

Commitment *to our people*



Investec's purpose, to create enduring worth, informs how the organisation builds strategy and delivers value for stakeholders. Our values and organisational philosophies underpin and instruct conduct and aligned behaviours. Investec is a culture driven organisation: we choose a 'flat' organisational design that ensures high levels of ownership and access for all, shows deep respect for individuals, and upholds an environment that prizes inclusion, high performance, open and honest dialogue, developmental feedback, and learning.

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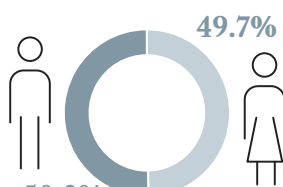
Commitment to our people



7 231

permanent employees*
2023: 8 292

* Decrease in numbers following completion of the Rathbones transaction in September 2023.



2023:
49.4% female;
50.6% male

Board diversity

58%
female
representation
2023: 43%

42%
persons of colour
2023: 43%

Learning and
development spend **
as a % of staff costs is

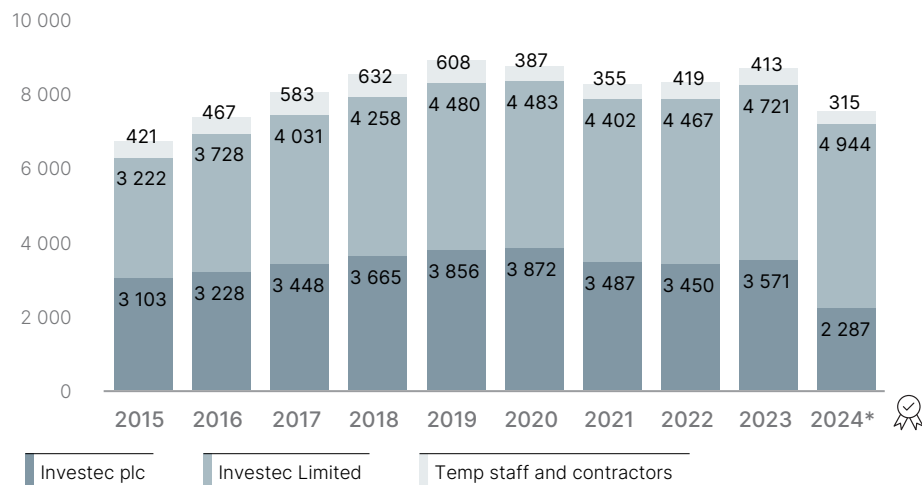
2.1%

2023: 1.8%
Target: >1.5%



** includes operational costs for staff dedicated to the provision of learning and development and stipends paid to learners on registered learnership programmes

Headcount (including temporary staff and contractors)^



^ 2015-2024 was externally assured

* Decrease in numbers following completion of the Rathbones transaction in September 2023



Aligned to our purpose of creating enduring worth, we are committed to living in society in a sustainable and inclusive way, for the benefit of all our stakeholders. We invest deeply in education and job creation initiatives for our own employees as well as the communities in which we operate. These initiatives align to our support of the SDGs, and particularly our commitment to SDG 4: quality education and SDG 8: decent work and economic growth.



Our people practices

Our People & Organisation (P&O) team plays a critical role in assisting the business to achieve its strategic objectives. Within the P&O, consulting functions partner with the specialist functions to embed culture and deliver the employee value proposition – the Investec experience. The P&O specialist functions including careers, learning, reward, wellbeing, and employee relations, deliver the full life cycle of the employee.

How we engage with our employees

The Group's workforce engagement programme, held by our P&O consulting teams, seeks to understand how people experience the organisation, and the extent to which they are aligned to our purpose, values, and culture.

The mechanisms through which we do this includes:

- Regular staff updates and dialogues hosted by the Executive leadership of the Group, aimed at keeping employees up to date with strategic priorities and performance and enabling employees to engage directly with the Executive
- Ongoing messaging from the Executive leadership including via email updates and digital channels
- An induction programme for new employees which seeks to inculcate our culture, led by the purpose and values as well as strategic intent, hosted by the Chief Executive Officer and senior leaders
- Continuous learning, leadership development and diversity programmes offered to all employees
- Culture dialogues that include all leaders and employees, which are facilitated by the executive, with the intention of understanding the lived experience of all employees at Investec, measuring progress against our espoused culture and, where relevant, informing future interventions
- Consistent open and honest performance dialogue and direct feedback, centred on individual, team, and organisational performance
- A global employee app called Investec Spaces that provides employees with mobile access to our digital workplace
- Comprehensive wellbeing programmes.

