

Built on strong foundations

Investec Group
sustainability report 2022





REASONABLY ASSURED INFORMATION

Denotes selected information that has been externally assured. Refer to KPMG's reasonable assurance report for details on the scope of the assurance



PAGE REFERENCES

Refers readers to information elsewhere in this report or to the Investec Group's 2022 suite of annual reports



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REPORTING STANDARD

Denotes our consideration of a reporting standard

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About Investec



A distinctive banking and wealth management business creating sustainable, long-term value for our stakeholders.

2022 SNAPSHOT

People	1.6% Learning and development spend as a % of staff costs 2021: 1.3% Target: >1.5%	49.7% female 2021: 48.8% female, 51.2% male	50.3% male 2021: 28.1%	Increase to 31.0% female top managers^ 2021: 28.1%	Published our first ethnicity pay gap report in the UK
Communities	Achieved 1.3% (£8.9mn) Group community spend as a % of Group operating profit* against our target of >1% 2021: 2.6%; £9.8mn	1 995 learners supported through Arrival Education in the UK in the past 14 years 2021: 1 876 learners	5% maths 5% science Promaths contribution to South Africa's national distinctions 2020 academic year: 5% in maths, 6% in science	4 018 Investec-funded learners participated in Promaths Online 2020 academic year: 1 212 learners	
Environment and climate change	Maintained carbon neutrality in our direct emissions for the fourth year in our Scope 1, 2 and operational Scope 3 emissions	Sourced 100% of our electricity consumption through renewable energy certificates	Coal as a % of loans and advances 0.10% 2021: 0.17% Target: Zero coal exposure within Investec plc in the next 3-5 years	Implemented a focused project to understand our Scope 3 financed emissions and established a baseline, strategy and targets to reach net zero	
Sustainable finance and investment	\$600mn raised through sustainability-linked loans for Investec Bank plc (3x oversubscribed) and Investec Bank Limited (2.5x oversubscribed) respectively	\$35mn raised by Investec Wealth & Investment at 31 March 2022 through the launch of a Global Sustainable Equity Fund	Anchor limited partner investor in the Acre Impact Capital Export Finance Fund	R1bn raised for the refinancing of existing renewable energy projects through Investec Bank Limited's first green bond (3.8x oversubscribed)	
Governance	36% women on the Board at 31 March 2022 (40% women on the Board at time of publication) 2021: 27%	Published our third TCFD report	Reviewed and enhanced our framework linking executive directors' remuneration to ESG KPIs	43% of Board members are persons of colour (measured in terms of the Parker metrics) 2021: 36%	

^ The definition of top management changed to those employees who sit on Specialist Bank Executive Committee (and Henry Blumenthal in Wealth & Investment) in SA, the General Management Forum in Bank UK, the Wealth Leadership Forum in Wealth UK and the heads of regions.

* Before goodwill, acquired intangibles, non-operating items, taxation and after other non-controlling interests.

Reporting scope, boundary and framework

Our Group sustainability report highlights Investec's sustainability performance over the period 1 April 2021 to 31 March 2022.

We incorporate material information from the main geographies in which we operate.

This report is intended to serve the information needs of the stakeholder groups most affected by our business – clients, employees, investors, shareholders, sustainability rating agencies, government, regulatory bodies and environmental, social and governance (ESG) analysts who will use the content for an analysis of our sustainability performance. It also focuses on the most material aspects of our business in relation to our sustainability strategy. This report has been prepared in accordance with the GRI Standards: Core option. Our approach to reporting has also followed the guidance from the King Code of Governance Principles for South Africa (King IV).



An index of the GRI Standards' indicators, together with our response to each of them, can be found on our website: www.investec.com/gri



Assurance



KPMG has provided reasonable assurance over selected environmental, people and community spend key performance indicators. The assurance statement can be found on pages 131 to 133 in this report.

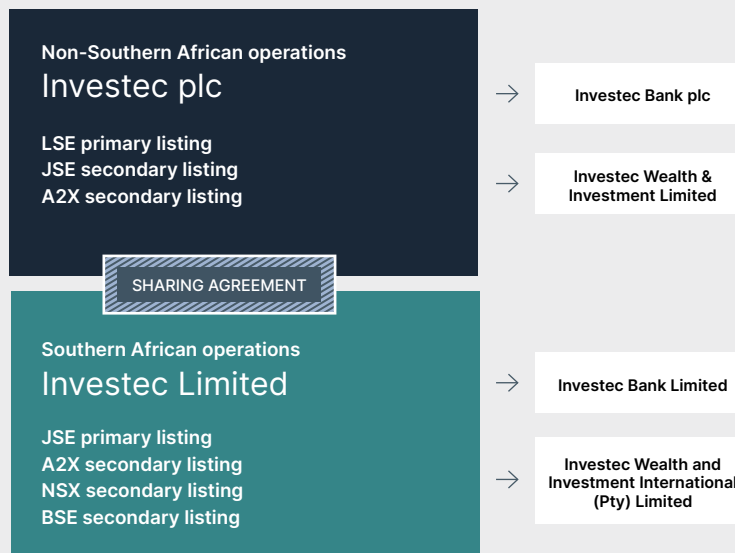
Our operational structure

During July 2002, Investec Group Limited (since renamed Investec Limited) implemented a dual listed companies (DLC) structure and listed its offshore business on the London Stock Exchange (LSE).

In terms of our DLC structure, Investec Limited is the holding company of our businesses in Southern Africa, and Investec plc is the holding company of our non-Southern African businesses. Investec Limited is listed on the Johannesburg Stock Exchange Limited (JSE) South Africa (since 1986) and Investec plc on the LSE (since 2002).



A circular on the establishment of our DLC structure was issued on 20 June 2002 and is available on our [website](#)



Salient features of the DLC structure

Investec plc and Investec Limited are separate legal entities and listings, but are bound together by contractual agreements and mechanisms

Investec operates as if it is a single unified economic enterprise

Shareholders have common economic and voting interests as if Investec plc and Investec Limited were a single company

Creditors, however, are ring-fenced to either Investec plc or Investec Limited as there are no cross-guarantees between the companies.

Oversight

Investec operates under a DLC structure. The DLC Social and Ethics Committee (DLC SEC), a sub-committee of the Board, is responsible for monitoring the non-financial elements of Group sustainability. The DLC SEC consists of the following Board members:

KL Shuenyane (Chair)
M Mannings
M Mthombeni
N Newton-King
J Nyker
F Titi

We also have employees in each of the major geographies in which we operate, who drive our sustainability objectives as well as various forums discussing these considerations. Feedback on relevant sustainability issues is provided at Board meetings. Four meetings were held during the reporting period.

We include specific stakeholder interests on non-financial matters, including environmental and social impacts, in the Investec Group's 2022 integrated and strategic annual report. This Group sustainability report consolidates our material ESG considerations and provides additional disclosures that are required by our numerous stakeholders, acting as a guide to support the information included in the Investec Group's 2022 integrated and strategic annual report. The Investec Group's 2022 climate-related financial disclosures report provides disclosures on our material climate-related matters.

Our purpose

Our purpose is to create enduring worth – living in, not off, society.

Our mission

Investec is a distinctive bank and wealth manager, driven by commitment to our core philosophies and values. We deliver exceptional service to our clients in the areas of banking and wealth management, striving to create long-term value for all of our stakeholders and contributing meaningfully to our people, communities and planet.

Our distinction

The Investec distinction is embodied in our entrepreneurial culture, supported by a strong risk management discipline, client-centric approach and an ability to be nimble, flexible and innovative. We do not seek to be all things to all people. Our aim is to build well-defined, value-adding businesses focused on serving the needs of select market niches where we can compete effectively and build scale and relevance.

Our unique positioning is reflected in our iconic brand, our high-tech and high-touch approach and our positive contribution to society, macro-economic stability and the environment. Ours is a culture that values innovative thinking and stimulates extraordinary performance. We take pride in the strength of our leadership team and we employ passionate, talented people who are empowered and committed to our mission and values.

Our strategic direction

The One Investec strategy is, first and foremost, a commitment to drawing on the full breadth and depth of relevant capabilities to meet the needs of each and every client, regardless of specialisation or geography.

One Investec is also about improving internal operating efficiencies; ensuring that investments in infrastructure and technology support our differentiated service offering across the entire Group, not just within specific operating units or geographies.

And in our allocation of capital, the One Investec strategy demands a disciplined approach to optimising returns, not merely for one region or business area but for the Group as a whole.

Our values

Our purpose is expressed in four key values that shape the way that we work and live within society.



Distinctive performance

We employ talented people with passion, energy and stamina, who exercise common sense in achieving effective performance in a high pressure, multi-task environment

We promote innovation and entrepreneurial freedom to operate within the context of risk consciousness, sound judgement and an obligation to do things properly

We show concern for people, support our colleagues and encourage growth and development.

Client focus

We break china for the client, having the tenacity and confidence to challenge convention

We thrive on change, continually challenging the status quo and recognising that success depends on flexibility, innovation and enthusiasm in meeting the needs of our changing environment.

Dedicated partnership

We believe that open and honest dialogue is the appropriate process to test decisions, seek consensus and accept responsibility

We are creative individuals who co-operate and collaborate unselfishly in pursuit of Group performance

We respect the dignity and worth of the individual through encouraging openness and embracing difference and by the sincere, consistent and considerate manner in which we interact.

Cast-iron integrity

We demand cast-iron integrity in all internal and external dealings, consistently and uncompromisingly displaying moral strength and behaviour which promotes trust.

Our strategic direction

Our long-term commitment is to One Investec; a client-focused strategy where, irrespective of specialisation or geography, we commit to offering our clients the full breadth and scale of our products and services.

We are focused on delivering profitable, impactful and sustainable solutions to our clients. To deliver on One Investec, we will focus on collaboration between the Specialist Banking and Wealth & Investment businesses, and across geographies, and continue to invest in and support these franchises. This will position Investec for sustainable long-term growth.



Our long-term strategic focus

We are committed to delivering exceptional service to our clients, creating long-term value for our shareholders and contributing meaningfully to our people, communities and the planet

All relevant Investec resources and services are on offer in every single client transaction

We aim to sustain our distinctive, Out of the Ordinary culture, entrepreneurial spirit and freedom to operate, with the discipline and obligation to do things properly for the whole of Investec.

Five key strategic objectives

Growth initiatives

Clear set of opportunities to deliver disciplined revenue growth

Cost management

Enhanced management of the cost base through operational leverage

Digitalisation and connectivity

Continued investments drive a digitally connected ecosystem to leverage efficiencies and deliver enhanced value to clients and staff

Greater connectivity

Continued investments drive a digitally connected ecosystem to leverage efficiencies and deliver enhanced value to clients and staff

Capital discipline

A more disciplined approach to capital allocation and focus on capital optimisation.

For more detail on our strategic objectives, refer to the Investec Group's 2022 integrated and strategic annual report.

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Sustainability at Investec

Our purpose is to create
enduring worth – living in,
not off, society.

Message from our executives



“Purpose matters. It affects how we treat others, it affects how we do what we do, and it affects the impact we can have in life on people and the planet. Investec has always been a purpose-driven organisation but each of us has to embrace that purpose and hold each other to account on the purpose that we all share.”

Fani Titi, Chief Executive



“The companies that will thrive in the near future are recognising that they are part of a living system and operate ‘in the world,’ not ‘off the world.’ They see themselves as interdependent with the planet and society. People, profit and planet will no longer be seen as separate elements in business strategies, but rather as inherently entangled and symbiotic.”

Marc Kahn,
Global Head of People & Organisation

Our purpose

Investec is deeply invested in creating enduring worth for all our stakeholders. Acting in the interests of the communities in which we operate, and the planet we all inhabit, is integral to our long-term success. To this end, we have looked to the United Nations (UN) Sustainable Development Goals (SDGs) and identified where we are best positioned to contribute by virtue of our operating model and core geographies. While we have much work to do, I'm encouraged by the progress we've made this year in both of our key impact SDGs: climate action and reducing inequalities.

Sustainability strategy

With the endorsement of executive and senior leadership, we assessed our sustainability and positioning with the Group's purpose and growth aspirations. The outcome was a commitment to apply a sustainability lens to everything we do with the aim of ensuring a cleaner, resource rich, inclusive world. From a wealth perspective, the protection of wealth encourages its creation and is essential for economic prosperity.

Environment: As a multi-national financial services company with a strong brand and influence in our markets, we have a fundamental obligation to address the urgent issue of climate change. Our potential impact is greatest where we partner with our clients to help decarbonise their operations. We joined the Net-Zero Banking Alliance at the end of 2021, committing to specific and measurable targets that challenge us to direct financial flows towards positive outcomes for our planet and society.

Our Wealth & Investment business signed up to Climate Action 100+, an investor-led initiative to ensure the world's largest corporate greenhouse gas emitters take necessary action on climate change. We further developed the scope and scale of environmental, social and governance (ESG) considerations in terms of our business responsibility and sustainable investment opportunities. Our submission to the UK Stewardship Code was approved which will enhance our credibility as we amplify our ESG offering for clients in the year ahead, including the launch of a Global Sustainable Equity Fund.

We are proud to have achieved carbon neutrality for the fourth consecutive year and continue to source 100% of our Scope 2 emissions from renewable energy sources through purchasing renewable energy certificates. We remain a player in financing renewable and clean energy, with our Power and Infrastructure team investing in projects around the world and extending this expertise to other areas of our business.

Net-zero ambitions: We have embarked on a focused project to understand our Scope 3 financed emissions and establish a baseline, strategy and targets to reach net zero. More detail on this is available in the Investec Group's 2022 climate-related financial disclosures report on our website. As much as we believe we have improved our transparency and level of disclosure, we acknowledge that the transition to net zero is exceptionally challenging.

An important aspect of our approach to reaching net-zero emissions, is a deliberate focus on managing our fossil fuel exposures and increasing our financial infrastructure

Message from our executives continued

solutions that promote renewable and clean energy. Over the past year, we have seen an increase in our total fossil fuel exposures as a result of an increase in our oil exposures in South Africa and our natural gas exposures in the UK as we move away from coal. Our fossil fuel exposure increased to 1.99% of core loans and advances (2021: 1.92%) and our coal exposure was 2.74% of our total energy lending portfolio (2021: 4.00%). We are encouraged to report that coal as percentage of core loans and advances reduced last year to 0.10%, from 0.17% in March 2021. We may face fluctuations in these positions from one year to the next as we navigate this transition but it demonstrates our overall commitment to transitioning in a just and orderly way.

Governance: Investec remains an active participant in the SDGs. We have chosen to focus on specific goals where the business can have the most impact, namely reducing inequalities and climate action – issues that are also particularly close to my own heart. I am firmly of the view that the SDGs provide a framework and a call to action for any company that is serious about contributing towards a more equitable and sustainable future, and Investec is determined to play its part. Our ethos of living in, not off society, will keep these critical goals top of mind in all we do, ensuring that we continue to go far beyond the requirements of regulations and corporate governance codes.

We are working hard to weave ESG considerations into our business strategy and our day-to-day activities. Our Group ESG Executive Committee's mandate is to align sustainability activities across the organisation, while focusing on the many business opportunities within our priority SDGs. We also created a framework to link the remuneration of executive directors to ESG key performance indicators (KPIs).

We continue to participate in many industry initiatives as reported on pages 136 to 144.

Our efforts from the past 20 years of positioning Investec as a responsible corporate were recognised through our inclusion in a number of world-leading indices such as the MSCI ESG ratings where we score in the

top 1%

in the financial services sector, and Sustainalytics where we score in the

top 13%

of all globally assessed companies.

Social – People and culture: Three years ago, Investec transitioned from a founder-led business to an entrepreneurial professional management team. The success of this transition is testament to the strength of our organisational culture. Throughout the journey, the spirit of apprenticeship within our organisation came to the fore, deepening the bedrock of talent that underpins our competitive advantage.

Investec has long embraced the benefits of a flexible work environment and we welcome recent advances in remote interaction technologies. As we look ahead to the exciting possibilities of a post-pandemic workplace, we will continue to hone and articulate a hybrid employee value proposition that attracts the best people in the world.

Our aspiration for a more equitable and sustainable world should be embodied first and

foremost in our internal culture and values, and we believe that learning is a powerful tool for redress wherever potential has been deprived of opportunity. Our learning and development spend increased from 1.3% to 1.6% of staff costs and we expect this to grow further in the year ahead.

In South Africa, we continued our support of the Youth Employment Service (YES) initiative, providing young South Africans with valuable paid work experience, as well as the Startup School, which offers mentorship and opportunities to entrepreneurs. We have also added an online component to our flagship Promaths initiative which helped ensure that the learners got the support they needed with 93% of Promaths matriculants achieving a university pass. In the UK, we continue our 14-year partnership with Arrival Education, supporting young people from challenging backgrounds and minority ethnic groups through programmes which encourage social mobility.

Social – Belonging, inclusion and diversity: We continue to play a meaningful role in the fight for racial and gender equality in both of our core geographies. In the UK, we remain committed to the Race at Work Charter, pledging to further improve equality of opportunity in the workplace, while our UK wealth business joined the #100 Black Interns initiative, which works to transform the prospects of black people in the UK through paid work experience and training opportunities.

In South Africa, we retained our credentials as a Level 1 contributor to broad-based black economic empowerment.

In South Africa and the UK, we reduced our gender pay gap for the fourth consecutive year, with planned strategies and actions to drive the increase of female representation at senior

levels. For the first time this year we voluntarily disclosed our ethnicity pay gap with our mean gap being 12.9% in Investec Bank UK and 20.7% in Investec Wealth & Investment UK.

From a Board perspective, we had a 36% representation of women on the board and 43% persons of colour, measured in terms of the Parker Review metrics. The Board places great emphasis on ensuring that its membership reflects diversity in its broadest sense, and we look forward to the strong diversity and ESG skills that the new appointments will bring to the Board.

Since its founding in 1974, Investec has been a forward-looking, optimistic organisation. This drive to contribute to a better future for all our stakeholders enables us to be an agent for change. Now, more than ever, we are invested in transformational growth, creating enduring worth wherever we operate.

The material information relating to our sustainability efforts is included throughout the 2022 Investec Group's integrated and strategic annual report. This report expands on the integrated and strategic annual report and provides additional information as required by our many ESG stakeholders regarding our performance and progress in terms of the UN Global Compact's Ten Principles, how we are integrating sustainability and ESG into our activities, and the opportunities in relation to the SDGs.

Fani Titi
Chief Executive

Marc Kahn
Global Head of People & Organisation

Stakeholder engagement

Listening to and engaging with our stakeholders

The Board appreciates the importance of meeting the diverse needs and expectations of all the Group's stakeholders and building lasting relationships with them. Effective communication and stakeholder engagement are integral in building stakeholder value. The Board is committed to providing meaningful, transparent, timely and accurate financial and non-financial information to primary stakeholders, enabling them to make meaningful assessments and informed investment decisions about the Group.

In order to achieve these outcomes, the Board addresses material matters of significant interest and concern, highlighting key risks to which the Group is exposed and responses to mitigate these risks.

Strong partnerships and understanding are essential to the creation of enduring worth. To be the best we can be, and to understand stakeholders' needs, we work hard to establish the most effective ways of engaging with them.

Engagement is important to us because it means we can understand stakeholder views and are able to respond in a meaningful and impactful way.

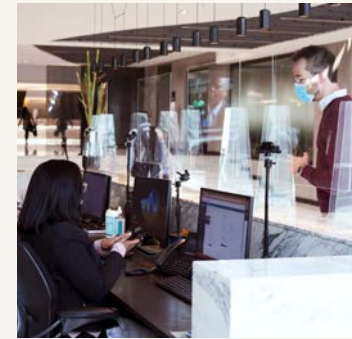
We gather feedback through continuous dialogue with our stakeholders throughout the year to gain an intimate understanding of their needs. It's only through this varied dialogue that we can improve as a business, consider our strategy and deliver on our purpose.

In identifying material issues, consideration is given to those issues we believe have the potential to significantly influence our ability to have a positive impact on the sustainability of our business and on overall macro-economic stability as well as contributing to the success and wellbeing of our communities and the environment.

This process went beyond our day-to-day engagement with stakeholders and involved an independent interview process of the Investec Board of Directors, Executive, heads of business and employees and also external stakeholders such as industry associations, rating agencies, clients, investment analysts and NGOs. This process allowed us to confirm that our core corporate responsibility issues did not materially change in the past three years and we would therefore continue with our core focus areas. Due to the nature of Investec's business, the material aspects identified are considered unlikely to change in the short to medium term. As a result, Investec only repeats this comprehensive process every three to four years.

Clients

At Investec, we are all about partnership, striving to build deep and long-lasting relationships with our clients.



What matters to them

- A dependable banking, wealth creation and wealth management partner
- Innovative and creative solutions
- Financial support
- Enhanced cyber security
- Competitive pricing
- Assurance as to the security of their funds.

How we engage

- Client engagement is managed on a day-to-day basis by senior management and client relationship managers. The Board receives regular updates from senior management on key client issues
- Client engagement methods have evolved as a result of the COVID-19 pandemic, with face-to-face meetings becoming less frequent and a greater reliance on digital platforms and services
- Comprehensive, user-friendly website and mobile app
- Regular telephone and email communications
- Industry relevant events and client marketing events, both of which have moved to online platforms while most people continue to work from home for at least some of their working week.

FY2022 highlights

- Continued success in HNW client acquisition, growing our client base by 7% and 18% in South Africa and the UK, respectively
- We have further developed our 'One Investec' approach, which brings all of Investec that is relevant to every client. It is a coordinated approach with the client at the centre. This has enabled us to leverage the whole of our capability to provide solutions most relevant to clients' needs
- Recognised by the Financial Times of London as the best Private Bank and Wealth Manager in South Africa for the ninth consecutive year.

Stakeholder engagement continued

Our people*

Our people are at the heart of our business. We aim to be an organisation that values all of its people for their contributions and celebrates them for who they are.



What matters to them

- Learning, development and career progression
- Belonging, Inclusion and Diversity (BID). Our approach continues building an inclusive working environment, improving representation with respect to gender and ethnicity, particularly at a senior level and enhancing opportunities for progression
- Wellbeing, especially during various COVID-19 lockdowns and extended periods of working from home
- Fair remuneration
- Sustainable working practices
- Flexible working conditions and expectations around the future of work.

* Includes permanent employees, temporary employees and contractors.

How we engage

- Regular staff updates and discussions hosted by the chief executive, executive directors and senior management, conducted via digital channels and where possible in person to keep colleagues up to date with strategic priorities and performance
- Regular chief executive staff communication including email updates, staff intranet and other digital channels
- Induction training for new joiners including a welcome from the chief executive and senior management
- Tailored internal investor relations presentations on Group results, strategy updates and market feedback
- Dedicated, comprehensive intranet including a platform full of resources to support the health and wellbeing of our people called LearnSpace.

FY2022 highlights

- Launched a new app-based healthcare benefit in the UK, providing support to employees through some of life's most difficult personal challenges including menopause, fertility, and early parenthood
- Launch of Allies programme to equip colleagues with the skills to recognise and address micro-aggressions and challenge exclusion
- Supported staff and their families during the civil unrest in South Africa, both by flying in necessities and offering accommodation and psychological support
- Reduced gender pay gap for the fourth consecutive year in the UK and South Africa.

Investors

Our shareholders (largely institutional) are primarily based in South Africa and the UK given our Group DLC structure. We also engage with debt investors who hold instruments issued by our subsidiary entities.



What matters to them

- Progress against strategic objectives
- Financial performance
- Business sustainability and response to climate change
- Management expectations and guidance on future business performance
- Balance sheet resilience
- Executive remuneration.

How we engage

- Regular meetings with executive directors, senior management and investor relations
- Annual meetings for largest shareholders with the chair of the Board, chair of the Remuneration Committee, investor relations, and Group company secretarial
- Annual general meeting hosted by the chair of the Board with Board members in attendance
- Two investor presentations and two pre-close investor calls presented by the chief executive and CFO
- Stock exchange announcements
- Comprehensive investor relations website
- Investor roadshows and presentations
- Regular telephone and email communications
- Annual and interim reports.

FY2022 highlights

- The chief executive, along with executive management, presented a Group strategy update in May 2021 updating investors on progress made since the 2019 Capital Markets Day (CMD). The update included a deep dive into the strategic developments of Investec plc
- Organised four debt roadshows in UK/Europe and one in South Africa, which raised over £1.3bn and R2.9bn, respectively.

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meetings with existing and prospective investors

Stakeholder engagement continued

Communities

Our values of making an unselfish contribution to society, valuing diversity and nurturing an entrepreneurial spirit drive our commitment to support the communities in which we exist. Our focus is on education, entrepreneurship and the environment.



What matters to them

- Financial and non-financial support
- Time volunteered by our staff
- Education and learnership opportunities
- Skills training and job creation
- Protecting the environment.

How we engage

- Regular in-person meetings, telephone/conference calls and emails with our community partners
- Comprehensive community website and social media platforms to encourage participation
- Staff volunteering
- Community partners and NGOs invited to collaborate at conferences and events.

FY2022 highlights

- We spent £8.9mn on our community initiatives in our jurisdictions around the world
- Good progress in scaling our educational focus by providing an online offering with 4 018 Investec-funded learners participating in Promaths Online in the 2021 academic year (2020: 1 212 learners)
- Increased support for the Promaths Bursary Fund with 75 students awarded bursaries in the 2021 academic year (2020: 25 students)
- In the UK, Arrival Education swiftly adapted to ensure that young people and volunteers could participate in the programme remotely. We have supported 1 995 Arrival Education learners in the UK over the past 14 years.

£8.9mn
spent on community initiatives
(2021: £9.8mn)

Government and regulators

As a dual-listed Group, we are regulated by the South African Prudential Authority, the South African Financial Conduct Authority, the UK Prudential Regulation Authority and the UK Financial Conduct Authority, as well as other regulatory bodies. We maintain continuous engagement with governments and regulators in our key markets to ensure our business adapts to evolving regulatory environments.



What matters to them

- Compliance with existing and evolving regulatory, legal and governance requirements
- Assurance that we have robust prudential standards and supervision in place
- Fair treatment of our clients and employees
- Financial and operational resilience in the face of changing market conditions
- Risk framework and appetite management
- Capital and liquidity stress testing
- Group tax strategy.

How we engage

- Our chair, chief executive, executive directors and the Board hold regular meetings with the South African Prudential Authority including the annual trilateral meeting with the Audit Committee, and with the UK Prudential Regulation Authority
- Active participation in a number of policy forums
- Engagement with industry consultative bodies.

FY2022 highlights

- Approval of the distribution of 15% of the Group's shareholding in Ninety One to Investec shareholders
- Permission for David Friedland, who has served on the Board for a period of greater than nine years, to remain as chair of the DLC BRCC until the 2022 AGM
- Approval of the appointment of Philip Hourquebie as Chair of the Group, Henrietta Baldock as Chair of W&I UK and, Nicky Newton-King, Jasandra Nyker and Brian Stevenson as Non-Executive Directors of the Group.

Stakeholder engagement continued

ESG analysts and climate focused industry bodies

We are committed to supporting the transition to a clean and energy efficient economy and regularly engage with climate-focused industry bodies and analysts to discuss our evolving sustainability strategy.



What matters to them

- Our climate change position statement and climate change framework
- Managing and mitigating climate change impact within our operations (direct impact)
- Indirect climate change impact through our loan book and investment portfolio
- Addressing ESG risks within our business
- Our commitment to net-zero carbon emissions
- Reporting in line with industry standards.

How we engage

- Annual sustainability report
- Comprehensive sustainability website
- Comprehensive ESG disclosures, including a standalone TCFD report
- Sustainability factsheets
- Our chief executive is a member of the UN Global Investors for Sustainable Development alliance
- Regular and active participation in a number of ESG and climate forums relating to the TCFDs, e.g. PCAF
- Regular knowledge sharing on ESG industry standards.

FY2022 highlights

- Tabled a voluntary climate resolution at our AGM that received 99% support
- Implemented a new executive directors' remuneration framework that links remuneration to various ESG ratings.

Carbon neutral

Zero direct emissions, carbon neutrality in Scope 1 and 2 mainly through renewable electricity consumption with remaining unavoidable emissions of 17% offset through purchasing verified and high-quality carbon credits.

Suppliers

We collaborate with suppliers and sub-contractors who we expect to be resilient and to operate and behave in an environmentally and socially responsible manner.



What matters to them

- Compliance with applicable environmental, labour and anti-corruption laws and regulations
- Prompt payment practices
- Fair and transparent tender and negotiation practices
- Clear guidance on policies and procedures, such as due diligence and onboarding.

How we engage

- The procurement function is responsible for engaging suppliers, and other business functions involved as required. For example, the Group sustainability team may conduct a sustainability and ESG review once a supplier is engaged
- Centralised negotiation process
- Procurement questionnaires requesting information on suppliers' environmental, social and ethical policies
- Due diligence on cyber security and business continuity.

FY2022 highlights

- We updated our critical supplier contracts in line with EBA regulatory guidelines
- Strengthened our business continuity and third party operational resilience through supplier assessment and engagement
- We improved our due diligence processes around financial crime, data security and financial screening.

We have implemented a supplier screening system.

Currently all of our IT suppliers are screened against ethical supply chain practices. We are expanding the screening to all suppliers in the next year.

Commitment to the Sustainable Development Goals

Our sustainability framework is based on the SDGs

Addressing climate and inequality is fundamental to the success of our business. We have eight priority SDGs: two impact SDGs, climate action (SDG 13) and reduced inequalities (SDG 10), supported by six core SDGs. These priority SDGs are globally aligned yet locally relevant to our core geographies and also reflect our growth strategy to fund a stable and sustainable economy. Our approach coordinates, assesses and reports on the Group's progress in terms of our contribution to our priority SDGs.

Our two impact SDGs



Climate action

Carbon neutral in our direct operations and publicly disclosing our Scope 3 financed emissions

Minimal exposure to fossil fuels. Investec plc committed to zero coal in 3 – 5 years

W&I joined Climate Action 100+ and Investec Group joined the UN Net-Zero Banking Alliance.



Reduced inequalities

DLC Board: 36% women and 43% Board members are persons of colour (measured in terms of the Parker Review metrics)

IBP: Female Bank chief executive

IBL: Level 1 BBBEE

Anchor limited partner investor in an impact fund focused on infrastructure in emerging markets.

Our six core SDGs



Received a five-star rating from **We Support the Goals**, demonstrating our alignment with the UN SDGs.

Our approach

Positively impacting on climate change and reduced inequalities by focusing on doing well and doing good.

1 Positively contribute to the Sustainable Development Goals

2 Operating responsibly and ethically and within the planetary boundaries

3 Partnering with our clients and philanthropy partners to maximise positive impact

4 Providing profitable, impactful and sustainable, products and services

5 Actively advocating for industry alignment and best practice.

Our SDG impact

Our three-pronged approach coordinates, assesses and reports on the Group's progress in terms of our six core SDGs.

We evaluate each SDG with respect to how we are performing within our own operations; how we are supporting and promoting in terms of our business activities; and how we are contributing to our communities. Below is a high-level summary of this framework.

	4 QUALITY EDUCATION	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	11 SUSTAINABLE CITIES AND COMMUNITIES
WITHIN OUR OPERATIONS	<ul style="list-style-type: none"> Provide staff bursaries Offer learning and development programmes to staff Provide graduate programmes including Chartered Accountant, Quantitative Analyst and IT trainee programmes Offer education benefits to staff and their families <p>Refer to pages 21 to 38 for more information</p>	<ul style="list-style-type: none"> Aim to source all water responsibly in our offices Support innovative technology to reduce consumption and limit waste Encourage behaviour that ensures conscious water usage <p>Refer to pages 62 to 68 for more information</p>	<ul style="list-style-type: none"> Minimise and manage energy consumption in all offices through innovative technologies Draw from renewable sources where possible Encourage behaviour to ensure responsible energy use <p>Refer to pages 62 to 68 for more information</p>	<ul style="list-style-type: none"> Publish HR, compliance and ESG policies, including a code of conduct Provide economic opportunities for 7 917 permanent employees Enable internal mobility Offer employee wellness initiatives <p>Refer to pages 21 to 38 for more information</p>	<ul style="list-style-type: none"> Use modern, resilient and efficient IT infrastructure across all offices Target investments in our artificial intelligence capability Provide digital workplace support <p>Refer to pages 115 to 118 for more information</p>	<ul style="list-style-type: none"> Minimise and manage our carbon impact across all offices, including waste and air quality Encourage alternatives to reduce transport emissions <p>Refer to pages 62 to 68 for more information</p>
WITHIN OUR BUSINESS	<ul style="list-style-type: none"> Contribute to a greater pool of talent and create active economic participants Finance student accommodation Fund businesses that provide educational solutions <p>Refer to pages 21 to 38 and page 84 for more information</p>	<ul style="list-style-type: none"> Established expertise in, and fund water infrastructure Finance innovative water saving solutions Finance safe water storage <p>Refer to page 87 for more information</p>	<ul style="list-style-type: none"> Finance and develop renewable energy generation and transmission Participate in renewable energy projects globally Finance energy solutions for corporates and households <p>Refer to pages 88 to 92 for more information</p>	<ul style="list-style-type: none"> Finance and advise clients, including entrepreneurs and SMEs, enabling them to grow their businesses, employ more people and contribute to overall economic growth <p>Refer to page 93 for more information</p>	<ul style="list-style-type: none"> Provide sophisticated digital platforms for corporate and private clients Fund critical infrastructure projects Finance innovative technologies and FinTech businesses <p>Refer to pages 94 to 97 for more information</p>	<ul style="list-style-type: none"> Fund sustainable transport systems Fund sustainable and resilient property developments Fund affordable housing projects <p>Refer to pages 97 to 100 for more information</p>
WITHIN OUR COMMUNITIES	<ul style="list-style-type: none"> Fund educational programmes in South Africa (Promaths and bursaries) Fund Arrival Education in the UK Support external learnership programmes <p>Refer to pages 40 to 44 for more information</p>	<ul style="list-style-type: none"> Fund the installation of water storage that provides clean water to rural communities Donate to assist water scarce communities in times of drought <p>Refer to page 87 for more information</p>	<ul style="list-style-type: none"> Assist communities with renewable energy options Look for opportunities where the renewable energy projects we fund are able to supply local communities where required <p>Refer to page 89 for more information</p>	<ul style="list-style-type: none"> Support youth employment through the YES initiative Support community entrepreneurship programmes (Startup School in South Africa; Investec Beyond Business in the UK) <p>Refer to pages 45 to 48 for more information</p>	<ul style="list-style-type: none"> Provide financial and other support for digital learning in rural and disadvantaged communities <p>Refer to page 51 for more information</p>	<ul style="list-style-type: none"> Work with rural communities to conserve biodiversity and support the economy of wildlife to limit urbanisation <p>Refer to pages 49 to 52 for more information</p>

Wealth & Investment's SDG commitment

Class of 2030 campaign



The UN SDGs provide a blueprint for how we can achieve a fairer, greener and healthier future for all by 2030. However, there is often a lack of understanding as to how much people know about these goals and the role they can play in helping to achieve them. When it comes to understanding sustainability, different generations have different perspectives on it. The younger generation's future is at the mercy of decisions we make today.

W&I's Class of 2030 initiative is a learning experiment, supported by the UN, which brings together a diverse and representative mix of people from South Africa and the UK (the learners), with experts on the SDGs (the tutors). The aim is to make the SDGs relatable and to show that small but consistent actions add up to make a considerable impact as a collective. The class challenges the individual to look inwards, to discover the impact that can be made through discussion, curiosity and reflection. Staff and clients are encouraged to join the movement [here](#).



SDG 4: QUALITY EDUCATION

Join Frankie, Ashlee and Billie Archibald as they learn about the importance of quality education, tutored by Professor Sugata Mitra, computer scientist and educational theorist.

[SDG 4: Quality Education | Class of 2030 | Investec](#)



SDG 7: AFFORDABLE AND CLEAN ENERGY

Join Naomi Schiff as she learns about the importance of creating access to clean and affordable energy, tutored by Fumani Mthembu, Managing Director of Knowledge Pele.

[SDG 7: Affordable & Clean Energy | Class of 2030 | Investec](#)



SDG 8: DECENT WORK AND ECONOMIC GROWTH

Join Margot Janse as she learns about the importance of creating decent work and economic growth, tutored by Dr Tashmia Ismail-Saville, former CEO of Youth Employment Service (YES) initiative.

[SDG 8: Decent Work & Economic Growth | Class of 2030 | Investec](#)



SDG 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

Join Mark Hassenkamp as he learns about the importance of industry, innovation, and infrastructure, tutored by Aunnie Patton Power, founder of Intelligent Impact.

[SDG 9: Industry, Innovation & Infrastructure | Class of 2030 | Investec](#)



SDG 10: REDUCED INEQUALITIES

Join Osa Mazwai as he learns about the importance of reduced inequalities, tutored by Saeed Atcha, CEO Youth Leads UK, MBE Deputy Lieutenant.

[SDG 10: Reduced inequalities | Class of 2030 | Investec](#)



SDG 13: CLIMATE ACTION

Join Suresh Singh as he learns about the importance of climate action, tutored by Malcolm Preston, adjunct professor at Kellogg School of Management.

[SDG 13: Climate Action | Class of 2030 | Investec](#)

Applying the sustainability framework to our business



	Living sustainably	Partnering with clients	Engaging through advocacy
Within the Specialist Bank	<p>Our policies and practices:</p> <ul style="list-style-type: none"> • Environment and climate change statement • Fossil fuel policy • Defence policy • Operational resilience statement • The way we do business. <p>We perform ESG screening when onboarding new clients, and on all our lending and investment activities.</p>	<ul style="list-style-type: none"> • Offering sustainability products and services: particularly in water, renewables, infrastructure, job creation, clean cities and education • Using our specialist skills in advisory, lending and investing to support clients' sustainability ambitions • Working with our clients to transition towards a net-zero world. 	<ul style="list-style-type: none"> • Active participation in UNGC, UN GISD, UN PRI, UNEP FI, BASA, PCAF and other forums • Signatories of UNEP FI and the UN PRB • Working with industry in the UK and South Africa to ensure policy coherence • Using the strength of our brand to educate and promote sustainable thinking.
Within Wealth & Investment	<p>We have a responsibility to preserve and grow the wealth that is entrusted to us over the long term. Sustainability is core to our fundamental investment approach. We aim to invest in companies that are able to deliver cost of capital beating returns on a sustainable basis in the long term, while retaining a commitment to all relevant stakeholders.</p>	<p>Our policies and practices:</p> <ul style="list-style-type: none"> • Responsible investing policy • Voting and active engagement policy. <p>We integrate ESG considerations into our investment decision making and broader investment process. We screen all of our centrally researched equities from an ESG perspective on a biannual basis.</p>	<ul style="list-style-type: none"> • Engaging: Actively engage and interact with companies' management teams (both the executive and non-executive) on ESG matters • Voting: We use the services of Institutional Shareholder Services (ISS), a leading provider of corporate governance solutions, to provide us with research and recommendations. This research is thoroughly vetted by our research analysts with final voting recommendations reviewed by our voting committee.



Value creation through the Six Capitals

Our inputs



Human capital

We invest significantly in our people to grow talent and leadership. We provide a safe and healthy work environment that values physical as well as psychosocial wellbeing.



Intellectual capital

We leverage our expertise and specialist financial skills to provide bespoke solutions for clients. We maintain a diversified portfolio of businesses to support performance through varying economic cycles.



Social and relationship capital

We engage with our key stakeholders to increase our contribution to the improvement of the socio-economic environment in which we operate. We contribute to society through our community programmes and are committed to transformation and youth employment in South Africa.



Natural capital

We support the transition to a low-carbon economy. We recognise the complexity and urgency of climate change and actively seek opportunities that have a meaningful impact in addressing climate change.



Technological capital

We leverage technology to modernise the business and create a digital, connected workplace. We have digitalised client platforms and drive innovation by partnering with FinTechs.

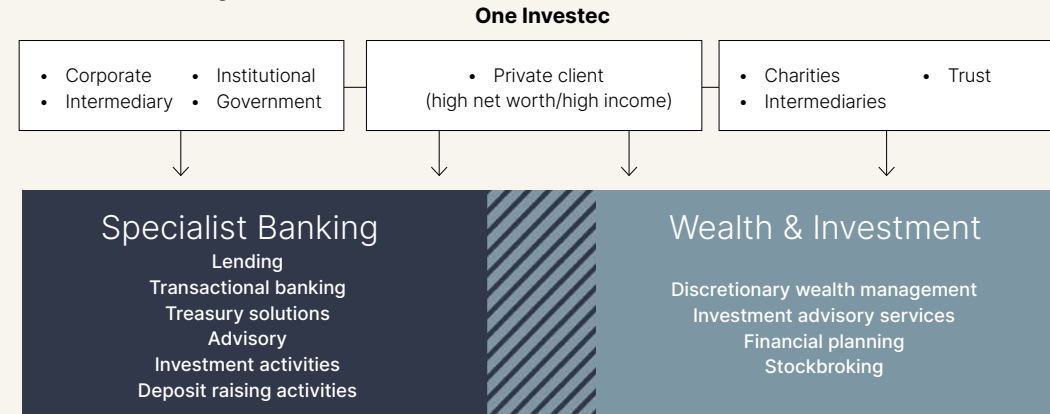


Financial capital

We create sustained long-term wealth by building resilience in earnings and growing our core businesses.

Our process

Our clients and offering



Our approach

We have market-leading, distinctive client franchises

We provide a high level of client service enabled by comprehensive digital platforms

We are a people business backed by our Out of the Ordinary culture and entrepreneurial spirit

Our stakeholders

Our clients

We support our clients to grow their businesses by leveraging our financial expertise to provide bespoke solutions that are profitable, impactful and sustainable.

Our people

We continue to build a diverse and representative workforce, employing people who are passionate and empowered to perform extraordinarily.

Our communities

We unselfishly contribute to communities by helping people become active economic participants, focusing on education and economic inclusion.

Our planet

We aim to operate sustainably, within our planetary boundaries and funding activities that support biodiversity and a zero-carbon world.

Our shareholders

We regularly engage with our shareholders and seek their input on strategic matters. We strive to maximise shareholder returns and to build and maintain strong, lasting relationships.

Value creation through the six capitals continued

Our outputs

Our outcomes

SDGs

Human capital	<p>Learning and development spend as a % of staff costs is 1.6% against a target of >1.5% (March 2021: 1.3%)</p> <p>49.7% female employees (March 2021: 48.8%), 36% female Board representation (against our target of 33% female Board representation) and 43% Board members as persons of colour (measured in terms of the Parker Review metrics)</p>	<p>Learning is directly linked to the strategic business needs, helping to equip our people to deliver an Out of the Ordinary experience for the client</p> <p>Diversity, equity, inclusion and belonging at all levels</p>	
Intellectual capital	<p>Annuity income as a percentage of operating income is 76.2% (2021: 77.6%)</p> <p>Created a sustainable finance framework aligned to our two impact SDGs: SDG 13 (climate action) and SDG 10 (reduced inequalities)</p>	<p>Diversified revenue streams that support long-term performance</p> <p>Investec Bank plc (IBP) and Investec Bank Limited (IBL) each closed a \$600mn sustainability-linked term loan facility (IBP 3x and IBL 2.5x oversubscribed)</p> <p>IBL launched a R1bn green bond (2.8x oversubscribed)</p>	
Social and relationship capital	<p>Customer accounts up 16.5% (up 12.9% in neutral currency)</p> <p>1.3% community spend as a % of operating profit* of which 79% was on education, entrepreneurship and job creation</p> <p>Arranged €215mn financing for two major state-of-the-art hospitals in Ghana</p>	<p>Deep durable relationships with our clients and new client relationships</p> <p>Equipping and enabling young people to become active economic participants in society</p> <p>Contributed to society through our sustainable finance activities</p>	
Natural capital	<p>Our banking fossil fuel exposure is 1.99% of loans and advances at March 2022 (March 2021: 1.92%)</p> <p>We are sourcing 100% of our Scope 2 energy from renewable sources through renewable energy certificates</p> <p>Protect biodiversity through various conservation activities and stop illegal wildlife trade in endangered species through our work with the South African Anti-Money Laundering Integrated Task Force (SAMLIT)</p> <p>Implemented a focused project to understand our Scope 3 financed emissions and establish a baseline, strategy and targets to reach net zero</p>	<p>Applying our fossil fuel policy within our investment and lending activities thereby supporting the transition to a low-carbon economy</p> <p>Limit our direct operational carbon impact</p> <p>Signatory to United for Wildlife. Key contributor to the SAMLIT report titled 'Financial flows associated with illegal wildlife trade in South Africa'</p> <p>Signed up to the UN-convened Net-Zero Banking Alliance</p> <p>Wealth & Investment signed up to Climate Action 100+</p>	
Technological capital	<p>17.4% of total operating costs relate to IT spend (2021: 17.4%)</p> <p>21% of staff have IT specialist skills</p> <p>Partnered with Monese, a leading pan-European FinTech, to evolve and transform our transactional banking offering. The transition of our retail funding to more digital and scalable platforms has continued with pace</p>	<p>International platform for clients with global access to products and services which is both high-tech and high-touch</p> <p>Driving a digitally connected ecosystem to leverage efficiencies and deliver enhanced value to clients and staff</p>	
Financial capital	<p>Operating income up 21.3% to £1 990mn and adjusted earnings per share up 90.7% to 55.1p</p> <p>Core loans up 13.2% (up 10% in neutral currency), customer deposits up 16.5% and net inflows of £1.9bn</p> <p>Common equity tier 1 ratio of 11.7% for Investec plc and 14.0% for Investec Limited</p> <p>Credit loss ratio decreased to 0.08% from 0.35%</p>	<p>Effectively supported our clients and benefitted from post-pandemic economic recovery</p> <p>Residential mortgage and corporate lending growth in both geographies</p> <p>Strong balance sheet with robust capital levels</p> <p>Strong resilience of our clients during the COVID-19 pandemic</p>	

* Before goodwill, acquired intangibles, non-operating items, taxation and after other non-controlling interests.

