



# THE STATUS OF GENDER ON JSE LISTED BOARDS 2020

A study of the opportunities for gender balancing the boards of companies listed on the Johannesburg Stock Exchange.

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## The Status Of Gender On JSE Listed Boards 2020

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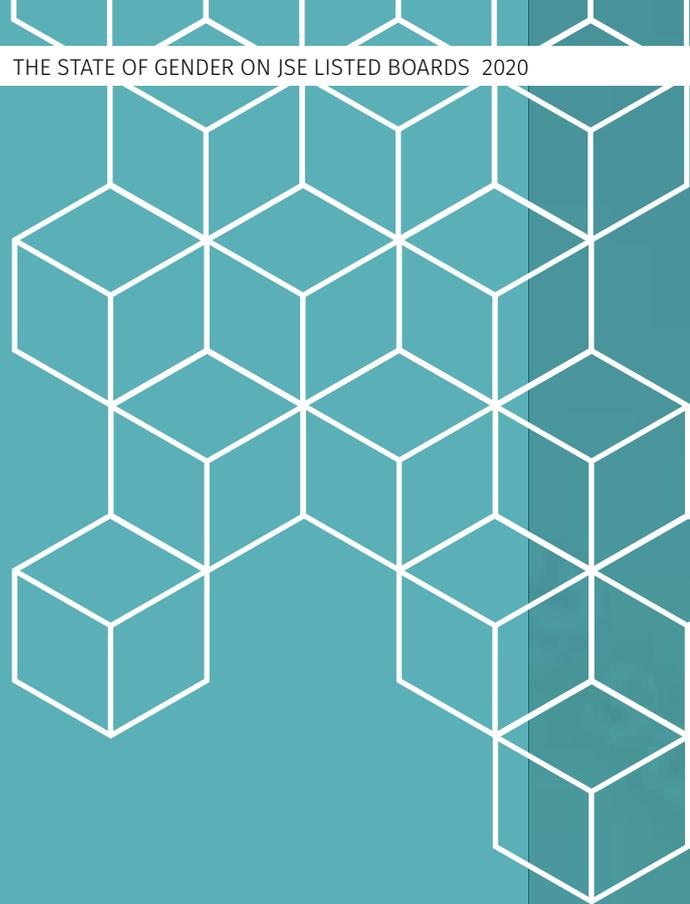
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# 1. Foreword

## 4th Edition 2020



**Welcome to this the fourth report by Business Engage Association NPC and the 30% Club Southern Africa (30%CSA), in association with Tuesday Consulting and the Institute of Directors South Africa, on the effect of the State of Gender on JSE Listed Boards; A study of the opportunities for gender balancing the boards of companies listed on the Johannesburg Stock Exchange.**

Last year this time we were noting that the impact of Covid, especially in relation to gender matters at board level, were generally unknown. A year later and globally Covid is still problematic. The question is, have we, as both individuals and corporations, learnt anything positive from the experience?

According to the 2020 Women in the Workplace study by LeanIn.Org and McKinsey in the USA “As a result of these dynamics (Covid), 1 in 4 women are contemplating what many would have considered unthinkable less than a year ago: downshifting their careers or leaving the workforce.” Further, 75% of senior level women surveyed cited burnout as a main reason. We can only assume that this trend will be mirrored in many regions globally. I personally know of many high-ranking women who have decided to take a sabbatical. We all know many who are totally exhausted. You do not need to ask them; you can see it. It is no surprise that many organisations are putting more time, effort and resources into their various wellness programmes to counter the above concerns.

## 1. Foreword Continued

Despite the challenges it must be remembered that out of chaos comes opportunity. A significant number of new female leaders can, and should, arise. More S&P 500 companies were started during the great depression than at any other time.

This year our partners in the research Tuesday Consulting focused on the “One and Done” aspect of this report. Some of you will recall that this comes from a comment out of the Hampton Alexander reports from the UK where it was questioned as to whether or not companies with just one female board member were “One and Done” or are on their journey to achieve better female representation onto the board. If the company is “One and Done” it is considered no better than the company having no females on the boards. If, however they are proceeding along a path then they deserve all the encouragement and support that they can get. As Tuesday Consulting note we have to acknowledge the difficulties, for whatever reason, that some of these organisations may experience in transition.

When we started the research in 2018 we were clear that in order to make the whole project meaningful we had to take a long term approach and dig deep into the subject matter. It is well known that there is considerable research on gender mainstreaming in other parts of the world, notably the USA and the United Kingdom. In South Africa and Africa generally this is not the case.

