CLICKS GROUP LIMITED

REG. NO. 1996/000645/06

# BROADER BOARD DIVERSITY POLICY

| | | |
|---|---|---|
| **Broader board diversity policy** | **Policy Number: HRNED1** | **Approved by the board on 29 January 2026** |

## 1. Introduction & context

Increasing diversity on boards improves business outcomes in numerous ways, including increased revenues and profits.

King IV prescribes that "the governing body should promote diversity in its membership across a variety of attributes relevant for promoting better decision-making and effective governance, including field of knowledge, skills and experience as well as age, culture, race and gender."

The JSE requires that "the board of directors must have a policy on the promotion of gender diversity at board level. The issuer must confirm this by reporting to shareholders in its annual report on how the board of directors considered and applied the policy of gender diversity in the nomination and appointment of directors. If applicable, the board of directors must further report progress in respect thereof on agreed voluntary targets;…" (JSE Listings Requirements, paragraph 5.7 (j)).

The organisation is proudly South African and considers broad diversity amongst its board members as part of its social license to operate. This in turn gives the company a competitive advantage through a better understanding of customers and the environment in which the group operates. It aligns its diversity targets with due consideration to the Employment Equity (EE) Act and Broad-based Black Economic Empowerment (B-BBEE) Act.

The board ought to include a diverse mixture of professional skills, industry backgrounds, experience and expertise, gender, tenure and diversity of thought. A diverse board with a range of perspectives, insights and opinions improves governance and ultimately decision-making to the benefit of our stakeholders through a robust understanding of opportunities and risks.

## 2. Purpose

The purpose of this policy is to ensure an inclusive and diverse board of the Clicks Group Limited to enable optimal decision-making, development and execution of strategy to the benefit of its stakeholders.

## 3. Defining diversity

Diversity attributes include skillsets; education and qualifications; commercial and industry experience; background; culture; age; race; and gender.

## 4. Diversity objectives

This policy is drawn up cognisant of the provisions of equity legislation and social imperatives. As such, the company is committed to:

- gender equality (per SDG 5), and will have a minimum of 40% female representation on the board; and
- adherence to the South African EE and B-BBEE targets specified in the table below, whilst recognising that periods of change and transition may result in temporary periods of no more than 12 months) when this balance may not be achieved or maintained.

The company supports the Global UN programmes and mandates to increase diversity across all spheres of society.

Board appointments must be made with due regard to the appropriateness and complementary nature of the knowledge, skills, experience, and independence of directors relative to the industry sectors within which the company operates. In identifying suitable candidates for appointment to the board, the Board must consider these criteria, with due regard to the group's transformation targets.

### Board diversity targets: Race and gender

| DIVERSITY ELEMENT | TARGET | CURRENT |
|---|---|---|
| % Voting rights of Black board members | 50% | 67% |
| % Voting rights of Black female board members | 33% | 44% |
| % Black executive directors | 50% | 50% |
| % Black female executive directors | 50% | 50% |

## 5. Scope

This policy applies specifically to the board of directors of Clicks Group Limited.

## 6. Revision

This policy will be reviewed annually by the Board.