



**COLLINS PROPERTY GROUP LIMITED**  
**(THE “COMPANY”)**

**BROADER DIVERSITY POLICY**

## 1. Purpose

The purpose of this policy is to promote broader diversity at Board level in accordance with the JSE Listings Requirements. The Company recognises that diversity contributes to improved decision-making, stronger governance, and sustainable business success.

## 2. Policy Statement

The Company is committed to fostering and maintaining a diverse Board that reflects a broad range of perspectives, backgrounds, and experiences. In line with its Employment Equity Policy, the Company supports the advancement of equitable representation and inclusive participation at all levels, including the Board.

## 3. Scope of Diversity

In considering Board composition, the Company promotes diversity across the following attributes:

- Gender
- Race
- Culture
- Age
- Field of knowledge
- Skills and experience

Diversity is considered holistically, recognising that no single attribute should dominate, and that the combination of attributes strengthens Board effectiveness.

## 4. Guiding Principles

The Company's approach to broader diversity is guided by the following principles:

- **Merit-based appointments:** Directors are appointed based on qualifications, experience, skills, and potential, while taking diversity considerations into account.
- **Equitable opportunity:** The Company supports the advancement of historically disadvantaged groups through fair and inclusive selection processes.
- **Skills alignment:** Board composition will be regularly reviewed to ensure alignment with the Company's strategic needs and evolving business environment.
- **Development and succession:** The Company promotes development, mentoring, and succession planning to support a diverse pipeline of future Board candidates.

- **Commitment from leadership:** The Board and leadership are responsible for driving and maintaining diversity as a strategic priority.

These principles are consistent with the Company's Employment Equity Policy, which emphasises training, mentoring, equal opportunity, and long-term commitment to transformation.

## 5. Implementation

The Board, where applicable, will:

- Consider diversity when identifying and recommending candidates for Board appointments
- Ensure that recruitment processes are inclusive and support diversity objectives
- Assess Board composition regularly against this policy
- Take steps, where appropriate, to enhance diversity without compromising required skills and experience

## 6. Voluntary Targets

The Company may set voluntary diversity targets from time to time, taking into account:

- Industry benchmarks
- Regulatory expectations
- The Company's operational context
- The availability of suitably qualified candidates

## 7. Disclosure

In line with JSE Listings Requirements:

- This policy will be published on the Company's website
- The annual report will include:
  - A statement on how the Board has applied this policy in the nomination and appointment of directors
  - Progress made towards achieving diversity objectives and targets
  - Explanations where diversity indicators have not been met, where applicable

## 8. Review of Policy

This policy will be reviewed periodically by the Board to ensure its continued relevance and effectiveness.