To this end, apart from the objective information we look at, we are diversifying the research in two ways for 2022. Firstly, in line with Business Engage’s plans to expand into Africa we will be looking at ways to partner

with relevant organisations and individuals to include what the environment looks like in other regions, initially in Kenya and Nigeria. This may take some time to implement fully and may need a lot of thought as to how to align all the various aspects. Secondly, to cater for the current and new environment we are currently developing an in-house Artificial Intelligence platform which will allow us to efficiently and in real time identify descriptors which categorise and influence gender policy at the higher echelons of corporate management and governance now and in the near future. This platform will include us utilising our own servers to enable us to access, filter and store data to enhance the research offering. The exciting aspect of this long term project is we are still not fully aware of where it will lead us.

In conclusion my thanks go to the Institute of Directors South Africa, Tuesday Consulting and all of the companies and individuals that we interact with on an ongoing basis. You continually enrich all of our lives.

**Colleen Larsen F. Inst. D.**







## 2. About Business Engage

*Our member organisation is delved in a number of initiatives and is home to a number of events that celebrate diversity and provides opportunity to share best practices in gender mainstreaming.*

- **Business Engage** is an exciting and inventive organisation at the forefront of strategic thinking on gender mainstreaming in the private sector. We are a business organisation that believes that men and women working side by side and shoulder to shoulder can create gender mainstreaming within the private sector which gives a business strategic direction and makes sense. Our organisation is a shared value one where all the corporates sit at one table and then learn, grow and benefit together.
- Our member organisation is delved in a number of initiatives and is home to a number of events that celebrate diversity and provides opportunity to share best practices in gender mainstreaming. Each initiative is carried out with the objective of maximizing impact on the ground. These collaborative initiatives and events with our corporate members and other partners are split into 3 groups :
  - *Engage stakeholders,*
  - *Build; and*
  - *Connect*
- These initiatives are rolled out during a calendar of at least 30 events a year. For a calendar of events <https://www.businessengage.co.za/events/>
- **Business Engage** is also the custodian of 30% Club Southern and East Africa. Development of the talent pipeline is key to our initiatives and in this regard, Business Engage has developed two Masterclass Series :
  - **A Board Masterclass Series**
    - It is important to have a focused development agenda for future board members who will take on board roles

that are identified through the State of Gender on JSE-Listed boards and other company boards. The development agenda is to have a deliberate focus on accelerating readiness for candidates (men as well as women) to compete when the roles become available on boards. See <https://www.businessengage.co.za/board-masterclass-series/>

- There are many Women on Boards programmes in the marketplace. This is not one of them, instead this is a practical board series aimed mainly at women; although men are invited and encouraged to apply. The BMS integrates the experience and knowledge of Business Engage and 30% Club members and is supplemented by presenters who are experts in their chosen field. The BMS is a mixture of “technicalities” of being on a board (governance, understanding of roles, knowledge of the Companies Act etc.) and the “merits” (functional knowledge and experience, required skill sets, aptitude etc.). Added to the technicalities and the merits is the networking and business interaction. It is pointless being the best person who has yet to be placed on a board if nobody knows who you are. The BMS fully integrates with the Business Engage BoardWalk programme.

- **A Leaders Masterclass, Women Mpowered**, which consists of 21 sessions for women of all ages who are passionate about personal transformation, driven to succeed professionally and have a strong desire to make a positive impact by creating lasting legacies.

**Business Engage** envisions to establish Africa as the growth hub for gender mainstreaming and to be able to relay our success stories to the rest of the world. South Africa has been our main focus pre-dominantly since inception, but we have also conducted some of our initiatives in Africa as well.

**Business Engage** has developed the Gender Mainstreaming Awards Africa to motivate and encourage the private sector to buy-in for the purpose of achieving more meaningful representation of women in the main stream of business. Our 9th event hosted across Africa on 9 September 2021 successfully hosted 8000 people online for the event. For more information [www.genderawards.com](http://www.genderawards.com).