The Investec Experience

Our employee value proposition positions our culture as the overarching, significant differentiator that guides conduct and relatedness. We enable this proposition through our workplace, how we position the employer brand, communicate with employees, prioritise diversity and inclusion and create meaning at work. Our culture drives our behaviour, standards, and expectations, is *Out of the Ordinary* and enables us to fulfil our purpose and achieve our strategic objectives. This unique cultural proposition is inculcated through practices that evidence our commitment to our purpose and, reciprocally what is expected of employees, in the context of high performance.

We employ people who are passionate and empowered to perform extraordinarily. Key components of the Investec Experience include:

Employee engagement through process-led dialogue – this remains our primary method of decision making, problem solving and challenging convention

Attraction, development, and retention – we foster a culture of continuous learning where employees can grow and thrive

High-performance culture – enabled by our flat structure, open and honest dialogue, ongoing, direct feedback with ownership, autonomy, and freedom to operate

Recognition and reward – our reward philosophy reflects our performance framework in the context of the culture

Wellbeing – we care about the physical, financial, and psychosocial health, welfare, and safety of our people

Belonging, inclusion and diversity – we ensure meaningful representation and bringing your whole self to work.

Attraction and recruitment

Our culture is what sets us apart. We look for people with entrepreneurial thinking who can bring fresh ideas to our business. We work in a collaborative environment and offer freedom and flexibility, as well as opportunities for growth. We employ talented people with passion, energy, and stamina, and enable them to deliver exceptional performance. Our approach is to recruit and develop based on aptitude and attitude, with the deliberate intention of building a diverse workforce.

At Investec, recruitment is a cultural practice. Interviews are dialogues designed not only to attract and select the right individual, but also to enable integration prior to the person joining. We deliberately introduce candidates to many people, and we meet them many times. We want to really know people; we want them to get to know us and we want them to interview us and test our culture too. The role description, scope and performance expectations are established through these conversations.

Internal mobility and career progression

Internal mobility is the key element of our people strategy, it drives succession, supports our One Investec Group strategy and is a valuable retention mechanism. Mobility provides growth opportunities to our people, enables the transfer of knowledge across teams and functions, fosters a culture of continuous learning and builds diversity of thought and experience.

We facilitate internal mobility through job rotations, transfers, promotions and cross-functional projects.



Performance

Investec's high-performance culture is enabled by our flat structure, open and honest dialogue and ongoing, direct feedback with ownership, autonomy, and freedom to operate. Performance at Investec is a continuous feedback process designed to enhance the delivery of key strategic priorities and create a sense of individual and shared accountability, meaning and value creation.

Ownership and responsibility for performance lies with the leader, the team and the individual. While we value individual contributions, their significance within the context of team performance is paramount. We do not only want individuals to be high performers, but we also want each individual to contribute to the performance and development of their team and the Group as a whole.

Teams are expected to consider performance commitments in a manner aligned to our culture and to provide feedback to each other, against these commitments, on an ongoing basis.

All Investec employees engage in both team and individual performance discussions throughout the year.