Ratings and rankings in the sustainability indices

Sustainability Yearbook Member 2021

S&P Global

Top 15% in the global financial services sector of the CSA (Corporate Sustainability Assessment) Dow Jones



Top 30 in the FTSE/JSE Responsible Investment Index



FTSE4Good

Included in the FTSE4Good Index



Included in the STOXX Emerging Markets 1500 ESG-X and the STOXX Emerging Markets Total Market Mid ESG-X



Top 1% scoring AAA in the financial services sector in the MSCI Global Sustainability Index



Maintained a B rating against an industry average of B



Top 13% of globally assessed companies in the Global Sustainability Index



Top 20% of diversified finance services. Rated Prime – absolute best-in-class approach

Awards

Top 10 best workplaces to grow your career in South Africa according to LinkedIn's annual Top Companies list

Inaugural GTR Industry Achievement Award 2022 for co-chairing production of ICC White Paper on Sustainability in Export Finance

GTR Best Deals Award 2022 for first ever Sustainable Export Credit (Ghana Western Rail)

GTR Best Deals Award 2022 for first ever Social Export Credit in Healthcare (Ghana Western Regional Hospitals)

Awarded IJGlobal Africa Renewable Deal of the Year in 2022 for the ACWA Power Redstone CSP project

Winner of the award for Best Support for SMEs at the 2021 Credit Strategy Lending Awards

Value added statement

Highlighting value created by the Group and its distribution to stakeholders.

£'000	31 March 2022	%	31 March 2021	%
Net income generated – total Group				
Interest receivable	1 951 209		1 922 299	
Other income	1 004 915		863 427	
Interest payable	(1 005 939)		(1 144 193)	
Other operating expenditure and impairments on loans	(214 529)		(251 133)	
Financial impact of Group restructures (pre-tax)	(1 203)		7 386	
	1 734 453	100%	1 397 786	100%
Distributed as follows:				
Employees: Salaries, wages and other benefits	621 337	35.8%	616 476	44.1%
Communities: Spend on community initiatives	8 875	0.5%	9 852	0.7%
Government: Corporation, deferred payroll and other taxes	551 106	31.8%	450 414	32.2%
Shareholders:	217 351	12.5%	88 120	6.3%
Dividends to ordinary shareholders	178 418		53 346	
Dividends to perpetual preference and Other Additional Tier 1 security holders	38 933		34 774	
Retention for future expansion and growth:	335 784	19.4%	232 924	16.7%
Depreciation	16 691		18 755	
Retained income	319 093		214 169	
Total	1 734 453	100%	1 397 786	100%



Transformation at a glance

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.

Our approach

We invest significantly in learning and development opportunities for both our employees as well as other South Africans

We encourage transformation by bringing about greater representation in our workplace. We continually strive to achieve greater representation at all levels of the business through the effective implementation of our Employment Equity Plan in South Africa

We use our entrepreneurial expertise to foster the creation of new black entrepreneurial platforms and partnerships

We serve as a leading source of empowerment financing.

Maintained our Level 1 BBBEE status in South Africa under the Financial Sector Code

Transformation within our business

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

- Employment Equity (EE) Forum
- Transformation Committee
- DLC Social and Ethics Committee (DLC SEC)
- Group ESG Executive Committee.

Financed in excess of

R60bn

of empowerment transactions since April 2018 (as defined and reported under the empowerment financing element in the Financial Sector Code)

Supported

small- and medium-sized businesses

impacted by the COVID-19 pandemic through our involvement in the South African Future Trust and R200bn COVID-19 Loan Guarantee Scheme



Transformation in our communities

Placed

2 548

youth in jobs through the Youth Employment Service (YES) initiative since inception of the programme in March 2018

Support

three

external learnerships – the National Institute for the Deaf (IT, professional cookery and plant production), Artisan Development Academy (artisans) and ORT SA Cape (teacher assistants)

Launched a learnership for

30

disabled learners in partnership with the National Institute for the Deaf.



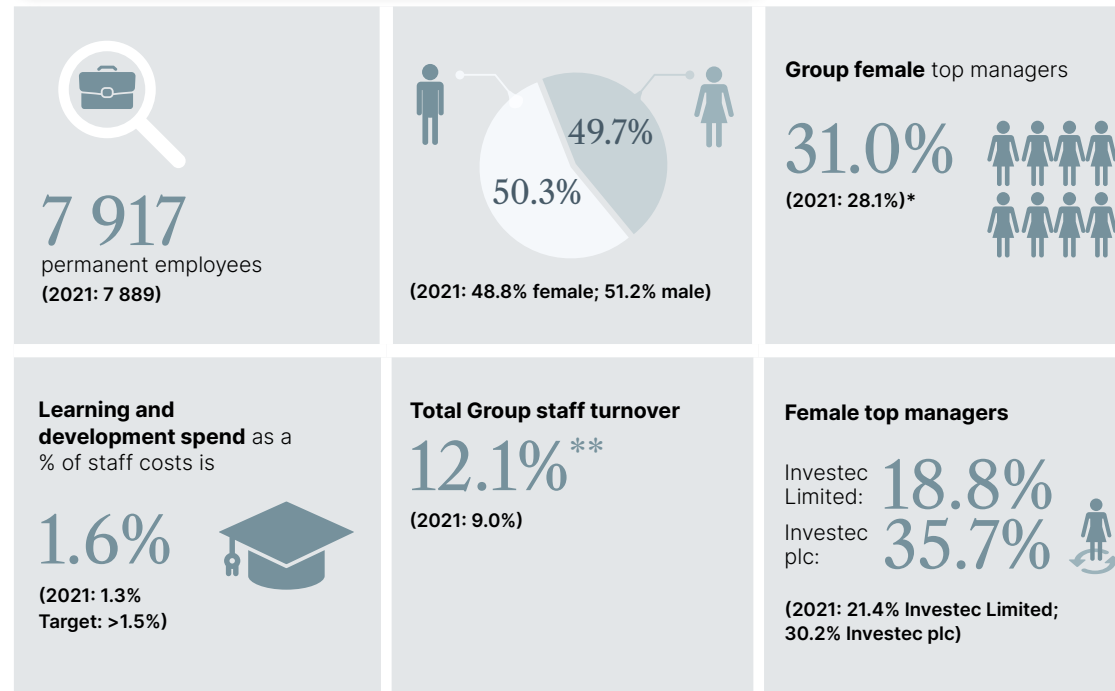
For more information, refer to pages 43 and 46.

03

Commitment
to our people

Our culture is our strategic differentiator. As a culture-driven organisation, our values and philosophies must underpin and inform people's conduct. We choose a flat structure as an organisation design, show deep respect for individuals and uphold an environment that encourages self-starters to drive their careers in line with the organisation's purpose and business strategies. This unique cultural proposition is inculcated via artefacts and practices that evidence both how we live in the organisation as well as what is required of employees.

Commitment to our people



* The 2021 numbers restated.

** Total Group staff turnover numbers have returned to pre-COVID-19 levels.

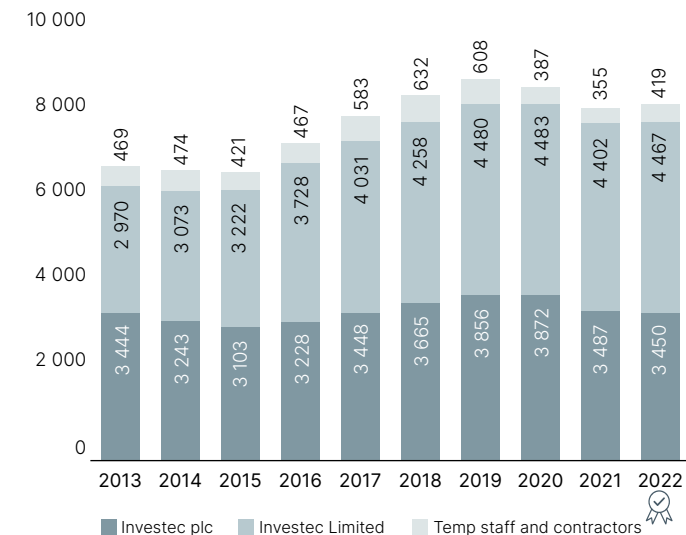
The Investec distinction is embodied in our entrepreneurial culture, supported by a strong risk management discipline, client-centric approach and an ability to be nimble, flexible and innovative. Our culture is our strategic differentiator.

As a culture-driven organisation, our values and philosophies must underpin and inform people's conduct. We choose a flat structure as an organisation design, show deep respect for individuals and uphold an environment that encourages self-starters to drive their careers in line with the organisation's purpose and business strategies. This unique cultural proposition is inculcated via artefacts and practices that evidence both how we live in the organisation as well as what is required of employees.

The COVID-19 pandemic has created unprecedented opportunities and challenges for all our stakeholders including our employees. The world of work has been profoundly impacted as has the physical, emotional and financial wellbeing of our employees and their families. Global activism continues to highlight the harsh realities of inequality and poverty within society at large and particularly within the context of South Africa. The riots, looting and loss of life that occurred in July 2021 across South Africa were a stark reminder of this. We have a deep appreciation for our corporate responsibility and are committed to creating financial value, in a sustainable and inclusive way. Aligned to our support of the Sustainable Development Goals (SDGs), and particularly our commitment to SDG 4: quality education and SDG 8: decent work and economic growth, we invest deeply in education and job creation initiatives for both our own employees as well as the communities in which we operate.

With the easing of lockdown restrictions globally our focus has shifted to returning to the office. The energy we create through the physical presence of our people is a key part of our culture – it enables relationships and interactions that underwrite our Out of the Ordinary experience. However, we also recognise the enormous value that flexibility, and the digital organisation, has provided to our stakeholders. The future of work is hybrid – physical and digital. We are constantly considering the world of work, how we use space and time to best enable performance and how we remain relevant and forward thinking with a focus on adaptability and agility in response to a changing environment.

Headcount (including temporary staff and contractors)*



* 2013-2021 was externally assured (limited assurance).

The Investec Experience

Our people have always been at the heart of our business. Our employee value proposition is known as the Investec Experience – it positions our culture as the overarching, significant differentiator that guides conduct and relatedness.

We enable this proposition through our physical and digital workplaces, how we position the brand, communicate with employees, prioritise diversity and inclusion and create meaning at work, specifically focused on our purpose and sustainability agenda. Our culture drives our behaviour, standards and expectations, is Out of the Ordinary, enables us to fulfil our purpose and achieve our strategic objectives and creates a distinctive Investec experience which requires everyone to play their part in a reciprocal way.

Leaders, together with the People & Organisation team, are responsible for delivering and curating the Investec Experience throughout the employee lifecycle, with the intention of creating value, maximising growth and enhancing performance.

Total staff turnover rate

Investec Limited: **10.8%**

Investec plc: **14.6%**

Total Group: **12.1%**

(2021: 5.9% Investec Limited; 12.9% Investec plc*; 9% total Group)

Voluntary staff turnover rate

Investec Limited: **8.6%**

Investec plc: **10.6%**

Total Group: **9.1%**

(2021: 4.8% Investec Limited; 4.9% Investec plc*; 4.8% total Group)

* Restated for Investec plc (previously only UK was reported).

Key components of the Investec Experience include:

Extraordinary performance enabled by a flat structure, open and honest dialogue, ongoing direct performance-related feedback with autonomy and freedom to operate

Employee engagement process – remains our primary method of reaching outcomes and we use storytelling to preserve and inculcate our culture

Belonging, inclusion and diversity – authenticity and bringing your whole self to work

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

Recognising and rewarding our people – our reward process reflects our culture and is highly individualised

Talent attraction, development and retention – we create an environment in which learning is enabled and encouraged.



“Purpose is the ability to connect what an organisation does with being a force for good. An organisation's purpose needs to matter. It should resolve society's most critical challenges, be consistent with what the organisation does every day and be sufficiently exciting to interest all stakeholders. A clear purpose helps organisations have the clarity required to make a thousand decisions a day.”

Abey Mokgwatsane
Chief Marketing Officer, Investec

Key themes for the year under review

Our purpose statement and values

Investec has always been a purpose-driven organisation and we live by our purpose 'to create enduring worth – living in, not off, society'. We believe purpose matters and affects what we do, how we do it, how we treat others and the impact we ultimately have on the world we live in.


Our values reinforce and reflect our purpose and define the beliefs and behaviours we live by as an organisation. We are currently evolving our values to align with our purpose – re-imagining our value that speaks to diversity to accurately represent inclusion and belonging, and adding a value that acknowledges our responsibility to, and impact on, the environment.

Talent attraction, development and retention

We have several early career, graduate, apprenticeship, internship and exposure programmes available across our South African and UK businesses including the IT, Chartered Accountant (CA) and Quantitative Analyst programmes. We also run a small IT technical support learnership where learners are placed in IT divisions across all our South African regions. The programme provides an excellent pipeline into our IT support services team.

We invest significantly in a number of opportunities for developing and upskilling employees through bursaries, leadership development, skills programmes, personal mastery and coaching.

Our People & Organisation teams play a critical role in assisting the business to achieve its strategic objectives. They are also involved in Group-wide activities such as induction programmes for all new employees, providing learning advice to individuals and facilitating the development of Group-wide and bespoke learning programmes.

 Refer to the learning and development section on page 34 for more information on our graduate programmes.

Investec has a national and international footprint with diverse businesses and functions. Our approach is to recruit and develop based on aptitude and attitude, with the deliberate intention to build a diverse workforce.

Internal mobility is a valued mechanism for the development and retention of individuals and enhances competitiveness. We enable internal mobility across teams, divisions, regions and geographies. Where possible, we recruit laterally to address any identified gaps, capitalising on opportunities to attract outstanding talent. Our internal mobility numbers relate to the percentage of open positions filled by internal candidates.

Our early career and graduate strategy has attracted exceptional and diverse talent across the business, and in the past year, 79 graduates participated in our various programmes across the Group (2021: 120 graduates). We focus on employing graduates and working with them to build skilled, strategic thinkers and leaders.

Internal mobility

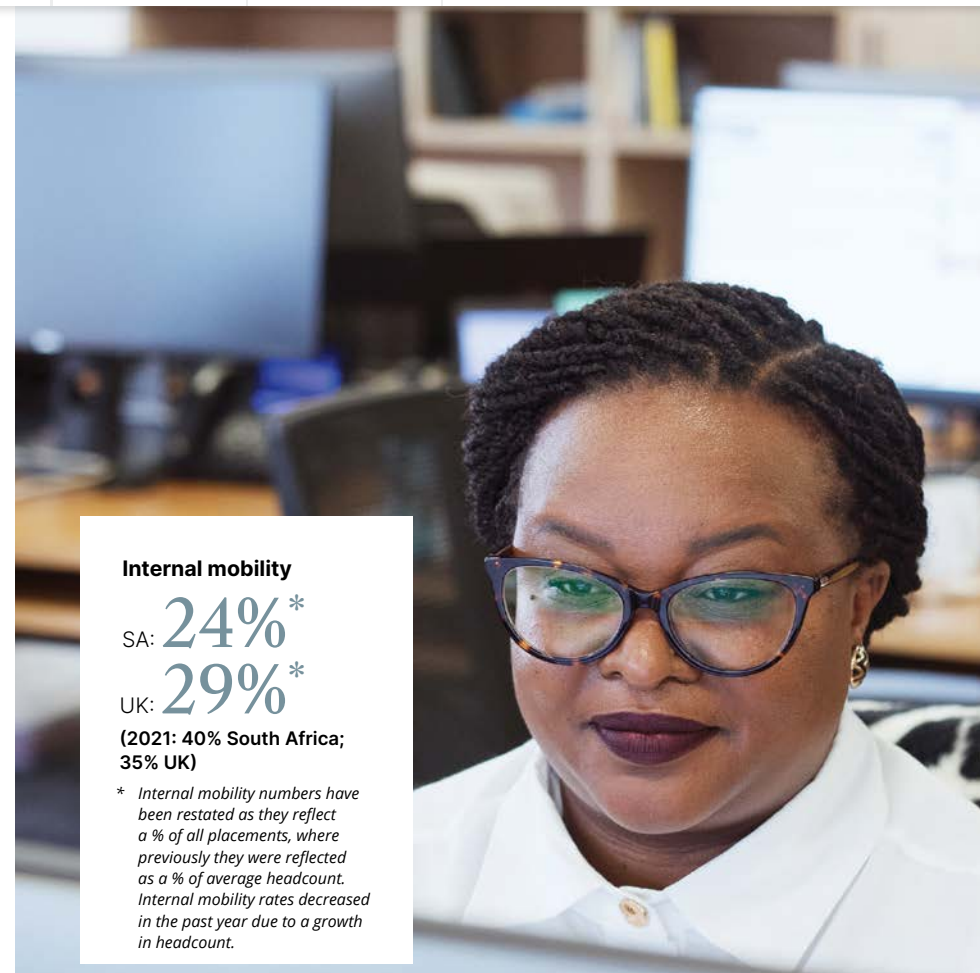
SA: **24%***
UK: **29%***
(2021: 40% South Africa;
35% UK)

* Internal mobility numbers have been restated as they reflect a % of all placements, where previously they were reflected as a % of average headcount. Internal mobility rates decreased in the past year due to a growth in headcount.

79

graduates** participated in our various programmes across the Group
(2021: 120 graduates)

** The number of graduates declined as our UK business did not participate in any graduate programmes during the year.



Key themes for the year under review continued

Employee engagement

We have various mechanisms to monitor, gain a 'felt sense of', and evaluate how people experience our culture as well as their alignment and adherence to our system of beliefs. These include:

- **Listening posts:** as part of our culture framework, we hold regular focus groups to take the pulse of our culture and climate, including an understanding of the lived experience of all employees, to measure progress against our espoused culture and, where relevant, to inform future interventions. The findings are included with the workforce engagement quarterly reports presented to leaders and the Board
- **Climate and conduct dashboard:** this dashboard is produced bi-annually and supplements the listening posts. It reports on agreed quantitative data points which are then presented to the executive team
- **Team culture reviews:** where needed, we conduct in-depth culture reviews in teams or business units to assess the distinctive beliefs, behaviours and practices of Investec against how they are perceived by our employees
- **Organisation climate reviews:** identify how an individual, specific team, department or division is functioning against the cultural norms and requirements. Organisation climate reviews provide leaders with signals as to the views, attitudes and sentiments of their teams and functions, hence are an important indicator of employee sentiment
- **Executive communication and team check-in sessions:** we frequently host global, regional and division-specific sessions where employees have an opportunity to hear from and engage with the executive.

Our People & Organisation consulting teams enable these and other mechanisms to form, with leaders and teams, a shared sense of our lived culture in relation to the values we embrace.



Recognising and rewarding our people

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.

The way we reward supports an innovative and entrepreneurial work environment that encourages and fosters extraordinary performance. In line with our philosophy of employee ownership, all employees across the organisation participate in our staff share awards and have the opportunity to participate in our long-term growth.

7%

of the Group's shares are held by staff
(excl. non-executive directors' holdings)
(2021: 6%)

Performance management

In our culture, performance is best enabled by our relational culture and learning organisation in which relationships promote respectful, reciprocal, open and honest dialogue. The environment offers stretch, support, trust and discipline where individuals are given freedom to operate and autonomy in pursuit of extraordinary performance.

Our performance practice has moved beyond the annual individual review process to now being centered on the individual, the team and the organisation. This is a continuous process designed to enhance the delivery of key strategic priorities of the organisation and create a greater sense of shared accountability, meaning and value creation. Ownership and responsibility for performance lies with the leader, the team and the individual, and performance dialogue and feedback is encouraged on an ongoing basis.

Key themes for the year under review continued



Employee wellbeing

Our approach to wellbeing is all encompassing and forms part of the greater Investec Experience for our employees. Our wellbeing strategy is informed by our culture and recalls our values of freedom to operate, respect for others and personal ownership. We believe that wellbeing is an ongoing way of being, it is proactive and preventative rather than reactive or curative. Wellbeing extends beyond the health of the individual, to the health of the team and we view it as the starting point for performance.

We believe wellbeing is broken down into four interconnected elements:

Be Healthy: Taking care of your physical wellbeing by eating well, keeping active and working towards a more wholesome lifestyle

Be You: Bringing your whole self to your team and the work, connecting the organisation's purpose with your own and creating balance between your personal and work life

Be Present: Taking care of your emotional wellbeing where you are better able to focus, cope with daily stressors and calm a busy mind, in your work and beyond the organisation

Be Connected: Nurturing your social wellbeing through forming relationships and building a sense of belonging in your community.

Our strategy is globally aligned, but execution is locally relevant. In both major geographies, employees have access to a comprehensive employee wellbeing programme, which provides personalised interventions including counselling and life coaching. These interventions are provided by a multi-disciplinary team of select health and other professionals who are specialists in their fields. We also offer several wellbeing initiatives to raise awareness and entrench a practice of healthy living.

Investec is committed to providing disabled employees with a supportive and accommodating working environment.

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.

3 483

staff in South Africa participated in one or more employee wellbeing interventions
(2021: 3 390 staff)

4 553

visits to the wellbeing hub in the UK
(2021: 6 730 visits)

Family-friendly policies

In line with 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 new family leave support programme has created greater guidance for employees and leaders on family leave. We are helping to facilitate networks between parents and parents-to-be within all our offices. We are providing better support for returners, with processes that open channels for feedback which means we can continuously monitor the support we offer. 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. In South Africa, our parental leave exceeds the minimum prescribed by regulations while in the UK 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 their level of employment.

Key themes for the year under review continued

Flexible working policies and practices

We endeavour to create a working environment which encourages high performance and innovation. In line with our commitment to equity in employment and recognition of the dignity and rights of each employee, we provide an environment that supports worklife balance. Flexibility means different things to different people, often involving adjustments to the timing, scope and/or place of work. We believe that it is important to see flexibility in the context of the work itself, the team's purpose and performance commitments, the needs of clients and the lives of every individual in the team and to focus on output-based value as opposed to time-based value. Within South Africa, the constructs around working hours and staff leave have been impacted with the introduction of a flexible leave option that allows employees to take the leave they require without the constraint of a leave accrual, provided work obligations are up to date.

48%

of South African staff* have adopted the flexible leave option since inception in 2019
(2021: 39% since inception)

* Flexible leave only available to South African staff.

We acknowledge that to remain relevant and competitive we need to move towards a future way of working which has truly adapted to the social, technological and economic influences of the twenty-first century. While thinking around the 'future world of work' had been underway for some time, it has been expedited by the COVID-19 pandemic.

Our core principle for 2022 combines coming into the office for the majority of the week together with the flexibility to work from home. We believe that the energy we create in our various buildings through physical presence is a key part of our culture – it creates 'the smell of the place'. The experience of being together enables relationships and interactions that underwrite the Out of the Ordinary experience our clients expect – our strategic differentiator. At the same time, we appreciate the value that working from home has brought, increasing flexibility in ways previously unrealised. Our future is therefore hybrid – one where we benefit from the best of both worlds – digital and physical.

We are constantly considering the world of work, how we use space and time to best enable performance and how we remain relevant and forward thinking with a focus on adaptability and agility in response to a changing environment.



Key themes for the year under review continued

Belonging, inclusion and diversity

Our diversity and inclusion framework has a sense of belonging for all our people, irrespective of difference, as its goal. We aim to make Investec a place where it is easy to be yourself. It is a responsibility we all share and is integral to our purpose and values as an organisation. Continually mindful of our biases and consciously inclusive, we encourage each other to embrace opportunities for growth. We 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.

Our approach

Investec's approach is to recruit and develop based on aptitude and attitude, with the deliberate intention to build a diverse workforce, which represents the population of the relevant jurisdiction and reflects its clients. Our recruitment strategies actively seek difference, engaging with minority groups, females and people with disabilities.

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 principles

We believe in the importance and benefits of diversity and 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 are progressing towards a working environment that is more inclusive, agile and responsive to the needs of all individuals, for example, flexible work arrangements

We work proactively to rebalance our organisation in line with the communities in which we operate through education and entrepreneurship and leveraging the value in our diversity

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

Barbara-Ann King, Chief Commercial Officer for Investec Wealth & Investment in the UK, named as one of the 2022 PAM Insight 50 Most Influential. The PAM 50 Most Influential recognises and celebrates the most prominent figures in the private asset management community.



**#10000
Black Interns
partnership**

In the UK, we are proud to support the #10000 Black Interns programme and welcomed our first cohort of interns in July 2021. The programme aims to transform the horizons and prospects of young black people across the UK by offering paid work experience, world-class training and development.

Our diversity commitment

- Investec is a member of the 30% Club in both the UK and South Africa
- At 31 March 2022 there was 36% female representation on the Board (against our target of 33% female Board representation by end of the 2020 calendar year)
- At 31 March 2022 43% of Board members were persons of colour (measured in terms of the Parker Review metrics)
- We report globally on our gender pay gap performance
 - Refer to page 25 of the Investec Group's 2022 remuneration report
- Our UK businesses are signatories to the UK HM Treasury Women in Finance Charter and exceeded the 30% women in representation in senior management, achieving 35% and 48% in 2022 for UK Bank and UK Wealth, respectively
- During 2020 our UK business signed up to the Race at Work Charter and established a Race Representation Working Group in support of this
- Our UK Wealth business signed up to the #100 Black Interns initiative, and three interns from this initiative joined us during the summer 2021. We have since signed up to the #10000 Black Interns programme and intend to expand the programme in 2022
- At the beginning of 2022, we employed 11 apprentices (five females, six males) from the Apprenticeship Levy programme into our UK business (across Specialist Bank and Wealth & Investment) in partnership with Multiverse, and intend increasing the number of apprentice hires during the year
- We are signatories to the CEO statement of support for the United Nations Women's Empowerment Principles.

Key themes for the year under review continued

Employee age profile – permanent employees

84%
of employees are below the age of 50 (2021: 84%)

68%
of female employees are between the ages of 30 and 50 (2021: 67%)

	31 March 2022									31 March 2021								
	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	359	368	727	292	268	560	651	636	1 287	448	435	883	343	270	613	791	705	1 496
Total number of employees between the ages of 30 and 50	1 441	1 777	3 218	1 242	901	2 143	2 683	2 678	5 361	1 354	1 644	2 998	1 241	918	2 159	2 595	2 562	5 157
Total number of employees above the age of 50	229	293	522	423	324	747	652	617	1 269	223	298	521	430	285	715	653	583	1 236
Total	2 029	2 438	4 467	1 957	1 493	3 450	3 986	3 931	7 917	2 025	2 377	4 402*	2 014	1 473	3 487*	4 039	3 850	7 889*

	31 March 2022											
	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	–	–	–	–	1	1	651	635	1 286	651	636	1 287
Total number of employees between the ages of 30 and 50	1	–	1	22	13	35	2 660	2 665	5 325	2 683	2 678	5 361
Total number of employees above the age of 50	3	–	3	18	4	22	631	613	1 244	652	617	1 269
Total	4	–	4	40	18	58	3 942	3 913	7 855	3 986	3 931	7 917

	31 March 2021											
	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	–	–	–	–	1	1	791	704	1 495	791	705	1 496
Total number of employees between the ages of 30 and 50	1	–	1	24	14	38	2 570	2 548	5 118	2 595	2 562	5 157
Total number of employees above the age of 50	3	–	3	17	1	18	633	582	1 215	653	583	1 236
Total	4	–	4	41	16	57	3 994	3 834	7 828	4 039	3 850	7 889

* Headcount externally assured (limited assurance).

** The definition of top management are those employees who sit on Specialist Bank Executive Committee (and Henry Blumenthal in Wealth & Investment) in SA, the General Management Forum in Bank UK, the Wealth Leadership Forum in Wealth UK and the heads of regions.

Key themes for the year under review continued

48%
of UK Wealth
Exco are women

35%
of the UK Bank
Exco are women

47%
of the SA Exco
are Black
Employee gender composition – permanent employees

31 March 2022									
	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	1	–	1	11	9	20	12	9	21
Specialist Banking	12	3	15	16	6	22	28	9	37
Total top managers*	13	3	16	27	15	42	40	18	58
Wealth & Investment	184	211	395	701	593	1 294	885	804	1 689
Specialist Banking	1 829	2 224	4 053	1 228	885	2 113	3 057	3 109	6 166
Total rest of employees	2 013	2 435	4 448	1 929	1 478	3 407	3 942	3 913	7 855
Total	2 029	2 438	4 467	1 957	1 493	3 450	3 986	3 931	7 917

31 March 2021									
	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	1	–	1	9	7	16	10	7	17
Specialist Banking	10	3	13	21	6	27	31	9	40
Total top managers*	11	3	14	30	13	43	41	16	57
Wealth & Investment	178	210	388	676	574	1 250	854	784	1 638
Specialist Banking	1 833	2 164	3 997	1 307	886	2 193	3 140	3 050	6 190
Total rest of employees	2 011	2 374	4 385	1 983	1 460	3 443	3 994	3 834	7 828
Total	2 025	2 377	4 402**	2 014	1 473	3 487**	4 039	3 850	7 889**

* The definition of top management are those employees who sit on Specialist Bank Executive Committee (and Henry Blumenthal in Wealth & Investment) in SA, the General Management Forum in Bank UK, the Wealth Leadership Forum in Wealth UK and the heads of regions.

** Headcount externally assured (limited assurance).

Key themes for the year under review continued

We have various processes to encourage dialogue and celebrate the value of diversity and inclusion. Emerging and established leaders participate in discussions around all issues related to talent management and inclusion.

During the year, the belonging, inclusion and diversity (BID) practice has focused on research and provided thought leadership on how to create an environment in which everyone finds it easy to be themselves, to feel they belong and are engaged in the sustained success of Investec. This work includes:

Setting organisational strategy for belonging and engagement

Consulting to leaders, teams and transformation forums on how to improve belonging and engagement in their areas

Driving organisational learning on belonging, inclusion and diversity

Considering the regulatory environment related to belonging, inclusion and diversity and ensuring compliance and reporting

Focusing on the SDGs, as they pertain to our employees, our communities and other stakeholders, with a specific emphasis on equality.



South Africa

Our Zebra Crossing initiative in South Africa, aligned to our employment equity plan, aims to raise levels of multi-cultural awareness of staff at Investec, enabling them to appreciate and celebrate the richness of our diverse population and take these insights back into the business. Let's Talk about Race dialogues have been held with groups of employees in South Africa. These are unstructured discussions, facilitated by an organisation development representative, where participants are encouraged to confront unconscious bias and misconceptions around any aspect of diversity.

We have several Women in Leadership initiatives where women and men at Investec participate in the conversation around gender. We invite our clients and external stakeholders to participate in these events. These rich and informative dialogues help us to create an appropriate environment for women to thrive as leaders, employees and entrepreneurs and serve as role models for the next generation.

We continued our work in support of empowering and developing women in business, education and sport and highlighting the power of partnerships to provide opportunities for women. We ran a programme within our South African business, specifically designed to enable women to take up positions as non-executive directors on South African company boards, including Investec companies' boards, and contribute to the development of Board-ready female executives within South Africa.



Investec Limited female top management
18.8%
in 2022 (2021: 21.4%)



Investec Limited mean gender pay gap at
27.5%
in 2022 (2021: 27.1%)

We are focused on building a network and awareness around LGBTQIA+ and disability, as a modality of diversity.

Our Young Leaders Council and reverse mentorship initiative in South Africa recognises the need to create spaces that enable young, aspirational talent to connect and learn with leaders. These initiatives aim to marry innovation with experience, create networking opportunities and harness the generational range within Investec. The councils rotate annually and are mandated to engage on organisational challenges and topics set by the executive. Reverse mentorship aims to open intergenerational pipelines of wisdom, such that generations can learn from each other. These employees will be mentors to leaders. These programmes are available to all employees regardless of their level of employment.



329

employees participated in diversity events in South Africa
(2021: 341 employees)

* Some employees attended more than one event.

Key themes for the year under review continued

United Kingdom

In the UK, our belonging, inclusion and diversity (BID) strategy, sponsored by senior executives is integral to our organisational purpose: to create enduring worth – living in, not off, society.

We focus on the following core priorities: speaking up; learning initiatives; organisation flexibility; inclusion and diversity targets and measures; and client and partnership focused inclusion. Each of these priorities is supported by a number of actions some of which are highlighted below. These programmes are available to all employees regardless of their level of employment.

Learning initiatives: we participated in the 30% Club women's mentoring scheme for the fourth year in a row. We launched reverse mentoring initiatives for our younger colleagues to encourage intergenerational learning relationships, as well as a bespoke programme for our Black, Asian, and minority ethnic colleagues to foster the exchange of ideas among senior leaders and people of colour. A Young Leaders Council was piloted providing a platform to leverage innovative thinking, diverse perspectives, and new approaches through encouraging prospective young leaders to contribute thought leadership to the Executive on topics of strategic importance. Mandatory online bullying, harassment, sexual harassment and discrimination learning was given to educate all employees on these key topics, including the Equality Act, 2010, facilitating the promotion of an inclusive environment.

Client and partnership focused inclusion: we increased our focus on client events and partnerships to ensure these are consistent with an inclusive approach and hosted several BID client virtual roundtable discussions.

Speaking up: feedback from workforce engagement activities is regularly reviewed by senior leadership and reported to the Boards biannually. Our four BID employee networks – Gender Balance, Pride network, Multicultural and YoungMinds – regularly initiate dialogues on challenging topics, they input into inclusive policy and principles development and provide employee feedback through regular temperature checks within their networks.

Recruitment policies and practices: we have forged partnerships with several third parties to support the hiring of senior women. We have balanced shortlists and interview panels and continue to digitally analyse all our job adverts to remove gender-biased language. We have created an environment that is more agile and responsive to the needs of individuals and are open to conversation about, for example, flexible working. Our people policies and practices help to balance these individual needs, including enhanced paid parental leave of up to 26 weeks which can be shared between parents, and a new family leave support programme.

Diversity and inclusion targets and measures: 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 thought.

We signed the Women in Finance Charter in 2018 with a target of 30% female representation in senior leadership by 2022 and we have made steady improvements year on year with:



Investec Bank UK
achieving
35.0%
in 2022 (2021: 33.3%)

**Investec Wealth &
Investment UK** achieving
47.6%
in 2022 (2021: 30.8%)

We are making progress in closing our gender pay gaps with:



**Investec Bank UK mean
gender pay gap at**
26.2%
in 2022 (2021: 27.1%)

**Investec Wealth &
Investment UK mean
gender pay gap at**
43.3%
in 2022 (2021: 44.7%)

For the first time this year we voluntarily disclosed our ethnicity pay gap with our mean gap being 12.9% in Investec Bank UK and 20.7% in Investec Wealth & Investment UK.

In the past financial year

1 332

employees* participated in diversity events in the UK
(2021: 2 054 employees*)

* Some employees attended more than one event.

Transformation within our operations

Internally, our transformation initiatives are driven through a number of structures set up to debate and monitor our various activities. These efforts are supported by the Board and Executive in South Africa through the following committees:

- **Employment Equity (EE) Forum**, a consultative body constituted through nominations, is representative of all designated groups, disabilities, business units and regions in the Group. The chair of the forum has a seat on the Group Executive, which is the highest decision-making body within Investec South Africa
- **Transformation Committee**, a sub-committee of the executive team, 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 Chief Executive, Fani Titi
- **DLC Social and Ethics Committee (DLC SEC)**, chaired by Khumo Shuenyane, provides oversight of the Group's activities in the fields of transformation, human capital and sustainability
- **Group ESG Executive Committee**, a Board sub-committee that reports into the Group Executive and the DLC SEC on various social- and climate-specific matters.



For more information on our various committees, refer to pages 116 and 117 in Investec's 2022 integrated and strategic annual report.



Learning and development

As a learning organisation we aim to constantly stretch and develop our people, as the calibre of our employees is a unique long-term competitive advantage. To achieve this, we employ talented people and enable their professional and personal growth so they can perform extraordinarily in support of business objectives.

At Investec we develop and retain people in a way which is consistent with the organisation's culture and values. Learning in our culture is therefore enabled through the flat structure and relational nature of our business, which allows access and exposure to diverse learning experiences. Learning is also enabled through genuine feedback that encourages people to reflect and grow personally and professionally.

Employees are encouraged to be the driving force behind their own development and be proactive in identifying and addressing their development needs. This allows them to maximise informal and formal learning opportunities which are most relevant to their unique requirements and context.

Learning is directly linked to the strategic business needs, helping to equip our people to deliver an out of the ordinary experience for the client. Learning is both high-tech and high-touch, with learning offerings constantly evolving based on business and organisational needs. The COVID-19 pandemic and hybrid world of work has created an opportunity for an agile, always-on approach to learning.

We invest significantly in several opportunities for the development and upskilling of our employees and in flagship leadership programmes to enable the growth of current and future leaders across the organisation.

In the past year, our learning and development spend for the Group as a % of staff costs was 1.6%; £14.3mn (2021: 1.3%; £11.1mn) against our minimum target of 1.5%.

Our internally designed and managed learning programmes offer Investec employees an opportunity to explore our culture, engage in the concepts of belonging, inclusion, and diversity, support new leaders and leadership development, develop personal and interpersonal skills, and upskill and re-skill both technically (role based) and professionally. We make use of both mentoring and coaching to support our learning efforts.

Investec offers a number of learnerships, as well as several graduate programmes including Chartered Accountant (CA), Quantitative Analyst and IT trainee programmes in South Africa.

Group learning and development spend

Year ended	31 March 2022		31 March 2021	
	£	R	£	R
Investec Limited	10 428 720	211 479 962	8 087 680	172 546 199
Investec plc	3 857 391	78 222 451	2 967 316	63 307 641
Total Group learning and development spend	14 286 111	289 702 413	11 054 996	235 853 840
Total Group learning and development spend as a % of staff costs	1.6%		1.3%	

In the past year,

23

CAs completed the programme (2021: 26 CAs), of which

20

were retained in the business (2021: 19 retained)

Learning and development spend for the Group as a % of staff costs:

1.6%

(2021: 1.3%; target: >1.5%)

24

IT students joined the IT graduate programme in South Africa during the past year (2021: 24 IT students)

74%

IT students were retained as employees after graduating from the programme (2021: 69%)

In the UK, we didn't hire graduates into any rotational programmes during 2021 but continued our virtual internship programme. We also hired nine apprentices on an 18-month programme across Operations, Investment Management, People & Organisation and Marketing.

Over and above this, we offer our people access to public 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. Our educational bursary scheme provides employees in South Africa with focused educational opportunities to enable the acquisition of qualifications. In the past year, 8.1% of employees in South Africa were granted bursaries (2021: 8.4%).



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

People dashboard

	31 March 2022	31 March 2021	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	✓	✓	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	7 917	7 889		This report: page 22
Total Group staff turnover	12.1%	9%	Numbers have returned to pre-COVID-19 levels	This report: pages 23 and 24
Total staff turnover in Investec plc	14.6%	12.9%		
Total staff turnover in Investec Limited	10.8%	5.9%		
Total Group voluntary staff turnover	9.1%	4.8%		
Voluntary staff turnover in Investec plc	10.6%	4.9%	Numbers have returned to pre-COVID-19 levels. Numbers restated for Investec plc (previously only UK was reported)	
Voluntary staff turnover in Investec Limited	8.6%	4.8%	Numbers have returned to pre-COVID-19 levels	
Internal mobility in the UK	29%	35%	Internal mobility numbers have been restated as they reflect a % of all placements, where previously they were reflected as a % of average headcount. During FY21 internal mobility was higher than normal due to COVID-19 and the resultant low attrition and zero headcount growth. During FY22 attrition normalised to pre-COVID-19 levels and we have experienced headcount growth, particularly within the digital and technology space. Internal mobility, as a percentage of all placements has therefore decreased	
Internal mobility in South Africa	24%	40%		
Retrenchments	0.9%	2.8%	Our retrenchment practice is more favourable than local statutory or regulatory requirements. The UK underwent a significant retrenchment process in 2021	Refer to our website: www.investec.com/regdisclosures
Number of whistle blowing incidents	9	5	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	
Occupational health and safety incidents	8	13	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	2	1	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)	
Formal grievance procedure	✓	✓		

People dashboard continued

	31 March 2022	31 March 2021	Commentary	Reference
Diversity				
Women as percentage of total workforce	49.7%	48.8%	Increase in women employees	This report: pages 28 to 32
Women in top management in the Group	31.0%	28.1%	The definition of top management are those employees who sit on Specialist Bank Executive Committee (and Henry Blumenthal in Wealth & Investment) in SA, the General Management Forum in Bank UK, the Wealth Leadership Forum in Wealth UK and the heads of regions. The 2021 numbers were restated	
Women in top management in Investec plc	35.7%	30.2%		
Women in top management in Investec Limited	18.8%	21.4%		
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				
Accessibility requirements and staff working from home during COVID-19	>95%	>95%	Robust, agile transition into remote working, enabling a seamless continuation of service to our clients with >95% of our employees across the world working from home	This report: page 22 and pages 25 to 27
Addressing wellbeing	✓	✓	Comprehensive wellbeing programme	
Flexible leave	48%	39%	Staff in South Africa taking up the flexible leave policy since inception in 2019	
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	1.6%	1.3%	Above our target of 1.5%	This report: page 34
Actual spend on learning and development (£)	14 286 111	11 054 996	Increase in learning and development spend as this is retuning to pre-COVID-19 spend.	

04

Commitment
to our
communities

Our community initiatives are central to our values of making an unselfish contribution to society, nurturing an entrepreneurial spirit, valuing diversity and respecting others – all of which support our commitment to reducing inequality (SDG 10) and underpin our aim to be a responsible organisation.

Our approach

A deliberate and strategic approach to community investment

Our vision to create enduring worth depends on a thriving economy with active economic participants and a healthy planet. Our community initiatives are central to our values of making an unselfish contribution to society, nurturing an entrepreneurial spirit, valuing diversity and respecting others – all of which support our commitment to reducing inequality (SDG 10) and underpin our aim to be a responsible organisation. In addition, our corporate social investment (CSI) initiatives include our passion to preserve biodiversity through our conservation efforts and greening our communities, acknowledging the clear link between climate change and biodiversity loss. We understand that no single business can address the many socio-economic needs that continue to present everyday challenges for many in the geographies in which we operate, so we have focused on that which we believe is better aligned to our philosophy. Our approach focuses on three categories of impact: education and learnerships, entrepreneurship and job creation, and environment and philanthropy.

This focused approach is driven by Investec's desire to:

Change people's lives for the better

Leverage off our business, staff, culture and spirit

Advance CSI interventions with emphasis on quality rather than quantity

Adopt a long-term view to our interventions

Facilitate more focused interventions as opposed to being everything to everyone.

This focus does not mean Investec is oblivious to other societal pressures, but is an attempt to target and balance social investment resources for maximum impact.

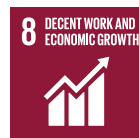
Our commitment to our communities includes:

Education and learnerships – aligned to SDG 4

Entrepreneurship and job creation – aligned to SDG 8

Environment and other philanthropy – aligned to SDG 6, SDG 7, SDG 9 and SDG 11

Staff volunteerism – aligned to SDG 8 and SDG 11



Achieved

1.3% (£8.9mn)

Group community spend as a % of Group operating profit* against our target of >1% (2021: 2.6%; £9.8mn)



137

entrepreneurs given professional advice through the Bromley by Bow Centre in the past year (2021: 243 entrepreneurs)



Promaths online

4 018

Investec-funded learners participated in Promaths Online (2020 academic year: 1 212 learners)



9 001

staff volunteering hours in the past year with 759 staff involved (2021: 9 468 hours and 806 staff)



Promaths contributed

5%

of South Africa's national distinctions in maths and science (2020 academic year: 5% in maths and 6% in science)



2 548

South African youth given Investec internships through the YES initiative since inception (2021: 1 900 since inception)



74

students awarded bursaries through the Promaths Bursary Fund (2021: 25 students)



1 995

learners supported through Arrival Education in the UK in the past 14 years (2021: 1 876 learners)



11 000

children completed the Investec-sponsored Good Work Foundation (GWF) Open Learning Academy programme

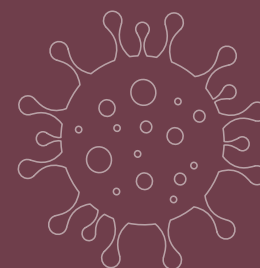


177

YES students completed internships at Care for Wild and Good Work Foundation, of which 49% were female



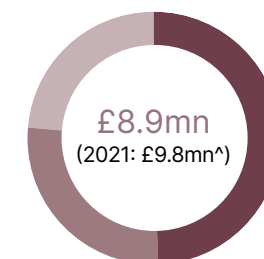
* Before goodwill, acquired intangibles, non-operating items, taxation and after other non-controlling interests.



The impact of COVID-19

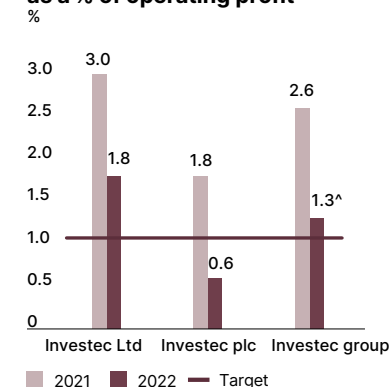
The COVID-19 pandemic and associated restrictions, challenges, opportunities and realities have had a marked impact on the past two years. It has affected not only the education sector, but the entire corporate social investment space. What and how we sought to bring about meaningful change in the lives of many was affected and we continuously looked for ways in which we could make a difference. Any reflection on our progress and associated impact through our various initiatives must be rooted and understood within this context.