## 3. About The 30% Club

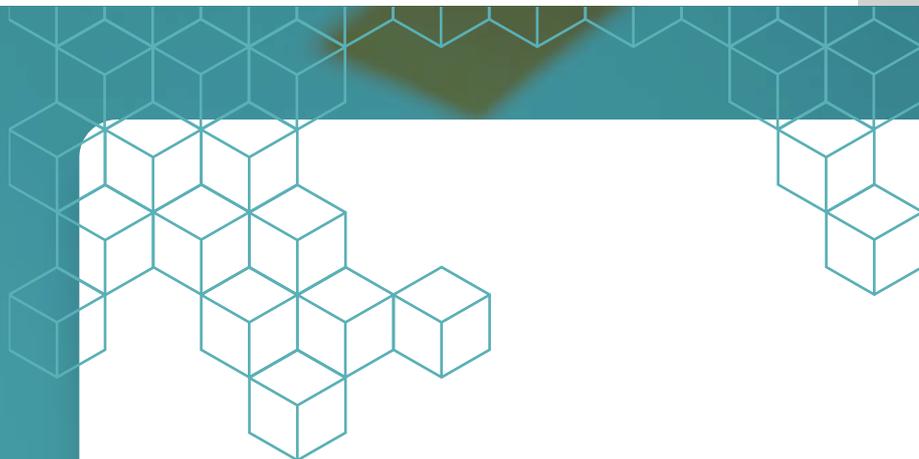
**At least 30% representation of all women on boards and c-suites globally.**

The 30% Club is a global campaign led by Chairs and CEOs taking action to increase gender diversity at board and senior management levels. Under the leadership of Global Chair, Ann Cairns, the campaign continues to expand its international footprint with presence in fourteen countries/regions around the world.

The 30% Club sees diversity in its very broadest sense and while gender has been the starting point, there is a realisation that considerations of ethnicity, disability, sexual orientation, socioeconomic background and beyond are all part of the journey - and that gender identities are themselves evolving rapidly. Only those organisations that foster truly inclusive cultures -

cultures that embrace women who look, act and, importantly, think differently - can reach their full potential to positively impact their people, their markets and their communities.





## 4. Reading this Report

In order to make comparisons between this year's report and that of the last three years we have included the previous year's figures in brackets after this year's figures. The first figure in the brackets refers to 2019; the second figure to 2018; the final figure to 2017, all where appropriate.

This report is historical in nature. The reason being that the information is sourced purely from the Intergrated Annual Report of the various companies. Many companies have their year end as at 31st December which means that the report may only be published well into the subsequent year. As membership of the JSE is dynamic the listings of the companies changes from time to time. The information contained in the report is correct as at the time of colating the information, errors and ommisions excepted.

## 5. Why this Research?

As stated in previous reports, this research is in response to the often-asked questions;

- "What are the opportunities for women on boards in South Africa?"
- "Why are there not more women on the boards of listed companies?"
- "Are there enough women of the right calibre to fill board positions as they arise."

It is important that we keep gender mainstreaming at board level at the forefront of our thinking. As we say every year, the authors are at pains to point out that this report is intended to be constructive as opposed to a reproachful document. We must celebrate the good news and understand and dissect the not so good. We make no comment as to what we believe companies should be doing.



## Part 2

# The Research

### Basis of this Research

#### This research focuses on:

- 6.1 If the board of JSE-listed companies are adopting a board gender policy and whether they are reporting on such policy in terms of the JSE-listing requirement item 3.84i (previously 3.84k and renumbered with effect from 19 June 2017) which states;

*“the board of directors or the nomination committee, as the case may be, 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 or the nomination committee, as the case may be, have considered and applied the policy of gender diversity in the nomination and appointment of directors. If applicable, the board of directors or the nomination committee must further report progress in respect thereof on agreed voluntary targets;*

- 6.2 It is now four years since the JSE-listed companies have been required to have a gender policy at board level. A number of years ago Deloitte published a report noting, paraphrasing, that on average it takes five years for an organisation to comply with legislation or regulation. We should therefore expect that the majority of the JSE companies would now be compliant to varying degrees.

## **Methodology**

7. This report has been compiled from information publicly available in the form of company Integrated Annual Reports for the reporting period 1 January 2020 to 31 December 2020. The “One and Done” section of the report was compiled by interviews conducted by Tuesday Consulting as noted further in that section.

## 8. The Results

During the research period of this report there were 332 (330,354,365) companies listed on the main and AltX boards of the Johannesburg Stock Exchange. Note that this figure varies from time to time as new companies are listed and existing companies are either suspended or entirely delisted for whatever reason. Subject to the qualifications below, these listed companies form the basis of the research. All newly listed companies will be covered in subsequent reports where not covered already.

### Of the 332 companies noted above;

**18** were suspended at the time of compiling this report.

An additional **17** reports could not be found by way of an internet search.

**2** companies are included in reports published by other companies within the same group.

This resulted in **37** (39,44,98) companies being omitted from the research.

This then left a total of **295** (291,310,267) companies analysed.



