The board diversity policy addresses the JSE Listings Requirements for all listed companies to have a policy on how they address gender and race diversity at board level. The board is satisfied that its composition reflects the appropriate mix of knowledge, skills, experience, diversity and independence. As set out in the board diversity policy, the board recognises the importance of gender diversity and aims to achieve 30% female (and male) representation. Over the past three years all new appointments of directors have been women. Subsequent to the year-end, at the time of writing this report, one third of the non-executive directors are women. This demonstrates the board's ongoing commitment to transformation in line with its board diversity policy.
187	NEDBANK	No IAR found	
188	NEDBANK GROUP	Page 24	Nedbank is committed to promoting diversity at board level, with diversity and inclusion being key considerations in our board selection processes. We strive for a transformed board that closely reflects the demographics of SA as we continue to meet our diversity targets on black and female board representation. The group's policy on the promotion of gender and race diversity at board level has been incorporated into the board continuity programme. Nedbank's targets are informed by the Amended FSC. Achievement against diversity targets at board level has declined following the resignation of Raisibe Morathi, and the targets for black women boardmembers, black executive boardmembers, and black women executive boardmembers currently no longer meet Nedbank's own targets. Increasing gender and race diversity is a key focus area of the board's succession plan. At 31 March 2021 our results were as listed below:
189	NEPI ROCKCASTLE PLC	Page 200	The Group supports the principles of gender diversity at both Board level and on Group-wide basis. No voluntary target has been set, however, the approach to gender diversity adopted by the Group is that as long as a vacancy on the Board arises, consideration will be given to the appointment on the Board of female Director(s). Consideration criteria such as expertise, knowledge and competence should be fully met and the candidate should be appropriately qualified for the role.
190	NET 1 UEPS TECHNOLOGIES INC	No notes	
191	NETCARE	Page 43	The Board appointment policy ensures a formal and transparent appointment process with a focus on gender and race diversity, as well as skill, experience, qualities and broader diversity aspects. 2020 Board opinion The requirements of the Board appointment policy have been met and exceeded in terms of gender diversity.
192	NEW FRONTIER PROPERTIES	No IAR found	
193	NEWPARK REIT	Page 27	The target of gender diversity has not been set, but the board is of the view that there should be a balance of male and female representation on the board, a gender diversity target of 25% female directors is the target, to be achieved over an appropriate time frame and aligned to the groups acquisition profile
194	NICTUS	Page 29	The group supports the principles and objectives of appropriate gender and race diversity and has adopted a policy on the promotion of gender and race diversity at board level. No voluntary target has been set for any appointment of executive, non-executive and/or alternate directors to the board in terms of gender and race diversity.
195	NINETY ONE	Page 30	no notes
196	NINETY ONE PLC	Page 30	no notes
197	NORTHAM PLATINUM	Page 87	no notes
198	NOVUS HOLDINGS	Page 59	In accordance with the JSE Listings Requirements, Novus Holdings had implemented a gender and racial diversification policy with regards to the appointment of non-executive directors. As a result of vacancies that had arisen on the Board and with the assistance of the Nominations Committee, the need for black female non-executive directors had been identified. Phumla Mnganga has been appointed as the chairman of the Board and Abduraghman Mayman as an independent non-executive director.
199	NUTRITIONAL HOLDINGS	Page 19	Nutritional Holdings supports the principles and aims of gender and race diversity at Board level and has voluntarily set its gender targets to ensure at least 30% of the Board is comprised of women. The voluntary targets will be annually reviewed, and recommendations made to the Board annually.
200	NU-WORLD HOLDINGS	Page 32	The Board adopted a policy on the promotion of gender diversity at board level, which was incorporated into its Board charter. The process for appointment and election of directors is set out in the Company's MOI. The Nomination Committee assists with the process of identifying suitable candidates to be proposed for appointment to the Board and election by the shareholders, taking into consideration the annual review of the Board's effectiveness, which includes, amongst others, its composition. All facets of diversity, having regard to the Board's gender diversity policy, are considered in determining the optimal composition of the Board, which should be balanced appropriately and enable the Board to discharge its duties and responsibilities effectively.
201	NVEST FINANCIAL HOLDINGS	Page 47	The Company recognises that gender and race diversity that reflects the country's population demographics at Board level is an important facet of diversity and is a catalyst for social cohesion, transformation and competitiveness within the financial services industry. In addition, the Board is also mindful of diversity when considering disabled persons. As such, the Board approved its Diversity Policy on 23 November 2017. However, before adoption of this Policy, the Board had already formalised its stance in terms of supporting disabled persons and gender diversity and this is reflected in the appointment of Dr Lana Weldon to the Board with effect from 6 October 2016 and more recently, Lusanda Mangxamba with effect from 28 February 2019
202	OANDO PLC	No IAR found	

203	OASIS CRESCENT PROPERTY FUND	Page 19	It has also approved a gender diversity policy as well as a race diversity policy in line with the JSE Listings Requirements and assesses factors such as gender, skill set, race, integrity as well as the candidate's fit with the Group's culture. OCPFM believes that race and gender diversity at board level help achieve its business goals through an improved understanding of the diverse environment in which the Group operates. During the period under review, the board welcomed Ms Zahrah Ebrahim as a member of the board. The board will consider and annually agree on measurable targets for achieving race and gender diversity at board level. In identifying suitable candidates for appointment to the board, the board will consider individuals on merit measured against objective criteria and with due regard for the potential benefits of race and gender diversity.