Spend on community initiatives by category (%)



	2021	2022
Education and learnerships	45.0%	54.0%
Entrepreneurship and job creation	19.0%	24.6%
Environment and other	36.0%	21.4%[^]

Spend on community initiatives as a % of operating profit*



* Before goodwill, acquired intangibles, non-operating items, taxation and after other non-controlling interests.

[^] Community spend higher in 2021 due to COVID-19 relief initiatives.



Education and learnerships



Our strategy focuses on creating education and learnership opportunities within our communities, equipping and enabling young people to become active economic participants in society. By providing these opportunities we are contributing to SDG 4 (quality education).



South Africa

Education

DRIVING MEANINGFUL CHANGE THROUGH EDUCATION

We believe that supporting considered educational initiatives aligned to our CSI strategy can facilitate meaningful broader societal transformation, even in a COVID-19 environment. Our education interventions are intended to drive change that will see a greater number of disadvantaged youth produce improved maths and science matric results, make informed career decisions, access tertiary education, and pursue and complete courses in the financial sector and other critical qualifications which they may not have been able to pursue without exposure to our initiatives.

Promaths has been helping learners from disadvantaged communities to achieve exceptional results in maths and science since its inception in 2005. Traditionally a model that saw learner-academic support delivered in the form of extra face-to-face lessons was hugely challenged with COVID-19. When the first COVID-19

lockdown measures were announced in 2020, the programme's normal activities were interrupted, and the success and continuity of the programme was threatened. However, the swift response by Investec and all stakeholders saw the programme making a significant change by adopting a hybrid model, which delivered lessons face-to-face and virtually in what became the introduction of **Promaths Online**. Initially piloted in 2020, Promaths Online on-boarded learners in their final year of high school. Following the successful pilot, the focus shifted to include grade 10 and 11 learners in 2021 and the programme has continued to deliver results despite the change in format.

A total of 701 distinctions were achieved in maths and science by the 1 230 Investec and Entrepreneurship Development Trust (EDT) funded Promaths learners. Our Promaths class of 2021 contributed 5% of the country's national distinctions in maths and science (2020*: 5% in maths; 6% in science).

Promaths highlights

Maths and science general
pass rate of

99%
(2020*: 99%)

Distinctions in maths

355
(2020*: 383)

Learners who scored 100%
in maths

14

Distinctions in science

346
(2020*: 395)

Learners who scored 100%
in science

8

93%

of our matriculants achieved a
university pass (Bachelor's Pass)

* Academic year.

Education and learnerships continued

At the height of COVID-19, it became apparent that our Promaths learners were under immense pressure and stress, that required professional intervention. Accordingly, we established the **Promaths Online mentoring and support programme**. Two sessions that reached 1 379 grade 11 learners took place in 2020. In 2021 the programme expanded to grade 12 learners and reached 1 230 learners. Based on the positive feedback from both learners and the Kutlwano centre, the sessions have continued in 2022.



“While we’ve experienced challenges with the Promaths Online offering, such as connectivity and electricity issues in some parts of the country, the general uptake of the hybrid model by our teachers and learners has been encouraging. Our colleagues from Investec for Business (IFB) donated 700 tablets for our grade 12 learners in Promaths centres in Gauteng and the Western Cape. The tablets were donated in lieu of IFB clients’ year-end gifts to help our learners participate in Promaths Online without any hassles.”

Mahlatse Nicolas Mmako
CSI consultant, Investec

BURSARIES AND ALUMNI PROGRAMMES

We offer school and university bursaries to learners and students who are both academically and financially deserving.

High school bursaries

We award high school bursaries to assist maths-inclined outliers from grades 10 – 12 to attend a high school of their choice that they might otherwise not afford. Through this programme we partner with both private and government high schools that meet our ‘supportive environment criteria’. The intention is to identify talented and driven individuals who are well-positioned to pursue tertiary qualifications in the rare skills areas. In partnership with the school, and in some cases high school bursary entities, we create an environment that allows for financially needy learners to learn, grow and successfully complete their high school education with results that widen both their career choices as well as tertiary funding options. In 2021, we had 65 learners from grades 10 – 12 on the bursary programme. All 19 grade 12 learners matriculated at the end of the year, achieving a total of 107 distinctions (2020: 35 distinctions from 20 learners).

University bursaries

Investec, in partnership with Study Trust, provides full cost bursaries to individuals that display great academic potential and financial need. Coupled with this is a mentorship programme that pairs Investec staff volunteers with bursary recipients, recognising that many of the students require advice and mentorship. No new bursaries were awarded in 2021 due to the impact of COVID-19 and a need to review internal selection processes. As a result, there was a decrease in numbers from the previous year, with 72 students on the programme in 2021, across nine universities (2020: 101 students). Of these, 29 were female and 43 were male.

Twenty students completed their undergraduate studies in 2021, of which 12 enrolled for postgraduate studies. Sixteen students completed their post graduate studies in the same year. Twenty-three students who finished their studies in 2021 are now employed, six of which are either employed by Investec or on one of our graduate programmes. Due to COVID-19 related restrictions, a virtual mentorship event and a work readiness programme were hosted in 2021.

Education and learnerships continued

High school and university bursary alumni joins Investec's CA graduate programme



Khanyisa Sonjani received a high school bursary from Investec from grade 10 to 12 through the Student Sponsorship Programme. Having attended Selborne College in the Eastern Cape, Khanyisa's favourite subjects were maths, accounting and physical science. He matriculated with six distinctions and was the top student on the Student Sponsorship Programme nationally. Due to his outstanding results, Khanyisa received an Investec-funded bursary to attend the University of Cape Town (UCT). At UCT, Khanyisa enrolled for a three-year BCom in Financial Accounting in the Chartered Accountant (CA) stream and a fourth year Postgraduate Diploma in Accounting. At the beginning of 2022, Khanyisa joined Investec as part of the CA grad programme.

"Being a part of the CA programme is a dream come true for me. I have always wanted to be a CA and to be part of the Out of the Ordinary Investec family. I remember when I received the great news that I was selected to be part of the programme, I got so excited and emotional because I knew that this would not have been possible if it was not for the opportunity that Investec gave me to study at one of the top universities in South Africa. I feel very grateful for such an amazing opportunity and I have promised myself to do my best to make the most of it."

Khanyisa Sonjani
CA graduate at Investec

Promaths Bursary Fund

The Promaths Bursary Fund (PBF) was launched in early 2017. The PBF provides bursaries to Promaths alumni who are academically and financially deserving, improving their chances of completing their tertiary studies. In 2021, the PBF received financial support from Investec, the Entrepreneurship Development Trust (EDT) and Ninety One for 74 full cost university bursaries for students pursuing degrees that require a good matric maths pass (2020: 26 bursaries). Of the 74 beneficiary students, 20 of them completed their studies at the end of 2021.

Promaths alumni societies

To give Promaths beneficiaries an even better chance of succeeding in their tertiary studies, Promaths alumni chapters were established at universities across the country. These were set up with the intention of creating a support structure at university for Promaths beneficiaries to connect, motivate and empower learners. In 2021 there were 2 547 registered Promaths alumni members from 19 universities across the country (2020: 2 208 members).

6 328

CareerXplora App users in 2021, of which 2 575 were new users

(2020: 6 435 App users; 2 161 new users)

180

students qualified through UCT's Commerce Education Development Unit (EDU) bridging programme

(2020: 237 students)



Visit our website for more information on our education programmes

Education and learnerships continued


 South Africa
Learnerships


In line with our commitment to quality education and reduced inequalities (SDG 4 and SDG 10), we supported three external learnerships during the past financial year, namely the National Institute for the Deaf (IT, professional cookery and plant production), Artisan Development Academy (artisans) and ORT SA Cape (teacher assistants).

We have invested

R40mn

in learnerships over the past four years

Investec runs three external learnerships.

The National Institute for the Deaf offers one-year learnerships in a variety of fields and caters for several disabilities. Investec sponsored 30 disabled learners in three fields: end-user computing, professional cookery and plant production.

During 2020 we successfully combined our learnership model with our Youth Employment Service (YES) initiative commitment to create greater impact. Since January 2020, 138 interns, who graduated from the YES programme with our two partners **ORT SA Cape** and the **Artisan Development Academy**, started new 18- and 24-month learnerships, respectively. The initial two cohorts of 31 and 27 teacher assistants based at ORT SA Cape graduated in June and September 2021 respectively, while the first cohort of 50 artisans based at the Artisan Academy will graduate in July 2022. Absorption from the two cohorts of teacher assistant graduates was 52%. A further 30 and 60 learners started their teacher assistant learnerships on 1 March 2021 and 1 April 2022 respectively and will graduate in August 2022 and September 2023 while 50 aspiring artisans will also start their learnership on 1 April 2022.

In addition to the three external learnerships, we also ran a small internal IT technical support learnership for 10 individuals. These learners were placed in our regional offices as well as at our head office in Sandton. All these learners have been placed in permanent employment.

Education and learnerships continued

United Kingdom

Education

We aim to empower young people to achieve their goals in life through the education projects we support. While we recognise the importance of academics, our community partners also focus on employability, as well as life and interpersonal skills.

The impact of COVID-19

Due to the success of delivering our programmes virtually in the previous year, coupled with the ongoing uncertainty around COVID-19 restrictions, we planned for all programmes, where possible, to be delivered in a hybrid model. The hybrid model was successful as Investec volunteers have established strong relationships with students in person and continue to have the opportunity to build on these relationships virtually, and at times that best suit both parties. In the past year, all of our education programmes were delivered in a hybrid model, except Bookmark Reading that was delivered entirely virtually.

1 995

learners supported through
Arrival Education in the UK
in the past 14 years
(2021: 1 876 learners)

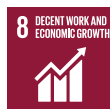
For the past 14 years we have partnered with **Arrival Education** to support young people from challenging backgrounds and minority ethnic groups through programmes which encourage social mobility. Through the Access Network programme, Arrival Education aims to raise aspirations and develop the mindsets of young people through a series of volunteer-led employability workshops.

We delivered five employability workshops with the support of 30 staff volunteers over the past financial year. The workshops supported 59 students to develop skills around time management, interviews, resilience, wellbeing and networking. Through the networking workshops, students learn about the importance of building a network and how to effectively build contacts within the workplace and at corporate events. Many of these students attended more than one workshop over this period.

Fifteen students from the Access Network's cohort also took part in Arrival Education's Access Network's coaching programme which was supported by 15 Investec volunteers, who provided one-on-one coaching to the students over a nine-month period.

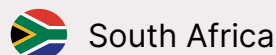
We also curated and delivered two insight sessions for Access Network participants. The first was a Career Pathways webinar aimed to improve young people's understanding of the different career pathways available to them and provide insights around the benefits and challenges of each pathway (attended by 25 students). The second was an Introduction to Banking session to introduce students to the basic concepts of banking including how banks operate, an overview of the UK banking sector and current challenges, and insights around working in a bank (attended by 50 students).

Now in the sixth year of our partnership, Invest for Success, an innovative six-month programme designed for students wanting to succeed in the financial sector, was delivered in a hybrid fashion across three regions in the UK. Due to additional funding, we were able to expand the programme into Leeds and establish a relationship with a new school local to the Investec Leeds office. Over the course of the programme, 60 students (2021: 50 students) were taught the principles of trading through a simulated stock portfolio game, where they were given fictitious funds to invest in five stocks, while being supported by 26 Investec volunteers (2021: 24 Investec volunteers) from our London, Leeds and Liverpool offices.



Entrepreneurship and job creation

Our roots are based in the spirit of entrepreneurship and we strive to nurture this from school-going age to working entrepreneurs. We aim to create jobs for young people through quality work experience placements. Our entrepreneurship and job creation programmes contribute to SDG 8 (decent work and economic growth), and aim to give people an opportunity to foster and nurture an entrepreneurial mindset to enable and take ownership of their economic independence and sustainability.



South Africa

Entrepreneurship

CHAMPIONING ECONOMIC INCLUSION THROUGH ENTREPRENEURSHIP

At the heart of our CSI strategy and approach is the desire to enable as many people as possible, especially the youth, to become active economic participants in society. This has a positive effect on those people, as well as their communities and society. Economically active people quickly realise a sense of contribution, worth, dignity and direction and stand a better chance of occupying their rightful place in society. We are cognisant of the plethora of socio-economic challenges in South Africa, but recognise the possibilities of enabling people to become active economic participants through entrepreneurship as one of our key CSI focus areas. In the growth of entrepreneurs lies the growth of others, in the form of job creation and possible services delivered through socially-orientated businesses.

Recognising the gap between entrepreneurs who succeed, and those who do not, **Startup School** has developed an entrepreneurship learning programme to help bridge this gap. The programme seeks to foster the emergence and growth of startup businesses, many of which have a positive social and environmental impact.

Startup School offers an online entrepreneurship programme that has been carefully designed by a strong and experienced team of educational, business and coaching specialists. The programme combines interactive learning activities, practical

tools, individualised feedback and coaching support to enable and grow startups. Our flagship entrepreneurship course offers additional benefits, including one-to-one mentorship sessions and the chance to win business funding. Once a student has successfully completed the programme they are able to apply for the prize funding competition which takes place three to four weeks after the 12-week programme has been completed.

The last few years have been tough economically for South Africa and the world over. Despite these challenges, Startup School has witnessed the resilience and passion of entrepreneurs working tirelessly to start, grow and sustain new businesses. Entrepreneurs, despite adversity, are prepared to learn so that they can make business happen, even in a difficult climate.

INDEPENDENT REVIEW

Since inception of Startup School in 2017, more than 5 000 entrepreneurs have applied, with close to 2 000 successful applicants enrolled in one of the 12 courses. In 2021, Carnelley Rangecroft Consultancy conducted an independent review of Startup School for the past five years. Fifty-two entrepreneurs were engaged with and surveyed as part of the review. The findings showed that most participants experienced an authentic and organic journey of self-discovery, discipline and personal development through the programme. Of the 52 alumni surveyed, 88% reported deriving return on investment as a result of the programme; 22% of them grew their business despite the COVID-19 environment; and 78 new full-time jobs were created.

Entrepreneurship and job creation continued

Aimed at facilitating the growth of entrepreneurs and their enterprises, the **Finance Readiness programme** is an intense initiative focused on helping entrepreneurs shape and build their businesses in a manner that strengthens their ability to fundraise. Following a gap analysis process aimed at identifying possible areas in need of intervention, a bespoke set of interventions designed to strengthen their businesses and make them attractive to possible investors is applied.

To qualify for the programme, businesses need to be an established business with a turnover above R1mn. There are between four and seven entrepreneurs in a cohort which is run once a year and runs over an eight-to-ten-month period. The programme started in 2018 and to date 30 entrepreneurs have been through the programme. Of the 30 businesses, 17 have progressed to fundraising assistance of which nine have successfully raised over R25mn in funding collectively.



“The current world realities spotlight economic growth, inclusion and sustainable solutions as fundamentals that should be prioritised now more than ever. Entrepreneurship is a powerful tool that can be used to enable this in a meaningful way.”

Shaun Mallanna
CSI consultant, Investec



Job creation

The Youth Employment Service (YES) initiative, a collaboration between government and the private sector, was launched by President Cyril Ramaphosa in March 2018 in recognition of the crisis we face in our country with respect to youth unemployment. The main objective of YES was to create one million quality work experiences for South African youth (between the ages of 18-35) over three years. Stephen Koseff, former CE of the Investec Group, is a co-convenor of YES, with Investec being one of the first companies to sign up to the programme.

During 2021, Investec committed further funding towards a third cohort of YES interns. We placed 648 YES interns with seven host partners across South Africa between 1 April 2021 and 31 March 2022. This brings our total to 2 548 internships for young, unemployed youth in South Africa since the inception of YES in March 2018 (2021: 1 900 since inception). Furthermore, we introduced learnerships at two of our partner organisations involved in training early childhood development teachers and artisans. These learnerships are open to interns that have outperformed in year one of YES and offers them the opportunity to obtain an accredited qualification and a higher chance of permanent employment on completion. Since January 2020, we have placed 138 successful YES graduates at these two organisations. We have committed to offering more young people the opportunity to participate in our YES internship programme in the upcoming financial year.



Refer to page 43 for additional information on our learnership programmes.



2 548

YES internship placements
for young, unemployed youth
in South Africa since its
inception in March 2018

(2021: 1 900 since inception)

Entrepreneurship and job creation continued

United Kingdom

Entrepreneurship

The Bromley by Bow Centre is a pioneering charity in the UK that focuses on social economic regeneration in one of London's most deprived boroughs – the London Borough of Tower Hamlets. In 2021, Investec became the sole funder of the centre's Beyond Business programme – now known as Investec Beyond Business – a unique social enterprise incubator which provides seed funding and professional advice to entrepreneurs seeking to start their own social enterprise businesses. In the past financial year 137 entrepreneurs were given professional advice through the Bromley by Bow Centre. In 2021, there were 243 entrepreneurs on the programme due to the inclusion of entrepreneurs from the 2020 programme that was disrupted by the COVID-19 pandemic.

Each year, Investec helps to launch new social enterprises. These enterprises address a variety of social issues such as youth unemployment, social exclusion, food poverty, homelessness, upcycling plastics and more. Many of the entrepreneurs are female, black and of ethnic minority. Our staff volunteers sit on the selection panel, offering one-on-one advice to shortlisted aspiring

entrepreneurs and grant seed funding of up to £20 000 to each successful applicant.

Eight social enterprises were shortlisted and given 57 hours of specialist advice by 18 Investec volunteers. After a day-long virtual pitching process, four of the short-listed businesses won a place on the programme. The four entrepreneurs were invited to Investec offices to celebrate their achievements to date and discuss the impact their businesses have been making, such as reducing knife crime through boxing, providing nutritious energy bars to the homeless and upcycling waste into new products. We heard from Laura North, founder and CE of We Speak, an Investec Beyond Business alumni, and said farewell to Alan Woolston, from the Bromley by Bow Centre, who has played a major role in building the relationship between the centre and Investec since 2007.



137

entrepreneurs given professional advice through the Bromley by Bow Centre in the past year

(2021: 243 entrepreneurs)

THIS YEAR'S NEW COMMUNITY HERO BUSINESSES ARE:



Cordwainers Dye – the UK's first natural dye studio dedicated to providing knowledge and space for emerging socially and sustainably conscious designers from the worlds of fashion, media and lifestyle. It promotes and supports sustainable practices of plant and food waste-based dye for textiles that can be used across the spectrum of design.



Aberfeldy Boxing Club – a club offering boxing classes to people of all ages, including disability classes and women-only classes. During the school holidays, the club offers free sessions to children in the community. The club has also set up a thriving anti-knife crime initiative with the tag line 'stop the stabbing, stick to jabbing' aimed to help tackle the increasing levels of knife crime in London.



InUse – an eco-friendly design studio that upcycles packaging waste into filaments and offers sustainable 3D print-on-demand services. The studio aims to work with creative individuals and small businesses within their community to print products that are socially beneficial and safe for the environment.



Vita BitesCo – a social enterprise that provides nutritious, protein dense energy bars to vulnerable people experiencing food poverty. The bars are full of goodness and can act as a substitute when a meal is not available. For every Vita Bite bar sold to the public, one is donated to someone in need. The bars are made by local volunteers, many of whom experience mental health challenges and benefit from a sense of community, purpose and belonging from volunteering.

Entrepreneurship and job creation continued

Laura North, We Speak, a 'Star of the Future'

Given the success of the programme, we have committed to support We Speak, an alumnus and winner of the Investec Beyond Business programme in 2019, as a regular partner. After pivoting to a hybrid model, with the support of Investec, We Speak enterprise has grown rapidly, and continues to make a positive impact.

This year, We Speak's founder and CE, Laura North, was named in the UK's NatWest WISE 100 Women Social Enterprise list, where she won the Star of

the Future award, for her social enterprise, We Speak that works with young people from under-represented backgrounds to improve their speaking skills and confidence. Investec volunteers from London, Edinburgh, Sheffield, the Channel Islands and Johannesburg have taken part as mentors on the programme.

The Star of the Future award recognises a CE or leader who has less than three years' leadership experience and displays star qualities.



"We Speak is a great programme that is well suited to help beginners like me get the hang of public speaking. My Investec mentor's ability to put people at ease through games and breakout rooms created a safe environment in which to share one's passions. Getting the chance to talk in front of professionals was a unique opportunity and their feedback was invaluable!"

Helen
Royal Holloway,
University of London



[CLICK HERE](#)

to hear a few words from
Laura and Alan on their
experience of our partnership.

"As a business, we recognise the importance of funding social enterprises that seek to improve the social outcomes of our local communities. So far, we have supported 100 young people, from low socio-economic backgrounds, in improving their confidence and public speaking – one of the biggest barriers to success."

Razia Nizamuddin
Sustainability programme manager for
entrepreneurship, Investec





Environment and other philanthropy

We seek to build resilient, profitable businesses that support our clients in growing their businesses, while contributing in a positive and responsible way to the health of our environment, our people, our communities and consequently a healthy and prosperous economy and future for all.

Biodiversity is the foundation of all that sustains our world and society, and we recognise that addressing climate action (SDG 13) and reduced inequalities (SDG 10) is fundamental to the sustainable success of our business.

We acknowledge the clear link between climate change and biodiversity loss, and have a positive impact on biodiversity through our conservation philanthropy and by reducing negative effects by addressing financial crimes related to illegal wildlife trade (IWT).

Investec's heritage fuels our passion to ensure the continued existence of African species. We fund carefully selected biodiversity projects to sustain South Africa's rich wildlife, and in 2021

we expanded our conservation activities into the UK, with a focus on birds of prey – apex predators that are key indicators of changes to biodiversity health in the region.

Our conservation efforts for critically endangered species are incorporated into our flagship project, Investec Rhino Lifeline, which brings together our support for rhino, wild dog, pangolins, and vultures. These species play influential roles in wildlife ecosystems. Our approach remains to partner with specialist and trusted non-profit organisations (NPOs), working closely with them to protect these species through rescue, awareness, community upliftment and by combatting illegal wildlife trade.

CONSERVATION

Investec's conservation strategy reflects the group's focus on climate action and inequality, by protecting critically endangered species and the environment they inhabit. Through our projects we aim to have a positive impact on our natural heritage, by uplifting vulnerable communities living alongside national parks and reserves, promoting a clean environment through carbon-reducing initiatives, and combatting illegal wildlife trafficking, using our business systems and resources.



“With our partners, we are working hard to build a meaningful legacy within communities, who believe in the importance of our rich natural heritage, and who benefit directly from the wildlife economy connected to it.”

Geraldine Fleming
Head of Conservation,
Investec

Environment and other philanthropy continued

Awareness

The focus for awareness efforts in 2021 fell firmly on the role of banks and the private sector in combatting IWT, by collaborating with the public sector and law enforcement. Awareness communications informed staff of the critical role they play in identifying financial crimes related to IWT. Publicly, ongoing media activity was positive, with Investec taking a lead on the subject.

Combatting illegal wildlife trade

The work on the \$23bn per annum illegal wildlife industry initiated in 2020 by Investec, culminated in the publication of a report by the South African Anti-Money Laundering Integrated Task Force (SAMLIT) entitled Financial Flows associated with Illegal Wildlife Trade in South Africa. The report was produced by a SAMLIT expert working group (EWG), set up to investigate the subject and share results with peers in the industry locally and internationally. Investec staff were key members of the

EWG, driving the project and writing the report, which continues to be referenced internationally as a case study for other countries.

Within Investec, volunteers from across the Group formed an in-house IWT expert team to investigate IWT-related financial activity. The team has made significant progress in reviewing high risk industries and activity, developed a monitoring system to identify and filter high-risk transactions using red flags, and begun training transaction monitoring and client onboarding teams. They work closely with the Group ESG Executive Committee on high-risk activity and ethical decisions connected to wildlife trade.

Investec is a signatory to the United for Wildlife (UfW) Financial Taskforce and a significant influencer in the South African chapter of UfW, which leverages the existing global financial crime architecture to support efforts to combat illegal wildlife trade.

Wildlife: protecting endangered species

Investec plays a significant role in supporting our NPO partners in funding the rescue, rehabilitation, and rewilding of selected critically endangered species back into healthy safe environments, including rhino, wild dog, vultures, and pangolin.

Care for Wild Rhino Sanctuary (CFW)

holds over 100 rescued rhinos in various states of rehabilitation, most of which have been rescued since our partnership began in 2016. Increased pressure on poaching in the Greater Kruger National Park (GKNP) area particularly, has led to an influx of orphans into CFW in the past year. The sanctuary is expanding its range to create additional space for releasing rehabilitated rhino and their calves, and to create safe havens for black rhino.

CFW is an extraordinary example of an NPO working to become sustainable, partnering with communities in farming projects, installing solar power and rain tanks, and training youth from the community.

Care for Wild's sustainable development model places local communities at the heart of their work and has created partnerships and projects that address the many socio-economic challenges faced daily. In 2021, CFW implemented a joint venture between with the Lomshiyo community: a company created to manage a farm, with contributions from both community and the NPO. With profits split 50:50, both parties have a vested interest in its success, with the community recognising the important role played by the rhino in their continued wellbeing, and CFW becoming less reliant on donor funding as the profits from the farm grow.

MONEY LAUNDERING ARRESTS AND PROSECUTIONS FOR WILDLIFE CRIMINALS

Investec and other South African banks collaborated this year through the SAMLIT platform with United for Wildlife, the Directorate for Crime Prevention (Hawks) and South Africa's Financial Intelligence Centre (FIC), in a focused investigation that led to 12 arrests and the seizure of 78 rhino horns, ivory and other wildlife products. This successful outcome was a swift response to a surge in rhino poaching before Christmas 2021, that saw 24 rhinos killed in less than 36 hours. Contributing to this achievement was the increased collaboration and communications between the private and public sectors, and between international law enforcement agencies, which led to the further arrest of three people in foreign jurisdictions.

Wyntir, rescued eight years ago, with her calf, Blizzy. The birth of two calves to rehabilitated rhino at Care for Wild emphasises the importance of rescuing rhino orphans, and of providing safe places for their populations to grow.



Environment and other philanthropy continued

We continue to support the **pangolin ward at Johannesburg Wildlife Veterinary Hospital (JWVH)** that has had a significant impact on the rehabilitation of the pangolins rescued, with recovery rates rising to 80%. JWVH rescued 27 pangolins in 2021 and two of its team are part of the International Union for the Conservation of Nature (IUCN) expert group on pangolin, advising on best practice for treatment and rehabilitation globally and testifying at the court cases of those arrested in sting operations to ensure successful convictions.

Investec's partnership with **Endangered Wildlife Trust (EWT)** continues, and we support two wild dog packs living on the border of the Greater Kruger National Park (GKNP) and their Vultures for Africa (VFA) programme in conjunction with the UK's **Hawk Conservancy Trust (HCT)**. Both projects have a high impact on not only the rescue and protection of wildlife, but on community awareness, and human wildlife mitigation through community responses to issues.

The close attention and near real-time monitoring of two wild dog packs, living in high-risk landscapes has enabled quick responses to ensure the survival of more than 24 wild dogs. Vultures are particularly vulnerable to poisonings, which occur frequently and can kill over 100 birds in one event. VFA conducted wildlife poisoning response training for 722 rangers, provided poison response kits to trained recipients in known wildlife poisoning hotspots and at the same time, tagged 37 vultures for monitoring and more rapid detection of wildlife poisoning incidents in east and southern Africa.

Our partnership with HCT commenced in July 2021, with a focus on conserving birds of prey both in the UK and overseas, focusing on rescue, rehabilitation and release of birds of prey, education and research. We support HCT's National Bird of Prey Hospital™, wildlife workshops and their wellbeing education programmes connecting people with nature and aimed at learners from local schools and colleges from urban areas.

Within the business, our Corporate and Institutional Banking team continued to partner with **BirdLife SA**, working with them to minimise the negative impact that renewable energy has on birds and their habitat. One of Birdlife's key highlights was a record attendance from participants in the wind energy sector at the Birds and Renewable Energy Forum – a strong signal that the industry is taking the issue seriously.



Community: placing people at the heart of conservation

Investec recognises that conservation and communities go hand-in-hand. We believe it is critical for communities living alongside game reserves and national parks to benefit directly from the tourism and conservation industries on their doorstep. Through our partners, we raise awareness of the importance of preserving the environment for the benefit of current and future generations and enabling people to become active economic participants in the local wildlife sector, at the same time preventing migration to cities and keeping the nuclear family intact. COVID-19 has had a devastating impact on the tourism industry, leading to significant unemployment in the sector. Newly qualified youth are competing with experienced guides and rangers for limited jobs, and our aim is to equip them with knowledge, practical skills, and experience, and thus improve their opportunities for employment once qualified.



Good Work Foundation (GWF) had another challenging year with continued COVID-19 lockdowns but managed to adapt to circumstances by sending facilitators to schools and equipping their students with tablets for online learning. GWF were recognised in the **2021 Reimagine Education Awards** winning a silver and three bronze awards despite the stiff competition from the world's top universities, edtech companies, schools and educational non-profits worldwide.

Despite the lockdown, GWF delivered an adapted version of their Open Learning Academy's (OLA's) **conservation education** programme to 11 000 Grade 3 – 7 children from a network of 30 schools in Mpumalanga, supporting literacy and numeracy, as well as games designed to develop creative thinking and problem-solving ability. The large numbers of children have led to increased numbers of facilitators required and this has been a catalyst for GWF's newest adult learning programme focused on facilitator training, enabling further employment.

"It is my responsibility to pass on my knowledge of the natural environment to the communities here near Kruger National Park, so that they understand its importance."

Joyce Maile

top of the GWF Conservation Academy's Apprentice Field Guide course 2021. Joyce also won a bursary to enhance her trail guiding experience and a six-month internship placement.

Environment and other philanthropy continued

In the **adult learning** space, Investec supported the introduction of a practical element to GWF Conservation Academy's Field Guides Association of Southern Africa apprentice field guide qualification (NQF2). GWF collaborated with the Southern African Wildlife College (SAWC) to deliver a customised practical training for the nine field guides on their course. This included training in a reserve environment, driving game vehicles, 4x4 driving, basic game vehicle maintenance, and interpersonal and communication skills. Students also complete their driver's licence and first aid courses.

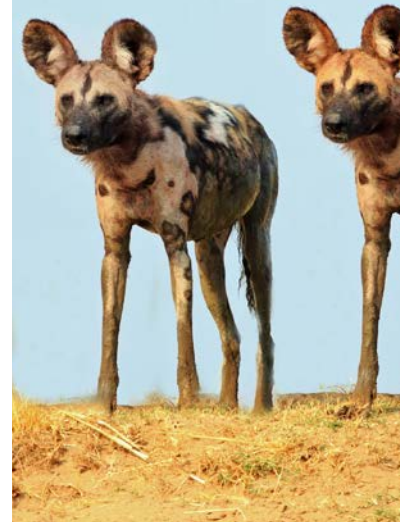
Our partnership with the **Southern African Wildlife College** (SAWC) in 2021 focused

primarily on providing selective training for conservation-related jobs and piloting an exciting regenerative grazing community project. SAWC also completed a coaching conservation awareness programme for school learners in 2021, which was delayed due to COVID-19 in 2020.

SAWC's **Coaching Conservation** programme reached 1 353 learners from nine primary schools in their surrounding areas, with 92% of these learners moving out of their community and participating in a guided educational experience in a game reserve for the first time.

We also supported a pilot project on **regenerative grazing** run by SAWC, which aims to address

carbon impact, soil restoration, training and employment in the local community. The Herding for Health (H4H) project is a community one, training cattle herders to carry out planned grazing on a controlled study site. This project will contribute to our understanding of our ability to utilise land in a healthier way, testing land use types and measuring the resultant impact on land degradation, soil restoration and increased carbon sequestration. With population increases and the decrease in suitable land per capita available for primary human needs, we support the exploration of ways to increase food production and income, while maintaining environmental services.



THROUGH INVESTEC'S SUPPORT, LAST YEAR:

11 000

children completed the GWF Open Learning Academy programme

177

YES students completed internships at Care for Wild and GWF (49% female)

1 200

hectares of alien invasive plants cleared by Investec YES interns at Care for Wild

50

engagements with farmers by EWT to prevent retaliatory killing of wild dogs

722

rangers receive wildlife poison response training from EWT as part of the Vultures for Africa project

37

vultures tagged by EWT for rapid detection of wildlife poisoning incidents in east and southern Africa.

Through the SAWC, Investec provided a **bursary** to a senior section ranger in the Kruger National Park with over 30 years' experience. Mr Wilson Siwela, a dedicated mature student, was promoted to section ranger on the condition that he acquire the minimum qualification of skill and proficiency. SAWC developed customised training to enable Wilson to pass the required course, which he did successfully, and he will now continue with further career development in completing his level 5 national occupational certificate in natural resource management (NQF5).



"Thanks to the management of Kruger, SAWC and Investec. You have given me something that no one can take away."

Wilson Siwela
Section Ranger, Kruger
National Park

Environment and other philanthropy continued

 Philanthropic donations | South Africa

Every year we make funds available for quarterly donations to NPOs and/or organisations that are not aligned to our CSI strategy, as we recognise there are many good causes that fall outside our current key focus areas.

Investec partnered with Wealth & Investment's philanthropy, on behalf of private client foundations, and in collaboration with the Yad Mordechai Trust (Moshal family), enabled a donation of R13.5mn to assist **FoodForward SA** to scale up. Last year, FoodForward SA distributed

29 million

meals, and reached 500 000 people daily through organisations across South Africa.



For further information on our Wealth & Investment philanthropy offering, refer to page 84.



In April 2021, a **wildfire in Cape Town** spread from Table Mountain to the University of Cape Town (UCT), destroying many of its buildings and necessitating the evacuation of approximately 4 000 students to temporary accommodation sites across the city. Investec, together with Wealth & Investment's private client charitable trusts, donated R2mn to the following NPOs:

Gift of the Givers Foundation to help provide meals and rescue wildlife

The Angel Network for care packs to those who have been displaced

Volunteer Wildlife Services for essential equipment needed by the fire fighters.

During the **civil unrest** that took place in July 2021, we supported the most urgent needs in communities across KwaZulu-Natal and other affected areas in Gauteng, by partnering with disaster relief organisations on the ground. These included the Gift of the Givers Foundation, Rays of Hope, The Angel Network, FoodForward SA and City of Hope Disaster Relief.

 Philanthropic donations | UK

Our response to the Ukraine humanitarian crisis

We donated

£250 000

to five charities to support those negatively affected by the Russian invasion of Ukraine.

These organisations include the British Red Cross, Save the Children, Tikva, UN Refugee Agency and the World Food Programme. Staff were also encouraged to donate through our payroll and donation pages, so we could further match contributions up to £50 000 for each of the five charities. To date, our staff have donated more than £24 000.

Our People & Organisation team organised informal facilitated sessions for colleagues to come together to reflect and share the impact that these events have had on our people.



Staff volunteerism

Through our staff volunteering programme we support and encourage staff participation. We believe that far more can be achieved through our collective knowledge, expertise and influence than through cash donations alone.

Our people play a pivotal role in our staff volunteering programmes, selflessly giving of their time, money, goods and skills to support our communities. We foster a culture of participation by offering staff involvement opportunities, some of which are outlined in this section. We offer staff a payroll giving programme in our South African, UK and other regional offices.

South Africa

In a country such as South Africa, characterised by so many socio-economic challenges, it is easy to fall into a state of despair and be overwhelmed by what needs to be done to make a difference in the lives of others. With a view that every little effort counts, our staff volunteerism initiatives enable us to join hands with our colleagues to uplift, inspire and positively impact those less fortunate. Our staff play a pivotal role in our corporate social investment programmes by supporting our communities through:



Giving money: facilitated mainly through our payroll-giving programme where we match all staff donations rand-for-rand



Giving time: giving staff options through which they can give of their time, for example, through the mentorship programme where they become mentors to Investec bursary recipients at high school and university



Giving goods: enabling staff to donate goods in good condition that they no longer need, for example, books, clothes, furniture and other items.



We foster a culture of participation by offering several opportunities for staff to get involved:

Our **Touch by Giving programme** offers staff a simple and tax effective way to make a monthly donation from their salaries to a pre-selected list of NPOs. All staff contributions are matched rand-for-rand. In the past year, an average of 260 staff contributed a total of R616 000. To facilitate personal involvement of staff and to deepen the impact, specific activities were hosted with these partner NPOs. In the past financial year, we facilitated two in-person events and three virtual volunteering opportunities that were open to all staff.

Understanding the significance of regular team building initiatives aimed at fostering improved team relations, collaboration, cohesion and functioning, we created **community-builds** which provide an opportunity for teams to achieve teambuilding goals and objectives while giving back to society. In the past year, these were adversely affected by COVID-19 related restrictions and as a result we only hosted one community-build.

Staff volunteerism continued

We launched the **Good4Good** virtual volunteering platform in 2020 in response to the COVID-19 pandemic that disrupted our in-person staff volunteering efforts. We continued the virtual platform in 2021 and in the past year 110 staff participated in this challenge contributing 6 226 volunteer hours and donating a total of R40 940 (2021: 204 staff, 5 335 volunteering hours, R104 154).

In 2020, we launched **Good4NPOs**, an initiative that provides training for staff members with a focus on two key areas around NPOs: NPO Compliance and NPO Boards. In 2021 we successfully trained a further 40 staff members on what it takes to sit on the board of a NPO and are in the process of matching staff to NPOs.

Through the **Cradle Project** we recognise that our staff have their own social aspirations and, where possible, we support their endeavours as part of our culture of unselfishly contributing to the communities in which we operate. The project allows staff to present their own charitable donation requests to a forum and with the possibility of receiving funding for the project. Investec provides annual capital for this initiative.

This flexible approach enables us to make smaller once off ad-hoc donations to worthy causes not necessarily aligned with our key strategic focus. This budget allows us to allocate small but meaningful grants in response to the many different calls for help that we receive. In the past year, we have supported 84 organisations across seven provinces donating a total of R1 624 316. These organisations include creches, the elderly, environmental organisations and others.



“Knowing how important staff volunteerism is to Investec, we did not want COVID-19 to stop our staff from being able to make a difference. So we developed a way in which staff could do good for communities while doing good for themselves, hence the Good4Good and Good4NPOs programmes which we have continued to grow this year.”

Linsey Sherman
CSI consultant, Investec

THE MANDELA BLANKET DRIVE

Over Mandela Month 2021 we launched a virtual volunteer opportunity for staff, encouraging them to make blankets for our various beneficiaries. Materials were delivered to employee's homes and collected once the blankets were made. We added toiletry items with the blankets before delivering them to our beneficiaries. Fifty staff participated in the blanket drive contributing 147 volunteer hours.

6 973

volunteering hours in South Africa
(2021: 6 433)



Staff volunteerism continued

United Kingdom

Our UK payroll giving programme, Give As You Earn, enables staff to donate money to a charity of their choice in a tax efficient way that benefits the charity through an online portal. Staff fundraising endeavours are supported through employee charity funding while small grants are made to local charities outside our formal partnerships but within our focus areas through our Donations' Committee. UK staff donated £243 178 to charity through payroll giving (2021: £359 017). Despite fewer in-person events, a further £177 384 (2021: £83 927) was raised by staff in the UK, Channel Islands, and Ireland, including through Investec-sponsored events. In the UK we offer staff two days' annual paid leave to volunteer with our community partners. In the UK, Channel Islands, and Ireland, 325 of our staff volunteered 2 028 hours (2021: 477 volunteers; 3 035 hours).

2 028

volunteering hours in the UK

(2021: 477 volunteers,
3 035 hours)

We have partnered with the charity, **Trees for Cities**, since 2010. Our staff volunteer to transform urban green spaces close to our offices through the planting of trees. With air pollution currently the biggest environmental threat to health in the UK, and children being more vulnerable to breathing in polluted air than adults, we expanded our partnership two years ago, to include the funding of their Planting Healthy Air in Schools programme. This programme focuses on using innovative green infrastructure, design and planting techniques to reduce pupils' teachers' and staff's exposure to harmful airborne pollution in specific schools in highly polluted locations in London.

In the past year, the programme provided funding to School 21 in Newham, which has an above average number of under 16-year-old pupils from absolute and low relative income families.



In the past year, we launched the **Bookmark pilot literacy programme**, with Bookmark Reading, a national charity that helps children aged 5-9 who struggle with their reading to gain essential skills at a crucial age. Pupils were matched with an Investec volunteer reading coach to help them practice their reading twice a week for six weeks. The programme helps pupils improve their literacy skills, reading confidence and overall engagement at school. Fifteen Investec staff from across our London and regional offices delivered virtual one-on-one coaching sessions in the past year, delivering 120 virtual reading sessions (60 hours).

For the second year in a row, we partnered with **Future Frontiers** to deliver a four-week career coaching programme for 17 pupils in their year-10 attending our partner school, Morpeth School, in Tower Hamlets, London.

Over the course of the year, 17 Investec employees volunteered six hours of one-on-one coaching providing young people with an invaluable space to explore their interests, discover inspiring careers, connect with experts in their chosen career industry and plan for their next steps. The coaching sessions were delivered both in-person and virtually due to COVID-19 restrictions. Over the past financial year, Investec volunteers donated 102 hours of their time supporting the pupils.

MEASURING OUR IMPACT

In the UK, we use the Business for Societal Impact (B4SI) framework to measure our programmes' social impact outside our official partnerships. This measurement allows us to understand the difference our contributions make to our business and society while strategically assessing our community programmes. Applying this framework enables us to continuously drive improvement and deliver better, more impactful programmes.



Community dashboard

		31 March 2022	31 March 2021	Commentary	Reference
Investec Limited community spend					
Education and learnerships	R £	87 795 039 4 329 445	87 878 931 4 119 130	We continued with our education and learnership programmes with only a slight decrease in the spend	
Entrepreneurship and job creation	R £	37 175 918 1 833 259	31 588 817 1 480 656	Although entrepreneurship and job creation spend increased from last year it remains below pre-COVID-19 levels. After careful review, our Global Exposure entrepreneurship programme was discontinued due to the global pandemic and other associated factors	
Environment and other philanthropy	R £	20 375 588 1 004 783	43 362 477 2 032 520	Community spend higher in 2021 due to COVID-19 relief initiatives	
Total Investec Limited community spend	R £	145 346 545 7 167 488	162 830 225 7 632 305		
Investec plc community spend					
Education and learnerships	£	459 647	351 936	Increase due to increased spend on education in Wealth & Investment	
Entrepreneurship and job creation	£	349 553	336 175	No significant movement in spend	
Environment and other philanthropy	£	898 378	1 532 022	Community spend higher in 2021 due to COVID-19 relief initiatives	
Total Investec plc community spend	£	1 707 577	2 220 132		
Group community spend					
Education and learnerships	£	4 789 092	4 471 066	Increase due to increased spend on education in the UK	
Entrepreneurship and job creation	£	2 182 812	1 816 830	Although entrepreneurship and job creation spend increased from last year it remains below pre-COVID-19 levels. After careful review, our Global Exposure entrepreneurship programme in South Africa was discontinued due to the global pandemic and other associated factors	
Environment and other philanthropy	£	1 903 161	3 564 541	Community spend higher in 2021 due to COVID-19 relief initiatives	
Total Group community spend	£	8 875 065	9 852 437		
Investec plc community spend including B4SI	£	1 717 770	2 237 059	Business for Societal Impact (B4SI) (formerly the London Benchmark Group) is the global standard for measuring, benchmarking and reporting on corporate community investment in the UK	This report: page 39
Group community spend including B4SI	£	8 885 258	9 869 364		

Community dashboard continued

	31 March 2022	31 March 2021	Commentary	Reference
Spend as a percentage of operating profit*	1.3%	2.6%	Target maintained at >1.0%, although there was a reduction from the prior year due to less spend on COVID-19 relief initiatives	This report: pages 38 and 39
Percentage spend on education and entrepreneurship	78.6%	63.8%		
Contribution to the South African matriculation mathematics distinctions through our Promaths programme	5%	5%	Impact measurement	This report: pages 38 to 41
Contribution to the South African matriculation science distinctions through our Promaths programme	5%	6%	Impact measurement	
Number of high school bursaries granted in South Africa	65	49		
Number of university bursaries granted in South Africa	72	101	A decrease in university bursaries as no new bursaries were awarded in 2021 due to the impact of COVID-19	
Total volunteering hours	9 001	9 468	Decrease in volunteering hours within Investec plc	This report: pages 54 to 56
Volunteering hours in South Africa	6 973	6 433		
Volunteering hours in the UK, Channel Islands and Ireland	2 028	3 035	All staff in the UK are given two days paid leave to volunteer with our community partners	
Children reached through Investec Rhino Lifeline since inception	53 602	39 800	Increase due to annual GWF Open Learning Academy as well as implementation of Coaching Conservation programmes.	

* Before goodwill, acquired intangibles, non-operating items, taxation and after other non-controlling interests.

05

Commitment to the environment and climate change

We recognise the complexity and urgency of climate change. We are committed to supporting the transition to a clean and energy efficient world while preserving biodiversity and the wellbeing of our people and our planet.

Our climate change position statement

Our position on climate change stems from the belief that as a specialist bank and wealth manager, the greatest impact we can have is to partner with our clients to decarbonise their activities and to offer products and services that help accelerate a cleaner and healthier world. Our environmental policy considers the risks and opportunities that climate change presents to the global economy.

