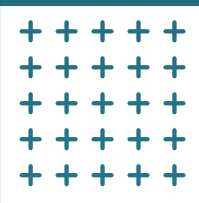




◆ FY2023

ESG Report

We design change.



Contents

Overview

- 3 Message from our CEO
- 4 About Us
- 6 ESG Highlights For The Year Under Review
- 7 Embedment of Sustainability into Our Culture
- 8 About This Report

Environment

- 9 Governance
- 10 Strategy
- 10 Risk Management
- 10 Metrics and Targets

Social

- 12 Our Human Rights Policy
- 12 Good Health and Wellbeing (SDG 3)
- 13 Quality Education (SDG 4)
- 14 Gender Equality (SDG 5)
- 14 Decent Work and Economic Growth (SDG 8)
- 14 Industry, Innovation and Infrastructure (SDG 9)

Governance

- 15 Corporate Governance and Governance Bodies
- 21 Review and Approval of Sustainability Reporting
- 21 Management of Organisational Impact and Reporting of Matters of Critical Concerns
- 21 Conflicts of Interest
- 21 Advancing the Collective Knowledge on Sustainable Development
- 21 Evaluation of the Performance of the Highest Governance Body
- 21 Remuneration Processes and Annual Compensation Ratios
- 22 Anti-Corruption
- 22 Remuneration Policies
- 22 Cybersecurity and Data Protection

GRI Context Index

Message from our CEO

At Monocle, we strive to achieve the exceptional — for our customers, our employees, and our shareholders. We also endeavour to do good for the economy and society at large, whilst aiming to minimise our impact on the environment. Sustainable development has been at the heart of our endeavours since our inception and has been at the core of our business long before it emerged as one of the main themes of our time.

Embedded in our values, policies, staff training and governance practices, we ensure that we continually comply with all the laws and regulations governing the regions and territories in which we operate, we respect all human rights, we combat all forms of bribery and corruption, and we give back to the communities in which we exist. We are also proud to adhere to good tax practices, not only to comply with the letter of the law, but to contribute to the development of the countries in which we operate.

Our sustainable development strategy takes a comprehensive approach, seeking to meet the needs of the present generation without compromising the ability of future generations to meet their own needs. This involves integrating economic, social, and environmental considerations into our decision-making processes.

Our sustainable development strategy can be summarised as follows:

Economic Resilience

Our sustainable development strategy focuses on fostering economic resilience through sustainable practices. Emphasis is placed on employing and developing new talent and engaging suppliers and organisations that prioritise sustainable practices. By continuously investing in staff development and training, we aim to create jobs and economic growth and improve the lives and economic situations of our employees and their dependants.

Through our work and service offering to our clients, we strive to make banks and insurance firms more efficient, cost effective, and resilient to economic stresses. We also aim to empower our clients to better understand and manage their exposure to potential adverse effects stemming from climate change and to meet regulatory needs related to sustainability.

Social Equity

Social equity is a vital aspect of sustainable development. Our strategy aims to improve access to education and employment opportunities through the activities of the Monocle Foundation, our education funding trust, as well as our employee driven corporate social responsibility initiative, Mission Monocle. We prioritise investments in education and school infrastructure to enhance access to quality education and promote inclusive development. Efforts are also made to empower marginalised communities and promote gender equality.

Through the Monocle Foundation, we have provided comprehensive funding to previously disadvantaged African women for tertiary studies at top universities. Through Mission Monocle, we have invested significantly in Emfundisweni Primary School in the impoverished township of Alexandra, Johannesburg, through the construction and ongoing funding of a library, repairs and improvement of the school infrastructure, contributing to the funding of learners' fees, as well as physical outreach programmes to assist children with educational development.

We have also broadened our scope to other schools in Johannesburg that would benefit from our involvement.

Environmental Stewardship

We acknowledge the urgency with which the impact of human activity on our climate needs to be addressed. Our strategy towards environmental stewardship involves, firstly, measuring and understanding our impact on the environment through continued analysis of our activities, as an organisation that has an impact on the environment. In future, we will explore viable ways to reduce our impact through decision-making processes that prioritise the environment. We are committed to reducing our impact over time.

Achieving our goals and targets, especially regarding environmental stewardship, comes with challenges that need to be acknowledged and understood. As a management consultancy business that is primarily service based, our environmental impact is limited. However, our organisation's biggest staff footprint is in South Africa, which currently does not have the ability to support green electricity generation on a meaningful scale. Our most significant environmental impact is attributed to staff travel and commuting, and South African cities do not have the required commuter infrastructure which would enable more environmentally friendly ways of travel to our places of work. Lastly, our location and proximity to the markets of the United Kingdom and Europe often requires long international flights to get to the location of our customers.

We mitigate these challenges through the following measures:

- Allowing our employees to work from home as much as possible, subject to the demands of their projects and delivery requirements. This eliminates a substantial portion of emissions linked to employee commuting and enables the Group to utilise a smaller and more efficient amount of office space, thereby further reducing our emissions impact.
- Permanently relocating employees to our United Kingdom and European offices to reduce the amount of travel required to get to their clients. We also always consider the use of electronic meetings and engagements first, before we opt for physical travel.

Through this comprehensive sustainable development strategy, we seek to create a balanced and prosperous future that respects the needs of both people and the planet. By promoting economic resilience, social equity, and environmental stewardship, we can lay the foundation for sustainable development that benefits present and future generations alike.

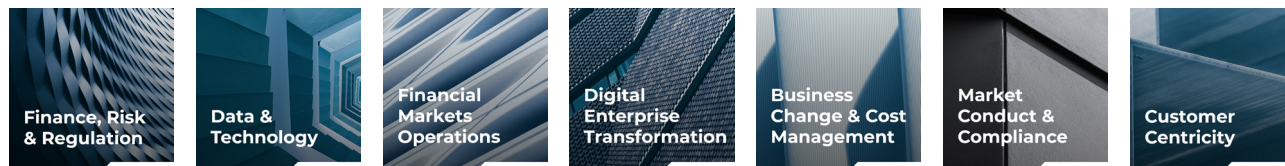
David Buckham
CEO Monocle Solutions



About Us

Monocle Solutions (Pty) Ltd (Monocle) is an independent, results-focused management consulting firm specialising in banking and insurance. Established in 2002, we work with industry leading financial services companies around the world with operations based in South Africa, the United Kingdom, and the Netherlands.

As bespoke execution partners, we offer specialist consulting services through our unique capabilities in:



◆ Our Purpose

Empowering people to achieve meaningful change in financial services and across society.

◆ Our Mission

Monocle strives to ensure the wellbeing of our all-important financial services system by developing ethical, knowledgeable and skilled consultants who are passionate about delivering positive change in the heart of the economy and across society.

◆ Our Values



Respect



Integrity



Confidentiality



Excellence



Responsibility



Continuous Development

Our People

At Monocle, we hire exceptional individuals, each with a unique set of skills and experiences, that will ultimately strengthen our ability to provide world-class consulting services. Our people are at the centre of everything we do and are our most valuable asset.

