

Investec Bank plc pay gap report 2022



This report applies to Investec Bank plc excluding Investec Wealth & Investment Limited.

Whilst Investec Wealth & Investment Limited is a wholly owned subsidiary of Investec Bank plc, it is a separate legal employing entity and therefore reports its pay gap independently.



Foreword

We firmly believe that creating diverse teams within an environment where everyone feels they belong, they have a voice and are included, is paramount to achieving success.

Belonging, Inclusion and Diversity (BID) continues to be at the forefront of our thinking and decision-making at Investec Bank plc. Aware of the challenges and difficulties many of our colleagues have faced due to the pandemic and continue to face, due to the cost-of-living crisis, we have continued to prioritise initiatives that support wellbeing and promote inclusion and belonging. Our leaders are actively engaged with our people, encouraging them to speak freely about their lived experience at Investec and exploring opportunities for learning and growth. As an organisation we are committed to inclusive policies, practices and principles alongside diversity measures and targets to track progress.

As at 5 April 2022, the mean gender pay gap in our UK banking business stood at 25.6%. This is an improvement on the prior year 26.2% and reflects a continuous year on year improvement since 2017 when the gap stood at 35.2%. The initiatives detailed in this report have contributed to the ongoing reduction of our gender pay gap, therefore we will continue to further these initiatives.

As signatories to the Race at Work Charter, one of the five actions we committed to was to capture ethnicity data and publicise progress. Having undertaken a drive to collect

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employee data on ethnicity, we are pleased to report that our current disclosure rates have reached 82%. We have, for the second time, included our ethnicity pay gap results within this diversity report alongside our gender pay gap results, following the same methodology. As of 5 April 2022, the mean ethnicity pay gap, which focuses on the gap between people of colour and

white people stood at 15.1% which increased from the prior year 12.9%.

At Investec, we are committed to increasing senior female representation and Black, Asian and Minority Ethnic representation throughout our organisation. We have continued to make progress in appointing several senior female leaders into positions of key influence and decision making. At 31 March 2022 our Bank Board was 50% female, 40% people of colour, and our Bank General Management Forum was 35% female and 35% people of colour and chaired by a female. The Bank is led by a female Chief Executive Officer. We are also focussed on the development of female and people of colour colleagues and have an active representation working group sponsored by the Executive.

Investec's purpose is to "Create enduring worth, living in society and not off it", and BID is integral to this. We are committed to building a diverse workforce in an organisation where people feel a strong sense of belonging and inclusion and are able to perform at their very best for our clients. Within that, we are committed to continuing to increase all forms of diversity in our decision-making forums, leadership teams and committees. We are confident that we will see more and more progress in the coming years, and that our business will continue to thrive as a result.



Our gender pay gap results

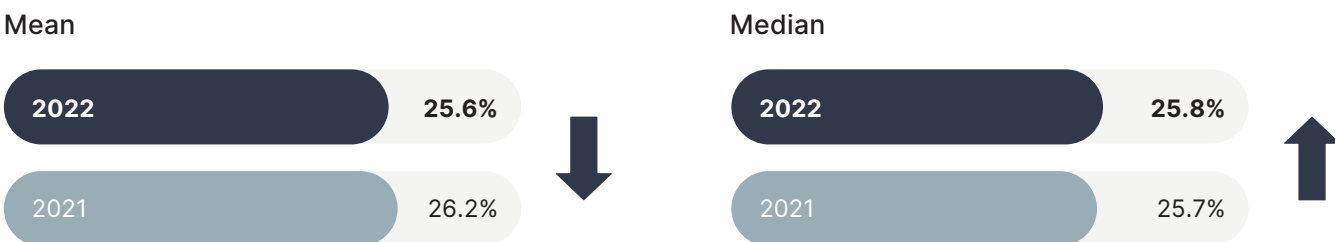
The below data is based on the hourly rates of pay at 5 April 2022, and bonuses paid during the 12 months to 5 April 2022, compared with the prior year.