204	OCEANA GROUP	Page 48	Board effective oversight and decision-making require a range of perspectives. Race, age and gender diversity, underpinned by the relevant skills as well as business, geographic and professional experience and background, enhance the composition of a truly diverse Board. While Oceana's Board is diverse from a race and gender point of view, it also strives to ensure diversity from a talent point of view. The Board adopted a formal and deliberate succession plan in 2020 taking into account the critical need for diversity in skills as long-serving Board members rotate off the Board over the next few years.
205	OCTODEC INVESTMENTS	Page 92	no notes
206	OLD MUTUAL		No notes
207	OMNIA HOLDINGS	Page 34	We acknowledge the JSE Listings Requirements' Diversity Policy (3.84(i)) that promotes a diversity of attributes including gender, race, culture, age, field of knowledge, skills and experience. The board is committed to executing its duties, receives regular training, evaluates its performance regularly and endorses a comprehensive combined assurance programme. Voluntary targets: In July 2020, the board's voluntary targets of 30% female and 30% black representation on the board, were increased to three-year target of 50% female and 50% black.
208	ONELOGIX GROUP	Page 43	The group has a formal gender diversity policy in place outlining the board and the company's commitments to diversity. The board recognises and encourages diversity of skills, experience, background, knowledge, thought, culture, race and gender as a means to strengthen the board's ability to effectively carry out its duties and add value to the group. The board composition is reviewed every year to ensure proper alignment. The policy outlines that succession planning must also promote diversity in accordance with the policies of the company and in compliance with the JSE Listings Requirements specifically relating to the promotion of gender diversity. The OneLogix policy sets a target of 33% female board representation by 2020. The recent appointments of KV Ratshefola and IM Pule to the board has resulted in the group meeting this target. Currently female representation is 33%.
209	ORION MINERALS		No notes
210	PAN AFRICAN RESOURCES PLC	Page 109	Pan African promotes employment diversity and gender equality. We respect people from diverse backgrounds and promote a culture in which our employees feel valued, which in turn, encourages our employees to contribute to the growth and sustainability of our Company. Pan African acknowledges that delivering and contributing to genuine transformation is critical for the sustainability of our business, the communities in which we operate and the country as a whole. We are committed to integrating real transformation throughout the Group, as guided by the MPRDA, the Mining Charter III and our SLPs. On 17 July 2019, we strengthened our board with the appointment of two new independent non-executive directors. With the appointment of Yvonne Themba, the gender and employment equity representation on our board improved for the 2020 financial year
211	PBT GROUP	Page 17	In terms of the JSE Listings Requirements the Board is required to have a policy on the promotion of gender and race diversity at Board level. A formal policy has been established and is available on our website. The Board is supportive of the need for, and importance of, gender and race diversity, and will be considering this when making new appointments to the Board. The approach to gender and race diversity adopted by the Board of the Company shall be as follows:
212	PEPKOR HOLDINGS		No notes
213	PEREGRINE HOLDINGS		No IAR found
214	PICK N PAY STORES	Page 7	The Board has met its targets for gender diversity and, with three new Board appointments in recent months, took additional steps to strengthen female participation on the Board.
215	PPC	Page 73	The board recognises that diversity at board level is a competitive advantage. Gender and racial diversity are also factored into consideration when determining the optimum composition and balance of the board. All board appointments are on merit taking account what the board requires to be effective. The board is assisted by setco, that approves targets for racial transformation as part of the Group's transformation roadmap.
216	PREMIER FISHING AND BRANDS	Page 65	The Group believes that race and gender diversity at Board level help to achieve its business goals through an improved understanding of the diverse environments in which the Group operates. A truly diverse board will include and make good use of differences in age, gender, race, skills, industry experience and other distinctions. The Nomination Committee will consider and annually agree on measurable targets for achieving race and gender diversity at Board level. In identifying suitable candidates for appointment to the Board, the Nomination Committee will consider individuals on merit against objective criteria and with due regard for the potential benefits of race and gender diversity. The Company's level of compliance for the period under review, which is in excess of its voluntary targets in terms of the diversity policy, is summarised below:
217	PRIMESERV GROUP		No notes

218	PROSUS NV	Page 87	The board diversity policy addresses the Dutch Corporate Governance Code for all listed companies to have a policy on how they address gender diversity at board level. The board is satisfied that its composition reflects the appropriate mix of knowledge, skills, experience, diversity and independence. As set out in the board diversity policy, the board recognises the importance of gender diversity and aims to achieve 30% female (and male) representation. Subject to shareholders approving the appointment of Ying Xu at the upcoming annual general meeting
219	PSG GROUP	Page 33	PSG Group believes that race and gender diversity at board level helps the company to achieve its business goals by providing the Board with an improved understanding of the diversity of South Africa and its people, including the environment in which the group operates. A truly diverse board will include and make good use of differences in age, gender, race, culture, skills, industry experience and other distinctions.
