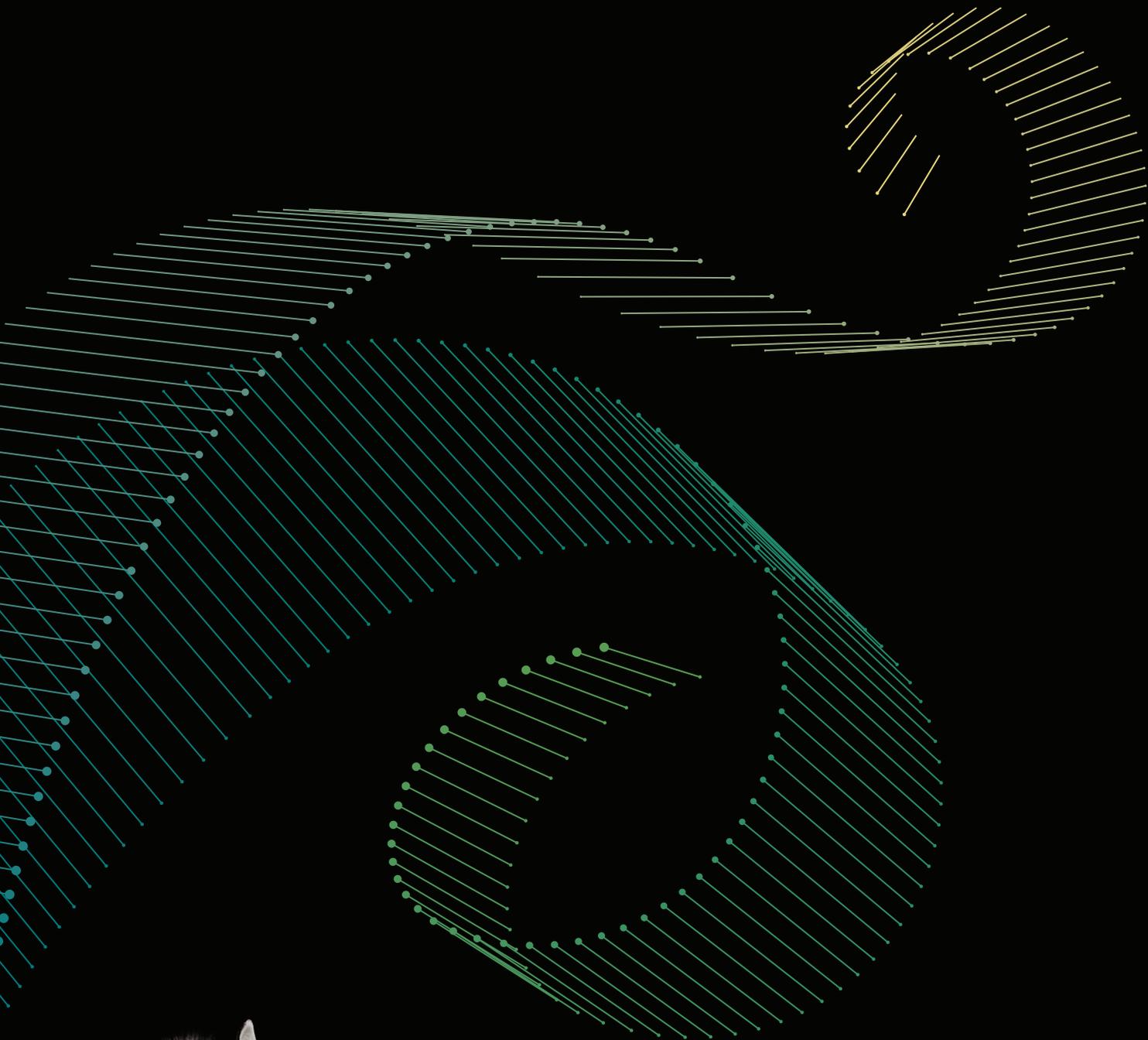


CORPORATE SUSTAINABILITY AND
ESG SUPPLEMENTARY REPORT | 2019



Cross reference tools



ASSURED INFORMATION

Denotes information that has been externally verified, refer to page 75 for the scope of the external assurance



PAGE REFERENCES

Refers readers to information elsewhere in this report or to the Investec group's 2019 integrated annual report



WEBSITE

Indicates that additional information is available on our website: www.investec.com



REPORTING STANDARD

Denotes our consideration of a reporting standard

Feedback

We value feedback and invite questions and comments on our reporting. To give feedback on this report, please contact our corporate sustainability division.

For queries regarding information in this document

Corporate Sustainability

Telephone: (27) 11 286 7000

E-mail: group.sustainability@investec.co.za

www.investec.com/en_za/welcome-to-investec/corporate-responsibility.html



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About this supplementary report

Reporting scope, boundary and framework

This corporate sustainability and ESG supplementary report highlights Investec’s corporate sustainability performance over the period 1 April 2018 to 31 March 2019. 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 ESG analysts who will use the content for an analysis of our sustainability performance. This report also focuses on the most material aspects of our business in relation to our sustainability strategy.

Our approach to reporting has followed guidance from the King Code of Governance Principles for South Africa (King IV) and in accordance with the Global Reporting Initiative’s (GRI Standards: core option) sustainability reporting guidelines.

✓ An index of the GRI Standards’ indicators, together with our response to each of them, can be found on pages 77 and 88 in this report.

Assurance

Investec Internal Audit performed a limited assurance review of the quantitative and qualitative information contained in this report. KPMG has provided limited assurance over selected environmental, human resources and community spend key performance indicators. The assurance statement can be found on pages 75 and 76 in this report.

Oversight

Investec operates under a dual listed companies (DLC) structure. The Social and Ethics Committee (DLC SEC), a sub-committee of the board, is responsible for monitoring the non-financial elements of corporate sustainability.

The DLC SEC consists of the following board members:

- Lord Malloch-Brown KCMP – chairman*
- S Koseff – executive
- B Kantor – executive
- F Titi – joint chief executive officer**
- HJ du Toit – joint chief executive officer**
- CA Carolus – non-executive director
- PRS Thomas – non-executive director***

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

* Lord Malloch-Brown KCMP was appointed as chairman of the DLC SEC on 1 April 2018.

** HJ du Toit and F Titi were appointed to the DLC SEC on 12 March 2019.

*** PRS Thomas is a representative of Investec Bank Limited.

All references in this report to Investec, the Investec group, or the group relate to the combined Investec DLC group comprising Investec plc and Investec Limited.



As part of our commitment to integrated reporting, we no longer compile a standalone corporate sustainability report. We include specific stakeholder interests on non-financial matters, including environmental and social impacts, in the group’s integrated annual report. We will continue to prepare an environmental, social and governance (ESG) supplementary report, which consolidated our material ESG performance and provides additional disclosures that are required by our numerous stakeholders, acting as a guide to support the information included in the group’s integrated annual report.

Our purpose

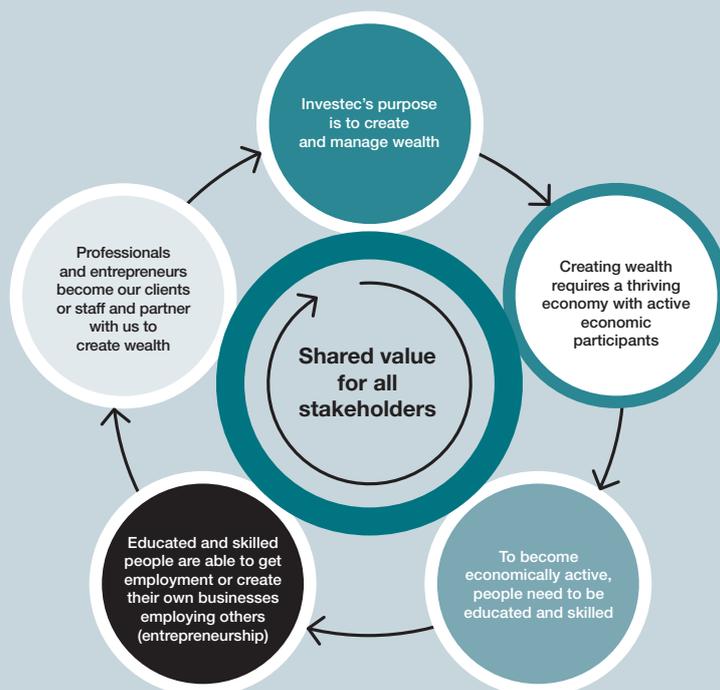
Our purpose is to create and manage wealth for all stakeholders. Guided by our vision to create and preserve sustained long-term wealth, we seek to build resilient profitable businesses that support our clients to grow their businesses while contributing in a positive and responsible way to the health of our economy, our people, our communities and the environment to ensure a prosperous future for all.

Our mission

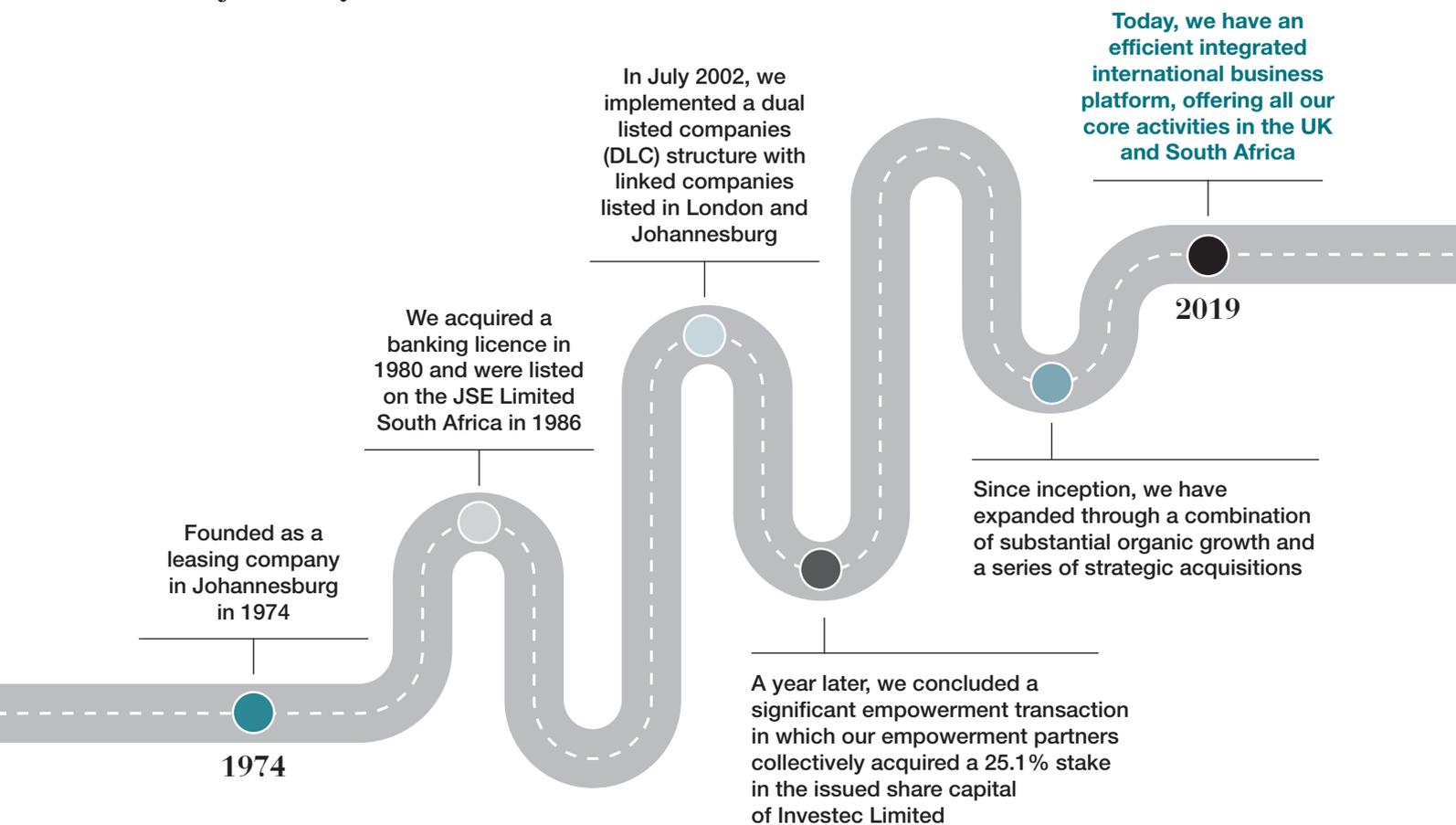
We strive to be a distinctive specialist bank and asset manager, driven by commitment to our core philosophies and values.

Investec (comprising Investec Limited and Investec plc) is an international specialist bank and asset manager that provides a diverse range of financial products and services to a select client base in three principal markets, the UK and Europe, South Africa and Asia/Australia as well as certain other countries.

We focus on delivering distinctive profitable solutions to our clients in three core areas of activity namely, Asset Management, Wealth & Investment and Specialist Banking.



Our journey



Our values and philosophies

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 strive to provide clients with the highest quality of service, 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.

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.

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.

Our strategy

Our strategic goals and objectives are based on the aspiration to be recognised as a distinctive specialist bank and asset manager.

This distinction is embodied in our entrepreneurial culture, which is balanced 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, however we aim to build well-defined, value-added businesses focused on serving the needs of select market niches where we can compete effectively.

Our long-term strategy is to build a diversified portfolio of businesses and geographies to support clients through varying markets and economic cycles. Since inception we have expanded through a combination of organic growth and strategic acquisitions.

In order to create a meaningful and balanced portfolio we need proper foundations in place which gain traction over time.

Group strategic focus

- Simplify, focus and grow with discipline
- Leverage our unique client profile and provide our clients with an integrated holistic offering
- Support our high-touch client approach with a comprehensive digital offering
- Ensure domestic relevance and critical mass in our chosen geographies
- Facilitate our clients with cross-border transactions and flow across our chosen geographies.

The Investec distinction

CLIENT FOCUSED APPROACH

- Clients are at the core of our business
- We strive to build business depth by deepening existing and creating new client relationships
- High-tech, high-touch approach
- High level of service by being nimble, flexible and innovative.

SPECIALISED STRATEGY

- Serving select market niches as a focused provider of tailored structured solutions
- Enhancing our existing position in principal businesses and geographies through organic growth and select bolt-on acquisitions.

SUSTAINABLE BUSINESS

- Contributing to society, macro-economic stability and the environment
- Well-established brand
- Managing and positioning the group for the long term
- Balancing revenue earned from capital light activities and capital intensive activities
- Cost and risk conscious.

STRONG CULTURE

- Strong entrepreneurial culture that stimulates extraordinary performance
- Passionate and talented people who are empowered and committed
- Depth of leadership
- Strong risk awareness
- Material employee ownership.

1

CORPORATE
SUSTAINABILITY
AT INVESTEC



Our role in society

Our vision to create and preserve sustained long-term wealth cannot be done in isolation of our responsibility to the world around us. Our commitment to sustainability recognises the interconnected nature of our business, the economy, the environment and society. Over the past year, we continued to integrate environmental, social and governance (ESG) considerations into our daily operations to ensure sustainable management with a long-term vision.

This extends to our business activities where we play a critical role in funding a sustainable economy that is cognisant of the world's limited natural resources. We believe that the group can make the greatest socio-economic and environmental contribution by partnering with our clients and stakeholders to have a tangible impact on reducing inequality.

In this regard, we are committed to playing our role in terms of the Sustainable Development Goals (SDGs) and to finding opportunities within our businesses to build a more resilient and inclusive world. After extensive stakeholder engagement over the past 18 months, we prioritised our goals to ensure that they are globally aligned, yet locally relevant, to our core geographies and reflect our current business model and growth strategy. The aim for the year ahead is to raise awareness and maximise impact by coordinating activities and opportunities across our operations, businesses and communities.

At the beginning of 2018, the group became a full participant (previously only a signatory) to the United Nations (UN) Global Compact, increasing our commitment to the 10 principles with respect to business and human rights, labour, environment and anti-corruption. The Social and Ethics Committee (DLC SEC), a sub-committee of the board, monitors our progress in advancing the ten principles and entrenching them into our strategy, culture and daily operations.

Diversity and inclusion

Other areas that received board attention this year included our progress regarding our diversity targets and post year-end, we were proud to announce the appointment of Ruth Leas as CEO of Investec Bank plc and head of the UK Specialist Bank (subject to regulatory approval). We also signed the CEO statement of support for the United Nations Women's Empowerment Principles demonstrating the commitment from our leadership teams to improving representation across the organisation. Our investment in communities continued to focus on the core areas of education, external learnerships, entrepreneurship and job creation with community spend comprising 1.5% of operating profit (2018: 1.4%).

Our commitment to the environment

From an environmental perspective, there were a number of substantive achievements in our ambition to transition to a low-carbon global economy. The group strengthened its climate change statement and policy on funding coal projects. Investec Asset Management (IAM) held their third internal Investment Sustainability Forum on climate change and launched a number of dedicated investment funds for investors who want to support and benefit from the transition to a more sustainable economic model. The power and infrastructure finance team launched a renewable energy investment vehicle called Revego Africa Energy. Lastly, both

IAM and the group signed up to the United for Wildlife Financial Taskforce to leverage existing global financial crime architecture and combat illegal wildlife trade.

Our sustainability recognition

As part of our commitment to transparency and reporting, we participate in a number of sustainability indices and were recognised as one of 15 industry leaders on the Dow Jones Sustainability Investment World indices and one of nine on the DJSI Europe indices. We were also a finalist in the 2018 Refinitiv (formerly Thomson Reuters) Southern Africa Excellence Awards in the Most Impactful Business: Doing Good and Doing Well category. While it makes us proud to receive this recognition, we are mindful that this is a journey and we continually need to strive for more when it comes to our ESG performance and socio-economic impact.

Our culture

With the transformation from founder-led to the next generation of management, of paramount importance has been preserving the culture of the organisation. Our culture is a reflection of who we are and what we care about and it guides how we conduct ourselves as a responsible corporate. Investec's founders instilled a strongly embedded culture of uncompromising integrity, moral strength and behaviour which promotes trust. At the heart of our values, is the belief that our sustainability as an organisation is dependent on our ability to have a positive impact on the success and well-being of communities, the environment and on overall macro-economic stability. A strong culture provides a competitive advantage in a business environment where products, technology and communications are increasingly replicable. The core tenets of our culture are embedded in our DNA and we will continue to encourage an energetic, relationship-focused environment that attracts driven individuals who consistently seek to go the extra mile for the client. The shift from founder-led to next generation leadership has been a journey over a period of time. We are comfortable that we have a strong and diverse leadership team who embed the group's culture and values, and are well equipped to take the group from strength to strength.

The material information relating to our sustainability efforts is included throughout volume one of the Investec group's 2019 integrated annual report. This supplementary report expands on the integrated 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 ESG into our activities and the opportunities we are finding in terms of the SDGs.



Fani Titi
Joint chief executive officer



Hendrik du Toit
Joint chief executive officer

28 June 2019

Building trust and credibility among our stakeholders is vital to good business

The board recognises that effective communication is integral in building stakeholder value and is committed to providing meaningful, transparent, timely and accurate financial and non-financial information to primary stakeholders as highlighted below. The purpose is to help these stakeholders make meaningful assessments and informed investment decisions about the group.

We endeavour to present a balanced and understandable assessment of our position by addressing material matters of significant interest and concern.

We seek to highlight the key risks to which we consider ourselves exposed and our responses to minimise the impact of these risks.

Another objective is to show a balance between the positive and negative aspects of our activities in order to achieve a comprehensive and fair account of our performance.

As a requirement of our DLC structure, we comply with the disclosure obligations contained in the applicable listing rules of the UK Listing Authority (UKLA), the Johannesburg Stock Exchange

(JSE) and other exchanges on which our shares are listed, and with any public disclosure obligations as required by the UK regulators and the South African Prudential Authority.

We also recognise that from time to time we may be required to adhere to public disclosure obligations in other countries where we have operations.

The investor relations division has a day-to-day responsibility for ensuring appropriate communication with stakeholders and, together with the group finance and company secretarial divisions, ensures that we meet our public disclosure obligations.

We have a board-approved policy statement in place to ensure that we comply with all relevant public disclosure obligations and uphold the board's communication and disclosure philosophy.

The board appreciates the importance of ensuring an appropriate balance in meeting the diverse needs and expectations of all the group's stakeholders and building lasting relationships with them.

We engage regularly with our stakeholders:

Employees	Investors and shareholders	Clients	Rating agencies
<ul style="list-style-type: none"> Quarterly magazine Staff updates hosted by executive management Group and subsidiary fact sheets Tailored internal investor relations presentations Induction training for new employees Regular staff communications Dedicated comprehensive intranet Senior management engagement breakfasts 	<ul style="list-style-type: none"> Annual general meeting Four investor presentations Stock exchange announcements Comprehensive investor relations website Shareholder roadshows and presentations Regular meetings with investor relations team and executive management Annual meeting with investor relations, group company secretarial, the chairman of the board, senior independent director and chairman of the remuneration committee Regular email and telephone communication Annual and interim reports 	<ul style="list-style-type: none"> Client relationship managers in each business Regular face-to-face, telephone and email communications Meetings with senior management Comprehensive website and app Industry relevant events Client marketing events 	<ul style="list-style-type: none"> Meetings with investor relations team, group risk management and executive management Tailored rating agency booklet Tailored presentations Regular email and telephone communications Annual and interim reports Four investor presentations Comprehensive investor relations website
Government and regulatory bodies	Equity and debt analysts	Media	Suppliers
<ul style="list-style-type: none"> Active participation in a number of policy forums Response and engagement with all relevant bodies on regulatory matters Consulted with industry bodies 	<ul style="list-style-type: none"> Four investor presentations Stock exchange announcements Comprehensive investor relations website Regular meetings with investor relations and executive management Regular email and telephone communications Annual and interim reports 	<ul style="list-style-type: none"> Regular email and telephone communications Stock exchange announcements Comprehensive website Meetings with executive management, economists and industry spokespersons Dedicated third party public relations teams 	<ul style="list-style-type: none"> Centralised negotiation process Ad hoc procurement questionnaires requesting information on suppliers' environmental, social and ethical policies

*Topical discussions with our stakeholders***Impact of the political and economic environment**

It's been a challenging operating environment in both South Africa and the UK with some volatility expected to continue. Key for stakeholders is the resilience of our business model through varied economic cycles.

Notwithstanding the challenging backdrop, the group delivered a sound operational performance and was able to maintain healthy asset quality and risk metrics. Our risk appetite framework, as set out on page 11 in volume two of the Investec group's 2019 integrated annual report, is assessed regularly in light of market conditions and group strategy. Our stress testing framework regularly tests our key vulnerabilities under stress and we are comfortable that we have robust risk management processes and systems in place. The group has always had a long-term strategy of building a diversified portfolio of businesses and geographies to support clients through varying markets and economic cycles and we remain confident with the resilience of our businesses. The group's viability statement can be found on page 149 to 151 in volume one of the Investec group's 2019 integrated annual report.

Succession

Succession of the group's long-serving executive management has been an ongoing focus area for stakeholders over the past few years. The announcement of our succession plan in February 2018 was well received. Since then a number of additional management changes have been announced as outlined on page 70 in volume one of the Investec group's 2019 integrated annual report. As we transition from a founder-led business, we are confident that we have strong and diverse leadership teams in place, who embed the group's culture and values, and well-equipped to steer the businesses to achieve their long-term strategic objectives.

Strategic review and proposed demerger

Following the group's management succession announcement, a comprehensive strategic review was conducted to ensure that the group remains well positioned to serve the long-term interests of all stakeholders. After considering a full range of options, the group announced in September 2018 its intention to simplify and focus the business, in pursuit of disciplined growth over the long term. In this regard, the board concluded that a demerger and separate listing of Investec Asset Management would achieve this and allow both businesses to have a sharper focus on their respective growth trajectories. This should result in improved resource allocation, better operational performance and higher long-term growth. The proposed demerger is still subject to regulatory and shareholder approvals, and is expected to be completed during the second half of 2019.

Improving and sustainable returns

The group hosted Capital Markets Days (CMDs) for the Asset Management business and the Bank and Wealth business in November 2018 and February 2019 respectively. Both CMDs were successful in reaffirming the businesses' positioning and communicating the respective strategies. The Bank and Wealth CMD also provided an opportunity to highlight some of the key initiatives underway to enhance returns and to set out the new short- to medium-term ROE and cost-to-income targets for the Bank and Wealth businesses.

Shareholder dilution

The resolutions granting directors authority to allot shares was passed with a majority of less than 80% at our annual general meeting in August 2018. The board has taken shareholder concerns into account in relation to the dilutive effect of the issuance of ordinary shares, therefore these resolutions will not be proposed at the group's 2019 AGM.

Executive remuneration

The resolution to approve the updated executive remuneration policy was passed with a majority of less than 80% at our annual general meeting in August 2018. The revised remuneration policy incorporated feedback from extensive engagement with shareholders addressing a number of matters, notably; a reduction in total executive director compensation, better alignment between pay awards and performance, simplification in pay structures and the assessment of executive director performance, pro-rating of unvested long-term incentive plan awards for departing executive directors and the introduction of a minimum shareholding requirement for executive directors.

Overall, shareholders provided positive feedback on the changes made and on the level of detail and clarity of the disclosure. However, some of the group's shareholders, whilst acknowledging these positive aspects, believed that the overall quantum of pay is too high relative to South African peers. The Investec group is an international business, and as such the Remuneration Committee believes it is appropriate to benchmark executive remuneration against a set of international peers, including South African competitors. Despite the group's active engagement on these matters, certain of the group's shareholders decided to vote against the remuneration policy.

With the announcement of the proposed demerger of IAM, the group used the opportunity to re-engage with its largest shareholders on the current policy as well as on technical amendments to the policy which will be implemented following the proposed demerger. Based on the discussions held to date, the board believes that a new remuneration policy is not required at this time. Further information on our remuneration policy can be found in our remuneration report on pages 168 to 218 in volume one of the Investec group's 2019 integrated annual report.

Auditor independence

In light of increased corporate and audit firm scandals, audit quality and auditor independence has been under heightened scrutiny by stakeholders. This was particularly pertinent in relation to challenges experienced by KPMG Inc. in South Africa. The Audit Committee spent time during the year on matters pertaining to audit quality and auditor independence and these matters are explained in detail on pages 132 to 141 in volume one of the Investec group's 2019 integrated annual report. With respect to KPMG Inc. specifically, several processes were initiated to ensure and confirm audit quality as detailed on page 141 in volume one of the Investec group's 2019 integrated annual report. The Audit Committee chairman engaged extensively with shareholders on the considerations and processes carried out in this regard.