Hourly and bonus pay gaps

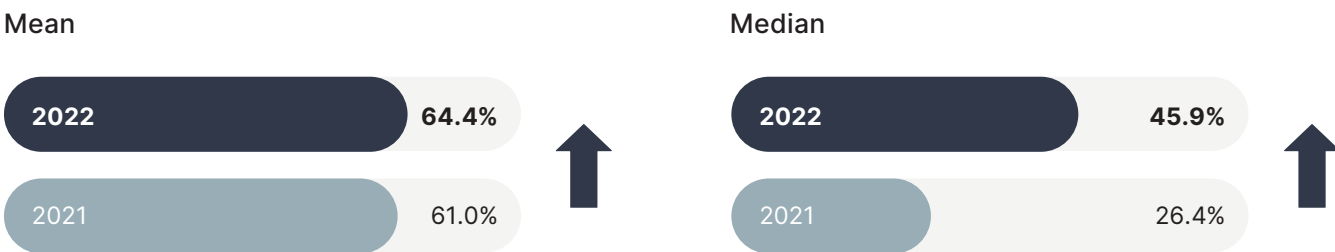
Mean
The mean figure represents the difference between the average of men’s and women’s pay expressed as a percentage of the average male pay.

Median
The median represents the difference between the midpoints in the ranges of men’s and women’s pay expressed as a percentage of the male midpoint.