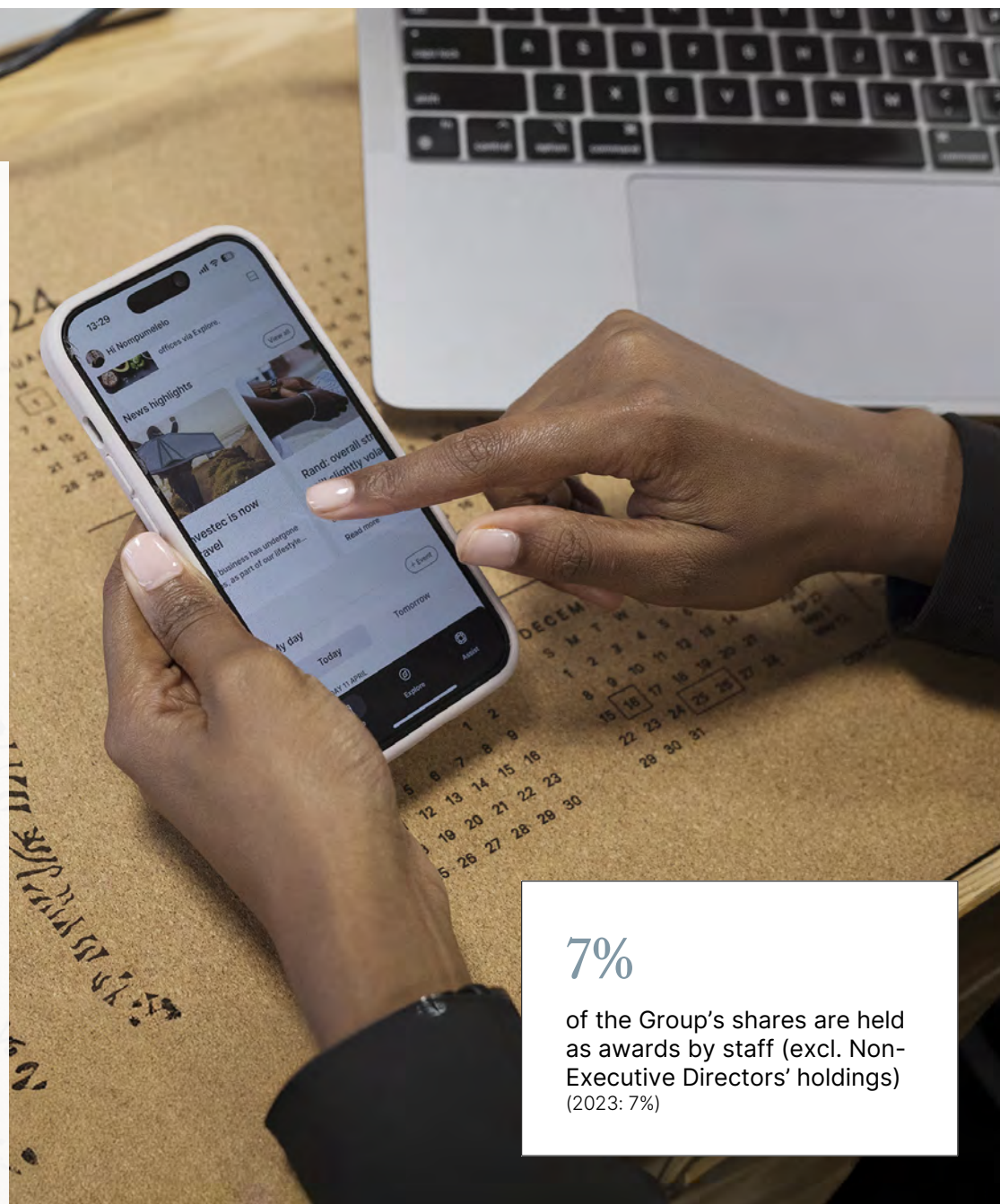
Recognition and reward

Our approach to reward reflects our culture. It relies on open and honest dialogue between people and their leaders, to enable us recognise and reward the contribution people make, and the value they add to the organisation.

We reward people based on everything they bring to the role and the team. This includes the scope and complexity of the role as well as the experience and knowledge the individual brings to the role. We determine reward based on the strategic financial performance and non-financial contribution. The non-financial elements of the role, while less tangible, are incredibly important and include the contributions that an individual adds over and above the standard expectations of their role.

In line with our philosophy of employee ownership, employees across the organisation participate in our staff share awards and have the opportunity to benefit from our long-term growth.

Our remuneration practices comply with local regulations and reward people meaningfully for performance and contribution. Investec is supportive of a minimum living wage and ensures that all its employees globally are paid above the relevant minimum statutory wage.



7%

of the Group's shares are held
as awards by staff (excl. Non-
Executive Directors' holdings)
(2023: 7%)

Learning and development

As a learning organisation we aim to constantly stretch and develop our people, recognising that the calibre of our employees is a unique long-term competitive advantage. Our environment encourages individuals to be curious, express their views and drive their own learning.

To achieve this, we employ talented people and enable their professional and personal growth so they can perform extraordinarily and deliver an *Out of the Ordinary* experience for our clients. Learning is therefore directly linked to the team strategy and organisational objectives with learning offerings constantly evolving to meet changing business and organisational needs.

We invest significantly in providing learning opportunities to develop our people holistically, focusing on technical (role based) and professional skills as well as personal and interpersonal skills. We offer our employees access to programmes, conferences, seminars, and courses and provide employees with formal development opportunities through registered and accredited institutions, to enable the acquisition of knowledge and skills necessary for career development within Investec.

Exploring our organisational purpose, values and culture and engaging with the concepts of belonging, inclusion and diversity remain a key priority for us. We are focused on upskilling employees on artificial intelligence (AI) to ensure we have the necessary knowledge to effectively leverage AI technologies in the workplace, while being mindful of the social and ethical considerations and implementing AI responsibly and in a manner aligned to our values.

We make use of both mentoring and coaching to support our learning efforts. Our P&O team facilitates the development of group-wide and bespoke learning programmes as well as induction programmes for all new employees.