Our Group's overall environmental and climate approach

Our approach is to support the transition to a cleaner, more energy efficient and sustainable global economy that is conscious of its use of limited natural resources. We recognise the complexity and urgency of climate change and therefore:

We support the transition to a zero-carbon economy while realising that this might take time due to socio-economic constraints

We have a global business and operate in both the developed and developing world with varying economic, social and environmental contexts. Our businesses use their specialist skills in advisory, lending and investing to support clients and stakeholders to move as quickly and smoothly as possible towards a net-zero carbon economy. The transition cannot be done in isolation of the realities of the communities in which we, and our clients, operate and we welcome the voice of all stakeholders as we make the move together to a cleaner, net-zero world that is most responsible for all participants.



Refer to page 61

We support the Paris Agreement's aim of holding the increase in the global average temperature to well below 2°C compared to pre-industrial levels and pursuing efforts towards limiting it to 1.5°C



Refer to page 61 for our approach to net zero

We embrace our responsibility to understand and manage our own carbon footprint and maintaining carbon neutrality within our direct operations

We achieved carbon neutral status in our Scope 1, 2 and operational Scope 3 emissions for the fourth financial year and continue our commitment to ongoing carbon neutrality.



Refer to page 64

We have an important role to play in terms of advocacy and collaboration

We participate in a number of workshops and taskforce groups internationally that share learnings and promote a cohesive approach for the financial sector.



Refer to page 102

Within our specialist banking business

We acknowledge that the widest and most impactful influence we can have is to manage and reduce our carbon emissions in the business we conduct and more specifically in our lending and investment portfolios (Scope 3 financed activities). Part of this will involve setting short-, medium- and long-term targets to reach net-zero carbon emissions. We do this through a geographic approach that aligns with our presence in both developed and developing economies. As such, we are working together with the Partnership for Carbon Accounting Financials (PCAF) to measure our financed emissions and to establish a baseline towards a net-zero path. We are building capacity within our specialist skills in advisory, lending and investing to support our clients and stakeholders to move as quickly and smoothly as possible towards a net-zero carbon economy. Environmental considerations are incorporated when making lending and investment decisions. We also focus on protecting biodiversity and promoting the wellbeing of our planet. We launched various sustainable finance products and updated our sustainable finance framework.

Refer to pages 84 to 102

Within our wealth and investment business

We acknowledge that sustainability is core to our fundamental investment approach. We subscribe to the Code for Responsible Investing in South Africa (CRISA), the UK Stewardship Code and are a signatory of the United Nations Principles for Responsible Investment (UN PRI). ESG considerations are integrated into our investment decision making and broader investment process. Our aim is to make investments that can be held for the long term and, as part of our fiduciary responsibility, we acknowledge that environmental, social, and governance (ESG) considerations can affect the performance and longevity of our underlying investment portfolios. Our research team incorporates ESG factors into our investment analysis as standard across all asset classes and this is strengthened by the use of Sustainalytics, a global leader in ESG research and risk metrics. Sustainalytics provides information on non-financial measures such as a company's environmental credentials, business ethics, and exposure to human rights issues.

For more information on our investment approach refer to page 103

Our climate change framework: transitioning to a net-zero carbon economy

Governance

Board of Directors

At the highest governance level, the Board has the ultimate responsibility to monitor how well the Group is operating as a responsible organisation. This includes considerations around climate-related risks and opportunities when reviewing the Group strategy.

Board-appointed committees

The Board is supported by various Board-appointed committees with each committee contributing in their specialised capacity to climate- and environmental-related risks and opportunities. These include:

- DLC Social and Ethics Committee (DLC SEC)
- DLC Board Risk and Capital Committee (DLC BRCC)
- DLC Audit Committee
- DLC Remuneration Committee.

Executive responsibility

For climate-related risks and opportunities, the Chief Executive, Fani Titi, takes ultimate executive responsibility for all climate-related and sustainability (including ESG) matters. The Chief Executive is supported by the:

- Group ESG Executive Committee that reports relevant ESG matters to the DLC SEC and Group Executive Risk Committee (ERC)
- Executive responsibility within the Specialist Bank
- Executive responsibility within Wealth & Investment.

Management responsibility

- Global Head of Sustainability
- Investec Bank Limited and Investec Bank plc Executive Committees
- W&I International Sustainable Investment Forum.

Publicly available policies and statements

- Group environmental policy and climate change statement
- Group fossil fuel policy
- Operational resilience statement.

Strategy

We see climate change as both a business opportunity and a risk and therefore our strategy is based on the following:

- Acknowledging the urgency of climate change by ensuring our approach is aligned to the Paris Agreement goals, taking into consideration the social considerations to promote a just and fair energy transition
- Minimising our direct negative carbon impacts and committing to ongoing carbon neutrality
- Investing in products, services and businesses that help accelerate the transition
- Supporting our clients as they transition their business operations and offerings
- Engaging with stakeholders to inform our climate strategy as it evolves
- Actively participating in industry discussions to ensure an aligned and comprehensive approach.

Risk management

Our approach to managing the risks from climate change is continually evolving as we improve our understanding of this complex and interconnected risk. We are also aware of the enormity of the challenge with many improved tools and resources becoming available as this area of risk evolves.

Compliance and screening

- We identify climate risks by integrating ESG considerations into our day-to-day operations
- We assess climate risks and whether they are being prevented, managed or mitigated to ensure responsible lending and investing.

Risk management

We see climate risk as a material risk associated with rapidly changing weather events (physical risk) or market shifts as a result of regulatory and policy changes (transitional risk), or the risk from climate change breaches of underlying legal frameworks (litigation risk).

Environmental management

- We have an environmental management system to manage and limit our direct carbon impact
- We screen our suppliers to assess responsible sourcing of natural resources and encourage behaviour that supports our carbon neutral focus.

Business opportunities

- We use our specialist skills in advisory, lending and investing to support clients' sustainability ambitions
- We have expertise and focus on financing infrastructure solutions that promote renewable and clean energy, and green buildings
- Through our approach to the SDGs, we can accelerate sustainable finance that supports a net-zero carbon transition.



Metrics and targets

- We have committed to ongoing carbon neutrality in our direct operations
- We follow the recommendations set out by the TCFDs and the regulatory guidance in our two core jurisdictions
- We disclose our full energy lending portfolio including fossil fuel exposures across the Group
- We disclose our financed emissions in our most material asset classes
- We include non-financial and ESG-related targets within executive remuneration.

Managing and mitigating climate change within our operations (direct impact)

We embrace our responsibility to understand and manage our own carbon footprint.

Key achievements in FY 2022

- Maintained carbon neutrality in our direct emissions for the fourth financial year as part of our commitment to ongoing carbon neutrality in our Scope 1, Scope 2 and operational Scope 3 emissions
- Measured and reported on our material Scope 3 financed emissions.

Areas of focus for FY 2023 and beyond

- Assessing the transition plans of our clients who are in high emitting industries
- Work with and assist our clients in their net-zero carbon journey.

The key focus areas to reduce our operational carbon footprint include:

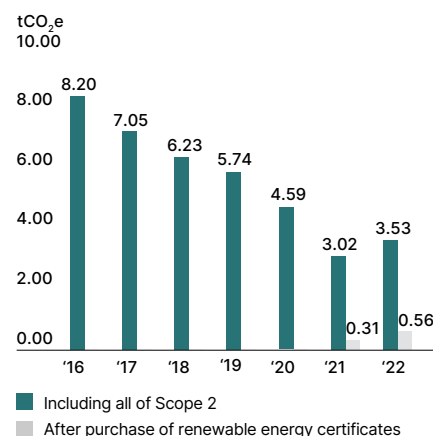
- Reducing energy consumption
- Reducing water usage
- Reducing overall waste
- Promoting sustainable procurement
- Increasing waste recycling rates
- Promoting sustainable travel
- Reducing single-use plastic.

Acknowledging that we cannot continue consuming natural resources at the current rate, we focus on ways to ensure the security of natural resources in all operations, draw energy from renewable sources where possible, and screen our suppliers.

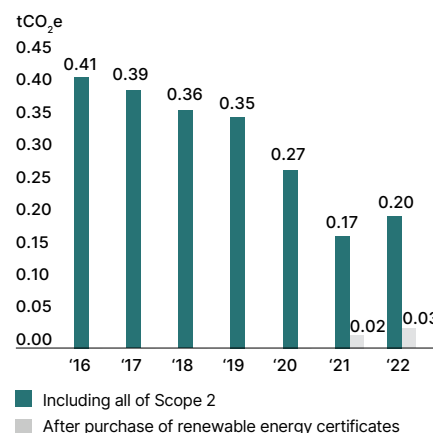
Breakdown of Group emissions

Over the past seven years, our intensity indicators have reduced. While there was an increase in FY22 as we returned to business as usual, we remain below pre-COVID-levels. We continue to find ways to reduce our environmental impact and offset unavoidable emissions with credible and high-quality carbon credits.

Emissions per average headcount for the Group

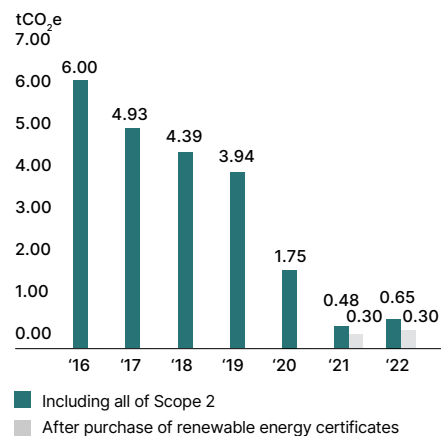


Emissions per m² office space for the Group

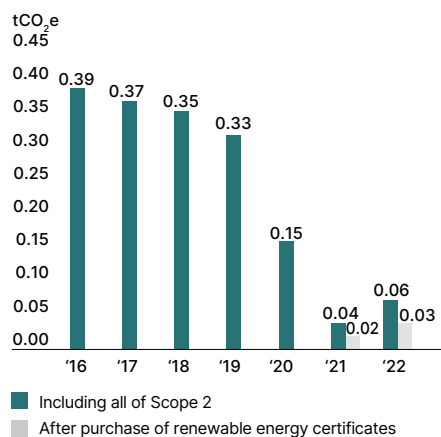


Managing and mitigating climate change within our operations (direct impact) continued

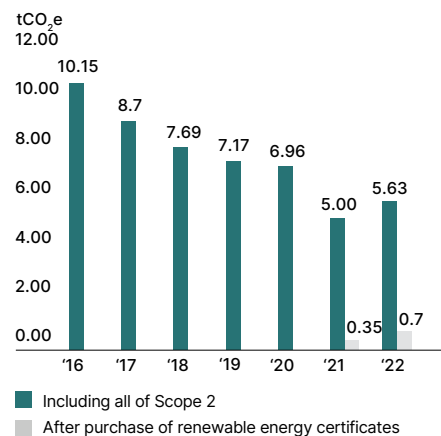
Emissions per average headcount for Investec plc



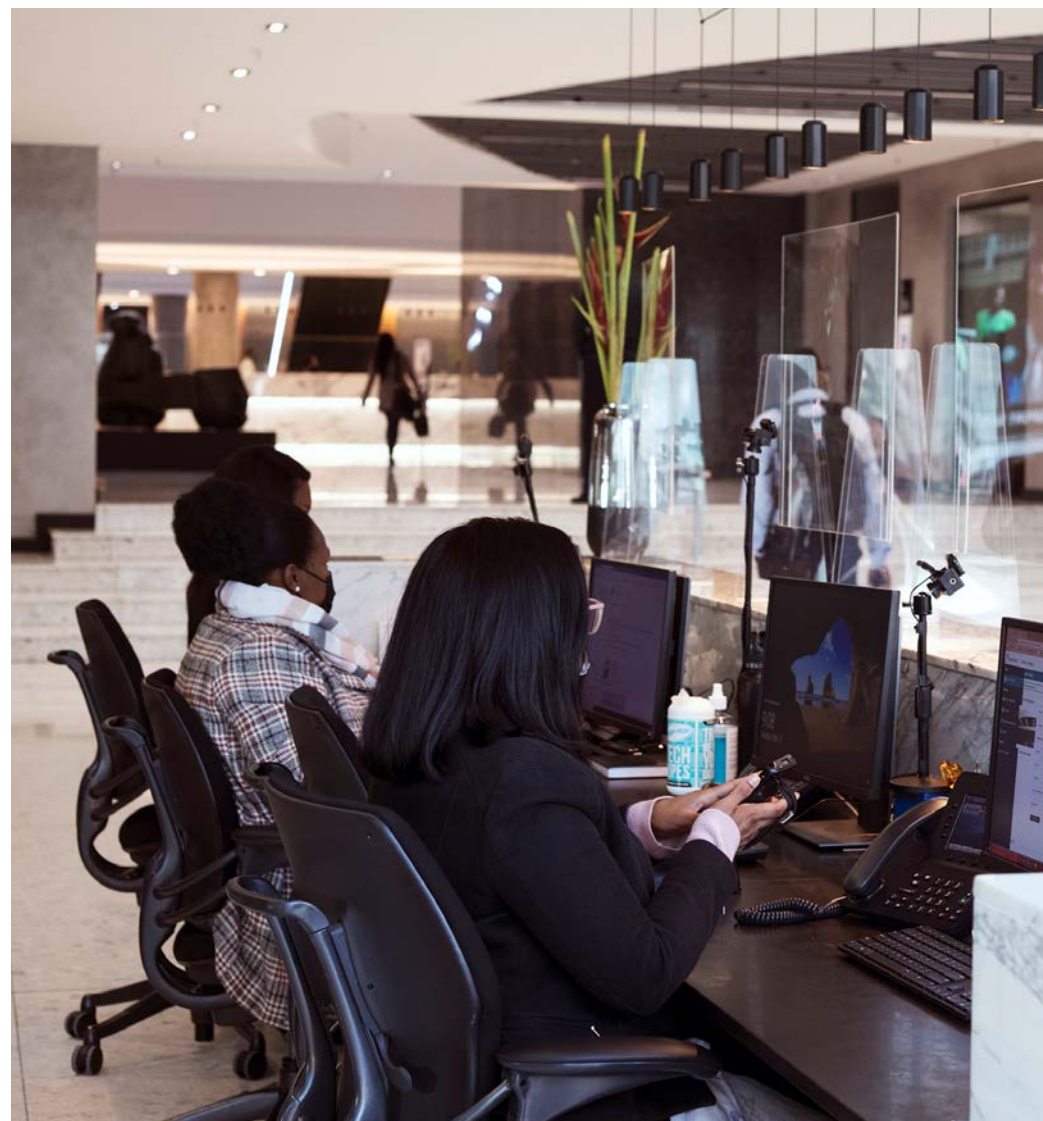
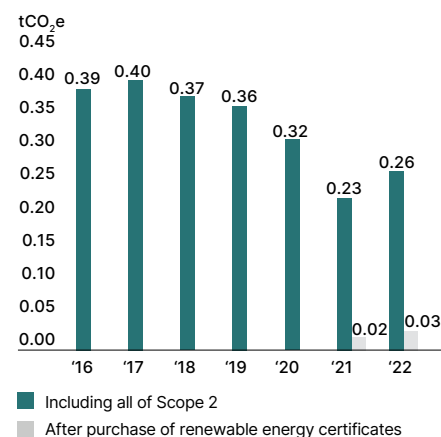
Emissions per m² office space for Investec plc



Emissions per average headcount for Investec Limited



Emissions per m² office space for Investec Limited



Group carbon footprint

Our respective carbon footprints have been calculated according to the international Greenhouse Gas (GHG) Protocol's Corporate Accounting and Reporting Standard (revised edition). Our environmental data collection system allows us to track and manage our direct operational impact. This tool imports data from various sources, consolidates the information and calculates our carbon footprint. The implementation of this tool allows us to produce reliable emissions data, accurately build a history of our carbon footprint and assists in setting targets for future emissions. Every year, we endeavour to improve the thoroughness of our data collection processes. Within each geography, the environmental manager is responsible for monitoring the GHG emissions.

Assessment parameters

Consolidation approach

- Operational control

Emission factor data source

- DEFRA (2021), IEA, eGRID (for New York electricity) and Eskom (for South Africa electricity)

Intensity ratio

- Emissions per average headcount
- Emissions per office space m²

Independent assurance

- Reasonable assurance provided by KPMG for the year ended 31 March 2022 and limited assurance for the year ended 31 March 2021

Coverage

- Coverage of environmental information covers >95% of our business operations. Materiality set at 5%.

Carbon footprint for the Group

			31 March 2022		31 March 2021			31 March 2020*			Notes
			Consumption in units of measure	Tonnes of CO ₂ equivalent	Consumption in units of measure	Tonnes of CO ₂ equivalent	Variance in tonnes CO ₂ equivalent	Consumption in units of measure	Tonnes of CO ₂ equivalent	Variance in tonnes CO ₂ equivalent	
			Units								
Scope 1				184		349	(47%)		993	(82%)	
Energy	Natural gas	kWh	237 093	43	291 400	54	(20%)	949 625	175	(75%)	
	LPG stationary	l	5 537	9	1 166	2	>100%	25 746	39	(78%)	1
	CO ₂ purchased	kg	154	–	37	–	–	281	–	–	
	Diesel	l	34 283	86	47 986	122	(29%)	137 934	358	(76%)	
Refrigerant	Refrigerant	kg	2	4	74	111	(97%)	186	287	(99%)	2
Company vehicles	Vehicle fleet	km	238 207	41	346 341	60	(31%)	745 502	135	(69%)	
Scope 2				24 640		23 365	5%		29 151	(15%)	
Energy	Electrical energy consumption	kWh	26 669 829	24 640	25 991 259	23 365	5%	33 207 457	29 151	(15%)	
Scope 3 upstream				4 473		1 935	131%		10 420	(57%)	
Paper	Paper consumption	t	38	36	39	38	(4%)	283	272	(87%)	
Waste	General waste	t	182	83	81	36	>100%	330	178	(54%)	3
Employee travel	Rail travel	km	439 260	16	84 164	3	>100%	2 992 773	122	(87%)	3
	Road business travel	km	977 426	168	613 189	105	60%	2 653 807	470	(64%)	3
	Taxi	km	33 973	5	17 042	3	78%	121 168	18	(70%)	3
	Commercial airlines	km	9 690 134	2 819	918 662	241	>100%	30 209 739	9 359	(70%)	3
Work-from-home emissions	Electrical energy consumption	kWh	1 253 231	844	1 438 012	941	(10%)	–	–	–	
	Natural gas	kWh	1 428 402	262	1 626 111	299	(12%)	–	–	–	
	LPG stationary	l	155 037	241	173 373	270	(11%)	–	–	–	
Total operational emissions				29 297		25 649	14%	40 564	(28%)		4
Scope 3 financed emissions**				1 771 333							
Total emissions				1 800 630							
No scope											
Water	Water consumption	kl	71 174		51 148		39%	91 346		(22%)	
Recycled waste**	Recycled waste	t	244		122		100%	600		(59%)	
Intensity											
Emissions per average headcount				3.53		3.02	17%	4.59		(23%)	
Emissions per m ² office space				0.20		0.17	17%	0.27		(25%)	
Water consumption per average headcount				8.59		6.02	43%	10.33		(17%)	
Intensity after purchase of renewable energy certificates											
Emissions per average headcount				0.56		0.31	91%				
Emissions per m ² office space				0.03		0.02	91%				
Climate change mitigation											
Scope 2 zaRECs	MWh		22 327	23 589	21 838	22 192		–	–		
Scope 2 renewable energy certificates for plc	MWh		4 343	1 051	3 650	851		–	–		5
Wonderbag carbon credits				4 855		2 633			40 564		
Total operational emissions after mitigation				(198)		(27)					

Notes:

- Increase in LPG as we rely less on electricity for kitchens.
- Decrease in refrigerant as we optimise refrigerators.
- Increase as business activities resume, in particular business travel.
- While we have seen an increase in emissions year-on-year, we are 28% down on emissions against 31 March 2020. The increase is due to employees returning to the office and travel resuming.
- REGOs, LGCs, I-RECs, RECs and GoOs were purchased for plc.

Environmental highlights for Investec Limited

We achieved carbon neutrality in Scope 2 (electrical energy) using renewable energy certificates for our South African and Mauritius operations.

We purchased high-quality, ethical carbon credits through the Wonderbag Project to offset our unavoidable operational emissions, making us carbon-neutral for the fourth consecutive year.



We purchased an additional two hectares of Spekboom through the Giant Flag Project in Graaff-Reinet to further neutralise historical carbon emissions. The Spekboom plant is an indigenous succulent that grows wild in the Eastern Cape and has an incredible capacity to sequester carbon.

Energy reduction initiatives that took place over the course of the year include:

Upgrades to chillers and fridges reducing the refrigerants we use

Heating and cooling efficiencies across the building

Improving on the efficacy of our air conditioning systems

Reducing water and energy required for our data centres

The measurement of the reductions for the next year will require a case-by-case review to highlight the benefits in each instance, as we shift to a hybrid working environment.



Our environmental sustainability team manages the Group's internal environmental initiatives in South Africa.


This year we continued to build awareness around energy and water efficiencies, as well as ESG, sustainable business and COP26.

Investec joined millions of people across the world in acknowledgment of **Earth Hour** at 20:30 on Saturday 26 March 2022.



Environmental highlights for Investec Limited continued

Carbon footprint for Investec Limited

Carbon footprint for Investec Limited			31 March 2022		31 March 2021				31 March 2020*		
		Units	Consumption in units of measure	Tonnes of CO ₂ equivalent	Consumption in units of measure	Tonnes of CO ₂ equivalent	Variance in tonnes CO ₂ equivalent	Notes	Consumption in units of measure	Tonnes of CO ₂ equivalent	Variance in tonnes CO ₂ equivalent
Scope 1				140		296	(53%)			818	(83%)
Energy	LPG stationary	l	5 537	9	1 166	2	>100%	1	25 746	39	(78%)
	CO ₂ purchased	kg	154	–	37	–	–		281	–	
	Diesel	l	34 283	86	47 986	122	(30%)		137 934	358	(76%)
Refrigerant	Refrigerant	kg	2	4	74	111	(97%)	2	186	287	(99%)
Company vehicles	Vehicle fleet	km	238 207	41	346 341	60	(31%)		745 502	135	(69%)
Scope 2				23 589		22 192	6%			27 114	(13%)
Energy	Electrical energy consumption	kWh	22 327 186	23 589	21 837 887	22 192	6%		26 220 371	27 114	(13%)
Scope 3 upstream				3 305		1 363	142%			5 611	(41%)
Paper	Paper consumption	t	12	11	12	11	0%		142	133	(92%)
Waste	General waste	t	121	54	73	32	70%	3	295	173	(69%)
Employee travel	Road business travel	km	590 258	101	454 400	78	30%	3	1 483 039	263	(62%)
	Commercial airlines	km	7 512 572	2 174	848 720	187	>100%	3	17 677 304	5 042	(57%)
Work-from-home emissions	Electrical energy consumption	kWh	686 464	724	772 249	786	(8%)		–	–	
	LPG stationary	l	155 037	241	173 373	270	(11%)		–	–	
Total operational emissions				27 034		23 851	13%	4		33 543	(19%)
Scope 3 financed emissions**				1 578 835							
Total emissions				1 605 874							
No scope											
Water	Water consumption	kl	70 259		50 394		39%		81 148		(13%)
Recycled waste**	Recycled waste	t	71		23		>100%		158		(55%)
Intensity											
Emissions per average headcount				5.63		5.00	13%			6.96	(19%)
Emissions per m ² office space				0.26		0.23	13%			0.32	(19%)
Water consumption per average headcount				14.62		10.57	38%			16.83	(13%)
Intensity after purchase of renewable energy certificates											
Emissions per average headcount				0.70		0.35	>100%				
Emissions per m ² office space				0.03		0.02	>100%				
Climate change mitigation											
Scope 2 zaRECs		MWh	22 327	23 589	21 838	22 192			–	–	
Wonderbag carbon credits				3 445		1 686				33 543	
Total operational emissions after mitigation				–		(27)				–	

* 2020 data has been included as 2021 was impacted by COVID-19 resulting in reduced staff in the office.

** Not externally assured.

Notes:

- 1 Increase in LPG as we rely less on electricity for kitchens.
- 2 Decrease in refrigerant as we optimise refrigerators.
- 3 Increase as business activities resume, in particular business travel.

- 4 While we have seen an increase in emissions year-on-year, we are 19% down on emissions against 31 March 2020. The increase is due to employees returning to the office and travel resuming.

Environmental highlights for Investec plc

In the past year, we extended our Environmental Management System's certification to international environmental standard ISO 14001 from our UK head office, that was first achieved in 2012, to across 23 of our UK, Ireland and Channel Island offices.

In December 2021, our Energy Management System's certification to international energy standard ISO 50001, first achieved in 2018 across our UK and Channel Island offices, was recertified for the next three years.



Having first certified to the Carbon Trust Waste Standard in 2012, our UK head office's waste management system remains certified to the standard which is awarded to organisations that can demonstrate achievement in managing and reducing waste output and improving resource efficiency.



Energy efficiency and carbon reduction initiatives

In the past year, we implemented the following energy efficiency measures:


- Adjusting the timing of the lighting settings at our 30 and 65 Gresham Street, London sites during shutdowns
- Modifying the use of fan coil units at the 30 and 65 Gresham Street, London sites during shutdowns
- Introducing new energy software for better monitoring of the portfolio's energy usage
- Installing smart metering equipment in the new office in Bristol
- Replacing the existing smart metering equipment with new equipment across the majority of the sites.

We purchased renewable energy certificates to offset Scope 2 electricity for Investec plc.

Our Team Green team continued our awareness programmes with our partner, Hubbub with masterclasses in areas such as e-waste, air quality and COP26.

Environmental highlights for Investec plc continued

Carbon footprint for Investec plc

Carbon footprint for Investec plc			31 March 2022		31 March 2021			31 March 2020*			
		Units	Consumption in units of measure	Tonnes of CO ₂ equivalent	Consumption in units of measure	Tonnes of CO ₂ equivalent	Variance in tonnes CO ₂ equivalent	Notes	Consumption in units of measure	Tonnes of CO ₂ equivalent	Variance in tonnes CO ₂ equivalent
Scope 1			43		54 (19%)				175 (75%)		
Energy	Natural gas	kWh	237 093	43	291 400	54	(19%)		949 625	175	(75%)
Scope 2			1 051		1 172 (10%)				2 038 (48%)		
Energy	Electrical energy consumption	kWh	4 342 643	1 051	4 153 372	1 172	(10%)		6 987 086	2 038	(48%)
Scope 3 upstream			1 168		572 104%				4 809 (76%)		
Paper	Paper consumption	t	26	26	28	27	(6%)		141	139	(82%)
Waste	General waste	t	62	29	8	4	>100%	1	35	5	474%
Employee travel	Rail travel	km	439 260	16	84 164	3	>100%	1	2 992 773	122	(87%)
	Road business travel	km	387 168	66	158 789	27	>100%	1	1 170 768	207	(68%)
	Taxi	km	33 973	5	17 042	3	>100%	1	121 168	18	(70%)
	Commercial airlines	km	2 177 562	645	69 942	54	>100%	1	12 532 435	4 317	(14%)
Work-from-home emissions	Electrical energy consumption	kWh	566 767	120	665 762	155	(22%)		–	–	
	Natural gas	kWh	1 428 402	262	1 626 111	299	(12%)		–	–	
Total operational emissions			2 263		1 798 26%			2	7 021 (68%)		
Scope 3 financed emissions**			192 498								
Total emissions			194 761								
No scope											
Water	Water consumption	kl	915		754		21%		10 198		(91%)
Recycled waste**	Recycled waste	t	174		99		76%		442		(61%)
Intensity											
Emissions per average headcount			0.65		0.48 35%				1.75 (63%)		
Emissions per m² office space			0.06		0.04 39%				0.15 (63%)		
Water consumption per average headcount			0.26		0.20 30%				2.54 (90%)		
Intensity after purchase of renewable energy certificates											
Emissions per average headcount			0.30		0.25 61%				1.75		
Emissions per m² office space			0.03		0.02 66%				0.15		
Climate change mitigation											
Scope 2 renewable certificates for plc	MWh		4 343	1 051	3 650	851		3	–	–	
Wonderbag carbon credits				1 410		947				7 021	
Total operational emissions after mitigation			(198)		–				–		

* 2020 data has been included as 2021 was impacted by COVID-19 resulting in reduced staff in the office.

** Not externally assured.

Notes:

- 1 Increase as business activities resume, in particular business travel.
- 2 While we have seen an increase in emissions year-on-year, we are 68% down on emissions against 31 March 2020. The increase is due to employees returning to the office and travel resuming.
- 3 REGOs, LGCs, I-RECs, RECs and GoOs were purchased for plc.



For our Streamlined Energy and Carbon Reporting (SECR) report click here

Addressing climate change and ESG risks within our business

Investec supports international best practice regarding the responsibilities of the financial sector in financing and investing transactions.

Key achievements in FY 2022

- Enhanced processes for ESG screening, measurement and reporting
- Measurement of carbon intensity within our Scope 3 lending and investment portfolios using the PCAF methodologies
- Assess viability of net-zero commitments within our investment and lending portfolios.

Areas of focus for FY 2023 and beyond

- Automate ESG screening in the Investec Limited risk management process
- Assessing the transition plans of our clients who are in high emitting industries
- Work with and assist our clients in their net-zero carbon journey.



Refer to the governance chapter in this report and Investec Group's 2022 climate-related financial disclosures report.

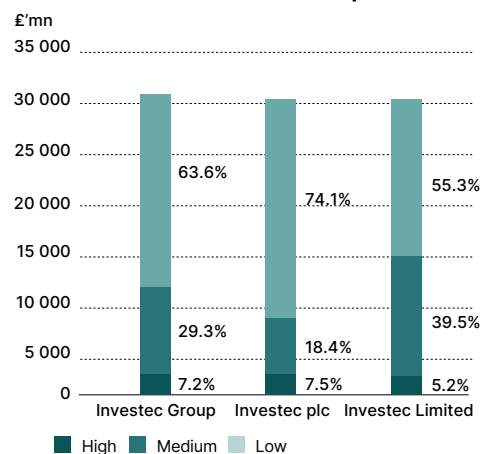


ESG breakdown of our loan book

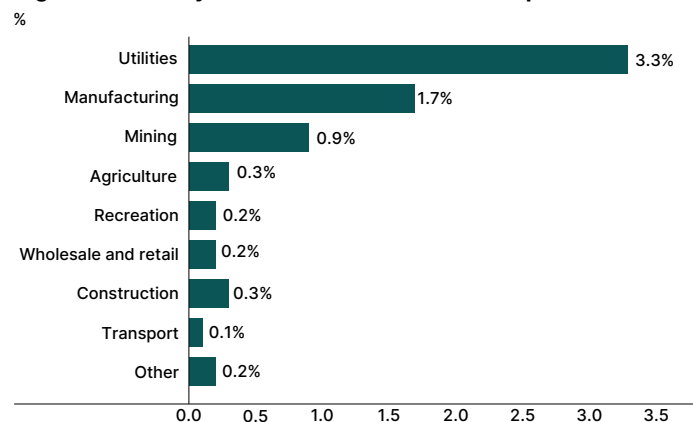
We have assessed our core loans and advances portfolio and 63.6% of the exposures are in low-risk industries. Within the higher risk industries, we have analysed our exposures on a transactional level, which shows that a maximum of 7.2% would fall into high-risk classification according to the IFC guidelines.

ESG risk breakdown for Investec Group

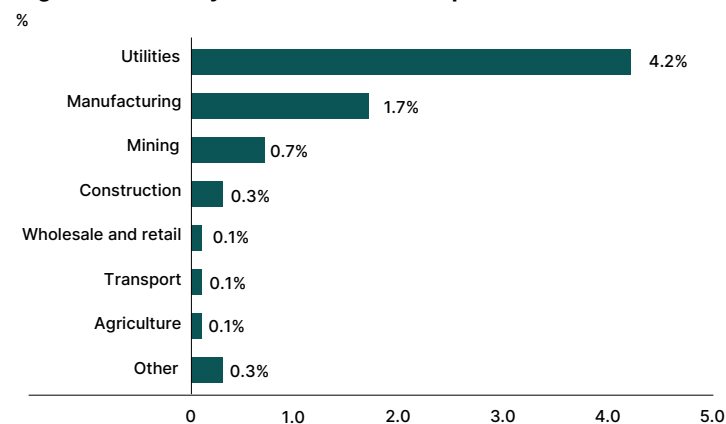
ESG risk level for Investec Group



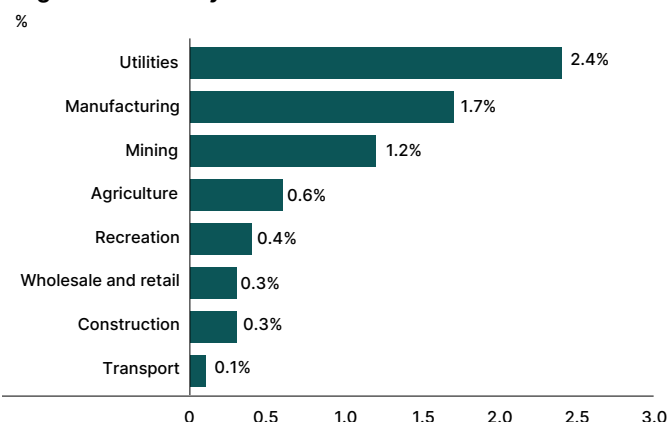
High-risk industry breakdown for Investec Group



High-risk* industry breakdown Investec plc



High-risk* industry breakdown Investec Limited



* As defined by the International Finance Corporation (IFC).

Only
7.2%
of our loan book is within
high-risk* industries

Fossil fuel exposures

The transition to a net-zero carbon world cannot be done in isolation from the realities of the communities in which we, and our clients, operate. When assessing our participation in fossil fuel activities, we consider a variety of financial, socio-economic and environmental factors relevant to a local context (for example poverty, growth, unemployment and carbon impact).

We apply prudent due diligence to all fossil fuel activities (including extraction, power generation, infrastructure and industrial processes) which go through a rigorous process and require senior decision-making approval. Investec's appetite for this sector is reviewed annually at the Executive Risk Appetite Forum and the DLC SEC.

Within Investec plc, we have committed to achieve

net-zero coal

in the next three to five years.

Energy lending portfolio for Investec Group

An important aspect of our approach is a deliberate focus on financing infrastructure solutions that promote renewable and clean energy, stimulate economic growth and provide access to essential services. A transition away from fossil fuels needs to occur in a just and orderly way, while at the same time protecting the socio-economic considerations, especially in the developing economies where we have a presence.

The International Energy Agency (IEA) has published the 10-Point Plan to reduce the EU's reliance on Russian gas, and a call for diversification of supply sources will likely have implications for the global gas market, particularly when other countries around the world are also seeking to progressively decarbonise. The IEA's 10-point gas plan sits alongside a 10-point plan to cut oil use in

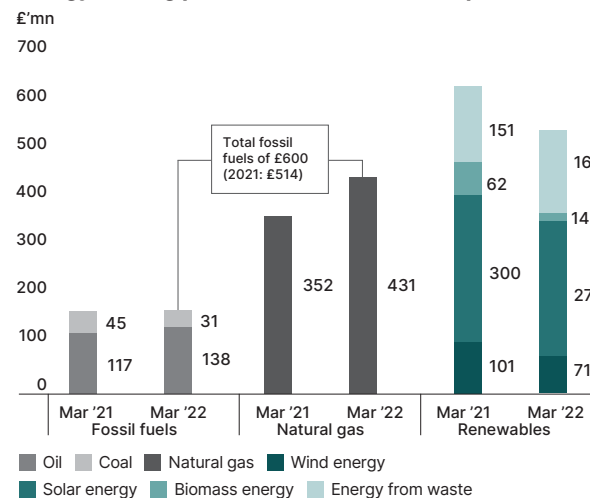
advanced economies, albeit that only one of the action points, on electric vehicles, has a direct link to electrification.

We focus on climate resilience as a priority for our businesses, including the communities we operate in. Over the past year, we screened all potential fossil fuel transactions and implemented our fossil fuel policy to ensure deliberate adherence to its guidelines. Within Investec plc, we have committed to achieve net-zero coal in the next three to five years.

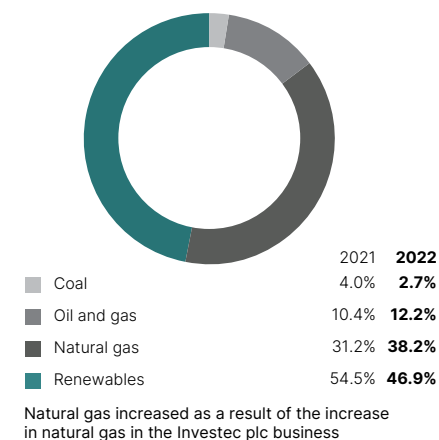
Over the past year, we have seen an increase in our total fossil fuel exposures as a result of an increase in our oil exposures in South Africa and our natural gas exposures in the UK as we move away from coal. We are conscious that we operate on the African continent which severely lacks access to clean and renewable energy,

in addition to a myriad of socio-economic needs. We are therefore aware that we may face fluctuations in our fossil fuel exposures from one year to the next as we navigate through this transition. These exposures are managed through a full due diligence process and adherence to our fossil fuel policy. We acknowledge the many opportunities within sustainable climate action and have strong expertise in this sector, especially in renewable infrastructure, and we will act on these opportunities where possible. The energy mix within Investec's energy portfolio incorporates various aspects of the value chain. This includes power generation, extraction activities, distribution, and utilities, as well as associated infrastructure. These activities consist of traditional drilling, supply and distribution of fuel, and infrastructure such as pipelines, wells, storage, and processing plants.

Energy lending portfolio for Investec Group



2022 Breakdown of Investec Group energy portfolio (%)



Coal as a % core loans and advances

0.10%

(2021: 0.17%)

Coal exposure as a % of total energy lending portfolio

2.7%

(2021: 4.0%)

Fossil fuels as a % of core loans and advances

1.99%

(2021: 1.92%)

Fossil fuel exposures continued

Energy lending portfolio for Investec plc

The mix of the energy portfolio in our Investec plc banking book reflects the trajectory of the energy transition in developed countries. We have a global power and infrastructure business operating across the UK, Europe, the United States and Australia, with a deliberate focus on financing solutions that promote renewable and clean energy.

The direction of travel across Europe is towards climate neutrality by 2050, with the European Commission (EC) having a net-zero goal, and the UK a legislated target. Interim targets along the longer-term pathway exist with the EC's Fit for 55 package of seeking to reduce net greenhouse gas emissions by at least 55% compared to 1990 levels, and the UK's commitment to a fully decarbonised electricity system by 2035.

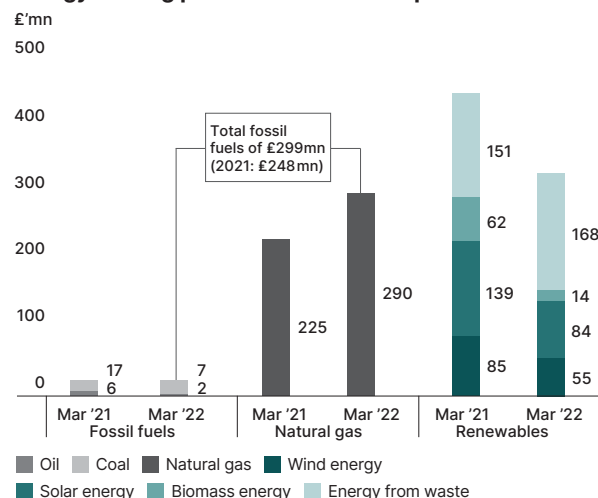
The Fit for 55 package comprises many component parts, of which energy is one. Targets include increasing the share of renewables in the EU energy mix to 40% in 2030 (vs. 19.7% in 2019), increasing electrification, tougher targets for energy efficiency, and reinforced sustainable bioenergy criteria. In the UK, existing ambitions include 40GW of offshore wind by 2030.

The crisis in the Ukraine, however, has heightened the importance of energy security and solving the energy trilemma of security of supply, decarbonisation, and cost is once again very much in the spotlight. In March 2022, the EC set out REPowerEU, a set of measures with a focus on retail prices, refilling gas storage, and cutting dependence on Russian gas. The latter encompasses more rooftop solar, heat pumps and energy savings, as well as speeding up renewables permitting, diversifying gas supplies, decarbonising industry, a hydrogen

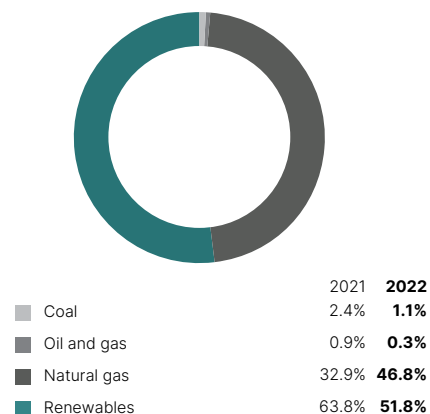
accelerator, and a doubling of the 2030 biomethane ambition. In the UK, an energy security strategy is expected imminently from the UK government, and a push for more renewables and nuclear are likely to be key cornerstones. Stronger policies from government will support a quicker transition to a low-carbon economy through enabling capital flows towards greener alternatives. This will provide more clarity on Investec's own net-zero transition pathways.

Over the past year, we have seen an increase in our total fossil fuel exposures as a result of the rise in natural gas as we move away from coal. Existing fossil fuel exposures are managed in accordance with our fossil fuel policy with a deliberate focus on minimising these exposures where possible. As natural gas is seen as a transition fuel, we may see an increase in these exposures as we transition to a zero-carbon world. Where opportunities exist, we will focus on financing infrastructure solutions that promote renewable and clean energy as we leverage our international expertise in this sector.

Energy lending portfolio for Investec plc



2022 Breakdown of Investec plc energy portfolio (%)



Coal as a % core loans and advances

0.05%
(2021: 0.14%)

Coal exposure as a % of total energy lending portfolio

1.13%
(2021: 2.40%)

Fossil fuels as a % of core loans and advances

2.04%
(2021: 1.98%)



Fossil fuel exposures continued

Energy lending portfolio for Investec Limited

South Africa is significantly dependent on coal for its energy requirements, which makes it challenging to find a balance between the need for increasing energy access and economic growth in the country and the urgency to reduce carbon emissions. The mix of our energy portfolio in South Africa reflects the trajectory of the country's energy transition. We see natural gas as part of this transition in the short-to-medium term as the country shifts away from coal and builds up renewable sources.

South Africa needs to transition its electricity power system from a coal dominated one towards a path to net zero by 2050. The power system is on the cusp of huge and rapid change, with some estimating that the total cost of the transition for the country during the coming three decades at being over R2 trillion. International support, for example the announcement after COP26 of the \$8.5bn funding package from a group of countries like the EU, UK and US are important catalytic

opportunities for South Africa but ultimately it is going to be domestic investors and especially domestic banks that will finance the majority of the transition.

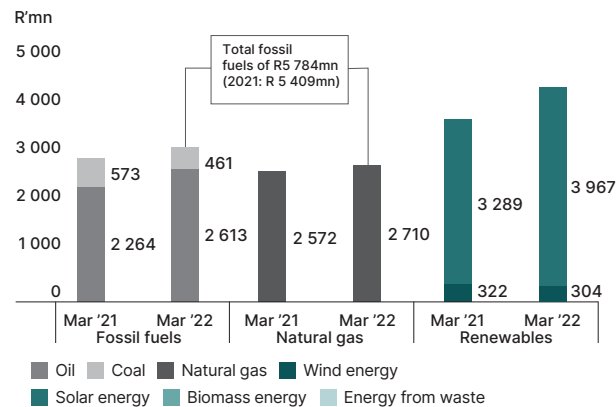
The power system, in addition to being coal dominated, is also not currently designed for the transmission requirements of the future, nor the necessary auxiliary technologies like battery storage, both of which will be required to allow a move to the future. This future will be dominated by photovoltaic (PV) and wind power produced at massive utility scale and delivered to Eskom, produced onsite or wheeled across the grid for corporate buyers or smaller rooftop power for SMMEs and households. Eskom has advised that most of this new capacity will have to come from the private sector while it concentrates on building approximately 8 000km of new transmission grid and associated substations.

The 100MW new higher limit for licencing of self- and wheeled-generation for corporates during 2021 was an example of where

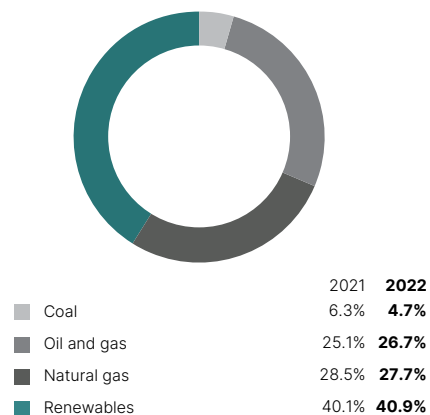
opportunities for a shift to more corporate power projects became possible but where work is still required ongoing to ensure that the regulator, Eskom and other parts of government can come together with financiers to realise such projects. While the path to this future is necessary to meet South Africa's commitments to net zero, and also to ensure domestic energy security, job maximisation and industrialisation opportunities for South Africa, progress to date is slow.

We have seen a decrease in our coal exposure over the past year but are taking a cautious approach due to the needs and dependency of a developing economy on fossil fuels. Where possible we will manage this exposure against our fossil fuel policy while taking socio-economic factors and the country's ambitions towards a net-zero future into consideration. Where opportunities exist, we will focus on financing infrastructure solutions that promote renewable and clean energy as we leverage our international expertise in this sector.

