



HYPROP

ESG DATA PACK  
2023



## ESG/Sustainability Framework

This report provides our ESG related data for FY2023. This is the second year that we are disclosing this information separately, taking into account the JSE's Sustainability Disclosure Guidance. This will continue to guide our efforts and disclosure going forward.

Rosebank Mall, Gauteng, South Africa

# Sustainability/ESG strategy

## Hyprop's strategic decision-making framework for ESG



**Purpose**  
Why we exist



**Three big goals**  
How we focus



**Aligned with the Global SDGs**



**Enablers**



# Environment



## South Africa (SA) and Nigeria

Green building information	Unit	2020	2021	2022	2023
Green certified to energy star rating (SA only)	% of buildings	11.1	11.1	12.5*	12.5*
Energy consumption data coverage as a % of total floor area	% of floor area	100	100	100	100
% of tenants separately metered (electricity)	% by area	100	100	100	100
% of tenants separately metered (water)	% by area	80	80	80	82
Describe approach to measuring, incentivising and improving sustainability impact of tenants				Tenants have to comply to SANS 10 400 XA and Green lease	Tenants have to comply to SANS 10 400 XA and Green lease
Green building industry body memberships/initiatives	Y/N	Y	Y	Y	Y
<b>Initiatives</b>					
Install waterless urinals					
Install Propelair toilets					
Replace ozone depleting refrigerants with ozone friendly ones					
Replacing fluorescent lights with LED					
Conversion of wet cooling towers to dry cooling towers					

\* Increase due to sale of Atterbury Value Mart

## Climate change

Energy use and portfolio GHG Emissions by property sector and sub-sector		Unit	2020		2021		2022		2023	
			Consumption	% change	Consumption	% change	Consumption	% change	Consumption	% change
GHG Emissions	Absolute gross greenhouse gas emissions expressed as metric tonnes of CO <sub>2</sub> equivalent and measured in accordance with the Greenhouse Gas Protocol for Scope 1 emissions	(tCO <sub>2</sub> e)	25 111	(14.15%)	18 959	(24.50%)	17 981	(5.16%)	24 787	37.90%
	Absolute gross greenhouse gas emissions expressed as metric tonnes of CO <sub>2</sub> equivalent and measured in accordance with the Greenhouse Gas Protocol for Scope 2 emissions	(tCO <sub>2</sub> e)	23 994	(10.16%)	22 693	(5.42%)	20 675	(8.89%)	18 198	(11.98%)
	Absolute gross Scope 3 greenhouse gas emissions expressed as metric tonnes of CO <sub>2</sub> equivalent and measured in accordance with the Greenhouse Gas Protocol. Scope 3 emissions should include upstream and downstream emissions	(tCO <sub>2</sub> e)	184 243	(13.38%)	165 879	(9.97%)	177 656	7.10%	163 029	(8.23%)
Energy mix	Total energy consumed kWh including grid, diesel generated and solar produced	kWh	203 940 226	(13.34%)	195 325 072	(4.22%)	183 528 000	(6.04%)	152 843 750	(16.71%)
	Total energy consumed GJ including grid, diesel generated and solar produced	Gj	734 185	(13.34%)	703 170	(4.22%)	660 701	(6.04%)	550 238	(16.72%)
	Total energy consumed but not recovered (i.e. common area)	Gj	89 909	(10.01%)	89 871	(0.04%)	82 982	(7.67%)	52 856	(36.30%)
	Total energy recovered from tenants	Gj	644 276	(18.20%)	613 299	(1.38%)	577 719	(5.80%)	497 381	(13.91%)
	Diesel generated electricity emissions	Gj	92 084	15.93%	76 556	(16.86%)	98 475	28.63%	157 383	59.82%
	Total solar energy produced #	Gj	12 232	(11.37%)	38 266	212.84%	38 462	0.51%	38 555	0.24%
	Energy use intensity	Gj/m <sup>2</sup> *	0.99	(17.05%)	0.96	(3.0%)	1.07	11.46%	0.93%	(13.08%)
	Retail Energy use intensity	(kWh/m <sup>2</sup> *)	273	(17.05%)	269	(1.47%)	265	(1.49%)	231	(12.83%)
Office Energy use intensity	(kWh/m <sup>2</sup> *)	142	(5.96%)	98	(30.98%)	100	2.04%	85	(15.00%)	