COMMUNICATION AND STAKEHOLDER ENGAGEMENT

(continued)

Gender, diversity and transformation

Stakeholders remain interested in the progress made by Investec on a number of diversity issues, including workplace representation, board diversity and transformation in South Africa. During the year, the board approved a board diversity policy, setting out the targets for board composition in terms of gender and race. As at 31 March 2019, we are pleased to report that there was a 25% representation of women on the board – good progress towards our target of 33% by 2020. There was also an increase in female senior leadership who now represent 35% of total senior leadership. Additionally, the group signed the CEO statement of support for the United Nations Women's Empowerment Principles demonstrating a commitment by executive management to advancing and empowering women, not only in the workplace, but also in the marketplace and our communities.

In terms of transformation in South Africa, Investec remains committed to black economic empowerment and reporting in terms of the Financial Sector Code where we were rated a level 1 as at the end of the financial year. We were one of the first signatories to the Youth Employment Service (YES) initiative to address the unemployment issue among young people, providing fundamental support for the initial launch in March 2018. In the past year we placed in excess of 1 200 youth, of which 63% were female, with 11 of our partners. The first cohort have completed their year of work experience and a significant number were able to secure permanent employment.

Operational and conduct risks

We remain focused on conduct, reputational, operational, recovery and resolution risks. Financial crime and cybercrime are priorities, and the group aims to strengthen its systems and controls in order to manage cyber risk as well as meet its regulatory obligations to combat money laundering, fraud and corruption.

Non-financial reporting

Stakeholders are increasingly expecting greater non-financial disclosures. This includes disclosure on environmental and social impacts as well as benchmarking against our peers.

The Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFDs) has gained more traction as the Prudential Regulation Authority has issued an updated supervisory statement clarifying expectations around climate-related disclosure requirements. We recognise and support the recommendations of the TCFDs to report clear and consistent information and have expanded on our previous disclosure as seen on pages 75 and 76 in volume two of the Investec group's 2019 integrated annual report. This is the start of a long-term process to build a better understanding of environmental, social and governance (ESG) reporting and climate-related risks and opportunities and we will enhance our disclosure over time in line with industry guidelines and best practice.

Interest from stakeholders in advancing the Sustainable Development Goals (SDGs) has increased. Investec remains committed to building a more resilient and inclusive world, and finding opportunities within our businesses to maximise our impact. We prioritised six SDGs that are globally aligned, yet locally relevant to our core geographies and which reflect our current business model and growth strategy. We continue to report on our performance with detail available on our six priority SDGs and their targets in this report.

Materiality

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 well-being of our communities and the environment. Due to the nature of Investec's business, the material aspects identified by stakeholders are considered unlikely to change in the short to medium term and we only do a more comprehensive process of engagement with internal and external stakeholders every three years. The issues and concerns identified by our various stakeholders affirms that our core corporate responsibility issues have not materially changed and we continue with our core focus areas as described throughout this report.

Corporate sustainability

Corporate sustainability at Investec is about contributing in a positive and responsible way to the health of our economy, the well-being of our staff and communities, while safeguarding our natural resources to build a more resilient and inclusive world.

Over the past year we have:

- prioritised six core Sustainable Development Goals (SDGs)
- continued to integrate environmental, social and governance (ESG) considerations into our daily operations and
- created value through our commitment to the six capitals.

Funding a sustainable economy

We play a critical role in funding a sustainable economy that is cognisant of the world's limited natural resources.

- We signed up as full participants of the United Nations Global Compact's 10 principles on human rights, labour, environment and anti-corruption
- We signed the CEO statement of support for the United Nations Women's Empowerment Principles
- We have strengthened our climate change statement that supports the transition to a low-carbon economy. Together with UK Climate Investments, Investec committed R1 billion to a dedicated renewable energy investment vehicle called Revego Africa Energy
- As one of the first signatories to the Youth Employment Service (YES) initiative in South Africa, we placed more than 1 200 youth with 11 partners during the year
- We signed up to the United for Wildlife Financial Taskforce which leverages existing global financial crime architecture to combat illegal wildlife trade.

We participate and have maintained inclusion in several globally recognised sustainability indices.

- Investec plc ranked in the Dow Jones Sustainability Investment (DJSI) Index as one of 15 industry leaders on the DJSI World and one of nine in the DJSI Europe indices
- Investec Limited ranked as one of four industry leaders on the DJSI Emerging Markets Index
- Constituent of the FTSE4Good Index
- Constituent of the ECPI Index
- Constituent of the FTSE/JSE Responsible Investment Index Series
- Rated AAA on the MSCI Global Sustainability Index Series
- Member of the STOXX Global ESG Leaders Indices.

SDGs

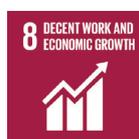
We have committed to support delivery of the United Nations SDGs in building a more resilient and inclusive world.

Our business model is best positioned to contribute to the SDGs by facilitating strong institutions (SDG 16) and partnering with our clients and stakeholders (SDG 17) to have a tangible impact on reducing inequality (SDG 10).

After extensive stakeholder engagement over the past 18 months, we prioritised our goals to ensure that they are globally aligned yet locally relevant to our core geographies and reflect our current business model and growth strategy. The aim is to maximise socio-economic and environmental impact by coordinating and integrating activities across our operations, businesses and communities. Financing innovative solutions that enable access to clean water (SDG 6) and affordable energy (SDG 7) as well as providing access to quality education (SDG 4) are all vital for economic growth and job creation (SDG 8). At the same time, our business has established expertise in building and supporting infrastructure solutions (SDG 9) and funding sustainable cities and stronger communities (SDG 11). As a result, we prioritised these six core SDGs which, given the interconnected nature of the goals, will help maximise our contribution to all 17 goals. We will continue to test these priorities for relevance and impact as our SDG journey progresses.

 Refer to page 49 for more information.

 Refer to our website for more details on our impact through the SDGs.



Value creation through the six capitals

Human capital

We depend on the experience and proficiency of our people to perform and deliver superior client services.

	Purpose and priorities	Impact
  	Providing a safe and healthy work environment that values physical as well as psychosocial well-being	20% of employees in the UK Bank and Wealth have attended employee well-being interventions in the first month since the launch in February 2019 70% of employees in South Africa participated in employee well-being initiatives (2018: 72%)
	Investing in our people and growing talent and leadership	Learning and development spend as a % of staff costs is 1.5% (2018: 1.9%) for the group (target of >1.5% for the group) Learning and development spend of £17.8 million (2018: £22.5 million). The decrease is due to the realignment of current programmes to ensure efficiency and relevance 22 CAs graduated from the CA programme in the past year and 17 were retained in our business (2018: 21 of 21 graduates retained)
	Retaining and motivating staff through appropriate remuneration and rewards structures	Staff turnover rate is 9.6% in South Africa (2018: 9.2%) and 11.5% in the UK (2018: 11.3%) 5% of Investec group's shares are held by staff (excluding non-executive directors' holdings) (2018: 5%)
	Respecting and upholding human rights by entrenching a value-driven culture through the organisation that is supported by strong ethics and integrity	Signed up as a full participant to the United Nations Global Compact and remain committed to the 10 principles on human rights, labour, environment and anti-corruption
	Promoting diversity and equality at all levels of the group	49% female employees (2018: 49%) and 25% females on the board (target of at least 33% by 2020) (2018: 20%) Senior female managers increased to 35% (2018: 33%) Recognised by Equileap in the UK for best maternity and paternity leave We compiled a document which is publicly available called <i>The way we do business</i> Appointed Ruth Leas as CEO of Investec Bank plc and head of the UK Specialist Bank (subject to regulatory approval) Signed the CEO statement of support for the United Nations Women's Empowerment Principles

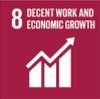
Intellectual capital

We use our specialist financial skills and expertise to provide efficient solutions for clients and have a robust risk management process in place.

	Purpose and priorities	Impact
	Maintaining a diversified portfolio of businesses that supports performance through varying economic cycles	Our capital light activities contributed 56% to group income (target > 50% of our income from capital light activities) (2018: 56%) Annuity income as a percentage of operating income is 76.9% (2018: 76.2%)
	Leveraging our expertise in risk management to protect value	Credit loss ratio within long-term average range at 0.31% (2018: 0.61%)
	Ensuring solid and responsible lending and investing activities	Trained a further 43 frontline consultants on environmental, social and governance (ESG) practices in South Africa and the UK (2018:195)

Social and relationship capital

We leverage key stakeholder relationships to enhance our impact on society and the macro-economy.

	<i>Purpose and priorities</i>	<i>Impact</i>
   	Building deep durable relationships with our clients and creating new client relationships	Customer accounts (deposits) up 4.1% (2018: 6.5%) Customer complaints in Private Bank South Africa were down 7.2% to 2 202 complaints (2018: 2 373 complaints)
	Investing in our distinctive brand and providing a high level of service by being nimble, flexible and innovative	Voted South Africa's eighth most valuable brand in 2019 by Brand Finance South Africa
	Unselfishly contributing to society through our community programmes	1.5% community spend as a % of operating profit (2018*: 1.4%) (target of >1% for the group). Community spend of £9.9 million (2018*: £8.2 million) <i>* Restated to include external learnerships and job creation (YES initiative)</i>
	Committed to transformation and youth employment in South Africa	Rated level 1 under the Financial Sector Code. We are one of the first signatories to the Youth Employment Service (YES) initiative in South Africa, and placed more than 1 200 youth with 11 partners during the year

For more information on our commitment to transformation in South Africa refer to page 26.

Natural capital

We support the transition to a low-carbon economy. We will consider any meaningful activity that reduces the negative impact, or prolongs life, on our planet.

	<i>Purpose and priorities</i>	<i>Impact</i>
   	Funding and participating in renewable energy	86% of our energy lending portfolio relates to clean energy (2018: 88%) Together with UK Climate Investments, we committed R1 billion to a dedicated renewable energy investment vehicle called Revego Africa Energy
	Limiting our direct operational carbon impact	Carbon emissions reduced by 2.8% (2018: 6.1%) despite headcount increasing by 4.7% In the UK, we have incorporated a number of environmental initiatives into the design of our new premises in London to manage and reduce our carbon footprint
	Protecting biodiversity through various conservation activities	Signed up to the United for Wildlife Financial Taskforce which leverages existing global financial crime architecture to combat illegal wildlife trade
		5 812 increase in number of children reached through our Coaching for Conservation programme in the past year (17 373 reached since 2013) Investec Rhino Lifeline has supported the rescue of 80 rhino since 2012 (2018: 70 rhino) 11 rural villages in South Africa received access to water as a result of our collaboration with the Entrepreneurship Development Trust and Innovation Africa

Refer to pages 44 and 47 for our emission reduction targets.



Technological capital

We deliver efficient and effective information technology to support our businesses and facilitate our digital strategy.

	Purpose and priorities	Impact
 	Creating an international platform for clients with global access to products and services which is both high-tech and high-touch	We are continually enhancing and evolving our client digital platforms to ensure a seamless, integrated client service experience, now including a dedicated Investec for Intermediaries, and a business banking experience
	We are focused on optimising the internal value chain, and improving productivity	We executed on a number of core platform improvements, and a dedicated digital workplace strategy is underway to support this initiative We closed our Click & Invest Service as the appetite for this type of investment service remains low and the market is growing at a much slower rate than expected
	Partnering with the growing fintech ecosystem	Relationships formed through our Investec emerging companies team across the world, and a dedicated fintech partnership team has built a strong pipeline of innovation We partnered with a late-stage technology venture capital fund with a first investment focusing on low-cost 3D imaging sensors enabling tumour detection, people-tracking, vehicle automation and radiation level testing among others Through a collaboration with Bankserv Africa and uPort, we have revealed a blockchain based identity system We have launched Samsung-pay which facilitates secure and convenient mobile payments

 (Refer to our digital strategy on page 10 in volume one of the Investec group's 2019 integrated annual report).



Financial capital

We create sustained long-term wealth by growing our core businesses.

 (Refer to pages 38 to 68 in volume one of the Investec group's 2019 integrated annual report).

Value added statement

£'000	31 March 2019	31 March 2018
Net income generated		
Interest receivable	2 641 920	2 491 009
Other income	1 587 063	1 607 007
Interest payable	(1 826 493)	(1 730 611)
Other operating expenditure and impairments on loans	(374 839)	(467 982)
	2 027 651	1 899 423
Distributed as follows:		
Employees: Salaries, wages and other benefits	816 253	795 420
Communities: Spend on community initiatives	9 862	8 238*
Government: Corporation, deferred payroll and other taxes	609 927	550 610
Shareholders:	279 389	261 435
Dividends to ordinary shareholders	238 072	227 908
Dividends to perpetual preference and Other Additional Tier 1 security holders	41 317	33 527
Retention for future expansion and growth	312 220	283 720
Depreciation	40 812	28 804
Retained income for the year	271 408	254 916
Total	2 027 651	1 899 423

* Restated to include external learnerships and job creation (YES initiative).

External recognition and group memberships

Although we are not driven by awards and recognition, Investec participates and has maintained its inclusion in the following world-leading indices. These indices have been designed objectively to measure the performance of companies that meet globally recognised corporate responsibility standards.

- Voted first, second and third in the 2019 Universum awards by law professionals, professionals and students respectively in the business/commerce sector
- Ranked 27th in the world and fourth in the UK for progress in gender equality and reporting by Equileap in 2018
- Recognised by Equileap in the UK for best maternity and paternity leave in 2019
- Signatory to the 30% Club in South Africa and the UK and to the HM Treasury Women in Finance Charter
- Finalist in the 2018 Refinitiv (formerly Thomson Reuters) Southern Africa Excellence Awards in the Most Impactful Business: Doing Good and Doing Well category
- Received gold in the Global Good Awards for Best Education Project for the partnership with Arrival Education (UK) in 2018
- Winners of the Charity Investment Team of the Year by the City of London Wealth Management Awards 2019
- UK head office won the Chairman’s Cup for waste management processes in the City of London’s Clean City Awards in 2018 for the third time
- Operationally, we have a very low carbon footprint compared to our peers and were awarded a B rating by the Carbon Disclosure Project (CDP).

DANIEL WILD, PhD, Co-CEO RobecoSAM:

“We congratulate Investec for achieving a place in The Sustainability Yearbook 2019, a showcase of the world’s best performing companies among industry peers and in terms of financially material ESG metrics. Launched this year under the SAM brand and now with increased public access to the percentile rankings of all companies, the Yearbook remains a highly credible source of corporate sustainability insights.”

Sustainability indices

	2019	2018	2017
Carbon Disclosure Project (CDP) (Investec is a member and Investec Asset Management is a signatory investor)	B	B	A-
Code for Responsible Investing in South Africa (CRISA)	Signatory	Signatory	Signatory
Dow Jones Sustainability Investment Index* (score out of 100)	64	68**	69
ECPI Index	Constituent	Constituent	n/a
FTSE4Good Index	Included	Included	Included
FTSE/JSE Responsible Investment Index series	Constituent	Constituent	Constituent
MSCI Global Sustainability Index Series (Investec plc) – Intangible value assessment (IVA) rating	AAA	AAA	AAA
STOXX Global ESG Leaders Indices	Member	Member	Member
United Nations Global Compact	Participant	Participant	Active
United Nations Principles for Responsible Investment (UNPRI)	Signatory	Signatory	Signatory



* Investec Limited ranked as one of four industry leaders on the DJSI Emerging Markets Index; Investec plc ranked as one of 15 industry leaders on the DJSI World and one of nine in the DJSI Europe indices.

** As of 2018, results reflect a major scoring methodology update.

2

COMMITMENT TO
OUR PEOPLE



Commitment to our people

Investec's culture is positioned as our strategic differentiator. We have a flat structure and meritocratic approach and uphold an environment that encourages self-starters to drive their careers in line with business objectives. We employ passionate and talented people who are empowered and able to perform extraordinarily.

Our people strategy

Our people are at the heart of our business and we invest significantly in opportunities for the development of our employees and in leadership programmes to enable current and future leaders of the group.

Our strategy is to:

Attract the right people, and inspire growth and learning

- We invest significantly in opportunities for the development of all our employees and in leadership programmes to enable current and future leaders of the group
- We have a number of graduate programmes operating across our organisation sourcing and developing our talent pipeline
- Internal mobility is a valued mechanism for the development and retention of our people
- We seek to create an environment where difference is embraced, and people are given the same opportunity for growth and to perform.

- Learning and development spend as a % of staff costs is 1.5% for the group (target of >1.5%)
- Total staff turnover rate:
 - South Africa: 9.6% (2018: 9.2%)
 - UK: 11.5% (2018: 11.3%)

Create an organisation in which all our people feel valued for what they contribute and are celebrated for who they are

- Our culture of open and honest dialogue promotes immediate and direct performance-related feedback between the leader and the team, to deliver on strategic imperatives and development needs
- Our performance management methodology focuses on aligning individual and team performance to commercial priorities
- We reward people meaningfully for performance and contribution within their teams.

- All staff currently engage in some type of performance discussion and we are transitioning to continuous performance development
- 5% of Investec group's shares continue to be held by staff (excluding non-executive directors' holdings)

Stable increase in headcount



increase in permanent employment
(2018: 4.6% increase)

COMMITMENT TO OUR PEOPLE

(continued)

Internal mobility

8.0% (South Africa)

2.1% (UK)

107

people participated in graduate programmes across the group

All employees participate in culture and values dialogues

Talent attraction, development and retention

Investec has a national and global footprint with diverse businesses and functions. 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, and where required, recruit laterally to address any identified gaps and capitalise on opportunities to attract outstanding talent. Investec Careers in South Africa and the UK forms an integral part of our broader talent management strategy and enables us to source externally and deploy internally.

Our graduate recruitment strategy has seen the attraction of exceptional and diverse talent across the business. We focus on employing graduates and working with them to build skilled, strategic thinkers and leaders. We have several graduate, internship and exposure programmes available across our South African and UK businesses including the IT, CA, analytics, investment banking and marketing graduate programmes.

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

Our human resources (HR) and organisation development (OD) teams play a critical role in assisting the business to achieve its strategic objectives, which are matched to learning strategies and market trends. 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 both group-wide and bespoke learning programmes.

Our voluntary staff turnover rate for the past financial year remains at 8.8% in South Africa and is 8.5% in the UK (2018: 8.4%).

5%

of Investec group's shares continue to be held by staff (excluding non-executive directors' holdings)

Recognising and rewarding our people

Our remuneration practices comply with local regulations and reward people meaningfully for performance and contribution.

Our reward package 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.



Further information is provided on pages 168 to 218 in volume one of the Investec group's 2019 integrated annual report.

All employees engage in some type of performance discussion

Performance management

Our culture of open and honest dialogue promotes immediate and direct performance related feedback between the leader and the team. This also enables teams to identify and address their development needs.

Investec is transitioning from an annual performance development review process to a performance management methodology that focuses on aligning individual and team performance. This is a continuous process designed to enhance delivery of key strategies of the organisation and create a greater sense of shared accountability, meaning and value-creation.

Working at Investec

Investec’s policies and business practices are outlined in our internal documents which are easily accessible to employees in all of Investec’s locations. These are intended to guide conduct and ensure our actions and attitude reflect the group’s values and philosophies at all times. We also have a publicly available document, *The way we do business*, which highlights our positioning on various elements of how we conduct ourselves as a business.



The board, along with senior management, are ultimately responsible for the group’s culture and conduct risk frameworks. The group has continued to focus over the period on managing conduct risk throughout our business. Continued and ongoing investment in, and enhancement of, our conduct risk framework and a sustained focus on maintaining the highest levels of regulatory compliance throughout our businesses, ensures our commitment to SDG 16 (peace, justice and strong institutions).

10
principles of the
UN Global Compact

Human rights

The Investec group remains committed to the ten principles of the United Nations (UN) Global Compact 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 well-being of local communities, the environment and on overall macro-economic stability. We support and respect the protection of internationally proclaimed human rights standards and are not complicit in any human rights abuses. We do not have a formal human rights policy for the group as this would fall within the ambit of our publicly available document, *The way we do business*, 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. The Investec head of sustainability sits on the board of the Global Compact Network South Africa.

We support the international agenda to abolish human trafficking, slavery, forced and child labour and continue to support the UK Modern Slavery Act 2015 (the Act). Our philosophy as an organisation is to 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. We are committed to addressing the requirements of the Act and ensuring that our supply chain is compliant with the regulations prescribed therein.

Adhere to relevant
ILO conventions

Freedom of association

We fully support employees’ rights to freedom of association. There is no representative trade union for Investec and we are not aware of any employees who are part of a trade union. We do, however, uphold the constitutional rights of the individual to freedom of association, the right to collective bargaining and the right to be a member of a union of choice. We adhere to the relevant International Labour Organisation (ILO) conventions.

3
reported incidents
(2018: 0)

Whistle-blowing policy and protected disclosures

One of Investec’s values requires employees to conduct all internal and external dealings with integrity, consistently and uncompromisingly displaying moral strength and behaviour which promotes trust. Integrity and confidentiality are critical to our reputation and sustainability.

Our whistle-blowing policy aims to encourage employees to raise concerns or disclose information about possible fraudulent, unethical, criminal or other improper behaviour or workplace misconduct in total confidentiality and anonymity and without fear of retribution. We seek to protect all employees who disclose unlawful or irregular conduct by the company, its employees or other stakeholders.

We have a number of channels that employees may use to raise concerns including the Investec Integrity Line which is an external, independent helpline to ensure confidentiality of the issue reported and anonymity of the individual. Due to improved monitoring there were three reported incidents of whistle-blowing in the past year.

COMMITMENT TO OUR PEOPLE

(continued)

0.7%

**of employees
retrenched**
(2018: 0.7%)

Retrenchment

Where it becomes necessary for Investec to terminate employment based on policy/operational requirements, the procedure to be followed is in accordance with Investec's retrenchment policy practices which are more favourable than local statutory or regulatory requirements. We conduct consultation for a period which exceeds the minimum prescribed period, during which we attempt to find a suitable alternative position for the affected employee.

31

occupational injuries
(2018: 30)

Health and safety

A group-wide formal health and safety programme identifies and manages all health and safety risks, and carries out regular safety audits. There is a committee that oversees health and safety that meets quarterly to review any concerns raised.

0

fatalities
(2018: 0)

In South Africa, Investec's HIV/AIDS policy is implemented through its HIV/AIDS Management Programme that extends to all permanent employees.

70%

**of employees
in South Africa
participated in one or
more employee well-
being interventions**
(2018: 72%)

Employee well-being

Our approach to well-being is all-encompassing and forms part of the greater employee value proposition strategy. We value the physical, financial and psychosocial health, welfare and safety of our people. In both major geographies, employees have access to a comprehensive employee well-being programme, which is an expression of our focus on the care and concern for our employees, and provides personalised interventions including face-to-face counselling and life-coaching sessions. These interventions are provided by a multi-disciplinary team of select health and other professionals who are specialists in their fields. We also host wellness days and well-being events to raise awareness and entrench a practice of healthy living.

**The UK business
relaunched its well-
being intervention in
February 2019**

Investec is committed to providing disabled employees with a supportive and accommodating working environment. Our policies, including leave entitlement, are regularly reviewed and adjusted to take into consideration the needs and well-being of our employees, our employment obligations and local market practice.

The UK business launched *Investec Be* in February 2019 off the back of the success of the well-being offering in South Africa as well as the global movement towards prioritising wellness. It incorporates four pillars namely: *Be. Healthy, Be. Present, Be. Connected, Be. You* and includes talks, workshops, activities, comprehensive physical and mental healthcare and a dedicated well-being portal. A well-being champion's network has been created across all our regional offices in the UK as well. In the first month that the intervention was launched, 785 employees (20% of staff in the UK Bank and Wealth) attended employee well-being interventions.

**Flexible and
activity-
based working
environment in the
UK head office**

Creating an environment that reflects our culture

The UK bank relocated its London offices over the past year and now shares space with the wealth business. The move incorporated a new way of working that was successfully piloted and includes a flexible and activity-based working arrangement. The space was designed as a more agile environment which has enabled greater collaboration and communication between employees.

Our maternity scheme provides enhanced benefits to parents

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 maternity scheme provides enhanced benefits to parents irrespective of their length of service.

Piloting an output-based value project in the South African business

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 work-life 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.

Over the past year the South African business has successfully piloted a project that aims to shift employee and manager focus from time-based value to output-based value as a lever to enable high performance and enhance the employee value proposition. Teams and leaders have been encouraged to start incorporating more flexible ways of working into their specific areas. The project looks to impact the constructs around working hours and staff leave and is set to be fully implemented in South Africa in the coming year.

In line with the adoption of flexible working policies, Investec will be empowering employees to make their own choices about the dress code by *Dressing for your day*. This is about choosing clothing that maximises performance while still maintaining a professional image, which at all times, appropriately portrays our brand.

0 incidents of discrimination (2018: 0)

Discrimination



We endeavour to prevent and/or eliminate any form of discrimination based on gender, race, ethnicity, religion, age, disability, nationality, political opinion, sensitive medical conditions and sexual preference. Investec has a formal grievance procedure, and a written policy, to deal appropriately with any incident which may occur. Furthermore, there are several informal avenues for employees who wish to discuss concerns, e.g. organisation development, human resources, employee relations and our independent external consultants in the employee well-being programme. There were no incidents of discrimination for the past financial year. In the UK, there were two allegations of discrimination reported, both which were reviewed through the appropriate internal grievance procedure and were subsequently dismissed by an independent chairperson.

Respecting the dignity and worth of the individual

Grievance resolution

In line with our philosophy of personal empowerment, employees are encouraged to manage their relationships with one another in a respectful manner. In accordance with our core value to 'respect the dignity and worth of the individual', the group is committed to treating all employees with fairness, dignity and compassion ensuring that employees are not discriminated against eliminating any form of harassment or intimidation in the workplace.

If an issue remains unresolved, we encourage staff to contact HR employee relations or our external employee wellness programme for impartial, confidential counselling and advice.

Equity and inclusion

A diverse and inclusive workforce is essential to our ability to be an innovative organisation that is able to adapt and prosper in a fast-changing world.



We strive to foster a workplace that is empowered and representative and through this we are contributing to SDG 10 (reduced inequalities)

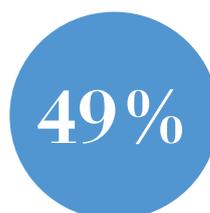
Our approach

The group's approach is to recruit and develop based on aptitude and attitude, with the deliberate intention to build a diverse workforce and to foster an inclusive workplace, which represents the population of the relevant jurisdiction. Our recruitment strategies actively seek to engage minority groups, female and disabled candidates.

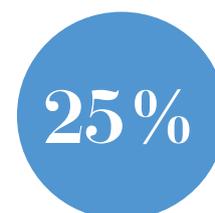
We do not tolerate any form of discrimination based on gender, race, ethnicity, religion, age, disability, marital status, political opinion, sensitive medical conditions, sexual orientation or gender reassignment. People with different abilities are an essential part of a diverse talent pool and every effort is made to facilitate an accessible environment for all.