Energy lending portfolio for Investec Limited



2022 Breakdown of Investec Limited energy portfolio (%)



Coal as a % core loans and advances

0.15%
(2021: 0.20%)

Coal exposure as a % of total energy lending portfolio

4.97%
(2021: 6.30%)

Fossil fuels as a % of core loans and advances

1.92%
(2021: 1.86%)


Equator Principles

We support the key provisions of the Equator Principles (EP), however we are currently not a signatory to EP for the following reasons:

- In the case of a number of large infrastructure and energy projects, there is potential conflict between larger, nationwide development imperatives (e.g. additional power generation or road transportation) to enhance the socio-economic welfare of the region, and locally affected parties whose quality of life stands to be adversely affected by relocation or job loss
- These trade-offs are a matter for local parties and their representatives. While we should remain aware of them, it is not our responsibility to pass judgement on such trade-offs. Key to this, however, is that we target transactions in countries with established laws that comply with World Bank standards and that have due processes that are applied reasonably and effectively. If not, sponsors and suppliers are obliged to give undertakings that they comply with such standards
- While the principles are adhered to, our current internal framework is robust and, on a project-by-project basis, in accordance with World Bank standards as well as the standards of the legal and environmental frameworks of the countries in which the projects are undertaken. Furthermore, we have enhanced procedures to evaluate and actively avoid, manage and mitigate the potential social and environmental impacts of the projects we support.

Equator Principles disclosures: power and infrastructure portfolio for Investec Group (including Investec Limited and Investec plc) – number of transactions

	31 March 2022				31 March 2021				31 March 2020			
	Category A	Category B	Category C	Total	Category A	Category B	Category C	Total	Category A	Category B	Category C	Total
Sector												
Mining	–	–	–	–	–	–	–	–	–	–	–	–
Infrastructure	–	–	–	–	–	–	4	4	–	–	–	–
Oil and gas	–	–	–	–	–	–	–	–	–	–	–	–
Power	–	9	1	10	–	4	6	10	–	5	3	8
Others	–	2	1	3	–	3	1	4	–	1	8	9
Total	–	11	2	13	–	7	11	18	–	6	11	17
Region												
Americas	–	7	1	8	–	3	6	9	–	4	3	7
EMEA	–	3	1	4	–	3	4	7	–	2	7	9
Asia Pacific	–	1	–	1	–	1	1	2	–	–	1	1
Total	–	11	2	13	–	6	11	18	–	6	11	17
Country designation												
Designated	–	11	1	12	–	7	11	18	–	6	11	17
Non-designated	–	–	1	1	–	–	–	–	–	–	–	–
Total	–	11	2	13	–	6	11	18	–	6	11	17

1 transaction in the past three years in non-designated countries which complied with the Equator Principles

Category A: Projects with potential significant adverse environmental and social risks and/or impacts that are diverse, irreversible or unprecedented.

Category B: Projects with potential limited adverse environmental and social risks and/or impacts that are few in number, generally site-specific, largely reversible and readily addressed through mitigation measures.

Category C: Projects with minimal or no adverse environmental and social risks and/or impacts.

Our progress and future plans

	Governance	Strategy	Risk management	Measurement
Achievements in prior years	<ul style="list-style-type: none"> Established a Group ESG Executive Committee to align and monitor the Group's climate action Assigned Board responsibility and oversight for climate-related risks and opportunities Assigned senior management responsibility for climate-related risks and opportunities Deepened the ESG skills of the Group DLC SEC. 	<ul style="list-style-type: none"> Acknowledged the Paris Agreement's aim of holding the increase in the global average temperature to well below 2°C compared to pre-industrial levels and of pursuing efforts towards limiting it to 1.5°C Created a sustainable finance framework Launched a number of ESG and climate-specific products and services. 	<ul style="list-style-type: none"> Evaluated our lending and investment portfolios for climate-related risks and opportunities Automated ESG screening incorporated into the Investec plc risk management process. 	<ul style="list-style-type: none"> Achieved carbon neutral status across our global operations for direct emissions and committed to ongoing carbon neutrality across all operations Joined PCAF to collaborate with peers measuring Scope 3 financed emissions.
Achievements for the financial year end March 2022	<ul style="list-style-type: none"> Became a member of the Net-Zero Banking Alliance (NZBA) W&I submitted their first UN PRI report W&I joined Climate Action 100+ Implemented a more holistic ESG framework linked to executive remuneration Received support to table a voluntary climate resolution at the August 2021 AGM, receiving 99.9% support. 	<ul style="list-style-type: none"> Assessed financed emissions in material asset classes within our lending and investment portfolios Assessed impact of climate-related risks and opportunities in our businesses Collaborated on climate-related disclosures with stakeholders, for example, through PCAF Increased engagement within W&I with existing companies W&I increased engagement on climate-related matters with the boards of companies. 	<ul style="list-style-type: none"> Participated in the SARB climate-related stress tests for capital, and followed the BoE stress test guidelines Assessed climate-related risks within our operations Strengthened our climate focus in the Investec plc and Investec Bank plc (IBP) risk appetite Reviewed and approved Investec plc and IBP's 'no coal' ambition in the next three to five years. 	<ul style="list-style-type: none"> Measured the carbon intensity within material asset classes for our Scope 3 lending and investment portfolios using the PCAF and PACTA methodologies Assessed net-zero pathways according to the Science Based Targets initiative (SBTi) and evaluated the viability of the suggested pathways within our investment and lending portfolios.
Looking forward	<ul style="list-style-type: none"> Provide targeted development to the Board, executives, management and staff where skills are required or where skill gaps are identified Engage with stakeholders on our disclosures to get feedback on how we can improve our governance and oversight Stronger focus on climate-related and sustainability (including ESG) matters in the DLC BRCC. 	<ul style="list-style-type: none"> Further engagement with our clients to assist them in their net-zero carbon ambitions Continue providing innovative climate-related product offerings Review and assess the integration of climate-related matters into business strategy Monitor the progress in terms of the Group's net-zero carbon ambition Continue to strengthen the Group's climate-related and sustainability disclosures. 	<ul style="list-style-type: none"> Continue to increase our focus on climate-related and sustainability (including ESG) risks Implement automated ESG screening, measurement and reporting within our South African operations Review developments with regards to climate-related disclosure guidance in specific recommendations by the International Sustainability Standards Board (ISSB) and the Financial Reporting Council (FRC) Enhanced focus on reporting on climate-related risks. 	<ul style="list-style-type: none"> Engage with stakeholders to get feedback on how we can improve our measurement and methodologies used Continue to monitor progress on the Group's net-zero carbon ambitions Continue to assess climate scenarios in line with industry recommendations.

10

REDUCED
INEQUALITIES

13

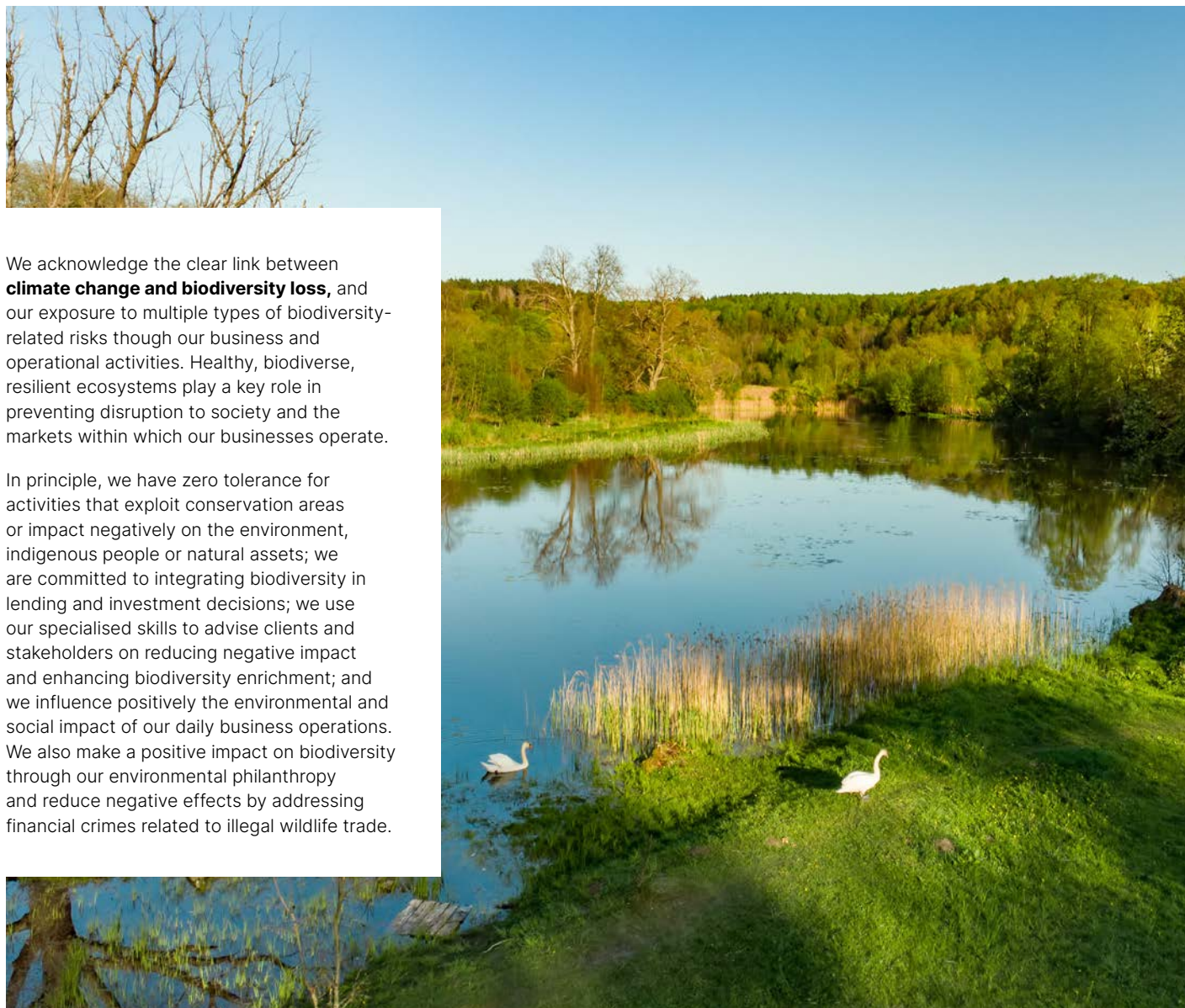
CLIMATE
ACTION

Our commitment to biodiversity

Biodiversity is the foundation of all that sustains our world and society, which is critical for addressing climate action (SDG 13) and reduced inequalities (SDG 10), our two impact SDGs. This is fundamental to the sustainable success of our business. Our commitment to sustainability recognises the interconnected nature of our business, the economy, the environment, and society.

We acknowledge the clear link between **climate change and biodiversity loss**, and our exposure to multiple types of biodiversity-related risks through our business and operational activities. Healthy, biodiverse, resilient ecosystems play a key role in preventing disruption to society and the markets within which our businesses operate.




In principle, we have zero tolerance for activities that exploit conservation areas or impact negatively on the environment, indigenous people or natural assets; we are committed to integrating biodiversity in lending and investment decisions; we use our specialised skills to advise clients and stakeholders on reducing negative impact and enhancing biodiversity enrichment; and we influence positively the environmental and social impact of our daily business operations. We also make a positive impact on biodiversity through our environmental philanthropy and reduce negative effects by addressing financial crimes related to illegal wildlife trade.



Environment dashboard

	31 March 2022	31 March 2021	Commentary	Reference
Fossil fuels and renewables in banking book (£'mn)				
Total fossil fuel exposure	600	514	We apply prudent due diligence to all fossil fuel activities (including extraction, power generation, infrastructure and industrial processes) which go through rigorous process and require senior decision-making approval. Our appetite for this sector is reviewed annually at the executive risk appetite forum and the DLC SEC. The Investec plc Risk Appetite Forum made the decision to exit coal completely in the next 3 to 5 years	This report: pages 70 to 73
Oil banking exposure	138	117		
Coal banking exposure	31	45		
Natural gas banking exposure	431	352		
Renewables banking exposure	529	615		
Total energy portfolio	1 103	1 128		
Renewables exposure as a % of the energy portfolio	46.9%	54.5%	Continued decrease in our coal exposures as we apply stringent due diligence to our fossil fuel policy	This report: pages 70 to 73
Coal as a % of the energy portfolio	2.7%	4.0%		
Oil and gas exposure as a % of the energy portfolio	12.2%	10.4%	Natural gas increased as a result of the increase in natural gas in the Investec plc business	
Natural gas exposure as a % of the energy portfolio	38.2%	31.2%		
Fossil fuels as a % of loans and advances	1.99%	1.92%		
Coal as a % of loans and advances	0.10%	0.17%		
Carbon footprint				
Carbon neutral status in direct operations	–	–	Committed to ongoing carbon neutrality in our direct operations	This report: page 64
Emissions per average headcount	3.53	3.02	Before renewable energy certificates	
Emissions per average headcount (including Scope 2 RECs)	0.56	0.31	Although there is an increase from the previous year, our intensity measures are still below the pre-COVID-19 levels	
Emissions per m² office space	0.20	0.17	Before renewable energy certificates	
Emissions per m² office space (including Scope 2 RECs)	0.03	0.02	Although there is an increase from the previous year, our intensity measures are still below the pre-COVID-19 levels	
Water consumption per average headcount	8.59	6.02	Although there is an increase from the previous year as our employees return to the office our intensity measures are still below the pre-COVID-19 levels	

Environment dashboard continued

	31 March 2022	31 March 2021	Commentary	Reference
Scope 1 emissions	184	349	Due to the COVID-19 pandemic, and working from home, there has been a dramatic decrease in emissions. While there were operational efficiencies made over the year, we acknowledge that the decrease is largely due to the impact of COVID-19	 This report: page 64
Scope 2 emissions	24 640	23 365	Before renewable energy certificates	
Renewable energy certificates purchased zaRECs (tCO ₂)	23 589	22 192	Renewable energy certificates were used to source 100% of our operational electricity needs	
Renewable energy certificates purchased REGOs (tCO ₂)	853	851		
Renewable energy certificates purchased LGCs (tCO ₂)	70	–		
Renewable energy certificates purchased I-RECs (tCO ₂)	111	–		
Renewable energy certificates purchased RECs (tCO ₂)	15	–		
Renewable energy certificates purchased GoOs (tCO ₂)	2	–		
Scope 3 emissions	4 473	1 935	Limited travel due to COVID-19 restrictions reduced the impact in our efforts to create a complete picture, we have included work from home emissions based on FTE and a methodology developed using the EcoAct white paper	
Total emissions	29 297	25 649	Before renewable energy certificates	
Total emissions (including Scope 2 RECs)	4 657	2 606	After renewable energy certificates	
Number of carbon credits purchased	4 855	2 633	Carbon credits purchased through Climate Neutral Group and the Wonderbag Project (Verified Carbon Standard)	
Total emissions after carbon credits	(198)	(27)		
Total water consumption (kl)	71 174	51 148	Although there is an increase from the previous year as our employees return to the office water consumption is still below the pre-COVID-19 levels	
Equator Principles**				
Number of transactions non-designated countries	1	–	One transaction in the past three years in non-designated countries which complied with the Equator Principles.	 This report: page 74

** Not externally assured.

06

Sustainable
finance and
investment

Our strategy is to harness the expertise in our various businesses and identify opportunities to maximise impact. We do this by partnering with our clients, investors and stakeholders to support ambitious delivery of the SDGs and build a more resilient and inclusive world.

We aim to:

Positively contribute to the Sustainable Development Goals

Operate responsibly and ethically and within the planetary boundaries

Partnering with our clients and philanthropy partners to maximise positive impact

Providing profitable, impactful and sustainable products and services

Actively advocating for industry alignment and best practice.

Our two impact SDGs

Addressing climate and inequality issues are fundamental to the success of our business.

Our core SDG priorities

Highlights

Investec plc Specialist Bank

\$600mn

raised for Investec Bank plc through a sustainability-linked loan (3x oversubscribed)

We are an anchor limited partner investor in the **Acre Impact Capital Export Finance Fund** focused on infrastructure in emerging markets

£35mn

funding for development of Tribe's first major purpose student accommodation scheme

€600mn

co-arranged finance for Ghana railway on behalf of Ghana's Ministry of Finance

Investec Bank Limited Specialist Bank

\$600mn

sustainability-linked term loan facility closed by Investec Bank Limited (2.5x oversubscribed)

R1bn

raised for renewable energy projects through Investec Bank Limited's first green bond (3.8x oversubscribed)

Launched a funding product for private clients to install solar power at home and link the cost to their mortgages as a repayment option

€215mn

lead arranger for Ghana's healthcare infrastructure

Investec Wealth & Investment

Joined the United Nations Principles for Responsible Banking (UN PRI) and submitted our first report



\$35mn

raised by Investec Wealth & Investment at 31 March 2022 through the launch of a Global Sustainable Equity Fund



Sustainable finance framework

We have created a sustainable finance framework that outlines the methodology and supporting policies and procedures to support sustainable financing practices within the Investec Group. This framework describes our approach for classifying and managing sustainable financing activities aligned to global best practice, sustainable finance methodologies, guidelines, and taxonomies, including but not limited, to:

- ICMA Green Bond Principles 2021
- ICMA Social Bond Principles June 2021
- ICMA Sustainability Bond Guidelines June 2021
- ICMA Sustainability Linked Bond Principles 2020
- LMA Green Loan Principles 2021
- LMA Social Loan Principles 2021
- LMA Sustainability Linked Loans Principles 2022
- Sustainable Finance Taxonomy issued by the European Union 2020
- Climate Bonds Taxonomy 2021 issued by the Climate Bonds Initiative

The framework is underpinned by addressing climate (SDG 13) and reduced inequalities (SDG 10), being fundamental to the success of our business. We address these impact SDGs through six core SDGs that are globally aligned yet locally relevant to our core geographies. These core SDGs also reflect our current business model and growth strategy to fund a stable and sustainable economy. In addition, we have a strong focus on financing entrepreneurs who are critical in accelerating job creation and supporting sustained economic growth. These six core SDGs were selected by looking at the needs of the two countries where we have the largest presence, being South Africa and the UK. Coupled with this we selected the SDGs, factoring in the core capabilities and expertise we have within the business and where we believe we can maximise impact.

Two impact SDGs



Reduced inequalities

DLC Board: 36% women and 43% persons of colour (measured in terms of the Parker Review metrics)

IBP: Female Bank Chief Executive

IBL: Level 1 BBBEE

Anchor limited partner investor in the Acre Impact Capital Export Finance Fund focused on infrastructure in emerging markets.



Climate action

Carbon neutral in our direct operations and publicly disclosing our Scope 3 financed emissions

Minimal exposure to fossil fuels. Investec plc committed to zero coal in 3-5yrs

W&I joined Climate Action 100+ and Group joined the UN Net-Zero Banking Alliance.

Six core SDGs



Received a five-star rating from **We Support the Goals**, demonstrating our alignment with the UN SDGs.

All proposed activities need to comply with the eligible criteria which includes:

- Alignment with Investec's purpose and sustainability strategy
- Not falling within the excluded categories outlined on page 123
- Ensuring a net positive contribution towards the SDGs

While projects supporting Investec's two impact and six core SDGs will be our core focus to ensure we are maximising impact, a positive contribution to any of the SDGs will be considered.

Looking forward

Since implementing our sustainable finance framework we have launched several sustainability products and offerings including those outlined in the pages that follow. Our focus for the coming year is to quantify all transactions which fall within our sustainable finance framework to ensure accurate disclosure of all sustainable finance activities across the Group.



Our sustainable finance framework is available on our **website**.

Sustainable finance

Over the past financial year, we launched and participated in several sustainable finance products and innovations that complement our impact and core SDG priorities.

Investec co-chaired the production of the ICC export finance sustainability white paper

Global Trade Review (GTR), a leading publication in the trade and export finance market, has recognised Investec for its role as co-chair in the production of a landmark white paper on sustainability in export finance which was launched during the UN General Assembly in September 2021. Through this first-ever industry achievement award, GTR recognised the unprecedented collaboration between 16 banks, the International Chamber of Commerce (ICC), the Rockefeller Foundation, and co-chairs, Investec and ANZ Bank, to produce a world-class analysis on the \$250bn export finance market and the role it plays in supporting the SDGs.

Investec launches Global Sustainable Equity Fund

Investec's Global Sustainable Equity (GSE) Fund aims to invest in companies that contribute on a net-positive basis towards the 17 SDGs. The fund aims to provide attractive investment returns over the long term. Over the course of 2021, the fund raised new investment of over \$30mn and provided a return of 15.2% in US Dollars.

The impact of the fund is defined in terms of how companies are contributing to global challenges through the lens of the SDGs as an impact framework, by combining growing wealth and helping to create a positive, sustainable global environment. The impact is calculated using Institutional Shareholder Services' (ISS) SDG impact methodology, with the scores of individual companies assessed by ISS considering positive and negative contributions of revenue, operations and controversies towards the SDGs. The fund's overall score is +4.6, against the benchmark MSCI World of +0.8, with 100% of the underlying companies providing a net-positive impact in terms of their contribution to the SDGs.

The fund has been awarded the '5 globes' sustainability rating by Morningstar, indicating that it is positioned in the top 10% of its peer group in terms of its management of ESG risk.



For more information refer to page 103 in this chapter.



"The link between sustainability and return is closer than many think. Business practices and outputs that are aligned with the SDGs provide a net-positive outcome for the planet and its people while aiming to deliver positive investment returns. The Investec GSE Fund proves that it's possible to do good at the same time as doing well."

Barry Shamley

Investec Wealth & Investment Fund Manager, South Africa



Awarded two Best Deals 2022 by GTR for the

€600mn

Ghana western rail transaction and the

€220mn

Ghana Western Regional hospitals transaction

We were also awarded an inaugural Industry Achievement Award by GTR for our role in co-chairing the production of a white paper on how the

\$250bn

export finance industry can help deliver on the UN SDGs



Awarded a

Perfect 10 Award

by TXF for Best African Export Finance Deal 2022

Sustainable finance continued

Anchor investor in Acre Impact Capital Export Finance Fund

Investec is the anchor investor in Acre Impact Capital Export Finance Fund which is focused on climate-aligned infrastructure in emerging markets. The private debt fund invests in climate-aligned infrastructure in Africa with the aim to address the \$100bn annual financing gap for African infrastructure that includes renewable power, health, food and water scarcity, sustainable cities and low-income housing, as well as green transportation sectors. This is a unique investment model investing with the support of export credit agencies (ECAs) delivering impact at scale. It has a \$5.6: \$1 mobilisation ratio by unlocking ECA guarantees. It is supported by an experienced team with a significant track-record in export finance, international banking and sustainable finance. It is backed by the Rockefeller Foundation and PIDG.

Investec Wealth & Investment, UK launches MPS sustainable fund offering

Investec launched two master portfolio service (MPS) sustainable fund offerings for independent financial advisers, which reflect its expertise in fund selection and embody Investec's purpose: to create enduring worth – living in, not off, society. Our Sustainable MPS range is a multi-asset investment solution that allows clients to generate returns, while contributing to a more sustainable future.

Sustainable balanced strategy is a medium-risk strategy with a sustainability focus, for investors seeking a return in the form of capital appreciation

Sustainable growth strategy is a medium-high risk strategy with a sustainability focus, for investors seeking a return in the form of capital appreciation.

The investment approach looks for sustainability-focused themes, and we assess the merit of each investment, with thorough, ongoing reviews against strict criteria based on proprietary research and manager meetings. The product is available, through both Aviva and Aberdeen (abrdn) platforms. The asset management company on Investec's new Sustainable MPS model remains at 0.20% with ongoing charges figure capped at 0.75%, and VAT exempt.



"ESG is an element in all our investment decisions, and the high ESG ratings for our existing MPS range reflects this. However, these new products place a further emphasis on sustainability in particular, making it the driving part of our investment strategy."

Stacey Parrinder-Johnson
Chief Investment Officer, Investec

Network launches to transform industry ESG practices

Investec was one of the founding members of a membership network, Sustainable Trading, along with Aegon Asset Management, M&G, Ninety One and State Street Global Advisors. Sustainable Trading launched a non-profit membership to transform ESG practices within the financial markets trading industry. It aims to bring together companies in the financial services sector to come up with practical solutions to industry-specific ESG issues, and to develop a mechanism for self-assessment and benchmarking.

Membership of Sustainable Trading is open to participants within financial services engaged in trading or providing trading-related services.

Sustainable Trading members will consider the environmental impact of how the financial trading industry builds, maintains, and operates trading infrastructure along with focusing on diversity, inclusion, employee wellbeing, engagement with communities and a stakeholder-oriented approach to governance. The aim is to create a sustainable industry for the future where the principles of good environmental, social and governance practices are well integrated.



For more information, [click here](#)

Investec Bank plc closed a \$600mn sustainability-linked syndicated loan

Investec Bank plc completed its inaugural sustainability-linked syndicated loan in July 2021. The deal was 3.0x oversubscribed following strong interest from the syndicate of bank lenders, enabling the deal to be upsized from \$450mn to a final size of \$600mn. A total of 33 banks subscribed to the transaction across Africa, North America, Asia, the Middle East and Europe. Investec will achieve a reduction in margin on the loan if it meets its sustainability targets, as measured by Sustainalytics, but will face an increase if it falls short of them.



For more information, [click here](#)

Investec Bank Limited closed a \$600mn sustainability-linked term loan facility

We successfully closed a \$600mn sustainability-linked term loan facility of which the proceeds of the loan are to be used for general corporate purposes, including the refinancing of a \$500mn syndicated term loan facility.

The facility was initially launched at \$300mn and achieved a significant oversubscription of over 2.5x of the launch amount. Commitments were scaled back, and the significant market demand further allowed the deal to be increased, closing at \$600mn. A total of 22 banks committed to the transaction from across North America, Europe, the Middle East and Asia. The success of the deal highlights the international syndicated loan market's continued support for Investec as the global markets continue to recover from the COVID-19 pandemic.



For more information, [click here](#)



Quality education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



Benefits to society

Education brings significant benefits to society, not only through higher employment opportunities and income, but also through enhanced skills, improved social wellbeing and quality of life, and access to networks.



Benefits to business

By supporting quality education, we contribute to a greater pool of talent for our own workforce. Within our business activities, we actively finance and facilitate several educational and vocational businesses, and partner with clients to enhance quality education and skills development in South Africa.

SDG 4.3

Equal access education

Investec's client philanthropy offering

Contributing to our impact SDG:

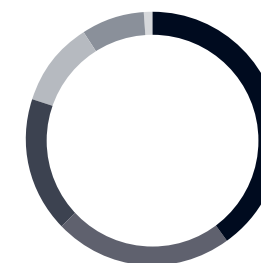


Investec Wealth & Investment philanthropy offering is strategic in nature, largely focusing on supporting long-term sustainable initiatives across South Africa and managing foundation investments to the market value of R1.2bn. These funds have derived income for distribution to charities, on behalf of our clients, to the value of approximately R53.6mn in the past year. This income is distributed by Investec charitable trusts, in accordance with the decisions made by the respective foundation trustees. Of the funds allocated, the majority (40%) went to education.



For more information [click here](#)

40% to education



- 40% ■ Education
- 23% ■ Food security
- 17% ■ Welfare and humanitarian causes
- 11% ■ Healthcare
- 8% ■ Social justice initiatives
- 1% ■ Animal welfare



Quality education continued



SDG 4.4 Increasing the number of youth and adults with relevant skills

Growth & Leveraged Finance supports the refinancing of education

8 000 qualified teachers

Contributing
to our
impact SDG:



Growth & Leverage Finance delivered part of the financing package for Supporting Education Group (SEG) alongside existing lenders, Apollo and Lloyds. Investec have supported the business since 2014 and have developed strong relationships with both SEG and Intermediate Capital Group (ICG) since then.

SEG is a leading provider of educational staffing solutions to UK schools. SEG provides qualified classroom teachers and teaching assistants, staffing 8 000 schools across the UK, including nursery, primary, secondary and special education needs. The business recruits candidates through a 100-branch network in England and Wales, staffed by over 350 consultants. Under ICG ownership since 2014, the business has broadened its range of services, expanding into the provision of education and management services for schools and the provision of private and online tuition services.



For more information, [click here](#)

Private education group STADIO launches share scheme for postgraduate students

Empowering students

Contributing
to our
impact SDG:



Investec and the JSE Investor Services are administrating and trading for STADIO Higher Education (STADIO), who recently launched a share scheme for postgraduate students (STADIO Khulisa Student Share Scheme). STADIO has purchased JSE-listed STADIO Holdings' shares for its postgraduate class of 2021 to create empowered alumni. STADIO provides quality and affordable higher education in South Africa. Currently there are five faculties spread over nine campuses offering more than 50 accredited programmes to over 24 000 students. Students can learn by being on campus, distance learning or a blended model. STADIO aims to provide every South African with the opportunity to become the most empowered version of themselves.

STADIO awards their postgraduate students R1 000 of STADIO Holdings' shares upon graduation, which are locked in for two years. The intention is to not only create ownership in the company, but also for educational purposes. STADIO believes that having active alumni will generate feedback as to where to focus the higher education institution's qualifications in future.



For more information, [click here](#)



"After I completed my Masters' degree, I was given shareholding status by the institution as part of their plan to get postgraduate students involved in the growth and success of the institution. I cannot thank the management and staff enough for what they are doing for the main stakeholders (students). I will be enrolling for my Doctorate very soon with STADIO."

Lebogang Seanego
STADIO 2021 graduate

Quality education continued



SDG 4.4 continued

Growth & Leveraged Finance provides
ESG-linked senior debt facility to Corndel

>8 000 learners supported in IT skills

Contributing
to our
impact
SDG:



Investec Growth & Leveraged Finance has provided an ESG-linked senior debt facility to Corndel, a UK-based provider of corporate training and development programmes, backed by THI Investments, a private equity investor. Corndel provides leadership and digital training for large employers across the UK. To date, Corndel has supported over 8 000 learners across more than 100 clients to achieve organisational objectives and build scaled data and technology capabilities.

The facility contains an ESG-related margin ratchet, where the margin will be reduced if Corndel achieves several sustainability performance targets (or key performance indicators, KPIs). KPIs will be reset each year, to ensure that targets remain challenging and meaningful, and margin savings will be reinvested into sustainability projects, creating a virtuous cycle.



For more information, [click here](#)



“We’re delighted to be working with THI Investments and their portfolio company Corndel. We are particularly proud of this transaction as it supports our commitment to sustainable finance. Corndel’s well-developed ESG strategy makes a meaningful and positive contribution to society. The focus includes inclusion and diversity, which has a tangible impact on reducing inequality and aligns well with our own sustainability ambitions at Investec.”

Stephen White

Head of UK Growth Origination,
Growth & Leveraged Finance, Investec

Growth & Leveraged Finance
supports the refinancing of
3t Energy Group

Learning solutions
delivered to UK energy sector

Contributing
to our
impact
SDGs:



Investec has supported the refinancing of existing client 3t Energy Group (3t). 3t is the leading provider of training services to the UK energy sector, delivering learning solutions through state-of-the-art facilities and a suite of proprietary learning technologies via its digital learning management system, 3t Transform. Investec’s Growth & Leveraged Finance team were able to deliver a bespoke funding structure to cater for all stakeholders. 3t is majority-owned by Bluewater, the largest dedicated global private equity manager for energy transition. Bluewater provides growth capital to companies across the entire energy spectrum with c.\$2.5bn assets under management.



For more information, [click here](#)



Clean water and sanitation

Ensure availability and sustainable management of water and sanitation for all.

SDG 6.1 Safe and affordable drinking water

Private Capital funds Abeco Tanks

Stable water supply in >38 countries

Contributing
to our
impact SDGs:



In South Africa, Investec Private Capital is an equity partner in Abeco Tanks. Water is required for agriculture, business, industry and mining, all pillars of our continent's developing economies. Abeco Tanks provides hygienic storage of water through their cost-effective large-scale steel storage solutions which include elements of safety, hygiene, quality and durability. These water tanks which address the need for a convenient and stable water supply, have been installed in over 38 countries worldwide. This year, Abeco Tanks have manufactured and supplied 55 water tanks in rural areas (worth R40.4mn) and five water tanks at schools, colleges and universities (worth R2.2mn). In addition, Abeco Tanks supported municipalities across South

Africa through 11 projects at clinics and hospitals to the value of R5.4mn.

The water tanks have enabled a reliable supply of water to communities and healthcare facilities to ensure that people are able to regularly wash their hands, and played a major role in curbing the spread of COVID-19.

Abeco Tanks is the world's first bank for the business of water, trusted for nearly 40 years to protect against water scarcity. The company's steel water storage tanks are found in countries across the globe including Africa, Central America and the Middle East. Abeco is a private, family-owned business together with equity stakeholder and funding partners, Investec Private Capital and Global Capital Empowerment Fund.

With its 269 000 square foot manufacturing facility in South Africa, and hundreds of employees, Abeco has erected more water tanks than any other company in Southern Africa, making it the definitive leader in water storage solutions.



For more information, [click here](#)



Benefits to society

Access to clean water and sanitation is a basic human right and is essential for reducing poverty and improving overall wellbeing. Not only is it vital for agriculture, biodiversity and economic growth, but it also keeps children in school and increases opportunities for women and girls in rural areas.



Benefits to business

We have established expertise in funding and structuring infrastructure projects. We also partner with our clients to finance innovative water solutions which help communities and facilitate business growth. In our own operations, we continually seek opportunities to reduce our consumption and usage of water.

SDG 6.4

Substantially increase water-use efficiency across all sectors

Investec provides funding for Trans-Caledon Tunnel Authority

R1.65bn term facility over 15 years to support water infrastructure



Contributing
to our
impact SDG:



Investec provided funding for the Trans-Caledon Tunnel Authority (TCTA), a state-owned entity that designs bankable projects, raises funding in capital markets, manages debt and implements infrastructure rollouts. Investec recognises that as a water-scarce country, South Africa requires a dedicated focus on ensuring adequate water storage and transfer capacity. Investec's funding will be used for phase two of the Lesotho Highlands Water Project enhancing assurance of water supply and reducing the impact of acid mine drainage. This continued development of the Lesotho Highlands Water Project is expected to create 545 000 direct and indirect job opportunities in South Africa and Lesotho.



For more information, [click here](#)



Affordable and clean energy

Ensure access to affordable, reliable, sustainable and modern energy for all.



Benefits to society

We rely daily on energy to power our economies, drive industry and transport, and provide light and warmth (or cooling) in our homes. Access in rural communities to affordable energy positively impacts education, health and learning. The increase of renewable energy reduces greenhouse gas emissions and is vital in the transition to a zero-carbon economy.



Benefits to business

We recognise the risk of climate change and are committed to supporting the transition to a clean and energy-efficient global economy. We have international expertise in financing and developing energy generation and transmission. We deliberately focus on financing infrastructure solutions that promote renewable energy. We also help clients to reduce their emissions and encourage investment in renewables and divestment from fossil fuels.

“While Eskom has achieved a fair amount of transition already, it is evident that they are going to need to roll out between 6 and 10GW of renewable power in order to transition away from coal. Private sector finance, which is sorely needed to meet the commitments and close the energy gap, is not lacking in South Africa.”

Martin Meyer

Head of Power and Infrastructure Finance, Investec

SDG 7.2

Increasing the share of renewable energy

Participated in

£0.70bn

of renewable energy projects globally **(2021: £0.95bn)** with

£865mn

investment **(2021: £545mn)**

Financed

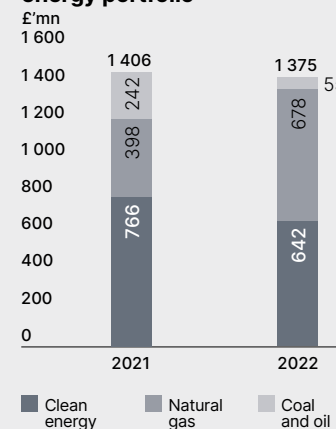
13 projects

(2021: 12 projects) with installed capacity of

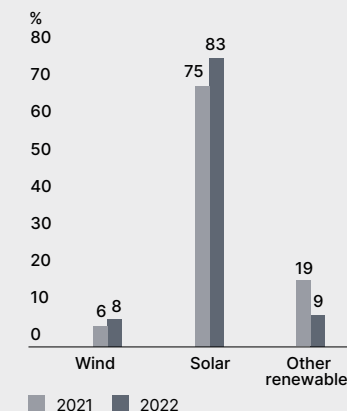
8 029MW

(2021: 7 966 MW)

Power and infrastructure energy portfolio



Renewable energy financed



Affordable and clean energy continued



SDG 7.2 continued

Highlighting our commitment to a net-zero emissions future with R1bn green bond issue

R1bn

green bond to scale up renewable energy

Contributing
to our
impact SDG:



We reaffirmed our commitment to funding a sustainable future, with the issue of Investec Bank Limited's first green bond. The green bond references existing return generating flagship renewable energy projects. These are all accredited renewable projects currently delivering clean power into the grid. The projects also have concurrent programmes helping to create jobs and uplift communities. There is increasing pressure from stakeholders to make a positive contribution through ESG policies and related financing. Green bonds fulfil an important role within the fixed-income component of an institution's portfolio, especially where there is a reference to bankable, cash-generative projects.

The bond raised R1bn under Investec's domestic medium-term note (DMTN) bond programme. The issue, which was 3.8x oversubscribed, highlighted a healthy appetite among institutional investors looking to make a positive impact in terms of their ESG commitments.

The bond has been issued in line with the green bond principles of the International Capital Markets Association (ICMA), a global association of debt securities issuers as well as the Investec sustainable finance framework. The principles seek to support the financing of environmentally sound and sustainable projects that foster a net-zero emissions economy and protect the environment. Green bonds are the most well-developed of the sustainable finance markets and align well with our aspiration as a Group to fund a clean and energy-efficient world.



For more information, [click here](#)

Investec
supports
Pele energy

Contributing
to our
impact
SDGs:



SMEs supported

in wind and solar projects

Pele Energy Group is a Black-owned energy and development company. Investec helped raise growth and working capital through a unique preference share funding structure, leading to a long-term partnership with Pele. Funds raised will support project development for pipeline projects, working capital and equity funding for one of Pele's wind farms (101MW), currently under construction, as well as future wind and solar projects.

The finance structure also provides Pele with access to Own Equity Contribution funding, typically the most difficult tranche of equity funding for projects. The ability to secure this funding is a unique and compelling element for Pele's future projects. This tranche is lowest ranking on the cashflow scale, and typically characterised by limited or no available funding.

Investec also provided acquisition funding to increase Pele's stake in the Touwsrivier concentrated solar power plant, a people-led initiative aimed at making socio-economic progress through this project and other measures.



Investec's close involvement in both transactions supports Pele's long-term growth aspirations and strengthens the strategic partnership between the companies. The ability of the Power and Infrastructure Finance team to assess Pele's business comprehensively, rather than limit risk to a project level is novel, demonstrating an appreciation of the full business model, which couples' energy investments with a wide variety of related services, ranging from construction management to community development.



"We know we can revive the economy through infrastructure development and have a 13-year track record with REIPPP to prove it. We have even expanded into making direct investments in new industries for further growth in historically underprivileged communities. This is evidence that the future we all hope for, is viable."

Fumani Mthembi

Pele Energy co-founder and Knowledge Pele MD



For more information, [click here](#)

Affordable and clean energy continued



SDG 7.2 continued

Power and Infrastructure
Finance supports
Westfield energy-from-
waste plant

£62.5mn
underwrite to EfW

Contributing
to our
impact SDG:



Investec's Power and Infrastructure team in the UK supported the Westfield energy-from-waste (EfW) plant with a £62.5mn underwrite. Westfield was the site of one of the UK's largest open cast coal mines that began mining in the 1950s and finished in the 1980s. The key focus of development is the construction of a 240ktpa EfW plant. The plant will generate significant activity on the site and will be able to offer affordable renewable power to attract other industrial operators to invest in the site.

The prospect for the plant is believed to produce a world-class and cost-efficient residual waste disposal option for Fife Council and many of the other Scottish local authorities that have not yet secured such a disposal route for their waste. Grate combustion technology will be deployed to provide a stable and reliable technology solution that will be well placed to adjust to the inevitable changes that take place in the mix of waste over the next 25 years, as further progress is made in reducing waste and improving recycling rates.



For more information, [click here](#)



Ralph Cho, Co-head of Power and Infrastructure at Investec, has been nominated for the Individual Investment Leader of the Year award at The Cleanie Awards, for his commitment to investing in the clean energy transition and for being part of a team that has made a significant impact on investment into this space.

Investec and Privilege Finance strike
£90mn partnership for climate
investment

Accelerate deployment of new climate change projects

Contributing
to our
impact SDG:



Investec Bank plc and Privilege Finance announced a long-term partnership which will release up to £90mn worth of funds for UK climate change projects. In excess of £30mn has been arranged to date. The funding will be offered to existing anaerobic digestion (AD) customers to refinance their projects as they commence operations, providing interest savings to borrowers and freeing up Privilege Finance's capital to be reinvested, accelerating the deployment of new funding for new climate change projects.

Launched in 2001, Privilege Finance has deployed more than £500mn to build 40 AD facilities. These generate a combination of renewable electricity, heat and biomethane to produce over 3.5GW of energy per day.



For more information, [click here](#)

Affordable and clean energy continued



SDG 7.2 continued

Power and Infrastructure Finance acts as sole financial adviser to Low Carbon for renewable energy pipeline

Advising development of renewable energy

Contributing
to our
impact SDG:



In the UK, Investec's Power and Infrastructure Finance team acted as sole financial adviser to Low Carbon on a substantial private capital raising to fund its proprietary international renewable energy pipeline.

Low Carbon is a leading renewable energy investment fund and asset management platform committed to the development and operation of renewable energy at scale. Low Carbon invests into both renewable energy developers and projects across a range of renewable energy technologies including solar photovoltaic (PV), wind, energy storage, waste-to-energy and energy efficiency. With a significant renewable energy pipeline in development, Low Carbon is well-positioned to capitalise on opportunities as the need for renewable energy and energy security increases.

Investec worked intensively with Low Carbon to develop a compelling equity story as a leading renewables independent power producer and ran a competitive phased process.

Low Carbon ultimately chose to partner with the Massachusetts Mutual Life Insurance Company (MassMutual), a leading mutual life insurance company with a focus on delivering long-term value, and secured a substantial funding commitment from them. By 2030, it is anticipated that the partnership's operational renewables capacity (target 20GW) will have generated enough clean energy to avoid a total of more than 11 million tonnes of CO₂e.

Investec supported Low Carbon through this intensive, ESG-themed infrastructure capital raising process resulting in a partnership with MassMutual for their global renewable energy ambitions.

Contributing
to our
impact SDG:



Private Bank clients offered solar power financing

Reducing the impact of regular power outages in South Africa

Aligning with our commitment towards net-zero carbon emissions, we are rolling out a funding solution for our private banking clients to install solar panels and battery storage systems in homes and providing a power solution in South Africa, which is regularly affected by electricity outages.

The offering, which follows a pilot programme for 1 000 customers in South Africa, will allow clients to tap unutilised home-loan facilities or have money re-advanced to them to put in place these systems, that can cost upwards of \$10 000, depending on the size of the property.

This will provide our clients with access to multiple providers and exclusive solutions for personal or business needs.

For more information, [click here](#)

Investec Property launches Africa's largest solar PV plant

Reducing the electricity consumption from South Africa's power grid



Contributing
to our
impact SDG:



Investec Property is installing the continent's largest rooftop solar PV plant on the top of Cornubia Mall, KwaZulu-Natal. This is a key step in Investec Property's mission to embrace renewable low-carbon emission technology across its assets, thereby decreasing the environmental impact on society. Given the state of energy insecurity in South Africa, Investec Property, in partnership with Terra Firma Solutions, wants to embrace renewable low-carbon emission technology across its assets to decrease its carbon footprint.

The implementation of the solar PV rooftop will significantly reduce the electricity consumption from South Africa's power grid. Terra Firma Solutions will install the plant, one of the 15th biggest in the world. With a DC capacity of 5.25MWp and an AC capacity of 4.29MW, Cornubia Mall's solar PV plant will be the largest rooftop-only solar PV plant in Africa.

For more information, [click here](#)

Affordable and clean energy continued



SDG 7.2 continued



Investec provides a sustainability-linked loan to Oceana

Supporting our clients towards carbon neutrality

Contributing
to our
impact SDG:



Investec provided Oceana with a sustainability-linked loan (SLL), linked to sustainability performance targets which will attract a margin benefit if they meet their targets.

Targets include the use of renewable energy and conversion away from freon refrigeration in a number of their vessels. Operations in the sustainability-linked overlay included fishing, processing, commercial cold storage and logistics operations in South Africa and Namibia. The loan was structured in line with the SLL principles with Standard Bank acting as the sustainability coordinator.

Sustainability is at the heart of Oceana's core purpose which is to make a positive impact on society by creating long-term sustainable value for all stakeholders. This facility supports Oceana's overarching goal of carbon neutrality by 2050, in line with the Paris Agreement goals.

Power and Infrastructure team acts as arranger to Sub-Saharan Africa's first CSP molten salt tower project

Electrifying 210 000 homes through CSP

Contributing
to our impact
SDGs:



Power and Infrastructure team arranged a R780mn increase in commercial lender participation to the ACWA Power Redstone concentrated solar power (CSP) molten salt tower project. The 100MW ACWA Power Redstone solar thermal power plant, also known as the Redstone CSP Tower, which began early works in February 2021 in the Northern Cape in South Africa, is expected to electrify about 210 000 South African homes during peak demand periods.

