

Investec Bank plc pay gap report 2023





Foreword

We firmly believe that creating a diverse and inclusive environment helps us to innovate, adapt and prosper in a fast-changing world.

Belonging, Inclusion and Diversity (BID) at Investec Bank plc is a key strategic priority. We have a particular focus on appropriately balanced representation across different groups and identities, and we strive to create a culture where a sense of belonging permeates.

We encourage all our colleagues to speak freely about their experience at Investec and explore opportunities for learning and growth. We have continued to develop initiatives that support wellbeing while promoting belonging and inclusion. Similarly we are committed to inclusive policies, practices and principles alongside diversity measures and targets to track progress.

As of 5 April 2023, the mean gender pay gap in our UK banking business stood at 22.3%. This is a marked improvement on the prior year (2022: 25.6%) and demonstrates continued progress since 2017 when the gap stood at 35.2%. In comparison to 2022, there has been an increase in the percentage of women in both of the upper quartiles of pay and a decrease in the percentage of women in both of the lower quartiles of pay. This improvement in the balance of men and women across all four quartiles has resulted in a narrowing of both the mean and median hourly and bonus pay gap figures.

We will continue to develop the initiatives detailed in this report which have helped us to reduce our gender pay gap.

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

Investec's purpose is to
“*Create enduring worth*”,
and BID is integral to this.

We are pleased to report that our current internal disclosure rates for ethnicity data have reached 85%. For the third consecutive year we have included our ethnicity pay gap results within this diversity report alongside our gender pay gap

results, following the same methodology. As of 5 April 2023 the mean ethnicity pay gap, which focuses on the gap between people of colour and white people stood at 17.0% which increased from the prior year 15.1%. We currently have several initiatives that are underway to address this and will continue to monitor the long-term trend.

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. As of 31 March 2023 our Bank Board was 50% female, 30% people of colour; while our Bank General Management Forum was 37% female and 37% people of colour and chaired by a female. The Bank is led by a female Chief Executive Officer, and key senior positions on the Executive Committee are held by women (Chief Financial Officer and Chief Operating Officer).

Investec's purpose is to “create enduring worth”, and BID is integral to this. We are constantly aiming 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

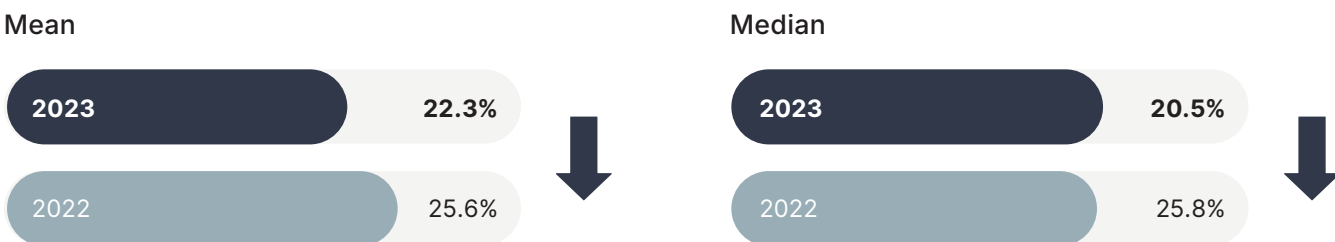
The below data is based on the hourly rates of pay at 5 April 2023, and bonuses paid during the 12 months to 5 April 2023, compared with the prior year.

Hourly and bonus pay gaps

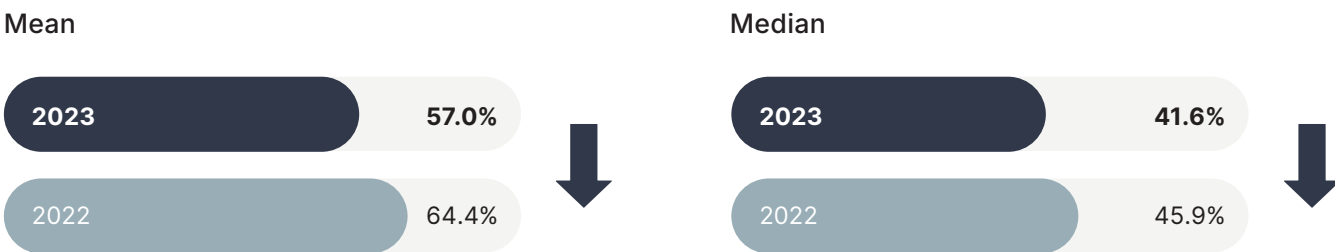
Mean
The mean figure represents the difference between the average of men’s and women’s pay expressed as a percentage of the average male pay.