Permanent Employees as of 28 February 2023

Demographics	Africa (South Africa)			United Kingdom and Netherlands			Total		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
African	94	52	42	1	1	0	94	52	42
Coloured	9	5	4	0	0	0	9	5	4
Indian	26	18	8	1	0	1	27	18	9
White	125	102	23	14	9	5	140	112	28
Total	254	177	77	16	10	6	270	187	83
	70%	30%		62.5%	37.5%		69%	31%	

Permanent Employees Across Age Categories as of 28 February 2023

	Professionally Qualified	Senior Management	Top Management	Total
Less than 30 Years Old	137	8	0	145
Female	49	4	0	53
Male	88	4	0	92
Between 30 and 50 years old	57	46	20	123
Female	13	13	4	30
Male	44	33	16	93
Older than 50 years	0	1	1	2
Male	0	1	1	2
Total	194	55	21	270



Governance Body Individuals Across Age Categories as of 28 February 2023

	Between 30 and 50 years old	Older than 50 years	Total
African	3	0	3
Female	2	0	2
Male	1	0	1
Indian	3	0	3
Female	1	0	1
Male	2	0	2
White	7	1	8
Female	3	0	3
Male	4	1	5
Total	13	1	14

ESG Highlights for the Year Under Review



Monocle strives to build upon our successes each year.

As we improve and expand our positive ESG impacts and initiatives, we reflect on our achievements over the last financial year (March 2022 – February 2023).



- Completed a Group-wide emissions inventory, in compliance with the Greenhouse Gas Protocol's Corporate Accounting and Reporting Standard.
- Completed our climate reporting, in compliance with the Financial Stability Board's Task Force on Climate-Related Financial Disclosure Recommendations.
- Established our Social and Ethics Committee to monitor the Group's environmental impact.



- Continued the success of our Mission Monocle corporate social responsibility program in collaboration with the Tomorrow Trust and the Bookery.
- Continued and expanded our financial assistance to previously disadvantaged African females in tertiary education in South Africa through the Monocle Foundation Trust.
- Monocle's employees completed nearly 12 000 hours of technical training and skills development courses throughout the period in our pursuit to build up key finance, risk, and data skills in the industry.



- Continued our commitment to robust and effective governance and comprehensive stakeholder engagement across our South African and European operations.
- Established our Social and Ethics Committee to monitor the Group's social and economic development and various other social accountability issues.
- Monocle's employees completed 93% of their assigned security awareness training.

Embedment of Sustainability Into Our Culture

At Monocle, we strive to ensure the wellbeing of the world's all-important financial services system. As a bespoke execution partner, we take our responsibility to maintain the health and efficiency of the financial services industry very seriously. We work closely with our clients to maintain financial stability, drive innovation, and ultimately, to ensure that our clients can better serve society around them.

Furthermore, we are committed to positive change, not only in the financial services industries in which we consult, but also in the societies in which we exist. We strive to create an environment that nurtures ambition, supports wellbeing, embraces diversity, upholds integrity, and inspires individuals to make a positive and lasting impact on the world around us.

Furthermore, Monocle embraces an ongoing and active approach to employing the talents of our people, empowering them to unlock their full potential in their careers. Our employees who seek advice or want to raise a concern related to Monocle's business conduct are able to contact either the Group's CEO, COO, CFO or Senior Executive of People and Culture (HR). Monocle has incorporated mechanisms of communication regarding ESG issues into our code of conduct.

"We at Monocle contribute to the continued upliftment, empowerment and development of the societies and communities within which we work."

- David Buckham (CEO)

Responsibility

In our pursuit of positive and lasting impact, we have incorporated our ESG approach into our company value of **"Responsibility"**:

- **Environment:** Commit to the ongoing stewardship of the environment through responsible, sustainable, and ethical business practices that benefit our world.
- **Social:** Contribute to the continued upliftment, empowerment, and development of the societies and communities within which we work.
- **Corporate Governance:** Strive to continually uphold the highest standards of corporate governance in terms of transparency, accountability, and compliance, to the benefit of a safer and more fair society.



About This Report

Monocle's inaugural Environmental, Social, and Governance (ESG) Report is an annual report that discloses the Group's initiatives, commitments, and ambitions towards our ESG priorities, as determined by the Board of Directors. The report scope aligns with our financial reporting year, that runs from 1 March 2022 to 28 February 2023, and includes all of Monocle's worldwide operations and entities.

If you have any queries related to this report, please contact Monocle Solutions at: info.za@monoclesolutions.com

In order to reinforce our responsibilities to universal human rights, as well as to ensure we maintain best practice when identifying, assessing, managing and monitoring our ESG commitments, Monocle has aligned itself and our reporting with the following ESG initiatives:

Global Reporting Initiative Sustainability Reporting Standards (GRI Standards)

Monocle's ESG report is prepared in accordance with the GRI Standards, in order to disclose the Group's most significant impacts on the economy, environment, and people. Monocle's material topics include anti-corruption, emissions, training and education, diversity and equal opportunity, non-discrimination, and customer privacy.

Task Force on Climate-related Financial Disclosure (TCFD)

Our climate reporting is grounded in the various recommendations of the Financial Stability Board's TCFD, across governance, strategy, risk management, metrics and targets.

GHG Corporate Standard Protocol

As part of Monocle's efforts to measure and monitor our carbon footprint in a transparent, meaningful, and comparable way, our greenhouse gas emission reporting is grounded in the Corporate Accounting and Reporting Standard released by the Greenhouse Gas (GHG) Protocol.

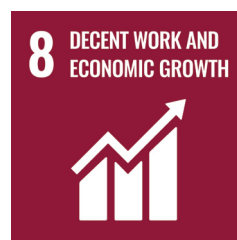
United Nations Global Compact

Monocle commits to ensuring ethical conduct in all aspects of our business practices, and as such, is aligned with the ten principles defined by the United Nations Global Compact related to human rights, ethical labour, environmental protection, and anti-corruption practices.

United Nation's Sustainability Development Goals

Finally, Monocle believes in sustainable development and supports the UN's call to end poverty and create a life of dignity and opportunity for all. In this regard, Monocle has prioritised five sustainability development goals and actively works towards positively impacting these efforts.

SUSTAINABLE DEVELOPMENT GOALS



Governance

To ensure Monocle continues to uphold its values of sustainability, responsibility for the assessment, measurement, management and reporting of ESG related matters is assigned to the Executive Management Committee (EMC). The committee consists of David Buckham (Chief Executive Officer), Willie Ehlers (Chief Operating Officer), and Jaco van Buren-Schele (Chief Financial Officer), who ensure that these matters are addressed at the necessary level of authority.

ENVIRONMENT

Monocle commits to the ongoing stewardship of the environment through responsible, sustainable, and ethical business practices that benefit our world.

Monocle is committed to sustainable business practices that support a responsible and achievable transition to an environmentally sustainable economy. In an effort to ensure transparency, comparability, and to support disclosure standardisation across the financial industry, we have completed our environmental disclosure in accordance with the TCFD recommendations. Significantly, we have completed our first greenhouse gas (GHG) emission inventory in alignment with the GHG Corporate Accounting and Reporting Protocol. The inventory, measuring Monocle's GHG emissions from 1 March 2022 to 28 February 2023, will be our base year to anchor our future progress.

Importantly, Monocle's operations, as a management consulting firm that provides specialist risk, finance, and data consulting skills, are primarily service-based and therefore have minimal positive or negative carbon and environmental impacts. Our business and our environmental impact have also benefited from the adoption of a work from home model. Where suitable, we continue to allow employees to work from home which has led to a substantial reduction in emissions resulting from employee commuting.

However, we undertake to comply with all environmental regulatory requirements in the regions in which we operate. Additionally, we work closely with our financial services clients as they launch and expand their sustainable finance and climate risk initiatives, and as such, are invested in mitigating risks and maximising opportunities that arise.