220	PSG KONSULT	Page 82	the board consists of a majority of non-executive directors, with a majority of the non-executive directors being independent directors, and reflects racial, cultural, age and gender diversity in line with targets; the diversity policy is recommended to the board for approval and implemented;
221	PSV HOLDINGS		No IAR found
222	PURPLE GROUP	Page 29	Purple Group recognises and embraces the benefits of having a diverse Board and sees increasing diversity at Board level as an essential element in maintaining a competitive advantage. A diverse Board will include and make good use of differences in the skills, experience, background, race, gender and other distinctions between members of the Board. These differences will be considered in determining the optimum composition of the Board and, wherever possible, should be balanced appropriately. All Board appointments are made on merit, in the context of the skills, experience, independence and knowledge which the Board as a whole requires to be effective.
223	PUTPROP	Page 52	In line with the Board approved Race and Gender Diversity Policies, should a vacancy on the Board arise, or should there be a requirement for an additional Board appointment, preference will be given to appropriate candidates who meet the skills, expertise, experience and background required to fill such position.
224	QUANTUM FOODS HOLDINGS	Page 61	The Board is diverse in terms of gender, race, business acumen and tenure. This diversity provides for challenging and robust discussion and views, leveraging an appropriate mix of knowledge, skills, experience, diversity and independence. The Board recognises that a gender gap exists, with only one female Board member currently appointed. The Board has therefore further adopted and approved a diversity policy, which specifically identifies gender diversity as a focus area and addresses diversity attributes generally. When identifying suitable candidates for appointment to the Board, the Nomcom considers candidates on merit against objective criteria with due regard for the potential benefits of increased race and gender diversity at a Board level. Targets for race and gender diversity at Board level were considered in 2018, resulting in the decision to appoint a black female non-executive director to the Board.
225	QUILTER PLC	Page 53	We achieved our target of increasing female representation in senior management to 35% by the end of 2020 – a public pledge we made as a signatory to the HM Treasury's Women in Finance Charter. Quilter's 2020 target was originally set at 35-40% of the ExCo-1 population. Due to a number of reporting line changes in January 2020 the ExCo-1 population halved in size. As a result we changed the target population to our 'senior leadership community' (SLC), a defined group of senior leaders that more accurately reflects our senior management than ExCo-1 which is solely dictated by reporting lines. We have set a new target of 38-43% female representation in the SLC by end 2023.
226	RAND MERCHANT INVESTMENT	Page 44	Identifying suitable candidates for nomination as directors, with cognisance of the gender and race diversity policy of the board. Conducting interviews and reference checks of suitable candidates, ensuring that they have the necessary skills and integrity. No new appointments were made during the current year.
227	RANDGOLD & EXPLORATION	Page 14	In addition to the above, the Nomination Committee formally approved and adopted a policy on gender diversity on 10 March 2017. At the date of adopting the policy, the Nomination Committee's aim was to ensure that at least one female director is appointed by March 2022, and that on merit females will specifically be considered for all vacant board positions going forward. Furthermore, the Nomination Committee formally approved and adopted a policy on race diversity on 8 March 2018 On 6 March 2020, in line with the amended paragraph 3.84(i) of the JSE Listings Requirements, the Nomination Committee replaced both the gender diversity policy and the race diversity policy with a new broader diversity policy. The newly adopted policy was followed for the new board appointments in the past financial period and will be followed when any future decisions regarding new appointments to the board are made. The Board is satisfied with the current composition of the Board.
228	RAUBEX GROUP	Page 37	Raubex supports the principles and aims of appropriate race and gender diversity at board level. To this end, the board adopted a board race and gender diversity policy during the 2018 financial year, and although no voluntary targets were set, the approach to race and gender diversity adopted by the board of Raubex is as detailed on the following page.
229	RAVEN PROPERTY GROUP	Page 46	As explained in prior years, the Group does not have a formal diversity policy on recruitment which may impose certain restrictions when considering applicants for roles. The business will select candidates based on experience, technical skills and cultural fit for the organisation rather than focus or positively discriminate certain traits of diversity over others. The experience, background, age and tenure of each individual contributes to the diversity we have within the Group. We have expanded our disclosure on age, tenure and gender diversity this year to include the group of individuals that reports into the senior management team to provide a further insight into the profile of our employees.
230	RCL FOODS	No notes	

231	REDI REIT PLC	Page 92	The results of the Board evaluation showed that diversity was considered to be one of the Board's strengths. The Board comprises Directors originating from the UK, Jersey, South Africa and New Zealand. All Directors have had a university education and hold a professional qualification. The age of Board members ranges from 34 to 67, with the average age of the Directors being 56. Gender diversity on the Board currently stands at 28.6 per cent, which narrowly misses the Company's diversity target of one third female membership by 2020. The Nominations Committee will continue to strive to meet this target and to include one Director of colour by 2024. This will be considered during the search for new independent non-executives to replace Michael Farrow in the year t 31 August 2021 and Gavin Tipper in the year to 31 August 2022.
232	REBOSIS PROPERTY FUND	Page 45	In filling vacant positions, and in accordance with the requirements of the Company's race and gender diversity policies that at least 25% of the Board should comprise women, and that at least 25% of the Board should comprise South African citizens who are African, Coloured or Indian, the Board proactively seeks and appoints qualified individuals who reflect a diverse range of skills, professions and backgrounds that represent the gender, race and ethnic diversity of the communities we serve. The Board is satisfied that its composition reflects an appropriate mix of knowledge, skills, experience, diversity and independence. The Board's gender and racial diversity targets have been met.