\* m<sup>2</sup> = GLA

# Nigeria has no solar PV and therefore not included

## Water security

Portfolio water security	Unit	2020		2021		2022		2023	
		Consumption	% change	Consumption	% change	Consumption	% change	Consumption	% change
Total water withdrawal from all areas (surface water and third-party water)	kl	689 853	-	645 326	(6.45%)	621 415	(6.50%)	655 409	5.47%
Total water consumption from all areas not discharged into sewer and consumed by cooling towers <sup>#</sup>	kl	302 543	-	252 326	(16.60%)	236 003	(3.71%)	225 125	(4.61%)
Freshwater consumption intensity: total freshwater use per material unit	kl/m <sup>2</sup> *	0.97	(11.01%)	0.91	(8.25%)	0.94	3.30%	0.98	(4.25%)
Water withdrawal data coverage as a % of GLA	%	100	-	100	-	100	-	100	-

\* m<sup>2</sup> = GLA

<sup>#</sup> Excludes Nigeria as not in water stressed area

## Biodiversity and land use

Biodiversity	Unit	2020	2021	2022	2023
Number of sites owned, leased, or managed in or adjacent to areas of high biodiversity value (Key Biodiversity Areas – KBAs), for operations	#	1	1	1	1

## Pollution and waste \*\*

	Unit	2020		2021		2022		2023				
		t	%	t	%	t	%	t	%			
Total weight of waste generated	t	5 942.08		5 972.07		6 110.69		6 194.28				
Solid waste	Total weight of waste generated (non-recycled), with a breakdown by composition of waste, noting % directed to disposal (including landfill and incineration), and % diverted from disposal (eg reuse, recycling, recovery)	t	Directed to disposal (landfill, incineration)	3 429.35	58%	3 337.37	56%	3 316.37	54%	2 370.61	38%	
		t	Diverted from disposal (recycled, reuse, recovery)	2 439.91	41%	2 540.30	43%	2 652.35	44%	3 600.20	58%	
	Total weight of hazardous waste generated, noting % directed to disposal (including landfill and incineration), and % diverted from disposal (eg reuse, recycling, recovery)	t	Directed to disposal (landfill, incineration)	72.82	1%	94.40	2%	0.00	0%	0.00	0%	
		t	Diverted from disposal (recycled, reuse, recovery)	0	0%	0.00	0%	141.97	2%	223.47	4%	
Waste Intensity	Total waste/tenant turnover	3.287 x 10 <sup>-7</sup>		3.249 x 10 <sup>-7</sup>		2.926 x 10 <sup>-7</sup>		3.594 x 10 <sup>-6</sup>		Total waste/NOI		
* Single use plastic	Report wherever material along the value chain: estimated metric tonnes of single-use plastic consumed and share (% single-use plastic weight of total plastic weight)	Estimated metric tonnes		269.89	100%	280.92	100%	320.05	100%	408.76	100%	Based on actual weights from July 2019 - June 2022
Atmospheric pollution (value chain)	Report wherever material along the value chain: nitrogen oxides (NOx), sulfur oxides (SOx), volatile organic compounds (VOC), persistent organic pollutants (POP), particulate matter, and other significant air emissions identified in relevant regulations	Kilograms or multiples per emission type	Disposal occurs at licensed landfills. Recycling occurs in industrial zones also at licensed facilities. The only emissions close to urban areas are from transport which is at 3 - 6% of total emissions from recycling and disposal activities									
	Wherever possible estimate the proportion of specified emissions that occur in or adjacent to urban/densely populated areas	%										
Water pollution	Total liquid waste (i.e. water and fat trap waste) discharged to all areas in megalitres	Megalitres, description and # of incidents	0.079 MI		0.103 MI		0.154 MI		-			