“

Monocle is committed to sustainable business practices that supports a responsible and achievable transition to an environmentally sustainable economy.

Governance



Board Oversight

Monocle's Social and Ethics Committee (SEC) is responsible for board oversight of all climate-related issues, including Monocle's interaction with these issues and the impact they have on the organisation. The SEC has been established in line with Section 72 of the Companies Act 71 of 2008 and is comprised of Jaco van Buren-Schele (CFO), Willie Ehlers (COO) and Sanjay Kassen (Independent Non-Executive Director).

The SEC meets twice per year and fulfils its mandate in monitoring and managing climate-related issues as part of its responsibilities. With the completion of our baseline emissions inventory, the SEC will leverage these insights to improve monitoring and oversight into the future.

Management Roles

Climate-related responsibilities have been assigned to the Executive Management Committee (EMC), comprising David Buckham (CEO), Willie Ehlers (COO), and Jaco van Buren-Schele (CFO). The EMC is responsible for assessing and managing the impact of strategic, organisational, and operational decisions on the firm and the environment.

Climate-related risks and opportunities are assessed, managed, and monitored through the SEC, as well as through the EMC, when necessary. Monocle continually monitors for any changes in our climate-related risks which, in light of our service-based business model, remain limited.

Strategy

Climate-related risks and opportunities

As specialists in finance, risk, and data management, we have identified climate risk management and climate-related financial disclosure as a growth opportunity for our consulting business. This is due to the financial industry's significant exposure to physical and transition risks that will require banks, asset managers, and insurers to invest heavily in updating their data, risk, and reporting capabilities to manage these new risk types. We are determined to assist our clients in these initiatives and have worked on various climate related projects, including transition risk scenario analysis, climate risk modelling, as well as climate-related data warehousing.

Resilience of the Organisation's Strategy

Due to the nature of our service-based business model, Monocle has limited exposure to climate-related risks and therefore we foresee insignificant impact to our financial performance and financial position in the short, medium, and long-term. Our use of hybrid work arrangements and limited office space also ensures that we are less susceptible to physical and transition risks.

We are however committed to complying with national and international climate regulations and continue to monitor these requirements through the SEC. Monocle's business, strategic, and financial planning, therefore consider climate-related issues with consideration to the Group's limited exposure.



Risk Management

Processes for identifying, assessing, managing and monitoring of climate-related risks

Climate-related risks and opportunities are identified, assessed, managed, and monitored through the SEC as well as through the EMC, when necessary. Monocle continually monitors for any changes in our climate-related risks which, in light of our service-based business model, remains limited.

As part of Monocle's Operational Risk Policy, the Executive Management Committee is responsible for operational risk management including the identification, management, mitigation, and reporting of risk events that would include acute and chronic physical climate risks.

Metrics and Targets

Metrics to assess climate-related risks and opportunities

Monocle remains largely unaffected by climate-related risks, due to our limited range of assets impacted by physical and transition risk. Additionally, our hybrid work arrangements enable flexibility across our global consulting workforce to work remotely. Regarding opportunities, we anticipate new consulting prospects to arise within our client base as they improve their climate and environmental risk and data operations. This is a field of consulting that will require significant data and risk expertise, which Monocle is skilled to assist with and would result in additional revenue to the firm.

However, in assessing future risks and opportunities, Monocle will investigate suitable metrics for our 2024 ESG report, with the use of our baseline emissions inventory below as guidance.

Carbon Intensity and Greenhouse Gas Emissions

In order to assess and understand our emissions impact, we completed our first GHG emissions inventory across our South African, United Kingdom, and Netherlands operations. As such the inventory will serve as our base year for future emissions reporting.

All emissions across scope 1, 2, and 3 were calculated in line with the GHG Protocol methodology.

GHG Emissions Inventory

Scope	FY2023 - tCO ₂ e
Scope 1 - Direct GHG Emissions	0
Scope 2 - Indirect GHG Emissions	171
<i>Corporate Office Space</i>	171
Scope 3 - Other Indirect GHG Emissions	266
<i>Business Travel – Flights & Car Rental</i>	41
<i>Employee Commuting</i>	152
<i>Work from Home</i>	51
<i>Transmission & Distribution Loss</i>	20
Total	435

* FY2023 represents our baseline year with emissions measured in tCO₂e

Scope 1 (Direct GHG Emissions) includes GHG emissions from all sources that are owned or controlled by the company. The Group's emissions are immaterial, as Monocle does not own or control any vehicles, onsite combustion machinery, or consequential air-conditioning and refrigeration equipment.

Scope 2 (Indirect GHG Emissions) includes GHG emission from the generation of purchased electricity consumed by the company. The data includes our office space in Johannesburg, London, and Amsterdam. Due to limited data, grid average emission factors were used, resulting in identical market and location-based emission values.

Scope 3 (Other Indirect GHG Emissions) includes GHG emissions emitted as a consequence of the activities of the company, but which occur from sources not owned or controlled by the company. Monocle records emission related to business travel, employee travel to the client's offices/Monocle's offices, transmission and distribution losses from purchased electricity, as well as emissions produced when our employees work from home (above a baseline energy intensity when at a client).

GHG emissions intensity ratio per employee:
435 tCO₂e / 270 employees = 1.61 tCO₂e

Targets to manage climate related risks

Currently, there are no prescribed targets in place to manage climate-related risks and opportunities. Monocle appreciates the complexity that underlies the transition to a net-zero position as a company within the broader economy and, as such, believes in setting responsible and achievable targets. We are committed to better understanding and managing our GHG emissions impact and developing effective targets related to our carbon emissions and carbon intensity.



SOCIAL

Monocle contributes to the continued upliftment, empowerment and development of the societies and communities within which we work.

As part of our Responsibility value, Monocle is committed to the continued upliftment, empowerment and development of the societies and communities within which we work. Additionally, we commit to continuously develop our knowledge and skills through personal and professional learning and mentorship, as part of our Continuous Development value.

In light of our values and our mission as a company, Monocle's positive social impacts are best reflected in the following five United Nation's Sustainable Development Goals and their targets:

SUSTAINABLE DEVELOPMENT GOALS

3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Our Human Rights Policy

At Monocle, we firmly believe in and are deeply committed to upholding human rights in all aspects of our operations. We recognise that every individual deserves to be treated with dignity, respect, and fairness. Our commitment to human rights extends across our value chain to our employees, clients, suppliers, and the communities where we operate.

As part of this commitment, we support and align to the United Nations Global Compact and ground our code of ethics and code of conduct in the Compact's principles regarding ethical labour, including the eradication of modern slavery, environmental protection, anti-corruption practices, and most importantly, the promotion of human rights.

Monocle's Code of Ethics governs the decisions and actions of all Monocle employees and suppliers and provides guidelines for conducting business in a manner that aligns with the Company's core values and ethics. The Code of Conduct, together with the Monocle Code of Ethics, have been established by Monocle's Board of Directors and outlines the values that govern the decisions and actions of all Monocle employees and suppliers.

All employees, suppliers, contractors and other related third parties are bound to comply with the Monocle Code of Ethics, the Monocle Code of Conduct, Monocle's Policies and Procedures, and the Disciplinary Code.

Good Health and Wellbeing (SDG 3)



The financial services industry is renowned for its fast-paced and high stress working conditions. Additionally, work from home arrangements have become a normal part of the financial services industry, which can lead to individuals becoming isolated from their colleagues. This has led to heightened risk of mental fatigue, burn out, and other mental and physical health disorders.