233	REDEFINE PROPERTIES	Page 21	Policy: Our gender diversity policy promotes a voluntary target of 40% female representation on the board over a three-year period, and the racial diversity policy promotes a voluntary target of 50% black representation (including African, Indian and Coloured) on the board over the same period.
234	REINET INVESTMENTS S.C.A	No notes	
235	REMGRO	Page 69	The Board promotes diversity in its membership across a variety of attributes, including field of knowledge, skills and experience, age, culture, race and gender. The Remuneration and Nomination Committee has adopted race and gender diversity policies. The policy on the promotion of race diversity and the gender diversity policy apply only to the Board and although formal targets are not set, the Remuneration and Nomination Committee pursues all opportunities to enhance the gender and race diversity of the Board. The Board has transformed, with six of the 12 non-executive directors (50%) being black persons, seven of all 15 directors (47%) being black persons, and two of all 15 directors (13%) being females and, on Management Board level, one of the five members (20%) is a black person, and one of the five members is a female.
236	RENERGEN	Page 68	The Board Charter provides for the appropriate size of the Board, taking into account diversity targets. The Board furthermore has a Race Diversity and Gender Policy. Board succession is top-of-mind, with the issue receiving considerable focus on the agendas of the Nominations Committee and the Board.
237	RESILIENT REIT	Page 51	The Board is committed to actively managing diversity as a means of enhancing the Company's performance by utilising the contribution of the diverse skills and talents from its directors. The Board has an approved policy on gender and race diversity at board level which requires the Nomination Committee to consider a broad and diverse pool of talent when considering board appointments. The need for gender and race diversity must be balanced with the need to appoint individuals with the necessary skills and experience to serve on the Board. The Board has not established a target for the appointment of women or individuals of a particular race to the Board. The policy is reviewed on an annual basis to ensure that it continues to facilitate the principles of gender and race diversity at board level.
238	RESOURCE GENERATION	No notes	
239	REUNERT	Page 72	Reunert is satisfied with its Board gender and race representation and, after detailed research in 2019, the Nomination and Governance Committee concluded the targets in this regard remain appropriate. Three Board committees are chaired by a female director and three by a Black1 director. Other than Alex Darko, all directors are South African.
240	REX TRUEFORM GROUP	No notes	
241	RFG HOLDINGS	Page 17	The board expanded its diversity policy which previously only covered the race and gender of directors, adopting a policy on the promotion of broader diversity at board level, specifically focusing on gender, race, culture, age, field of knowledge, skills and experience. Currently, black directors account for 45% of the board compared to a new voluntary target of 50%. Female composition is 27% relative to a voluntary target of 30%. After Andrew Makenete's retirement, black directors will account for 40% of the board relative to the target of 50%. Female composition will be 30%, which is in line with the voluntary target.
242	RH BOPHELO	Page 76	The Board has approved a race and gender policy that sets out the Board's commitment and approach in promoting race and gender diversity at Board level over a reasonable transition period. The Board, through its Remuneration and Nominations Committee, sets targets for gender and race representation in its membership. The Company has disclosed its performance against these targets on page 59 of the King Compliance Report.
243	RMB HOLDINGS	Page 44	no notes
244	ROYAL BAFOKENG PLATINUM	No notes	

245	SA CORPORATE REAL ESTATE	Page 85	Having due regard for the benefits of diversity in the widest sense, the Board has adopted policies and voluntary targets aimed at the promotion of diversity and inclusiveness at Board level. To this end, a voluntary target of at least 40% female representation on the Board was agreed upon, and the target has been met with the appointment of Ms S Mafoyane. The Board's diversity policy and targets are reviewed annually and adjusted as appropriate. Of the total Board, 60% of directors are from previously disadvantaged groups, with four of these directors being women.
246	SABVEST	No notes	
247	SAFARI INVESTMENTS (RSA)		The policy on race, gender, culture, age, field of knowledge, skills and diversification is reviewed annually and formal recommendations or amendments are made if necessary. The company is therefore always mindful of transformation targets and the social and ethics committee is responsible for monitoring progress in complying with the BBBEE scorecard. Furthermore, the necessary employment equity committee is established which reports to the social and ethics committee.
248	SANLAM	No notes	
249	SANTAM	Page 74	In 2020 the committee focused on reviewing the composition of the board and improving the skills set and gender diversity thereof. The committee considered the Board Diversity Policy when shortlisting and nominating new directors to the board. As part of the process of reviewing the composition of the board, the committee considered the benefits of all aspects of diversity, including age, gender and skills set. The committee conducted a formal process to review the performance of the board, individual directors and the committees.
250	SANTOVA	Page 32	The Board has adopted a formal policy for diversity to promote diversity at Board level and within the Group subsidiaries. In terms of this policy the Board recognised the benefits of a truly diverse Board and as a result the policy addresses diversity across the following areas: skills, gender, regional and industry experience, background, race, and other distinctions. The appointment of a non-executive director to fill the vacancy created by the death of the late Tony Dixon will be made with the principles of the policy in mind.
251	SAPPI	Page 124	Sappi operates globally and across a variety of markets, jurisdictions and cultures, requiring a diverse mix of experience, skills, gender, age and backgrounds. It is important that our board composition reflects this diversity, both in a South African context as well as globally. Diversity gives Sappi access to an increased range of talent, which helps to provide insight into the needs and motivations of a broader stakeholder base.