\* Forms part of solid waste diverted from disposal

\*\* Excludes Nigeria as no waste company contracted to manage waste

## Energy mix

	Unit	2020		2021		2022		2023	
		Consumption	% change	Consumption	% change	Consumption	% change	Consumption	% change
<b>Scope 1</b>									
Diesel	(tCO <sub>2</sub> -e)	6 520	-	9 064	39.02%	10 586	16.79%	16 919	59.82%
Refrigerants	(tCO <sub>2</sub> -e)	18 591	-	9 895	(46.78%)	7 305	(26.17%)	7 868	(7.70%)
<b>Total Scope 1</b>	(tCO <sub>2</sub> -e)	<b>25 111</b>	-	<b>18 959</b>	<b>(24.5%)</b>	<b>17 891</b>	<b>(5.63%)</b>	<b>24 787</b>	<b>38.54%</b>
<b>Scope 2</b>									
Electricity	(tCO <sub>2</sub> -e)	23 994	-	22 693	(5.42%)	20 675	(8.89%)	18 198	(11.98%)
<b>Scope 3</b>									
Electricity	(tCO <sub>2</sub> -e)	180 388	-	181 815	0.79%	177 656	(2.29%)	163 029	(8.23%)
Waste	(tCO <sub>2</sub> -e)	2 050	-	2 029	(1.02%)	1 948	(3.99%)	492	(74.74%)
<b>Total Scope 3</b>	(tCO <sub>2</sub> -e)	<b>182 438</b>	-	<b>183 844</b>	<b>0.77%</b>	<b>179 604</b>	<b>(2.30%)</b>	<b>163 521</b>	<b>(8.95%)</b>



## GHG Emissions

	Unit	2020		2021		2022		2023	
		Consumption	% change	Consumption	% change	Consumption	% change	Consumption	% change
Flight Emissions	(tCO <sub>2</sub> -e)	65	(52.55%)	5	(92.31%)	20	300.00%	78	290.00%
Car Emissions	(tCO <sub>2</sub> -e)	272	(17.82%)	127	(53.31%)	127	0.00%	138	8.66%
Transmission and distribution losses	(tCO <sub>2</sub> -e)	17 608	(12.26%)	15 280	(13.22%)	20 028	31.07%	17 625	(12.75%)
Well to tank (i.e. from oil well to end consumer tank)	(tCO <sub>2</sub> -e)	1 550	7.56%	148	(90.45%)	408	175.68%	652	59.80%

## Water consumption

	Unit	2020		2021		2022		2023	
		Consumption	% change	Consumption	% change	Consumption	% change	Consumption	% change
Fresh water consumed									
Retail	kl	685 884	(17.93%)	642 153	(6.38%)	618 266	(3.72%)	650 702	5.25%
Office	kl	3 937	(49.99%)	3 230	(17.96%)	3 214	(0.5%)	4 707	46.45%
<b>Total fresh water consumed</b>	<b>kl</b>	<b>689 821</b>	<b>(18.33%)</b>	<b>645 383</b>	<b>(6.44%)</b>	<b>621 480</b>	<b>(3.70%)</b>	<b>655 409</b>	<b>5.45%</b>
Water intensity									
Water intensity retail	kl/m <sup>2</sup>	0.97	(19.17%)	0.92	(5.15%)	0.94	2.17%	0.98	4.25%
Water intensity office	kl/m <sup>2</sup>	0.67	(15.5%)	0.47	(29.85%)	0.47	-	0.67	42.55%
<b>Total water intensity</b>	<b>kl/m<sup>2</sup></b>	<b>0.97</b>	<b>(19.17%)</b>	<b>0.92</b>	<b>(5.15%)</b>	<b>0.94</b>	<b>2.17%</b>	<b>0.98</b>	<b>4.25%</b>



The table below includes disclosure regarding the energy and electricity consumption of our Eastern European portfolio. We completed BREEAM audits for the four EE centres. The findings for the audits are still pending and will guide our sustainability journey for the EE portfolio.