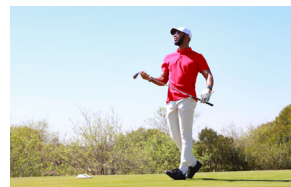
At Monocle, we have embraced the goal of promoting wellbeing for all our staff and have ingrained a culture of teamwork and comradery through our various fully sponsored sports and social clubs that have been a part of Monocle since its inception.

11

Sports Clubs

5

Social Clubs



Monocle is also committed to providing high-quality mentorship opportunities that support the development of our employees. As part of our updated mentorship programme, we provide all staff members with a dedicated mentor (senior employee) and offer a full mentorship program to all individuals in the company.

In addition to mentoring, we offer the services of a clinical psychologist to employees during times of trauma, severe stress, or emotional strain.



“Education is the most powerful weapon which you can use to change the world.”

- Nelson Mandela

Monocle values and promotes continuous learning among our staff and is passionate about quality education for the communities around us, particularly as a tool for the upliftment of disadvantaged and marginalised sections of society.

Monocle's Internal Training and Education

Continuous development has been a core value of Monocle since its inception. We focus on ensuring our consultants have access to world-class training, with over 75 courses and exams provided throughout the year under review. These courses range from programming, database management, project management, business analysis, and a variety of technical skills. Monocle employs two full time instructors who are responsible for the facilitation and management of the training initiatives of the company.

Training Hours Per Employee Category for the period 1 March 2022 - 28 February 2023

Employee Category	Female	Male	Total
Professionally Qualified	7188	3701	10899
Senior Management	750	274	1024
Top Management	50	-	50
Overall	7988	3975	11963

Average Training Hours Per Employee: 44 hours

Average Training Hours Per Female Employee: 49 hours

Average Training Hours Per Male Employee: 42 hours

Average Training Hours Per Employee Category

- Professionally Qualified: **56 hours**
- Senior Management: **19 hours**
- Top Management: **2 hours**

Additionally, Monocle provides financial support and study leave to employees who choose to study an approved professional qualification or certification. During the year under review, Monocle provided financial assistance through 44 approved study agreements. We also extend this financial support to pay for approved professional membership fees.

Furthermore, the Monocle Designations Club was established in 2022 as a way to connect individuals in the organisation who are studying towards, or have completed, a professional qualification or certification, in order to encourage knowledge sharing and provide support.

During the year under review, the following professional designations were obtained by Monocle staff:



Approved Professional Qualifications/ Certifications	Exams Passed
Chartered Financial Analyst	5
Financial Risk Manager	7
Chartered Institute of Management Accountants	3
Financial Risk and Regulation	2
Entry Certification in Business Analysis	7
JSE Registered Trader Exam	1
Total	25

Monocle's Corporate Social Responsibility

Mission Monocle

Mission Monocle is our transformative, employee-driven, volunteer-based initiative that embodies our core values of social economic responsibility and empowers education in underprivileged schools across our communities. By leveraging the expertise and passion of our employees, we provide mentorship, educational resources, infrastructure improvements, and any necessary support to ensure these schools thrive.

Over the past few years Mission Monocle has partnered with The Tomorrow Trust and The Bookery - non-profit organisations focused on educational upliftment - in driving significant change through the provision of educational resources to underprivileged and vulnerable children.

Mission Monocle's Achievements:

- Multiple **Monocle volunteer events** whereby staff engaged with learners and supplied additional books for classes at Emfundisweni Primary School.
- Completed the **construction of a library** and **supplied a collection of books** for Emfundisweni Primary School in Alexandra, Johannesburg.
- Hired and paid for a **library assistant** to support student literacy.
- Paid the **school fees of 24 learners** at Emfundisweni Primary School.
- Supplied **stationery** and **school bags** for all grade 6 pupils at Emfundisweni Primary School.
- Provided each pupil at Emfundisweni Primary School with a **Christmas gift**.
- Donated **funds** to Emfundisweni Primary School as part of Monocle's Mandela Day initiative.



Mission Monocle is set to continue our support at Emfundisweni Primary School, as well as extending our support to Diepsloot Primary School in the coming year.

The Monocle Foundation Trust

Established in 2014, the Monocle Foundation is a philanthropic educational trust aiming to offer tertiary-level scholarships for previously disadvantaged African females in South Africa. The foundation has positively transformed the lives of numerous South African women and is continuously expanding its impact with aspirations to become a leading scholarship provider throughout the country.

Since inception of the fund, we have successfully assisted 22 African women to further their tertiary education through comprehensive funding. In addition to this, we proudly report the following statistics for 2023:

- All assisted beneficiaries **passed and graduated** their studies during the academic year of 2022.
- Assisted **8 new beneficiaries in January 2023** with full tertiary education scholarships across various universities throughout South Africa.
- Settlement of share acquisition loan agreements which now allows up to **85% of revenue earned** into the trust to be allocated to beneficiaries and scholarships. The goal for 2024 is to comprehensively fund up to 16 African females – **double the current number of beneficiaries** in the 2023 financial year. The Monocle Foundation's shareholding in Monocle Solutions are therefore fully paid up and unencumbered.

The future vision for the Trust is to significantly expand its reach and to become one of South Africa's most prominent providers of scholarships to previously disadvantaged women.

Gender Equality (SDG 5)

Monocle prides itself on creating a workplace that is diverse in terms of background, race, ethnicity, culture, and gender as we work towards the United Nation's target for ensuring women are not discriminated against. Monocle has an established Diversity and Inclusion Committee dedicated to creating an environment which attracts, embraces, and fosters diverse talents, skills, and opinions.

The company performs an annual internal audit on remuneration equality and equity. This assessment is performed by the Head of Finance based on all data available within the organisation. All findings are presented to the Remuneration Committee, which is responsible for remediation of issues. At Monocle, we have an equal pay policy.

Due to the size of the organisation and the confidential nature and sensitivity of salary information, no compensation ratios are being reported externally.

We continue to improve our gender demographics as more and more women enter the management consulting and financial services industry. Furthermore, Monocle actively participates in the empowerment of women and their opportunities in the workplace through our Monocle Foundation Trust, as well as various events including our women-led "Why Women Thrive in Management Consulting" webinar, as well as our university outreach that is specifically focused towards female students.

Decent Work and Economic Growth (SDG 8)

Our commitment to the United Nation's targets of decent work with equal pay and universal access to banking, insurance and financial services is exemplified in our mission statement - Monocle strives to ensure the wellbeing of the critical financial services system by developing ethical, knowledgeable, and skilled consultants who are passionate about delivering positive change in the heart of the economy and across society.

As our employees are our greatest asset, all strategic and operational decisions in the company are made with our employees' interests in mind. In our effort to ensure we limit any risks to our staff, we invest heavily in our People and Culture function and its capabilities including recruitment, employee onboarding, remuneration, performance management, compliance, employee relations and company culture.

As management consultants we pride ourselves in maintaining and strengthening the financial services industry in order to assist in its expansion of financial services for everyone, including underserved communities. With a high concentration of projects in credit and market risk, stress testing, regulatory reporting, and bank resolution, we assist our clients in mitigating and managing risk, in order to protect the financial stability of the countries we operate in, thereby ensuring positive and sustainable economic growth.

Lastly, Monocle is proud to provide stable career opportunities to our employees and has not retrenched any of its staff at any point in its history. This is in sharp contrast to recent employment trends in the global financial services and management consulting industries.