Diversity commitment

- Investec is a member of the 30% Club in both the UK and South Africa
- We are committed to a goal of 33% women on the board by 2020
- In the UK, we are making good progress towards closing the gender pay gap and the 33% target for women in senior leadership positions in the FTSE 350 by 2020, in line with the recommendations of the Hampton-Alexander Review
- Investec Bank plc and Investec Wealth & Investment UK are signatories to the UK HM Treasury Women in Finance Charter, committing to achieving a target of 30% women in senior leadership roles by 2022
- Investec Asset Management is a signatory to the Diversity Project that aims to accelerate progress towards an inclusive culture in the investment profession.



female employees
(2018: 49%)

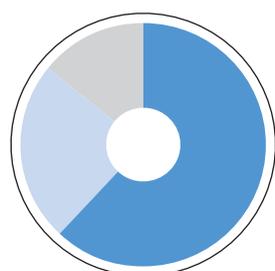


women on group board
(2018: 20%)

Diversity principles

- We believe in the importance and benefits of diversity and we strive to foster a culture that is supportive and inclusive of different perspectives and experiences
- As a global specialist bank and asset manager, our workforce should reflect the diversity of our global client base
- We are progressing towards a working environment that is more agile and responsive to the needs of all individuals, for example flexible work arrangements are encouraged where appropriate
- 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.

Group employee age profile



31 March 2019

62% ● 30 – 50 years
24% ● < 30 years
14% ● > 50 years

Employee gender composition – permanent employees

	Southern Africa			UK and Other			Total		
	Male	Female	Total*	Male	Female	Total*	Male	Female	Total*
31 March 2019									
Executive directors on Investec DLC board	3	–	3	2	1	3	5	1	6
Senior managers**									
Asset Management	150	106	256	110	27	137	260	133	393
Wealth & Investment	105	39	144	151	23	174	256	62	318
Specialist Banking	780	609	1 389	358	100	458	1 138	709	1 847
Total senior management	1 035	754	1 789	619	150	769	1 654	904	2 558
Rest of employees									
Asset Management	270	479	749	221	183	404	491	662	1 153
Wealth & Investment	64	152	216	633	604	1 237	697	756	1 453
Specialist Banking	1 094	1 634	2 728	1 118	868	1 986	2 212	2 502	4 714
Total rest of employees	1 428	2 265	3 693	1 972	1 655	3 627	3 400	3 920	7 320
Total	2 466	3 019	5 485	2 593	1 806	4 399	5 059	4 825	9 884
31 March 2018***									
Executive directors on Investec DLC board	2	–	2	2	–	2	4	–	4
Senior managers**									
Asset Management	165	116	281	89	25	114	254	141	395
Wealth & Investment	101	36	137	145	17	162	246	53	299
Specialist Banking	706	510	1 216	368	83	451	1 074	593	1 667
Total senior managers	972	662	1 634	602	125	727	1 574	787	2 361
Rest of employees									
Asset Management	270	473	743	223	159	382	493	632	1 125
Wealth & Investment	59	144	203	615	568	1 183	674	712	1 386
Specialist Banking	1 079	1 621	2 700	1 029	839	1 868	2 108	2 460	4 568
Total rest of employees	1 408	2 238	3 646	1 867	1 566	3 433	3 275	3 804	7 079
Total	2 382	2 900	5 282	2 471	1 691	4 162	4 853	4 591	9 444

Note:

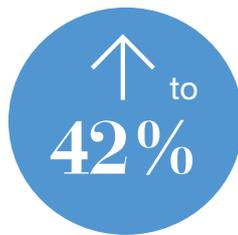
* Headcount per region, per management level and per service line was externally assured.

** The definition of senior management is different for Southern Africa and the UK and Other due to different regulatory guidelines of the respective geographies. The definition for senior management in the UK was reclassified according to our commitment to the Women in Finance Charter. The 2018 data was restated accordingly. Southern Africa use the definition required by the Department of Labour and the Department of Trade and Industry as per our employment equity reporting.

*** 2018 data was restated and reclassified according to our commitment to the Women in Finance Charter.



female senior management in the group
(2018: 33%)



female senior management in SA
(2018: 41%)



female senior management in the UK
(2018: 17%)



The official UK gender pay gap results, required under the UK gender pay gap legislation, are available on our website.

COMMITMENT TO OUR PEOPLE

(continued)

Equity and inclusion programmes

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



in South Africa
participated in
diversity events over
the past year

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 and enable them to appreciate and celebrate the richness of our diverse population and to 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 also have a number of *Women in Leadership* initiatives where women and men at Investec have the opportunity to 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.



in the UK attended
diversity events over
the past year

Investec Inspire in the UK is the umbrella for Investec's employee-led diversity and inclusion programme, sponsored by senior executives. The first network that was developed under *Inspire* was our gender balance network, recognising that attracting, developing and retaining female talent, is very important at all levels of the business, and helping to ensure that everyone, regardless of gender, can thrive at Investec. It enables the sharing of knowledge and experience as well as to provide inspiration and support for women at Investec. Our *Zebra Crossing* programme was adapted for the UK and launched in 2018 to raise levels of multi-cultural awareness.

Other diversity initiatives in the UK include the establishment of a Lesbian, Gay, Bisexual and Transgender (LGBT+) Network and a Black, Asian and Minority Ethnic (BAME) Network. The UK *Investec Inspire* framework also includes *Inspire YoungMinds*, a network aimed at supporting and inspiring future leaders.

* Some employees attended more than one event.

Although we are not driven by awards and recognition, we are proud to be recognised for our efforts.

- Voted first, second and third in the 2019 Universum awards by law professionals, professionals and students respectively in the business/commerce sector
- Ranked 27th in the world and fourth in the UK for progress in gender equality and reporting by Equileap in 2018
- Recognised by Equileap in the UK for best maternity and paternity leave in 2019
- Signatory to the 30% Club in South Africa and the UK and to the HM Treasury Women in Finance Charter
- Committing to 33% women on the board by 2020.



Learning and development



We invest significantly in a number of opportunities for the development and upskilling of our employees as well as leadership programmes to enable current and future leaders of the group. Employees are encouraged to be the driving force behind their own development and should be proactive in identifying and addressing development needs, allowing them to maximise learning opportunities most relevant to their unique requirements. Through our various learning and development initiatives we are contributing to SDG 4 (quality education).

Investec HR's learning team is mandated to develop and retain people who can perform extraordinarily in support of business objectives in a manner consistent with Investec's culture and values. To achieve this, we employ talented people and then enable their professional and personal growth and development.



We target a minimum of **1.5%** learning and development spend as a % of staff costs for the group

In the past year, our learning and development spend was £17.8 million (2018: £22.5 million). The decrease is due to the realignment of current programmes to ensure efficiency and relevance.

Group learning and development spend

Year ended	31 March 2019		31 March 2018	
	£	R	£	R
Southern Africa	12 068 692	217 705 825	16 111 108	277 337 844
UK and Other	5 756 690	103 844 306	6 383 140	109 879 865
Total group learning and development spend	17 825 382	321 550 131	22 494 248	387 217 709
Total group learning and development spend as a % of staff costs	1.5%		1.9%	

10.1%
of employees granted bursaries in the last year

External learning

Investec's external learning includes public programmes, conferences, seminars and courses and provides employees with development opportunities 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.

22
qualified CAs completed the CA programme in the past year and 17 were retained in the business (2018: 21 CAs qualified; 21 of 21 graduates retained in the business)

Internal learning

Our internal learning programmes include inductions, support for new leaders, personal and interpersonal skills, technical and professional skills, leadership programmes, mentoring and coaching as well as our learnerships and Chartered Accountant (CA) and IT trainee programmes in South Africa. A total of 264 CAs have graduated from the programme since inception. A total of 105 students have completed the IT Graduate Programme since inception in 2013, with 17 students joining the programme in 2019 (2018: 13 students completed the programme). Since inception, 82% of IT graduates have remained with Investec for at least two years after graduating from the programme.

Commitment to transformation

Investec recognises that economic growth and societal transformation is vital to creating a sustainable future for all the communities in which it operates, and that as a financial services provider, it plays a critical role in enabling this.



Through our many transformation initiatives we are contributing to SDG 8 (decent work and economic growth) and SDG 10 (reduced inequalities).

Our approach involves:

- Using our entrepreneurial expertise to foster the creation of new black entrepreneurial platforms and partnerships
- Serving as a leading source of empowerment financing
- Investing significantly in learning and development opportunities for both our employees as well as other South Africans
- Encouraging internal transformation by bringing about greater representivity in our workplace
- Continually striving to achieve greater representation at all levels of the business through the effective implementation of our employment equity plan.

We remain committed to black economic empowerment (BEE) and the Financial Sector Code which commits its participants to actively promoting a transformed, vibrant and globally competitive financial sector that reflects the demographics of South Africa. We are rated level 1 under the Financial Sector Code.

Internal initiatives

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 our group management forum in South Africa through the following committees:

- Our Transformation Committee, a sub-committee of the executive team, that 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 joint group CEO, Fani Titi
- Our DLC Social and Ethics Committee (DLC SEC), chaired by Lord Malloch-Brown provides oversight of the group's activities in the fields of transformation, human capital and sustainability.



Refer to page 33 for detail on our commitment to the Youth Empowerment Service (YES) initiative.

Highlights for the year

- Fani Titi was appointed as our joint group CEO on 1 October 2018
- Rated level 1 under the Financial Sector Code
- Placed > 1 200 youth in jobs with 11 of our partners through the YES initiative
- Donated R2mn towards the establishment of the first YES hub in Thembisa, Johannesburg.

Entrepreneurship Development Trust (EDT)

The EDT was one of the original partners in Investec's BEE ownership transaction concluded in 2003. It is a broad-based charitable trust that focuses on educational and entrepreneurial initiatives. The EDT has established itself among the country's leading drivers of transformation and development. By investing in strategic interventions, the EDT provides the necessary bridge between the business sector and communities that need their support. In order to achieve this goal, the trust administers much needed funding to a variety of strategically selected beneficiaries.

Khulasande Capital Partnership

Khulasande Capital, a broad-based black owned and controlled private equity and investment vehicle, is a partnership between Investec and the EDT. Khulasande's aim is to participate in empowerment opportunities that are of benefit to the EDT and that will create value for its beneficiaries. This partnership provides Khulasande with access to an experienced team with an extensive track record ensuring it can add value to its investee companies and help them grow and multiply. Khulasande Capital Partnership III will be launched during the course of 2019.

The Izandla Property Fund

The Izandla Property Fund, launched in 2017 is a majority black-owned property company supported by Investec Property and Investec Property Fund. It aims to create value to fund the initiatives of the EDT, the majority shareholder, by accessing quality real estate assets and providing our property clients with a BEE partner who will own, manage and develop their property assets. Investec Property supports Izandla Property with skills, expertise and knowledge while Investec Property Fund serves as the capital partner of Izandla Property.

3

COMMITMENT TO OUR
COMMUNITIES



Commitment to our communities

Our community initiatives are central to the group's values of making an unselfish contribution to society, nurturing an entrepreneurial spirit, valuing diversity and respecting others, which all underpin Investec's aim of being a responsible corporate citizen.

Our priority SDGs



Our approach

In line with our vision to create sustained long-term wealth, we need a thriving economy with active economic participants. To become economically active, people need to be educated and skilled in order to be employed or create employment themselves as entrepreneurs. Those professionals and entrepreneurs become our clients and staff, and partner with us to create more wealth. In this way, we are able to address financial inclusion, creating active economic participants and engaging with communities in a meaningful way.

Our approach focuses on three categories of impact:

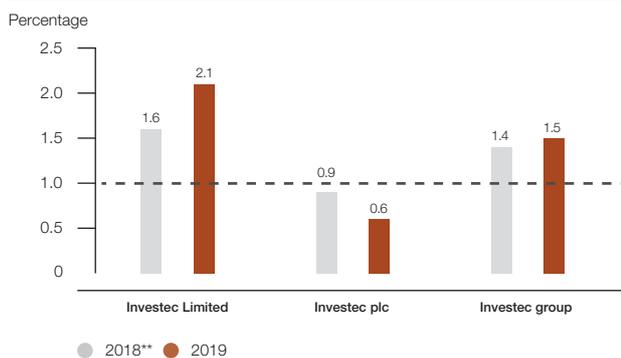
- Education and learnerships (aligned to priority SDG 4: quality education)
- Entrepreneurship and job creation (aligned to priority SDG 8: decent work and economic growth)
- Environment and other philanthropy (aligned to priority SDG 6, SDG 7, SDG 9 and SDG 11).

In keeping with our business model of independent, highly autonomous business units, supported by a strong centre, there is no single overriding approach to social investment within the group, although clear commonalities exist. Each of the regions has pursued social investment as deemed appropriate to their circumstances and where they are in the evolution of their business.

Wherever possible, we seek to collaborate with partners, so as to leverage resources and expertise and help ensure a lasting impact as well as long-term sustainability for our projects.

The active involvement of our people, through volunteering, remains at the core of our community strategy. We have many well-established partnerships and volunteering initiatives to support these partners. Further, we make ad hoc donations to charities in response to requests for assistance across all regions and business areas within the group. This allows us to allocate meaningful grants in areas which might not fall within the main focus of our community initiatives.

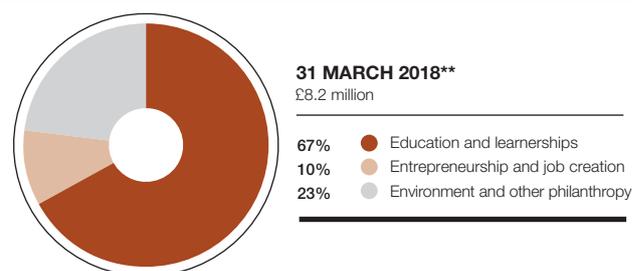
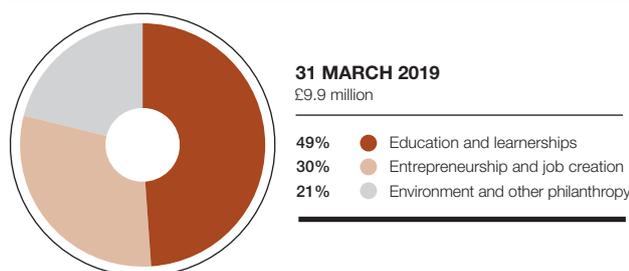
Spend on community initiatives as a % of operating profit*



Achieved **1.5%** group community spend as a % of operating profit* (target: >1.0%)

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

Spend on community initiatives by category (%)



** 31 March 2018 numbers were restated to include external learnerships and job creation (YES initiative).

Community spend across the group 

Year ended	31 March 2019		31 March 2018**	
	£	R	£	R
Southern Africa community spend				
Education and learnerships	4 405 926	79 478 016	4 872 973	83 883 741
Entrepreneurship and job creation	2 536 044	45 747 426	411 264	7 079 527
Environment and other philanthropy	1 161 564	20 953 317	1 256 219	21 624 645
Total	8 103 534	146 178 759	6 540 456	112 587 913
UK and Other community spend				
Education and learnerships	408 117	7 361 985	628 925	10 826 365
Entrepreneurship and job creation	397 161	7 164 344	378 470	6 515 015
Environment and other philanthropy	953 448	17 199 137	689 823	11 874 668
Total	1 758 726	31 725 466	1 697 218	29 216 048
Group community spend				
Education and learnerships	4 814 043	86 840 001	5 501 898	94 710 106
Entrepreneurship and job creation	2 933 205	52 911 770	789 734	13 594 542
Environment and other philanthropy	2 115 012	38 152 454	1 946 042	33 499 313
Total group community spend	9 862 260	177 904 225	8 237 674	141 803 961
Operating profit *	664 527		607 505	
Group community spend as a % of operating profit *	1.5%		1.4%	
UK and Other community spend according to LBG^	2 110 984	38 079 810	2 109 396	36 311 304
Group community spend according to LBG^	10 214 518	184 258 569	8 649 852	148 899 217

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

** 31 March 2018 numbers were restated to include external learnerships and job creation (YES initiative).

^ London Benchmarking Group, a global standard for measuring, benchmarking and reporting on corporate community and philanthropy spend.

Staff volunteering

Through our staff volunteering programme we support and encourage staff participation and engagement as 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 giving selflessly of their time, money, goods and skills to support our communities. We foster a culture of participation by offering a number of opportunities for staff to get involved, some of which are outlined below.

We offer staff a payroll giving programme in our South African, UK and other regional offices.

In South Africa, our *Touch by Giving* programme allows staff to donate money on a monthly basis, or once off, to 12 pre-selected and vetted charitable organisations, and Investec matches all staff contributions. We also encourage staff to volunteer in their own communities. Through the *Cradle Project*, staff have the opportunity to present charitable donation requests to a forum and possibly receive funding for projects in which they are involved.

For *Mandela Day*, we ran a book drive over two months encouraging staff in all our regional offices in South Africa to donate previously loved books. We collected more than 5 000 books that were donated to partner organisations.

In the UK, our payroll giving programme, *Give-As-You-Earn*, enables staff to donate money to a charity of their choice. Staff fundraising endeavours are supported through employee charity

funding while small grants are made to local charities within our focus areas. All staff are also given two days paid leave to volunteer with our community partners.

Highlights for the year

- > 7 130 hours spent on volunteering (2018: > 9 000 hours)
- South Africa: 674 staff volunteered > 2 930 hours (2018: > 4 700 hours)
- UK and Other: > 4 200 hours spent on volunteering (2018: > 4 400 hours)
- In South Africa, we facilitated 18 general staff volunteering events and 11 community events for business units which replaced their traditional teambuilding events (2018: 9 general staff volunteering events; 19 community events).
- In the UK and Other, staff donated > £476 600 to charity through payroll giving (2018: > £544 000) and a further £210 800 (2018: £156 800) was raised by staff, including through Investec sponsored events.



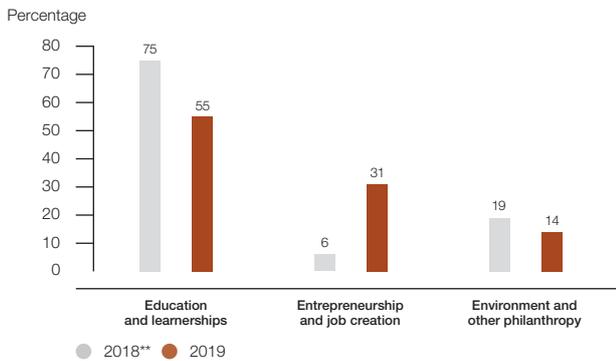
Southern Africa

Our strategy in Southern Africa focuses on education and learnerships, entrepreneurship and job creation, and the environment.

Our objectives are as follows:

- To facilitate an increase in the number of entrepreneurially-minded learners who matriculate, as well as those with a decent pass in English, mathematics and science and, who have an aspiration to proceed beyond matric
- To facilitate access to quality tertiary education, support and celebrate excellent performance thereafter
- To enable on-the-job training, exposure and experience for youth through learnership opportunities
- Support the development of young entrepreneurs in an effort to contribute towards job creation
- To preserve our communities through conservation education and ensuring a clean, resource-rich natural environment.

Southern Africa spend on community initiatives by category (%)



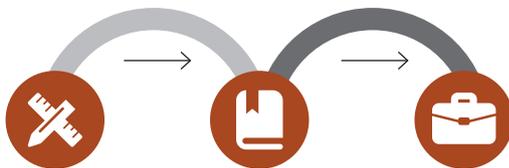
increase in total community spend for Southern Africa
March 2019: R146.2mn
 (March 2018**: R112.6mn)

** 31 March 2018 number were restated to include external learnerships and job creation (YES initiative).

Education and learnerships



Our strategy in Southern Africa focuses on creating opportunities, through education and learnerships, that equip and enable young people within our communities to become active economic participants in society. We support and empower talented individuals within a defined continuum of interventions through school and university to the workplace. Through our many education and learnership initiatives within our communities we are contributing to SDG 4 (quality education).



HIGH SCHOOL	TERTIARY	WORKPLACE
<ul style="list-style-type: none"> • Promaths • High school bursaries 	<ul style="list-style-type: none"> • Student bursaries • Teacher development • Mentorship 	<ul style="list-style-type: none"> • Work readiness • Learnerships

^ Academic year: January – December.

Highlights for the year

- 54% of Southern Africa's community spend was allocated to education and external learnerships
- Promaths contributed 5.0% of the country's national distinctions in mathematics and science (2017^: 4.8% and 5.0% respectively)
- > R14.7mn invested in the Umuzi Academy and Afrika Tikun learnerships in 2018^.

Contributed

5.0%
of the country's national distinctions in mathematics and science (2017[^]: 4.8% and 5.0% respectively)

Promaths

Since inception of our flagship programme Promaths, 13 years ago, Investec has funded over 7 500 disadvantaged learners through the programme. Promaths is aimed at supporting the education system by providing extra tuition in mathematics and science to learners in grades 10 – 12 at selected schools across the country. Investec, in partnership with the Entrepreneurship Development Trust (EDT) and the Kutlwanong Centre for Maths, Science and Technology, currently funds 3 960 learners in nine centres. The ninth centre was established in 2018 in Khayelitsha township, Cape Town, supporting 210 learners from 11 feeder schools. In 2018, 233 858 learners wrote mathematics and 172 319 wrote science nationally. In the Promaths programme there were 267 distinctions in mathematics from 1 176 learners and 412 distinctions in science from 1 173 learners writing their final examinations, both of which contributed 5.0% of the country's national distinctions in the two subjects.

The programme does not seek to replace the role of mathematics and science educators in schools, but rather to supplement their efforts in order to improve the performance of high-potential learners in these subjects in their schools.

40
high school bursaries awarded (2017[^]: 35)

Bursaries and alumni programmes

High school bursaries

In pursuit of affording academically and financially deserving high school learners access to quality education around the country, Investec, in partnership with the EDT, awarded bursaries to 40 high school learners in grades 10 – 12 in 2018[^]. Sixteen learners matriculated in 2018[^] producing 53 distinctions (average of 3.5 distinctions per learner).

116
university bursaries (2017[^]: 112)

University bursaries

Investec, in partnership with the EDT, awards young South Africans, with academic potential and in financial need, the opportunity to study towards financial sector-related degrees at various local universities. The 116 bursary students in 2018[^] varied from first year to honours level.

17
Promaths bursaries (2017[^]: 10)

Promaths bursaries

There are currently 17 students receiving bursaries through the Promaths Bursary Fund, that was launched in 2017[^]. The fund aims to provide bursaries to Promaths Alumni who are academically and financially deserving.

1 724
Promaths Alumni at university (2017[^]: 1 208)

Promaths Alumni

Investec supports 13 Promaths Alumni chapters that aim to connect, motivate and empower ex-Promaths learners who are now studying at tertiary institutions around the country. A total of 1 724 students were on the alumni programme in 2018[^].

13
NMU merit awards allocated (2017[^]: 15)

Investec Merit Awards at Nelson Mandela University (NMU)

In partnership with NMU, Investec offers merit awards to individuals who do extremely well academically and are in need of financial assistance. The 13 merit award recipients in 2018[^] received small once-off bursaries to enable them to register and gain access to university.

[^] Academic year: January – December.

COMMITMENT TO OUR COMMUNITIES

(continued)

4 286

registered users on
Career Xplora
(2017[^]: > 4 000 users)

Career guidance

Investec has made career guidance central to its education offerings to encourage learners to aspire to an excellent pass rate, provide guidance around subject choice and tertiary study opportunities as well as expose learners to the corporate world and opportunities available within the financial sector, specifically at Investec.

Career Xplora

Investec, in partnership with Brainwave Careers, run an innovative mobile career guidance platform called Career Xplora. This mobile application (app) enables real time chats between facilitators and learners about subject selection, career guidance and opportunities post matric.

359

JuniorTukkie
learners supported
(2017[^]: 403 learners)

JuniorTukkie Programme

The JuniorTukkie Programme, run in partnership with the University of Pretoria, is an initiative aimed at identifying top academic achievers at high school level and assisting them to make informed study and career choices. The programme is open to learners from grades 9 – 12 who demonstrate academic excellence. Investec supports the grade 11 empowerment programme and the grade 12 preparation conference.

360

learners exposed to A
Day @ Investec
(2017[^]: 390 learners)

A Day @ Investec

This initiative invites grade 11 learners to spend a day at the Investec offices exposing learners to different careers within the financial sector in a more practical manner. Learners spend the day with a staff member in one of the five regional offices, gaining exposure to the working environment at Investec.

60

students attended
the **Work Readiness
Programme**
(2017[^]: 57)

Work Readiness Programme

University students have limited or no exposure to the world of work and often lack the soft skills needed to get a job, stay employed, and advance in employment. In response to this challenge, Investec hosts an annual Work Readiness Programme aimed at assisting the transition from tertiary education to the working environment. Selected students from Investec programmes attend this week-long programme to experience our dynamic environment and acquire the skills required to thrive in the world of work.

116

mentees
were partnered with
116 Investec mentors
(2017[^]: 148 mentees
and 115 mentors)

Mentorship Programme

To complete the educational support loop, Investec also addresses the need that many university students have for advice and mentorship. The Mentorship Programme pairs Investec staff volunteers with bursary recipients. In this role, staff members become personal mentors, offering students a sounding board for educational and other decisions or difficulties. In many instances, mentors also draw on the skills and expertise of other colleagues to assist bursary students with particularly challenging university courses. The programme includes the Mentorship Appreciation Day when all mentors and mentees reflect on the programme and acknowledge the successes.

32

student teachers
completed the
**development
programme**
(2017[^]: 18 student
teachers)

Teacher Internship Programme

Investec's partnership with the Independent Schools Association of Southern Africa (ISASA) and the Department of Basic Education, aims to develop quality teachers in mathematics, science and English. The ISASA programme provides prospective Senior and Further Education and Training teachers with bursaries to study for a four-year Bachelor of Education (B.Ed) or a one-year postgraduate certificate in education (PGCE) at UNISA. Interns are placed in ISASA host schools for the duration of their undergraduate or postgraduate education studies. On completion of the internship, qualified teachers are required to take up posts in public state-funded schools to ensure the transfer of skills. In 2018[^] there were 100 student teachers on the programme, of which 32 completed the programme that year.

> R14.7mn

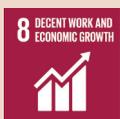
invested in Umuzi
**Academy and Afrika
Tikkun learnerships**

Learnerships

Investec supports two external learnership programmes, the Umuzi Academy and Afrika Tikkun. The Umuzi Academy offers one-year learnerships that produce high calibre, entry-level designers, copywriters, digital and multimedia professionals. The learnership includes nine months of on-the-job training at Umuzi, and three months working at a partner agency, media or production house. The Afrika Tikkun end-to-end learnership aids the empowerment of young job seekers by providing them with entry to mid-level jobs. Investec currently funds 80 learners on the programme who are placed in both our regional offices as well as with partner hosts.

[^] Academic year: January – December.