### Energy and electricity consumption

Energy consumption	Heated area (m <sup>2</sup> )			Gas consumption (m <sup>3</sup> /year)*			Heating oil consumption (tons/year)**			Energy indicator (kWh/m <sup>2</sup> )		
	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
The Mall, Sofia	81 701	81 701	81 701	-	-	-	-	-	-	83	106	127
City Center one West	57 000	57 000	57 000	292 765	294 879	27 123	-	-	27	191	192	150
City Center one East	61 987	61 987	61 987	181 692	154 882	29 471	-	-	12	169	169	161
Skopje City Mall	52 000	52 000	52 000	-	-	-	-	-	-	116	121	109

Electricity consumption (kWh/year)	2021	2022	2023
The Mall, Sofia	22 053 000	21 816 682	22 650 730
City Center one West	11 781 270	11 673 283	10 807 656
City Center one East	12 417 588	12 910 522	12 067 822
Skopje City Mall	12 349 791	12 889 274	11 214 637

Water consumption (kl/year)	2021	2022	2023
The Mall, Sofia	72 205	69 338	68 720
City Center one West	26 103	30 006	31 079
City Center one East	31 898	37 231	37 841
Skopje City Mall	37 148	35 513	38 071

Delivered energy consumption (kWh/year)***	2021	2022	2023
The Mall, Sofia	6 779 580	8 662 876	10 337 770
City Center one West	10 909 195	10 925 654	8 538 500
City Center one East	10 474 598	10 487 070	9 965 401
Skopje City Mall	6 019 068	6 303 396	5 672 874

CO <sub>2</sub> Emissions (tons/year)****	2021	2022	2023
The Mall, Sofia	-	1 489	1 419
City Center one West	515	518	117
City Center one East	319	272	83
Skopje City Mall	854	891	775

\* With the introduction of heating oil in the Croatian centres, gas consumption decreased significantly.

\*\* City Center one West and City Center one East commenced using oil powered heating sources in June 2022.

\*\*\* Delivered energy consumption excludes HVAC for all centers.

\*\*\*\* CO<sub>2</sub> emissions are based on electricity in The Mall, Sofia and Skopje City Mall, while for City Center one West and City Center one East the ratio is based on gas and oil consumption.

# Social

## Headcount profile by staff level - SA and EE

	30 June 2020	30 June 2021	30 June 2022	30 June 2023 <sup>1</sup>	30 June 2020	30 June 2021	30 June 2022	30 June 2023 <sup>1</sup>
	# of people				% total headcount <sup>2</sup>			
Non-executive directors	9	8	10	8				
Executive directors	3	3	3	3	1	1	1	1
Executive management	4	5	4	6	2	2	2	2
Senior management	21	22	22	26	8	9	9	9
Other employees	199	186	187	237	76	74	78	81
<b>Total headcount - permanent employees<sup>2</sup></b>	<b>227</b>	<b>216</b>	<b>216</b>	<b>272</b>	<b>87</b>	<b>86</b>	<b>90</b>	<b>93</b>
Contract employees	4	6	4	3	2	2	2	1
Contract casual employees ( <i>information desk and event staff</i> )	26	27	16	13	10	11	7	4
Employees paid by disability	4	3	4	6	2	1	2	2
<b>Total headcount - contract employees</b>	<b>34</b>	<b>36</b>	<b>24</b>	<b>22</b>	<b>13</b>	<b>14</b>	<b>10</b>	<b>7</b>
<b>Total headcount<sup>2</sup></b>	<b>261</b>	<b>252</b>	<b>240</b>	<b>294</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
Trade union members	0	0	0	0				

<sup>1</sup> Includes South Africa (SA) and Eastern Europe (EE)