In the past year, our learning and development spend for the Group as a % of staff costs was

2.1%; £16.2mn

(2023: 1.8%; £17.7mn)

against our minimum target of 1.5%.



Refer to our Basis of Reporting on our website.

Group learning and development spend

Year ended	31 March 2024		31 March 2023	
	£	R	£	R
Investec Limited	12 378 639	291 390 399	13 109 235	268 107 651
Investec plc	3 780 421	88 990 261	4 602 585	94 131 217
Total Group learning and development spend	16 159 060	380 380 660	17 711 820	362 238 868
Total Group learning and development spend as a % of staff costs	2.1%		1.8%	



For more information on our regulatory disclosures that includes human rights, freedom of association, whistle-blowing and protected disclosures, retrenchment, health and safety and discrimination and grievance resolution refer to www.investec.com/regdisclosures.



368
Chartered
Accountants
CA (SA) have
graduated
from the CA
Programme
since inception
(2023: 357 Chartered
Accountants since inception)

Early career programmes

We have several early career, graduate, apprenticeship, internship, and exposure programmes available across our anchor geographies.

Within South Africa, our early career offering includes the following programmes:

- **Technology Scholarship Programme** – this programme is aimed at top performing students who possess a drive for excellence and demonstrate exceptional, *Out of the Ordinary* talent
- **Technology Graduate Programme** – a graduate programme for final year graduates, the programme attracts the brightest talent in tech and tech-related fields, providing them with a holistic opportunity to kickstart their careers
- **End User Services Learnership** – provides an excellent pipeline into our End User Services team
- **Chartered Accountant CA (SA) Programme** – we currently have a total of 62 trainees enrolled in the Investec CA Programme (368 CAs have graduated from the programme since its inception)
- **Journey** – this is a three-day programme for students between grade 11 and second-year university. It provides exposure to the world of banking and an opportunity to learn about Investec
- **Navigate** – this is an in-office exposure programme designed for final-year university students, across various degree disciplines. During the programme students are afforded the opportunity to experience Investec's culture and the world of work. This programme provides a pipeline of talent for graduate opportunities across the Group.

Within the UK, our early career strategy includes the following programmes:

- **Apprenticeship Programme** – this programme, aimed at school and university leavers, provides participants with an opportunity to join the business for an 18-month period, during which time they acquire professional experience and hands-on practical learning through a formal apprenticeship programme
- **Summer Internship Programme** – aimed at final year university students, this programme provides participants with the opportunity to join an 8-week work experience programme at Investec over the summer holidays. This programme provides a pipeline of graduate talent for the Bank
- **Chartered Accountant CA (SA) Programme** – partnering with the South African business we offer trainees the opportunity to spend part of their articles in the UK business
- **School Outreach Programme** – the purpose of this programme is to showcase the Investec brand and culture and build a pipeline of young, diverse talent for the Bank. It is a virtual programme that accommodates 100 students and enables them to engage with Investec content, complete assignments and join live webinars.

Wellbeing

We offer a proactive and preventative programme, encompassing physical, mental, emotional and financial wellbeing, but equally respond to people's curative needs. Wellbeing at Investec is about the health of the individual and their family.

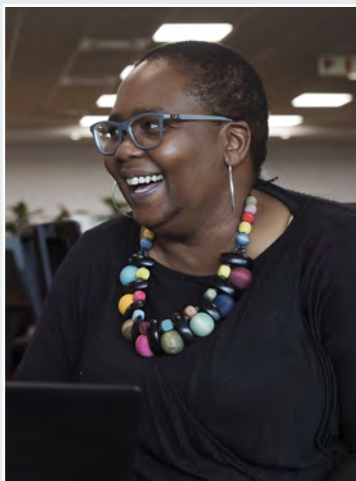
Our wellbeing strategy is globally aligned and locally relevant. In anchor geographies, employees have access to a comprehensive employee wellbeing programme that offers personalised interventions by a selected multi-disciplinary team of health and other professionals. We offer several initiatives to raise awareness and entrench the practice of healthy living.

During the past financial year, we reviewed our private medical insurance in the UK to ensure the best benefits are available to employees and their families.

Within South Africa we enhanced our wellbeing strategy with a focus on the personal safety of our employees and their loved ones, by offering an app which can dispatch emergency assistance directly to the user's location as required.

We are enhancing our wellbeing offerings, learning and awareness initiatives to ensure we make it as easy as possible for people to make healthy choices; and that we focus on themes that are a priority for people such as mental and financial health.