Entrepreneurship and job creation



Our strategy in Southern Africa supports the growth of young entrepreneurs from school-going age to working entrepreneurs, in order to grow the South African economy and create employment opportunities. Through our various initiatives in entrepreneurship and job creation we are contributing to SDG 8 (decent work and economic growth).

43

entrepreneurs given global exposure through trips abroad
(2017[^]: 54 entrepreneurs)

Global Exposure Programme

Investec's Global Exposure Programme, in partnership with the EDT, takes aspiring entrepreneurs from different sectors on overseas trips to expose them to countries that are sector leaders. The trip itinerary is designed based on the entrepreneurs selected as well as the sector focus, and includes visits to think tanks, universities, start-ups, venture capitalists, angel funders, leading companies, thought leaders as well as formal and informal opportunities to network and showcase their businesses. In the last year, our Global Exposure Programme hosted four international trips with a different sector focus for each trip: social entrepreneurship, textile manufacturing, education and financial services and innovation.

There are 266 entrepreneurs on the Global Exposure Alumni Programme that brings together individuals who have experienced the Global Exposure Programme. The alumni programme exposes entrepreneurs to presentations of interest and networking opportunities.

157

entrepreneurs completed the programme in the past year
(2017[^]: 29 entrepreneurs)

Startup School

Founded by some of South Africa's most successful entrepreneurs and supported by Investec, Startup School offers a 12-week online entrepreneurial learning programme for startup and scale-up entrepreneurs in South Africa as well as on the African continent. The course aims to capacitate and facilitate support to the online learners who are supported by an experienced team of educational, coaching and entrepreneurial specialists. The Startup School approach combines interactive learning, business coaching and mentorship, to facilitate the development of a set of core behaviours identified by research as critical for sustained entrepreneurial success and the development of an entrepreneurial mindset.

294

learners from disadvantaged communities participated
(2017[^]: 327 learners)

Junior Achievement South Africa (JASA)

Investec supports JASA's Entrepreneurship Academy Programme in furthering its goal of stimulating an entrepreneurial mindset as well as life skills amongst grade 10 and 11 learners. The 24-week programme, hosted in ten disadvantaged schools across the country, providing 294 learners with practical hands-on skills to launch and manage their own small businesses. Thirty learners were selected to participate in Investec's Junior Innovators Competition prior to the final competition.

Placed
> 1 200

youth in jobs with

11

of our partners during the year

The Youth Employment Service (YES) initiative

YES, a collaboration between government and the private sector, was launched by President Cyril Ramaphosa in March 2018. The key objective is to create one million quality work experiences for South African youth (between the ages of 18-34) over the next three years. Stephen Koseff, former CEO of the Investec group, is a co-convenor of YES, with Investec being one of the first companies to sign up to the programme. In the last financial year, we partnered with 11 organisations across South Africa to host over 1 200 youth, of which 63% were female.

Our initial cohort of interns graduated from the programme on 31 March 2019. Our first 20 interns were employed in Mpumalanga by the Sabi Sands Pfunani Trust. They held a variety of positions ranging from office administrators, data collectors, eco-monitors and artisans to trainers. Out of the first cohort, 85% received permanent employment post the one-year internship.

Investec also supported the YES operations through sponsoring the launch event, providing grants for working capital as well as providing office space. In the past financial year, we donated R2 million towards the establishment of the first YES hub in Tembisa township, Gauteng.

[^] Academic year: January – December.

Environment and other philanthropy



Investec recognises that communities require a clean, resource-rich natural environment that supports the growth of business and the economy. Through our environmental initiatives, we are preserving our communities, supporting the economy of wildlife and contributing to SDG 11 (sustainable cities and communities). We also donate to a number of ad hoc philanthropic initiatives which would positively impact across all 17 SDGs.

5 812
children reached
through our
conservation
programme
(17 373 children reached
since inception in 2013)

Investec Rhino Lifeline

Investec Rhino Lifeline was established in 2012 to raise awareness of the rhino crisis in South Africa. It has refined its focus to concentrate on raising awareness through two key areas: youth education and rhino rescue. We partner with specialists supporting their efforts by raising awareness, funds and donations and leveraging Investec’s international brand and presence to maximise our impact. We recognise that rhino protection is not possible without the buy-in and support of the surrounding communities and as a result concentrate on the critical Bushbuckridge community living alongside the Kruger National Park.

4 227
grade 4 students
sponsored through the
GWF Open Learning
Academy

Youth education

Education plays a pivotal role in the fight to save the rhino and aligns with Investec’s broader approach to community initiatives. Since inception, we have spent R14.8 million (66% of our total investment in Investec Rhino Lifeline) on educating children in local communities and increasing awareness around the importance of caring for wildlife as well as the vital contribution that tourism and conservation present for future employment and career opportunities. We continue to partner with Coaching for Conservation (C4C) on their C4C childrens programme and with Good Work Foundation (GWF) on their Open Learning Academy.

80 rhino
rescued and cared for
by our partners with our
support since 2012

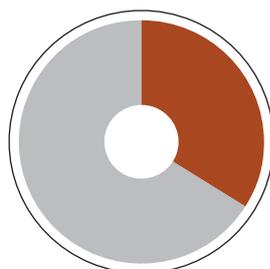
Rhino rescue

The rescue of rhino calves and poaching survivors is critical to the ultimate survival of the species and provides an important awareness platform and fundraising vehicle. Investec businesses, staff and clients also support our partners, Care for Wild and the Hoedspruit Endangered Species Centre (HESC).

Raise awareness

As part of raising awareness in the past year, we took Nicholas Pinnock, the main actor in the Investec brand campaign, to visit HESC and GWF to learn more about conservation and rhino. We subsequently raised further awareness by running social media campaigns in South Africa and the UK. Investec in the UK also participated in the Tusk Trails rhino campaign, raising awareness in the City of London and among staff, as well as funds for Tusk and our joint beneficiary, C4C.

Investec Rhino Lifeline spend since 2012



R22.3 million

34% Rhino rescue
 66% Youth education

> R5.1mn
 spent since
 inception in 2012

Birdlife South Africa

The Power and Infrastructure Finance (PIF) business partners with BirdLife South Africa to help minimise the environmental impact of renewable energy projects on birds and their habitats. PIF ensures that all renewable energy facilities they support comply with international environmental standards and BirdLife South Africa helps developers and project financiers, such as Investec, gain a better understanding of the potential impact on birds and on improving environmental performance. BirdLife South Africa promotes relevant research, and facilitates the flow of information between academics, environmental consultants, decision-makers, developers and operators of renewable energy facilities. They provide guidance so that high risk sites can be avoided and impacts adequately assessed, monitored and mitigated during project planning and beyond. In this way, Investec and BirdLife South Africa help refine decision-making for further developments and improve the long-term environmental sustainability of renewable energy.

> R1.2mn
 spent since inception in
 2013

Endangered Wildlife Trust

Investec has supported the Endangered Wildlife Trust's (EWT) Carnivore Conservation Programme since 2013, funding the research and monitoring of the wild dog population in the Kruger National Park. Wild dogs are South Africa's most endangered carnivore and the population in the KNP is the largest and most viable in the country, numbering 250 dogs in 22 packs. The conservation of this population of wild dogs is therefore critical. The largest ever monitoring project of wild dogs in KNP showed that a number of the packs were leaving the western boundary where they are exposed to a number of threats. As a result, the current focus of the project empowers communities along the boundary. We believe that with improved knowledge and understanding of wild dogs, communities can contribute to the ongoing conservation efforts of this important species.

Grants awarded to
27
 diverse conservation
 projects across the
 continent since 2013

Tusk Conservation Awards

Investec Asset Management (IAM) has supported the Tusk Conservation Awards for the past seven years. We developed the Tusk Annual Awards in partnership with the charity, Tusk and HRH The Duke of Cambridge, its royal patron. Tusk is a charity established in response to an urgent need to halt the decline of Africa's natural heritage and build a sustainable future for the people and wildlife of the continent. The Tusk Awards are recognised as one of the most prestigious awards in African conservation and acknowledge the contribution made by extraordinary people towards conservation. The initiative has provided 27 grants to diverse conservation projects across the continent, since inception of the awards in 2013.

99
 ad hoc donations made
 through the South
 African office

Philanthropic Initiatives

We recognise that there are many other needs and related causes that fall outside of our key focus areas and therefore allocate a small portion of our community initiatives budget to philanthropic initiatives and ad hoc donations.

Our philanthropic donations include our support of the Investec Soccer League, the Field Band Foundation, enke: Make Your Mark and the Sounds of Celebration programme. Our ad hoc donations are to charities across all regions in South Africa in response to requests received. Donations in South Africa are between R5 000 and R20 000 in areas which fall both within and outside our main focus areas. In the past year, we donated R3 million to philanthropic and ad hoc donations.

Mauritius

In Mauritius, our community initiatives focus on projects within the education, environment and sports development sectors. Our projects are directed at communities or beneficiaries that are financially disadvantaged and we aim to provide long-term sustainability where possible.

Our key project within the **education** sector is our support of TIPA (Terrain for Interactive Pedagogy through Arts), an NGO that runs an educational programme working with pupils, teachers and parents through arts, interactive pedagogy and life skills. In the **environment** sector we support the Mauritian Wildlife Foundations' Learning with Nature Education Project that aims to conserve the fauna and flora wildlife welfare of both Mauritius and Rodrigues. We also fund Ecole Pere Henri Souchon and Animaterra in their vegetable farming project that teaches pupils basic crop cultivation skills in a sustainable manner using the principals of biological farming. This project is part of the school curriculum and provides pupils with skills to assist them to find employment in the agricultural sector once they have finished school. Our support of the **sports development** sector includes the Tranquebar Black Rangers Volley Ball Club, Tranquebar Boxing Club and Tranquebar Football Club.



For more detail, please refer to Investec Bank (Mauritius) Limited's 2019 annual report on our website.

Highlights for the year

- £42 124 spent on community initiatives in Mauritius (2018: £58 786)
- 412 children impacted through TIPA's creativity classes
- 6 887 online supporters were reached through TIPA's child abuse campaign
- 70% of staff participated in the annual volunteer drive.

UK and Other

In the UK, we partner with local organisations in all of our projects. Our people form an integral part of our approach and volunteer their time, skills and money in all of our key community initiatives.

We champion our community initiatives by:

1

Building dedicated charitable partnerships

2

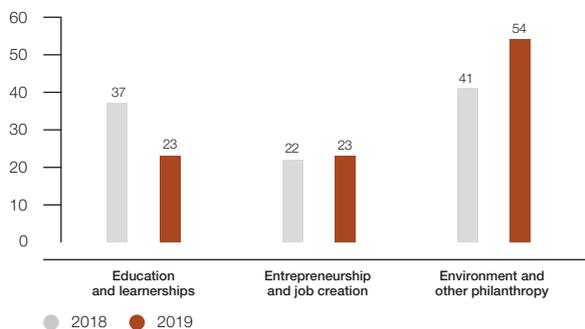
Harnessing our diverse resources and collective talent

3

Engaging all of our people in making a positive difference.

UK and Other spend on community initiatives by category (%)

Percentage



increase in community spend
 March 2019: £1.8mn
 (March 2018: £1.7mn)

COMMITMENT TO OUR COMMUNITIES

(continued)

Education and learnerships



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

> 1 710

Arrival Education learners supported by Investec in the past 11 years

Arrival Education

Investec partners with Arrival Education, a social enterprise that focuses on supporting young people from challenging backgrounds and minority ethnic groups through programmes which encourage social mobility. Arrival Education aims to raise aspirations and develop the mindsets and skills required for students to achieve success in their lives. Investec, a primary partner of Arrival Education, hosts volunteer-led workshops and coaching sessions in our London office, as part of the Access Network, for ambitious 16 – 18 year olds who are interested in pursuing a career in business.

In the last year, we increased the number of workshops and coaching sessions which allowed more students as well as employees to participate in the programme. Investec supported 113 students in 2018 with 152 Investec employees volunteering on the programme. Twenty-four employees also volunteered to become coaches to the students, providing mentoring for these students over a nine month period.

Investec hosted Invest for Success, in partnership with Arrival Education, an innovative six-month programme designed for students wanting to succeed in the financial industry. Students are taught the principles of trading through a simulated stock portfolio game where they are given fictitious funds to invest in five stocks. Over the duration of the programme, 24 volunteers supported 50 students, contributing 229 volunteering hours.

> 340

volunteering hours spent supporting learners

(2018: > 400 hours)

La Mare De Carteret Primary School

Investec partners with La Mare De Carteret Primary School, one of the two social priority primary schools in Guernsey, which support learners, some with special educational needs, through funding and volunteering. Investec volunteers in our Guernsey office spent over 340 hours in the past year supporting the learners with mathematics, coding, sports, gardening, outdoor learning and breakfast clubs.

26

students mentored this year

(2018: 21 students)

Marino College

The partnership with Marino College in Dublin is in its 11th year, where our employees act as mentors to students. The initiative involves mentor meetings with students on a monthly basis over a two-year period, arranging mock interviews, work placements and providing guidance to the students as required.

Entrepreneurship and job creation



Our roots are based in the spirit of entrepreneurship and we strive to nurture an entrepreneurial spirit in our staff, clients and the communities local to our offices.

119

entrepreneurs were given advice

(2018: 139 entrepreneurs)

Bromley by Bow Centre

The Bromley by Bow Centre focuses on social economic regeneration in the London Borough of Tower Hamlets. In 2011 we became the sole funder of the centre's Beyond Business programme, a unique social enterprise incubator which provides seed funding and professional advice to entrepreneurs looking to start their own social enterprise business. The launched enterprises tackle a variety of social issues including youth unemployment, social exclusion, vulnerable families, community cohesion, homelessness, mental health, rehabilitation of ex-offenders and food poverty. Many of the entrepreneurs are female and of ethnic minority. Our volunteers sit on the selection panel, offering one-to-one advice to shortlisted aspiring entrepreneurs and grant seed funding to successful applicants. We also run the annual Beyond Business College at Investec providing the successful applicants with specialist support in addition to guidance on an ongoing ad hoc basis.

Environment and other philanthropy



We focus on improving the environment for communities local to our offices through engaging our employees. Other philanthropic donations are made to a variety of worthy recipients.

14

urban community greening projects supported

Trees for Cities

Trees for Cities is a charity which engages local communities and schools to plant trees and shrubs, and to grow food, reconnecting urban areas with nature. Teams of our people from our London and Leeds offices have rolled up their sleeves to volunteer with the charity, helping to plant over 2 500 trees and with 14 urban community greening projects including planting food gardens in schools and outdoor maintenance.

Philanthropic Initiatives

In the past financial year, we funded a number of philanthropic initiatives. A portion of our community spend was allocated to the charity, Proms at St Judes to run the Speak It! workshop and competition for young people. The workshop enhances and consolidates skills development, and the exposure to public speaking opportunities helps to build the young students self-confidence. We also support various sporting events such as the London Marathon and the Prudential Ride London where we encourage staff to participate.

Australia

Our community initiatives focus on a small number of ongoing philanthropic sponsorship and volunteering initiatives through partnership with local, entrepreneurial organisations.

We partner with the **Australian Business Community Network (ABCN)**, a not-for-profit organisation on a mentoring programme. ABCN pairs professionals in businesses with students in high-need schools. The mentoring programme aims to inspire young people to see beyond their community's expectation of them and to widen students' awareness of the range of personal, educational and vocational choices they have available to them. Investec participates in two of ABCN's programmes, namely GOALS and FOCUS. GOALS is one-on-one mentoring in a group environment that aims to widen choices of students considered to be at risk of disengaging from school or with limited aspirations. FOCUS is group mentoring for year 11 female students with female mentors in leadership positions, exploring the challenges of leadership through shared experience and personal reflection.

In the last financial year Investec provided 240 ABCN students with mentoring services and computer equipment, that was donated when we upgraded our office computers to laptops.

* Academic year: January – December.

Highlights for the year

- 240 students benefited from the experience of professional mentors from Investec (2017*: 35 students)
- 93% of students who participated in ABCN programmes completed year 12 (2017*: 90% of students).

4

COMMITMENT TO THE
ENVIRONMENT AND
CLIMATE CHANGE



Climate change

Our climate change responsibility extends to our business activities where we play a critical role in funding a sustainable economy that is cognisant of the world's limited natural resources.

Indirect impact through our business activities

Investec's environmental policy takes into account the challenges that climate change presents to the global economy. We believe that as a niched specialised financial services organisation, and given our positioning in the developed and emerging worlds, we can make a meaningful impact in addressing climate change. We recognise the complexity and urgency of climate change and welcome the voice of all stakeholders as we make this transition together to a cleaner low-carbon world in a way that is most responsible for all participants.

We also recognise the importance of various industries, including the energy sector, for the global economy. As a general principle, Investec will avoid providing funding to coal-fired power projects and will only consider funding under very strict acceptance criteria. We need to be cautious and orderly in our approach to this transition and ensure we assess a variety of socio-economic and environmental factors relevant to a local context (for example poverty, growth, unemployment and carbon impact). It cannot be done in isolation from the realities of the communities in which we, and our clients, operate.

Our climate change statement and environmental policy states that:

- We will consider any meaningful activity that reduces the negative impact, or prolongs life, on our planet
- We will avoid exposures to any transaction that involves undue damage to high conservation and/or protected environmental areas
- Internally, we embrace our responsibility to understand and manage our own carbon footprint. Our approach is to limit and minimise our direct carbon impact and create awareness to encourage positive sustainable behaviour. We will explore various opportunities as we work towards our ultimate goal of becoming carbon neutral in our operations
- Externally, 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
- Where appropriate, we will 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.

Climate change disclosure

Stakeholders are increasingly expecting greater non-financial disclosures. This includes disclosures on environmental and social impacts as well as benchmarking against our peers. The Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD) has gained more traction as the Prudential Regulation Authority has issued an updated supervisory statement clarifying expectations around climate-related disclosure requirements. We recognise and support the recommendations of the TCFD to report clear and consistent information and have expanded on our previous disclosure. This is the start of a long-term process to build a better understanding of environmental, social and governance (ESG) reporting and climate-related risks and opportunities and we will enhance our disclosure over time in line with industry guidelines and best practice.

Refer to pages 75 and 76 in volume two of the Investec group's 2019 integrated annual report.

Highlights for the year

There were a number of substantive achievements in our ambition to transition to a low-carbon global economy:

- The group reviewed and strengthened its climate change statement and policy on funding coal projects
- Investec Asset Management (IAM) held their third internal Investment Sustainability Forum on climate change and launched a number of dedicated investment funds for investors who want to support and benefit from the transition to a more sustainable economic model
- The power and infrastructure finance team launched a renewable energy investment vehicle called Revego Africa Energy
- Both IAM and the group signed up to the United for Wildlife Financial Taskforce.

Section five of this report outlines the six SDGs that we have prioritised where we can maximise the socio-economic and environmental impact by coordinating and integrating activities across our businesses. We believe that our greatest impact on SDG 13 (climate action) and SDG 15 (life on land) will be made by prioritising the following three SDGs:



Refer to page 51



Refer to pages 53 to 56



Refer to page 58



We recognise the risk of climate change and are committed to supporting the transition to a clean and energy-efficient global economy.

COMMITMENT TO THE ENVIRONMENT AND CLIMATE CHANGE

(continued)

Direct operational impact

In recognising that we have a responsibility to understand and manage our wider carbon footprint, our approach is focused on limiting our direct operational impact and creating awareness to encourage positive sustainable behaviour.

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

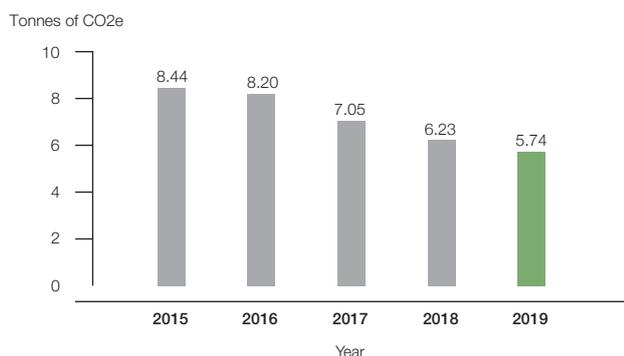
- Reducing energy consumption
- Reducing water usage
- Reducing overall waste
- Reducing single-use plastic
- Increasing waste recycling rates
- Promoting sustainable travel
- Promoting sustainable procurement.

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 our operations. We are therefore exploring various opportunities as we work towards our ultimate goal of becoming carbon neutral.

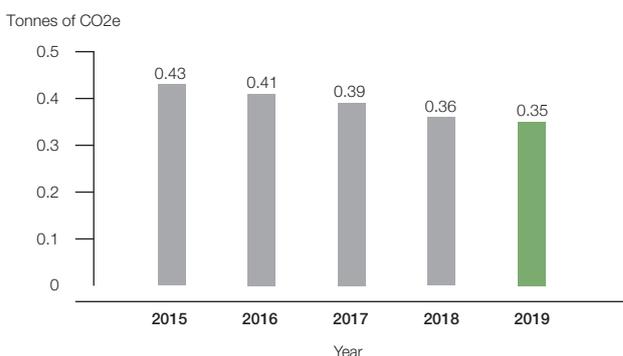
For example:

- Ensuring the security of natural resources in all operations
- Drawing energy from renewable sources where possible
- Offsetting business travel emissions
- Sourcing only from responsible suppliers.

Emissions per average headcount for the group



Emissions per m² office space for the group



Breakdown of group emissions

Over the past five years our intensity indicators have steadily declined, largely as a result of electricity and gas reduction initiatives, despite an increase in headcount.



decrease in carbon emissions
(2018: 6.1%)



decrease in emissions per average headcount
(2018: 6.23 tCO2e)



decrease in emissions per m² office space
(2018: 0.36 tCO2e)

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.

			31 March 2019		31 March 2018			
			Tonnes of CO ₂ equivalent	Consumption in unit of measure	Tonnes of CO ₂ equivalent	Consumption in unit of measure	Variance in tonnes of CO ₂ equivalent	Notes
			Units					
Scope 1			1 901		2 168		(12.3%)	
Energy	Natural gas	kWh	296	1 609 702	462	2 508 683	(35.9%)	1
	LPG stationary	L	26	16 984	24	16 055	8.3%	
	CO ₂ purchased	kg	–	306	–	171	–	2
	Diesel	L	6	2 341	44	17 113	(86.4%)	3
Refrigerant	Refrigerant	kg	1 361	843	1 433	884	(5%)	
Employee travel	Vehicle fleet	km	211	1 153 659	204	1 100 363	3.4%	
Scope 2			29 598	39 048 367	32 394	42 096 188	(8.6%)	
Energy	Electrical energy consumption	kWh	29 598	39 048 367	32 394	42 096 188	(8.6%)	4
Scope 3			27 361		26 018		5.2%	
Paper	Paper consumption	t	380	388	404	411	(5.9%)	
Waste	General waste	t	19	47	18	53	5.6%	5
Employee travel	Rail travel	km	79	1 865 186	71	1 624 080	11.3%	
	Road business travel	km	227	1 254 882	216	1 184 132	5.1%	
	Taxi	km	35	215 981	36	217 033	(2.8%)	
	Commercial airlines	km	26 622	86 559 177	25 273	83 234 230	5.3%	
Total emissions			58 860		60 580		(2.8%)	
No scope								
Water	Water consumption	kl	103 450			108 108		
Recycled waste	Recycled waste	t	960			869		
Intensity								
Emissions per average headcount			5.74*		6.23*			
Emissions per m ² office space			0.35		0.36			
Water consumption per average headcount				10.09*		11.11*		

¹ Consumption decreased as our UK head office relocated to more resource efficient premises during the year.

² 2018 data restated due to overstatement during capturing.

³ Decrease in diesel consumption due to fewer power outages experienced in South Africa in the current financial year. Significant increase expected in 2020 as reserves were replenished in April 2019. Diesel consumption also down in the UK as the head office moved to more resource efficient premises during the year.

⁴ Energy consumption declined as a result of electricity and gas reduction initiatives across all our offices, despite a headcount increase.

⁵ The reported general waste figure is expected to increase significantly in 2020, as our data collection efforts increase.

* Includes permanent and temporary employees.

Assessment parameters

Consolidation approach:	Operational control
Emission factor data source:	DEFRA (2018), IEA, eGRID (for New York electricity) and Eskom (for South Africa electricity)
Intensity ratio:	Emissions per average headcount Emissions per office space m ²
Independent assurance:	Limited assurance provided by KPMG for the years ended: 31 March 2018 and 31 March 2019
Coverage:	Coverage of environmental information covers > 95% of our business operations. Materiality set at 5%

COMMITMENT TO THE ENVIRONMENT AND CLIMATE CHANGE

(continued)

Highlights for Southern Africa



In total, our Southern African offices achieved a 13.7% reduction in energy since 2014, despite a 37.6% growth in staff headcount. Our South African head office in Sandton, set an energy reduction target of 10% with 2014 as a base year. We achieved our 2020 target in 2018 and revised it to 14%. In the past year, we reached a 12.7% reduction in energy since 2014, as shown in the graph below.

13.7%

reduction in energy since 2014 for all Southern African offices



Our biggest energy consumption is from air-conditioning systems (heating and cooling), lighting and information technology. During the last year, we spent approximately R1 million on power management equipment, and consolidation and modernisation of electrical and air-conditioning infrastructure in our South African head office. In addition to the efficiencies gained through infrastructure improvements, consolidation and decommissioning activities in the data centre have resulted in further energy consumption reductions. As a result of these initiatives, the consumption figures for 2019 are 2.9% lower than 2018. Further consolidation and modernisation activities are planned for the 2020 financial year.

R1mn

spent on power management equipment and consolidating and modernisation of electrical infrastructure in our South African head office



The Investec environmental sustainability team manages the group's internal environmental initiatives in South Africa. In the past year, we installed new recycling bins and launched a campaign to stop single-use plastic in our restaurant in the South African head office. We have also implemented further water-saving measures into bathrooms in all the regions following the severe drought experienced in the country.

Prevented

25 920

water bottles going to landfill every month



Investec staff participate in an initiative called Tops and Tags whereby staff collect plastic bottle tops and bread tags. In the past year, we donated an additional two wheelchairs to worthy recipients, bringing the total of wheelchairs donated to 45. As a result, we prevented 20 250kg of plastic tags polluting landfills.

20 250kg

of plastic waste prevented from going to landfill



Investec offices and Investec staff joined millions of people across the world who switched off their lights for Earth Hour on Saturday, 30 March 2019 at 20:30.

Participated in

Earth Hour



As part of our commitment to environmental sustainability, we have embarked on a Green Star rating process, by the Green Building Council of South Africa (GBCSA), for our South African head office. A Green Star rating confirms that our efforts to reduce our impact on the environment have been successful. The rating will be available in the next financial year.