Industry, Innovation & Infrastructure (SDG 9)

As part of our digital enterprise transformation expertise, Monocle has concluded numerous projects related to data migration, payments, process optimisation, and automation, as well as advanced analytics. As we assist our financial service clients to innovate, unlock new efficiencies, and develop new products and services, we support the SDG targets of developing sustainable, resilient, and inclusive infrastructure, as well as increasing access to financial services and markets.

At the core of Monocle's consulting services, we are assisting our clients with change projects to make financial services firms more sustainable, less carbon intense, more efficient, and ultimately, to improve the working conditions within these organisations.

GOVERNANCE

Monocle strives to continually uphold the highest standards of corporate governance in terms of transparency, accountability, and compliance, to the benefit of a safer and more fair society.

Monocle understands that a sustainable business must be built on the foundation of a robust and dynamic corporate governance structure that prioritises an ethical culture, effective controls, and legitimacy. This is particularly true in the context of management consulting within the financial industry.

As a corporate citizen, we take our responsibilities and work with our clients, employees, suppliers, and the communities within which we operate extremely seriously. Through this lens, we've structured our governance committees as the social conscience of the business that ensures the company meets the obligations of a corporate citizen.

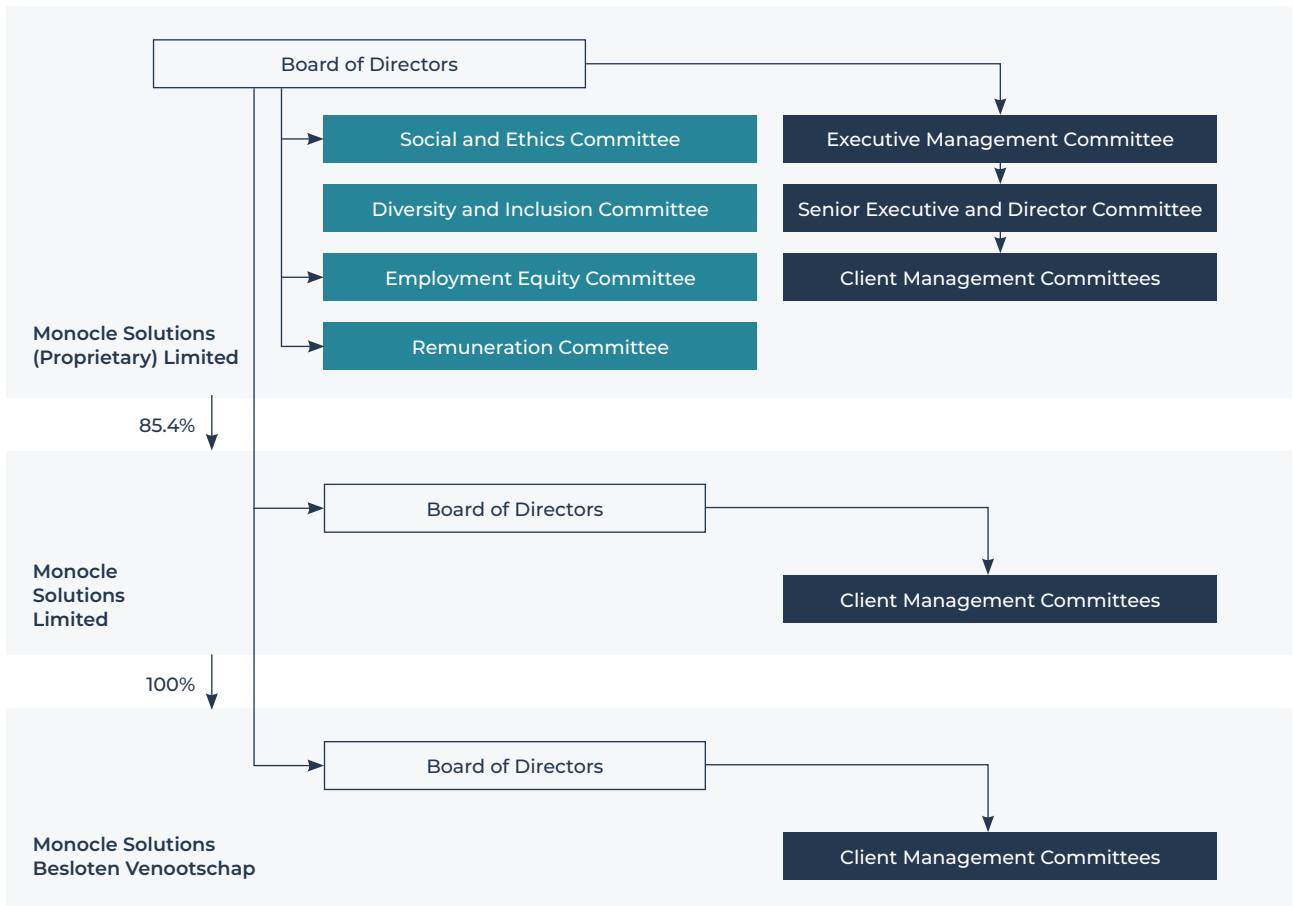


Corporate Governance and Governance Bodies

The Monocle Solutions Group consists of 3 legal entities, namely:

- Monocle Solutions (Pty) Ltd – South Africa
- Monocle Solutions Limited – United Kingdom
- Monocle Solutions BV – Netherlands

Monocle Solutions (Pty) Ltd is the ultimate holding company (headquartered in Johannesburg, South Africa), and the Board of Directors of Monocle Solutions (Pty) Ltd is the highest decision making and governance body of the organisation. The various governance bodies within the organisation are structured as follows:



Legend ■ Board Sub-Committee ■ Operational Management Committee

The mandates and composition of the highest governance committees are as follows:

Monocle Solutions (Pty) Ltd

Board of Directors

The Board of Directors of Monocle Solutions (Pty) Ltd is the highest decision making and governance body of the organisation.

The Board's primary role and responsibility is to serve as the focal point and custodian of corporate governance by:







- Steering and setting strategic direction with regards to the Group's strategy and the way in which governance areas are approached and addressed.
- Approving policy and planning that gives effect to our ongoing strategy.
- Overseeing and monitoring implementation and execution of our strategy and goals by management.
- Ensuring accountability for Group performance and employee wellbeing through inter alia reporting and disclosure.
- Implementing and maintaining a strong internal control environment.

The Board is also required to provide ethical and effective leadership, by ensuring that it and the individual directors conduct themselves with integrity, competence, responsibility, accountability, fairness, and transparency.

In addition, the Board has the duty to ensure that the Group is, and is seen to be, a responsible corporate citizen by having regard not only to the financial aspects of the business of the Group, but also to the impact that business operations have on the environment and the societies within which it operates.

The nomination, appointment and removal of board members are performed in accordance with the South African Companies Act No 71 of 2008.

The composition of the board is as follows:

Name	Type	Appointment Date/Tenure	Gender	Race	Other Significant Positions
 David Buckham (Chairman)	CEO - Executive Director	13/06/2002 21 Years	Male	White	Board Member: Monocle Solutions Ltd (UK) & Monocle Solutions BV (NL)
 Willie Ehlers	COO - Executive Director	11/11/2010 12 Years	Male	White	Board Member: Monocle Solutions Ltd (UK) & Monocle Solutions BV (NL)
 Jaco van Buren-Schele	CFO - Executive Director	11/11/2010 12 Years	Male	White	Board Member: Monocle Solutions Ltd (UK) & Monocle Solutions BV (NL)
 Pieter Naude	Executive Director	11/11/2010 12 Years	Male	White	None
 Theo Kumm	Executive Director	11/11/2010 12 Years	Male	White	None
 Sanjay Kassen	Independent Non-Executive Director	01/09/2014 8 Years	Male	Indian	Sanjay Kassen is a Senior Partner at the law firm ENS Africa and also holds various other board positions not related to- or conflicting with the business of Monocle Solutions.