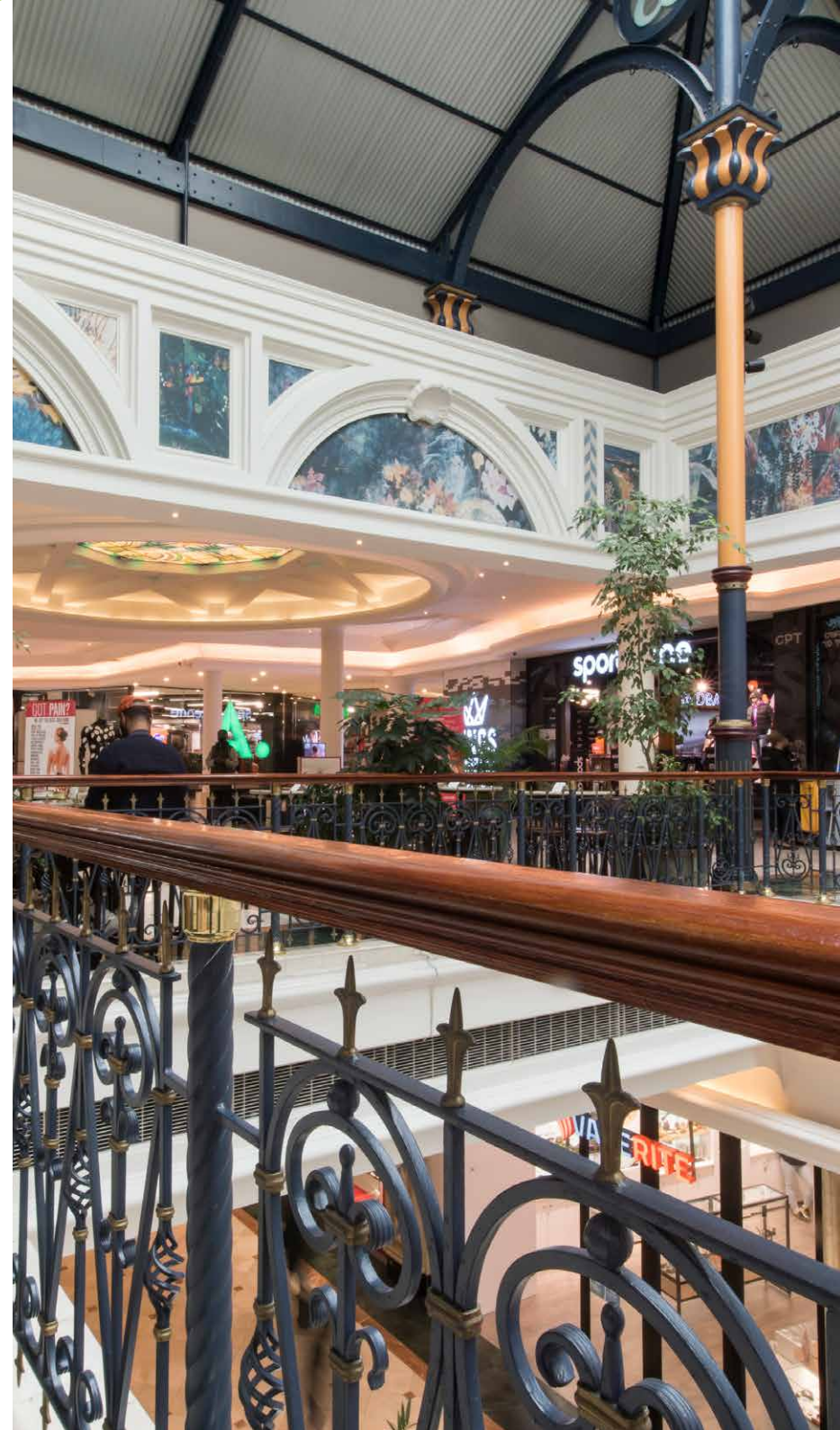
<sup>2</sup> Excludes non-executive directors

## Staff profile - SA and EE

	30 June 2020	30 June 2021	30 June 2022	30 June 2023 <sup>1</sup>
	<b># of people</b>			
Average age of employees (years)	43	43	43	43
Retirement age (years)	65	65	65	65
<b>Staff retention and tenure</b>				
Annual employee turnover rate	4.8%	6.1%	8.5%	7.0%
<b>Retention by staff level</b>				
Non-executive directors	90.9%	88.9%	100.0%	63.0%
Executive directors	100.0%	100.0%	100.0%	100.0%
Executive management	100.0%	100.0%	80.0%	100.0%
Senior management	100.0%	90.5%	91.0%	88.0%
Other employees	96.1%	94.2%	91.0%	93.0%
<b>Total staff retained</b>	<b>95.2%</b>	<b>93.9%</b>	<b>91.5%</b>	<b>93.0%</b>
<b>Average tenure (years of service) by staff level</b>				
Non-executive directors	6	6	5	5
Executive directors	2	3	4	5
Executive management	15	10	9	9
Senior management	11	10	11	9
Other employees	8	9	10	9
<b>Average tenure</b>	<b>9.7</b>	<b>9.2</b>	<b>9.6</b>	<b>8.7</b>