The ACWA Power Redstone CSP project awarded IJGlobal Africa Renewable Deal of the Year in 2022

The Redstone CSP Tower will be the CSP plant with the lowest tariff, due to the benefits of scale and recent improvements in solar technologies. Investec has been closely involved in the project since 2018, as the first commercial bank to support the transaction. Its involvement includes providing senior debt worth R660mn, foreign exchange, and interest rate hedging, as well as other facilities.

The ACWA Power Redstone CSP project was awarded IJGlobal Africa Renewable Deal of the Year. The project, with a capacity of 100MW, forms part of the REIPPP Programme and will provide reliable renewable base load power (with its 12-hour storage system) to the grid. It is currently under construction and should be completed in the fourth quarter of 2023.



For more information, [click here](#)

Investec acts as joint bookrunner on Smart Metering Systems' equity fundraise

£175mn equity fundraise

Contributing
to our
impact SDG:

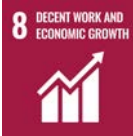


Investec acted as joint bookrunner to Smart Metering Systems plc, helping it raise gross proceeds of approximately £175mn by way of a firm placing. The net proceeds from the fundraise will be used to part-fund future growth opportunities, including the company's meter and grid-scale battery pipeline. Smart

Metering Systems plc is a fully integrated energy infrastructure company owning and managing meter assets, energy data, grid-scale batteries and other carbon reduction assets.



For more information, [click here](#)



Decent work and economic growth

Promote inclusive and sustainable economic growth, full and productive employment and decent work for all.

SDG 8.3

Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation



Benefits to society

Inequality and poverty are inextricably linked to not having decent work and being an active economic participant. Entrepreneurship and job creation are therefore key to ensuring sustained economic growth, in addition to eradicating forced labour, child labour, slavery and human trafficking.



Benefits to business

Our business plays a critical role in providing capital to fund a stable and sustainable economy. We use our specialist skills to support our clients in growing their businesses. We have a strong focus on financing entrepreneurs who are critical in accelerating job creation and supporting sustained economic growth.

Investec Bank plc draws £1.2bn of funding through the BoE's Term Funding Scheme for SMEs

Contributing
to our
impact SDG:



Cost-effective funding to SMEs

The Term Funding Scheme for SMEs (TFSME) was introduced by the Bank of England (BoE) in March 2020 to provide indirect support to businesses and households through the provision of a cost-effective

source of funding to support additional lending to the economy through the COVID-19 pandemic. The £1.2bn of TFSME drawings provides Investec Bank plc with four years of funding at Bank of England base rate, secured on collateral including loans and senior notes from retained securitisations.

Asset Finance supports SME clients

Contributing
to our
impact SDG:



>51 000 SMEs supported

In the UK, our Asset Finance business supports over 51 000 SME clients, just over 50% of their client population. With a current value of £1.1bn, this makes up most of the book at just over 52%.

SDG 8.5

Full and productive employment and decent work

Investec sponsors Blue Economy Ocean Accelerator programme Regenerating the ocean's resources

Contributing
to our impact
SDGs:



Investec Wealth & Investment, UK is proud to sponsor the Blue Economy Ocean Accelerator programme, aimed at nurturing entrepreneurial SME businesses that are focused on making a positive impact in regenerating the ocean's resources. The initiative is one of the first of its kind in the UK and run by Bright Tide, a sustainability-focused training consultancy.

The need for a healthy ocean and the Blue Economy, and the sustainable use of its resources for economic growth, was a key topic of discussion at COP26. This means opportunities for entrepreneurship and innovation in this market continue to gain recognition and require investment. The UN has named Life Below Water as one of the SDGs for a healthier future for all.

As a sponsor, we will be actively involved in supporting and mentoring the entrepreneurial businesses involved in the eight-week programme, which aligns with our purpose 'to create enduring worth – living in, not off, society.'

"From an economic perspective, the UN says three billion people depend on the marine environment for their livelihoods. The High Level Panel for a Sustainable Ocean Economy has estimated that the value of related investments could grow by 500% over the next 30 years."

Max Richardson
Senior Investment Director, Investec
Wealth & Investment, UK



For more information [click here](#)

9



Industry, innovation and infrastructure

Build resilient infrastructure, promote sustainable industrialisation and foster innovation.



“As new infrastructure comes on stream, so the environment should become more conducive to productive investment, resulting in accelerated and inclusive growth.”

Richard Wainwright
CEO, Investec Limited



Benefits to society

Building quality infrastructure and sustainable industrial development boosts productivity, incomes and standards of living, leading to better health and education outcomes. Technology and innovation are vital in addressing environmental and economic challenges that come with industrial development and an increasing world population.



Benefits to business

We have a proven track record and partner with the private sector and government for the delivery of infrastructure through the provision of expertise to ensure the successful funding, implementation and development of projects. We see many opportunities to finance innovative technological or digital solutions to solve various socio-economic challenges.

SDG 9.A

Facilitate sustainable and resilient infrastructure development in developing countries

Investec acts as mandated lead arranger and lender to Vantage Data Centers

Empowering digital entrepreneurs

Investec Bank Limited's Corporate Leverage Finance team acted as mandated lead arranger and lender, alongside another South African bank, in relation to Vantage's \$1bn investment into South Africa. The debt will help facilitate Vantage's investment, together with equity capital that has been raised by Vantage from its shareholders. Fast and secure access to data is vital for South Africa and Africa to grow the digital economy. In addition, it empowers digital entrepreneurship, access to education, and the sharing of ideas which has a proven impact on poverty alleviation and the upliftment of citizens. A major investment in a hyperscale data centre will help to achieve this.

Vantage Data Centers, one of the world's leading specialists in hyperscale data centres, is making its first investment into South Africa, with the first one being a hyperscale data centre campus in Midrand, which will be the largest facility in Africa when fully complete. Construction of the 80MW campus, which will more than double Johannesburg's current IT load capacity, has already begun and will be built in three phases. The first, with 16MW capacity, will be followed by 32MW each in two successive phases. The initial debt facility of R1.125bn, which may soon be increased by R450mn, relates to the first phase of the first data centre on the campus, and is being provided by Investec Bank Limited, alongside another South African bank.

Contributing
to our
impact SDG:



“Vantage Data Centres’ investment is one of the most significant examples of FDI into digital infrastructure in South Africa; growth of the cloud is a major theme internationally.”

Robert Gecelter
Corporate Leverage Finance,
Investec Bank



For more information, [click here](#)

Industry, innovation and infrastructure continued



SDG 9.A continued

Investec and Xero launch fully digital bank feed to help South African businesses improve cash flow management

Streamlining the processes of SMEs

Contributing
to our
impact SDG:

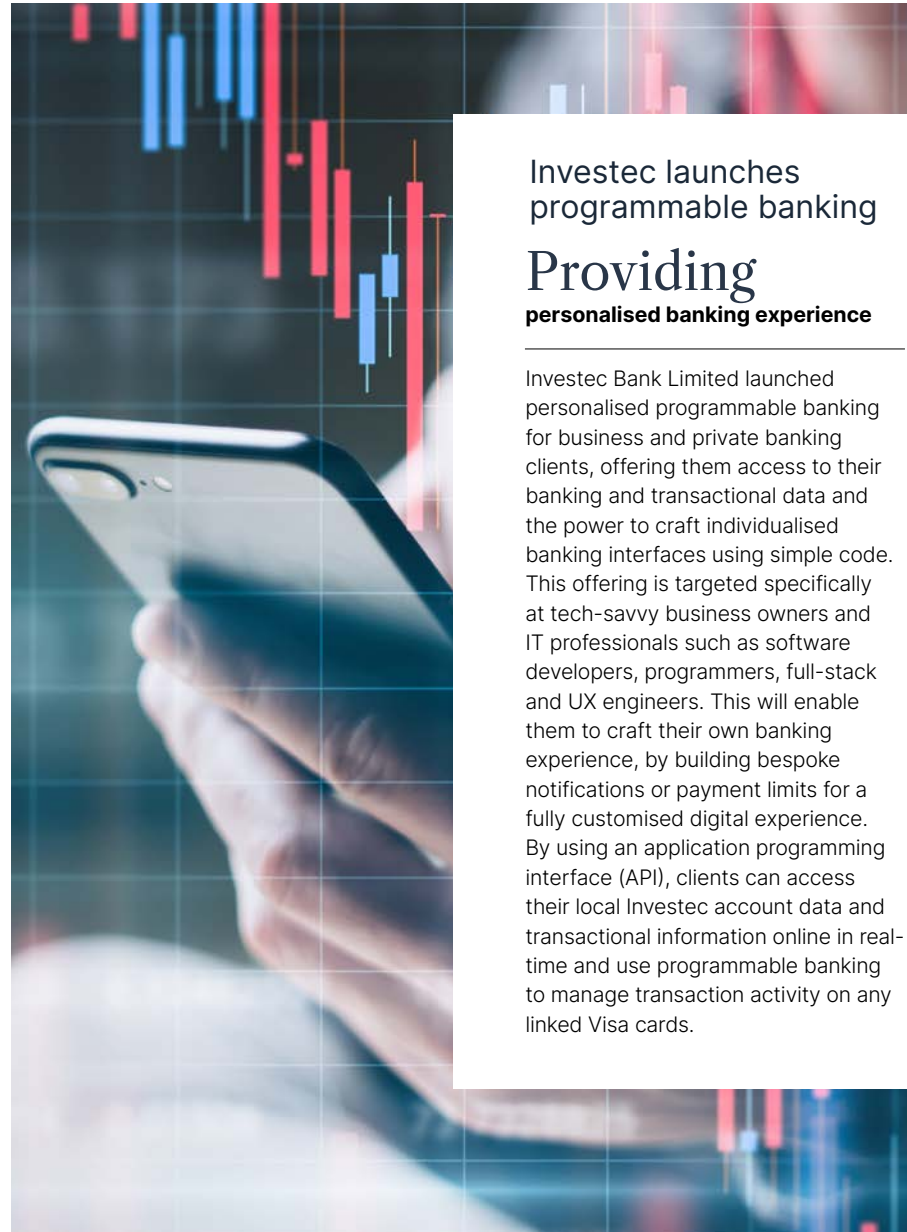


We have partnered with Xero, the global small business platform, to give small businesses and their advisors access to financial data through a fully digital application programming interface (API) enabled bank feed in South Africa. The new feed is available to Investec private banking clients in South Africa with a Xero account, and will enable small businesses and their accountants to import their Investec banking transactions into Xero securely. Bank feeds are a great example of the transformational role open banking can play in helping South African small businesses to automate processes.

“Our aim is to not only offer transactional convenience for our clients, but to become a full-fledged digital business enabler and financial partner in their business journey. The introduction of Xero is the next step in the Bank’s evolving proposition.”

Wayne Summers

Head of Open APIs, Investec Digital,
South Africa



Investec launches
programmable banking

Providing personalised banking experience

Investec Bank Limited launched personalised programmable banking for business and private banking clients, offering them access to their banking and transactional data and the power to craft individualised banking interfaces using simple code. This offering is targeted specifically at tech-savvy business owners and IT professionals such as software developers, programmers, full-stack and UX engineers. This will enable them to craft their own banking experience, by building bespoke notifications or payment limits for a fully customised digital experience. By using an application programming interface (API), clients can access their local Investec account data and transactional information online in real-time and use programmable banking to manage transaction activity on any linked Visa cards.



“By launching programmable banking, we aim to create opportunities for IT professionals and software developers to solve problems, and unlock new possibilities, by revolutionising businesses, empowering consumers and uplifting economies.”

Cumesh Moodliar

Head of Investec Private Banking
South Africa



For more information, [click here](#)

Industry, innovation and infrastructure continued



SDG 9.A continued

Investec arranges
financing for €600mn for
Ghana railway

Financing

environmentally friendly transport

Contributing
to our
impact SDGs:



Investec's Export & Agency Finance team co-arranged a €600mn financing on behalf of Ghana's Ministry of Finance for a 100km stretch of Ghana's western railway line, running from Takoradi Port to Huni Valley. It is the country's largest railway infrastructure investment in over 60 years and the project is part of the Republic of Ghana's initiative to expand and develop its rail network infrastructure, updating the route to make it safer and faster, while providing an alternative to less environmentally friendly modes of transport, such as haulage trucks and private cars. The loans are fully aligned with the Loan Market Association (LMA) social loan principles and LMA green loan principles making it the first export financing to be classified as compliant with the International Capital Market Association's sustainable principle. Deutsche Bank acted as mandated lead arranger for both loans and the transaction also involved Swedish Export Credit Agency (EKN), Swedish Export Credit Corporation (SEK) and Export Credit Insurance Corporation of South Africa (ECIC). This transaction is one of several recent major infrastructure financings for Investec in Ghana involving the support of African-based engineering, procurement and construction contractors with export credit supply chain solutions.



For more information, [click here](#)



"This project is part of Ghana's railway infrastructure plan, has been earmarked for implementation by government, and will be the single biggest railway investment by the country, post-independence. The western railway line is key to the haulage of agricultural produce and minerals from the middle belt to Takoradi Port in the south of Ghana. The completion of the line will boost economic activities along the corridor and will reduce cost and time of transporting goods and passengers between the two ends."

Hon. Ken Ofori-Atta

Minister of Finance for the Republic of Ghana

Investec and Intesa arrange
financing for €82mn Ghana road
upgrade project

Contributing

to local sourcing and job creation

Contributing
to our
impact SDG:



Investec's Export & Agency Finance team acted as global coordinator and agent bank for UK Export Finance and African Trade Insurance Agency (ATI) to finance the upgrade and rehabilitation of a 109km stretch of the Bolgatanga-Bawku-Pulmakom Road in the Upper East Region of the Republic of Ghana. The financing consists of two loans in favour of Ghana's Ministry of Finance. The first, backed by UK Export Finance, the UK's export credit agency, is €35mn, split into a €17.5mn direct loan and a €17.5mn buyer credit guarantee tranche. The second is an untied commercial loan of €47mn to cover the balance of the financing. It is backed by ATI, Africa's multilateral trade and investment insurer. Critically the large untied commercial loan tranche supported by ATI allows significant local sourcing of Ghanaian equipment and services and also local job creation. The loan is expected to be classified as a social loan under LMA social loan principles as it will dramatically improve access to essential services for underserved populations.



For more information, [click here](#)

Industry, innovation and infrastructure continued



SDG 9.A continued

Significantly increase access to information and communications technology

Investec supports MetroFibre's network expansion

Contributing to socio-economic upliftment

Contributing
to our
impact SDG:



Investec took the lead role in arranging R2.5bn in debt funding for MetroFibre Networkx, a Gauteng-based fibre infrastructure provider. The financing will be used to extend the fibre network roll-out across South Africa and deploying connectivity into underserved homes and businesses. There is a great demand for fibre connectivity in many outlying regions and filling that gap makes sense not only from a business perspective, but also for socio-economic upliftment. The funding arranged by Investec enables the deployment of fibre to more individuals and more businesses, giving them the opportunity to participate in the globally connected economy. MetroFibre was launched in 2010 as a high growth player in South Africa fibre-to-the-home and fibre-to-the-business markets.



For more information, [click here](#)

Investec supports Vox's fibre rollout initiatives with capex funding boost

Improving telecommunications to approx

312 000 households

Contributing
to our
impact SDG:



The growing desire for fast broadband connectivity, a need enhanced by the massive increase in remote workers over the past year, requires a reliable, affordable, and scalable state-of-the-art communications infrastructure network. Beyond the economic benefits that include new business and employment opportunities through remote-working, there are various social benefits that access to improved telecommunication services brings.

In light of the considerable investments required to expand South Africa's existing fibre infrastructure, Investec, as mandated lead arranger, has provided Vox, a market-leading end-to-end integrated ICT and infrastructure provider, with access to debt facilities to fund their fibre rollout plans. With the additional funding we have provided, Vox has the capability to implement the next stage of its growth strategy which includes taking fibre to those areas eager to benefit from high-speed internet access.

The rollout of fibre is through Vox's subsidiary, Frogfoot. Frogfoot has doubled the size of its network and expanded its footprint to smaller towns across the country, driven by its commitment to an open access wholesale network. This includes working with local internet service providers (ISPs) in towns to enable users to get access to high-speed connectivity. Despite challenging pandemic conditions, Frogfoot has been performing almost 4 000 installations per month. With fibre provided to approximately 312 000 households, Frogfoot cements its position as the third-largest fibre network operator in South Africa.



For more information, [click here](#)



Sustainable cities and communities

Make cities inclusive, safe, resilient and sustainable.

SDG 11.1

Providing access for all to safe and affordable housing and basic services and upgrade slums



Benefits to society

Meaningful sustainable development requires a significant transformation in the way we deal with rapid urbanisation. A more resilient and sustainable approach is required when building cities to reduce vulnerability to various factors, such as natural disasters, overcrowding and air pollution. This requires investment in safe and affordable housing, efficient public transport, green public spaces, and more inclusive urban planning.



Benefits to business

Through our lending and investment activities, we play a meaningful role in building sustainable cities and communities. Our property business focuses on developments that bring value to surrounding communities and invest in sustainable and resilient buildings. We also finance innovative technologies that can contribute to more sustainable transport systems and safer, more robust infrastructure solutions.

Investec leads in €215mn funding to build Ghana's healthcare infrastructure

Contributing
to our
impact SDG:



Investec Export & Agency Finance team arranged a €215mn financing for two major state-of-the-art hospitals in Ghana's western region. The loans are fully aligned with Loan Market Association (LMA) Social Loan Guidelines (2021). It is the first LMA social loan in Africa in the healthcare sector. The funding will be used to rehabilitate the Effia-Nkwanta hospital and build a new hospital in Agona, both in the country's economically important western region. Once completed, the hospitals will improve healthcare in the region, offering a centre of excellence for maternity, obstetrics, gynaecology, and neonatal care, with 500 beds and over 40 000m² of modern medical floor area and 6 000m² of staff housing. Investec's Export & Agency Finance team worked closely with the Swedish Export Credit Agency (EKN), Swedish Export Credit Corporation (SEK) and the Export Credit Insurance Corporation of South Africa (ECIC) on the deal. It highlights the potential of Africa-based financial institutions, working alongside leading export credit agencies, to lead arrange long-term infrastructure financing for Africa's growth needs. Investec is the only African bank with this international capability and won the sole lead arranger mandate from the Ghanaian Ministry of Finance, based on our growing track record in this area. The transaction also won a Best Deals 2022 from Global Trade Review – the leading trade and export finance publication globally.



For more information [click here](#)



"The hospital transaction will give three million people in Ghana access to world-class healthcare who would otherwise be unable to afford it."

Brian Irvine

Head of Africa Structured Trade and Debt Solutions, Investec



3 million
heartbeats

2 hospitals

500 beds

Sustainable cities and communities continued



SDG 11.1 continued

Investec provides loan to fund the development of a 99-unit student scheme in Guildford

£11mn loan

towards affordable student accommodation

Investec Real Estate provided Stelling Properties Group (Stelling), the modular development specialists, with a £10.83mn senior facility in September 2021 to fund the development of Riverside House, a 99-studio unit student scheme in Guildford.

The loan will enable Stelling to build the modular property off-site using their dedicated, state-of-the-art factory near Winchester. Stelling is a modern method of construction specialist with previous projects in Winchester, Southampton and Portsmouth. The modular construction method allows Stelling to maintain control throughout the build process as well as accelerate the development programme both of which help deliver a more sustainable development. Investec's facility also includes an investment tail so Stelling can retain the property once stabilised.



Contributing to our impact SDG:



For more information [click here](#)

SDG 11.3

Inclusive and sustainable urbanisation

Contributing to our impact SDG:



Investec provides investment into the Clyde Munro Dental Group in Scotland

Investec Bank plc provided a £25mn investment into Scotland's largest dental group, Clyde Munro Dental Group, for further expansion.

Investec has invested a total of £55mn into the company since Clyde Munro was founded in 2015 by Jim Hall. As a result, it has grown from seven practices to 54, with more than 200 dentists, 400 staff and 460 000 patients in Scotland.

The Investec funding package includes a mechanism which will reduce interest repayments as Clyde Munro achieves certain sustainability performance targets. Its sustainability strategy includes a dedicated dental waste recycling programme and a paperless journey scheme, which will save more than 40 000 paper forms each month.

£25mn investment
ensuring access to basic dental services



For more information [click here](#)

SDG 11.C

Supporting sustainable and resilient buildings

Investec Real Estate provides a £45mn investment facility for a Grade-A office building in London

Creating a sustainable city and community for 4 000 office workers

Contributing to our impact SDGs:



Investec Real Estate provided Quintain, a leading mixed-use developer and major regeneration specialist, with a £45mn investment facility secured against The Hive, a Grade-A office building in Wembley Park, London.

The loan refinances an existing facility and represents the first transaction between the two companies. The Hive comprises 10 684m² of state-of-the-art office space across nine floors. The building features in-demand three metre floor-to-ceiling heights and a wide range of amenities. It is also BREEAM certified, an international scheme that provides independent third-party certification of the assessment of the sustainability performance of buildings and has a WiredScore gold certification. Adjacent to Wembley Stadium, the building occupies a prominent position in Wembley Park, Quintain's 85-acre mixed-use regeneration site which is home to 4 000 office workers.

"This is our first deal with Quintain, which has spearheaded the transformation of Wembley Park over the last 20 years, delivering world-class office, residential and retail space to complement the area's unrivalled sports and music provisions."

Jonathan Long

Head of Corporate Lending, Investec Real Estate



For more information [click here](#)

Sustainable cities and communities continued



SDG 11.2

Providing access to safe, affordable, accessible and sustainable transport systems for all

Contributing
to our core
SDG:

Investec invests in London-based company, Osprey Charging in electric vehicle rapid charging

Supporting 320

EV rapid charging stations

Investec has invested in London-based company, Osprey Charging (Osprey) that specialises in providing high-power electric vehicle charging in convenient locations across the UK, with fast, reliable, and easy-to-use equipment. Investec supported Osprey from a fledgling business in 2018 to its current position as one of the preeminent rapid charging operators.

Osprey works in partnership with landowners to deliver fully funded and maintained rapid charging units, powered 100% by renewable energy. It is one of the UK's largest rapid charging networks and has plans to double its fleet of 320 chargers by the end of the year. Osprey deploys and operates open-access units that can charge any type of electric vehicle, using any contactless payment card, fleet cards, or by App, with 24/7 customer support. Osprey aims to build the charging network for the future of transport, to benefit the next generation and our planet.



For more information, [click here](#)



17 PARTNERSHIPS
FOR THE GOALS

Partnership for the goals

Strengthen the means of implementation and revitalise the global partnership for sustainable development.

We engage regularly with a range of stakeholders, including shareholders, ESG analysts and rating agencies, on topics relating to the relevance of sustainability and climate-related (including ESG) matters to our business. We participate actively in multiple industry-led bodies such as the Banking Association of South Africa (BASA), the UN Global Investors for Sustainable Development (GISD) Alliance, the UN Global Compact, the Partnership for Carbon Accounting Financials (PCAF) and others.



Benefits to society

Effective partnerships create the opportunity to reduce inequality, end poverty, protect the environment, promote justice and peace, and improve livelihoods for all.



Benefits to business

Through strong and effective partnerships, core competencies can be leveraged with a focused impact across a common set of goals.

SDG 17.5

Take urgent action to end poaching and trafficking of protected species of flora and fauna, and address both demand and supply of illegal wildlife products



Protecting

critically endangered species

Contributing
to our
impact SDGs:



Our conservation strategy aims to protect critically endangered species and the environment they inhabit. We partner with specialist and trusted NPOs through our flagship programme, Investec Rhino Lifeline, working closely with them to protect these species through rescue, awareness, community upliftment and combatting illegal wildlife trade. In the past financial year Investec played a leading role in a public private partnership (PPP) between financial institutions, regulators, law enforcement and conservation NPOs, both in South Africa and internationally. Investec spearheaded an expert working group (EWG) within the South African Anti-Money Laundering Integrated Task Force (SAMLIT), culminating in a report entitled 'Financial Flows associated with Illegal Wildlife Trade in South Africa'. Investec staff were key members of the EWG, driving the project and writing the report.

Partnership for the goals continued

17 PARTNERSHIPS
FOR THE GOALS

SDG 17.9

Enhancing international support for implementing effective and targeted capacity building in developing countries to support national plans to implement all the sustainable development goals

Participation in industry initiatives and memberships

Our commitment to sustainability and climate change is evident from the many organisations with whom we engage and support.

Within the finance sector in South Africa, there is a collaborative effort to support and encourage sustainability which includes participation in:

- The National Treasury green finance taxonomy beta testing
- BASA's Climate Risk Forum Steering Committee
- The TCFD and sustainable finance working groups supporting the implementations released on financing a sustainable economy by National Treasury.

We support PCAF and are actively involved in the formulation of financial carbon reporting methodology.

As members of the Net-Zero Banking Alliance (NZBA) we regularly engage and participate in various working groups including the sector track, implementation track, and outreach and recruitment track, which Investec is championing in Africa.

We are members of the newly established UN Responsible Banking Academy with the aim to support implementation of the Principles for Responsible Banking (UN PRB). The education body will support implementation of UNEP Finance Initiative's training strategy through the development and delivery of online learning courses covering the key areas of knowledge and understanding relating to sustainability required by staff in financial institutions, whether they are signatories of the UN PRB or are aspiring to be signatories.

We are participating in the Institute of International Finance (IIF) working group which is focused on providing a standardised template for TCFD disclosures. The core objective of this work is to advance an industry consensus view on how climate-related disclosures should be conveyed to the market, and how different types of metrics relevant for banks should be applied in disclosures. The core desired outcome of this project is to materially improve consistency in the structure, format, and coverage of disclosures by banks.

Investec is a signatory to the United for Wildlife Financial Taskforce to combat illegal wildlife trade (IWT), which leverages the existing global financial crime architectures

to support efforts to combat IWT, and a significant influencer in the South African Chapter of United for Wildlife which guides and leads activities in South Africa and neighbouring countries. Investec is also a member of SAMLIT. We lead an expert working group on IWT in South Africa for SAMLIT, in a phase two project, with a mandate to continue investigations on the financial flows related to IWT, improve partnerships with agencies and stakeholders not currently part of the group, agree mechanisms for research and information sharing, as well as for public engagement. We will achieve this, working closely with other South African financial institutions, the Financial Intelligence Centre, the Directorate for Priority Crime Investigation, the Department of Forestry, Fisheries and the Environment, the National Prosecuting Authority, and selected NPOs in the conservation and wildlife field.



For a list of our participation in industry initiatives and members, refer to pages 136 to 144.



Sustainable investment – Wealth & Investment

Investment offering

Investec Global Sustainable Equity Fund

The Investec Global Sustainable Equity (GSE) Fund was launched in December 2020. The interest has been very encouraging, and the fund has been one of our fastest growing mandates to date with approximately \$35mn of new investment since it was opened to external investment in March 2021. The Investec GSE Fund aims to identify investments with the following characteristics:

- Companies that are making a net-positive impact on one or more of the SDGs
- High quality, well managed global companies that have strong or improving ESG risk ratings
- Businesses that incorporate sustainability into their decision-making, thereby helping to deliver high returns on capital and long-term profitable growth

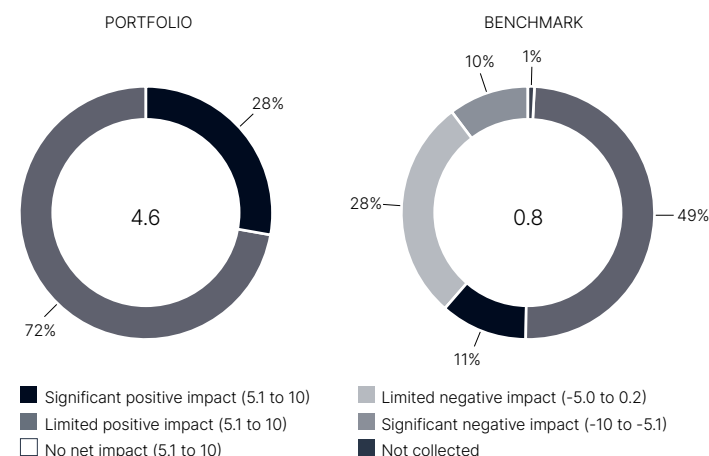
The Investec GSE Fund seeks to capture the returns of companies that are making a net positive impact towards the achievement of the SDGs. The SDGs provide a globally accepted framework through which businesses can align their strategic goals with ESG considerations.

Through the fund, investors are able to invest in companies that we believe can provide attractive investment returns over the long term, through the lens of the SDG framework.

Please refer to page 82 in this chapter for more information on the Investec GSE Fund

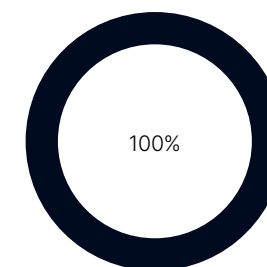
SDG Impact measure (ISS)

Overall average SDG impact rating and segment percentage weight



Sourced from ISS Datadesk 22 October 2021, Investec W&I

Overall average net positive SDG impact – percentage by weight



Portfolio 2°C alignment

Assesses whether the emission reduction efforts of a portfolio are aligned with the Paris Agreement goal, i.e., limiting global warming to less than 2°C from pre-industrial levels. To this end, Clarity AI compares companies' Scope 1 and 2 emissions reduction over time with the level of decarbonisation required to limit global warming to various temperature scenarios.

	CURRENT		2025		2030	
	Above 2°C	Above 2°C	Above 2°C	2°C	Above 2°C	2°C
Portfolio average	Benchmark	My portfolio	Benchmark	My portfolio	Benchmark	My portfolio
Companies	841/1 528	29/39	839/1 528	29/39	839/1 528	29/39
Portfolio weight	66.88%	73.72%	66.83%	73.72%	66.83%	73.72%
Benchmark MSCI World Index						
			MSCI WORLD		INVESTEC GSE	
Weighted Average Carbon Density (tons tCO ₂ e/revenue in millions of US dollars)			131.09		109.60	

07

Governance,
risk and
compliance

Sound corporate governance is implicit in our values, culture, processes, functions and organisational structure. Our values require that directors and employees behave with integrity, displaying consistent and uncompromised moral strength to promote and maintain trust.

Introduction

Through our commitment to governance, risk and compliance, we contribute to the following SDGs:



Our commitment to governance, risk and compliance:

Board oversight for sustainability and climate

Board composition

Responsibility of Board-appointed committee and executive members

Management's role in sustainability and climate

Operational resilience

Compliance

IT security and risk management

Environmental risk management.

We are guided by our climate change statement and policies on environmental and social risk. Climate-related risk considerations are integrated into a multidisciplinary, company-wide management process throughout the Group. Over the past year, the various Investec executive forums and boards have taken a deeper role in actively engaging on various sustainability activities and opportunities.

Board-level governance	DLC Board (Investec plc and Investec Limited) Establishes the purpose of the Group, incorporates climate-related and sustainability (including ESG) matters when reviewing and guiding strategy and strategic aims. Monitors and oversees progress against climate-related goals, targets, and ambitions			
	DLC Social and Ethics Committee (DLC SEC) Takes responsibility for monitoring the non-financial elements of sustainability and the Group's performance in terms of climate-related and sustainability (including ESG) indicators	DLC Board Risk and Capital Committee (DLC BRCC) Oversees and signs off on the Group's risk management policies. They are also responsible for managing the principal risks of the Group of which climate-related risk is explicitly listed	DLC Audit Committee Considers financial and non-financial disclosures and oversight to adhering to climate-related reporting regulations	DLC Remuneration Committee Establishes and monitors climate-related performance targets for remuneration
Executive-level governance	Group Executive Takes ultimate executive responsibility for all climate-related and sustainability (including ESG) matters. Members include: Fani Titi, Richard Wainwright, Ciaran Whelan, Nishlan Samujh, Marc Kahn, Mark Currie, Ruth Leas, Lyndon Subroyen, Abey Mokgwatsane, Stuart Spencer and Henry Blumenthal			
	Group ESG Executive Committee Coordinates climate-related and sustainability (including ESG) efforts across geographies and businesses from both a strategy and policy perspective	Group Executive Risk Committee (ERC) Reviews and approves Group climate-related policies and risk appetite Reviews and approves climate-sensitive transactions on a Group level	Executive responsibility within the Specialist Bank The Board assigned executive responsibility to Marc Kahn for driving the climate-related and sustainability (including ESG) agenda across the Group. Kevin McKenna is the Senior Management Function (SMF) for climate risk in the UK	Executive responsibility within Wealth & Investment Executive responsibility for driving the climate-related and sustainability (including ESG) matters within the global Wealth & Investment business is guided by Ciaran Whelan (CE of Investec Wealth & Investment Ltd UK) and Henry Blumenthal (CE of Investec Wealth & Investment Ltd South Africa)
Management-level governance	Global Head of Sustainability The Global Head of Sustainability, Tanya dos Santos, has a direct reporting line to the Group Chief Executive and the Chair of the Group ESG Executive Committee. She is a member of the Group ESG Executive Committee. Attends the DLC SEC and the Investec Property Fund Social and Ethics (SEC) Committee in which we have an equity stake. Collaborates with a range of directors, executives and senior leaders on ESG issues. Takes ultimate responsibility for driving and executing climate-related and sustainability (including ESG) matters across the Group			
	Investec Limited sustainability-related responsibility Management* participates in the various executive forums above, which is then discussed at Investec Bank Limited's executive committee. Nick Riley is a member of this forum and is also a member of the Group ESG executive committee and the Group ERC	Investec plc sustainability-related responsibility Management* participates in the various executive forums above, which is then discussed at Investec Bank plc's executive committee. Callum Bell and Kevin McKenna are members of this forum and Kevin is also a member of the Group ESG Executive Committee and the Group ERC	Wealth & Investment Sustainable Investment Forum Coordinates the integration of the climate-related and sustainability (including ESG) matters in our Wealth & Investment business across various jurisdictions and is chaired alternately between Barry Shamley (South African-based) and Max Richardson (UK-based)/ Stacey Parrinder-Johnson (Chief Investment Officer W&I UK)	
Business and employees	Investec Limited sustainability team	Investec Group sustainability team	Investec plc sustainability team. Investec plc climate forum	Wealth & Investment Sustainability teams (UK and South Africa)

* Management refers to those positions of senior management, and are separate from executives or the Board.

Board oversight for sustainability

The Board has the ultimate responsibility to monitor the operations of the Group as a responsible corporate. The Board oversees Investec's response to climate change and is supported by the various management teams to manage the risks and opportunities associated with climate change. At the highest governance level, the Board establishes the purpose of the Group, incorporates climate-related and sustainability (including ESG) matters when reviewing and guiding strategy and strategic aims, and monitors and oversees progress against climate-related goals, targets, and ambitions.

The composition of the Board has been designed to ensure that we have the appropriate mix of knowledge, skills, experience and diversity to provide the range of perspectives and insights needed to support good decision making for the delivery of the Group's strategic objectives. The Board recognises that balanced Board representation is vital for sustainable value creation. The Board's roles and responsibilities are detailed on page 115 of the Investec Group's 2022 integrated and strategic annual report, which includes responsibility for overseeing climate-related and sustainability risks and opportunities. The skills and experience of the members of the Board are detailed on pages 109 to 111 in Investec Group's 2022 integrated and strategic annual report. The Board met nine times where climate-related and sustainability (including ESG) matters were presented in written format at every meeting.



All members have a strong awareness around climate-related and sustainability (including ESG) matters. Board meetings were supplemented by presentations from internal and external parties, all of which were well accepted by the Board. The aim is to introduce targeted development to this Committee over the next year.



Refer to pages 109 to 111 in the Investec Group's 2022 integrated and strategic annual report for the director biographies.

Key climate-related achievements for 2021/2022

Approval to table a voluntary climate resolution at the August 2021 AGM, receiving 99.9% support from shareholders

In February 2022, approved changes to the Investec plc and Investec Bank plc risk appetite which included a commitment to zero coal exposure in the next 3 – 5 years

In March 2022, approved the 2022/23 budget and operating plan which included climate-related and sustainability (including ESG) matters.

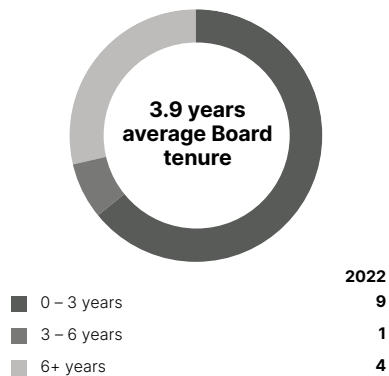
Climate-related focus areas for 2022/2023

Further development and upskilling on climate-related matters.

Board composition

The Board recognises that a balanced board is vital for sustainable value creation. We have designed the composition of the Board to ensure that we have the appropriate mix of knowledge, skills, experience and diversity to provide the range of perspectives and insights needed to support good decision making for the delivery of the Group's strategic objectives.

Board tenure



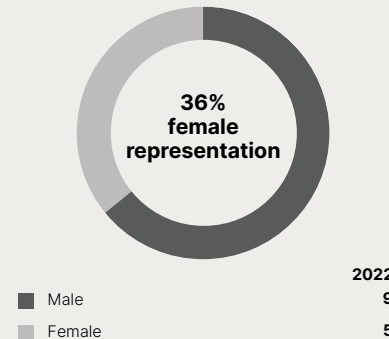
Board tenure

The Board also considers tenure when examining independence and discussing the composition of the Board. The Board is mindful that there needs to be a balance resulting from the benefits brought by new independent directors, versus retaining individuals with the appropriate skills, knowledge and experience, and an understanding of Investec's unique culture. The Board does not believe that the tenure of any of the identified independent non-executive directors standing for election or re-election at the annual general meeting in August 2022 interferes with their independence of judgement, or their ability to act in the Group's best interest.

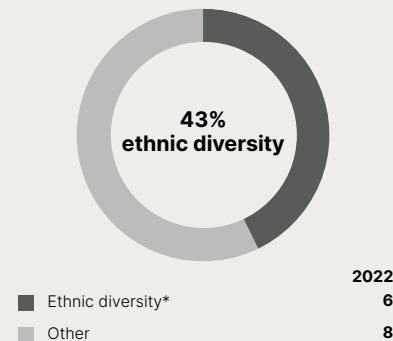
Board diversity

The Board places great emphasis on ensuring that its membership reflects diversity in its broadest sense. Consideration is given to the combination of demographics, skills, experience, race, ethnicity, religion, age, gender, educational and professional background and other relevant personal attributes. The aim is to provide the range of perspectives, insights and challenges needed to support good decision-making by the Board.

Gender diversity



Ethnic diversity



* Measured in terms of the Parker Review metrics.

For more information on Board diversity of the subsidiaries, refer to their individual annual reports.

Board independence

The Board considers the guidance set out in the UK Corporate Governance Code, the King IV Code, and directive 4/2018 as issued by the South African Prudential Authority, when considering the independence of members of the Board. Throughout the year ended 31 March 2022, the Board was compliant with the UK Corporate Governance and the King IV Codes, in that the majority of the Board, excluding the chair, comprised independent non-executive directors.

Board effectiveness

The 2021 evaluation of the Board, Board committees and individual directors was externally facilitated, as required by the UK Corporate Governance Code. A key theme for the review, as identified by the DLC Nomdac, was how the current governance framework was working at both a DLC level and a subsidiary level.

For information on the process undertaken, and the findings of the review, refer to pages 124 and 125 in the Investec Group's 2022 integrated and strategic annual report.

Responsibility of Board-appointed committees and executive members

DLC SEC

The Committee's principal objective is to assist the Board in ensuring that the Group remains a committed, socially-responsible corporate citizen in the context of the economy, society, and environment in which the Group operates. It is responsible for monitoring the Group's activities having regard to any relevant legislation, other legal requirements, or prevailing codes of best practice.

The DLC SEC is a Board-appointed committee with a direct reporting line to the DLC Board. The DLC SEC takes responsibility for monitoring the non-financial elements of sustainability and monitors the Group's performance in terms of climate-related and sustainability (including ESG) indicators. The DLC SEC chair reports to the Board after each meeting on the nature and content of its discussion, recommendations, and action to be taken, and makes recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.

In addition, the climate-related responsibilities of the DLC SEC include:

Promoting environmental responsibility (including action on climate change and biodiversity considerations)

Assessing, and where appropriate minimising, the impact of the Group's activities and its products and services on the environment, health, and public safety

Considering, reviewing and monitoring climate-related risks and sustainable financing opportunities

Reviewing changes to the Group's chosen SDGs

Reviewing new climate-related and sustainability (including ESG) policies and any material changes to existing policies

Reviewing and approving the sustainability report published as part of the annual reporting process

Reviewing and approving the Task Force on Climate-related Financial Disclosure (TCFD) report published as part of the annual reporting process.

Every member brings their own unique sustainability skills to the Committee, thereby strengthening the Committees' skills, knowledge, experience and diversity. Their appointments also support the promotion of a consistent approach to employment equity, transformation and sustainability matters across our businesses. The Committee reports to the Board on how it discharges its responsibilities and makes appropriate recommendations to the Board. The Committee's terms of reference can be found on our website.

The DLC SEC consists of five independent directors and the Group chief executive. The committee met four times during the year where climate-related issues were discussed in every meeting.



Responsibility of Board-appointed committees and executive members continued

Key DLC SEC climate-related achievements for 2021/2022

Supported the Executive's decision to become a member of the **Net-Zero Banking Alliance (NZBA)**

Reviewed progress on climate-related and sustainability disclosures, including the TCFDs, and reported on the **Group's priorities and progress in terms of the SDGs**

Reviewed and supported the Group's fossil fuel policy with the commitment to achieve **zero coal exposure** in the next three to five years in our Investec plc entity

Reviewed and supported the Group's updated **sustainable finance framework**.

Received shareholder support for the Group's commitment to the goals of the Paris Agreement (the Paris goals), to authorise and direct the Investec Group and the directors to commit to disclose the following within our annual report and financial statements for the year ending 31 March 2022:

- Reviewed the baseline of Investec Group's Scope 3 financed emissions
- The Investec Group's strategy to reduce its Scope 3 financed emissions and
- The Investec Group's short-, medium- and long-term targets to reach net-zero emissions and align with the Paris Agreement goals, based on a geographic approach that is guided by (but not limited to) the net-zero trajectories of our two core jurisdictions, being South Africa and the UK.

DLC SEC climate-related focus areas for 2022/2023

Review and assess the integration of **sustainability and climate-related matters** into business strategy

Monitor the progress in terms of the Group's **net-zero ambition** and the related Scope 3 strategy and targets

Monitor the progress to strengthen the Group's **climate-related and sustainability disclosures**, including the TCFDs, and the Group's reporting on our priorities and progress in terms of the SDGs.

DLC BRCC

The role of the Committee is to provide independent oversight of the range of risks facing the business. This function is performed by considering the risk reports presented and question whether actions taken by management are appropriate. Climate-related and sustainability (including ESG) matters are discussed ad hoc, as and when any matters arise.

The DLC BRCC oversees and signs off on the Group's risk management policies. The Committee is also responsible for managing the principal risks of the Group of which climate-related risk is explicitly listed. In addition, the DLC BRCC:

- Considers and reports on key financial and non-financial risk issues
- Monitors and recommends the Group's risk appetite which includes appetite on climate-related and sustainability (including ESG) matters
- Monitors the Group's risk profile which includes climate-related and sustainability (including ESG) matters.

All the members have a strong awareness around climate-related and sustainability (including ESG) matters. Meetings were supplemented by presentations from internal and external parties, all of which were well accepted. The aim is to introduce targeted development to this Committee over the next year.

Responsibility of Board-appointed committees and executive members continued

DLC Remuneration Committee

The DLC Remuneration Committee establishes performance-related targets against sustainability measures, which incorporates climate-related aspects. The performance of the directors is assessed each year in terms of the remuneration framework of which sustainability, including climate-related targets, are addressed.

The DLC Remuneration Committee has included non-financial and ESG-related targets within executive remuneration.



Refer to Investec Group's 2022 remuneration report for the remuneration disclosures.

Chief Executive responsibility

For climate-related risks and opportunities, the Chief Executive, Fani Titi, takes ultimate executive responsibility for all climate-related and sustainability (including ESG) matters. He is also a member of the United Nations Global Investors for Sustainable Development (GISD), an alliance with representation from 30 leading corporates and financial institutions across the world, where a range of climate-related matters are addressed and actioned. The chief executive is informed of sustainability and climate-related risks and opportunities through the Global Head of Sustainability, the Group ESG Executive Committee and the DLC SEC on a regular basis.

Group ESG Executive Committee

The chief executive is supported by the Group ESG Executive Committee to help align and coordinate ESG strategy and governance efforts across geographies and businesses. The Group ESG Executive Committee, mandated by the Group's executive directors, reports relevant climate-related and sustainability (including ESG) matters to the DLC SEC and Group ERC.