# 332

Total Companies

# 18

Suspended from JSE

# 17

No IAR found

# 295

Analysed

# 2

Included Elsewhere



**62** (53,31,50) did not specifically report on gender at board level in 2020.

At **21%** (18%,10%,19%) of those companies analysed this is higher than last year. It should be noted however that a further **15** companies, whilst mentioning gender at board level, really said nothing of substance. Numerous other companies confirm that they have a gender policy at board level and then fail to inform the stakeholders what that policy may be. This opaqueness is something that some companies may wish to address in the future.

Of the companies that did not report, **7** have never reported in the four years of this research, or if they have their commentary is nebulous.

**295**

Total Companies  
Analysed

**233**

Reported

**62**

Did Not Report

*It is worthy of note that Mediclinic Ltd. reports that “Since the report on improving the gender balance in FTSE leadership issued by the Hampton-Alexander Review in November 2016, four out of six appointments to the Board of the Company went to female candidates”.*

*Likewise, Naspers notes that “Over the past three years all new appointments of directors have been women”.*

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**30% Club**  
GROWTH THROUGH DIVERSITY  
SOUTHERN AFRICA  
AN INITIATIVE OF BUSINESS ENGAGE

# Opportunities

## For women on boards

This year it is assessed that there are currently 57 opportunities for women on boards.

This is a good point to pause and consider what has happened to the opportunities noted in previous years.

### Opportunities Noted :

Year	Of the opportunities noted :		
Opportunities - 2017	36 positions have been filled in 26 companies	5 additional positions are still to be filled in companies that have made appointments.	24 positions are still to be filled in companies that have yet to make any appointments.
Opportunities - 2018	19 positions have been filled in 13 companies.	23 positions are still to be filled in companies that have yet to make any appointments.	
Opportunities - 2019	19 positions have been filled in 13 companies.	1 additional position still to be filled in companies that have made appointments.	20 positions are still to be filled.

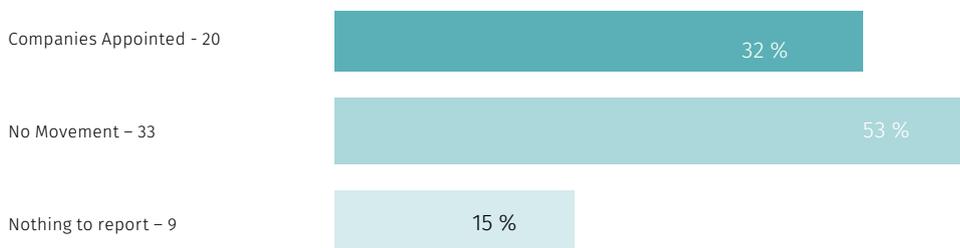
### General Notes :

4 companies have gone backwards reversing 7 appointments.

Some companies have filled more positions than envisaged whilst others have still more to fill to meet their stated targets.

Some companies have altered the size of their boards over the years and this then affects the stated targets where the targets are noted as percentages of the board as opposed to actual physical numbers.

It is considered that a few positions that were assessed to be available are now no longer available for various reasons. These will be assessed further prior to the next report.



### No opportunity

It is considered that there are no current opportunities for women at 82 (104, 105) companies that reported. Whilst these numbers are almost identical with last year, in fact only 31 of the companies are featured in both 2017 and 2018.

There are a number of reasons as to why this should be so. These include;

- Targets noted have already been achieved.
- Appointment of female board members have been made regardless of whether targets exist or not.
- The board is satisfied with current gender mix.
- The board is satisfied with the experience and skill set of the current board members (and presumably can see no good business reason as to the need to change unduly).
- The board size does not warrant change.
- The report suggests for any other reason opportunities are unlikely.

### Gone Backwards

We are all aware that whilst director movements can by its very nature be collectively slow moving, it is no surprise that sometimes they may go backwards in terms of female representation on the board. Between 2019 and 2020 out of 195 companies that had board changes in 2020, 51 of them went retrogressive by 59 in terms of physical numbers. Whether this is problematic would need to be looked at on a case by case basis.



**Business  
Engage**

## ***Join as a member of Business Engage***

Business Engage is an exciting and inventive organisation at the forefront of strategic thinking on gender mainstreaming in the private sector.

Membership runs for one year from the date of payment of the membership fee.

### **Benefits include:**

Free access to the monthly Virtual LeadersWalks and BoardWalks which include attendees from across Africa – recordings available when possible | Access to thought leadership, research, events, best practice | Corporate Gender Intelligence events with speakers from across the world | Annual Voices of Change event in August.