Phase 1 of

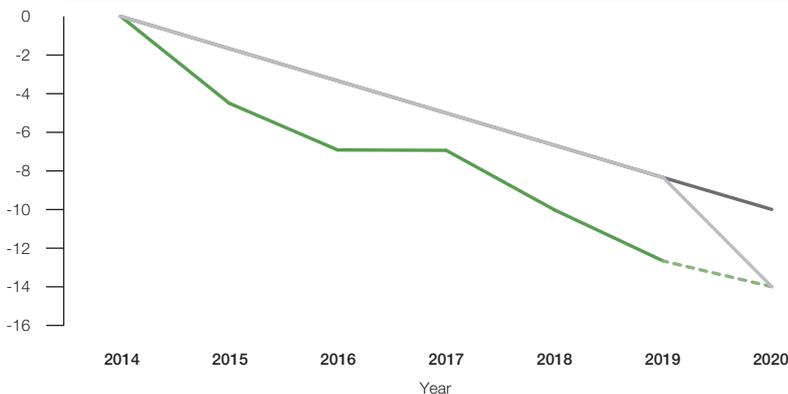
GBCSA Green Star

rating completed

South African head office electricity reduction target

(comprising 46% of group floor space)

Percentage



electricity reduction of

12.7%

since our 2014 base year

— Original % target reduction — % reduction achieved % forecast reduction — Revised % target reduction

Carbon footprint for Southern Africa

			31 March 2019		31 March 2018			
Units			Tonnes of CO ₂ equivalent	Consumption in unit of measure	Tonnes of CO ₂ equivalent	Consumption in unit of measure	Variance in tonnes of CO ₂ equivalent	Notes
Scope 1			1 604		1 704		(5.9%)	
Energy	LPG stationary	L	26	16 984	24	16 055	8.3%	
	CO ₂ purchased	kg	–	306	–	171	–	1
	Diesel	L	5	2 091	43	16 513	(88.4%)	2
Refrigerant	Refrigerant	kg	1 361	843	1 433	884	(5%)	
Employee travel	Vehicle fleet	km	211	1 153 659	204	1 100 363	3.4%	
Scope 2			25 986	27 415 342	27 027	27 638 508	(3.9%)	
Energy	Electrical energy consumption	kWh	25 986	27 415 342	27 027	27 638 508	(3.9%)	3
Scope 3			13 298		12 874		3.3%	
Paper	Paper consumption	t	124	132	97	104	27.8%	
Waste	General waste	t	13	22	13	23	–	4
Employee travel	Road business travel	km	30	165 755	33	178 478	(9.1%)	
	Commercial airlines	km	13 130	47 313 203	12 731	37 352 459	3.1%	
Total emissions			40 887		41 605		(1.7%)	
No scope								
Water	Water consumption	kl	82 273			75 840		
Recycled waste	Recycled waste	t	235			268		
Intensity								
Emissions per average headcount			7.19*		7.69*			
Emissions per m ² office space			0.36		0.37			
Water consumption per average headcount				14.46*		14.02*		

¹ 2018 data restated due to overstatement during capturing.

² Decrease in diesel consumption due to fewer power outages experienced in the current financial year. Significant increase expected in 2020 as reserves were replenished in April 2019.

³ Energy consumption declined as a result of electricity reduction initiatives across all our offices, despite a headcount increase.

⁴ The reported general waste figure is expected to increase significantly in 2020, as our data collection efforts increase.

* Includes permanent and temporary employees.

COMMITMENT TO THE ENVIRONMENT AND CLIMATE CHANGE

(continued)

Highlights for the UK and Other

	The UK head office's Environment Management System (EMS), which covers the operational aspects of the building, and their Energy Management System (EnMS), which covers 23 of their buildings in the UK, Ireland and Channel Islands, were recertified to the international environmental standard ISO 14001 and the international energy standard ISO 50001 in November 2018 respectively.	Re-certified to ISO 50001 and ISO 14001 standards
	The UK head office won its 13th Platinum Award in the Corporation of London's Clean City Awards Scheme for our waste management efforts. We have won the top award, the Chairman's Cup, three times, and the Platinum Award nine times since we joined the scheme in 2005.	Won our 13th Platinum Award for best practice in waste management
	The UK head office refilled 23 250 bottles of pure drinking water for hospitality purposes avoiding 14 105kgs of glass waste.	Avoided 14 105kg of glass waste
	The UK head office was recertified to the Carbon Trust Waste Standard, which is awarded to organisations that can demonstrate achievement in managing and reducing waste output and improving resource efficiency. We first achieved this certificate in 2014.	Recertified to the Carbon Trust Waste Standard
	Investec London sponsored the Sustainable Resource category of the national Sustainable Cities Awards. The awards encourage wide participation from a diverse UK audience of over 3 000 sustainability professionals.	Sponsored the Sustainable Cities Awards
	In conjunction with World Oceans Day in June 2018, Team Green ran a plastic fishing event. The event highlighted the issue of single-use plastic and the devastating effect plastic waste has on our oceans and wildlife. We were invited by the City of London to be one of four launch partners in their Plastic Free City Pledge, and received a Platinum pledge for our achievements in reducing single-use plastic in our office on entry.	Received a Platinum pledge for achievements in reducing single-use plastics
	We continue to encourage active travel among our staff and implement cycle-to-work schemes. We also signed the updated City of London's Air Quality Pledge to demonstrate our commitment to reducing poor air quality in London.	Encouraged active travel
	Investec staff joined millions of people across the world who switched off their lights for Earth Hour on Saturday, 30 March 2019 at 20:30.	Switched off for Earth Hour
	The move of our UK head office in London to newly refurbished premises provided us with an opportunity to ensure sustainability was central to the design. From a traditional office set up, we moved to an agile working environment, where staff use laptops instead of PCs increasing mobility and reducing the need for paper in meetings.	Printers in new premises reduced from 102 to 61 units
	We installed a new water efficient toilet system, Propelair, in our new UK head office. These toilets use 1.5 litres of water per flush as opposed to traditional toilets that use between 6-9 litres per flush.	Introduced water efficient toilet system

Carbon footprint for UK and Other

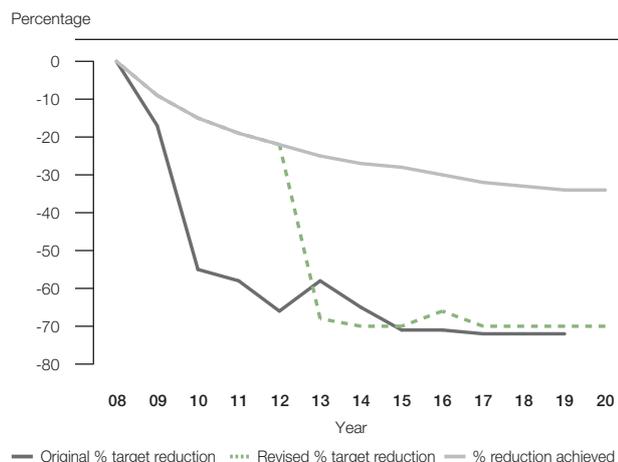
			31 March 2019		31 March 2018			
Units			Tonnes of CO ₂ equivalent	Consumption in unit of measure	Tonnes of CO ₂ equivalent	Consumption in unit of measure	Variance in tonnes of CO ₂ equivalent	Notes
Scope 1			297		464		(36%)	
Energy	Natural gas	kWh	296	1 609 702	462	2 508 683	(35.9%)	1
	Diesel	L	1	250	2	600	(50%)	1
Scope 2			3 612	11 633 024	5 367	14 457 680	(32.7%)	
Energy	Electrical energy consumption	kWh	3 612	11 633 024	5 367	14 457 680	(32.7%)	1
Scope 3			14 064		13 143		7%	
Paper	Paper consumption	t	256	256	307	307	(16.6%)	
Waste	General waste	t	6	25	4	30	50%	
Employee travel	Rail travel	km	79	1 865 186	71	1 624 080	11.3%	
	Road business travel	km	197	1 089 127	183	1 005 654	7.7%	
	Taxi	km	35	215 981	36	217 033	(2.8%)	
	Commercial airlines	km	13 491	39 245 974	12 542	45 881 770	7.6%	
Total emissions			17 972		18 974		(5.3%)	
No scope								
Water	Water consumption	kl	21 177			32 267		
Recycled waste	Recycled waste	t	725			601		
Intensity								
Emissions per average headcount			3.94*		4.39*			
Emissions per m ² office space			0.33		0.35			
Water consumption per average headcount				4.64*		7.47*		

Data has been gathered in line with requirements of the CRC Energy Efficiency Scheme in the UK. We use the operational control method to determine what is included in our scope of reporting. The UK's GHG report is the same as our carbon footprint report, and covers our energy usage across our UK and Other offices only.

¹ Consumption decreased as our UK head office relocated to more resource efficient premises during the year.

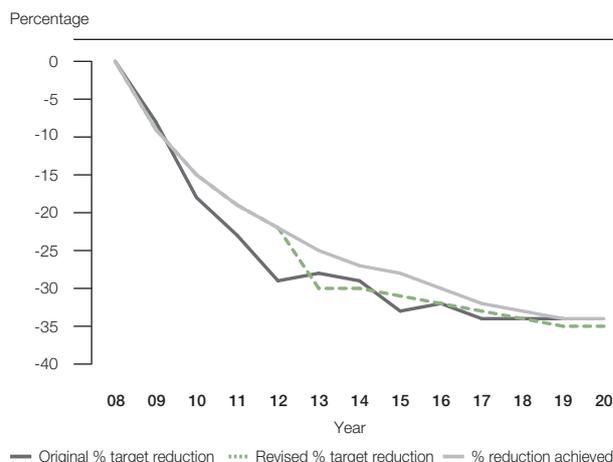
* Includes permanent and temporary employees.

UK head office gas reduction target (comprising 10% of group floor space)



Our UK head office, set a gas reduction target of 72% by 2020, with 2008 as a base year. This target was achieved in the previous financial year and new targets will be set for the new premises.

UK head office electricity reduction target (comprising 10% of group floor space)



Our UK head office, set an electricity reduction target of 35% by 2020, with 2008 as a base year. This target was achieved in the previous financial year and new targets will be set for the new premises.

5

OUR BUSINESS
IMPACT



Our business impact through the SDGs

Our commitment to sustainability recognises the interconnected nature of our business, the economy, the environment and society. We live in society, not off it. Our vision is to create and preserve sustained long-term wealth and help our clients grow their businesses. This cannot be done in isolation of our responsibility to the world around us.

Our approach is to contribute in a positive and responsible way to the health of our economy, the well-being of our staff and communities, while safeguarding our natural resources, to build a more resilient and inclusive world. We integrate environmental, social and governance (ESG) considerations into our day-to-day operations to ensure sustainable management with a long-term vision. This extends to our businesses where we have a critical role to play in funding a sustainable economy that is cognisant of the world’s limited natural resources. We can make the greatest socio-economic and environmental contribution by partnering with our clients and stakeholders to have a tangible impact on reducing inequality.

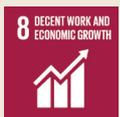
We recognise the need to move as quickly and smoothly as possible towards a low-carbon economy while always being mindful of the socio-economic consequences of this transition. As a distinctive financial institution, we are aware of our broader social responsibility and play a critical role in funding a stable and sustainable economy that contributes to our communities and is cognisant of our planet’s limited natural resources.

We believe that the United Nations Sustainable Development Goals (SDGs) provide a solid framework for us to assess, align and prioritise our activities. We recognise the pivotal role that the private sector, and in particular, the financial sector, will have in their achievement. Our strategy is to harness the expertise in our various businesses and identify opportunities to maximise impact by partnering with our clients, investors and various stakeholders to support delivery of the SDGs and build a more resilient and inclusive world.

After extensive stakeholder engagement over the past 18 months, we prioritised our goals to ensure that they are globally aligned yet locally relevant to our core geographies and reflect our current business model and growth strategy. In selecting these priorities we looked at where we can maximise the socio-economic and environmental impact by coordinating and integrating activities across our businesses, our operations and our communities. As a result, we believe that our most significant contribution to the SDGs will be achieved through financing innovative solutions that will address socio-economic issues and investing responsibly for a more sustainable future. We can achieve this through enabling access to clean water (SDG 6) and affordable energy (SDG 7) as well as providing access to quality education (SDG 4). These are all vital for economic growth and job creation (SDG 8). At the same time, our business has established expertise in building and supporting infrastructure solutions (SDG 9) and funding sustainable cities and stronger communities (SDG 11).

We are also embedding ESG considerations into our daily business operations and processes through the following:

- An established group ESG policy
- A group climate change statement
- ESG considerations incorporated in the credit and investment decision-making process
- An ESG guidebook to assist consultants
- ESG training provided for consultants.



Our six priority SDGs are aligned with:

- **Our purpose**
- **Our business model and growth strategy**
- **Our global operations, to ensure local relevance.**

Our commitment to our people and communities

Our commitment to the environment

Our business impact

OUR BUSINESS IMPACT

(continued)

Quality education



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

SDG 4.3: Equal access to education

SDG 4.4: Increasing the number of youth with relevant skills

Benefits to society

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

Benefits to our 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 a number of education and vocational businesses and partner with clients to enhance quality education and skills development in South Africa.

Examples of our impact:

Equal access to education (SDG 4.3)

96%

of students are black South Africans

The **Investec Africa Frontier Private Equity Fund 2**, a private-equity fund managed by Investec Asset Management, has acquired a controlling stake in private-college operator **Richfield Holdings**, allowing growth of their blended model of distance learning and expansion into the rest of Africa. Richfield operates more than 40 campuses in South Africa with more than 20 000 students. It offers a wide range of accredited Higher Education degrees, diplomas, and certificates as well as technical and vocational training courses. Affordable vocational and higher education is a critical driver of development for the continent. Ninety-six percent of its students are black South Africans, of whom 85% come from households with an annual household income of less than R120 000. On average, a Richfield graduate increases his/her household income four-fold within five years of graduating, highlighting how transformational the investment is.



Refer to pages 59 to 61 for more information on our Investec Asset Management activities.

55%

of funds were allocated to education

The **Investec Wealth & Investment philanthropy** offering has become more strategic in nature due to the move towards supporting more long-term sustainable solutions. At 31 March 2019, Investec managed philanthropy foundation investments to the market value of R580 million (2018: R576 million). These funds have derived income for distribution to charities on behalf of our clients to the value of approximately R31 million 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, 55% went to education, 29% to welfare and humanitarian, 4% to healthcare and 12% to social justice initiatives.

Increasing the number of youth with relevant skills (SDG 4.4)

93%

of students are employed upon graduation

Investec is an equity partner in **Invictus Education Group** and are integrally involved in the business from a strategic perspective. With more than 20 000 learners, Invictus Education Group is continually reinvesting in education systems, processes and utilising technology as a key strategy. The hotel school focusses on practical as well as theoretical training, with emphasis on traditional values of service and hospitality. Ninety-three percent of hotel school students are employed upon graduation. With more than 1 000 learnerships running each year, the programme is making a significant contribution to skills development in South Africa.

Clean water and sanitation



Ensure availability and sustainable management of water and sanitation for all through:

- 6.1 Safe and affordable drinking water
- 6.4 Water use efficiency

Benefits to society

Access to clean water and sanitation is a basic human right and is essential for reducing poverty and improving overall well-being. It is vital for agriculture, biodiversity and economic growth but also keeps children in school and increases opportunities for women and girls in rural areas.

Benefits to our 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 business growth. In our own operations, we continually look for opportunities to reduce our consumption and usage of water.

Examples of our impact:

Safe and affordable drinking water (SDG 6.1)

20 000
litres of clean drinking water per day

Through our collaboration with the Entrepreneurship Development Trust (EDT), **Innovation Africa** have installed solar water pumping systems to 11 communities in rural South Africa. Nine of these villages are in Mpumalanga in the impoverished Bushbuckridge community and two are located in Limpopo. These innovative water infrastructure developments use sophisticated solar technology to extract water via bore holes from below the aquifer. The clean water is then piped to centrally-located taps throughout the community. Once the installation is complete, engineers install specialised remote monitoring technology that enables oversight from a distance. Approximately 20 000 litres of clean water are distributed to at least 8 000 people per village providing clean drinking water as well as supplying drip irrigation systems which in turn offers a source of food and income for farmers and their families. The community takes ownership of the project allowing local residents to be employed in the construction and maintenance of the project, supporting skills development and enhancing future employment prospects.

Our private capital business is an equity partner in **Abeco Tanks**. Water is needed for success in agriculture, business, industry and mining – the pillars of our continent’s developing economies. Without a cost-effective, convenient and stable supply of water, every economy and community in Africa is at risk. Abeco Tanks aim to satisfy this increasing need for the hygienic storage of water and their cost-effective water tank storage solutions include elements of safety, hygiene, quality and durability. These water tanks have been installed in over 38 countries including Mauritius, Seychelles, Madagascar, Central America, Middle East as well as over the entire African continent. Abeco offers a unique perspective on potable water, waste-water, fire protection and industrial liquid applications. Abeco recognises the merits of each type of construction, which allows them to objectively propose the right type of storage for each application.

Water use efficiency (SDG 6.4)

84%
water saving

Investec has taken an £8 million investment in Propelair, a UK company that uses innovation to reduce water consumption from cistern flushing. Propelair uses 84% less water and 80% less energy than conventional toilets and is more hygienic. Investec also became a client of Propelair by installing only Propelair toilets at the their new premises in London. These energy and water efficient toilets are expected to help save more than 6 500 000 litres of drinkable water per year.

Industry, innovation and infrastructure



Build resilient infrastructure, promote sustainable industrialisation and foster innovation through:

- 9.5 Upgrading technological capabilities
- 9.A Facilitate sustainable and resilient infrastructure development

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 our 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.

Examples of our impact:

Upgrading technological capabilities (SDG 9.5)

Investec is the anchor limited partner of an Israeli late-stage technology venture capital fund called **Israeli Technology Investments Venture Capital Partners (ITI)**. The fund closed at the end of January 2019 with commitments of \$80 million. One of its first investments was into a company called Vayyar Imaging Ltd which develops safe, mobile, low-cost 3D imaging sensors which enable applications in the fields of tumour detection, people-tracking, vehicle automation, security, radiation-level testing and construction, among others.

Dedicated fintech partnership team

Investec has partnered with **Crossfin** to fund early-stage African fintech start-ups. Our partnerships aim to identify and fund innovative ideas and driven entrepreneurs who specifically develop solutions that point to the future of financial products and services in Africa. Access to financial services and support are provided to the entrepreneurs. The partnership will focus on entrepreneurs who are building solutions that meet the demands of modern consumers and businesses and bring the sector closer to a more inclusive, high-growth future.

Investec, in collaboration with **BankservAfrica** and **uPort**, has demonstrated a digital identity system anchored in the Ethereum blockchain. Through the Ethereum blockchain, the prototype allows individuals to register a universal, reusable and encrypted identity. The user has full ownership of his/her identity and can decide who can access their information. Improved security will minimise the risk of identity fraud significantly. For financial institutions, a blockchain-based identity system could improve efficiency and greatly reduce the friction and costs of client onboarding.

Facilitate sustainable and resilient infrastructure development (SDG 9.A)

Investec Asset Management launched a number of dedicated investment funds for investors who want to support the transition to a more sustainable economic model. The **Emerging Africa Infrastructure Fund (EAIF)** is managed by Investec Asset Management and is now fully integrated into the African Investment platform. The infrastructure investments we make through our Africa Private Markets strategies show how long-term asset owners can contribute to sustainable development, while generating investment returns.

Dedicated investment funds supporting a sustainable economic model

The EAIF is contributing to meeting the UN SDGs by supporting developing countries. The EAIF ensures that all projects it finances comply with both the relevant national legislation and international best practice, as set out in the International Finance Corporation's (IFC) Performance Standards on Social and Environmental Sustainability and the supporting environmental, health and safety guidelines. The EAIF projects are subject to rigorous due diligence processes and assessed against a number of cumulative and annual development targets. Through this infrastructure fund, we are enabling the long-term development of Africa's infrastructure, stimulating economic growth and employment and fuelling Africa's long-term growth.

 **Refer to pages 59 to 61 for more information on our Investec Asset Management activities.**

Affordable and clean energy



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

7.2 Increasing the share of renewable energy

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 low-carbon economy.

Benefits to our 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.

Examples of our impact:

Increasing the share of renewable energy (SDG 7.2)

The slowdown in the world economy has potentially had an effect on investment in this sector. In South Africa, the roll-out of additional generation capacity had previously been delayed due to an impasse between the government and the state utility. With this seemingly resolved, the timing of investment in new generation capacity in South Africa under the programmes run by the Department of Energy is more certain and is no doubt a positive sign for investors in the energy market in South Africa going forward.

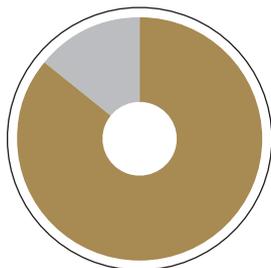
86%
of our energy lending portfolio relates to clean energy

With the recent recurrence of load shedding in South Africa and its significant impact on business, many large energy users have further committed to investing in self-generation, particularly in environmentally-friendly solar and battery technologies.

We require that all power and infrastructure-related projects comply with applicable environmental, planning, labour and procurement laws and do not fund or invest in projects which do not have acceptable environmental impact assessments, do not comply with procurement and labour laws, and either do or could reasonably be expected to breach acceptable behavioural, ethical or moral standards. 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 and comply with such standards.

During the past year, we participated in £1.6 billion (2018: £1.2 billion) renewable energy projects around the world. We financed a total of 14 projects (2018: 8 projects) with installed capacity of 1 863 MW (2018: 1 450 MW). In the UK, Investec is leading the financing of Energy-from-Waste and biomass plants using environmentally sustainable technologies that generate renewable energy whilst diverting waste from landfill.

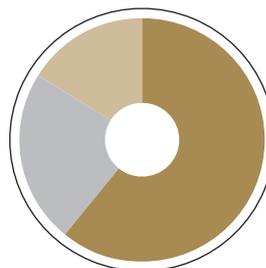
Energy portfolio split



31 March 2019

86% Clean energy
14% Non clean energy

Renewable energy financed during 2019 (1 863 MW) classified by type



31 March 2019

61% Wind
23% Solar
16% Energy-from-Waste

OUR BUSINESS IMPACT

(continued)

Private Equity clean energy fund – Revego Africa Energy

R1bn

clean energy fund

Recognising the opportunity to play a role in funding and transforming the energy sector, Investec created an energy fund, Revego Africa Energy (Revego), to invest in and acquire equity instruments in private unlisted companies that are undertaking renewable energy projects in sub-Saharan Africa with an initial focus on operating assets in South Africa. We expect that a significant portion of the future investment in sub-Saharan Africa will be in renewable and clean energy technologies. In January 2019, Investec and UK Climate Investments, in equal proportions, jointly committed R1 billion to the fund. Revego is targeting a listing on the Johannesburg Stock Exchange in 2019.

The fund manager will have a minimum 51% black shareholding which will see the transfer of skills to black employees, thereby facilitating the creation of a new majority black-owned investment manager and contributing to the transformation of the fund management industry. The nature and scope of Revego allows initial project investors, not all of whom are natural long-term investors in infrastructure, to exit their investments earlier than would traditionally be allowed with these types of investments, thereby providing much-needed liquidity in the African renewable energy market.

Power generation through waste

Melton Renewable Energy, UK – Energy-from-Waste

Power generation capacity of 172 MW using a variety of waste streams

Country	Role	Project type	Date closed	Power capacity
UK	Lead arranger	Waste	2018	172 MW

Investec, alongside other lenders, provided a £174 million facility to refinance Melton Renewable Energy (MRE). The MRE portfolio boasts a combined capacity of 172 MW, making it the single biggest independently owned landfill and biomass gas portfolio in the UK.

The portfolio has a strong track record and is unique in the UK in terms of its size and diversity, specifically in terms of scale, technology, fuel mix, sites and network connection points, and operating history. The portfolio is fully accredited as a renewable energy generator eligible to receive Renewable Obligations Certificates (ROCs).

Through its biomass business, MRE owns and operates one of the largest independent biomass-only fuelled power station portfolios in the UK, consisting of five biomass power stations with a net installed capacity of 112.5 MW (and 59 MW of landfill gas). The plants generate electricity through a conventional thermal process using a range of biomass fuels, which, if not burned, would need to be sent to landfill.

MRE's landfill gas business generates renewable electricity using naturally occurring methane produced by the anaerobic decomposition of waste deposited in landfill sites, which is used to power standard reciprocating engines.

Rookery South, UK – Energy-from-Waste

Generates power while providing a disposing solution for 525 000 tonnes of waste

Country	Role	Project type	Date closed	Power capacity
UK	Lead arranger	Waste	2019	62 MW

Investec, alongside other lenders, provided approximately £310 million to finance the construction and operation of Rookery, an Energy-from-Waste (EfW) facility.

The plant is located in a prime key waste catchment area, with excellent road access, and therefore well-placed to serve the London and home counties market.

The plant will process 525 000 tonnes of waste and generate approximately 62 MW of electricity. The waste is a mixture of untreated commercial, industrial and local authority-collected waste, with Veolia, the large water and waste company, supplying the majority of waste.

EfW is a process that uses household and commercial waste to generate electricity by burning it in combustion chambers at high temperatures. This reduces the waste to 10% of its original volume and is a better environmental solution than going to landfill.

Earl's Gate, UK – Energy-from-Waste

Generates power and steam while providing a disposing solution for 216 000 tonnes of waste

Country	Role	Project type	Date closed	Power capacity
UK	Lead arranger	Waste	2019	21.5 MW

Investec, together with other banks, has provided approximately £150 million to finance the construction and operation of Earl's Gate, a 216 000 tonnes EfW plant. The plant has a capacity of 21.5 MW. The project is owned by Brockwell Energy, the Green Investment Group and Covanta. The commissioning of the combined heat and power plant is expected in late 2021.

Once operational, the plant will treat 216 000 tonnes of mixed household, commercial and industrial waste per year, avoiding the use of landfill. The plant will also provide power to local industrial facilities.

Kwinana, Western Australia – Energy-from-Waste

Reduction of carbon emissions of 400 000 tonnes per year, the equivalent of taking 85 000 cars off the road

Country	Role	Project type	Date closed	Power capacity
AUS	Lead arranger	Waste	2018	36 MW

Investec was a joint lead arranger of the AUS \$370 million senior debt facilities to the Kwinana Energy-from-Waste project in Western Australia. Kwinana is the first large scale waste incineration project in Australia and has been developed by Macquarie Capital and Phoenix Energy. The project can process 400 000 tonnes per year of waste and produces 36 MW of electricity, sufficient to power more than 50 000 households. The plant will be a leader in integrating the disposal of waste with the generation of renewable energy. Once operational, the facility will result in an overall reduction of more than 400 000 tonnes CO₂ of emissions per year, the equivalent of taking 85 000 cars off the road.

