

## DIVERSITY

	NAME	DESIGNATION	DATE
Reviewed	Thabo Moabi	Group Human Resources Manager	November 2020
Approved	Social and Ethics Committee	Social and Ethics Committee	April 2019
Compiled	Thabo Moabi	Group Human Resources Manager	April 2019

### 1. PURPOSE

The board acknowledges the importance of diversity in the boardroom as a driver of board effectiveness. This policy has been developed in order to guide and assist the board in attaining race and gender diversity at all levels within the Grindrod Group.

### 2. SCOPE

The scope of this policy is to address race and gender diversity as an important facet of diversity.

### 3. DEFINITIONS

Diversity encompasses diversity of perspective, experience, personal attributes, age and background. Both race and gender diversity are a significant aspect of diversity and acknowledge the role that individuals with the right skills and experience can play in contributing to diversity of perspective not only in the boardroom, but in the Grindrod Group.

### 4. REQUIREMENTS

- 4.1 The board, through its Nomination Committee will continually review and evaluate its balance and composition to ensure that its committees have the appropriate mix of skills, experience, independence and knowledge to ensure their continued effectiveness in providing value to the company's stakeholders over the short, medium and long term. In doing so, the board will take into account diversity of race and gender
- 4.2 The board, through its Nomination Committee will satisfy itself that plans are in place for orderly succession of appointments to the board and its committees, so as to maintain race and gender balance and to ensure progressive representation of various race groups and women on the board and board committees
- 4.3 All appointments to the board will be made on merit while taking into account suitability for the role, board balance and composition, the required mix of skills, background, experience, race and gender
- 4.4 The board will consider suitably qualified candidates for both executive and non-executive director roles from as wide a pool as appropriate, including candidates with little or no previous listed company board experience but whose skills and experience will add value to the board

- 4.5 The board will make use of its existing networks and where appropriate, brief executive search consultants engaged in the selection process for non-executive directors to review candidates from a variety of backgrounds and perspectives. They will be required to work to a specification required to meet the essential criteria for the specific role which includes the benefits of race and gender diversity

## 5. RECORDS

The Group will develop and implement appropriate policies, programmes and initiatives designed to promote diversity at all levels of the organisation and to ensure, amongst other things, that there is a supply of various race groups and women within the organisation who are qualified and capable of taking up senior positions. These will be supported by proper record keeping.

## 6. RESPONSIBILITIES

The board, through its Nomination Committee, will ensure that there is appropriate and meaningful disclosure in the Company's Integrated Annual Report of:

- 6.1 the promotion of race and gender diversity policy
- 6.2 the composition and structure of the board and its committees
- 6.3 the outcome of board evaluation and any material actions arising
- 6.4 the board appointment process; and
- 6.5 the initiatives the company has in place and the steps it is taking to promote diversity at board level and across the company

## 7. REVIEW

The board, through its Nomination Committee, will periodically review this policy and its effectiveness.