Marc Kahn:

Global Head of People & Organisation and Chair of the Committee

Mark Currie:

Global Chief Risk Officer

BUSINESS HEADS

Kevin McKenna:

Chief Risk Officer, IBP and the Senior Management Function (SMF) for climate risk

Nick Riley:

Head of Investment Bank, IBL

Callum Bell:

Head of Direct Lending and Co-head of Private Equity

Stacey Parrinder-Johnson:

Chief Investment Officer, Wealth & Investment, UK

Barry Shamley:

Fund Manager, Wealth & Investment, South Africa

SUBJECT MATTER EXPERTS

Tanya dos Santos:

Global Head of Sustainability

Lesley-Anne Gatter:

Head of People & Organisation, South Africa

Setlogane Manchidi:

Head of Corporate Social Investment, South Africa



Marc Kahn, Global Head of People & Organisation and Chair of the Committee

The main objectives of the Committee are to coordinate climate-related and sustainability (including ESG) efforts across geographies and businesses and to:

Ensure that Investec conducts its business in a responsible manner

Review the framework of policies and controls put in place by Investec's executive directors

Ensure that the climate-related and sustainability (including ESG) strategy is aligned with, and integrated into, business strategy

Manage non-financial risks in relation to climate-related and sustainability (including ESG) matters, incorporating considerations across philanthropy, corporate social investment (CSI), ESG screening, ESG investing, impact investing and the SDGs

Review all climate-related and sustainability (including ESG) strategies, policies, management initiatives and targets, as well as the performance of major Investec subsidiaries and the Group in its entirety

Coordinate climate-related and sustainability (including ESG) business activity and initiatives in terms of our climate and equality aspirations.

Responsibility of Board-appointed committees and executive members continued

Key Group ESG Executive Committee achievements for 2021/2022

Provided input and approval to table a voluntary climate resolution at the August 2021 Investec AGM

Monitored the Group's net-zero ambitions and progress in terms of Scope 3 commitments made in the 2021 AGM resolution

Reviewed climate-related regulations and recommendations published during the year

Reviewed the ESG opinions and discussed some of the contentious opinions before they progressed to the relevant Group ERC Forum for final approval

Reviewed and monitored climate-related and ESG screening across the group

Reviewed and monitored Investec Group fossil fuel exposures

Reviewed the updated Group sustainable finance framework.

Group ESG Executive Committee focus areas for 2022/2023

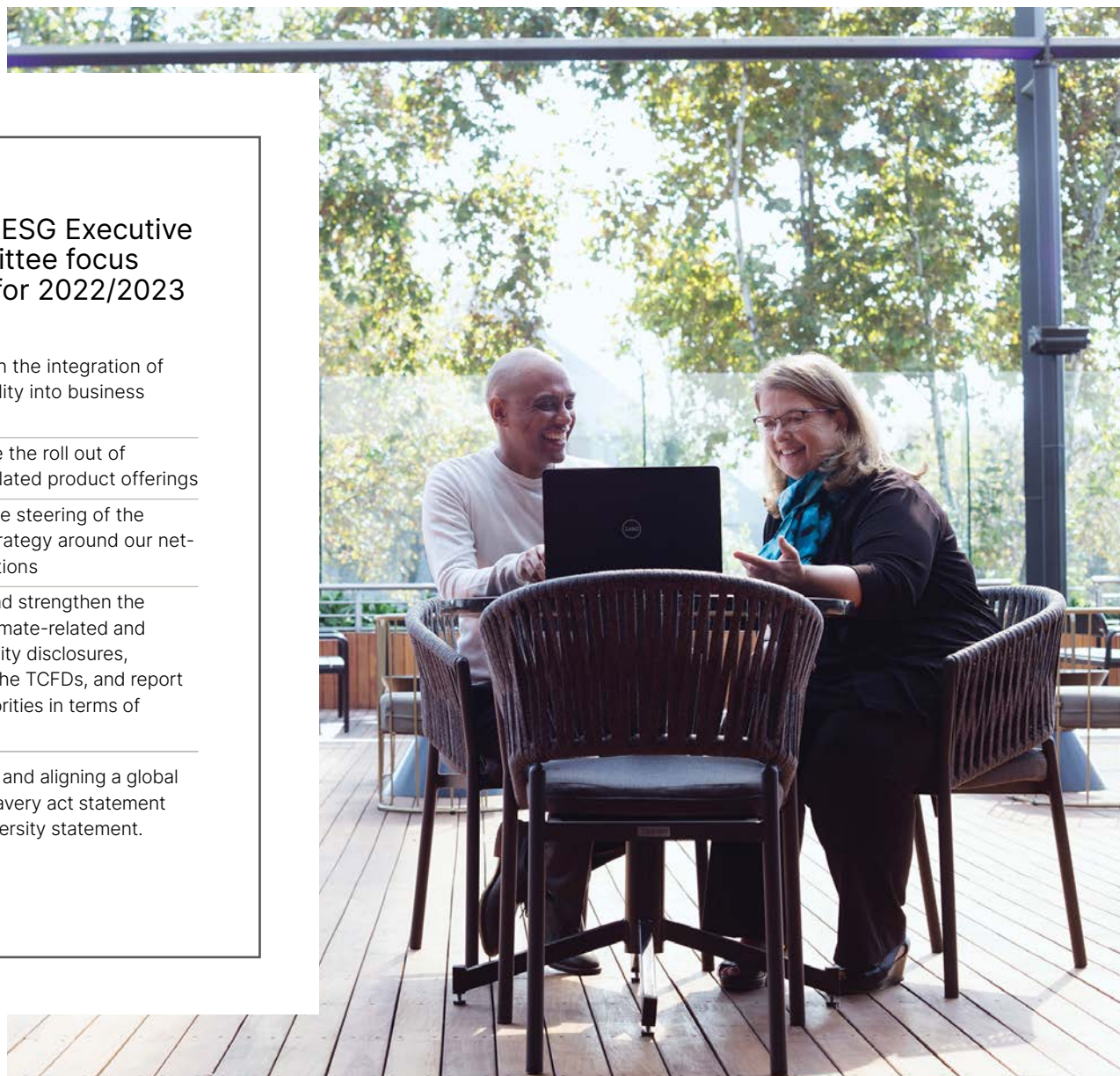
Strengthen the integration of sustainability into business strategy

Encourage the roll out of climate-related product offerings

Monitor the steering of the Group's strategy around our net-zero ambitions

Monitor and strengthen the Group's climate-related and sustainability disclosures, including the TCFDs, and report on our priorities in terms of the SDGs

Reviewing and aligning a global modern slavery act statement and biodiversity statement.



Management's role in sustainability and climate

Climate considerations are integrated into multidisciplinary, Company-wide management processes throughout the Group. We see management as active participants in the mitigation and monitoring of climate-related risks or opportunities.

Global Head of Sustainability

The Global Head of Sustainability, Tanya dos Santos, has a direct reporting line to the Group Chief Executive, Fani Titi and the executive responsible for sustainability, Marc Kahn. Any climate-related matters are reported to these executives on a regular basis. The Global Head of Sustainability is also a member of the Group ESG Executive Committee and collaborates with a range of senior leaders on ESG issues.

The Group sustainability team reports to the Global Head of Sustainability and is tasked with:

Assessing and reporting on sustainability

Escalating sustainability matters to the risk teams to manage

Supporting the risk teams in identifying sustainability and climate-related (including ESG) risks that may have an impact on the Group

Defining sectoral policies aimed at limiting sustainability and climate-related (including ESG) risks to which the Group may be exposed

Reviewing and assessing alignment with regulatory disclosure requirements

Working with business on sustainability products and services

Engaging with stakeholders

Engaging across businesses and geographies to ensure a cohesive and aligned sustainability approach for the Group.



The Global Head of Sustainability receives feedback from the Group sustainability teams and the Wealth & Investment Sustainable Investment Forum.

Tanya dos Santos:

Global Head of Sustainability

Operational resilience

Being resilient enables us to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions by having operational procedures in place with clear intent, coherence and appropriate resourcing.

Our diversified and balanced business model ensures resilience through varying markets and economic cycles and that we are not over-reliant on any one part of our business to sustain our activities.



Our diversified business model ensures resilience through varying markets and economic cycles and ensures that we are not over reliant on any one part of our business to sustain our activities. In addition to our resilient business model and a robust continuity framework, we also enhance our operational resilience through the identification and management of risks associated with disruptive events, which may impact important business services and critical functions/ resources including processes, premises, staff, equipment, third party services, and security. Our comprehensive approach provides a framework for building operational resilience to respond effectively to disruptive events. This not only ensures continuity of business but also safeguards the interests of key stakeholders, reputation, brand and value-creating activities.

We ensure a resilient business model by applying a robust business continuity framework which is outlined in our viability statement. We maintain continuity through appropriate resilience strategies that cater for all disruptions, irrespective of the cause. These strategies include, but are not limited to, relocating the impacted business to alternate processing sites, the application of high availability technology solutions and ensuring physical solutions for critical infrastructure components.

Our resilience capability allows us to effectively respond to significant business disruptions. This capability is based on the following:

Commitment and support by senior management

A dedicated team with robust governance processes

Ability to understand and mitigate risk to reduce the impact of disruptions

Continued enhancement of our operational resilience framework in line with regulatory developments and international best practices

Adherence to effective policy and programme management principles

Adherence to defined legal and regulatory requirements

Fit-for-purpose and practical plans that include third parties

The regular review, validation and updating of business continuity plans and strategies

Embedded business continuity practices through awareness training and validation

Participation in regulatory and financial industry resilience activities to collaboratively minimise national systemic community risk.

Compliance

Our businesses are subject to rigorous regulation and supervision.

Compliance policies

All employees have a duty to conform to and observe internal compliance policies that have been developed and implemented considering the following:

Applicable regulatory requirements intend to prevent, detect, mitigate and manage to ensure our compliance policies are effective and fit-for-purpose

Applicable codes of conduct/ competency requirements prescribed by relevant supervisory bodies/ regulators and authorities

Applicable codes of corporate governance

International best practice guidelines and recommendations

Ethical business practice, which includes fairness, accountability, responsibility and transparency.

Our publicly available document, The way we do business, outlines our internal objectives and code of conduct on the following:

Approach to risk management

Conduct risk and business ethics

Responsible tax strategy

Anti-bribery and corruption

Conflicts of interest

Confidentiality of information

Anti-trust and anti-competitive behaviour

Anti-money laundering and combating terrorist financing and proliferation financing

Sanctions

Fraud

Market abuse and insider trading

Whistle-blowing policy and protective disclosures

Outside business interests and employee participation

Gifts and entertainment

Political donations

Community spend and philanthropic giving

Compliance training

Environmental change and sustainability.



Compliance training

Training is imperative for employees to understand their role and responsibilities to ensure regulatory requirements and internal obligations are met. Investec ensures that employees undertake appropriate training to maintain their required level of competency and to minimise the risk of contravention and non-compliance with external and internal compliance requirements.

99.1%
(2021: 92.2%)

of the Group's employees enrolled in Anti-Money Laundering training passed with 80% or above

The way we do business

The Investec distinction is embodied in our entrepreneurial culture, supported by a strong risk management discipline, client-centric approach and an ability to be nimble, flexible and innovative. We do not seek to be all things to all people. Our aim is to build well-defined, value-adding businesses focused on serving the needs of select market niches where we can compete effectively and build scale and relevance. Our unique positioning is reflected in our iconic brand, our high-tech and high-touch approach and our positive contribution to society, macro-economic stability and the environment. Ours is a culture that values innovative thinking and stimulates extraordinary performance. We take pride in the strength of our leadership team and we employ passionate, talented people who are empowered and committed to our mission and values. Directors and employees are required to conduct themselves with integrity, as well as consistently and uncompromisingly display moral strength and behaviour that promotes trust. Sound corporate governance is implicit in our values, culture, processes, functions, organisational structure, and the structures designed to formalise oversight of all businesses and processes. We expect employees to adopt a responsible, open and trustworthy approach to managing their behaviour within the organisation. Employees are encouraged to deal with issues openly and honestly by sharing information directly and at any level that they feel appropriate.



For information on the way we do business and positioning in terms of various ESG activities, refer to our publicly available document, The way we do business.

IT security and risk management



Herman Young, Investec's Chief Information Security Officer recognised in The HotTopics. ht Global CISO 100 2022 that showcases global security leadership from all over the world.

Our vision is to continuously deliver efficient and effective information technology that enables business and excellent client service, within acceptable risk appetite.

Trust is at the core of our business. Our clients trust that our systems will be available to transact when needed and that their data and financial assets will be kept safe. We continue to adapt and improve our information security and technology risk management capabilities to maintain this trust, while enabling the business to be bold in pursuing new opportunities through digital transformation. We have established Group-wide risk and security functions, coordinated by global leaders, to ensure consistency of processes and controls, resulting in reduced complexity and cost and leveraging scarce skills and resources across the Group.

Existing policies and controls proved adaptable to hybrid working requirements required as part of the response to the COVID-19 pandemic. Complete prevention, detection and response capability was maintained throughout the period without the need for additional controls or policy changes.

Information security training

A security-aware workforce is a critical component of our security strategy. Security awareness positively influences the security awareness culture of Investec by educating, motivating, and empowering staff and clients. It continues to be a high priority item with ongoing security training activities provided to all employees to ensure and maintain high levels of vigilance by both existing and new employees.

Information security training provides insight into the risks of data compromise and educates staff on information security threats and reinforces their responsibility in protecting information. Security awareness campaigns are delivered to change staff behaviour and arm them with the knowledge they need to safeguard Company and client data.

The training, mandatory for all new starters and refreshed annually, covers a broad range of topics including:

Security essentials: The fundamentals of information security that safeguard company and personal information, including social engineering, data and device security, social media safety, and application/software security

Password security: The importance of using strong and unique passphrases for accounts, and prevention tips for account security should there be a breach

Phishing: The different tactics that cyber criminals use to trick staff into disclosing personal information through cleverly constructed communication (including vishing, smishing, and spear phishing), and the importance of reporting phishing attempts

Working remotely: The steps to be taken to ensure vigilance not only in the office, but also while working remotely, at home, and in public areas.

All staff globally complete annual information security training, which is also rolled out to all new starters. In addition, security awareness messaging is shared across various channels including one-on-one training, email, the corporate intranet, and the Group's interactive online learning platform. This is augmented by targeted Group training which takes place on an ad hoc basis.

87%

of all staff globally completed our annual information security awareness training
(2021: 76%)

IT security and risk management continued



Technology

Investec recognises that technology resources are critical business assets which need to be appropriately managed. Strategic roadmaps enhance capacity, scalability, security, and reduce reliance on legacy systems.

We continue to drive innovation in line with the business objectives – integrating people, processes, and systems, and leveraging technology to sustain and enhance intellectual capital

We monitor developments in the technology landscape to ensure appropriate response, including the capturing of potential opportunities and the management of disruptive effects on the organisation

Our technology strategy centres on driving both an optimisation and transformation of our businesses. Through digitalisation we aim to deliver a simplified application footprint, flexible and adaptive technology estate, and responsible use of data

Core to the strategy is adoption of cloud services and reduction on the reliance of on-premise services, with accelerated digitalisation initiatives to reduce physical paper requirements

We strive to make ethical use of technology and protect client and employee privacy. Ongoing infrastructure developments aim to reduce our environmental footprint while improving efficiency.

Targeted Attack Simulations, carried out by external security specialists, continue to be a key strategy to validate and gain assurance over the effectiveness of our security controls, and help us identify areas of improvement in our cyber defenses. Additionally, executive cyber simulations, involving the Board and senior leadership, are conducted to evaluate and improve cyber incident response and crisis management processes.

Cyber security

As the cyber threat landscape continues to evolve, cyber risk remains a Board-level priority. Periodic updates keep the Board abreast of industry developments and informed on the Group's security posture.

We maintain a risk-based strategy incorporating prediction, prevention, detection, response, and recovery capabilities. A mature security architecture, targeted research, and threat intelligence activities ensures that the Group is adequately protected against advanced attacks

Continuous monitoring provides visibility and enables proactive response to evolving cyber threats. We actively participate in the global cyber security industry to stay current and agile in a constantly changing environment

Cyber controls are stress tested internally through ongoing security assessments and through attack simulations run by independent external specialists. Testing of our cyber defences is complemented by desktop exercises involving the Board and senior leadership, to evaluate and improve cyber incident management. Key infrastructure and systems are subject to regular review by assurance teams, and critical business applications are regularly tested by internal cyber teams

Our governance structures are robust and provide oversight and guidance on how security risks are managed, using metrics to measure progress and provide relevant updates to the Board.

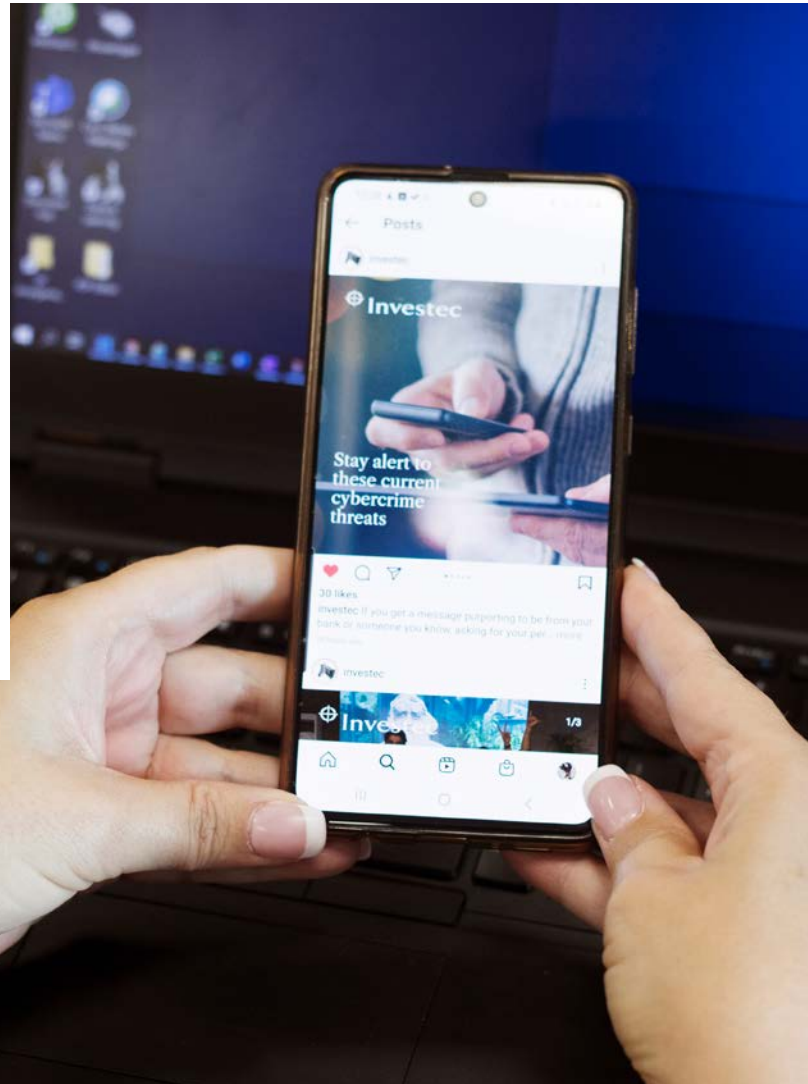
IT security and risk management continued

Systems availability

Continuity capabilities are in place to maintain business operations during adverse events and to minimise impact to clients and the broader financial system.

Fit-for-purpose resilience strategies are defined and tested per important business service and applications. This includes leveraging alternate processing sites, enabling staff to work from home, the application of high-availability technology solutions, and ensuring physical redundancy for critical infrastructure components.

Recovery strategies are validated at least annually to ensure they remain effective and appropriate. Resilience is further enhanced through alignment of incident response, cyber security response, crisis management and business continuity processes.



Key technology-related developments

Advances in our technology aim to reduce our environmental footprint through consolidation and automation while improving efficiency.

During the 2022 financial year we:

- Continued to consolidate technology and support teams across divisions and geographies
- Standardised the use of security and service management applications across the Group
- Drove automation through emerging technologies such as robotics to improve efficiency
- Accelerated initiatives to digitalise client and employee journeys to deliver integrated and frictionless experiences, cutting out paper-based and manual processes
- Initiated application transformation roadmaps to decompose monolithic systems, drive operational efficiency and increase our use of cloud solutions that require little to no local server resources
- Further applied database consolidation and compression that reduce hardware and power requirements
- Reduced physical hardware and power usage by consolidating regional data centres
- Commenced a refresh of our laptop estate that introduced lower power consumption devices
- In addition to these developments, we consciously promoted sustainability by enhancing energy efficiency across our offices and continuing to reduce our building footprint in the UK operations.

IT security and risk management continued

Board oversight

The Board of Directors regularly oversees the technology and cyber security strategies. There are governance structures in place that meet regularly to review how technology and security risks are managed and report back to the Board with relevant updates. Lyndon Subroyen, the Global Head of Digital and Technology, forms part of the Group executive team. Nine of the 14 directors have medium to high digital and technology expertise.



Lyndon Subroyen, Global Head of Digital and Technology, Investec

Board members with medium to high digital and technology capability or experience

Brian Stevenson
Ciaran Whelan
David Friedland
Fani Titi
Nicky Newton-King

Nishlan Samujh
Philip Hourquebie
Richard Wainwright
Stephen Koseff



Refer to pages 109 to 111 of the Investec Group's 2022 integrated and strategic annual report for their biographies.

Periodic directors' training takes place to educate and enhance awareness around digital, technology and cyber security matters. This is supported by periodic FinTech newsletters which keep the executive team and senior management informed.

Digitalisation strategy

An innovation culture is embedded throughout the organisation. We continue to invest in the modernisation of our businesses, leveraging new technologies to enable flexibility, improve efficiencies and accelerate the launch of innovative products.

Our technology roadmap is aimed at accelerating digitalisation initiatives, to position Investec to support its current and future strategic technology requirements. Our strategic goals span five key areas:

Digitalising the client journey end-to-end, to deliver an integrated and frictionless experience

Delivering a digital workplace that empowers our staff to operate remotely, collaborate, and serve our clients anywhere

Modernising our businesses through targeted investments in our platforms and leveraging new technologies

Embedding digital practices into the way we work to enable us to operate in the digital era

Growing our global partner and investment ecosystem to drive innovation and support new ventures.

Core to the execution of our digitalisation strategy is a strong client focus and robust governance principles, driven through up-front collaboration with assurance functions and engagement with regulators.

The key principles underpinning our IT and cyber security strategy include:

Aligned technology architecture across the Group

Simplified application and data footprint

Flexible and scalable technology environment

Rapid delivery of new products and services

Strategic and responsible use of data

Robust security applications and controls.

Governance within our supply chain

We expect our counterparties to operate and behave in an environmentally and socially appropriate and responsible manner with the same high standards as ourselves.



Investec's Group internal policies and business practices are intended to guide conduct and ensure our actions and attitude reflect Investec's values and philosophies. We also have a number of publicly available policies and statements that reflect our commitment to eradicating human trafficking, slavery, labour bondage, sexual exploitation, forced and child labour.

Within our organisation we respect the dignity and worth of the individual. We uphold the constitutional rights of our employees at all times, do not practice forced or compulsory labour and do not employ children. Within our business we support the requirements of the relevant International Labour Organisation (ILO) conventions, by ensuring that our supply chain, vendors and partners are compliant with the regulations prescribed therein.

Our position on human rights is publicly available in a document entitled **The way we do business** that can be found on our **website here**, which expresses our strong culture and values including unselfishly contributing to society, valuing diversity and respecting others. Furthermore, we adhere to the relevant laws in all our jurisdictions and strive to advance the UN principles within our sphere of influence. Morris Mthombeni, one of Investec's Non-Executive Directors, sits on the board of the UN Global Compact (UNGC) Network South Africa.

We have a human rights policy statement that is communicated at our employee induction and is also available in several internal documents as well as on our intranet.

We remain committed to the Ten Principles of the UNGC with respect to human rights, labour, environment and anti-corruption. Our culture and values demonstrate our belief that as an organisation we can have a positive impact on the success and wellbeing of local communities, the environment and on overall macro-economic stability. We support the international agenda to abolish human trafficking, slavery, forced and child labour and support the UK Modern Slavery Act 2015. Our philosophy as an organisation is to respect the dignity and worth of the individual. We recognise the potential for our procurement and supply chain practices to be agents for change in respect of the different aspects of sustainability. We continue to engineer, within select industries, changed outcomes across economic, social and environmental fronts. In South Africa, we commit to local sourcing where possible.

Governance within our supply chain continued

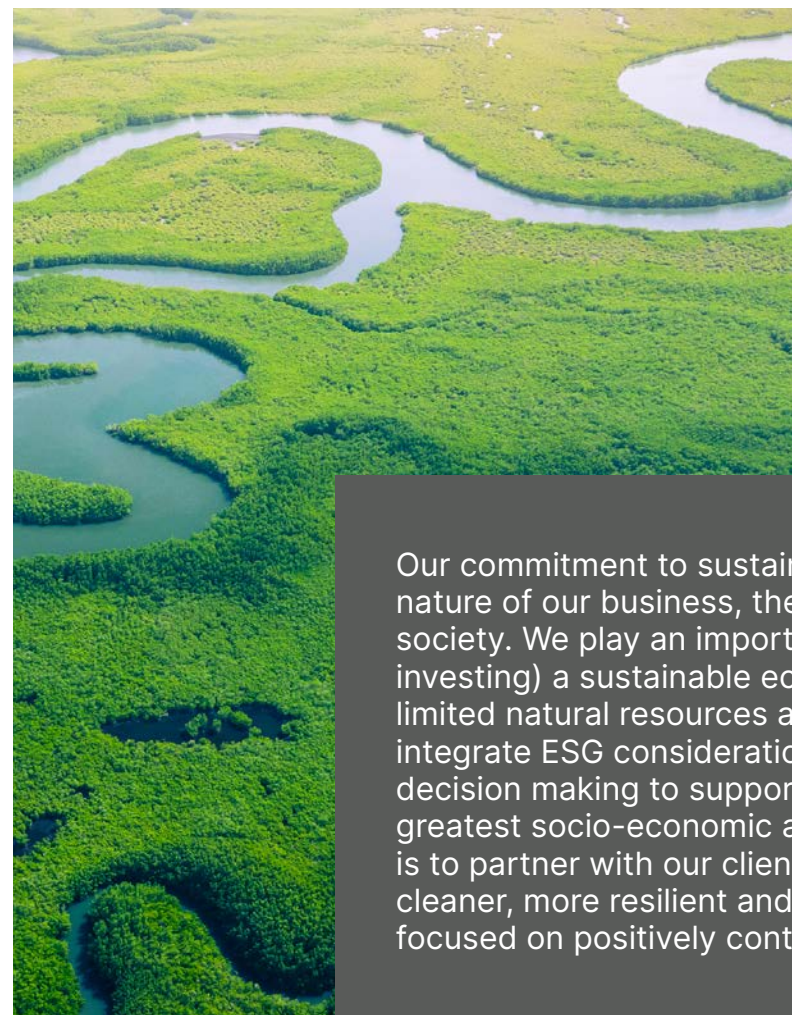
Our supply chain statement incorporates standards on human rights, labour rights and environmental and anti-corruption principles as set out in the UNGC. We aim to evaluate the majority of our supplier's performance against our standards as set out below at least every three years. All our operations support and respect the protection of internationally proclaimed human rights standards and are not complicit in any human rights abuses.

Our **Group supplier code of conduct** incorporates the standards and behaviour expected from all suppliers and service providers relating to integrity and ethical conduct, which forms part of the core values of the Investec Group. Suppliers and service providers are expected to adhere to this code and to remain mindful that their activities may impact the Investec Group's reputation and its relationship of trust with clients, employees, shareholders and all relevant stakeholders. In this regard, the Investec Group expects its suppliers and service providers to execute and/or fulfil their contractual obligations in accordance with the Investec Group's values as outlined in the supplier code of conduct.

**We aim to only engage with suppliers who:**

- Operate in compliance with all applicable environmental, labour and anti-corruption laws and regulations of the countries in which they operate, manufacture or conduct business
- Maintain an effective environmental policy and/or environmental management system that supports environmental protection
- Do not use any form of forced or involuntary labour
- Do not employ children
- Provide equal opportunity for all employees regardless of race, ethnicity, gender, nationality, age, disability, sexual orientation or religion
- Respect the rights of their employees to freely associate and collectively bargain within the boundaries of the applicable law
- Treat their employees with respect and dignity and provide a work environment free of harassment, intimidation and bullying
- Provide a safe and healthy working environment to prevent workplace accidents and injuries
- Do not engage in bribery, collusive practices or any other form of corruption to obtain or retain business
- Compensate their employees and pay at least the higher wage of the following to meet the basic living wage standards
 - official minimum wage or
 - real minimum living wage
- Commit to a maximum of eight hours per day or 48 hours per week (as per the International Labour Organisation (ILO) conventions)
- Protect their employees from excessive overtime and compensate their employees for overtime according to applicable national and international laws, regulations, collective bargaining agreements or individual employment agreements.

Environmental risk management



In particular, the following factors are considered when a transaction is evaluated and approved or declined:

Environmental considerations (including animal welfare and climate-related impacts)

Social considerations (including human rights)

Macro-economic considerations (including poverty, growth and unemployment).

Our commitment to sustainability recognises the interconnected nature of our business, the economy, the environment and society. We play an important role in funding (both lending and investing) a sustainable economy that is cognisant of the world's limited natural resources and promotes carbon reduction. We integrate ESG considerations into our day-to-day operations and decision making to support a sustainable, long-term vision. The greatest socio-economic and environmental impact we can have is to partner with our clients and stakeholders to accelerate a cleaner, more resilient and inclusive world. As a result, we are focused on positively contributing to the delivery of the SDGs.

Precautionary approach

We support the precautionary approach to biodiversity and environmental management. We strive to minimise and prevent investing in projects or dealing with counterparties where potential and unmitigated biodiversity and environmental degradation might result. Identifying and quantifying biodiversity and environmental risk is embedded within business risk assessments and management processes.

For example, as part of our client onboarding process, we would assess, where appropriate, potential clients for various types of risks including environmental and biodiversity risks and whether they are behaving responsibly in their business activities. Biodiversity, environmental and social risks are identified and assessed as part of transaction due diligence processes. Our operational activities are assessed for compliance with relevant environmental, health and safety, and labour rights regulations. We regularly review sensitive sectors and activities prone to bearing environmental and social risks.

We focus on protecting biodiversity and promoting the wellbeing of our planet. Environmental considerations are incorporated when making lending and investment decisions.

Furthermore, where appropriate, we share resources and intelligence to support global efforts to combat illegal wildlife trade. We are signatories to the United for Wildlife Financial Taskforce which leverages the existing global financial crime architecture to support efforts to combat illegal wildlife trade.

Environmental risk management continued

We follow the guidelines supplied by the International Finance Corporation (IFC) to categorise our general finance and lending activities into high, medium and low risk.

In the past few years, we have seen a significant increase in climate-related regulatory requirements. We consider existing and emerging regulatory requirements related to climate change and remain focused on adhering to the highest levels of compliance to professional standards and integrity in each of our jurisdictions. Our culture is a major component of our compliance framework and is supported by robust policies, processes and talented professionals who ensure that the interests of our clients and shareholders remain at the forefront of everything we do.

We have independent compliance functions in each of our core operating jurisdictions, which ensure that the Group implements the required processes, practices and policies to uphold applicable regulations and legislation. To keep on the front foot with emerging and existing climate-related regulatory requirements, we are supported by our compliance, legal and governance teams who will notify the Group sustainability team of any new or emerging and regulatory climate-related requirements. The Group sustainability team is tasked with doing a gap analysis against these regulations to be presented as and when required to the Group ESG Executive Risk Committee. Any identified gaps are communicated, and processes are put in place to address these gaps.

ESG risk assessment

We continue to enhance our screening process across all our business activities. The identification of high-risk industries has been automated within Investec plc. This process has not yet been replicated in Investec Limited but we continue to work on streamlining this process. Transactions are classified according to the World Bank IFC guidelines into high, medium and low risk.

High risk: Proposed funding or investment is likely to have significant adverse social or environmental impacts that are diverse, irreversible, or unprecedented.

Medium risk: Proposed funding or investment is likely to have potential limited adverse social or environmental impacts that are few in number, generally site-specific, largely reversible and readily addressed through mitigation measures.

Low risk: Proposed funding or investment is likely to have minimal or no social or environmental impacts. Primarily services, consulting, training and education, trading, retail sales, etc.

Once a transaction has been identified as being in a high-risk industry, these activities go through a comprehensive due diligence process performed by the Group ESG team.

In depth analysis is done by the ESG team to:

- Assess the alignment of the transaction with our climate-related and sustainability (including ESG) policies
- Ensure there is no contravention of our cross-sectional requirements or zero-tolerance activities (refer to page 123)
- Assess the client's ambitions towards net-zero pathways
- Assess ESG ratings by globally accredited bodies (e.g. CDP, Sustainalytics)
- Assess public reporting on climate-related and sustainability (including ESG) matters and impacts
- Assess disclosures in line with the GRI and TCFD
- Assess alignment with the UN SDGs
- Assess any other publicly available information around their contribution to, and positive/negative impact on, environmental, social and governance aspects
- Investigate any media controversies or reputational issues facing the client involved.

For each high-risk transaction, an ESG opinion is provided by the Investec Group ESG team for consideration by our credit committees.



Environmental risk management continued

Our approach to net zero

As a specialised financial services organisation with a small physical presence, the direct environmental and social impacts of Investec's daily operations are limited. We embrace our responsibility to understand and manage our own carbon footprint. We have been carbon neutral in our Scope 1 and 2 (and part of Scope 3, for example business travel) emissions for four consecutive years and are committed to ongoing carbon neutrality. Our priority is to avoid, then limit and minimise our direct carbon impact from day-to-day operations as well as create awareness to encourage positive sustainable behaviour among our stakeholders. This may include procuring energy from renewable sources or acquiring renewable energy certificates. Only then will we offset our remaining carbon dioxide emissions to ensure a net-zero direct carbon impact. We also continue to reduce our historic carbon impact through our various voluntary community initiatives.

In terms of Scope 3 financed emissions, we believe that the widest and most positive influence we can have is for our businesses to use their specialist skills in advisory, lending and investing to support our clients and stakeholders to move as quickly and smoothly as possible towards a low-carbon economy. We also support the development of innovative solutions that will help accelerate a decarbonised economy. We have calculated our Scope 3 financed emissions within our most material asset classes, using the Partnership for Carbon Accounting (PCAF) methodologies.

We have zero risk tolerance for activities that:

- Are in contravention of any international and/or local laws and conventions of the countries where Investec or the counterparties operate
- Are in non-compliance with human rights, and especially non-compliance with the rights of local communities and indigenous peoples
- Are in non-compliance with minimum standards for occupational health and safety and the relevant local legislation
- Use child labour, forced labour, modern slavery or human trafficking (as defined by international standards, including the International Labour Organisation and the UK Modern Slavery Act 2015)
- Involve pornography
- Exploit high conservation value areas and UNESCO world heritage sites (for example any national park)
- Involve illegal wildlife trade or wildlife products regulated under CITES
- Involve projects in environmentally high-risk areas, for example but not exclusively related to tar sands exploitation, Arctic drilling, and drilling in the Amazon rain forest
- Involve the production and distribution of activities that are racist, anti-democratic or with the intent to discriminate part of the population
- Do not manage environmental and social risks including for example, but not exclusively: water use, wastewater management, air emissions, solid waste, spill response/clean-up operations, site restoration and community/stakeholder management.

We do extra due diligence in activities relating to:

- Production or trade in weapons and/or munitions, tobacco and alcohol (excluding beer and wine)
- Gambling, casinos and any equivalent enterprises
- Drift net fishing in the marine environment using nets in excess of 2.5 km in length
- Production or use of/ trade in hazardous materials such as asbestos fibers and products containing polychlorinated biphenyls (PCBs)
- Production, use of/trade in pharmaceuticals, pesticides/herbicides, chemicals, ozone depleting substances and other hazardous substances subject to international phase-outs or bans
- Exploitation of diamond mines, and commercialisation of diamonds, when the host country has not adhered to the Kimberley Process.

Equator Principles

We fully support and report according to the key provisions of the Equator Principles (EP) although we are not signatories due to the low number of transactions that we do in non-designated countries. All transactions done in non-designated countries are EP monitored and compliant.

In the case of a number of large infrastructure and energy projects, there is potential conflict between larger, nationwide development imperatives (e.g. additional power generation or road transportation) to enhance the socio-economic welfare of the region, and locally affected parties whose quality of life stands to be adversely affected by relocation or job loss

These trade-offs are a matter for local parties and their representatives. While we should remain aware of them, it is not our responsibility to pass judgement on such trade-offs. Key to this, however, is that we target transactions in countries with established laws that comply with World Bank standards and that have due processes that are applied reasonably and effectively. If not, sponsors and suppliers are obliged to give undertakings that they comply with such standards

While the principles are adhered to, our current internal framework is robust and assessed on a project-by-project basis, in accordance with World Bank standards as well as the standards of the legal and environmental frameworks of the countries in which the projects are undertaken. Furthermore, we have enhanced procedures to evaluate and actively avoid, manage and mitigate the potential social and environmental impacts of the projects we support.

For more information on our response to the Equator Principles, refer to page 74.

Environmental risk management continued

We are specifically guided by the developments within the core geographies we operate in, being South Africa and the UK. At the time of publication of this document we were guided by the following regulations, policies, frameworks and commitments.

South Africa

- The South African National Climate Change Response Policy (October 2011)
- Integrated Resource Plan (October 2019)
- National Greenhouse Gas Emissions Reporting Regulations 2016 (updated September 2020)
- National Climate Change Adaptation Strategy (August 2020)
- Economic Reconstruction and Recovery Plan (October 2020)
- South Africa's Nationally Determined Contribution (September 2021)
- Climate Change Bill (February 2022)

Emerging

- Presidential Climate Commission: Just Transition Framework (March 2022)
- National Green Finance Taxonomy (April 2022).

UK and Europe

- UK Corporate Governance Code (July 2018)
- National Adaptation Programme (last version covering 2018-2023) (amended 2018)
- UK Green Finance Strategy (June 2019)
- Streamlined Energy and Carbon Reporting (April 2019)
- UK Stewardship Code (October 2019)
- UK Climate Change Act 2008 (amended in 2019)
- UK's Ten Point Plan for a Green Industrial Revolution (November 2020)
- UK National Determined Contributions (December 2020)
- UK's Sixth Carbon Budget (December 2020)
- UK Net Zero Strategy (October 2021)
- UK Green Taxonomy (October 2021)
- Environment Act (November 2021)
- Financial Conduct Authority Rules on TCFD (December 2021)
- The Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations made under the Companies Act 2006 (January 2022)

Emerging

- PRA 2021 Biennial Exploratory Scenario on financial risks from climate change. The Climate Biennial Exploratory Scenario (CBES).

Global

- Montreal Protocol (September 1987)
- UN Framework Convention on Climate Change (March 1994)
- Kyoto Protocol (February 2005)
- Paris Agreement (December 2015)
- Network for Greening the Financial System (NGFS) scenarios (June 2021)
- Financial Stabilities Board (FSB): Implementing the Recommendations of the Task Force on Climate-related Financial Disclosures (October 2021)
- Basel Committee on Banking Supervision: Principles for the effective management and supervision of climate-related financial risks (November 2021)
- Global Reporting Initiative (GRI)
- SASB Standards
- Task Force on Climate-related Financial Disclosures (TCFD)
- United Nations Principles for Responsible Investment (UN PRI)
- United Nations Environment Programme Finance Initiative (UNEP FI)
- United Nations Principles for Responsible Banking (UN PRB)
- United Nations Sustainable Development Goals (UN SDGs)

Emerging

- International Sustainability Standards Board (ISSB) standards (2022).

We have noted the publication of the Climate Change Bill of 2022 in South Africa with the aim to enable the development of an effective climate change response and a long-term, just transition to a low-carbon and climate-resilient economy and society for South Africa in the context of sustainable development. In February 2022, the Presidential Climate Commission (PCC) released a draft paper for consultation on the vision, principles, planning elements and policy measures to achieve a just transition in South Africa, as well as the outcomes to be achieved over the short, medium, and long term. The framework aims to bring coherence and coordination to just transition planning in South Africa.

We have also been following the emerging developments of the IFRS Foundation with regards to the formation of the International Sustainability Standards Board (ISSB).

Overall we are specifically guided by:

The International Finance Corporation (IFC) to categorise our general financing and lending activities into high, medium and low risk best practice within industry and guided by the following:

- Our Group environmental policy and climate change statement
- Our Group fossil fuel policy
- Our Group operational resilience statement
- The way we do business document

Environmental risk management continued

Addressing climate change within our supply chain

We expect all our counterparties to operate and behave in an environmentally responsible manner and protect biodiversity with the same high standards as us.

Our suppliers will have carbon emissions associated with their business activities. Our suppliers may also be impacted by physical climate risks which could have a second-order effect on our ability to serve our clients. For this reason, we engage with our suppliers to understand their processes and policies and explore how any climate-related or environmental matters might impact them.

Our **supplier code of conduct** incorporates the standards and behaviour expected from all suppliers and service providers relating to integrity and ethical conduct, which forms part of the core values of Investec. Suppliers and service providers are expected to adhere to this code and to remain mindful that their activities may impact Investec's reputation and its relationship of trust with clients, employees, shareholders and all relevant stakeholders. In this regard, Investec expects its suppliers and service providers to execute and/or fulfil their contractual obligations in accordance with Investec's values.

Environment, security, health and safety

Investec expects the supplier to comply with applicable laws and regulations regulating a safe working environment and any similar legislation in the applicable jurisdiction

The supplier is expected to commit to creating safe working conditions in general and a healthy work environment for all their employees who provide goods or services to Investec

The supplier must ensure that it adheres to Investec's policy and procedures on environment, energy management, security, health and safety while in attendance at Investec or Investec client sites, and in accessing Investec systems or information.

Promoting sustainable development

We recognise the important role that business plays in driving growth in the global marketplace. Investec believes that business must accept responsibility to ensure that growth is achieved in a sustainable manner, promoting socio-economic development to try to address poverty while protecting and enhancing quality of life and avoiding detrimental impacts on any part of the global population or environment. Investec looks to the supply chain as a key area through which to secure sustainability and requires the supplier to take these issues seriously by abiding by relevant local and international standards or commitments and being able to evidence its sustainability credentials if asked.

Environmental practices

Investec prefers to work with suppliers who have a clear environmental policy with detailed scope, and who can demonstrate a commitment to environmental protection going well beyond the minimum standards set by environmental legislation in the applicable jurisdiction.

The supplier must act responsibly towards the environment and is encouraged to adopt the principle of continuous improvement regarding the environmental sustainability of its products. All our suppliers go through a rigorous onboarding screening process.

FY2021 highlights:

- Strengthened our Group procurement policy to incorporate standards on human rights, labour rights and environmental and anti-corruption principles as set out in the UN Global Compact
- Implemented a global online supplier assessment tool and commenced screening new suppliers using this tool. This strengthened our screening for any human rights, labour rights, modern slavery, corruption, and environmental violations within our procurement practices
- Re-evaluated existing suppliers for environmental and social criteria according to our procurement policy.

Sustainable investment – Wealth & Investment

Over the past year we have focused on including sustainability at the core of our fundamental investment process. By enhancing our investment process through assessing the ESG risk and opportunities for each company we cover, we can identify companies that are well-positioned to provide sustainable returns into the future and that consider their impact on all stakeholders. We have invested in our people and their growth, focused on the communities in which we live – ensuring that we live in, not off, society.



Approach to responsible investing

Wealth & Investment (W&I) subscribes to the Code for Responsible Investing in South Africa (CRISA) and the UK Stewardship Code. We are also a signatory of the United Nations Principles for Responsible Investment (UN PRI). Our policy and related frameworks incorporate both the CRISA, the UK Stewardship Code and UN PRI principles in defining our governance and stewardship responsibilities.

Sustainability is core to our fundamental investment approach. Our key focus for equity selection is identifying companies that sustainably generate returns above their cost of capital and are trading at fair to cheap prices. Companies that do not incorporate sustainability or appropriately consider all relevant stakeholders are unlikely to sustainably generate returns above their cost of capital. Our commitment to sustainability recognises the interconnected nature of our business, the economy, the environment, and society.

Since sustainability is core to our fundamental investment approach, we have integrated ESG

considerations into our investment decision-making and broader investment process. Our aim is to make investments that can be held for the long term and, as part of our fiduciary responsibility, we acknowledge that environmental, climate, social, and corporate governance considerations can affect the performance and longevity of our underlying investment portfolios.

Our research team incorporates ESG factors into its investment analysis as standard across all asset classes and this is strengthened using Sustainalytics, a global leader in ESG research and risk metrics.

We screen all our centrally researched equities from an ESG perspective. All proposed additions are reviewed before they are included, as well as any existing company that suffers a material notifiable event. While bottom-up screening and scoring is part of our ESG process, we also have the opportunity as investment managers to actively engage and interact with companies' management teams (both executive and non-executive) on ESG matters.

Sustainable investment – Wealth & Investment continued

United Nations Principles for Responsible Investment (UN PRI)

Signatory of:



In January 2021, W&I became an official signatory of the UN PRI. Our membership commits W&I globally to the UN PRI. The UN PRI is a UN-supported international network of investors working together to implement its six aspirational principles – a voluntary set of investment principles for incorporating ESG issues into investment practice. The principles were developed by investors, for investors, and by implementing them, signatories contribute to developing a more sustainable global financial system.

Stewardship

Stewardship is a core responsibility for any active ownership process by an asset owner. We have made significant strides in the past three years to ensure that votes are exercised according to best corporate governance principles and relevant company law.

We have integrated management engagement into our overall investment process. We regularly engage directly with Company management and executives on matters ranging from remuneration to Company strategy, in addition to traditional investment matters. These engagements take place both directly through one-on-one meetings with Company management (which affords us an opportunity to raise our own points) or through contact at presentations and conferences.