Power generation through wind

Rockwind, US – Wind energy

The portfolio generates approximately 1 500 GWh of renewable energy per year

Country	Role	Project type	Date closed	Power capacity
US	Lead arranger	Wind	2018	538 MW

Investec, together with other institutions, has provided \$134 million to support the refinancing of a portfolio of five wind farms in the United States with a total installed capacity of 538 MW. The portfolio generates approximately 1 500 GWh of renewable energy per year.

The portfolio is owned by Blackrock Real Assets that acquired it from Everpower in 2018. The portfolio utilises established technology from reputable equipment manufacturers such as Gamesa, Servion and Nordex.

Roggeveld Wind Farm, South Africa – Wind energy

Roggeveld Wind will provide energy to 49 200 households every year

Country	Role	Project type	Date closed	Power capacity
SA	Lead arranger	Wind	2018	147 MW

Investec provided a R65 million facility to Roggeveld Wind to guarantee their equity commitment into the 147 MW Roggeveld Wind Farm project. Roggeveld Wind was awarded preferred bidder status in the Renewable Energy Independent Power Producer Procurement (REIPPP) programme in South Africa. The project is situated in the Northern Cape and was developed by Building Energy. The wind farm will generate around 613 GWh per year and the energy generated will provide energy to 49 200 households every year, while avoiding approximately 502 900 tonnes of CO₂ emissions. The project is expected to be operational in April 2021.

Power generation through solar

Mulilo, South Africa – Solar energy

Mulilo Solar is a portfolio of rooftop Solar PV projects across 11 sites totaling 10.4 MW

Country	Role	Project type	Date closed	Power capacity
SA	Lead arranger	Solar	2018	10.4 MW

Investec provided senior debt facilities to Mulilo to finance a portfolio of rooftop Solar Photovoltaic (PV) projects. Mulilo was awarded preferred bidder status by Coca Cola Beverages South Africa for the construction, operation and maintenance of a portfolio of rooftop Solar PV projects across 11 sites totalling 10.4 MW.

Kathu, South Africa – Solar energy

Reduction of six million tonnes of CO₂ emitted over the next 20 years

Country	Role	Project type	Date closed	Power capacity
SA	Senior debt provider	Solar	2018	100 MW

Investec is the senior debt provider, co-developer and shareholder in the Kathu Solar Park, South Africa's largest concentrated solar power greenfield project in operation.

The cutting-edge energy generation and storage technology contributes 100 MW of energy into the national grid providing 179 000 households in the Northern Cape with constant power.

The project has a large socio-economic impact, providing 1 700 jobs during construction, of which 42% were employed from the local community. A total of 27 social initiatives were implemented with a focus on improving the education levels in the community. More than 16 900 beneficiaries benefit from the various social initiatives.

It is estimated that the Kathu Solar Park will prevent approximately six million tonnes of CO₂ going into the atmosphere over the next 20 years.

Gridserve, UK – Solar energy

Innovative combined solar and battery plant saving 16 000 tonnes of carbon a year

Country	Role	Project type	Date closed	Power capacity
UK	Lead arranger	Solar	2019	21.5 MW

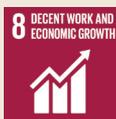
Investec, together with Leapfrog Bridge Finance Ltd (Leapfrog), have financed the construction of a 34.7 MW solar farm plus 27 MW battery located in York, UK.

The project will use large grid-scale batteries and innovative technology to maximise revenues and demonstrate a new commercial model for delivering subsidy-free solar energy in the UK.

On completion, the solar park will be acquired by Warrington Borough Council, in a landmark deal which will make it the first local authority to produce all its own electricity from clean energy and generate millions of pounds each year to support essential services.

The solar farm will generate enough green electricity to supply more than 12 000 average UK homes or power more than 20 000 electric vehicles, saving 16 000 tonnes of carbon a year.

Decent work and economic growth



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

- 8.5 Full and productive employment and decent work
- 8.9 Promote sustainable tourism

Benefits to society

Inequality and poverty are inextricably linked to 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 our 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.

Examples of our impact:

Promoting full and productive employment and decent work (SDG 8.5)

Investing into funds to grow SMMEs

During the year, the Wealth & Investment business exposed clients to the opportunity of investing into funds to grow qualifying privately-owned SMMEs. These funds aim to improve South Africa's economic growth and contribute towards SDG 8 (decent work and economic growth). The funds have been set up in accordance with Section 12J of the Income Tax Act offering clients tax incentives for their contributions.

Lending to female micro-entrepreneurs

Investec has acted as joint bookrunner in the £313 million Initial Public Offering (IPO) of **ASA International Group plc (ASAI)**, one of the world's leading microfinance providers. It is the first time this kind of lender has listed in Europe. ASAI primarily lends to low-income, financially underserved female micro-entrepreneurs as well as small business owners across Asia and Africa.

Investment strategy focused on

positive impact

Investec Asset Management has launched the **Investec UK Sustainable Equity Fund (OEIC)** offering UK clients a diversified and differentiated investment strategy focusing on positive impact and engagement and aims to provide investors with long-term capital growth and income. The fund will be managed through the Investec Asset Management's established quality investment process and ESG team. Internal and external sustainability of each company will be evaluated using Investec Asset Management's proprietary framework of investible *Sustainable Themes*, mapped against the UN SDGs, covering social and economic development issues including factors such as health, education, social justice, global warming and poverty.

More than

R13mn

of contracts awarded to AMP tenants

(since inception in 2016)

Investec Property Fund (IPF) supports an enterprise and supplier development initiative known as **AMP**. The purpose is to facilitate collaboration between property entrepreneurs in a space that will nurture and grow their offerings, services and projects. They are provided with subsidised office space as well as skills, mentorship and assistance in facilitating procurement opportunities. In 2018, IPF identified a further seven black-owned small, medium and micro enterprises in the property sector to partner and collaborate with, bringing the total number of businesses participating in the AMP programme to 13. A revamp of the space is planned for 2019 to be able to accommodate up to 20 businesses.

Contributing to economic growth through supporting tourism (SDG 8.9)

Creating an aviation hub in Cape Town

Investec has partnered, through a public/private partnership, with **Wesgro**, to help secure direct routes into Cape Town International Airport. Wesgro is the official tourism and trade investment promotion agency for Cape Town and the Western Cape. The initiative has supported tourism, an important growth sector for South Africa, by creating direct access to Cape Town which is an important route for the rest of Africa. Non-stop connections to Cape Town increased from three to 13 non-stop connections, allowing 18 airlines to expand, creating an aviation hub in Cape Town.

Sustainable cities and communities



Make cities inclusive, safe, resilient and sustainable through:

- 11.1 Providing access for all to safe and affordable housing
- 11.2 Providing access to safe, affordable, accessible and sustainable transport systems for all
- 11.C Supporting sustainable and resilient buildings

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 improving urban planning to be more inclusive.

Benefits to our business

Through our lending and investment activities, we are able to 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, robust infrastructure solutions.

Examples of our impact:

Providing access for all to safe and affordable housing (SDG 11.1)

Discounted rentals for key workers

Investec Australia's infrastructure finance and investment team funded an affordable housing development in Adelaide which allowed key workers (for example nurses, police, council workers) a discounted rental rate for up to three years while they saved for a deposit to purchase their home. The team in Australia continues to look for further opportunities to deliver new mixed communities where social housing blends in with private and affordable housing.

Promoting sustainable transport (SDG 11.2)

1 500

EV rapid chargers in London

Recognising the need for enabling cleaner transport and cleaner cities, we have invested in a UK-based company specialising in electric vehicle (EV) rapid charging. Through our investment 1 500 rapid chargers are being installed across London, thereby contributing to SDG 11 (sustainable cities and communities).

Supporting sustainable and resilient buildings (SDG 11.C)

Exploring continued roll-out of

Solar PV

Investec Property Fund (IPF), managed by Investec Property and 26.57% owned by Investec Limited, actively explores sustainable business development. IPF tracks and benchmarks consumption across the portfolio in order to identify energy efficiency opportunities as well as monitoring improvements.

In the last financial year, IPF implemented Solar Photovoltaic (PV) projects on six of their building's rooftops: Balfour Mall, Newcastle Mall, Zevenwacht Mall, Kriel Mall, Dihlabeng Mall and 30 Jellicoe, totalling 5.4 MW. This has reduced both the cost of electricity and the demand from the grid. IPF is exploring the continued roll-out of Solar PV plants across its retail, office and industrial property portfolios.

Through a joint venture, Investec Property launched a second FutureSpace office initiative, allowing entrepreneurs and small businesses to have access to a collaborative and coworking space. This facilitates smarter cities and economic development.

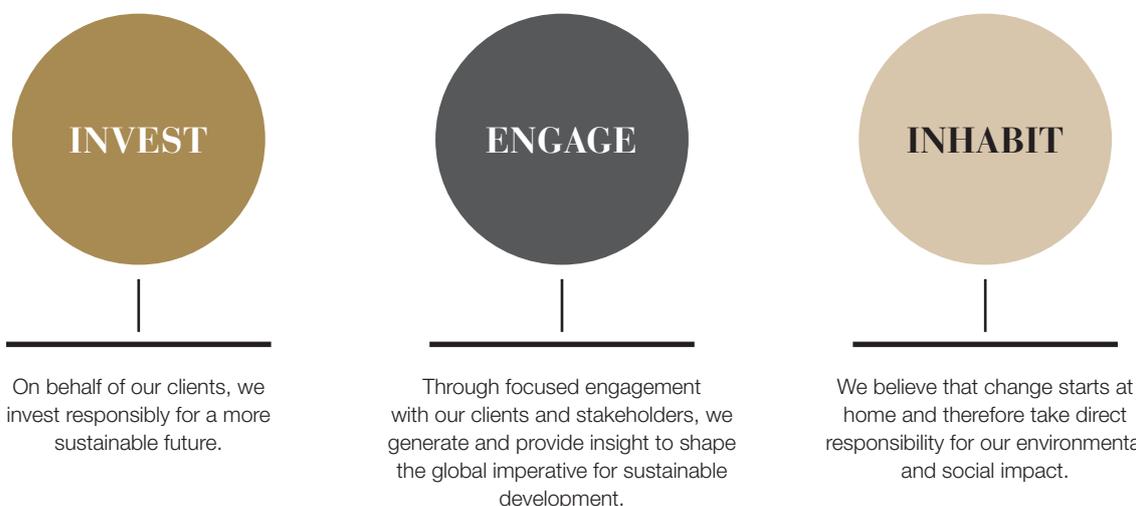
Investec Asset Management

Investec Asset Management is deeply committed to creating a better, sustainable future. We are conscious of our responsibility, both as investors of other people’s money and of our broader responsibility to society.

Through our core investing activities, our leadership in the industry, our environmental initiatives and our commitment to our local communities, we seek to make a positive impact in all that we do.

We look at a broad set of activities that are aligned with achieving the 17 Sustainable Development Goals (SDGs) recognising sustainable development as the greatest challenge to humanity.

As a result, our sustainability activities are organised into three focus areas:



Invest

On behalf of our clients, we invest responsibly for a more sustainable future.

How we allocate capital arguably presents the biggest impact for our industry and it is under the *Invest* umbrella that we aim to tackle this challenge. In our role as a global asset manager we assume a stewardship role over the assets that we manage. We monitor, evaluate and, if necessary, actively engage or withdraw capital to preserve or add value to our clients’ portfolios.

Our approach and commitment to this priority is outlined in our stewardship policy and is overseen by our internal Investment Governance Committee, which includes senior leaders from around the business. We are a signatory of the United Nations Principles for Responsible Investment (UNPRI), the UK Stewardship Code and the Code for Responsible Investing in South Africa (CRISA). We are also involved in various advocacy organisations which allow us to better engage on issues of active ownership on a global scale with other investors.

As a fiduciary of our clients’ money, it is our legal obligation to make sure we consider all material risks and opportunities to our investments. We believe that the consideration of material ESG risks and opportunities allows us to better understand risks and identify companies that are better placed to create

long-term shareholder value. We focus on adding value across our investment teams (spanning equity, fixed income, multi-asset and alternatives) through ESG integration. We have developed an internal framework which enables us to apply a consistent approach to integration analysis, and allows our investment teams to develop their own unique approach to ESG.

Launch of sustainability strategies in the equity space

We recently launched our first two sustainability strategies in the equity space. These funds reside within the natural resources and quality investment teams. They were launched off the back of three key components:

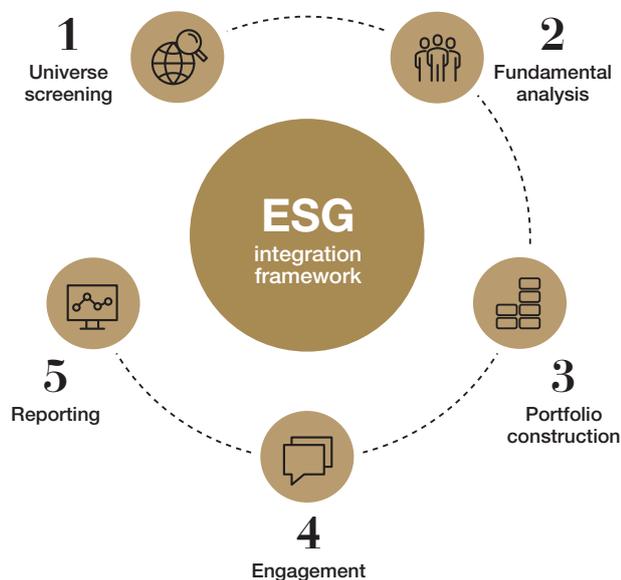
- Internal maturity around ESG and a deep understanding of materiality and active ownership
- Identifying appropriate internal and external portfolio managers to manage the strategies
- An investment strategy proposition that we believe is unique and will deliver investment returns for our clients.

We believe that we are uniquely positioned to benefit from the long-term opportunity in sustainable investing and are fully committed to it. In addition, we also manage several bespoke ESG mandates for clients that involve deeper ESG integration such as additional screening or advanced engagement, and we expect this to continue to expand and evolve.

OUR BUSINESS IMPACT

(continued)

ESG integration framework



Our investment teams largely integrate ESG analysis at the fundamental analysis stage, where they form a qualitative, quantitative or a mix of both account for material ESG issues. We obtain company ESG analysis from a number of sources, including external service providers. These sources allow us to build a view of how well the companies are identifying, managing and planning for these long-term issues. In addition, Investec Asset Management has an exclusion policy for cluster munition manufacturers. This applies to all investment products, and complies with Luxembourg legal requirements.

To aid the effective integration of ESG analysis, Investec Asset Management's dedicated ESG team has worked closely with each of the investment teams to establish the integration programme. The programme includes a focus on team awareness, training, ensuring effective use of research and data, facilitating research efforts, and participation in external initiatives and active ownership responsibilities. It is important to note that this is not an add-on process but is integrated within the process. Each programme is catered for the nuances and intricacies of each team's respective investment processes.

Active ownership

While all investment teams follow the fundamental principles of our stewardship policy, the manner in which they play an active ownership role is determined by an assessment of the costs and benefits to our clients as well as the particular nature of the investment strategy. Any strategy of intervention in terms of active ownership will be subject to portfolio decisions on whether to remain invested in the company, with the protection and enhancement of the value of client portfolios being the central objective.

Engagements take place as an integral part of our investment process. The investment teams initiate engagement based on their investment processes and priorities. In addition, a supporting engagement strategy targets material ESG themes and specific

holdings that are significant to Investec Asset Management and our clients. We engage to improve transparency of information, accountability of boards and to preserve and encourage the creation of sustainable value. It is important that we measure and monitor engagement progress.

Investec Asset Management votes at shareholder meetings throughout the world as a matter of principle. We believe that once we become investors, that is to say part-owners of a company, we assume a duty of stewardship and therefore take responsibility to support or sanction. We follow the international corporate governance best practice principles, as embodied by the International Corporate Governance Network. We also take into account regional/country-specific market practice as the underpinning infrastructure for our decision-making.

Ultimately the ESG view is in-house. Once we become a holder of the asset we become active owners and engage with the company or issuer, as necessary, to make sure the management of the risks are of a high standard and minimise any risks of future events that may destroy value. We recognise that we have a responsibility and opportunity to lead the conversation around sustainable development and encourage our clients on their journey towards more sustainable long-term investing.

Case Study: UK Sustainable Equity Fund

The fund's Strategy intentionally allocates capital towards those companies that have a positive impact towards key societal or environmental themes and make a significant contribution towards the transition to a more sustainable future. The strategy sets out to understand three pillars of sustainability:

- Financial sustainability: through our tried and tested quality research framework
- Internal sustainability: assessing ESG risks and operational sustainability such as carbon intensity, supply chain policies, training and health and safety records
- External sustainability: analysing the products and services against the Investec thematic framework.

Through detailed proprietary fundamental research to assets of measure these three pillars of sustainability, the strategy is well placed to deliver a sustainable investment return and positively contribute to a better future.

Our *Invest* approach contributes to the following SDGs:



Through our various engagements, we aim to empower our clients with insight and knowledge to support their long-term investment objectives.

Engage

Through focused engagement with our clients and stakeholders, we generate and provide insight to shape the global imperative for sustainable development.

We believe it is important to not only manage our clients' assets in a responsible manner but also to proactively engage our clients and stakeholders on the subject of sustainability and encourage our clients on their journey towards more sustainable long-term investing.

Through the Investec Investment Institute, our strategic insights and engagement platform, we provide in-depth analysis and research to global financial institutions on key geopolitical, economic and investment trends that shape portfolio strategy and asset allocation decisions. Our work draws on our investment capabilities and partnerships with leading academics and practitioners. Our goal is to empower our clients with insight and knowledge to support their long-term investment objectives. Portfolio resilience, sustainability, and ESG applied to investing have been central themes of the Institute's work that we continue to share with our clients.

Our leadership is fully engaged with a series of global organisations committed to the advancement and implementation of sustainable development:

- The Business and Sustainable Development Commission
- The Coalition for Inclusive Capitalism
- The SDG Centre for Africa

- The UN Sustainable Development Solutions Network
- The UNPRI.

Our dialogue with international business, governments, labour and civil society leaders aims to articulate and quantify the case for participation in moving towards sustainable development. This includes the imperative to build new policies and mechanisms to build a future where businesses can perform, creating inclusive sustainable growth and widespread job creation, and the achievement of the SDGs. These initiatives aim to explore current and future disruptive business models, understanding what they mean for sustainable development and to map out new financing mechanisms the world will need to reach the SDGs, moving beyond traditional corporate social responsibility and voluntary partnerships.

Global Commission on Business and Sustainable Development

Launched at the 2016 World Economic Forum in Davos, the Global Commission on Business and Sustainable Development (BSCD) convened a select group of international business, labour and civil society leaders to highlight the massive rewards to businesses who take a lead in poverty reduction and sustainable development. As an appointed commissioner, Hendrik du Toit, founding CEO of Investec Asset Management and now co-CEO of the Investec Group, joined founders Paul Polman and Lord Malloch-Brown in working to articulate and quantify the compelling economic case for businesses to engage in achieving the SDGs. The Commission's Finance Working Group findings outlined a series of recommendations for regulators and business leaders in building a system which is aligned with sustainable development to finance the US\$2-3 trillion of additional investment per year required to achieve the SDGs.

Our *Engage* approach contributes to the following SDGs:



Inhabit

We believe that change starts at home and therefore take direct responsibility for our environmental and social impact.

We take responsibility for inhabiting our ecosystem in a manner that ensures a sustainable future for all. From our internal green team through to our work in conservation and communities both in South Africa and globally, we support the preservation of our natural world, supporting a better tomorrow for future generations.*

Our corporate sustainability strategy is focused on five areas: energy, waste, water, sustainable travel and responsible procurement, that all drive towards the reduction and mitigation of our carbon footprint. Investec Asset Management Green, our internal team of champions, is supported by the senior team,

aligning with our corporate culture and our mission to exceed clients' expectations in all aspects of what we do.

* Further detail on our *Inhabit* activities is included in the relevant sections throughout this report.

Managing our energy consumption

We mitigate our carbon footprint from our business travel through our strategic partnerships with Trees for Cities and Woodland Trust in the UK and Greenpops in South Africa. In the UK office we have implemented a comprehensive behaviour change programme that has increased our recycling by 209%. Furthermore, we collected 1 435 kg of food waste in our first year of collecting it, thereby reducing our landfill gas emissions into the atmosphere.

Commitment to our clients

Clients are at the core of our business and we strive to provide them with a high quality of service by being nimble, flexible and innovative.

We strive to create business depth by building deep durable relationships with our clients and creating new client relationships. In the past year, customer deposits increased 4.1% (2018: 6.5%). We successfully launched Investec for Business (an integration of our import solutions, trade finance and specialised lending services) to provide a more cohesive offering to smaller to mid-tier companies in South Africa. This will be complemented by a corporate and business transactional banking offering, which will be rolled out over the coming year. In the UK, we are deepening and growing our corporate client base and the Private Banking business is focusing on retention and acquisition of target market clients, and further collaboration across businesses.



Increase in customer deposits*



Decrease in customer complaints in Private Banking in South Africa*



Increase in our customer logins*

Our integrated client centric strategy leverages off the natural linkages within the private client businesses and the corporate banking businesses.



* As at 31 March 2019.

Technology is both a business enabler and a catalyst for continuous improvement in executing our strategies in a digital era.

Highlights for the year

- Refreshed private client web and app experience globally
- Launch of Investec for Intermediaries (unified digital interface) in South Africa
- Launch of business banking platforms in both the UK and South Africa
- Launch of Investec Open API which brings Investec into the open banking arena and provides Investec with a new channel to distribute and service our products in the UK
- Launch of a high net worth mortgage lending platform in the UK
- Launch of a dedicated advisor platform for intermediaries to our UK financial products business.

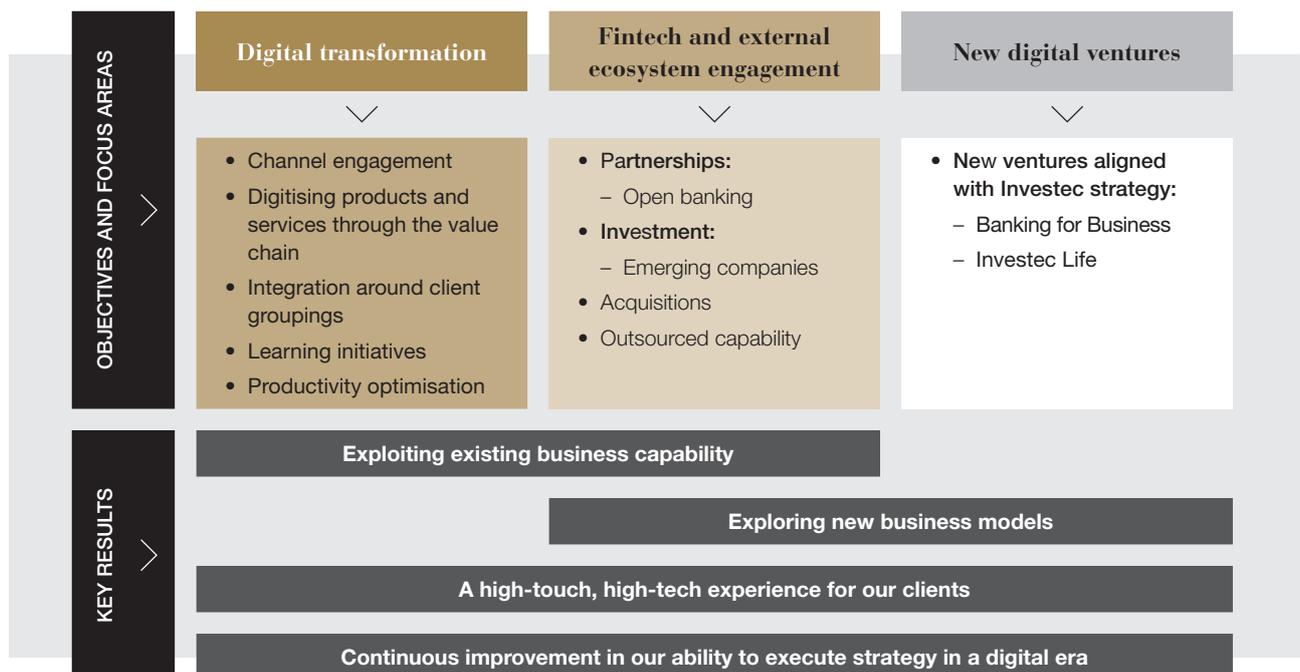
Digital strategy

Our digital strategy is centred on optimisation and transformation of our existing businesses, while ensuring we maintain a strong client centric focus.

We aim to provide:

- A visible client facing digital capability
- End-to-end internal digitalisation
- A strong connectivity into the external business ecosystem.

In the past few years, we have created an international high-tech, high-touch digital platform for clients. Through this, we give our clients access to our full suite of international banking and investment services, enabling them to create, grow, preserve and protect their wealth. We are continually enhancing and evolving our client digital platforms to ensure a seamless, integrated client service experience, which now includes a dedicated Investec for Intermediaries, and a business banking experience.



6

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 in order to promote and maintain trust.

Ethics and integrity

Investec has a strong culture of entrenched values, which form the cornerstone of our behaviour towards stakeholders and against which we measure practices and activities to assess the characteristics of good governance. Directors and employees are required to conduct themselves with integrity, consistently and uncompromisingly displaying 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.

Highlights for the year

In line with discussions with our regulators, work was done to further develop the governance processes of the group, with the enhancement of the independent governance structures for Investec Bank Limited (IBL) and Investec Bank plc (IBP), including the establishment of a standalone Audit Committee and Board Risk and Capital Committee for IBL and the creation of a standalone Board Risk and Capital Committee and Remuneration Committee for IBP.

Our Board

The board oversees and monitors, on an ongoing basis, how the consequences of the group's activities and outputs affect its standing as a responsible corporate citizen. This oversight and monitoring is performed against measures and targets agreed with management in the workplace, economy, society and environment.

 Please refer to our publicly available document on 'The way we do business' which highlights elements of our code of conduct and positioning in terms of various ESG activities.

Our group-wide philosophy seeks to maintain an appropriate balance between the interests of all stakeholders and is closely aligned to our culture and values which include risk consciousness, meritocracy, material employee ownership and an unselfish contribution to colleagues, clients and society.

The board seeks to exercise leadership, integrity and judgement in pursuit of Investec's strategic goals and objectives to achieve long-term sustainability and growth. The board is accountable for the performance and affairs of the group. It provides leadership for the group within a framework of prudent and effective controls which allows risks to be assessed and managed.