252	SASFIN HOLDINGS	Page 28	The Board's skills and experience are reviewed regularly and we also assess the independence of directors, especially those with longer tenures. The Board's composition represents an appropriate balance of skills, experience, expertise and independence. However, the transitions affected the diversity of the Board and both gender and demographic representation fell below our target of 35%.
253	SASOL	Page 61	The Board recognises and embraces the benefits of having a diverse Board, and is committed to ensuring a diverse and inclusive culture at Board level where Directors believe that their views are heard and their concerns are attended to free from bias, discrimination and harassment. Race, age and gender diversity, underpinned by the relevant skills as well as business, geographic and professional experience and background, enhance the composition of a truly diverse Board. All Board appointments are made on merit, having due regard for the benefits of diversity in its widest sense. In 2019 the Board set a target of 40% representation of women by 30 June 2022. This target was met early in 2020, with six women serving on the Board (40%), three of whom are Black.
254	SCHRODER EUROPEAN	Page 67	The Board recognises the importance of diversity and that it is a wider issue than gender and ethnicity. We look for diversity of skills, experience and background, which is important for an effective Board and management team, and this will continue to be the primary criterion by which we select candidates. The Board fully understands the importance of increasing gender diversity and committed to having a minimum of 33% of Board positions held by women by 2020. Currently women comprise 45% of the Board. We intend only to use the services of executive search firms which have signed up to the Voluntary Code of Conduct on Gender Diversity.
255	SEA HARVEST GROUP	Page 115	The Committee agreed that 30% of the Board composition should be female within a period of three years, with the Board exceeding this target and achieving 33% at the end of the financial year.
256	SEBATA HOLDINGS	Page 16	In considering the composition of the board, the board is mindful of all aspects of diversity. This includes gender, race, skills, experience and knowledge. Having a diverse board is a clear benefit, bringing with it distinct and different outlooks, alternative viewpoints and challenging mind-sets. The board is committed to racial diversity, and Sebata has gender and racial diversity policies which guide the director appointment process. It is now required that all new director appointments must appropriately address racial, as well as gender representation, as per the changes to the JSE Listings Requirements.
257	SEPHAKU HOLDINGS	Page 29	The board has adopted a policy on the promotion of broader diversity on the board, focusing not only on gender and race but also on the promotion of other diversity attributes such as culture, age, field of knowledge, skills and experience. Under the approved board diversity policy, the board has emphasised its commitment to increasing the number of female members and will consider female applicants for all vacant board positions. On 31 March 2020, the female representation was 29% and the ACI representation was 57%, in line with the SepHold diversity policy. The policy can be accessed on our website – www.sephakuholdings.com/corporate-governance/governance-documents/ . Mr. Kenneth Capes, a co-founder of Métier, was re-appointed to the board as an executive director and chief executive officer of Métier with effect from 1 April 2020.

258	SHOPRITE HOLDINGS	Page 77	The Nominations Committee advises the Board on Board and Executive Management appointments and succession planning and monitors the appropriate composition of the Board and its committees. The Committee has established a formal and transparent process for nomination, election and appointment of Directors, to ensure a balanced and competent Board is established to govern the Group. In this regard, the Committee monitors the independent composition of the Board, including the Group's policy on ensuring a diverse mix of Directors with respect to skills, race and gender. These targets are currently to achieve 15–20% female representation and 30% black representation of which 50% should be women.
259	SIBANYE STILLWATER	Page 191	A particular focus of 2020 was the promotion of gender diversity driven by our CEO as the Minerals Council South Africa's Women-in-Mining co-champion. It is the CEO's stated objective that, by 2025, 30% of the Group's entire workforce will comprise women. The overall female representation for the Group increased from 12.6% in 2019 to 13.3% in 2020. Furthermore, female board representation increased from 18% to 25% year-on-year and further to 30% in early 2021. (Refer to Corporate governance, pages 110-111 for more information). Thirty percent of promotions approved in 2020 were women while 31% of new recruits were also women.
260	SILVERBRIDGE HOLDINGS	Page 9	SilverBridge is committed to fostering a corporate culture that embraces diversity and focuses on the composition of its Board. Diversity includes, but is not limited to, gender, age, ethnicity and cultural background. In order to foster a corporate environment where Board diversity is achievable and maintained, SilverBridge has adopted a Board Gender Diversity Policy. In line with this policy, the Board comprises one female and seven male members. The Board remains focused on progressing its targets on Gender representation on the Board.
261	SIRIUS REAL ESTATE	Page 31	no notes
262	SOUTH OCEAN HOLDINGS	Page 39	While members of the Board are appointed based on their skills, experience and level of contribution to the activities of the Group, diversity considerations are made. The Board recognises that, being a South African-based company, it is important for South Ocean Holdings to consider the racial and gender diversity of the directors, and has set targets to ensure appropriate representation by black and female directors on the Board. These targets are reviewed from time to time to ensure consistently diverse representation. Members of the Board are required to uphold the highest ethical standards and the Board takes all appropriate measures to ensure that its members abide by these standards. It values the Group's standing as a good corporate citizen and makes every effort to preserve this standing.