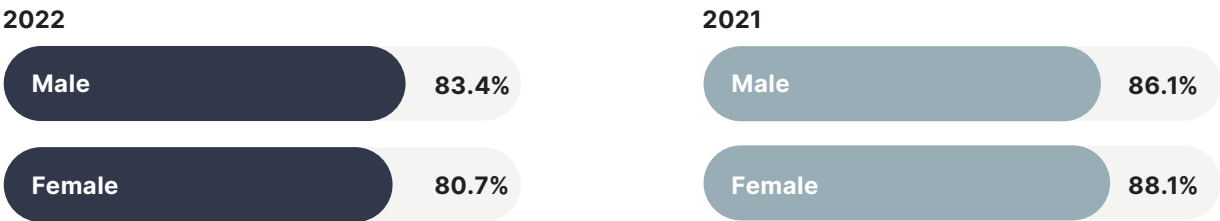
Hourly gap



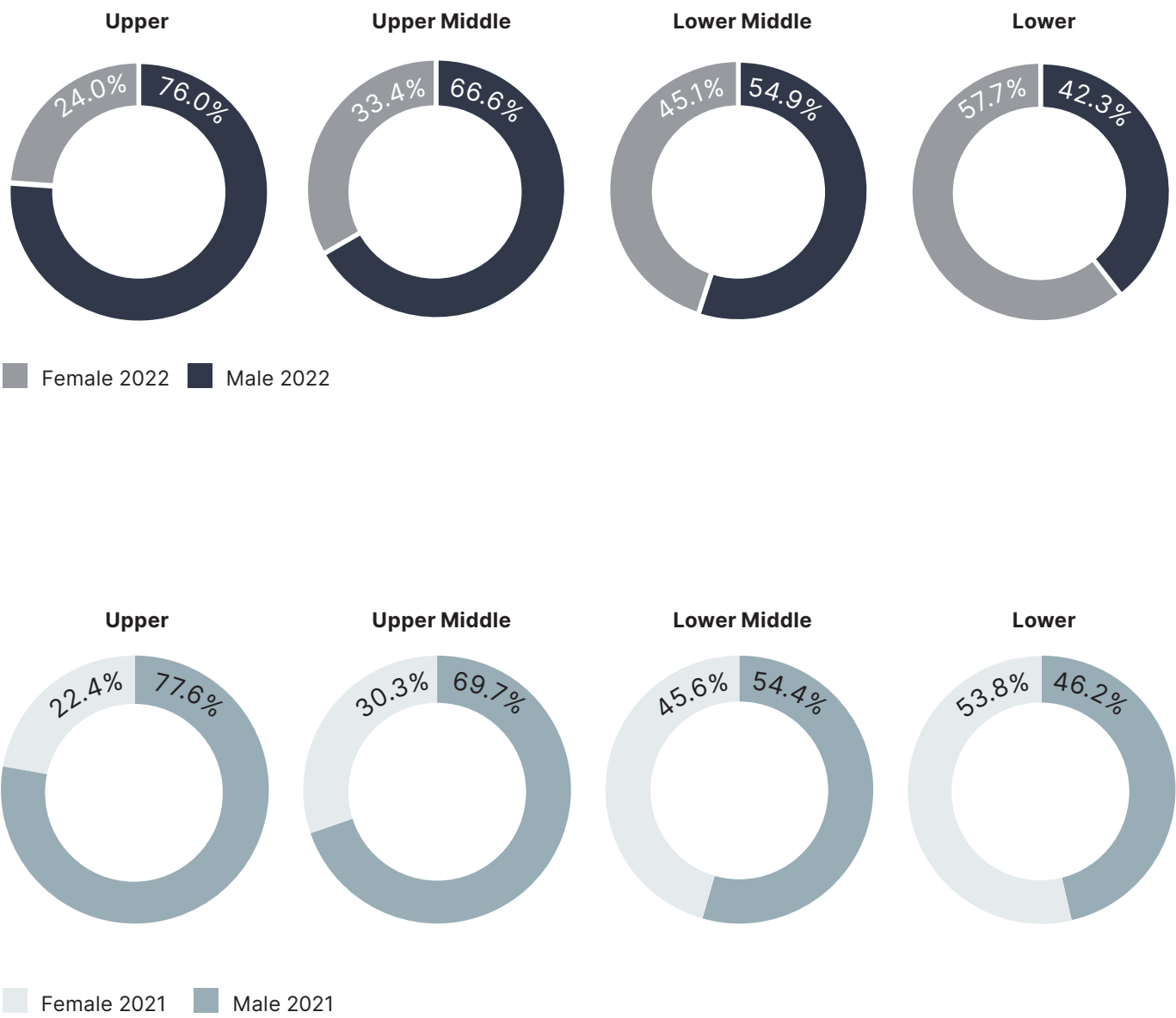
Bonus gap



Proportion of men and women receiving a bonus



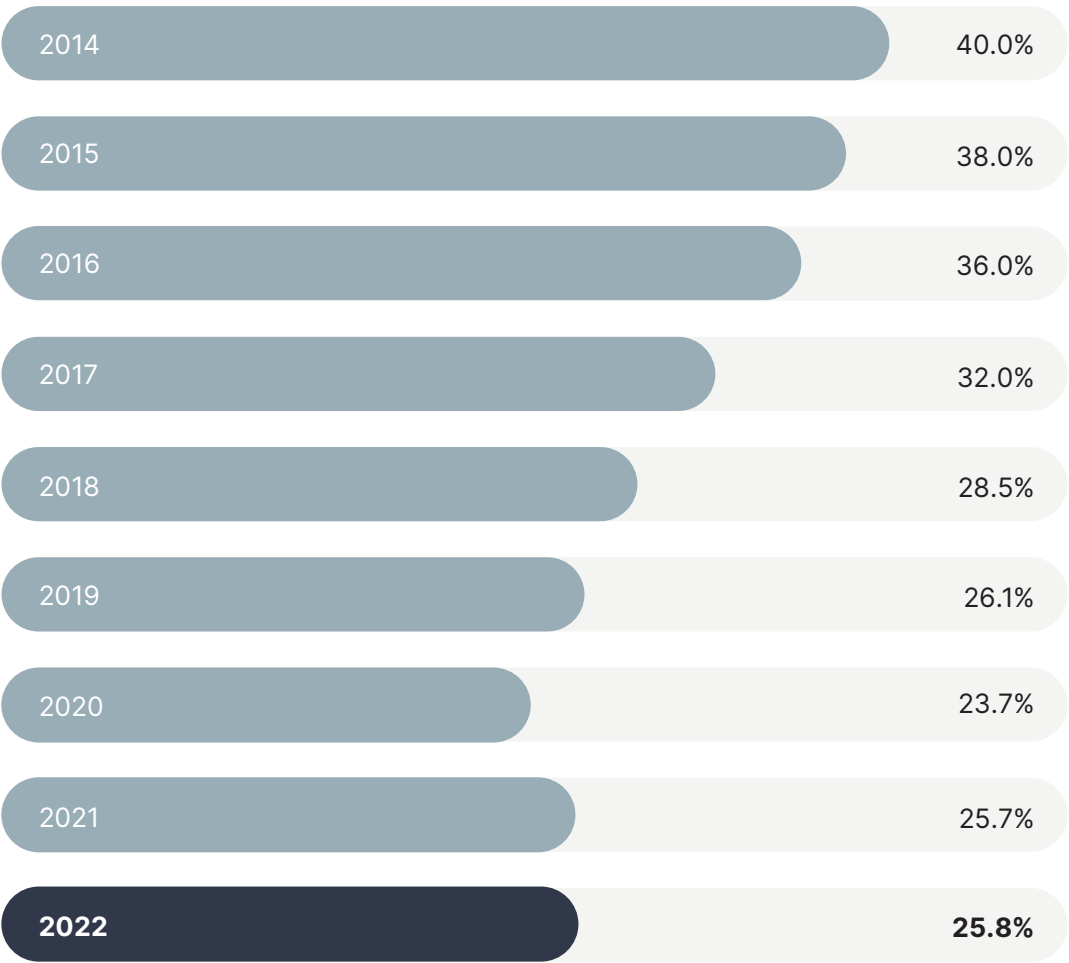
Proportion of men and women within each pay quartile