Social And Ethics Committee





The Social and Ethics Committee is a sub-committee of the Board of Directors. The committee was incorporated in February 2023 in terms of Section 72 and regulation 43 of the Companies Act No 71 of 2008.

The committee's primary role is the monitoring and implementation of governance matters and matters that impact the institution's reputation. It is also advisory in nature to the main board of directors. The committee does not assume the functions of management, which remains the role of executive directors, officers, and other members of senior management.

The key function of this committee is to act as the social conscience of the business and to ensure that the company behaves as a responsible corporate citizen. This function should cover all aspects of the business, including:

- its sustainability
- impact on the environment
- relationship with all its stakeholders
- interaction with and impact on the community within which it operates
- the treatment of and investment in its employees
- its health and safety practices
- black economic empowerment
- the ethical corporate culture

The composition of the committee is as follows:

Name	Type	Appointment Date/Tenure	Gender	Race
 Willie Ehlers	COO - Executive Director	16/02/2023 4 Months	Male	White
 Jaco van Buren-Schele	CFO - Executive Director	16/02/2023 4 Months	Male	White
 Sanjay Kassen	Independent Non-Executive Director	16/02/2023 4 Months	Male	Indian
 Danel Koster	Committee Secretary	16/02/2023 4 Months	Female	White



Employment Equity Committee

The Employment Equity Committee is a sub-committee of the Board of Directors. The committee was incorporated in November 2017 in terms of the Employment Equity Act 55 of 1998.







This Committee is a consultation forum where representatives of all Monocle Employment levels and management meet to consult on employment equity matters and follows the guidelines as per the Employment Equity Act. The aim of the Employment Equity Committee is to facilitate workplace transformation. It incorporates two elements:

- the elimination of unfair discrimination, and
- the implementation of affirmative action and measures to enable equitable representation of employees from different race, gender and disability groups in the workplace.
- Monitor the implementation of accelerated paths for qualifying previously disadvantaged employees.

More specifically, the committee has the following mandate:

- Represent all employees at Monocle Solutions
- Make recommendations to the Board of Directors of the company regarding the management and implementation of the Employment Equity Plan
- Act as a representative channel for all employees at Monocle Solutions
- Identify Employment Equity and Affirmative Action barriers within the company
- Investigate charges of discrimination and/or harassment of any kind, and to make recommendations on how to address this
- Track the company's transformation progress against the agreed employment equity plan

The composition of the committee is as follows:

Name	Type	Appointment Date/Tenure	Gender	Race
 Jaco van Buren-Schele	CFO - Executive Director	18/11/2017 5 Years	Male	White
 Katie Neguyuni	Internal Staff - Committee Secretary	18/11/2017 5 Years	Female	African
 Ntuthuko Mngomezulu	Senior Executive	18/11/2017 5 Years	Male	African
 Abu Nadat	Senior Executive	18/11/2017 5 Years	Male	Indian
 Karuna Reddy	Senior Manager	16/03/2022 1 Year	Female	Indian
 Zolile Zikode	Internal Staff	16/03/2022 1 Year	Female	African



Remuneration Committee




The Remuneration Committee is a sub-committee of the Board of Directors. The committee's role is to make recommendations to the CEO on the remuneration strategy for all employees within the organisation. This specifically includes:

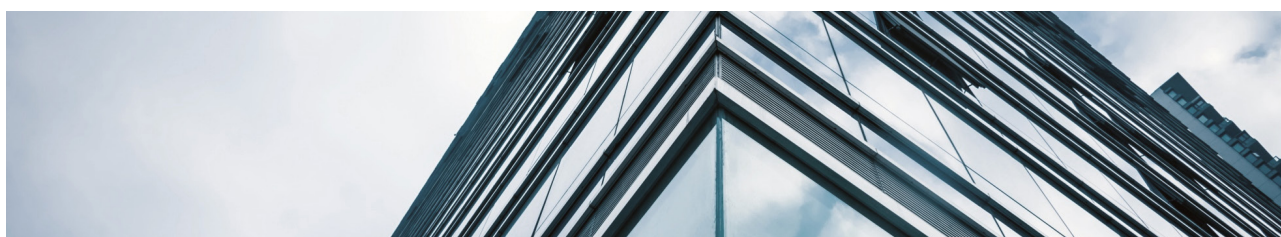
- Semi-annual promotions and increases, which are linked to the semi-annual performance review cycles, excluding the promotions and increases of the Remuneration Committee members.
- Annual bonuses excluding the bonuses of the Remuneration Committee members.
- Ad-hoc salary changes
- Ensuring gender remuneration equality
- Ensuring fair and non-discriminatory remuneration practices
- Implementing an accelerated career path for qualifying previously disadvantaged employees

The Remuneration Committee advises on the remuneration strategy across all companies within the group.

Ultimately, the decision to implement the recommendations made by the Remuneration Committee is the responsibility of the Group CEO.

The composition of the committee is as follows:

Name	Type	Appointment Date/Tenure	Gender	Race
 Willie Ehlers	COO - Executive Director	01/01/2014 8 Years	Male	White
 Jaco van Buren-Schele	CFO - Executive Director	01/01/2014 8 Years	Male	White
 Pieter Naude	Executive Director	01/01/2014 8 Years	Male	White



Executive Management Committee

The Executive Management Committee is a committee consisting of the Group CEO, COO and CFO. The committee meets twice weekly to discuss and decide on all strategic, operational, financial, people and culture, and business development matters.

The committee is tasked with the day-to-day operational management of the organisation, including financial monitoring and management, risk identification and mitigation, short- to medium term strategic direction setting and any other operational matters which requires attention.

In addition to the above, the Executive Management Committee is responsible for the strategic design and implementation, operational measurement and management of the organisation's impact on ESG related matters.

Senior Executives and Directors Committee

The Senior Executives and Directors Committee is a committee consisting of the Group CEO, COO and CFO as well as all the Senior Executives and Directors, which represents all the client owners and head of functions within the organisation. The Senior Executives and Directors Committee meets twice per month.

The focus of the committee is the following:

- The communication of decisions and resulting actions from the Executive Management Committee meetings
- The reporting and tracking of key financial-, people-, client- and project metrics
- Discussion on key matters that impact the realisation of company goals
- The identification of actions to ensure desired outcomes are met

Client Management Committees

The Client Management Committees are committees consisting of the Group CEO, COO and CFO as well as the client executives and senior management staff responsible for the delivery and management of projects at our clients.