263	SOUTH32		No notes
264	SPANJAARD	Page 24	The Board has determined a voluntary target for female representatives at Board level of 20% (twenty percent) representation, which it has not met due to the resignation of Ms S Hari. The Board has, however, appointed a female as the Acting CEO. The Board continues to endeavour to meet the race and gender Board representation targets should further opportunities present themselves.
265	SPEAR REIT	Page 31	The nomination committee's responsibilities are to assist the board in reviewing its size and composition annually in the context of the group's strategy, evaluating the effectiveness of the board, board committees and Company Secretary, identifying and nominating board candidates and succession planning for board members. The board has adopted a gender and race diversification policy. The nomination committee will continue to discuss and annually agree on measurable targets for achieving racial and gender diversity on the board.
266	SPUR CORPORATION	Page 20	Our board now comprises five full-time executive directors and seven non-executive directors, with a diversity across gender, race, age, background, skills and professional experience. Currently 50% of the directors are black and 33% female, exceeding the voluntary targets included in our diversity policy which requires the board to comprise not less than 25% black directors and 20% female directors. Following the appointments of our new CEO and CFO as executive directors early in 2021, 50% of the board members will be female.
267	STADIO HOLDINGS	Page 85	In 2020, the Board adopted a broader diversity policy at Board level, specifically focusing on the promotion of diversity attributes of gender, race, age, skills, knowledge, expertise and culture in the composition of its membership.
268	STANDARD BANK GROUP	Page 119	The board-approved promotion of gender and diversity policy sets a voluntary target of 33% female representation on the board by the end of 2020, which has been achieved. In line with King IV, the board aims to pursue the race diversity targets included in the management control scorecard as set out in the Amended Financial Sector Code of 2017. The board considers these targets in the implementation of its succession plans and is satisfied with the progress made. An annual assessment of directors' independence is performed, including a self-assessment by each director and the consideration of each director's circumstances by the board. Consideration is also given to whether directors' interests, position, association or relationships,
269	STEFANUTTI STOCKS HOLDINGS	Page 57	Noting that the group's internal board gender diversity policy of 30% female board members, as at the date of this report had been met;
270	STEINHOFF INTERNATIONAL	Page 63	In accordance with the Dutch Act on Management and Supervision (Wet bestuur en toezicht), the profile of the Supervisory Board states that the Supervisory Board shall strive to ensure that at least 30% of the seats shall be held by men and at least 30% by women. With respect to appointments and nominations, the Company is obliged to take into account, to the extent practicable, a balanced composition of male and female members of the Management Board and Supervisory Board. The Company remains mindful of its obligations to ensure required gender representation in both the Management Board and the Supervisory Board. Both Managing Directors who held office during the Reporting Period were male. If and when selecting and nominating candidates for the Management Board, the diversity policy is taken into consideration. On 30 August 2018, the Supervisory Board adopted a diversity policy. The diversity policy and the profile of the Supervisory Board can be viewed on the Company's website www.steinhoffinternational.com .

271	STELLAR CAPITAL PARTNERS	Page 28	In terms of the adopted Gender Diversity Policy for the Group, the minimum female representation on the Board (excluding executive directors) is also set at 33.3% with a target of 50%. The minimum target for gender diversity was not met as at 30 June 2020 and up to the date of this report and is being addressed by the Board supported by the Nominations Committee.
272	STENPROP	Page 74	At present, there is one female director on the Board, Patsy Watson. We did not achieve our target of having female directors constituting at least 20% of the total number of directors by 31 March 2020. However, we recognise the benefits of diversity, including gender diversity, and we remain committed to achieving this target. We will continue to pay full regards to diversity when searching for candidates for all Board appointments, as well as when considering succession planning for the senior management team. At present, only one member of the senior management team is female (representing 20% of the senior management team). 65% of the total number of employees below senior management level are females
273	STOR-AGE PROPERTY REIT		No notes
274	SUN INTERNATIONAL	Page 85	A gender diversity policy is in place for the board, focusing on race and gender. In 2020 the board exceeded its black and female diversity targets. Dedicated board and management governance committees ensure oversight of gender equality progress, Renewed focus on ensuring equal pay for work of equal value, Transformation and gender equality are incorporated in all new employee appointments
275	SUPER GROUP	Page 16	no notes
276	SYGNIA	Page 38	To ensure the promotion of gender and race diversity, the board's long-term aim is to ensure that at least 50% of the board of Sygnia is made up of black people, and at least 33.3% of the board of Sygnia is made up of women. This aim was achieved during the current year and, as at 30 September 2020, 55.6% of the current board members are black and 33.3% are women (one of whom is CEO and two of whom are black). The board continues its efforts to improve its gender and race diversity.
277	TELEMASTERS HOLDINGS	Page 29	The Board has adopted a race and gender diversity policy which guides the Board in filling vacancies as and when they occur. Currently the Board consists of six white males and one white female.
278	TELKOM SA SOC	Page 98	The board-approved diversity policy echoes Telkom's appreciation for the value that diversity presents. It considers all forms of diversity including, amongst others, gender and race. The nominations committee reviews board diversity as part of its annual board and committee composition activities. It identifies and highlights future needs for skills, expertise, qualifications, gender, race and experience to continually achieve this element. The diversity policy does not specify targets for diversity. However, the board is committed to improving gender representation. This will be addressed through future appointments with the assistance of the nominations committee. The board is satisfied that its current composition reflects the appropriate mix of knowledge, skills, qualifications, experience and diversity.