<sup>1</sup> Includes South Africa and Eastern Europe

Canal Walk, Western Cape, South Africa



## Recruitment - SA and EE

	30 June 2020	30 June 2021	30 June 2022	30 June 2023 <sup>1</sup>
	# of positions			
Number of permanent positions	234	236	228	286
Number of vacancies	7	20	12	10
Vacancies as % of permanent positions	3.0%	8.5%	5.3%	3.5%
<b>Staff movement</b>				
Internal placements	19	15	18	25
New appointments	14	6	16	34
Designated new appointments (Applies to SA only) <sup>2</sup>	12	5	15	22
Voluntary resignations	9	8	20	23
Retirements	1	1	1	3
Terminations (dismissals)	2	1	2	1
Transferred employees (due to asset sales)	0	0	7	0

## Employee wellness - SA and EE

Leave liability (R'000)	5 966	9 819	9 576	10 544
Total number of sick days utilised	513	759	631	1 076
Average sick days/employee	2.28	2.44	5.00	5.59
Number of physical injuries on duty	4	5	4	1
Serious occupational injuries	0	0	0	0
Cases reported via the Ethics line	0	0	0	1

<sup>1</sup> Includes South Africa and Eastern Europe

<sup>2</sup> Designated includes African, Coloured and Indian

## Employee diversity - SA only

	2020		2021		2022		2023	
	#	%	#	%	#	%	#	%
Male	104	43	105	40	93	39	98	40
Female	136	57	158	60	144	61	142	60
	<b>240</b>	<b>100</b>	<b>263</b>	<b>100</b>	<b>237</b>	<b>100</b>	<b>240</b>	<b>100</b>
Black*	149	62	170	65	164	70	169	71
White	91	38	93	35	69	30	67	29
	<b>240</b>	<b>100</b>	<b>263</b>	<b>100</b>	<b>233</b>	<b>100</b>	<b>236</b>	<b>100</b>
South African	237	99	261	99	233	98	236	98
Non-South African	3	1	2	1	4	2	4	2
	<b>240</b>	<b>100</b>	<b>263</b>	<b>100</b>	<b>237</b>	<b>100</b>	<b>240</b>	<b>100</b>

\* Black- includes African, Coloured and Indian

## Employment equity

Total number of South African employees reported in terms of the Employment Equity Act:

	30 June 2023															
	Male				Female				Foreign nationals		Total				Total	
	A	C	I	W	A	C	I	W	Male	Female	A	C	I	W		
Top management	0	0	0	3	0	0	0	0	0	0	0	0	0	3	3	
Senior management	2	1	3	8	3	0	2	7	0	0	5	1	5	15	26	
Professionally qualified and experienced specialists and mid management	8	0	0	9	2	7	4	16	0	0	10	7	4	25	46	
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	9	2	4	5	4	9	3	6	1	0	13	11	7	11	42	
Semi-skilled and discretionary decision-making	22	14	1	4	42	21	4	9	2	1	64	35	5	13	117	
Unskilled and defined decision-making	0	0	0	0	2	0	0	0	0	0	2	0	0	0	2	
<b>Total permanent</b>	<b>41</b>	<b>17</b>	<b>8</b>	<b>29</b>	<b>53</b>	<b>37</b>	<b>13</b>	<b>38</b>	<b>3</b>	<b>1</b>	<b>94</b>	<b>54</b>	<b>21</b>	<b>67</b>	<b>236</b>	
Temporary employees	0	0	0	0	1	0	0	1	0	0	1	0	0	1	4	
<b>Total</b>	<b>41</b>	<b>17</b>	<b>8</b>	<b>29</b>	<b>54</b>	<b>37</b>	<b>13</b>	<b>39</b>	<b>3</b>	<b>1</b>	<b>95</b>	<b>54</b>	<b>21</b>	<b>68</b>	<b>240</b>	

A - African, C - Coloured, I - Indian, W - White

## Employee equity - disabilities - SA only

	30 June 2023														
	Male				Female				Foreign nationals		Total				Total
	A	C	I	W	A	C	I	W	Male	Female	A	C	I	W	
Top management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	2	0	0	0	0	0	2	2
Professionally qualified and experienced specialists and mid management	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1
Semi-skilled and discretionary decision-making	0	2	0	0	0	0	0	0	0	0	0	2	0	0	2
Unskilled and defined decision-making	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total permanent</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>6</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>6</b>