Our policies, including leave entitlement and flexible working practices, are regularly reviewed, and adjusted to take into consideration the needs and wellbeing of our employees, our employment obligations and local market practice.



Flexible working policies and practices

We believe that the energy we create through our physical presence is a key part of our culture. The experience of being together enables relationships and interactions that underwrite the *Out of the Ordinary* experience our clients expect. Alongside this we encourage high degrees of flexibility, allowing employees the freedom to operate in the context of the work, the team's purpose and performance commitments, the needs of clients and the lives of every individual in the team. Within South Africa, all employees have flexible leave that allows them to take the leave they require without the constraint of a leave accrual.

As part of our commitment to equity in employment and in recognition of the dignity and rights of each employee, we provide an environment supportive of combining parenthood with a career. Our parental leave scheme provides enhanced benefits to parents, irrespective of their length of service.

In the UK, our family leave programme offers guidance for employees and leaders on family leave. We facilitate networks between parents and parents-to-be within all our offices and provide support for returners, with open channels for feedback, which means we can continuously monitor the support we offer. We offer paid parental leave of up to 26 weeks which can be shared between parents. This benefit is available to all employees regardless of tenure.

In South Africa, our holistic support caters for all types of parenting. The various internal support platforms and initiatives in partnership with our external providers can be accessed by staff as they journey through the different phases of parenthood. Our parental leave exceeds the minimum prescribed by regulations and is available to all employees regardless of tenure.

Diversity and inclusion

Our diversity and inclusion framework has a sense of belonging for all our people as its goal. We aim to make Investec a place where it is easy to be yourself. We believe in diversity and recognise that a diverse and inclusive workforce is essential to our ability to be an innovative organisation that can adapt and prosper in a fast-changing world. We strive to foster a culture that is supportive and inclusive of different perspectives and experiences. Our workforce aims to reflect the diversity of our client base and the society within which we operate.

We enable belonging and inclusion by:

- Developing leaders to enable belonging
- Engaging with leaders, teams, and consultative forums on how to improve belonging and engagement
- Offering learning programmes that encourage dialogue and celebrate the value of inclusion and diversity
- Ongoing and enhanced, aligned support for diversity networks across the Group as well as creating awareness of intersectionality across networks
- Utilising recruitment strategies that actively seek diversity, engaging with under-represented groups, females, and people with disabilities
- Providing disabled employees with a supportive and accommodating working environment
- Delivering research and thought leadership around diversity, equity, inclusion and belonging.

Investec is committed to being an equal opportunity employer. In accordance with our policies and practices, and relevant International Labour Organisation conventions and legislation, we do not tolerate any form of discrimination based on gender, gender reassignment, race, ethnicity, religion, belief, age, disability, nationality, political opinion, sensitive medical conditions, pregnancy, maternity, civil partnership, and sexual orientation. People with different abilities are an essential part of a diverse talent pool and every effort is made to facilitate an accessible environment for all.

Our diversity networks

Our diversity networks, in both the UK and South Africa, provide a space for people with shared identities and experiences to come together, to raise awareness and provide support. These networks are open to all employees and are enabled by the P&O team.

- **Young Minds** – aimed at those under the age of 35. The goal of the Young Minds network is to create a community of young people across the business. It seeks to build the next generation of Investec entrepreneurs and leaders through engagements with our leaders and executives
- **Pride** – the Pride network recognises and uplifts the collective voice and lived experience of LGBTQ+ persons in the organisation
- **Multicultural** – the aim of the Multicultural network is to create a workplace where we can celebrate cultural differences and where every employee feels empowered regardless of background
- **Gender Balance** – the Gender Balance network focuses on inspiring, empowering and supporting female colleagues in achieving their full potential.

P&O is additionally focusing on creating awareness, education and a sense of belonging, representation, and support for the disabled and neurodiverse community at Investec.

58%

of DLC Board members are female
(2023: 43% female)

Board diversity

Our Board diversity policy set and achieved the target of 33% female representation. The Board recognises that the balance of skills, knowledge and experience, differences in background, ethnicity, gender, and other qualities all contribute to achieving diversity of thinking.