279	TEXTAINER GROUP HOLDINGS	No notes	
280	TEXTON PROPERTY FUND	Page 56	Texton acknowledged and adopted a board diversity policy in 2019, in compliance with the JSE Diversity Policy (3.84) which promotes broader diversity board level. It specifically focuses on the promotion of diversity in gender, race, culture, age, field of knowledge, skills and experience. New appointments to the board have taken diversity factors into account while ramping up the board's property expertise.
281	TISO BLACKSTAR GROUP SE	Page 59	Acknowledging the benefits that can be achieved through diversity, and specifically the meaningful participation of women who possess the appropriate skills and experience as members of the Board, the Board will continue to focus on the long-term goal of improving gender representation at Board level. At present, the two female directors represent 20% of the total number of directors and 29% of the non-executive directors.
282	THE BIDVEST GROUP	No notes	
283	THE FOSCHINI GROUP	Page 94	TFG has adopted a policy on the promotion of broader diversity at Supervisory Board level.
284	THE SPAR GROUP	No notes	
285	TIGER BRANDS	Page 62	Tiger Brands' board of directors plays a critical role in the governing of the business. Its diversity lends important perspective and depth to the group's direction. We are therefore committed to building a board that is diverse in terms of race, gender and experience.
286	TISO BLACKSTAR GROUP SE		Duplicated
287	TONGAAT HULETT	Page 68	The Board set diversity targets as required by the JSE Listings Requirements and the Board Diversity policy was amended to reflect those. The voluntary targets set by the Board are as follows: At least 25% of the Board should comprise women.
288	TOWER PROPERTY FUND	Page 32	Board succession planning must promote diversity according to Tower policies and in compliance with the JSE Listings Requirements – specifically relating to the promotion of gender and race diversity. The board undertakes to use its best endeavours to ensure that the percentage of female representation is, at a minimum, maintained at 25%. The nomination and remuneration committee will consider and recommend to the board for approval any changes to the targets for achieving diversity on the board. The board has adopted gender and racial diversity policies. The board currently comprises 25% women and 25% black board members. No new appointments were made to the board this year.
289	TRADEHOLD	Page 13	Tradehold Limited supports the principles and aims of gender and race diversity at board level, and has adopted a gender and race diversity policy. Should a vacancy on the board arise, or should there be a requirement for an additional board appointment, consideration will be given to the appointment of female or racially diverse director(s) so as to attain and maintain the voluntary target level of gender and race diversity.
290	TRANSACTION CAPITAL	Page 39	The nominations committee sets voluntary targets for race and gender diversity and assesses progress annually. Targets align to the JSE Listings Requirements on the promotion of diversity.

291	TRANSCEND RESIDENTIAL	Page 51	Given the Company's size and its relatively new establishment, the Board will not be making voluntary targets in respect of race and gender diversity at this point, however a 50% female Board representation was approved as a requirement of the gender and equality policy. As per the Gender and Equality policies, which was adopted by the company on 4 December 2019, the Board continues to recognise the importance of promoting gender and race at Board level. A conscious effort will be made to drive diversity at a Board level by considering these policies at the time of the appointment of any future directors.
292	TRANSPACO	Page 33	Transpaco supports the principles and aims of gender and racial diversity at board level. A gender and racial diversity policy is in place and the board will review the targets and fulfilment thereof annually.
293	TRELLIDOR HOLDINGS	Page 55	At Board level, in respect of Board appointments, the Group has adopted a Diversity Policy which is followed in conjunction with the Board Appointment Policy when considering any future Board appointments. From an employee perspective, the Group is compliant with the Employment Equity Act. The detail is set out on page 53 of the Integrated Annual Report.
294	TREMATON CAPITAL	Page 32	A formal policy has been established and is available on the group's website. The board is supportive of the need for, and importance of gender and race diversity, and will be considering this when making new appointments to the board. The approach to gender and race diversity adopted by the board of the company shall be as follows: <ul style="list-style-type: none"> • Should a vacancy on the board arise, or should there be a requirement for an additional board appointment, consideration will be given to the gender and race of the director(s) so as to attain and maintain a level of gender and race diversity within the board that is considered appropriate at the time, having due regard to the skills, expertise, experience and background required to fill any such board position(s), the availability of suitable candidates, the development potential of candidates and to any additional requirements that may be necessary to ensure a mix of skills and experience on the board and its committees that will best serve the interests of the company and its stakeholders. • Application of the policy in effecting new or replacement appointments to the board will be subject to the approval/ ratification of the shareholders of the company to such appointments at annual general meetings of the company.
295	TRENCOR	Page 6	Trencor recognises the benefits of a diverse board and the board has adopted a formal diversity policy. In view of the recent and ongoing further simplification of the corporate interests as detailed elsewhere in this and previous annual reports, it is not practical to set voluntary targets or bring on board new directors in order to further diversity aims.