Hourly gender pay gap

The hourly and bonus pay gaps are calculated on the average and median across Investec Bank and do not take into consideration factors such as the type of role and level of seniority. Despite a slight increase in the median hourly pay gap in 2022, the overall median pay gap has trended downwards since 2014 and we are continuing to monitor the long term trend carefully. The mean hourly pay gap has decreased from 26.2% to 25.6% this year.

Median hourly pay gap history



Bonus gender pay gap

All our employees are eligible to receive a discretionary bonus. Our reward structure is performance-linked and gender-neutral by design. Employees are typically eligible for a bonus after a minimum period of employment. Please see further detail on the following page.



Why does Investec Bank have a gender pay gap?

We are committed to achieving greater female representation in senior leadership and client-facing roles within the organisation and are dedicated to reducing the gender pay and bonus differentials over time.

Our pay and bonus gaps continue to be principally driven by a higher proportion of women in junior roles and a lower proportion of women in senior leadership, revenue-generating and client-facing roles. We are confident that all our employees are paid fairly and equitably based on their role, skills and experience, and this is central to our reward philosophy.

Despite an increase in the median bonus gap this year, the long term trend is reducing. The gap reported in the 2021 report was an anomaly as it was based on bonus payments and shares vesting in 2020; significantly reduced remuneration given the impact of the Covid-19 pandemic. The 2020 median bonus gap was 43.2% which aligns to the 2022 figure.

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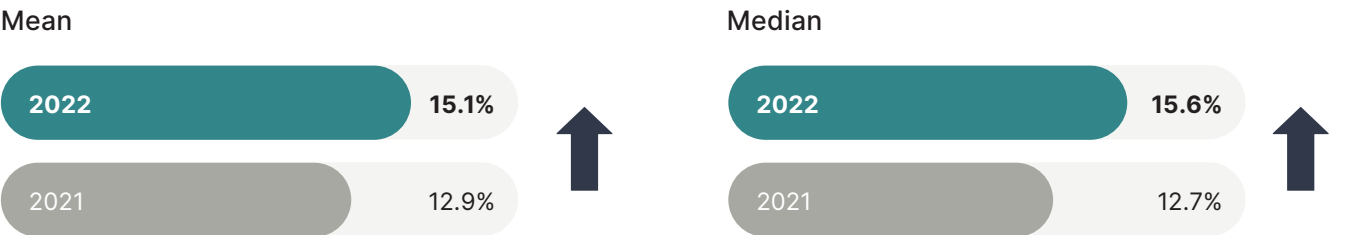
Our ethnicity pay gap results

As is the case with gender, we are committed to achieving greater representation of people of colour across our organisation at all levels and have put in place a number of actions to support this, including signing up to the Race at Work Charter in 2020.

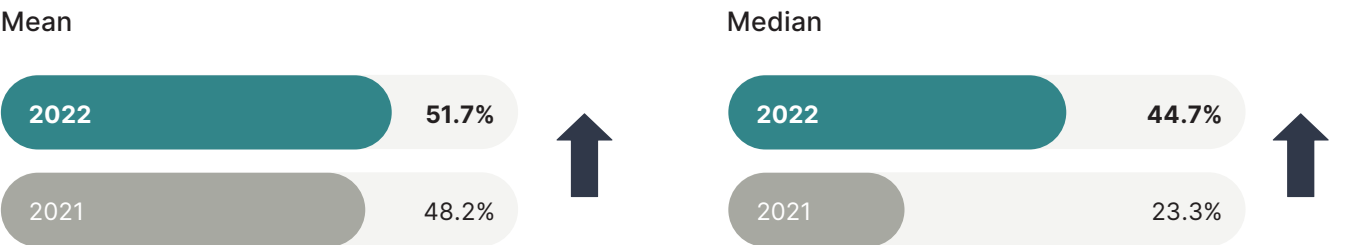
We are voluntarily publishing our ethnicity pay gap data for the second year as we believe that it is important to increase transparency in order to make and track progress. The ethnicity pay gap shows the difference between the earnings of people of colour compared to white colleagues across the organisation. The hourly pay gap does not take into consideration factors such as the type of role and level of seniority. These statistics are based on circa 82%* of colleagues who have shared their ethnicity data with us.