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.

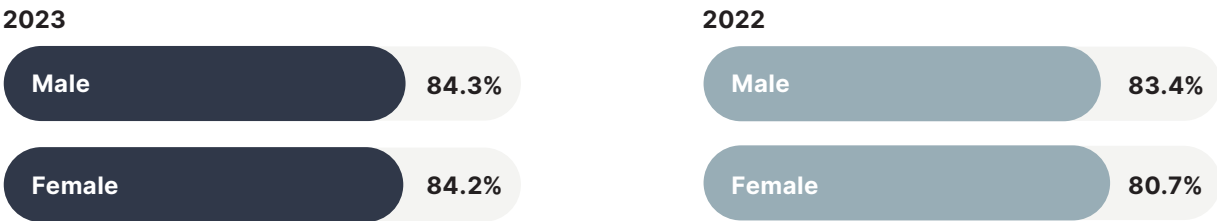
Hourly gap



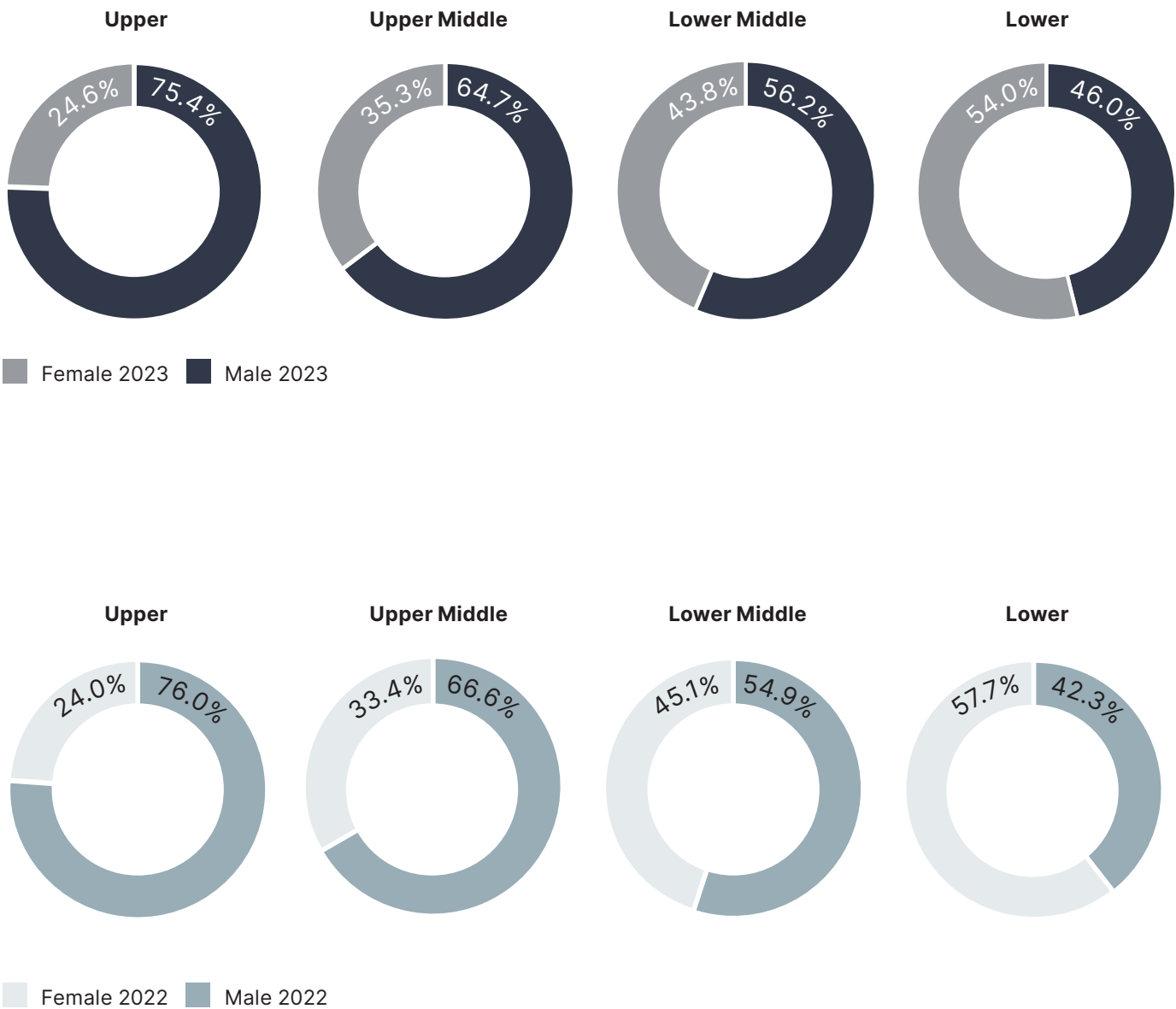
Bonus gap



Proportion of men and women receiving a bonus



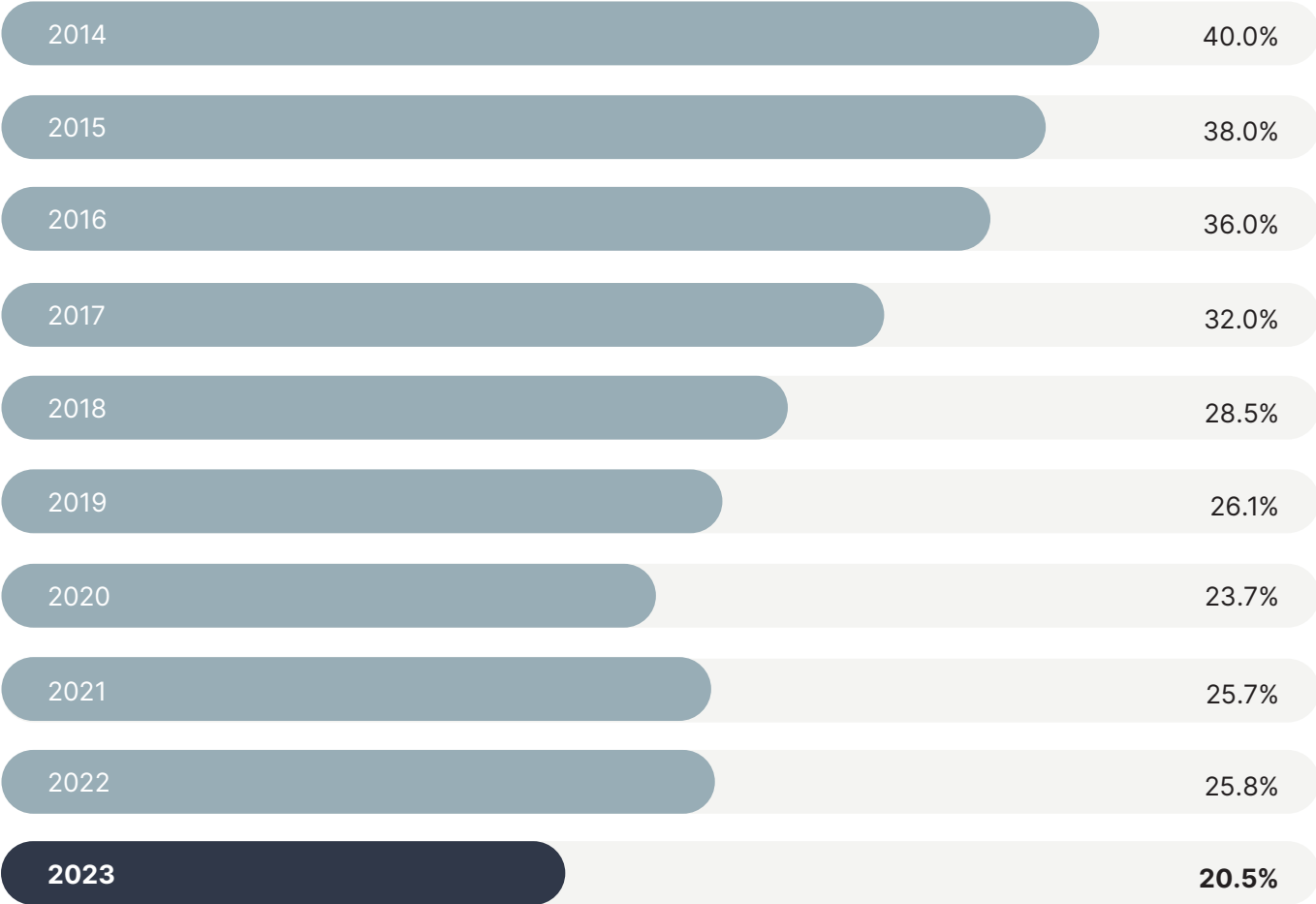
Proportion of men and women within each pay quartile



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. The overall median pay gap has trended downwards since 2014 and we are continuing to monitor the long term trend carefully. In comparison to 2022, there has been an increase in the percentage of women in both of the upper quartiles and a decrease in the percentage of women in both of the lower quartiles. This improvement in the balance of men and women across all four quartiles has resulted in a narrowing in both the mean and median hourly and bonus pay gap figures. The mean hourly pay gap has decreased from 25.6% to 22.3% and the overall median pay gap has decreased from 25.8% to 20.5%.