Diversity and inclusion learning programmes

We offer multiple learning programmes, focused on inclusion and diversity. Some of our offerings include:

- **Reverse mentorship** provides learning through cross-generational relationships and cultivates leadership while exploring how different generations approach their work
- **One Young World** is an annual summit and is the world's biggest and most impactful youth leadership summit convening young leaders from 190+ countries. The summit is a chance for the individuals, who are responsible for shaping the future of our world, passionate about creating change and keen to help drive our sustainability agenda, to come together to confront the biggest challenges facing humanity
- **Zebra Crossing** is a programme aimed at processing multi-cultural dynamics of identity at an individual, group and organisational level and exploring the interpersonal and systemic consequences that result from a lack of diversity awareness
- Within the South African business, we offer a **Women's Directorship Programme** which is aimed at upskilling women to enable them to take up directorship positions on company boards.
- **Insight**, our personal leadership and diversity programme, examines critical concepts of constitutionality and democracy and increases awareness around the broader socio-economic realities of South Africa
- Within the UK business we offer an **Allies programme** that covers topics such as power and privilege, inclusive language, micro-aggressions, courageous conversations, and challenging exclusion as well as a programme focused on bullying, harassment, and discrimination. We also participate in the 30% club mentoring programme which is aimed at high potential female mentees
- Throughout the year, in all jurisdictions, we host talks and events aimed at broadening knowledge on a range of belonging, inclusion and diversity related topics and acknowledging and celebrating key events. Some examples are **Black History Month** in the UK, celebrating **Pride** and within the SA business our **Lessons from History programme** (a learning journey that unpacks significant moments in our history that have shaped the foundation of our democracy and Constitution, while considering what it means today to live in society and to be a citizen of Investec).

Internally, our diversity initiatives are driven through several structures set up to debate and monitor our various activities. These efforts are supported by the Board and Executive through the following committees:

- **Diversity consultative forums** – within South Africa this forum is the Employment Equity (EE) Forum, the Chairperson of which has a seat on the most senior decision-making forum within the South African business. Within the UK a similar diversity working group is currently being established. These forums are constituted through nominations and are representative of all demographics, disabilities, business units and regions in the Group
- Within South Africa the **Executive Transformation Committee** ensures our overall transformation objectives are achieved and that we maintain a reasonable rating in terms of the Financial Sector Code. The Transformation Committee is chaired by our Group Chief Executive, Fani Titi
- The **DLC Social and Ethics Committee** (DLC SEC), chaired by Nicky Newton-King, provides oversight of the Group's activities in the fields of transformation, diversity, and sustainability
- The **DLC ESG Executive Committee** is a Board sub-committee that reports into the Group Executive and the DLC SEC on various sustainability matters including diversity.

We continue to measure and track progress quarterly and strive to achieve our targets through concrete actions.



Investec plc mean gender pay gap

20.8%

at 31 March 2024 (March 2023: 32.6%)^

Diversity targets, measures and achievements for the UK:

- We continue to make progress in closing our gender pay gap. As of 5 April 2024, the mean gender pay gap in Investec plc was 20.8% (2023: 32.6%)
- We have a female Chief Executive Officer, Chief Financial Officer and Chief Operations Officer
- We are signatories to the UK HM Treasury Women in Finance Charter and have committed to a target of 35% female representation in senior leadership by 31 March 2027. As of 31 March 2024, we had 40% female representation on our General Management Forum.
- We proactively engage with colleagues and clients through various events and initiatives. Some recent examples include:
 - An interactive panel discussion for International Women's Day focused on mentoring and sponsorship
 - A client breakfast that celebrated and connected influential female leaders, hosted by our Investec Bank plc CEO, Ruth Leas
 - An inspiring discussion with award-winning executive coach and author Patrice Gordon on reverse mentoring during Black History Month
 - A thought-provoking equal parent event hosted by our Pride and Gender Balance network with journalist and author Paul Morgan-Bentley
 - Our Women in Tech network hosted their inaugural Tech Open Day, showcasing the variety of ways that tech can make our lives easier and slicker, with demo booths and topics including careers in tech.
- We are signatories to the Race at Work Charter and continue to track progress against our commitments
- For the third year running we participated in the 10 000 Black Interns' initiative and hired ten interns who joined us during the summer of 2023
- 142 employees participated in the Zebra Crossing Programme during the past financial year.

^ Gender and ethnicity pay gap stats are reported a year in arrears.