296	TRUSTCO GROUP HOLDINGS	Page 66	no notes
297	TRUWORTHS INTERNATIONAL	Page 29	We welcomed the appointment of Tshidi Mokgabudi as an independent non-executive director in February 2020. Ms Mokgabudi is a chartered accountant by profession, with cross-industry experience predominantly in banking and financial accounting. At year-end female representation on the board was 31%, in line with the voluntary medium-term target contained in the board's gender diversity policy. In last year's Integrated Report we paid tribute to Dr Thandi Ndlovu, one of our longest-serving non-executive directors, who sadly and tragically passed away on 24 August 2019.
298	TSOGO SUN GAMING	Page 41	No specific targets have been set in relation to the board diversity policy. 67% of the board members are black, and female members equate to 45% (33% at 31 March 2020).
299	TSOGO SUN HOTELS	Page 64	Although Tsoغو Sun Hotels has adopted a board diversification policy, which includes gender, age, ethnicity and cultural diversity, no voluntary targets have been set. Board diversity is assessed and monitored annually. The board considers diversity a core measurement in the appointment of new members.
300	UNICORN CAPITAL PARTNERS		No IAR found
301	UNIVERSAL PARTNERS	No notes	
302	VALUE GROUP	Page 36	In May 2020, the Group adopted a revised board diversity policy with targets for race and gender as set out below. Any new appointees to the board of directors will be selected based on the underlying requirement to introduce gender and race diversity. The actual board composition and voluntary targets set are as follows target of 15% women representative on board
303	VIVO ENERGY	Page 51	no notes
304	VODACOM GROUP	Page 40	no notes
305	VUKILE PROPERTY FUND	Page 101	The board has adopted a formal policy on the promotion of gender and race diversity at board level. The board targets to maintain female and black representation at board level of 25% and 50% respectively.
306	VUNANI	Page 48	Female representation on the board is currently 9% and the promotion of gender diversity at board level is therefore a priority for Vunani. In accordance with the group's gender diversity policy, it aims to double this percentage by 2021. The board composition is currently 73% black and 27% non-black directors.
307	WESCOAL HOLDINGS	Page 61	At board level, Wescoal is satisfied that it is properly constituted with complimentary skill sets, balance of power, experience and personal characteristics which support the principles and aims of gender and racial diversity. The company has two separate policies dealing with racial and gender diversity on the board. The policies place a voluntary obligation on the board to give consideration to the appointment of female and black directors so as to attain and maintain a level of gender and racial diversity within the board.
308	WESIZWE PLATINUM	Page 77	A diverse Board recognises and includes a balance of knowledge, range of skills, and experience, age, culture, race, gender and other distinctive merits between Directors. The Board approved the Board Diversity Policy, which replaced the Gender and Race Policy. The Board Diversity Policy outlines targets in terms of inter alia race, age, gender representation, culture, field of knowledge, skills and experience required of directors. The latter three requirements can be viewed on Directors' CVs reflected on page 32 to 33 of this report. In terms of the Board Diversity Policy, there must be at least one female director on the Board. This target has been met. In 2021 the Board will focus on setting targets for the rest of the diversity requirements according to the Board Diversity Policy.
309	WILSON BAYLY HOLMES-OVCON	Page 109	no notes

310	WOOLWORTHS HOLDINGS	Page 152	The Board's diversity sets the tone for broader workforce diversity. The Board comprises a broad diversity of geographical backgrounds, age, gender, race, interests, qualifications, skills, and experience appropriate for the nature and scale of our business. The Board composition is, furthermore, fully aligned with the Board's aspirational goals set in 2017 to achieve 40% female and black director representation each, on the Board by 2020. The goal was reached in February 2020, and the Board has committed to increasing female and black director representation to 50% each by 2023.
311	WORKFORCE HOLDINGS	Page 76	Apart from a candidate's experience, availability and likely fit, the committee also considers a candidate's integrity, as well as other directorships and commitments to ensure that the candidate will have sufficient time to discharge his/her role properly. The remuneration and nominations committee also considers race and gender diversity in its assessment in line with its race and gender diversity policy. Although no new appointments were made during the reporting period, new targets had been included in the race and gender diversity policy to guide future appointments.
312	YORK TIMBER HOLDINGS	Page 14	York has adopted a formalised and combined policy on the promotion of gender and race diversity at Board level, which is reflective of the process followed in appointing its Board. The voluntary target set for female representation on the Board has been set at 10% and a voluntary target for race diversity was set at 40%. Gender and race diversity targets were effectively maintained during the financial year. Diversity targets relating to the composition of the Board are considered and, in the event of replacement opportunities for directors, the balance of skills required to enable the Board to properly perform its duties and meet its responsibilities are also taken into account. The Board diversity policy is available on www.york.co.za .
313	ZARCLEAR	Page 13	The board has adopted a formal race and gender diversity policy. The board recognises that a diversity of skills, experience, background, knowledge, thought, culture, race and gender strengthens its ability to effectively carry out its duties and add value to the Group and stakeholders. In the year reported, 50% of directors were black and 33% female.
314	ZEDER INVESTMENTS	Page 27	Zeder believes that gender and race diversity at board level help achieve its business goals through an improved understanding of the diverse environments in which the group operates. The nomination committee has adopted and approved policies on voluntary targets for gender and race diversity. The gender diversity voluntary target was to ensure that at least one female director was appointed. The board, through the nomination committee, complied with the currently set voluntary targets. The nomination committee will however continue to discuss and annually agree all measurable targets for achieving gender and race diversity on the board.