The individual Client Management Committees meets monthly. The focus of the committees are the following:

- The identification and reporting of project health and status
- The identification and reporting of project risks
- The management of consulting staff and staff wellness on projects
- The identification of business opportunities within clients
- The identification of required actions to ensure desired outcomes are met



Board of Directors

Name	Type	Appointment Date/Tenure	Gender	Race	Other Significant Positions
David Buckham (Chairman)	CEO - Executive Director	19/04/2011 12 Years	Male	White	Board Member: Monocle Solutions (Pty) Ltd (SA) & Monocle Solutions BV (NL)
Willie Ehlers	COO - Executive Director	19/04/2011 12 Years	Male	White	Board Member: Monocle Solutions (Pty) Ltd (SA) & Monocle Solutions BV (NL)
Jaco van Buren-Schele	CFO - Executive Director	01/11/2020 2 Years	Male	White	Board Member: Monocle Solutions (Pty) Ltd (SA) & Monocle Solutions BV (NL)
Rheta Du Preez	Executive Director	01/11/2020 2 Years	Female	White	Board Member: Monocle Solutions BV (NL)
Celest Meyer	Executive Director	01/11/2020 2 Years	Female	White	Board Member: Monocle Solutions BV (NL)



Board of Directors

Name	Type	Appointment Date/Tenure	Gender	Race	Other Significant Positions
David Buckham (Chairman)	CEO - Executive Director	20/11/2020 2 Years	Male	White	Board Member: Monocle Solutions (Pty) Ltd (SA) & Monocle Solutions Ltd (UK)
Willie Ehlers	COO - Executive Director	20/11/2020 2 Years	Male	White	Board Member: Monocle Solutions (Pty) Ltd (SA) & Monocle Solutions Ltd (UK)
Jaco van Buren-Schele	CFO - Executive Director	20/11/2020 2 Years	Male	White	Board Member: Monocle Solutions (Pty) Ltd (SA) & Monocle Solutions Ltd (UK)
Rheta Du Preez	Executive Director	20/11/2020 2 Years	Female	White	Board Member: Monocle Solutions Ltd (UK)
Celest Meyer	Executive Director	20/11/2020 2 Years	Female	White	Board Member: Monocle Solutions Ltd (UK)

Review and Approval of Sustainability Reporting

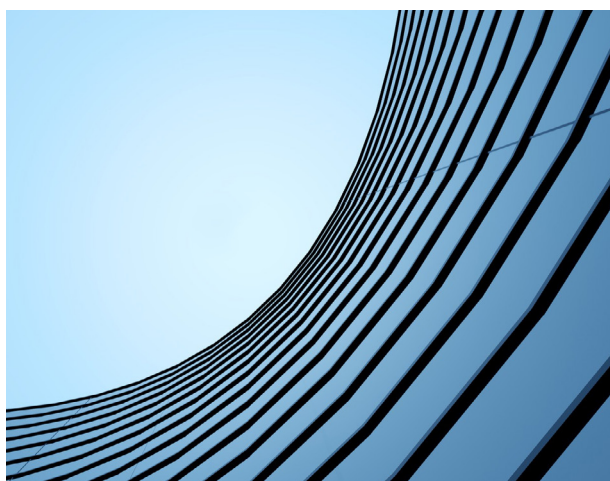
The Board of Directors of Monocle Solutions (Pty) Ltd is responsible for the reviewing and approval of the organisation's consolidated sustainability report. Approval of the report will be performed based on advice provided by the Social & Ethics Committee, which is responsible for implementing a reporting and control framework related to environmental, social and governance related matters.

Management of Organisational Impact and Reporting of Matters of Critical Concerns

The Board of Directors are accountable for the management of the organisation's impact related to ESG. The responsibility for the daily management of these impacts have been delegated to the Executive Management Committee.

The Executive Management Committee reports to the Board of Directors on an annual basis on the topics of sustainability and the impact of the organisation on the economy, environment, and society at large.

Matters of Critical Concerns are reported to the Board of Directors by the members of the Executive Management Committee as and when they arise. During the period under review, no critical concerns were identified and raised with the Board of Directors.



Conflicts of Interest

A fundamental duty of a director is to avoid any possible conflict of interests with the company. It is an accepted principle in South African law that, as a result of the trust placed in the director, he or she is bound to put the interests of the company before their own personal interests.

Conflicts of interest are therefore prohibited through Section 75 of the South African Companies Act No 71 of 2008.

Where a director has a conflicting personal interest, he or she is required to declare such conflict to the Board of Directors and such director is prohibited from making, participating in the making, influencing, or attempting to influence any decision in relation to that particular matter.

Advancing the Collective Knowledge on Sustainable Development

The Board of Directors collectively have many years of experience in building and managing the organisation. Central to the philosophy of the management team is the concept of building and investing in a company that will deliver positive contributions to the economy, environment, and people well into the future.

As experienced business practitioners, we have a thirst for knowledge and an understanding of relevant topics, which include sustainability, the collective knowledge of the Board of Directors is further advanced through the following initiatives:

- Participation in a panel discussion on the challenges of modelling climate risks by the Group CEO at the 2022 Global Leadership Conference hosted by the European Risk Management Council and co-sponsored by Monocle Solutions
- In-depth research by the Group CEO on the topic of ESG with the aim of authoring a book on the topic
- In-depth research by the Monocle Research function on the topic of ESG, sustainability reporting and related governance and reporting standards. This research is frequently shared internally, including with the Board of Directors
 - *Climate-Related Financial Risk – A Financial Services Sector Summary (Podcast)*
 - *Climate-Related Financial Risk in Banking (Insights Paper)*
 - *Greenhouse Gas Emissions: Accounting and Reporting for Banks (Insights Paper)*
 - *Monocle's Approach to Climate-Related Financial Reporting (Internal Executive Report)*

Evaluation of the performance of the highest governance body

The evaluation of the performance of the board of directors is the responsibility of the shareholders. No external evaluation is performed other than the external financial audits by the organisation's auditors, Mazars.

During the period under review, the shareholders of the organisation were satisfied with the performance of the board. No actions were taken in response to non-performance and no changes were made to the composition of the board.

Remuneration Processes and Annual Compensation Ratios

The remuneration strategy for the organisation is set by the CEO based on recommendations made by the Remuneration Committee. Individual remuneration is based on qualification, experience, performance and responsibility. In addition to this, the organisation has clearly defined career progression timelines and requirements as well as very clearly defined performance management criteria and structures. Each employee is assessed individually, and the employee's time at Monocle and assessed performance are key inputs into the remuneration strategy for each employee.

The company performs an annual internal audit into remuneration equality and equity. This assessment is performed by the Head of Finance based on all data available within the organisation. All findings are presented to the Remuneration Committee which is responsible for remediation of issues.

Due to the size of the organisation and the confidential nature and sensitivity of salary information, no compensation ratios are being reported externally.

Remuneration Policies

Monocle has clearly defined remuneration practices and policies in place for all employees. These include:

- Defined levels, minimum time requirements and guideline remuneration bands per level and years of experience.
- Consistent bonus methodologies for both general staff as well as top management. These bonus structures have remained unchanged for the past 13 years.

Promotions, salary increases and bonuses are only awarded if key performance criteria are met. These include performance scores as well as short- and long-term financial performance targets.

Cybersecurity and Data Protection

At Monocle we understand the critical importance of safeguarding confidential client, as well as our internal business data, including personal employee information. We recognise that the trust our clients and employees place in us requires us to maintain the highest standards of cybersecurity and data privacy.

Our COO, Willie Ehlers, is Monocle's designated Information Officer and is responsible for enforcing the company's confidential data breach escalation policy and process. Additionally, we assign responsibility of the storage, processing and dissemination of client data to a Monocle Director as part of a client data owner role. Each client data owner is responsible and accountable for all personal information records held in respect of his/her respective client or related to the execution of client engagements and opportunities. To date, the company has not experienced any leaks, thefts or losses of customer data and has not received any complaints concerning breaches of customer privacy.