**visit : [businessengage.co.za](https://businessengage.co.za) | email : [colleen@businessengage.co.za](mailto:colleen@businessengage.co.za)**



# 0 to 1 Female Representation on Boards

## A Review By Tuesday Consulting

### Introduction

It might seem that relatively little has changed since the previous year in terms of the ongoing gender gap on the boards of JSE-listed companies with minimal female representation. That impression might not be wholly accurate, however. There are encouraging signs of a willingness to explore new avenues and to do things differently in the interests of establishing greater diversity at board level, as Tuesday Consulting's research team discovered.

Of particular interest were the suggestions made about how companies with 0 to 1 female representation on their boards could go about increasing their access to suitable candidates and/or developing a talent pipeline for the future. Also worth noting were the ideas raised as to how less experienced female or black, Indian and coloured candidates wishing to be considered for non-executive positions could ready themselves for such roles. These possibilities are discussed later in this report, along with a number of other trends concerning the representation of women non-executive directors on JSE-listed boards.

### Participating companies in 2021

2021 was the second year in which Tuesday Consulting undertook qualitative research for the State of Gender on JSE Listed Boards. As in previous years, the focus was specifically on JSE-listed companies with minimal representation of women in non-executive board positions, typically translating either into a single woman non executive director or none at all.

Using company annual reports for 2020 as a reference point, the research team identified companies with this level of gender representation on their boards. Tuesday Consulting team then approached these companies to establish their willingness to participate in a survey. A select few companies chose to participate through various methods, which included virtual interviews, directing us to their annual reports and completion of the interview questionnaire.

The purpose of this exercise was to gain insight into the recruitment, appointment, retention and development practices of company boards, specifically in relation to the representation of women as non-executive directors. After analysing the data, the Tuesday Consulting team identified four key themes that were common to most of the participating companies:

- The perceived value (or otherwise) of setting and pursuing gender targets for board representation
- Perceptions of the value that gender diversity can add to the boards of JSE-listed companies
- Challenges in recruiting women non-executive directors to company boards
- The need to look beyond the 'traditional' talent pool for non-executive board membership

### **Perceived value of gender targets in delivering diversity**

All the participating companies have already adopted or are preparing to adopt formal gender diversity or diversity policies. Most, but not all, have included targets for gender representation on their boards. Participating companies emphasised their commitment to advancing gender parity. Some, however, questioned whether setting and pursuing gender targets would deliver the results hoped for, given the limited vacancies arising on their boards. The companies concerned have small to mid-size market caps and tend to have more relaxed policies on board members' tenure than would be the case among larger listed companies. In these smaller organisations, turnover among sitting non-executive directors tends to be low, limiting the opportunities available to board to bring in new members.

Companies pointed out that the costs associated with running boards of listed companies are high. To contain costs, especially at a time when almost all businesses are experiencing financial constraints, there is a preference for keeping boards small. Thus, it is usually only when an existing non-executive board member retires or resigns that a vacancy will open up, creating an opportunity to replace the departing member with a female non-executive director with the required skills.

However, such opportunities are in themselves limited. It seems serving non-executive directors on small to mid-cap companies derive great satisfaction from their roles and choose to stay on their boards for as long as permissible. Longevity of tenure is often also seen as being

in a company's interests, given the experience, institutional memory and continuity it can bring. Thus, it is not uncommon for non-executive directors to reach the limit of nine years (or even 10 years in exceptional cases) before stepping down.

As a result, the composition of boards might remain unchanged for years at a time, presenting challenges in the pursuit of targets linked to fixed time periods.

A few companies indicated their willingness to consider gradually increasing the size of their boards to make room for new talent, particularly women and black, coloured and Indian directors. They emphasised that this would have to be approached within the constraints of their budgets and, above all, would have to "make sense" by further bolstering the skills, governance capacity and efficiency of their boards.

An interesting point raised by several participating companies was that a critical success factor in achieving gender parity on boards is a fundamental culture shift that recognises the business benefits of gender balance rather than an emphasis on numerical targets or a tick-box attitude. Participating companies said they understood the need to ensure their demographic profile reflected that of their clients or customers, and that a disconnect would have implications for business success.

# Perceptions of the value that gender diversity adds



All participants expressed appreciation of the role women could play on boards. There was commonality across companies in how they saw women non-executive directors contributing, with most saying that gender diversity brought richness to boards' perspectives and deliberations on problem-solving and decision-making. Some of the participants mentioned that gender diversity also brings a new dimension to the way board members interact with each other and helps dispel entrenched stereotypes.

Nevertheless, the primary requirement for most companies looking to appoint a new non-executive director is not diversity, but skills. First and foremost, boards would set out to fill any skills gaps identified on their boards. They would then look at gender and/or other aspects of diversity.