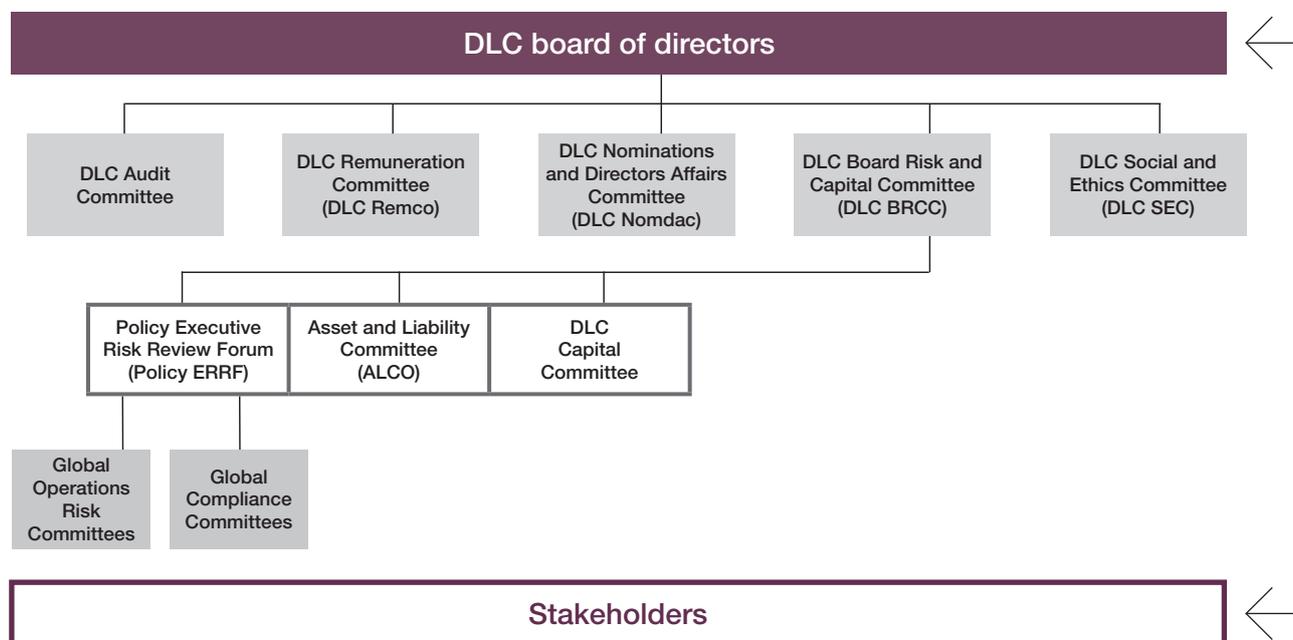
In fulfilling this objective, the board is responsible for:

- Approving the group's strategy
- Acting as a focal point for, and custodian of, corporate governance
- Providing effective leadership with an ethical foundation
- Ensuring the group is a responsible corporate citizen
- Being responsible for the governance of risk, including risks associated with information technology
- Ensuring the group complies with the applicable laws and considers adherence to non-binding rules and standards
- Monitoring performance
- Ensuring succession planning is in place.

 Refer to pages 104 to 152 in volume one of the Investec group's 2019 integrated annual report for more information.

Structure and governance framework

Investec operates under a dual listed companies (DLC) structure and considers the corporate governance principles and regulations of both the UK and South Africa before adopting the appropriate standard for the group, which also complies with requirements in both jurisdictions.



The board comprised of six executive directors and ten non-executive directors including the chairman. The changes to the composition of the board and the boards of the principal subsidiaries of the Investec group, which have occurred during the financial year ended 31 March 2019, are detailed on page 17 in volume one of the Investec group’s 2019 integrated annual report.

Board diversity

The board recognises that a balanced board is vital for sustainable value creation. The board composition is both qualitatively and quantitatively balanced in terms of skills, demographics, gender, nationality, experience, tenure and independence.

In accordance with our board diversity policy, the board intends to ensure a minimum female representation of 33% on the board by 2020. The board also intends to ensure that a minimum of 25% of

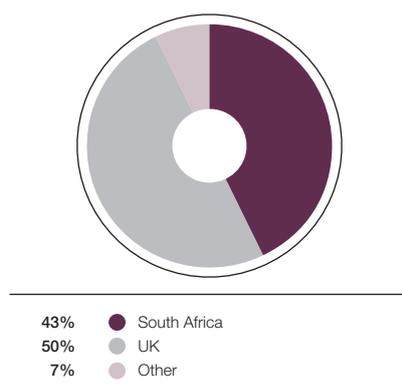
the board members of Investec Limited and Investec plc who are ordinarily resident in South Africa (and having been naturalised prior to 1994) are black women as defined in South African legislation, and that 50% of the board members of Investec Limited and Investec plc who are ordinarily resident in South Africa (and having been naturalised prior to 1994) are black people as defined in the Financial Sector Code or similar legislation that may be in force in South Africa from time to time.

Board diversity as at 31 March 2019

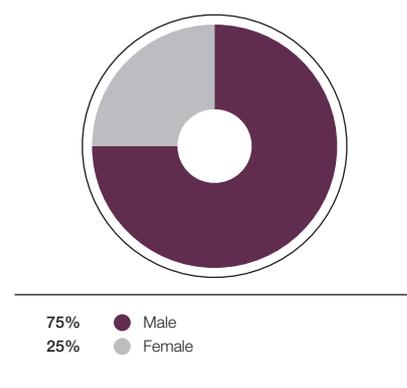
Age:

40 – 50	6%
51 – 60	38%
61 and above	56%

Board geographical mix



Board gender balance



Board tenure and independence

The DLC Nomdac considers tenure when examining independence, and when considering the composition of the board. The board and the DLC Nomdac are mindful that there needs to be a balance resulting from the benefits brought on by new independent directors, versus retaining individuals with valuable skills, knowledge and an understanding of Investec’s unique culture.

As identified, the DLC Nomdac considers the guidance set out in the UK Corporate Governance Code and the King IV Code when considering the independence of the non-executive directors, and follows a thorough process of assessing independence on an annual basis for each director. In accordance with directive 4/2018, as issued by the South African Prudential Authority, any director serving for more than nine years will not be deemed to be independent.

Board tenure as at 31 March 2019

Average length of service (years):

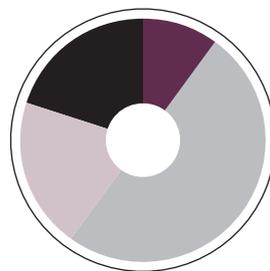
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for non-executive directors

UK Corporate Governance recommendation:

Recommendation that non-executives should not serve longer than nine years from the time of their appointment.

Average tenure for the non-executive directors



- 10% 0 – 3 years
- 50% 3 – 6 years
- 20% 6 – 9 years
- 20% 9 years plus

Board effectiveness

The board regularly reviews its own effectiveness and therefore undertakes an evaluation of its performance and that of its committees and individual directors annually. In accordance with the three-year cycle, the 2018 board effectiveness review was conducted by an external independent facilitator, Professor Robert Goffee, from the London School of Business. Overall the

board members were found to be satisfied with various aspects of board governance and functioning. The board effectiveness review identified that there had been an improvement to board governance and functioning, in comparison with the previous externally facilitated effectiveness review, which had been conducted by Professor Robert Goffee in 2015.



Refer to pages 104 to 152 in volume one of the Investec group’s 2019 integrated annual report for more information.

Compliance

Investec remains focused on maintaining the highest levels of compliance in relation to regulatory requirements and integrity in each of our jurisdictions.

The way we do business

Investec has a strong culture of entrenched values, which form the cornerstone of our behaviour towards stakeholders and against which we measure practices and activities to assess the characteristics of good governance. Directors and employees are required to conduct themselves with integrity, consistently and uncompromisingly displaying moral strength and behaviour which promotes trust. Sound corporate governance is implicit in our values, culture, processes, functions and organisational structure and the structures designed to formalise oversight of all businesses and processes. Employees are encouraged to deal with issues openly and honestly, by sharing information directly and at any level which they feel appropriate.

Our businesses are subject to rigorous external regulation and supervision. Consequently, all employees have a duty to comply with acceptable standards of corporate governance and international best practice which we adopt, having due regard for:

- The legal requirements of the region in which they operate
- The code of corporate governance applicable in that jurisdiction
- The standards of conduct and competence required of a financial service provider
- Ethical business practice, which includes fairness, accountability, responsibility and transparency.

In all instances, employees are expected to exercise sound judgement in accordance with our values and take advice where appropriate so that high ethical standards are maintained.

Risk management: We identify risk management as critical to our operations and in order to deliver value to all stakeholders, we continuously seek to comply with international best practice. In order to comply with acceptable standards of corporate governance and international best practice, we continuously review our practices and all employees are expected to comply with the required standards.

Tax strategy: Investec has a zero tolerance approach to the facilitation of tax evasion in any form and, where applicable, is committed to preventing the facilitation of tax evasion by persons acting for or on its behalf, as defined by the relevant legislation. Employees are expected to be vigilant in their interactions with clients and in structuring transactions in order to prevent the facilitation of tax evasion.

Anti-bribery and corruption: Investec seeks to uphold high standards of honesty, transparency and ethical behaviour and does not tolerate bribery or corruption in any form in any of the countries in which it operates. Employees must ensure their conduct does not contravene any of the local laws in the jurisdiction which we operate in, including the UK Bribery Act and the Prevention and Combating of Corrupt Activities in South Africa. The same approach to doing business is expected from business partners.

Conflicts of interest: The group has a regulatory and fiduciary requirement to manage its conflicts of interest (COI) with clients, between clients and between their employees and clients to ensure the fair treatment of clients. Investec has both regulatory and fiduciary obligations to ensure that all potential or actual COI to which it is party are identified timeously, mitigated where possible and appropriately managed.

Confidentiality of information: Investec's approach to privacy and confidentiality of information is to ensure we respect and protect all personal information which we hold and ensure adherence to all local and international legislation for handling personal information.

Antitrust and anti-competitive practices: Investec is committed to compliance with antitrust and anti-competitive laws in all the jurisdictions in which we operate. Investec does not tolerate any behaviour in contravention of these laws or the applicable internal Investec policies and monitors compliance accordingly.

Anti-money laundering (AML) and terrorist financing: Investec supports the objectives of global efforts to combat money laundering and terrorist financing through the Investec AML and combating of terrorist financing policy.

Fraud: We are committed to protecting both Investec and its clients from becoming victims of fraud, ensuring adequate resources are provided for staff training and awareness, appropriate client education and implementing a proactive approach to detecting and preventing fraud.

Sanctions: Investec is committed to complying with the sanctions laws and regulations of the United Nations (UN), the UK, the European Union (EU), and the United States (US), as well as all relevant international sanctions applicable to Investec's business operations.

Whistle-blowing policy and protected disclosures: Our whistle-blowing policy aims to encourage employees to raise concerns or disclose information about possible fraudulent, unethical, criminal or other improper behaviour or workplace misconduct in total confidentiality and anonymity and without fear of retribution.

Outside business interests and employee participation:

Employees must ensure that they do not engage in any private pursuit or personal interests in conflict, or potential conflict, with the interests of Investec. The policy details the pre-approval and declaration requirements in terms of outside business interests and employee participation.

Gifts and entertainment: Employees must ensure they do not offer or receive any gifts and entertainment that could give rise to perceived or actual conflict of interest, or that could amount to, or create the impression of, bribery or inducement. The gifts and entertainment policy details the pre-approval and declaration requirements for the giving and receiving of gifts and entertainment including limits, examples of what would be prohibited and relevant business procedures.

Political donations: Investec does not engage in any political campaigning. We may conduct dialogue with government on issues relevant to our business and ensure this is done transparently and with the best intentions for the growth of the economy and our business. On ad hoc occasions, political donations may be made to progress democracy but only under

strict approval of the board and in equal amounts to the majority parties. All political donations are publicly disclosed in our annual financials.

Compliance training

Training has become of paramount importance as the regulatory environment within which we operate imposes increasing obligations on Investec and its employees. The consequence of non-compliance makes it imperative to ensure that relevant employees are well trained and competent to comply with all of their obligations. Investec will regularly insist that employees undertake appropriate training to maintain the threshold of competency and compliance required. We believe that a well-trained and empowered employee will ensure that the risk of contravention and non-compliance is minimised.

In South Africa, 99% of employees completed AML training and passed with over 80%.

 Refer to 'The way we do business' on our website for more detail.

Environmental and social risk management

Investec's statement on climate change and policy on environmental and social risk take into account the challenges that climate change and limited natural resources present to the global economy.

 This section should be read together with the full risk report in volume two of the Investec group's 2019 integrated annual report.

Highlights for the year

- Training of a further 43 frontline banking consultants on environmental, social and governance (ESG) practices in South Africa and the UK
- We strengthened our climate change statement and environmental and social risk policy to include more detailed guidance for certain high-risk industries.

We expect our employees and stakeholders to operate and behave in a socially and environmentally appropriate and responsible manner.

In particular, the following factors are taken into account when a transaction is evaluated and approved or declined based on sustainability considerations:

- Environmental considerations (including animal welfare and climate-related impacts)
- Social considerations (including human rights)
- Macro-economic considerations.

 Refer to page 19 for considerations regarding human rights and modern slavery.

 Refer to our climate change statement and environmental policy on our website.

Investec Asset Management

Our approach and commitment to ESG considerations is outlined in our stewardship policy and is overseen by our internal Investment Governance Committee (IGC), which includes senior leaders from across the business.

We are a signatory of the United Nations Principles for Responsible Investment (UNPRI), the UK Stewardship Code and the Code for Responsible Investing in South Africa (CRISA).

We are also involved in various advocacy organisations which allow us to better engage on issues of active ownership on a global scale with other investors.

 Refer to our stewardship policy available on our website.

Investec Specialist Bank and Wealth

Our approach

The group supports the precautionary approach to environmental management and strives to minimise and prevent investing in projects or dealing with counterparties where potential and unmitigated environmental degradation might result. The group recognises that identifying and quantifying environmental risk should be part of the normal process of risk assessment and management within businesses. For example:

- As part of our client on-boarding process, we would assess, where appropriate, potential clients for various types of risks including whether they are behaving responsibly in their business activities
- 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.

The group will avoid exposures to any transactions that involve:

- Undue damage to high conservation and/or protected environmental areas
- Forced labour or child labour
- The production and trade of controversial or military weapons or ammunitions
- The production or trade in any product or activity deemed illegal under the country of operation's laws and regulations.

Any transactions with a corporate involved in transactions in the following activities requires stringent escalation to the senior group policy forum namely, Policy Executive Risk Review Forum:

- The production and trade in radioactive materials
- The production of harmful or addictive substances
- Activities that involve early drug testing on humans
- Activities that involve any form of testing on animals.

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.

Equator Principles

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

- 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
- 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 and compliance with such standards.



Refer to our group environmental policy statement available on our website.

Information technology (IT), cybersecurity and system availability

Our vision is to continuously deliver efficient and effective information technology that enables business and excellent client service, within acceptable risk tolerance.

Responsibility and oversight

The board of directors regularly oversee the information technology and cybersecurity strategies and review processes. The IT Risk and Governance Committee, who meet on a quarterly basis, has oversight of how technology and security risks are managed and report back to the board with relevant updates. Lyndon Subroyen, part of Investec's IT leadership, has recently been appointed to the executive as the Global Head of Digital and Technology. In addition, Laurel Bowden, an independent non-executive director, has relevant enterprise software and fintech expertise. Bi-annual directors training takes place to educate and enhance awareness around IT and cybersecurity matters.

Strategy

Investec recognises that information and technology resources are critical business assets which need to be appropriately managed and secured. We continue to drive innovation in line with defined business objectives – integrating people, technologies, information and processes, and leveraging IT to sustain and enhance the organisation's intellectual capital. Fundamental to this is monitoring and appropriate response to developments in technology, including the capturing of potential opportunities and the management of disruptive effects on the organisation. We strive to make ethical use of technology, protect client and employee privacy, and responsibly dispose of obsolete IT infrastructure and data.

The key principles underpinning our IT strategy are:

- Aligning IT architecture across the group
- Rationalising and simplifying our application and data footprint
- Commoditising common IT functions and processes
- Leveraging our digital offering
- Continuing to improve our security capability.

 Refer to page 11 in volume two of Investec group's 2019 integrated annual report for more detail on our risk appetite statement.

Key infrastructure related developments

Infrastructure related developments aim to reduce our environmental footprint and at the same time improve IT efficiency. During the 2019 financial year we:

- Continued consolidating databases, reducing hardware and power requirements
- Implemented on-premise containerisation, reducing our virtualisation footprint and resulting in less physical server hosts required for business applications
- Accelerated digitalisation initiatives to reduce physical paper requirements

- Migrated from traditional disk storage to solid-state storage to improve performance and reduce footprint, power and cooling requirements
- Adopted modern technologies in the new London office, including the introduction of an agile working system where energy efficient laptops are used instead of PCs
- Significantly reduced our printer and photocopier fleets and implemented follow-me printing which defaults to double-sided black and white printing to optimise paper and toner usage
- Continued to expand usage of energy efficient cloud services and reduced the procurement of hardware in our outsourced UK datacentres.

Key business application related development

Our business application related developments are focused on consolidation and automation. During the 2019 financial year we:

- Continued to consolidate and merge technology and support teams across divisions and geographies
- Streamlined the leveraging of the Global Client Support Centre in South Africa and the digital channel
- Increased the use of single security and service management applications across the group
- Increased the use of online software solutions that require little to no local server resources
- Explored a variety of emerging technologies, including machine learning, artificial intelligence and robotics, to improve automation and efficiency.

IT security and risk management

We continue to build information security and IT risk management capabilities across the group while promoting the responsible handling of personal data. Our strategy is to enable business continuity while protecting information assets by proactively identifying and mitigating threats to our people, processes, technology and data. This approach is underpinned by three core security principles: defence in depth, security by design and role-based access, with emphasis on group-wide coordination and efficiency. We run training campaigns to maintain staff awareness of information security risks and reinforce their responsibilities in safeguarding information assets.

Policies and procedures are in place for employees with access to critical information. A suite of IT security policies is available internally to all staff which includes a detailed *Secure and Acceptable Usage Policy*. Information security awareness is an ongoing activity and as such training is provided to staff to ensure high levels of vigilance. In addition to interactive security training, ad hoc focused awareness takes place as needed through various channels including face-to-face, email, and the corporate intranet.

Information security training

During the year we ran a modular computer based training (CBT) information security awareness campaign, aimed to educate staff about the threats to our information, give them insight into the potential risks of data compromise, and to arm them with the knowledge they need to safeguard our (and their) data. A total of 81% of staff completed the training during the past financial year. The campaign covered a broad range of topics consisting of the following modules:

- **Module 1 – Data protection:** The different classifications of information, the importance of protecting it, and how to securely handle the information you access in your role
- **Module 2 – Cybersecurity:** The threats you may face when you are online, the dangers of tricks and techniques used by cyber criminals, and how to guard against these
- **Module 3 – Mobile devices and social media:** The risks associated with using mobile devices, the potential dangers of social media, and what you can do to keep your data and devices safe
- **Module 4 – Beyond the office:** The importance of being vigilant and how to protect information when out of the office – be it at home, in public places, or while travelling
- **Module 5 – Security essentials:** The fundamentals of information security, social engineering, and secure use of IT resources to safeguard both corporate and personal data.

Cybersecurity

Cyber remains a board-level agenda item. Periodic updates to the board keep them abreast of industry developments and informed on the group's security posture.

We maintain a risk-based strategy incorporating prediction, prevention, detection and response capabilities, to ensure the group is adequately protected against advanced attacks. Continual monitoring provides visibility and enables proactive response to evolving cyber threats. We maintain active participation in the global cybersecurity industry to stay current and relevant.

Targeted attack simulations by external specialists are performed to measure and improve cyber defences. These are complemented by non-technical exercises involving the board and senior leadership to evaluate and improve cyber incident response and crisis management.

- A target attack simulation was performed by an independent cybersecurity firm to assess the group's defences against potential cyber threats. The aim was to simulate real-world advanced threats to meaningfully stress the group's people, processes and technology.
- The test was conducted without the security response teams being informed and spanned a total of five months, covering both outsider and insider threats in separate but overlapping phases
- In the test, Investec outperformed peers in five of the seven categories
- In the year ahead, we will strengthen our policies, procedures and identity management to enhance our resilience as a business.

System 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 include relocation to alternate processing sites, implementation of high availability technology solutions, and ensuring physical redundancy for critical infrastructure components. Our recovery strategies are validated at least bi-annually to ensure they remain effective and appropriate. Our continuity plans are defined and tested per critical service and application. Resilience has been further enhanced by aligning security incident response with crisis management and business continuity processes.

Procurement

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, and change outcomes across economic, social and environmental fronts.

In the UK, we work together with our suppliers to source goods and services in a way that achieves value for money on a whole life basis. This means that whatever we procure must benefit Investec, society and the economy, whilst minimising damage to the environment. For example, we are committed to ensuring that 100% of our beverage offering has an ethical label. In our UK head office, 100% of our hot beverages are ethically sourced, 90% of which have the Fairtrade label, while 10% carry the Ethical Tea Partnership label.

In South Africa, our procurement practices seek to meet the B-BBEE requirements of the Department of Trade and Industry's Codes of Good Practice and we have an established process for monitoring and measuring our procurement efforts. Environmentally responsible partners are key in the procurement process and we focus on sustainability criteria when contracting with potential and existing vendors. Our largest suppliers of personal computers and server equipment subscribe to an electronic code of conduct, which assists in monitoring compliance across several areas such as environmental impact, labour, health and safety.

We always consider the Energy Star rating system before purchasing equipment to assess its energy efficiency. Our banqueting team sources products bearing the Rainforest Alliance Certification seal which assures rigorous environmental, social and economic criteria are considered in order to achieve long-term sustainability.

Our supply chain statement incorporates standards on human rights, labour rights, environmental and anti-corruption principles as set out in the UN Global Compact.

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 in order to prevent workplace accidents and injuries
- Do not engage in bribery, collusive practices or any other form of corruption to obtain or retain business.

7

APPENDIX



Independent assurance practitioner’s limited assurance report

To the Directors of Investec Limited and Investec plc

We have undertaken a limited assurance engagement on selected key performance indicators (KPIs), as described below, and presented in the 2019 annual corporate sustainability and ESG supplementary report of Investec for the year ending 31 March 2019 (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 limited assurance conclusion in our report on the following selected KPIs prepared in accordance with the Global Reporting Initiative Sustainability Reporting Standards (“GRI Standards”) and the Greenhouse Gas Protocol Corporate Standard, supported by Investec’s internally developed guidelines, and collectively referred to as “Investec’s reporting criteria”.

TABLE 1: SCOPE OF THE 2019 LIMITED ASSURANCE ENGAGEMENT

<i>Category</i>	<i>Selected KPIs</i>	<i>Scope of Coverage / reporting boundary</i>
Environmental (refer to pages 43, 45 and 47)	Total gas consumption (Natural Gas (KWh), CO2 (kg) and LPG (l)) Total water consumption (kilolitres) Total paper consumption (tonnes) Total emissions (tonnes CO2 eq) relating to: <ul style="list-style-type: none"> • Direct emissions (scope 1) – gas, refrigerants, generators and firm-owned vehicles • Indirect emissions (scope 2) – purchased electricity • Other emissions (scope 3) – business travel (including cars, taxis, rail and air) and waste Emissions per m ² of office space	Group, UK and Other and Southern African operations
Human Resources (refer to pages 17, 21, 23 and 25)	Spend per region on employee learning and development (Rands and Pounds Sterling) Employee headcount per region, per management level (Executive directors on Investec DLC board, Senior managers, rest of employees) per service line (number) Permanent employee headcount per region and temporary employee and contractor headcount (number) Incidents of discrimination recorded (number)	Group, UK and Other and Southern African operations
Community spend (refer to page 29)	Group community spend per region (Rands and Pounds Sterling) UK and Other community spend per category of spend (Pounds Sterling) Southern Africa community spend per category of spend (Rands)	Group, UK and Other and Southern African operations UK and Other operations Southern African operations

Directors’ responsibilities

The directors are responsible for the selection, preparation and presentation of the selected KPIs in accordance with 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 control 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

GHG emission quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases and sources.

Our Independence and Quality Control

We have complied with the independence and all other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care,

INDEPENDENT ASSURANCE STATEMENT

(continued)

confidentiality and professional behavior. KPMG 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.

Practitioner's responsibility

Our responsibility is to express a limited assurance conclusion on the selected KPIs based on the procedures we have performed and the evidence we have obtained. We conducted our engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements other than the Audits or Reviews of Historical Financial Information* and ISAE 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the International Auditing and Assurance Standards Board. These Standards requires that we plan and perform our engagement to obtain limited assurance about whether the selected KPIs are free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 (Revised) involves assessing the suitability in the circumstances of Investec's use of its reporting criteria as the basis of preparation for the selected KPIs, assessing the risks of material misstatement of the selected KPIs whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the selected KPIs. A limited assurance engagement undertaken in accordance with ISAE 3410 involves assessing the suitability in the circumstances of Investec's use of the GHG Protocol as the basis of preparation for the GHG emissions data, assessing the risks of material misstatement of the GHG emissions information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the GHG emissions data.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both risk assessment procedures, including an understanding of internal control, and the procedures that will be performed in response to the assessed risks. The procedures we performed were based on our professional judgment and included inquiries, observation of processes followed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing and reconciling information with underlying records.

Given the circumstances of the engagement, the procedures performed included the following:

- Conducted a series of planning meetings with various parties involved in Investec's reporting and management processes in order to gain a general understanding of the processes.
- Tested the processes and systems at group level which generate, collate, aggregate, monitor and report selected KPIs.
- Inspected supporting documentation and performed analytical procedures on a sample basis to evaluate the data generation and reporting processes against the reporting criteria.

- Evaluated whether the selected KPIs presented in the Report is consistent with our overall knowledge and experience of sustainability management and performance at Investec.

The procedures performed in a limited assurance engagement vary in nature and timing, and are less in extent than for a reasonable assurance engagement. As a result the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether Investec's selected KPIs have been prepared, in all material respects, in accordance with Investec's reporting criteria.

Limited assurance conclusion

Based on the procedures we have performed and the evidence we have obtained and subject to the inherent limitations outlined elsewhere in this report, nothing has come to our attention that causes us to believe that the selected KPIs, as set out in the table included in the Subject Matter paragraph above for the year ended 31 March 2019 are not prepared, in all material respects, in accordance with the Investec's reporting criteria.