Investec Limited mean gender pay gap

27.2%

at 31 March 2024 (2023: 28.2%)^

Diversity targets, measures and achievements for South Africa:

- We continually strive to achieve greater representation at all levels of the business through the effective implementation of our EE Plan in South Africa. Our EE Plan ends during 2024 and we are currently consulting with employees and other stakeholders to develop our next EE Plan
- As at 31 March 2024, 50% of top management at Investec within South Africa were persons of colour
- Investec Limited's mean gender pay gap as of April 2024 was 27.2% (2023: 28.2%)
- Investec was rated a BBBEE Level 1, in July 2023, under the Financial Sector Code
- We recognise that economic growth and societal transformation is vital to create a sustainable future for all the communities in which we operate. As a financial services provider, we play a critical role in enabling this. We serve as a leading source of empowerment financing. Our clients range from government, state-owned enterprises, municipalities, parastatals, corporates, SMMEs and other black owned businesses. We have financed more than R97bn of empowerment transactions since April 2018 (as defined and reported under the empowerment financing element in the Financial Sector Code)
- During the past year, we committed further funding towards Youth Employment Service (YES) interns, and have continued to successfully combine our learnership model with our YES commitment to create greater impact
- We partner with ORT SA Cape, the Artisan Development Academy and the National Institute for Development and Training (NIDT) which offers one-year learnerships in a variety of fields and caters for disabled individuals
- During 2023 we expanded our partnership with the Good Work Foundation (GWF) by sponsoring individuals on a tourism learnership
- In addition to the above, we run an internal IT technical support learnership where learners are placed in our regional offices as well as at our head office in Sandton.

^ Gender pay gap stats are reported a year in arrears.

Employee age profile - permanent employees

	31 March 2024									31 March 2023								
	Investec Limited			Investec plc			Total Group			Investec Limited			Investec plc			Total Group		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total number of employees under the age of 30	493	519	1 012	212	159	371	705	678	1 383	470	452	922	317	276	593	787	728	1 515
Total number of employees between the ages of 30 and 50	1 465	1 781	3 246	850	565	1 415	2 315	2 346	4 661	1 450	1 807	3 257	1 282	927	2 209	2 732	2 734	5 466
Total number of employees above the age of 50	300	386	686	315	186	501	615	572	1 187	238	304	542	435	334	769	673	638	1 311
Total	2 258	2 686	4 944	1 377	910	2 287	3 635	3 596	7 231	2 158	2 563	4 721	2 034	1 537	3 571	4 192	4 100	8 292

	31 March 2024											
	Executive Directors on DLC Board			Top managers*			Rest of employees			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total number of employees under the age of 30	–	–	–	–	–	–	705	678	1 383	705	678	1 383
Total number of employees between the ages of 30 and 50	–	–	–	17	6	23	2 298	2 340	4 638	2 315	2 346	4 661
Total number of employees above the age of 50	2	–	2	18	3	21	595	569	1 164	615	572	1 187
Total	2	–	2	35	9	44	3 598	3 587	7 185	3 635	3 596	7 231

	31 March 2023											
	Executive Directors on DLC Board			Top managers*			Rest of employees			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total number of employees under the age of 30	–	–	–	–	–	–	787	728	1 515	787	728	1 515
Total number of employees between the ages of 30 and 50	1	–	1	24	8	32	2 707	2 726	5 433	2 732	2 734	5 466
Total number of employees above the age of 50	3	–	3	12	1	13	658	637	1 295	673	638	1 311
Total	4	–	4	36	9	45	4 152	4 091	8 243	4 192	4 100	8 292

* Top management is comprised of the Global Executive Team, the Specialist Bank Executive Team for plc and Limited and the heads of regions.



25%
of the UK Bank
Exco are women
(2023: 19%)



50%
of top Management in
SA Bank are persons of
colour (2023: 53%)

Employee gender composition – permanent employees

31 March 2024

	Investec Limited			Investec plc			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Executive Directors on Investec DLC Board	2	–	2	–	–	–	2	–	2
Wealth & Investment	2	–	2	1	–	1	3	–	3
Specialist Banking	17	2	19	15	7	22	32	9	41
Total top managers*	19	2	21	16	7	23	35	9	44
Wealth & Investment	204	248	452	27	16	43	231	264	495
Specialist Banking	2 033	2 436	4 469	1 334	887	2 221	3 367	3 323	6 690
Total rest of employees	2 237	2 684	4 921	1 361	903	2 264	3 598	3 587	7 185
Total	2 258	2 686	4 944	1 377	910	2 287	3 635	3 596	7 231







31 March 2023

	Investec Limited			Investec plc			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Executive Directors on Investec DLC Board	3	–	3	1	–	1	4	–	4
Wealth & Investment	2	–	2	7	4	11	9	4	13
Specialist Banking	14	2	16	13	3	16	27	5	32
Total top managers*	16	2	18	20	7	27	36	9	45
Wealth & Investment	204	217	421	725	623	1 348	929	840	1 769
Specialist Banking	1 935	2 344	4 279	1 288	907	2 195	3 223	3 251	6 474
Total rest of employees	2 139	2 561	4 700	2 013	1 530	3 543	4 152	4 091	8 243
Total	2 158	2 563	4 721**	2 034	1 537	3 571 **	4 192	4 100	8 292 **

* Top management is comprised of the Global Executive Team, the Specialist Bank Executive Team for plc and Limited and the heads of regions.