An encouraging perspective, however, was the realisation that an "appoint one and be done" outlook towards female non-executive appointments was not feasible. In fact, a compelling point made was that where a board has only one female director, or only one black director, for that matter, that person's potential

to contribute could be constrained because the person was likely to feel outnumbered or overwhelmed. When at least one more woman or black director, as the case may be, joins the board, it seems to encourage the original member to play a more active role than before. Having someone else on the board with whom they could relate could have a dramatic effect on the person's willingness to speak up and participate, which would certainly add to the quality of board deliberations.

Several participants said they had seen for themselves how the addition of other female or black directors could bring a new, productive dynamic to members' contributions. Thus, if boards hoped to reap the benefits that board diversity can bring, it is arguably not sufficient to appoint just one director of a particular demographic and consider the job done.

# Challenges in identifying and recruiting women candidates

With a few exceptions, the companies referred to challenges they were experiencing in recruiting women candidates for non-executive positions on their boards.

## The most common challenges mentioned were:

- The small pool of potential women directors with the requisite skills in their respective industries
- Eligible female candidates being in great demand as company directors, raising the risk of conflict of interest
- The length of time it can take to identify and appoint suitable candidates.

Other reasons mentioned were the loss of skills to emigration, directors being poached by smaller companies and women tending not to “step up” and directly approach companies for directorships.

In a few instances, participating companies questioned the perception that there might be a shortage of suitably qualified and experienced female talent, especially black female talent, for non-executive positions. Some of these companies said they had recently successfully appointed a number of women directors (a development not yet reflected on their boards when Tuesday Consulting identified them for this study). They pointed out that organisations such as the Association for the Advancement of Black Accountants of Southern Africa (ABASA) have databases of successful, experienced females who are ready to serve. In the opinion of these companies, identifying good female non-executive talent was more a matter of knowing where to look for these candidates than of perpetuating the narrative that there is a shortage of eligible candidates.

The companies in question emphasised the importance of looking beyond ‘traditional’ talent pools when seeking good female candidates.

## Beyond the traditional talent pool

Most companies reported using one of two mechanisms for appointing new non-executive directors. One is by shareholder placement, where the majority shareholder decides who will represent it and for what period of time, leaving the board with a fait accompli. The other primary mechanism is to use nominations committees to identify and interview prospective directors when vacancies arise on the board. Where nomination committees are used, the pool of potential candidates seems, for the most part, to be limited to directors' own networks.

Some of the participating companies reported that, where their nominations committees had difficulties in identifying suitable female candidates, they would consider making use of external service providers such as executive search firms to assist them in achieving a better gender balance. They acknowledged that using third party providers could enable them to reach a broader base of prospective candidates. There was also considerable interest in the notion of expanding the search for good non-executive talent to talent pools not previously considered, such as the databases of reputable non-profit organisations actively involved in promoting gender and race diversity in business.

The following other suggestions were made as possible ways to enlarge the talent pipeline of women non executive directors and optimise retention of these directors once appointed:

**Create or support** pathways for the development of new or prospective board members who may lack experience to prepare themselves for non-executive roles on the boards of JSE-listed companies. For example, certain consulting companies run board programmes aimed at equipping or preparing new or prospective non-executive directors for their roles. Boards should make a point of looking out for these opportunities and nominating their new or less experienced directors to participate.

**Ensure that gender diversity** is built into the board's succession planning processes and actively pursued, not seen as an add-on or afterthought.

**Make a point of holding candid board-level conversations** about the value of diversity, its business benefits and the mechanisms for introducing and sustaining diversity over time.

While companies acknowledged that it is their responsibility to ensure their boards are sufficiently diverse, they also pointed out that prospective board members had a duty to equip themselves for the responsibilities that go with

non-executive positions on JSE-listed companies. For example, they could sign up for board programmes available in the marketplace (some of which are offered free of charge to deserving candidates) or gain exposure to the demands of board membership by becoming involved with subsidiary boards and non-profit organisations.



## Conclusion

It seems that company boards with low female representation are well aware of the benefits of having women directors as board members and eager to attract more women members. Many say they are also willing to look beyond traditional talent pools, such as directors' own networks, in search of female non-executive candidates with the requisite skills. While not discounting the necessity for diversity targets, some said these should be complemented by regular and candid board discussions on the benefits and importance of diversity and the need for culture change.

A catch 22 situation for some small to mid-cap companies seeking greater gender diversity is that vacancies for non-executive directors arise so infrequently. In the light of this trend, it might be useful for boards of such companies to revisit their director rotation policies and practices. This could be a useful avenue to consider in future research on the state of gender in JSE-listed companies.