A - African, C - Coloured, I - Indian, W - White  
 Black - includes African, Coloured and Indian

## Training and development - SA only

	30 June 2020	30 June 2021	30 June 2022	30 June 2023
<b>Cost of training</b>				
	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>
<b>Training by Race</b>				
African	340 272	650 400	874 948	963 871
Coloured	165 018	264 432	282 297	166 966
Indian	43 534	104 244	360 851	455 675
White	555 719	164 543	413 815	851 427
Non-South African	4 551	-	38 135	-
<b>Total</b>	<b>1 109 093</b>	<b>1 183 619</b>	<b>1 970 046</b>	<b>2 437 939</b>
<b>Training by Gender</b>				
Male	486 878	645 782	1 245 027	1 267 800
Female	44 809	537 837	725 020	1 170 139
<b>Total</b>	<b>531 688</b>	<b>1 183 619</b>	<b>1 970 046</b>	<b>2 437 939</b>
<b>Training by Type</b>				
Training	540 943	242 598	710 009	483 995
Workshop	-	13 823	4 050	-
Membership fee	36 720	195 948	121 920	240 644
Medicals	-	-	-	22 240
Conference	531 430	6 250	74 067	130 660
Strategy	-	-	400 000	807 600
Learnership	-	-	660 000	752 800
<b>Total</b>	<b>1 109 093</b>	<b>1 183 619</b>	<b>1 970 046</b>	<b>2 437 939</b>
<b>Training spend by topic</b>				
Leadership	543 064	-	400 000	52 500
Business operations	175 210	251 212	472 520	1 340 705
Degree / Diploma	152 318	98 613	327 268	280 954
Green building principles	17 365	6 250	35 500	-
Learnership	-	725 000	660 000	763 780
Trade qualification	59 000	71 350	70 508	-
Health and safety	139 817	695	4 250	-
HIV and Aids	22 319	-	-	-
Other	-	30 499	-	-
<b>Total</b>	<b>1 109 093</b>	<b>1 183 619</b>	<b>1 970 046</b>	<b>2 437 939</b>

Only SA entities complete this information



## Long service - SA and EE

	2021	2022	2023 <sup>1</sup>
Years	Awards	Awards	Awards
35	0	0	1
25	1	0	1
20	1	2	2
15	11	7	12
10	13	16	16
<b>Total</b>	<b>26</b>	<b>25</b>	<b>32</b>

## Hyprop excellence awards - SA and EE

	2021	2022	2023 <sup>1</sup>
	Awards	Awards	Awards
Individual	4	4	5
Team	1	0	1
<b>Total</b>	<b>5</b>	<b>4</b>	<b>6</b>

<sup>1</sup> Includes South Africa and Eastern Europe

# Governance

## Board composition: diversity, competence and independence at 30 June 2023

Board efficacy	Board competence			Director independence	
Directors	Expertise	Committees	Nationality	Independent	Other listed boards
Spiro Nouis (Chairman)		IN, RN	South African	✓	-
Annabel Dallamore		AR, RN	South African	✓	-
Loyiso Dotwana		IN	South African	✓	1 - Afrimat Ltd
Kevin Ellerine		IN	South African	X	1 - Newpark REIT Ltd
Richard Inskip		RN	South African	✓	2 - Clicks Group Ltd, Mr Price Group Ltd
Zuleka Jasper		AR	South African	✓	- PwC SA (not listed)
Thabo Mokgatlha		AR	South African	✓	2 - Yebo Yethu (RF) Ltd, Yebo Yethu Investment Company Ltd
Bernadette Mzobe		SE, IN	South African	✓	-
Wilhelm Nauta		IN	South African	N/A	-
Brett Till		SE	South African	N/A	-
Morné Wilken		SE, IN	South African	N/A	-

AR Audit & Risk committee

SE Social & Ethics committee

RN Remuneration & Nomination committee

IN Investment committee

Financial & accounting  
 Leadership & governance  
 Strategy

Social & ethics  
 Risk  
 Legal & regulatory

Information technology/digital disruption  
 Property investment & development



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