

HIGH LEVEL POLICY FOR DIVERSITY OF RACE, GENDER AND AGE – EMIRA PROPERTY FUND LIMITED

As at 31 March 2025

Board Representation

The policy is to achieve the long-term targets through the appointment of appropriately skilled female and black directors at a future stage, subject to the skillset requirements of the Board, when the board determines it requires additional capacity and/or when the composition changes.

Director representation by race

	Black	Total directors
Current position - all directors	3 (33%)	9
Non executive	3 (50%)	6
Executive	0	3
Short-term target	40%	-
Long-term target	50%	-

Director representation by gender

	Female	Total directors
Current position - all directors	3 (33%)	9
Non executive	2 (33%)	6
Executive	1 (33%)	3
Short-term target	25%	-
Long-term target	33%	-

Director representation by age

	40 - 50	50 -60	60 - 70
Current position - all directors	2 (22%)	7 (77%)	0
Target	>25%	>25%	>25%

The Future

Emira's policy is to embrace diversity in respect of race, age and gender.

Emira will continue to build diversity from the bottom up, via the graduate program and preference when capacity becomes available.

HR Policy is that future hiring is to always take internal targets into account (as well as diversity requirements by law), wherever possible, and subject to 95% confidence level on merit/skillset (i.e. extent of accommodation seen to be 5% for a suitable EE candidate). Preference is given firstly to black candidates and then female candidates.

Detailed BEE Score plan of sub-levels is taken into account when EE plans are prepared annually, this is currently implemented together with Emira's HR services.