# INVESTING IN PEOPLE

**Tuesday Consulting** is an executive search and advisory firm specialising in talent sourcing solutions throughout Africa. We are acutely aware that we operate as the extension of a personal and professional brand, and we remain mindful about the impact that our recommendations can have on an organisation and its people. Tuesday Consulting is one of the co-founding members of the 30% Club Southern Africa.

We are incredibly proud of being a South African business and we acknowledge with great admiration the talent we have on home soil.

Our purpose is to positively impact people's careers, and to provide the right leadership and talent to contribute to the growth and transformation of organisations. We take a highly personalised approach to each of our clients' businesses, always ensuring that our solutions are mutually beneficial.

## **Our Service**

Our specialist recruitment services empower our clients to find the right leaders for their organisation and its unique culture.

Our suite of services empower clients to identify and retain the right people for their organisation and culture. Our research model is designed to give our clients added value through qualitative market intelligence, insights into remuneration levels and skills availability, competitor awareness and organisation design trends.

## **Our Expertise**

Through our industry-led approach, we invest in ongoing research across a number of industries, while building deep networks.

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## **Our People**

Our professional team are subject matter experts with a solutions-based approach to assignments.

Tuesday Consulting is characterised by individuals with strong ethics, respect, trust and the motivation to deliver the best possible service to our clients.

We live by the ethos of 'investing in people' and are passionate about building a business recognised for excellence and having a genuine Local, Social, Conscience.



*Tsholofelo Nketane is a Director of Tuesday Consulting with more than 15 years' experience in Executive Search.*

*Tsholo honed her experience at various global executive search firms, working in markets such as South Africa, Botswana, Zimbabwe, Zambia, Kenya and Nigeria. Tsholo brings an international perspective and deep insight into her areas of specialisation, which range from healthcare to consumer services and public sector. She is inspired by meeting agile, innovative leaders who are invested in the inclusive economic growth of South Africa. She led the qualitative research for the report into the State of Gender on JSE Listed Boards.*

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Tuesday Consulting

# Targets



## Targets Set

**95(104,81,-)companies have set themselves voluntary targets. It is assumed that most, if not all, of the companies that believe they should be setting targets would have done so by now. It should also be borne in mind that some companies set initial targets to get themselves started with the intention of revising those targets at a later stage.**

Given that one of the requirements of the JSE is that the company reports to the stakeholders on the board gender strategy it is puzzling that a number of companies state that they have set targets and then choose not to reveal what those targets are.

## Targets Already Achieved

Of the companies noted in this report 60 (62,58,37) have already achieved their targets in terms of their gender policy. These figures relate to companies that either specifically state or clearly demonstrate that the targets set have been met. Other companies may have achieved their targets and yet not noted as such. It also excludes companies that state that they are content with the current board membership. Further some companies have announced that they have previously met their targets only for changes to occur which has now placed them back into a situation where their targets are no longer met.

**60 (20%)**

Targets Achieved

**35 (12%)**

Targets set still to achieve

**16 (5%)**

Targets not set

**184 (63%)**

No specific targets

### Targets Not Set

16 companies specifically state that they have not, will not or are yet to set any targets. There are a number of companies without targets - they have not made note of this.

### Parity Realised

26 (17,19,10) companies analysed have already achieved gender parity or better, up 11 from last year. A further 67 (41,35,7) companies are close to achieving parity whereby the appointment of one female to the board in place of a male member will achieve such parity. These numbers are climbing steadily. As noted previously, we are not suggesting here that these companies have any plans to achieve such parity. For clarity a company is considered to have achieved parity even where there is an uneven number of board members and there is no gap in the split of members i.e. 6 males and 5 females on the board.

<b>Parity Achieved</b>	<b>9%</b>
<b>Near Parity achieved</b>	<b>23%</b>
<b>No Parity Achieved</b>	<b>68%</b>



**No Women Members on Board**

At the date of publication of their annual reports there were 32 (28,30,32) companies that we surveyed that still have no female members on their board. We have noted previously that this slow movement is out of sync with global trends, so it is gratifying to see a larger movement in 2020. This is a statistic that a lot of commentators take note of.

**"One and Done"**

As many of you recall "One and Done" has been occasioned by the Hampton Alexander Review a while back wherein the review noted that a number of U.K. companies appear to have taken a "one and done" attitude.

This ties in with the "0 to 1" report by Tuesday Consulting.

Currently there are 58 (50,67,-) potential "One and Doners". Whilst this figure has increased as noted elsewhere in this report, this statistic has yet to play out to fruition, especially with larger boards.