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 across the organisation and particularly in senior leadership and client-facing roles and are dedicated to reducing the gender pay and bonus differentials over time.

Our pay and bonus gaps are principally driven by a higher proportion of women in junior and mid level roles and a lower, albeit growing 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.

This year there has been an increase in women in both the upper quartiles of pay, improving the balance of women relative to men and resulting in a narrowing in both the mean and median hourly and bonus gap figures.

Our employees are paid fairly and equitably based on their role, skills and experience, and this is central to our reward philosophy.



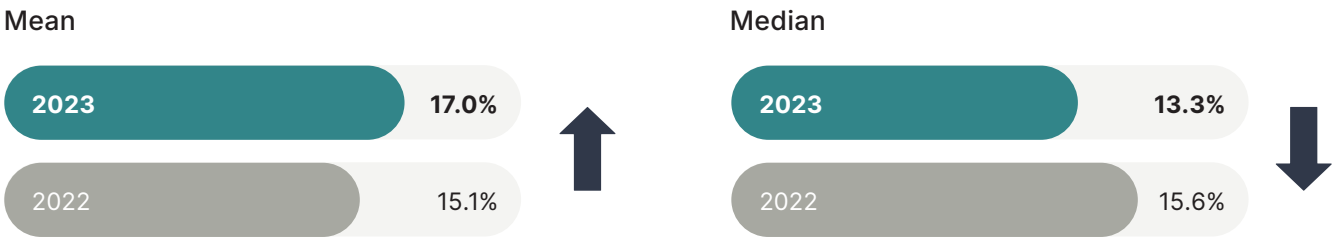


Our ethnicity pay gap results

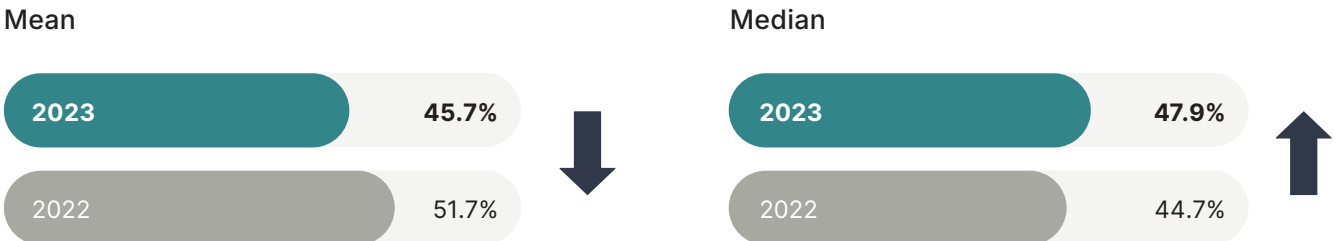
As is the case with gender, we are committed to achieving greater representation of people of colour across our organisation at all levels. We're proud to be a signatory of the Race at Work Charter.

We are voluntarily publishing our ethnicity pay gap data for the third year as we believe that it helps us 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 85%* of UK colleagues who have shared their ethnicity data with us.

Hourly gap



Bonus gap



*as at 5 April 2023

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 2023 we had 37% females in our bank General Management Forum, which exceeds our current target of 35%. People of colour represented 37% of senior management.

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

Our Board Diversity Policy set the target of 33% female representation which we have exceeded and stood at 50% in March 2023. Additionally, people of colour representation stood at 30%. 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

Our four staff networks, Gender Balance, Pride, Multicultural and YoungMinds, provide regular feedback and regularly initiate discussions on topics including: a thought provoking equal parent event, a panel discussion event answering the 'i don't get...' questions - encouraging curiosity and busting common misconceptions about the LGBTQ+ community, a global panel discussion on International Women's day on "embracing equity" and a discussion with key note speaker during Black History Month.

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.

A **women in Tech committee** has been established, focused on creating an environment where women feel supported and empowered, encouraging more women to enter Tech.

We have created a **family leave returners support group and a menopause support group**; providing space for employees to share experience, share challenges and support each other.



Recruitment, Policies and Practices

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

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

For the third year running we have participated in the **#10000BlackInterns** initiative and will be participating in the **#10000AbleInterns** programme for the first time.

We continue to provide **Neurodiversity guidance and information** for all employees and managers.

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 are **partnered with an external provider** to offer fertility, menopause, pregnancy and early parenting support.

We continue to focus on succession planning with a sharp focus on progression and development of **diverse talent**.



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.

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 over 120 employees from Investec Bank take part in the programme.

For the sixth year running we are participating 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

Chief Executive Officer
Investec Bank plc