** Assured in FY2023.

People dashboard

	31 March 2024	31 March 2023	Commentary	Reference
Our people				
Code of conduct	✓	✓	All employees sign the code of conduct on employment	 Refer to The way we do business on our website
Human rights	✓	✓	The Investec Group remains committed to the ten principles of the UN Global Compact with respect to human rights, labour, environment and anti-corruption	
Freedom of association and collective bargaining	✓	✓	We fully support employees' rights to freedom of association across all businesses and geographies in which we operate. Investec upholds the constitutional rights of our employees to freedom of association, the right to collective bargaining, the protection of employee representatives and the right to be a member of a trade union of their choice	
Anti-bribery and corruption policy	✓	✓	Continuous development across all our offices on anti-bribery and corruption	
 Total full time employees	7 231	8 292	Decrease in numbers following completion of the Rathbones transaction in September 2023	 This report: page 28
Total Group staff turnover	9.7%	10.6%		 Refer to our regulatory disclosures on our website
Total staff turnover in Investec plc	11.0%	12.2%		
Total staff turnover in Investec Limited	9.1%	9.3%		
Total Group voluntary staff turnover	7.1%	9.0%		
Voluntary staff turnover in Investec plc	6.8%	9.7%		
Voluntary staff turnover in Investec Limited	7.2%	8.4%		
Internal mobility in the UK	20%	23%	Internal mobility numbers reflect a % of all placements	
Internal mobility in South Africa	18%	19%		
Retrenchments	1.3%	0.8%	Our retrenchment practice is more favourable than local statutory or regulatory requirements	
 Number of whistle blowing incidents	13	8	We seek to protect all employees who disclose unlawful or irregular conduct by the Company, its employees or other stakeholders. We have several channels that employees may use to raise concerns. Thirteen incidents of whistle blowing were reported	
Occupational health and safety incidents	15	16	A Group-wide formal health and safety programme identifies and manages all health and safety risks and carries out regular safety audits. Minor incidents reported	
Occupational health and safety fatalities	–	–	No fatalities reported	
 Number of discrimination incidents	1	2	In accordance with Investec's policies and practices, and relevant legislation, we strive to prevent and/or eliminate any form of discrimination whatsoever (which includes discrimination based on gender, gender reassignment, race, ethnicity, religion, belief, age, disability, nationality, political opinion, sensitive medical conditions, pregnancy, maternity, civil partnership and sexual preference). One incident of discrimination was reported	
Formal grievance procedure	✓	✓	If an employee feels they are being treated unfairly or are experiencing any form of discrimination, intimidation or harassment and would like to lodge a grievance, they are encouraged to contact Employee Relations. We view allegations of this nature in a very serious light and a formal hearing is scheduled	

People dashboard continued

	31 March 2024	31 March 2023	Commentary	Reference
Diversity				
Gender pay gap for Investec plc	20.8%	32.6%	The mean figure represents the difference between the average of men’s and women’s pay expressed as a percentage of the average male pay. The 2024 plc figure excludes W&I UK resulting in a reduced gap	→ This report: page 37
Gender pay gap for Investec Limited	27.2%	28.2%		
Women as percentage of total workforce	49.7%	49.4%	Top management is comprised of the Global Executive Team, the Specialist Bank Executive Team for plc and Limited and the heads of regions	→ This report: pages 37 to 39
Women in top management in the Group	20.0%	20.0%		
Women in top management in Investec plc	30.4%	25.9%		
Women in top management in Investec Limited	9.5%	11.1%		
Age diversity published	✓	✓		
Member of the 30% Club	✓	✓		
CEO statement of support for the UN Women's Empowerment Principles	✓	✓		
Race at Work Charter	✓	✓	Signatory to the Race at Work Charter in the UK	
Employee wellbeing				
Addressing wellbeing	✓	✓	Comprehensive wellbeing programme	→ This report: pages 31 and 34
Flexible workplace arrangements	✓	✓		
Family-friendly policies	✓	✓		
Employees paid above the minimum living wage	100%	100%		
Learning and development spend				
Learning and development spend as a % of staff costs	2.1%	1.8%	Above our target of 1.5%. Learning and development spend includes operational costs for staff dedicated to the provision of learning and development and stipends paid to learners on registered learnership programmes.	→ This report: page 32
👤 Actual spend on learning and development (£)	16 159 060	17 711 820		