Additionally, Monocle processes personal information pertaining to clients, employees, applicants, suppliers and other third parties. We ensure continued compliance with South Africa's Protection of Personal Information Act as well as the European Union's General Data Protection Regulation. To ensure our employees are aware of and prepared for cybersecurity incidents, we provide compulsory security awareness training across various critical topics.

Employee Completion Rate of Security Awareness Training: **93%**

Anti-Corruption

Monocle is committed to ensuring its operations and its people do not engage in corrupt behaviour, specifically regarding internal purchase and supplier decisions, as well as unethical and illegal influence in the awarding of work and consulting projects.

As part of our anti-corruption controls, Monocle's entire operations has been assessed for risks related to corruption and strong governance has been embedded, including segregation of duties, robust client procurement processes, and board committee oversight. We have communicated our policies and procedures to all our governance bodies and employees across our operations. The Group is set to launch anti-corruption and bribery training, amongst other ethics topics, for all employees in the 2024 financial year.

We are proud to report that the Group has experience no incidents of corruption and continues to uphold the highest governance and ethical standards in this regard.



GRI Context Index

Monocle Solutions has reported the information cited in this GRI content index for the period 1 March 2022 to 28 February 2023.

GRI Number	Description	Monocle's Response
------------	-------------	--------------------

GRI 2: General Disclosure

The organisation and its reporting practices

2-1	Organisational details	Corporate Governance and Governance Bodies
2-2	Entities included in the organisation's sustainability reporting	About This Report Corporate Governance and Governance Bodies
2-3	Reporting period, frequency and contact point	About This Report
2-4	Restatements of information	Not applicable - None
2-5	External assurance	Not applicable - None

Activities and workers

2-6	Activities, value chain and other business relationships	About Us
2-7	Employees	About Us
2-8	Workers who are not employees	Not applicable – All Monocle staff are permanent employees.

Governance

2-9	Governance structure and composition	Corporate Governance and Governance Bodies
2-10	Nomination and selection of the highest governance body	Corporate Governance and Governance Bodies
2-11	Chair of the highest governance body	Corporate Governance and Governance Bodies Conflicts of Interest
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance and Governance Bodies Management of Organisational Impact and Reporting of Matters of Critical Concerns

2-13	Delegation of responsibility for managing impacts	<i>Corporate Governance and Governance Bodies</i>
2-14	Role of the highest governance body in sustainability reporting	<i>Review and Approval of Sustainability Reporting</i>
2-15	Conflicts of interest	<i>Conflicts of Interest</i>
2-16	Communication of critical concerns	<i>Management of Organisational Impact and Reporting of Matters of Critical Concerns</i>
2-17	Collective knowledge of the highest governance body	<i>Advancing the Collective Knowledge on Sustainable Development</i>
2-18	Evaluation of the performance of the highest governance body	<i>Evaluation of the performance of the highest governance body</i>
2-19	Remuneration policies	<i>Remuneration Policies</i>
2-20	Process to determine remuneration	<i>Corporate Governance and Governance Bodies Remuneration Processes and Annual Compensation Ratios</i>
2-21	Annual total compensation ratio	<i>Corporate Governance and Governance Bodies Remuneration Processes and Annual Compensation Ratios</i>

Strategies, policies and practices

2-22	Statement on sustainable development strategy	<i>Message from Our CEO</i>
2-23	Policy commitments	<i>Our Human Rights Policy</i>
2-24	Embedding policy commitments	<i>Our Human Rights Policy Corporate Governance and Governance Bodies</i>
2-25	Processes to remediate negative impacts	<i>Corporate Governance and Governance Bodies Management of Organisational Impact and Reporting of Matters of Critical Concerns</i>

2-26	Mechanisms for seeking advice and raising concerns	<i>Embedment of Sustainability Into Our Culture</i>
2-27	Compliance with laws and regulations	<i>Not Applicable – Fully compliant with laws and regulation</i>
2-28	Membership associations	<i>Not Applicable - None</i>
2-29	Approach to stakeholder engagement	<i>Corporate Governance and Governance Bodies</i>
2-30	Collective bargaining agreements	<i>Not Applicable - None</i>

Material Topics

3-1	Process to determine material topics	<i>Corporate Governance and Governance Bodies About This Report</i>
3-2	List of material topics	<i>About This Report</i>

205 Anti-Corruption

3-3	Management of Material Topics	<i>Anti-Corruption</i>
205-1	Operations assessed for risks related to corruption	<i>Anti-Corruption</i>
205-2	Communication and training about anti-corruption policies and procedures	<i>Anti-Corruption</i>
205-3	Confirmed incidents of corruption and actions taken	<i>Anti-Corruption</i>

305 Emissions

3-3	Management of Material Topics	<i>Environment</i>
305-1	Direct (Scope 1) GHG emissions	<i>Metrics and Targets</i>
305-2	Energy indirect (Scope 2) GHG emissions	<i>Metrics and Targets</i>
305-3	Other indirect (Scope 3) GHG emissions	<i>Metrics and Targets</i>
305-4	GHG emissions intensity	<i>Metrics and Targets</i>
305-5	Reduction of GHG emissions	<i>Metrics and Targets</i>
305-6	Emissions of ozone-depleting substances (ODS)	<i>Not Applicable – Immaterial ODS emissions</i>

305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	<i>Not Applicable – Immaterial other significant air emissions</i>
-------	---	--

404 Training and education

3-3	Management of Material Topics	<i>Monocle's Internal Training and Education</i>
404-1	Average hours of training per year per employee	<i>Monocle's Internal Training and Education</i>
404-2	Monocle's Internal Training and Education	<i>Monocle's Internal Training and Education</i>
404-3	Percentage of employees receiving regular performance and career development reviews	<i>100 % of employees have performance and career development reviews twice a year</i>

405 Diversity and equal opportunity

3-3	Management of Material Topics	<i>Corporate Governance and Governance Bodies Gender Equality Our Human Rights Policy</i>
405-1	Diversity of governance bodies and employees	<i>About Us</i>
405-2	Ratio of basic salary and remuneration of women to men	<i>Gender Equality</i>

406 Non-Discrimination

3-3	Management of Material Topics	<i>Corporate Governance and Governance Bodies Gender Equality Our Human Rights Policy</i>
406-1	Incidents of discrimination and corrective actions taken	<i>Not applicable - None</i>

418 Customer Privacy

3-3	Management of Material Topics	<i>Cybersecurity and Data Privacy</i>
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<i>Cybersecurity and Data Privacy</i>

Johannesburg

8th Floor, The MARC Tower 1,
129 Rivonia Road, Sandton,
Johannesburg, 2196

Phone: +27 (0) 11 263 5600
Email: info.za@monoclesolutions.com

Cape Town

301 New Cumberland,
163 Beach Road,
Mouille Point,
Cape Town, South Africa

Phone: +27 (0) 82 952 1415
Email: info.za@monoclesolutions.com

United Kingdom

1 Royal Exchange,
London,
EC3V 3DG, England

Phone: +44 (0) 2030 022 514
Email: info.uk@monoclesolutions.com

Amsterdam

Weteringschans 165 C,
1017XD Amsterdam,
Netherlands

Phone: +31 2 02 256 182
Email: info.nl@monoclesolutions.com

www.monoclesolutions.com



MONOCLE

Monocle Solutions © 2023