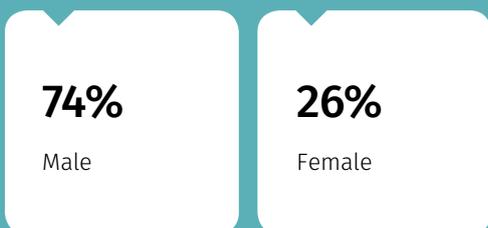
**Board Changes and Ratios**

In order to fully understand the movement from 2019 to 2020 we need to look at the changes to the full board in as many companies as possible. Please refer to Addendum 1 on the Business Engage website in this regard.

**Board Ratios**

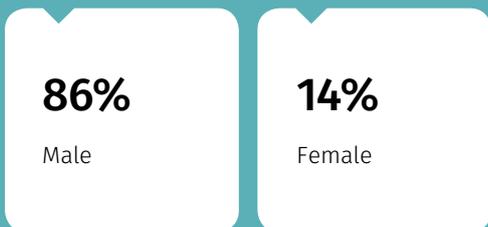
In the 295 companies analysed there are a total of 2763 members of the boards made up of 2045 males and 718 females.

**Total**

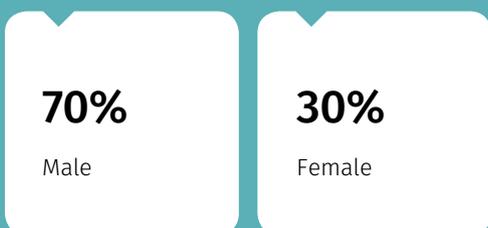


- » **Executives:** Total number of executives; Males 613 Females 102
- » **Non-Executives:** Total number of non-executives; Males 1433 Females 620

**Executive**



**Non-Executive**



# Communicating With Stakeholders

It is noted that there are still very few companies, only 10, that reference a web address directing the reader to the actual gender policy.

## Gender Policy Linked To Bee

As in previous reports the linking of gender policy to the race policy by the JSE Listed companies is still the exception rather than the norm.



## Part 4

# Conclusion

The UK Hampton Alexander Report for 2021 was the last one. Like the Lord Davies Reports before them Hampton Alexander has run its five-year term. What is different from the Lord Davies final report is the conclusion as to “where do we go from here?” The Lord Davies team was of the view that there was more work to be done and that another five-year commission was fully justified. Sir Philip Hampton has concluded “The case for a similarly commissioned Review is much less clear now than it was 5 or 10 years ago”. He is not saying the work is done and we can all move on. What he is suggesting is that another commission may not be appropriate and other mechanisms of change may be what is required. The recommendations and comments include;

- The setting up of specific best practices which would be supported by the investors in these companies;
- The focus should shift to executives;
- Continued government department buy-in;
- Publication of the Gender Pay Gap

Likewise, we must also consider the best way to move forward. Companies are changing and gender mainstreaming at board level is a reality. We always note that it is the business community at large that should decide if change is progressing fast enough. Whilst we continue to monitor company board action and in-action we also need to equip ourselves for the “new normal”. After all, once a board has achieved board gender parity there is not much more to say. Focus must shift elsewhere. To meet these new demands Business Engage is investing in in-house servers to be able to more efficiently collect data. We will still make use of the Integrated Annual Reports but we will supplement this with new capability to assess the gender business environment. We intend to slowly move into the whole of Africa rather than pinpointing just South Africa. We will be able, in some way, to include the larger companies that are not listed on an exchange. Information from these companies is historically much more difficult to obtain.

Finally, we welcome Nedbank as sponsors and partners for 2022. We look forward to engaging with them to develop the research opportunities further. Likewise, our existing partners will continue to play a pivotal role.

## PART 4

# ANNEXURES and ADDENDUMS

Note: All of these documents can be found at: [www.businessengage.co.za](http://www.businessengage.co.za)

### ANNEXURE A

- » Board Level Gender Policy Comments noted in Annual Reports

### ANNEXURE B

- » Opportunities for Women on Boards 2020

### ANNEXURE C

- » No Apparent Opportunity

### ANNEXURE D

- » Targets Set

### ANNEXURE E

- » Targets Already Met

### ANNEXURE F

- » Parity Achieved

### ANNEXURE G

- » Near Parity Achieved

### ANNEXURE H

- » Companies not reporting a specific gender policy

### ANNEXURE I

- » Companies not considered for the report

### ADDENDUM 1

- » 2019 / 2020 Director Changes



# THE STATUS OF GENDER ON JSE LISTED BOARDS 2020

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