Similarly to the gender median bonus gap, the ethnicity median bonus gap reported in 2021 was an anomaly due to the impact of the Covid-19 pandemic.

Hourly gap



Bonus gap



* as at 5 April 2022

Belonging, Inclusion and Diversity at Investec

Our Belonging, Inclusion and Diversity strategy includes the following priorities, each supported by a number of actions, some of which are highlighted below.



Diversity and Inclusion Targets and Measures

We signed up to the **Women in Finance Charter** in 2018 and at March 2022 we had 35% females in senior management, which exceeded our target of 30%. People of colour represented 35% of senior management.

As signatories to the **Race at Work Charter** in 2020, we are making progress on delivering our five commitments to address racial inequality with measurable actions.

At 31st March 2022 Investec Bank Exco had 20% female representation and 30% people of colour representation.

Our Board Diversity Policy set the target of 33% female representation which we have exceeded and stood at 50% in March 2022. Additionally, people of colour representation stood at 40%. It also recognises that the balance of **skills, knowledge and experience, differences in background, ethnicity, gender** and other qualities all contribute to achieving diversity of thought.



Speaking Up

Workforce engagement activities provide an opportunity to understand employee sentiment. This is regularly reviewed by the Executives with progress and actions reported to the Board and organisation.

Our **BID Champion initiative** includes a network of knowledgeable, trained colleagues committed to supporting BID and providing a local point of contact for people. We currently have 12 BID Champions in Investec Bank.

Our four staff networks, Gender Balance, Pride, Multicultural and YoungMinds, provide regular feedback and regularly initiate discussions on topics including: 'how to unlock opportunities through inclusive leadership', a global panel discussion on International Women's day on 'breaking the bias' and a discussion with key note speaker during Black History Month.



Recruitment, Policies and Practices

We have appointed an additional diversity focussed recruitment partner to support gender and ethnic minority hiring.

We delivered an **interview skills learning programme** which includes conscious and unconscious bias training.

We use **balanced shortlists and interview panels**, as well as **digital analysis** of our job adverts to remove gender-biased language.

Successfully extended our **Returnship programme** across the Bank for 2022 as a source of hiring female talent.

We encourage **conversations about flexible working** and have **created a more agile environment** that is responsive to the needs of individuals.

For the second year running we have participated in the **#10000BlackInterns** initiative.

There is continued take up of shared **parental leave** which is supported by our partnership with **Working Transitions**, who provide coaching and support to anyone taking extended leave.

We continue to provide **Neurodiversity guidance and information** for all employees and managers, and have an established Neurodiversity working group who discuss actions we can take as an organisation and raise awareness.

We are **partnered with Peppy** to provide fertility, menopause, pregnancy and early parenting support.



Learning Initiatives

We provide **individual, team, leader and organisation-wide learning** to provide development opportunities for our female colleagues and advance the understanding of diversity and inclusion for all our colleagues.

Our **reciprocal mentoring initiatives** for people of colour aims to facilitate reciprocal learning and harness the value of difference. To date we have had 15 employees from Investec Bank take part in the programme.

We continue to run team **workshops** across the organisation focusing on how to create an **inclusive environment**.

We held **conversations aimed at enabling leaders** to understand how to take up their leadership roles in a volatile, uncertain, complex and ambiguous world.

In 2022 we launched a mandatory **Bullying, Harassment and Discrimination online learning** module.

Our **Allies Programme**, which helps employees to become proactive Allies for minoritised groups across the business, includes topics such as: power and privilege, inclusive language, micro-aggressions, courageous conversations and challenging exclusion. To date we have had 84 employees from Investec Bank take part in the programme.

For the fifth year running we participated in the **30% Club mentoring scheme**, a cross-company programme for women. To date 104 Investec employees have taken part in the programme.

Conclusion

We acknowledge there is more work to be done in reducing our gender and ethnicity pay gaps and we are working hard to address this over time. We confirm that the information in this report is accurate.

Ruth Leas

Ruth Leas

Chief Executive Officer
Investec Bank plc