Other matters

The maintenance and integrity of the Investec website is the responsibility of Investec's 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 limited 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 limited assurance conclusion 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 Services Proprietary Limited

Per NG Morris
Chartered Accountant (SA)
Director
28 June 2019

KPMG Crescent
85 Empire Road
Parktown Johannesburg
2193

GRI 101: FOUNDATION

**THIS REPORT, INSIDE COVER:
SCOPE AND REPORTING FRAMEWORK**

GRI 102: General disclosures

Organisational profile

102-1	Core	Name of the organisation	Investec.
102-2	Core	Activities, brands, products, and services	Integrated annual report: Volume one, pages 6 to 11. This report: Pages 3 to 5. About the Investec group.
102-3	Core	Location of headquarters	Integrated annual report: Volume one, page 222. Our headquarters are in Johannesburg for our Southern African operations and in London for our UK and Other operations.
102-4	Core	Location of operations	Integrated annual report: Volume one, pages 12 to 15. Operational footprint.
102-5	Core	Ownership and legal form	Integrated annual report: Volume one, page 11. Operating structure. Volume one, pages 153 to 157. Shareholder analysis.
102-6	Core	Markets served (including geographical breakdown, sectors and type of customers)	Integrated annual report: Volume one, pages 12 and 13. Operational footprint.
102-7	Core	Scale of the organisation	Integrated annual report: Volume one, pages 12 to 15. Operational footprint.
102-8	Core	Information on employees and other workers	This report: Pages 17 and 23. Number of employees is shown by division, geography, seniority, gender and permanent versus temporary employees and contractors.
102-9	Core	Supply chain	Integrated annual report: Volume one, pages 12 to 15.
102-10	Core	Significant changes to the organisation and its supply chain	Integrated annual report: Volume one, pages 17 to 20. CEO and Chairman's Report.
102-11	Core	Precautionary principle or approach	Integrated annual report: Volume two, pages 16 to 19. Risk management, credit and counterparty risk management.
102-12	Core	External initiatives	This report: Page 15. Sustainability memberships.
102-13	Core	Membership of associations	This report: Page 15. Sustainability memberships.

Strategy

102-14	Core	Statement from senior decision-maker (CEO)	Integrated annual report: Volume one, pages 17 to 20. CEO and Chairman's Report. This report: Page 7.
102-15		Key impacts, risks, and opportunities	Integrated annual report: Volume one, pages 29 to 36. Our principal risks. Intergrated annual report: Volume one pages 78, 87, 88, and 99 to 102. Divisional questions and answers. This report: Pages 7 to 15. Corporate Sustainability at Investec.

GLOBAL REPORTING INITIATIVE (GRI) INDEX

(continued)

GRI 102: General disclosures (continued)			
Ethics and integrity			
102-16	Core	Values, principles, standards, and norms of behaviour	Integrated annual report: Volume one, pages 6 and 7. Who are we. This report: Pages 3 to 5. About the Investec group.
102-17		Mechanisms for advice and concerns about ethics	Integrated annual report: Volume one, page 159. This report: Page 19. Whistle-blowing policy and protective disclosure.
Governance			
102-18	Core	Governance structure	Integrated annual report: Volume one, pages 104 to 152. Corporate governance.
102-19		Delegating authority	Integrated annual report: Volume one, pages 129 to 131. DLC Social and Ethics Committee.
102-20		Executive level responsibility for economic, environmental, and social topics	Integrated annual report: Volume one, pages 129 to 131. DLC Social and Ethics Committee.
102-21		Consulting stakeholders on economic, environmental, and social topics	Integrated annual report: Volume one, pages 21 to 23. Stakeholder engagement and value creation. This report: Pages 8 to 10. Communication and stakeholder engagement.
102-22		Composition of the highest governance body and its committees	Integrated annual report: Volume one, pages 104 to 152. Corporate governance.
102-23		Chair of the highest governance body	Integrated annual report: Volume one, pages 148 to 152. Statement of compliance.
102-24		Nominating and selecting the highest governance body	Integrated annual report: Volume one, pages 125 to 128. DLC Nominations and Directors' Affairs Committee (Nomdac).
102-25		Conflicts of interest	Integrated annual report: Volume one, page 151. Conflicts of interest.
102-26		Role of highest governance body in setting purpose, values, and strategy	Integrated annual report: Volume one, pages 120 to 124. Corporate governance. What we did.
102-27		Collective knowledge of highest governance body	Integrated annual report: Volume one, page 125 to 128. DLC Nominations and Directors' Affairs Committee (Nomdac).
102-28		Evaluating the highest governance body's performance	Integrated annual report: Volume one, page 120. Corporate governance. What we did. Page 122. Effectiveness.
102-29		Identifying and managing economic, environmental and social impacts	Integrated annual report: Volume one, pages 129 to 131. DLC Social and Ethics Committee.
102-30		Effectiveness of risk management processes	Integrated annual report: Volume one, pages 129 to 131. DLC Social and Ethics Committee. Integrated annual report: Volume two, page 17. Sustainability considerations.
102-31		Review of economic, environmental, and social topics	Integrated annual report: Volume one, pages 129 to 131. DLC Social and Ethics Committee.
102-32		Highest governance body's role in sustainability reporting	Integrated annual report: Volume one, pages 129 to 131. DLC Social and Ethics Committee.

GRI 102: General disclosures (continued)

102-33		Communicating critical concerns	Integrated annual report: Volume one, pages 21 to 23. Stakeholder engagement and value creation. This report: Pages 8 to 10. Communication and stakeholder engagement.
102-34		Nature and total number of critical concerns	No critical concerns were raised during the reporting year ending 31 March 2019. Integrated annual report: Volume one, pages 129 to 131. DLC Social and Ethics Committee.
102-35		Remuneration policies	Integrated annual report: Volume one, pages 168 to 218. Remuneration report.
102-36		Process for determining remuneration	Integrated annual report: Volume one, pages 168 to 218. Remuneration report.
102-37		Stakeholders' involvement in remuneration	Integrated annual report: Volume one, pages 21 to 23. Integrated annual report: Volume one, page 172. Remuneration outcomes for 2018. This report: Pages 8 to 10. Communication and stakeholder engagement.
102-38		Annual total compensation ratio	Integrated annual report: Volume one, pages 168 to 218. Remuneration report.
102-39		Percentage increase in annual total compensation ratio	Integrated annual report: Volume one, pages 168 to 218. Remuneration report.

Stakeholder engagement

102-40	Core	List of stakeholder groups	Integrated annual report: Volume one, page 21. This report: Page 8. Communication and stakeholder engagement.
102-41	Core	Collective bargaining agreements	This report: Page 19. Freedom of association.
102-42	Core	Identifying and selecting stakeholders	Integrated annual report: Volume one, page 21. This report: Page 8. Communication and stakeholder engagement.
102-43	Core	Approach to stakeholder engagement	Integrated annual report: Volume one, page 21. This report: Pages 8 to 15. Communication and stakeholder engagement.
102-44	Core	Key topics and concerns raised	Integrated annual report: Volume one, pages 21 to 23. Integrated annual report: Volume one page 131. Feedback from board on good corporate citizenship. This report: Pages 9 to 10. Communication and stakeholder engagement and materiality.

Reporting practice

102-45	Core	Entities included in the consolidated financial statements	Integrated annual report: Volume one, page 11. Operational structure.
102-46	Core	Defining report content and topic boundaries	This report: Page 1. Contents. This report: Page 2. Reporting scope, boundary and framework.
102-47	Core	List of material topics	Integrated annual report. Volume one, pages 22 and 23. This report: Pages 9 and 10.
102-48	Core	Restatements of information	We restated our 2018 employee gender composition data and reclassified it according to the Women in Finance Charter. We restated our 2018 community spend data to include external learnerships and job creation (YES initiative). We have not restated information presented in our carbon footprint.

GLOBAL REPORTING INITIATIVE (GRI) INDEX

(continued)

GRI 102: General disclosures (continued)			
102-49	Core	Changes in reporting	In the 2019 financial year only statutory information has been reported as the legacy book has closed.
102-50	Core	Reporting period	1 April 2018 to 31 March 2019.
102-51	Core	Date of most recent previous report	31 March 2019.
102-52	Core	Reporting cycle	Annually.
102-53	Core	Contact point for questions regarding the report	This report: Inside cover page. Contact details.
102-54	Core	Claims of reporting in accordance with the GRI Standards	This report: Page 2.
102-55	Core	GRI content index	This table.
102-56	Core	External assurance	This report: Page 2 and pages 75 and 76.
GRI 103: Management approach			
103-1		Explanation of the material topic and its boundary	Integrated annual report: Volume one, pages 22 and 23. This report: Pages 2, 8 to 10. Materiality.
103-2		The management approach and its components	This report: Page 8. Community and stakeholder engagement.
103-3		Evaluation of the management approach	This report: Pages 12 to 15. Creating value for stakeholders.
GRI 200: Economic standards			
GRI 201: Economic performance			
201-1		Direct economic value generated and distributed	Integrated annual report: Volume one, page 27. This report: Page 14. Value added statement.
201-2		Financial implications and other risks and opportunities due to climate change	Integrated annual report: Volume two, pages 17, 75 and 76. This report: Pages 41 to 47.
201-3		Defined benefit plan obligations and other retirement plans	Investec follows the defined contribution pension schemes. We have two small defined benefit plans which were inherited as part of legacy acquisitions and which have been closed to new contributions.
201-4		Financial assistance received from government	No financial assistance was received from the government. Investec has never received financial assistance from the government, even during the financial crisis.
GRI 202: Market presence			
202-1		Ratios of standard entry level wage by gender compared to local minimum wage	Standard entry level wage exceeds the local minimum wage in all geographies. Integrated annual report: Volume one, page 214.
202-2		Proportion of senior management hired from the local community	We do not disclose this level of information.
GRI 203: Indirect economic impacts			
203-1		Infrastructure investments and services supported	This report: Pages 52 to 56. Our business impact.
203-2		Significant indirect economic impacts	Integrated annual report: Volume one, pages 25 to 27. This report: Pages 12 to 14. Creating value for stakeholders.
GRI 204: Procurement practices			
204-1		Proportion of spending on local suppliers	This report: Page 73. Procurement.

GRI 200: Economic standards (continued)

GRI 205: Anti-corruption

205-1	Operations assessed for risks related to corruption	Integrated annual report: Volume two, Pages 69 to 72. Operational risk. This report: Pages 68 and 69. Compliance
205-2	Communication and training about anti-corruption policies and procedures	Integrated annual report: Volume two, Pages 69 to 72. Operational risk. This report: Page 65. Governance, risk and compliance.
205-3	Confirmed incidents of corruption and actions taken	Integrated annual report: Volume two, pages 69 to 72. Operational risk. Investec has an anti-money laundering (AML) policy as well as a compliance manual and handbook that explains the procedures to follow should there be incidents of corruption. Investec has established and maintains policies, procedures and controls to ensure that, in accordance with regulatory requirements, all staff report information or other matters which come to their attention in the course of their employment and which give reasonable grounds for knowledge or suspicion of money laundering or terrorist financing activity.

GRI 206: Anti-competitive behaviour

206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	No legal actions have been taken against Investec for anti-competitive behaviour, however, Investec Limited continues to cooperate with the Competition Commission Authorities in South Africa with respect to their ongoing investigation into alleged collusion in relation to foreign exchange. As at the date of this report, the Competition Tribunal is yet to provide its decision in this regard.
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GLOBAL REPORTING INITIATIVE (GRI) INDEX

(continued)

GRI 300: Environmental standards		
GRI 301: Materials		
301-1	Materials used by weight or volume	This report: Pages 41 to 47. Environment section: Direct operational impact.
301-2	Recycled input materials used	This report: Pages 41 to 47. Environment section: Direct operational impact.
301-3	Reclaimed products and their packaging materials	Not relevant. As a niche specialist financial services organisation with a small physical presence, this indicator is not relevant for Investec.
GRI 302: Energy		
302-1	Energy consumption within the organisation	This report: Pages 41 to 47. Environment section: Direct operational impact.
302-2	Energy consumption outside of the organisation	Not applicable. As a niched specialist financial services organisation with a small physical presence, this indicator is not applicable for Investec.
302-3	Energy intensity	This report: Pages 41 to 47. Environment section: Direct operational impact.
302-4	Reduction of energy consumption	This report: Pages 41 to 47. Environment section: Direct operational impact.
302-5	Reductions in energy requirements of products and services	This report: Pages 41 to 47. Environment section: Direct operational impact.
GRI 303: Water and effluents		
303-1	Interactions with water as a shared resource	This report: Pages 41 to 47. Environment section: Direct operational impact.
303-2	Management of water discharge-related impacts	Not applicable. As a niched specialist financial services organisation with a small physical presence, this indicator is not applicable for Investec.
303-3	Water withdrawal	This report: Pages 41 to 47. Environment section: Direct operational impact for details on initiatives to reduce water usage. Investec does not recycle water.
303-4	Water discharge	Not applicable. As a niched specialist financial services organisation with a small physical presence, this indicator is not applicable for Investec.
303-5	Water consumption	This report: Pages 41 to 47. Environment section: Direct operational impact.
GRI 304: Biodiversity		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not applicable for Investec which operates within urban locations where biodiversity impacts are minimal.
304-2	Significant impacts of activities, products, and services on biodiversity	As a financial services provider we do not have a direct impact. However, through our project finance and property business we ensure that environment impact assessments are completed for transactions. This report: Pages 69 and 70.
304-3	Habitats protected or restored	This report: Pages 34, 35, 36, and 39. Environment and other philanthropy.
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	There are no material impacts on biodiversity, therefore this is not relevant.

GRI 300: Environmental standards (continued)

GRI 305: Emissions

305-1	Direct (scope 1) GHG emissions	Integrated annual report: Volume one, page 165. This report: Page 43. Carbon footprint for the group.
305-2	Energy indirect (scope 2) GHG emissions	Integrated annual report: Volume one, page 165. This report: Page 43. Carbon footprint for the group.
305-3	Other indirect (scope 3) GHG emissions	Integrated annual report: Volume one, page 165. This report: Page 43. Carbon footprint for the group.
305-4	GHG emissions intensity	Integrated annual report: Volume one, page 165. This report: Page 43. Carbon footprint for the group.
305-5	Reduction of GHG emissions	Integrated annual report: Volume one, page 165. This report: Page 43. Carbon footprint for the group.
305-6	Emissions of ozone-depleting substances (ODS)	Not relevant. As a niched specialist financial services organisation with a small physical presence, this indicator is not applicable for Investec.
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not relevant. As a niched specialist financial services organisation with a small physical presence, this indicator is not applicable for Investec.

GRI 306: Effluents and waste

306-1	Water discharge by quality and destination	Not relevant. As a niched specialist financial services organisation with a small physical presence, this indicator is not applicable for Investec.
306-2	Waste by type and disposal method	Not relevant. As a niched specialist financial services organisation with a small physical presence, this indicator is not applicable for Investec.
306-3	Significant spills	Not relevant. As a niched specialist financial services organisation with a small physical presence, this indicator is not applicable for Investec.
306-4	Transport of hazardous waste	Not relevant. As a niched specialist financial services organisation with a small physical presence, this indicator is not applicable for Investec.
306-5	Water bodies affected by water discharges and/or runoff	Not relevant. As a niched specialist financial services organisation with a small physical presence, this indicator is not applicable for Investec.

GRI 307: Environmental compliance

307-1	Non-compliance with environmental laws and regulations	Not relevant. As a niched specialist financial services organisation with a small physical presence, this indicator is not applicable for Investec.
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GRI 308: Supplier environmental assessment

308-1	New suppliers that were screened using environmental criteria	This report: Page 73. Procurement. Only screened in our South African operations and we will look to extend this screening to the UK in the next financial year.
308-2	Negative environmental impacts in the supply chain and actions taken	This report: Page 73. Procurement. Only screened in our South African operations and we will look to extend this screening to the UK in the next financial year.

GLOBAL REPORTING INITIATIVE (GRI) INDEX

(continued)

GRI 400: Social standards		
GRI 401: Employment		
401-1	New employee hires and employee turnover	Integrated annual report: Volume one, page 159. This report: Page 17. Commitment to our people.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Integrated annual report: Volume one, pages 168 to 218. Remuneration report. Benefits are broken down by gross remuneration, variable short-term incentives by division and variable long-term incentive plans.
401-3	Parental leave	Investec is committed to principles of equality and has relevant employment policies and practices in place. This report: Page 21.
GRI 402: Labour/management relations		
402-1	Minimum notice periods regarding operational changes	Not applicable as there is no representative trade union for Investec and all operational changes will be in accordance to the Labour Relations Act.
GRI 403: Occupational health and safety		
403-1	Occupational health and safety management systems	This report: Page 20. Health and safety. Refer to <i>The way we do business</i> document on our website.
403-2	Hazards identification, risk assessment, and incident investigation	This report: Page 20. Health and safety. Refer to <i>The way we do business</i> document on our website.
403-3	Occupational health services	This report: Page 20. Employee well-being.
403-4	Worker participation, consultation and communication on occupational health and safety	This report: Page 20. Employee well-being.
403-5	Worker training on occupational health and safety	This report: Page 20. Health and Safety. Training on first aid, fire marshalling and evacuation marshalling is offered to employees.
403-6	Promotion and worker health	This report: Page 20. Employee well-being.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	This report: Page 20. Employee well-being.
403-8	Workers covered by an occupational health and safety management system	This report: Page 20. Employee well-being.
403-9	Work related injuries	This report: Page 20. Health and Safety. While we recorded 31 occupational injuries in the past year these would be minor and unlikely to result in a significant loss of working days.
403-10	Work related ill health	This report: Page 20. Employee well-being.

GRI 400: Social standards (continued)		
GRI 404: Training and education		
404-1	Average hours of training per year per employee	We do not show average hours of training per year per employee and by employee category. Integrated annual report: Volume one, pages 25 and 159. This report: Page 25. Group training spend split by geography.
404-2	Programmes for upgrading employee skills and transition assistance programmes	Integrated annual report: Volume one, page 159. This report: Page 25. Learning and development section
404-3	Percentage of employees receiving regular performance and career development reviews	This report: Page 18. Performance management process. 100% – this is part of the remuneration and performance evaluation procedure for annual increases and bonuses.
GRI 405: Diversity and equal opportunity		
405-1	Diversity of governance bodies and employees	Integrated annual report: Volume one, page 160. This report: Pages 12, 22, 23 and 66. Employee gender composition.
405-2	Ratio of basic salary and remuneration of women to men	Integrated annual report: Volume one, page 214.
GRI 406: Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	There were no confirmed incidents of discrimination for the reporting year ending 31 March 2019, however there were two allegations in the UK which were reviewed and dismissed. This report: Page 21. Discrimination.
GRI 407: Freedom of association and collective bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	This report: Page 19. Working at Investec. Investec is not aware of any operations or suppliers in which the right to exercise freedom of association and collective bargaining may have been violated.
GRI 408: Child labour		
408-1	Operations and suppliers at significant risk for incidents of child labour	This report: Page 73. Procurement. Investec has a group procurement statement.
GRI 409: Forced or compulsory labour		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	This report: Page 73. Procurement. Investec has a group procurement statement.
GRI 410: Security practices		
410-1	Security personnel trained in human rights policies or procedures	Security personnel are trained on risk and interpersonal and communication skills as well as how to approach a situation when an incident takes place. Specific human rights training does not take place.
GRI 411: Rights of indigenous peoples		
411-1	Incidents of violations involving rights of indigenous peoples	No incidents relating to indigenous rights occurred during the reporting year.

GLOBAL REPORTING INITIATIVE (GRI) INDEX

(continued)

GRI 400: Social standards (continued)		
GRI 412: Human rights assessment		
412-1	Operations that have been subject to human rights reviews or impact assessments	This report: Page 19. Human rights which covers 100% of our operations.
412-2	Employee training on human rights policies or procedures	This report: Page 25. Learning and development.
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	This report: Pages 59 to 61. Responsible asset management.
GRI 413: Local communities		
413-1	Operations with local community engagement, impact assessments, and development programmes	Integrated annual report: Volume one, pages 161 to 164. This report: Pages 28 to 39. Commitment to our communities.
413-2	Operations with significant actual and potential negative impacts on local communities	Not relevant. As a financial services company with a limited physical presence, our operations have a very limited direct impact on local communities. However, we may indirectly have an impact through, for example, our property developments or project finance type transactions. In these instances, all required community impact assessments are done and community engagements are performed.
GRI 414: Supplier social assessment		
414-1	New suppliers that were screened using social criteria	This report: Page 73. Procurement. Investec has a group procurement statement.
414-2	Negative social impacts in the supply chain and actions taken	This report: Page 73. Procurement. Investec has a group procurement statement.
GRI 415: Public policy		
415-1	Political contributions	Neither Investec Limited, nor its subsidiaries, made political donations during 2019 financial year (2018: R0 million) Investec Limited annual report: Page 157.
GRI 416: Customer health and safety		
416-1	Assessment of the health and safety impacts of product and service categories	Not relevant given the services based nature of Investec's offerings.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Not relevant given the services based nature of Investec's offerings.
GRI 417: Marketing and labelling		
417-1	Requirements for product and service information and labelling	This report: Pages 68 and 69. Compliance.
417-2	Incidents of non-compliance concerning product and service information and labelling	This report: Pages 68 and 69. Compliance.
417-3	Incidents of non-compliance concerning marketing communications	There were no incidents of non-compliance with regulations or voluntary codes concerning marketing communications.
GRI 418: Customer privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No complaints were received from regulatory bodies concerning breaches of customer privacy.
GRI 419: Socio-economic compliance		
419-1	Non-compliance with laws and regulations in the social and economic area	Integrated annual report: Volume two, pages 93 and 94. There have been no incidents of non-compliance with laws and regulations concerning the provision and use of products and services. This report: Pages 68 and 69 Compliance. No significant fines.

Financial services sector specific disclosures

Specific disclosure on management approach

FS1	Policies with specific environmental and social components applied to business lines	This report: Page 89. Policies and practices.
FS2	Procedures for assessing and screening environmental and social risks in business lines	Integrated annual report: Volume two, page 17. Sustainability considerations. This report: Pages 69 and 70. Environmental and social risk management.
FS3	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements and transactions	Integrated annual report: Volume two, page 18. Sustainability considerations. This report: Pages 69 and 70. Environmental and social risk management.
FS4	Process(es) for improving employee competency to implement the environmental and social policies and procedures as applied to business lines	This report: Pages 49, 69 and 70. In South Africa, the local banking industry has developed training material to train staff on environmental and social risks relating to the different business areas. Staff are encouraged to attend any training or development that is relevant for their area of business. We have also developed ESG guidelines for consultants to use to identify potential ESG issues and trained a further 43 frontline consultants in ESG practices in South Africa and the UK.
FS5	Interactions with clients/investees/business partners, regarding environmental and social risks and opportunities	This report: Pages 49, 69 and 70.

Sector specific performance indicators

FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/ large) and by sector	Integrated annual report: Volume one, pages 12 to 15. Our operational footprint.
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	Not calculated.
FS8	Monetary value of products and services designed to deliver specific environmental benefit for each business line broken down by purpose	Not calculated.
FS9	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures	Internal Audit would monitor this in the ordinary course of business.
FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organisation has interacted on environmental or social issues	Investec Asset Management webpage on stewardship http://www.investecassetmanagement.com/southafrica/individual-investor/en/investment-expertise/stewardship/ This report: Page 70.
FS11	Percentage of assets subject to positive and negative environmental or social screening	Not calculated. However, we have an ESG system in place in our asset management business. This report: Pages 59 to 61. Investec Asset Management.
FS12	Voting policies applied to environmental or social issues for shares over which the reporting organisation holds the right to vote shares or advises on voting	This report: Pages 59 to 61. Investec Asset Management. Investec Asset Management webpage on stewardship http://www.investecassetmanagement.com/southafrica/individual-investor/en/investment-expertise/stewardship. Product responsibility society performance indicators.

GLOBAL REPORTING INITIATIVE (GRI) INDEX

(continued)

Financial services sector specific disclosures (continued)		
Product responsibility society performance indicators		
FS13	Access points in low-populated or economically disadvantaged areas by type	Investec is not a retail bank and does not bank to the mass market. Our target market is very niched: high income, high net worth, corporate, government and institutions. This indicator is therefore not relevant.
FS14	Initiatives to improve access to financial services for disadvantaged people	Investec is not a retail bank and does not bank to the mass market. Our target market is very niched: high income, high net worth, corporate, government and institutions. This indicator is therefore not relevant. However, as a result of our commitment to transformation in South Africa we partnered with GIBS on the Investec GIBS Savings Index as well as Junior Achievement South Africa (JASA) to improve consumer's knowledge and understanding of the financial sector and its products thereby enabling them to make more informed decisions about their finances and lifestyle. This report: Page 33.
Disclosure on management approach		
FS15	Policies for the fair design and sale of financial products and services	All products and policies undergo significant reviews and authorisation by the Liability Product and Pricing forum which incorporates ethical requirements.
Product responsibility performance indicators		
FS16	Initiatives to enhance financial literacy by type of beneficiary	This report: Pages 28 to 39. Commitment to our communities. Investec has partnered with GIBS on the Investec GIBS Savings Index as well as Junior Achievement South Africa (JASA) to improve consumer's knowledge and understanding of the financial sector and its products thereby enabling them to make more informed decisions about their finances and lifestyle.

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 in this regard:

- AIDS policy
- Disability procedure
- Employee assistance programme
- Employee integrity policy
- Equal opportunities policy
- FAIS – Rendering financial advisory and intermediary services to clients
- Flexible work practice policy
- Grievance resolution policy
- International travel scheme
- IT acceptable usage policy
- Learning and development policy
- Leave policy
- Local travel and transfer practice
- Maternity scheme
- Motor accident claims practice
- Motor vehicle scheme
- Retrenchment policy
- Retirement policy
- Security and access control policy
- Sexual harassment policy
- Substance abuse policy
- Whistle blowing and protected disclosure policy.

Compliance policies

We have the following compliance policies in place:

- Allocations policy
- Anti-bribery and anti-corruption policy
- Anti-money laundering and counter of terrorist financing policy and standard
- Breaches policy
- Business introducer policy
- CASS breaches and policy
- Chinese walls confidential information and wall crossing policy
- Client communications and financial promotions policy
- Compliance framework
- Compliance handbook
- Complaints manual

- Compliance monitoring standard
- Compliance/dispute policy
- Conduct risk policy
- Conflicts of interest and market abuse policy
- Data protection
- Employee participation policy
- Fraud policy
- Gifts and entertainment (SA) policy
- Gift, hospitality and charitable spend policy (UK)
- Guidelines to Investec policies
- Inducements policy
- Investment recommendation policy
- Market abuse policy
- Market rumours policy
- Market sounding policy
- Media queries policy
- Operational resilience statement
- Order and best execution policy
- Outside business interests policy
- Promotion of Access to Information Act (PAIA) manual
- Personal account dealing policy
- Records retention policy
- Sanctions policy
- Senior managers handover policy
- Remote trading policy
- Terms of reference policy (compliance function)
- Training and competency policy
- Vulnerable clients policy.

Environmental policies

We recognise that effective environmental management is an essential part of embedding this philosophy into the organisation and are therefore committed to operating an effective environmental management system compliant with King IV in South Africa and ISO 14001 in the UK head office.

The management system is initially focused on the activities and operations of supporting functions which have a direct environmental impact.

We have the following policies and statements in place:

- Climate change statement and group environment policy
- Group procurement policy
- Policy on environmental and social risk practices in lending and financing activities
- Policy on environmental and social risk practices in investment activities
- Policy on financing coal projects.