We further utilise these engagements to actively promote our stewardship and ESG integration by discussing ESG and sustainability matters with Company management. Where we have concerns about a company we have invested in, we will engage with the management team directly and collaboratively through platforms like the UN PRI or Climate Action 100+, or through exercising voting rights at general meetings. Going further, we can put forward shareholder resolutions and discuss matters with the company as required. If we feel a

company is not being managed in the interests of our clients, we will decide how best to engage with the company to address this.

The cornerstone of our stewardship framework is our voting process. We will exercise our fiduciary voting responsibilities on all material issues, which can encompass anything from remuneration to Board composition. Our analysts may also make recommendations based on environmental, climate and social considerations. We use the services of Institutional Shareholder Services (ISS), a leading provider of corporate governance solutions, to provide us with research and recommendations. This research is thoroughly vetted by our research analysts with final voting recommendations reviewed by our voting committee.

We exercise our voting capability on all discretionary accounts consistently and detailed reporting on each meeting is available on request.

In addition to exercising the clients' vote we are increasingly engaging with companies both directly and collaboratively to ensure management teams hear our voice and manage their businesses in the best interests of all stakeholders. Examples of engagement topics include supply chain disclosure, fossil fuel transition and, most often, remuneration policy.

THE SIX PRINCIPLES ARE AS FOLLOWS:

Principle 1:

▼ We will incorporate ESG issues into investment analysis and decision-making processes

Principle 2:

▼ We will be active owners and incorporate ESG issues into our ownership policies and practices

Principle 3:

▼ We will seek appropriate disclosure on ESG issues by the entities in which we invest

Principle 4:

▼ We will promote acceptance and implementation of the principles within the investment industry

Principle 5:

▼ We will work together to enhance our effectiveness in implementing the principles











Principle 6:

▼ We will each report on our activities and progress towards implementing the principles

This follows a similar move by Investec Limited and Investec plc, which saw the banks become a signatory to the UN PRI in October 2020. Where the UN Principles for Responsible Banking (UN PRB) govern the role and responsibility of the banking industry in shaping a sustainable future, the UN PRI focuses on investments. The initiative works to understand the investment implications of ESG factors and supports its international network of investor signatories in incorporating these factors into their investment and ownership decisions. The UN PRI also creates a platform for greater collaboration within the industry, enabling newcomers to learn from experienced players while ultimately working towards a global culture shift.

W&I submitted its inaugural annual UN PRI report in 2021 and publicly commits to making these reports available on an annual basis.

Governance, risk and compliance dashboard

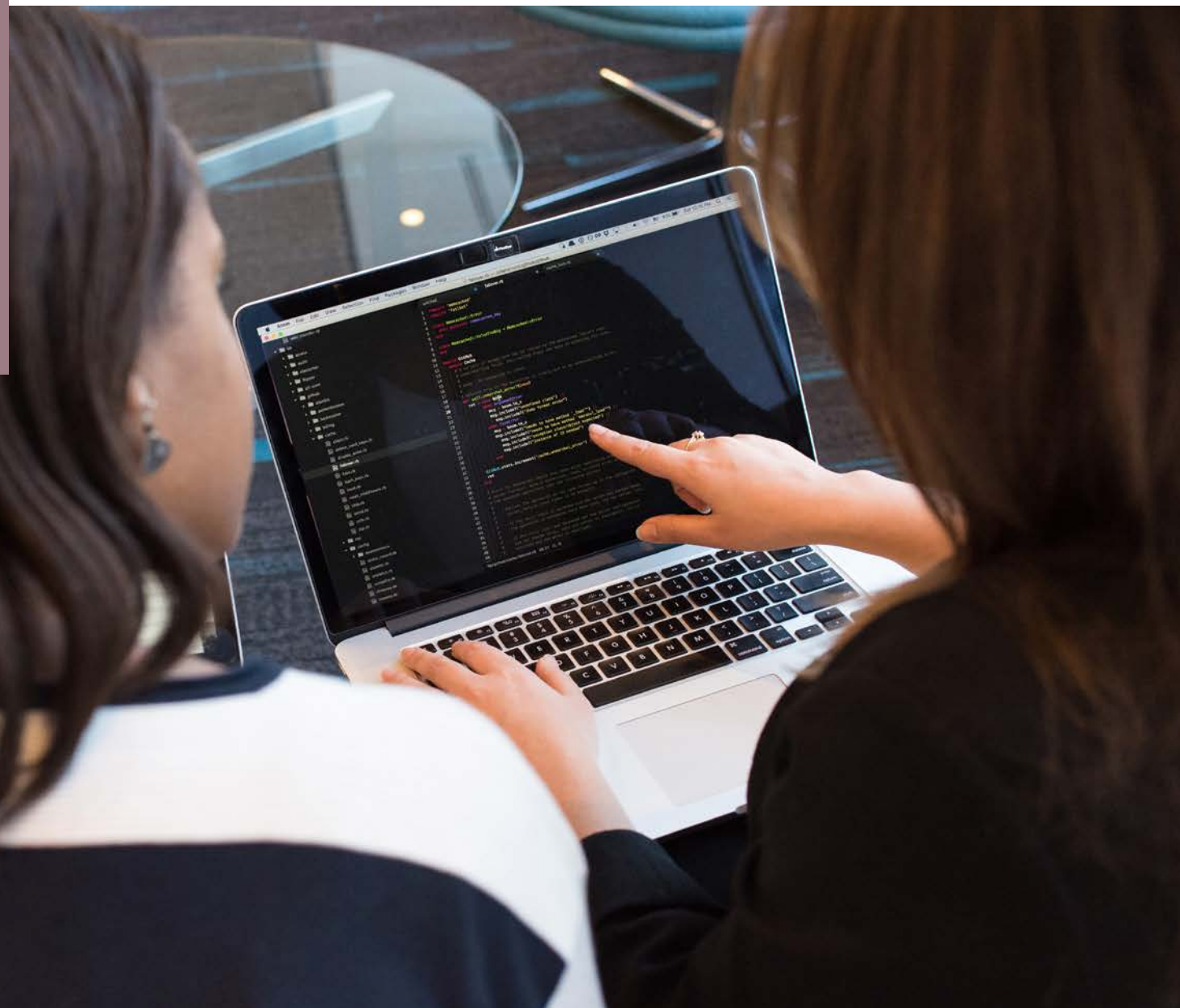
	31 March 2022	31 March 2021	Commentary	Reference to Investec's 2022 integrated and strategic annual report
Our Board				
Independence				
Independent Chair	✓	✓	Philip Hourquebie	 Page 120
Independent Chair of Remuneration Committee	✓	✓	Henrietta Baldock	 Page 120
Number of independent directors	8	9	The Board considers the guidance set out in the UK Corporate Governance Code, the King IV Code, and directive 4/2018 as issued by the South African Prudential Authority, when considering the independence of Board members	 Page 120
Board diversity				
Women on Board	36%	21%	At 31 March 2022 there was 36% female representation on the Board (against a target of 33% female Board representation by end of the 2020 calendar year)	 Page 118
Board diversity policy	✓	✓	The Group strives to prevent and eliminate any form of discrimination based on gender, race, ethnicity, religion, age, disability, sexual orientation, political opinion, sensitive medical conditions, nationality or country of origin and any other form of discrimination	 Page 119
Ethnic diversity on the Board	43%	36%	Measured in terms of the Parker Review metrics	 Page 118
Other Board requirements				
Average Board tenure	3.9 years	4.7 years		 Page 119
Board committees, including responsibilities and membership, outlined	✓	✓		 Pages 116 and 117
Board performance assessed	✓	✓		 Pages 124 and 125
Board effectiveness	✓	✓	The Board regularly reviews its own effectiveness and therefore undertakes a formal evaluation of its performance and that of its committees and individual directors annually	 Page 124

Governance, risk and compliance dashboard continued

	31 March 2022	31 March 2021	Commentary	Reference to Investec's 2022 integrated and strategic annual report
Remuneration				
Comprehensive remuneration disclosures	✓	✓		Refer to Investec Group's 2022 remuneration report
Gender pay gap disclosure	✓	✓		Refer to Investec Group's 2022 remuneration report: page 25
Risk management				
Board responsibility for sustainability and climate risk	✓	✓	At the highest governance level, the Board has the ultimate responsibility to monitor whether the Group is operating as a responsible corporate	This report: page 106
DLC Social and Ethics Committee (DLC SEC)	✓	✓	The DLC SEC is a Board-appointed committee and takes responsibility for monitoring the non-financial elements of corporate sustainability, specifically the Group's performance in terms of sustainability and climate-related (including ESG) matters	This report: pages 108 and 109
Independent Chair of the DLC SEC	✓	✓	Khumo Shuenyane	Refer to Investec Group's 2022 risk and governance report: page 97
Group ESG Executive Committee	✓	✓	The CE is the owner of all ESG matters and is supported by the Group ESG Executive Committee to coordinate ESG efforts across geographies and businesses from both a strategy and policy perspective	This report: pages 110 and 111
Materiality analysis	✓	✓		This report: page 9
Stakeholder engagement	✓	✓		This report: pages 9 to 12
Political donations				
Political donations Investec Bank Limited	–	–	Investec Bank Limited made no political donations in 2021 or 2022	Refer to Investec Limited's 2022 annual report: page 22
Political donations Investec plc	–	–	Investec plc made no political donations in 2021 or 2022 as it's not permissible under UK law to make political donations.	Refer to Investec plc's 2022 annual report: page 89

08

Appendix



Independent auditor's reasonable assurance report on selected key performance indicators

To the directors of
Investec Limited and
Investec plc

REPORT OF SELECTED KEY PERFORMANCE INDICATORS

We have undertaken a reasonable assurance engagement on selected key performance indicators (KPIs), as described below, and presented in the Investec Group's 2022 sustainability report of Investec Limited and Investec plc ("Investec") for the year ended 31 March 2022 (the Report). This engagement was conducted by a multidisciplinary team including social, environmental, carbon and assurance specialists with relevant experience in sustainability reporting.

Subject matter

We have been engaged to provide a reasonable assurance opinion in our report on the following selected KPIs, marked with the icon indicated on page 3 and thereafter on the relevant pages in the Report. The selected KPIs described below have been prepared in accordance with Global Reporting Initiative Sustainability Reporting Standards ("GRI Standards") and the Greenhouse Gas Protocol Corporate Standard, supported by Investec's internally developed guidelines that accompanies the sustainability information on the relevant pages of the Report ("Investec's reporting criteria").

Table 1: Scope of the 2022 reasonable assurance engagement

Category	Selected KPIs	Coverage/reporting boundary
Environmental (refer to pages 64, 66 and 68)	Total gas consumption (consumption in units of measure) (Natural Gas (KWh), CO ₂ purchased (kg) and LPG stationary (L))	Group, Investec plc and Investec Limited operations
	Total water consumption (kilolitres)	
	Total paper consumption (tonnes)	
	Total emissions (tonnes CO ₂ equivalent) relating to:	
	– Direct emissions (Scope 1) – Natural gas, LPG stationary, CO ₂ purchased, Diesel, Refrigerants and Vehicle fleet	
	– Indirect emissions (Scope 2) – Electrical energy consumption	
	– Other emissions (Scope 3) – Paper consumption, employee travel (including rail travel, road business travel, taxi and commercial airlines), general waste and work-from-home emissions	
	Emissions per m ² of office space	
	Emissions per average headcount	
	Water consumption per average headcount	
	Emissions per m ² office space (excluding Scope 2)	
	Emissions per average headcount (excluding Scope 2)	
	Scope 2 zaRECs (tonnes CO ₂ eq)	Investec Limited
	Scope 2 REGOs in the UK (tonnes CO ₂ eq)	Investec plc
People and organisation (refer to pages 22, 29, 30, 34 and 35)	Wonderbag carbon credits (tonnes CO ₂ eq)	Group, Investec plc and Investec Limited operations
	Total emissions after mitigation (tonnes CO ₂ equivalent)	
	Group learning and development spend per region (Rands and Pounds Sterling)	Group, Investec plc and Investec Limited operations
	Total permanent employee headcount:	
	– per region (Investec plc and Investec Limited);	
	– per management level (Executive directors on Investec DLC Board, top managers, rest of employees)	
	– per service line (number)	
	Employee headcount per region (Investec plc and Investec Limited) including temporary staff and contractor headcount (number)	
	Number of discrimination incidents	
	Number of whistle blowing incidents	
Community spend (refer to page 57)	Total Group community spend (Pounds Sterling)	Group, Investec plc and Investec Limited operations
	Total Investec plc community spend (Pounds Sterling)	Investec plc operations
	Total Investec Limited community spend (Rands and Pounds Sterling)	Investec Limited operations

Independent auditor's reasonable assurance report on selected key performance indicators continued

Directors' responsibilities

The directors are responsible for the selection, preparation and presentation of the selected KPIs in accordance with the accompanying Investec's reporting criteria. This responsibility includes the identification of stakeholders and stakeholder requirements, material issues, commitments with respect to sustainability performance and design, implementation and maintenance of internal controls relevant to the preparation of the Report that is free from material misstatement, whether due to fraud or error. The directors are also responsible for determining the appropriateness of the measurement and reporting criteria in view of the intended users of the selected KPIs and for ensuring that those criteria are publicly available to the Report users.

Inherent limitations

Carbon emission quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emission factors and the values needed to combine emissions of different gases.

Our independence and quality control

We have complied with the independence and other ethical requirements of the *Code of Professional Conduct for Registered Auditors* issued by the Independent Regulatory Board for Auditors (IRBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care,

confidentiality and professional behaviour. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)*.

KPMG Inc. applies the International Standard on Quality Control 1, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditor's responsibility

Our responsibility is to express a reasonable assurance opinion on the selected KPIs based on the procedures we have performed and the evidence we have obtained. We conducted our assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements other than Audits or Reviews of Historical Financial Information*, and in respect of greenhouse gas emissions, in accordance with the International Standard on Assurance Engagements 3410, *Assurance Engagements on Greenhouse Gas Statements* ("ISAE 3410") issued by the International Auditing and Assurance Standards Board. These standards require that we plan and perform our engagement to obtain reasonable assurance about whether the selected KPIs are free from material misstatement.

A reasonable assurance engagement in accordance with ISAE 3000 (Revised) and ISAE 3410 involves performing procedures to obtain evidence about the measurement of the selected KPIs and related disclosures in the Report. The nature, timing and extent of procedures selected depend on the auditor's professional judgement, including the assessment of the risks of material misstatement of the selected KPIs, whether due to fraud or error.

In making those risk assessments we have considered internal control relevant to Investec's preparation of the selected KPIs. A reasonable assurance engagement also includes:

- Evaluating the appropriateness of quantification methods, reporting policies and internal guidelines used and the reasonableness of estimates made by Investec;
- Assessing the suitability in the circumstances of Investec's use of the applicable reporting criteria as a basis for preparing the selected information; and
- Evaluating the overall presentation of the selected sustainability performance information.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independent auditor's reasonable assurance report on selected key performance indicators continued

Reasonable assurance opinion

In our opinion and subject to the inherent limitations outlined elsewhere in this report, the selected KPIs as set out in the Subject Matter paragraph above for the year ended 31 March 2022 are prepared, in all material respects, in accordance with the accompanying Investec's reporting criteria.

Other matters

Our report includes the provision of reasonable assurance on the selected KPIs as set out in the Subject Matter paragraph above for the year ended 31 March 2022. We previously provided limited assurance on these selected KPIs for the year ended 31 March 2021.

The maintenance and integrity of the Investec's website is the responsibility of Investec management. Our procedures did not involve consideration of these matters and, accordingly, we accept no responsibility for any changes to either the information in the Report or our independent reasonable assurance report that may have occurred since the initial date of its presentation on Investec's website.

Restriction of liability

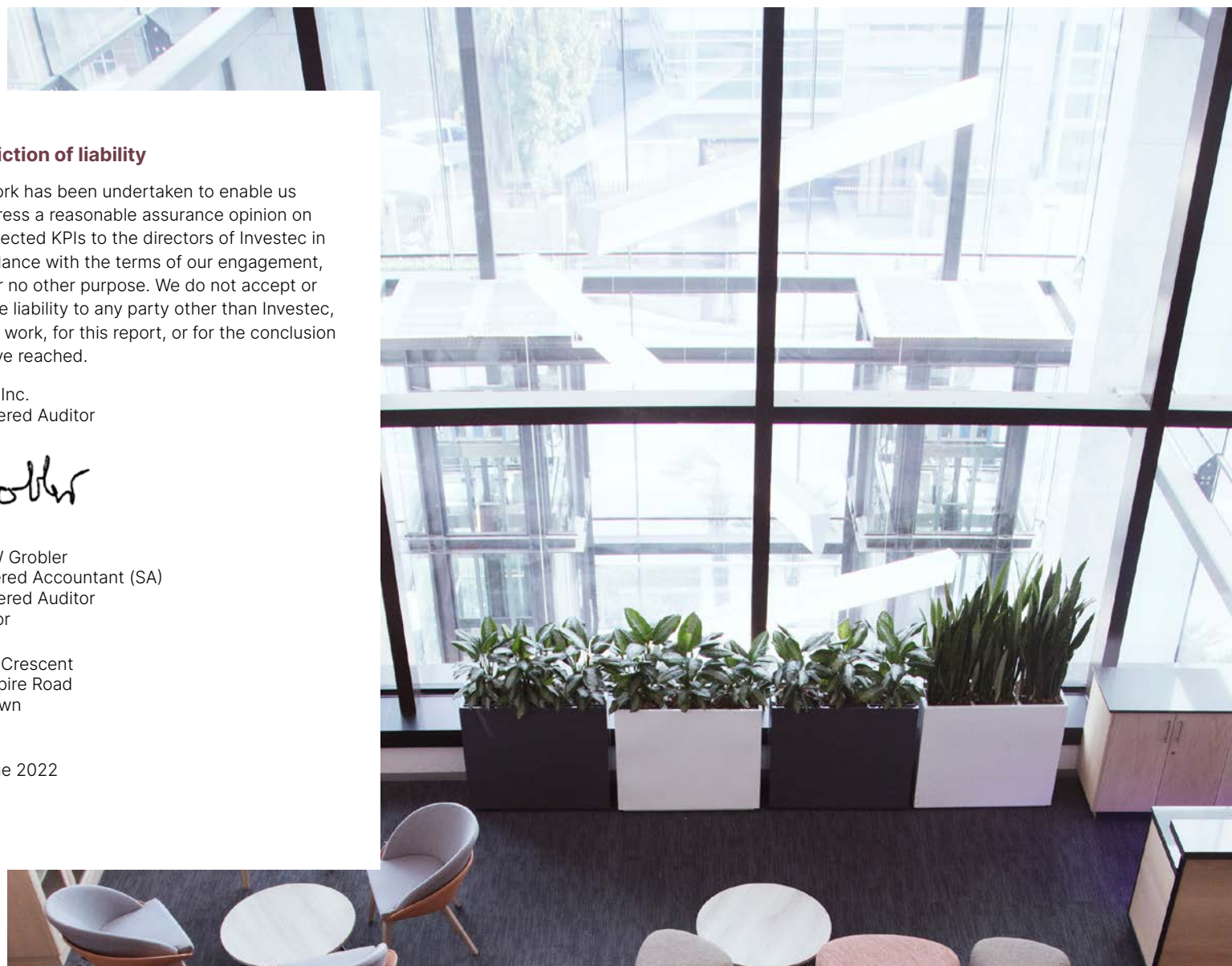
Our work has been undertaken to enable us to express a reasonable assurance opinion on the selected KPIs to the directors of Investec in accordance with the terms of our engagement, and for no other purpose. We do not accept or assume liability to any party other than Investec, for our work, for this report, or for the conclusion we have reached.

KPMG Inc.
Registered Auditor

Per LW Grobler
Chartered Accountant (SA)
Registered Auditor
Director

KPMG Crescent
85 Empire Road
Parktown
2193

22 June 2022



Policies and practices

HR policies and practices

At Investec we believe in cast iron integrity in all internal and external dealings, consistently and uncompromisingly displaying moral strength and behaviour which promotes trust. The policies and business practices of Investec are outlined in BAWI (Becoming Acquainted with Investec) and in the compliance handbook. They are intended to guide employee conduct and ensure that at all times employees actions and attitudes reflect the Group's values and philosophies. We have also published a public document that is called The way we do business that highlights elements of our code of conduct.

Below is a list of some of the policies and practices in this regard:

AIDS policy

Belonging, inclusion and diversity approach

COVID-19 vaccination policy

Disability procedure

Discrimination and harassment policy

Dress for your day

Employee integrity policy

Employee well-being practices

Financial markets code of conduct

Flexible work practice policy

Freedom of association statement

Grievance resolution policy

Health and safety policy

Human rights statement

Learning and development at Investec

Leave scheme

Maternity scheme

Retirement policy

Retrenchment policy

Substance abuse policy

Tax guidelines policy

Transfer policy – local

Travel scheme – local

Travel scheme – international

Whistle blowing and protected disclosures policy.



Policies and practices continued

Compliance policies and practices

We have the following compliance policies and practices in place:

Allocations policy

Anti-bribery and anti-corruption policy

Anti-money laundering and counter of
terrorist financing policy and standards

Appropriateness policy (Investec Bank plc)

Breaches policy

Business introducer policy

CASS breaches and errors policy (Investec
Bank plc)

Chinese walls confidential information and
wall crossing policy

Client communications and financial
promotions policy

Compliance framework

Compliance handbook

Compliance monitoring standard

Compliance terms of reference policy

Complaints policy

Conduct risk policy

Conflicts of interest policy

Cyber and information security strategy

Data protection policy

Department policy (Investec Bank Limited)

Derivatives department policy (Investec Bank
Limited)

Employee participation policy

Financial markets code of conduct

Fraud policy

Gifts and entertainment policy
(Investec Limited)

Gift, hospitality and charitable spend policy
(Investec Bank plc)

Guidelines to Investec policies

Inducements policy

Investment recommendation policy

Market abuse policy

Market commentaries policy

Market rumours policy

Market sounding policy

Operational resilience statement

Order and best execution policy

Outside business interests policy

Outsourcing policy

Promotion of access to information act
(PAIA) manual

Personal account dealing policy

Product governance framework

Record retention policy

Reinsurance policy

Remote trading policy

Research and market communication policy

Responsible technology usage approach

Reward and remuneration policy

Risk appetite policy

Risk management policy

Sanctions policy

Senior managers handover policy

Tax policy

Terms of reference policy (compliance
function)

Third party risk management policy
(Investec plc)

Training and competency policy

Outsourcing policy

Underwriting policy

Valuation policy

Voice and electronic communications
recording policy

Vulnerable clients policy

Whistleblowing policy.



ESG policies

We have the following policies and statements in place:

Group environmental policy and climate
change statement

Group procurement statement

Environmental and social risk practices
in lending activities policy

Environmental and social risk practices
in investment activities policy

Group fossil fuel policy

Defence sector policy




W&I ESG and sustainability policy
(South Africa)

W&I Voting and active engagement
policy (South Africa)

W&I Equity ESG policy (UK).






Participation in industry initiatives and memberships

Investec Group

Initiative/membership/reporting	Objective	How we engage and participate
	<p>Aim to mobilise a global movement of sustainable companies and stakeholders to create the world we want.</p> <p>UN Global Compact supports companies to:</p> <ul style="list-style-type: none"> • Do business responsibly by aligning their strategies and operations with the Ten Principles on human rights, labour, environment and anti-corruption, and • Take strategic actions to advance broader societal goals, such as the UN SDGs, with an emphasis on collaboration and innovation. 	<p>Investec has been a participant since 2012 and we annually report our commitment through the Global Compact Communication of Progress (COP).</p> <p>Having previously supported the UN Global Compact Young SDG Innovators programme in South Africa, in the past year we supported the same programme in the UK. This programme gives young talent within the organisation the opportunity to collaborate and accelerate business innovation towards the SDGs.</p>
 <p>Global Investors for Sustainable Development Alliance</p>	<p>An alliance of 30 CEs across the world's investment and business community that are committed to increase their contribution to the achievement of the SDGs. The members of the UN Global Investors for Sustainable Development (GISD) Alliance work together, harnessing their insights as private sector leaders, to advise on removing impediments and implementing solutions for scaling up long-term investment for sustainable development.</p>	<p>Our CE, Fani Titi, has personally committed as one of 30 CEOs from financial institutions around the world who was invited to join the UN GISD Alliance.</p> <p>We actively participate in the working groups and commit to:</p> <ul style="list-style-type: none"> • Do business responsibly by aligning strategies and operations with the Ten Principles on human rights, labour, environment and anti-corruption, and • Take strategic actions to advance broader societal goals, such as the UN SDGs, with an emphasis on collaboration and innovation.
	<p>The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.</p>	<p>We support the SDGs and annually report on our progress against our two impact SDGs being SDG 13 (climate action) and SDG 10 (reduced inequalities).</p> <p>These impact SDGs are supported by our six core SDGs:</p> <ul style="list-style-type: none"> • SDG 4: Quality education • SDG 6: Clean water and sanitation • SDG 7: Affordable and clean energy • SDG 8: Decent work and economic growth • SDG 9: Industry, innovation and infrastructure • SDG 11: Sustainable cities and communities.




Participation in industry initiatives and memberships continued

Investec Group

Initiative/membership/reporting	Objective	How we engage and participate
	<p>The objective of the Partnership for Carbon Accounting Financials (PCAF) is to form a global partnership of financial institutions that work together to develop and implement a harmonised approach to assess and disclose the greenhouse gas emissions associated with their loans and investments.</p>	<p>We actively engage in PCAF's UK and Africa working groups on climate disclosure specific to financial institutions.</p> <ul style="list-style-type: none"> • Within the UK, we participate in the residential lending working group • Within Africa, we participate in the oil and gas working group.
	<p>The United Nations Environment Programme Finance Initiative (UNEP FI) is a partnership between UNEP and the global financial sector to mobilise private sector finance for sustainable development. UNEP FI works with more than 400 banks, insurers, and investors and over 100 supporting institutions to help create a financial sector that serves people and the planet, while delivering positive impacts.</p>	<p>We are a signatory to the UNEP FI.</p>
	<p>The UN Principles for Responsible Banking (UN PRB) created a unique framework for ensuring that signatory banks' strategy and practice align with the vision the society has set out for its future in the SDGs and the Paris Climate Agreement. The framework consists of six principles designed to bring purpose, vision and ambition to sustainable finance.</p> <p>The UN PRB Academy is developing an online learning academy to support implementation of the Principles for Responsible Banking.</p>	<p>We have submitted our second report according to the UN PRB principles</p> <p>Our Group Sustainability Lead, Melanie Janse Van Vuuren, is actively contributing to the curriculum and implementation around a training strategy through the development and delivery of online learning courses. This curriculum will cover the key areas of knowledge and understanding relating to sustainability required by staff in financial institutions, for existing and aspiring signatories of the UN PRB.</p>
	<p>CDP's (formerly known as the Carbon Disclosure Project) climate change programme aims to reduce companies' greenhouse gas emissions and mitigate climate change risk. CDP requests information on climate risks and low carbon opportunities from the world's largest companies on behalf of over 800 institutional investor signatories with a combined \$100 trillion in assets.</p>	<p>We have been reporting to the CDP climate change response since 2009</p> <ul style="list-style-type: none"> • In 2013 we received CDP gold recognition status for a score of A- and were included in the CDP Leadership Index (top 11 in South Africa across all sectors) • Currently we have a B score against an industry average of B.
	<p>The objective of the World Benchmarking Alliance (WBA) is to build a movement to measure and incentivise business impact towards a sustainable future that works for everyone. The WBA has set out to develop transformative benchmarks that will compare companies' performance on the SDGs.</p>	<p>We are a member of the WBA and participated in the initial public stakeholder consultation in the Financial System Benchmark methodology.</p>



Participation in industry initiatives and memberships continued

Investec Group continued



Initiative/membership/reporting	Objective	How we engage and participate
	<p>The Institute of International Finance (IIF) is the global association of the financial industry, with more than 450 members from over 70 countries. Its mission is to support the financial industry in the prudent management of risks, to develop sound industry practices, and to advocate for regulatory, financial and economic policies that are in the broad interests of its members and foster global financial stability and sustainable economic growth.</p>	<p>We are a member of the IIF and participated in the working group focused on providing a standardised template for TCFD disclosures for banks. We also contributed to the TCFD report playbook by providing input and feedback to the publication.</p>
 <p>Global Export Finance Committee</p>	<p>The International Chamber of Commerce (ICC) set up a Global Export Finance Committee Sustainability Working Group (ICC-SWG) in 2018, with the objective to grow the share of sustainable export finance and showcase how the industry can contribute to global challenges. Investec co-chaired the production of the ICC export finance sustainability white paper. This white paper is an important output of the working group and has two important objectives:</p> <ul style="list-style-type: none"> To provide a baseline of the industry's current practices and priorities in regards sustainable export finance To provide policy and product recommendations that, if implemented, will help grow the flow of sustainable export finance. 	<p>Chris Mitman (Head of Investec plc Export and Agency Finance), is a founding member of the ICC Export Finance Committee which was established to represent the global export finance banking industry in its engagement with the Berne Union, regulators, and the OECD. He is also co-chair of the ICC Sustainability Working Group focused on growing the sustainable funding activities of the export credit market.</p>
	<p>The United for Wildlife (UfW) Taskforce has been working to facilitate collaboration between the transport sector, finance sector and law enforcement to prevent wildlife trafficking across the world. The UfW Taskforce has grown from 12 private sector companies in 2016 to over 250 global partnerships, representing large proportions of the shipping, airline, and financial industries.</p>	<p>We are a signatory to UfW's Financial Taskforce to combat illegal wildlife trade (part of the Royal Foundation) and a participant in UfW's Taskforce for Financial Services on illegal wildlife trafficking (IWT).</p> <p>The work on the \$23bn per annum illegal wildlife industry initiated last year by Investec, culminated in the publication of a report by the South African Anti-Money Laundering Integrated Task Force (SAMLIT) entitled Financial Flows associated with Illegal Wildlife Trade in South Africa. The report was produced by a SAMLIT expert working group (EWG), set up to investigate the subject and share results with peers in the industry locally and internationally. Investec staff were key members of the EWG, driving the project and writing the report, which continues to be referenced internationally as a case study for other countries.</p>

Participation in industry initiatives and memberships continued

Investec Group continued



Initiative/membership/reporting	Objective	How we engage and participate
	<p>The Net-Zero Banking Alliance (NZBA) is an alliance that brings together banks worldwide that are committed to aligning their lending and investment portfolios with net-zero emissions by 2050.</p>	<p>We are members of the NZBA and actively participate in various working groups including the:</p> <ul style="list-style-type: none"> • Sector track • Implementation track, and • Champion of the outreach and recruitment track in Africa.
	<p>The Force for Good initiative was launched with the idea that capital can be a catalyst that changes the world for good and that an increasing number of leading financial institutions are leveraging their organisation's capital to do good in a myriad of ways. The Force for Good initiative sought to assess, establish and encourage the holders of capital to be a force for good.</p>	<p>Investec participated in the initial launch and continues to support the initiative.</p>

Investec Limited

Initiative/membership/reporting	Objective	How we engage and participate
	<p>The Banking Association South Africa (BASA) advances the interests of the industry with its regulators, legislators, and stakeholders to make banking sustainable, profitable and better able contribute to the social and economic development and transformation of the country. The Sustainable Finance Forum members comply with the BASA principles for managing environmental and social risk.</p>	<p>Investec Bank CE, Richard Wainwright, is the current Chair of BASA</p> <p>We participate in various forums and committees including:</p> <ul style="list-style-type: none"> • Climate Risk Forum Steering Committee • TCFD and Sustainable Finance Working Groups • Sustainable Finance Committee • Positive Impact Finance Committee.
	<p>National Treasury Department of Environmental Affairs issued the technical paper on Financing a Sustainable Economy in April 2020 after which various work streams were formed.</p>	<p>Investec is a member of the:</p> <ul style="list-style-type: none"> • Climate Steering Committee • Sustainable Finance Working Group • Disclosure Working Group.


Participation in industry initiatives and memberships continued

Investec Limited continued

Initiative/membership/reporting	Objective	How we engage and participate
 JSE Sustainability and Climate change disclosure guidance	The Johannesburg Stock Exchange (JSE) Sustainability and Climate Change Disclosure Guidance is aligned with, and draws on, the most influential global initiatives on sustainability and climate change disclosure – including the GRI Sustainability Reporting Standards, the Taskforce on Climate-related Financial Disclosures (TCFD) recommendations, and the IIRC's International <IR> Framework – as well as an extensive range of other frameworks and standards, and the sustainability/ESG guidance of various peer exchanges.	Within South Africa we have participated in providing input towards the sustainability and climate change disclosure guidance published by the JSE, South Africa Green Finance Taxonomy and the Just Transition Framework.
 AFRICAN NATURAL CAPITAL ALLIANCE	The African Natural Capital Alliance (ANCA) is a collaborative forum for mobilising the financial community's response to the risk of nature loss in Africa. They bring together a core group of financial institutions, governmental organisations, intergovernmental partners, and civil society representatives.	We joined the African Natural Capital Alliance as a founding member with the formal launch at the end of May 2022. We see this as an opportunity to learn and increase our understanding of the link between finance and biodiversity while at the same time contributing to ensure alignment across the financial sector.

Participation in industry initiatives and memberships continued

Investment plc





Initiative/membership/reporting	Objective	How we engage and participate
	UK Finance is the collective voice for the banking and finance industry. UK Finance is a trade association for the UK banking and financial services sector, formed on 1 July 2017. It represents over 300 firms in the UK providing credit, banking, markets and payment-related services.	<p>Ruth Leas, Investec plc's CEO is a board member of UK Finance</p> <p>Tanya dos Santos, Global Head of Sustainability, is a member of the Sustainability Committee of UK Finance.</p>

Investec Wealth & Investment

Initiative/membership/reporting	Objective	How we engage and participate
	The UN Principles of Responsible Investment (UN PRI) is a UN-supported international network of investors working together to implement its six aspirational principles – a voluntary set of investment principles for incorporating ESG issues into investment practice. The principles were developed by investors, for investors, and by implementing them, signatories contribute to developing a more sustainable global financial system.	<ul style="list-style-type: none"> In January 2021, W&I became an official signatory of the UN PRI. Our membership commits W&I globally to the UN PRI. W&I submitted its inaugural annual PRI report in 2021 and publicly commits to making these reports available on an annual basis.
	The University of Cambridge's Institute for Sustainability Leadership is a global network of pension funds, insurers and asset managers, with over £14 trillion under management and advice. The Group is committed to its mission to advance the practice of responsible investment.	<p>W&I, UK joined the University of Cambridge's Institute for Sustainability Leadership's Investment Leaders Group. The outcome of the forum is to ensure that:</p> <ul style="list-style-type: none"> Capital acts for the long term Capital is priced according to the true cost of business activities Financial structures better serve sustainable business.

Participation in industry initiatives and memberships continued

Investment Leaders Group




Initiative/membership/reporting	Objective	How we engage and participate
	Climate Action 100+ is an investor-led initiative to ensure the world's largest corporate greenhouse gas emitters take necessary action on climate change.	<ul style="list-style-type: none"> Campbell Parry, Investec global resources analyst at W&I is the Investec representative on the Climate Action 100+ forum As part of our membership with Climate 100+, we joined the coalition of investors engaging with Sasol on its climate change governance, its planned action on greenhouse emission across its value chain, and to ensure reporting consistent with the requirements of the TCFD.
	The objective of the CDP (formerly known as the Carbon Disclosure Project) investor signatory membership is to promote industrial-scale environmental disclosure and engagement, aligned with the TCFD.	<ul style="list-style-type: none"> In 2021, W&I became a formal CDP signatory W&I joined the CDP Non-Disclosure Campaign giving us the opportunity to actively engage companies that have received the CDP disclosure request on behalf of investors but have not yet provided a response. The objective of the campaign is to drive further corporate transparency around climate change, deforestation and water security, by encouraging companies to respond to CDP's disclosure request.
	The Code for Responsible Investing in South Africa (CRISA) formally encourage institutional investors to integrate into their investment decisions sustainability issues such as ESG.	W&I in South Africa subscribes to CRISA.
	The UK Stewardship Code 2020 sets high stewardship standards for those investing money on behalf of UK savers and pensioners, and those that support them. Stewardship is the responsible allocation, management and oversight of capital to create long-term value for clients and beneficiaries leading to sustainable benefits for the economy, the environment and society.	W&I in the UK subscribes to the UK Stewardship Code.

Participation in industry initiatives and memberships continued

Investment Leaders Group continued




Initiative/membership/reporting	Objective	How we engage and participate
	<p>The Blue Economy Ocean Accelerator Programme, provides eight weeks of support and mentoring for SMEs that are focused on oceanic innovation. The initiative is one of the first of its kind in the UK and run by Bright Tide, a sustainability-focused training consultancy.</p>	<p>W&I is the sponsor the Blue Economy Ocean Accelerator programme, aimed at nurturing entrepreneurial SME businesses that are focused on making a positive impact in regenerating the ocean's resources. As a sponsor, we will be actively involved in supporting and mentoring the entrepreneurial businesses involved in the eight-week programme.</p>

Global Reporting Frameworks

Initiative/membership/reporting	Objective	How we engage and participate
	<p>The Financial Stability Board (FSB) established the Task Force on Climate-related Financial Disclosures (TCFD) to develop recommendations for more effective climate-related disclosures that could promote more informed investment, credit, and insurance underwriting decisions and in turn, 'would enable stakeholders to understand better the concentrations of carbon-related assets in the financial sector and the financial system's exposures to climate-related risks'.</p>	<p>We have been a signatory since 2019.</p> <p>We were the first bank in South Africa and the 8th bank in the UK to sign up to the TCFD. This year we have improved our disclosures to include our Scope 3 emissions to establish a baseline to guide us in setting a robust strategy towards the transformation of a low-carbon economy, including short-medium and long-term targets.</p> <p>This year we have released our third TCFD report.</p>
	<p>Global Reporting Initiative (GRI) is the independent, international organisation that helps businesses and other organisations take responsibility for their impacts, by providing them with the global common language to communicate those impacts. We provide the world's most widely used standards for sustainability reporting – the GRI Standards.</p>	<p>We have been reporting according to the GRI since 2010.</p>
	<p>Sustainability Accounting Standards Board (SASB) standards guide the disclosure of financially material sustainability information by companies to their investors. Available for 77 industries, the Standards identify the subset of environmental, social, and governance (ESG) issues most relevant to financial performance in each industry.</p>	<p>We have released our second report according to the UN PRB guidelines.</p>

Participation in industry initiatives and memberships continued

Global Reporting Frameworks continued

Initiative/membership/reporting	Objective	How we engage and participate
 PRINCIPLES FOR RESPONSIBLE BANKING	The UN PRB is a reporting framework for ensuring that signatory banks' strategy and practice align with the vision society has set out for its future in the SDGs and the Paris Climate Agreement.	We have released our second report according to the UN PRB guidelines.
 Principles for Responsible Investment	The UN PRI is a UN-supported international network of investors working together to implement its six aspirational principles – a voluntary set of investment principles for incorporating ESG issues into investment practice.	W&I submitted its inaugural annual PRI report in 2021 and publicly commits to making these reports available on an annual basis.
 EQUATOR PRINCIPLES	The Equator Principles (EP) are intended to serve as a common baseline and risk management framework for financial institutions to identify, assess and manage environmental and social risks when financing projects.	Although not a signatory to the EP, we support their requirements and include our EP disclosures in our sustainability report.

Glossary

A2X	Secondary South African Stock exchange
abrdn	Aberdeen
AC	Alternating current
AD	Anaerobic digestion
AGM	Annual General Meeting
AI	Artificial intelligence
AML	Anti-money laundering
ANCA	African Natural Capital Alliance
API	Application programming interface
ATI	African Trade Insurance Agency
B4SI	Business for Societal Impact
BASA	Banking Association South Africa
BAWI	Becoming Acquainted with Investec
BBBEE	Broad-based Black Economic Empowerment
BID	Belonging, inclusion and diversity
BoE	Bank of England
BRCC	Board Risk and Capital Committee
BREEM	Building Research Establishment Environmental Assessment Method
BSE	Botswana Stock Exchange
CA	Chartered Accountant
CDP	Carbon Disclosure Project
CE	Chief Executive
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CFW	Care for Wild
CISL	Cambridge Institute for Sustainability Leadership
CISO	Chief Information Security Officer
CITES	Convention on International Trade in Endangered Species
CO₂	Carbon dioxide

CO₂e	CO ₂ equivalent
COP26	Conference of the Parties 26
CRISA	Code for Responsible Investing South Africa
CSI	Corporate social investment
CSP	Concentrated solar plant
DC	Direct current
DEFRA	Department for Environment, Food and Rural Affairs
DLC	Dual listed company
DLC BRCC	DLC Board Risk and Capital Committee
DLC SEC	DLC Social and Ethics Committee
DMTN	Domestic medium-term note
EBA	European Banking Authority
EC	European Commission
ECA	Export Credit Agency
ECIC	Swedish Export Credit Corporation
EDT	Entrepreneurship Development Trust
EDU	Economic Development Unit
EE	Employment Equity
EfW	Energy-from-waste
eGRID	Emissions & Generation Resource Integrated Database
EKN	Swedish Export Credit Agency
EP	Equator Principles
ERC	Executive Risk Committee
EWG	Expert working group
ERC	Executive Risk Committee
ESG	Environment, social and governance
EU	European Union
EV	Electric Vehicle
FDI	Foreign Direct Investment

FIC	Financial Intelligence Centre
FRC	Financial Reporting Council
FSB	Financial Stability Board
FTSE	Financial Times Stock Exchange
GHG	Greenhouse gas
GISD	Global Investors for Sustainable Development
GKNP	Greater Kruger National Park
GRI	Global Reporting Initiative
GSE	Global Sustainable Equity
GTR	Global Trade Review
GW	Gigawatt
GWF	Good Work Foundation
H4H	Herding for Health
HCT	Hawk Conservancy Trust
HNW	High net worth
HR	Human resources
IAASB	International Auditing and Assurance Standards Board
IBL	Investec Bank Limited
IBP	Investec Bank plc
ICC	International Chamber of Commerce
ICG	Intermediate Capital Group
ICMA	International Capital Market Association
IEA	International Energy Agency
IFB	Investec for Business
IFC	International Finance Corporation
IIF	Institute of International Finance
IPF	Investec Property Fund
IRBA	Independent Regulatory Board for Auditors
ISAE	International Standards on Assurance Engagements

Glossary continued

ISAE 3000	International Standards on Assurance Engagements other than audits or review of historical financial information
ISAE 3410	International Standards on Assurance Engagements on greenhouse gas statements
ISO	International Organisation for Standardisation
ISO 14001	International Standard that specifies requirements for an effective environmental management system
ISO 50001	Voluntary standard for designing, implementing and maintaining an energy management system
ISP	Internet service provider
ISS	Institutional Shareholder Services
ISSB	International Sustainability Standards Board
IT	Information Technology
IUCN	International Union for the Conservation of Nature
IW&I	Investec Wealth & Investment
IWT	Illegal wildlife trade
JSE	Johannesburg Stock Exchange
JWVH	Johannesburg Wildlife Veterinary Hospital
Kg	kilogram
King IV	King Code of Governance Principles for South Africa
kl	kilolitre
Km	kilometer
KPI	Key performance indicator
Kwh	Kilowatt-hour
l	litre
LGBTQIA+	Lesbian, gay, bisexual, transgender, questioning, intersex, asexual +
LMA	Loan Market Association
LP	Limited partner
LPG	Liquified petroleum gas
LSE	London Stock Exchange

m²	Square meter
MD	Managing director
MW	Megawatt
MWh	megawatt-hour
MWp	Megawatt peak
NGO	Non-governmental organisation
NPO	Non-profit organisation
NSX	Namibian Stock Exchange
NZBA	Net-Zero Banking Alliance
OLA	Open Learning Academy
PACTA	Paris Agreement Capital Transition Assessment
PAIA	Promotion of Access to Information Act
PBF	Promaths Bursary Fund
PCAF	Partnership for Carbon Accounting Financials
PCB	Polychlorinated biphenyl
PCC	Presidential Climate Commission
PIDG	Private Infrastructure Development Group
PV	Photovoltaic
REC	Renewable energy certificate
REGO	Renewable Energy Guarantee of Origin
REIPPP	Renewable Independent Power Producer Programme
rePowerEU	European Commission plan to rapidly reduce dependence on Russian fossil fuels and fast forward the green transition
SA	South Africa
SAMLIT	South African Anti-Money Laundering Integrated Task Force
SASB	Sustainability Accounting Standards Board
SAWC	Southern African Wildlife College
SBTi	Science Based Targets initiative

SDG	Sustainable Development Goals
SEG	Supporting Education Group
SEK	Swedish Export Credit Corporation
SLL	Sustainability-linked loan
SME	Small-medium enterprise
SMF	Senior Management Function
SMME	Small, medium and micro enterprises
t	Tonnes
TCFD	Task Force on Climate-related Financial Disclosures
tCO₂e	Tonnes of carbon dioxide equivalent
TCTA	Trans-Caledon Tunnel Authority
TFSME	Term Funding Scheme for SMEs
UCT	University of Cape Town
UfW	United for Wildlife
UK	United Kingdom
UKLA	UK Listing Authority
UN	United Nations
UN PRB	UN Principles for Responsible Banking
UN PRI	UN Principles for Responsible Investment
UNEP FI	United Nations Environment Programme Finance Initiative
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNGC	United Nations Global Compact
US	United States
VFA	Vultures for Africa
WBA	World Benchmarking Alliance
YES	Youth Employment Service
zaREC	South Africa Renewable Energy Certificate
zaREGO	South African Renewable Energy Guarantee of Origin