


**SOCIAL AND
ENVIRONMENTAL
IMPACT REPORT
| 2017**



Investing in Sustainable Enterprise Growth

Designed and produced by EBS Advisory (PTY) Ltd.
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1 | Who is Norsad?

Norsad Finance is an impact investor offering bespoke debt and mezzanine financing solutions to mid-market growth companies in the Southern African region.

VISION

To be acknowledged as a preferred impact investor, providing flexible and customised financing solutions

MISSION

To be the premier provider of customised longer-term risk capital to Southern African companies and financial services providers that are financially, socially and environmentally sustainable



IMPACT INVESTING AT NORSAD

Impact investing is a strategy that intentionally aims to generate both a financial return and positive social and/or environmental impact that is actively measured. Norsad's aim is to be a catalyst in driving economic and financial growth, social advancement and environmental sustainability.

In striving to achieve growth outcomes through our financing and recognising that this very growth can also have a negative impact on local communities, the workforce and the physical environment within which they are located, Norsad is committed to implementing social & environmental (S&E) measures as part of its responsible investments policy.

These drivers are further defined as follows:

 Economic Growth	 Social Advancement	 Environmental Sustainability
<ul style="list-style-type: none"> ● Providing access to finance to businesses ● Supporting entrepreneurs ● Indirectly making banking available to the "unbanked" ● Building management skills ● Scaling models for impact investing 	<ul style="list-style-type: none"> ● Health and safety ● Labour and working conditions ● Skills transfer ● Communication strategy ● Levels of engagement ● Voluntary disclosure ● Corporate Social Investment 	<ul style="list-style-type: none"> ● Environmental impact and management systems ● Resource efficiency and pollution prevention ● Biodiversity and sustainable management of natural resources ● Climate change

Norsad has subscribed to the principles outlined in the United Nations Principles for Responsible Investment (UNPRI) and the Global Impact Investing Network (GIIN) since we firmly believe these principles assist in maximising impact and additionality.

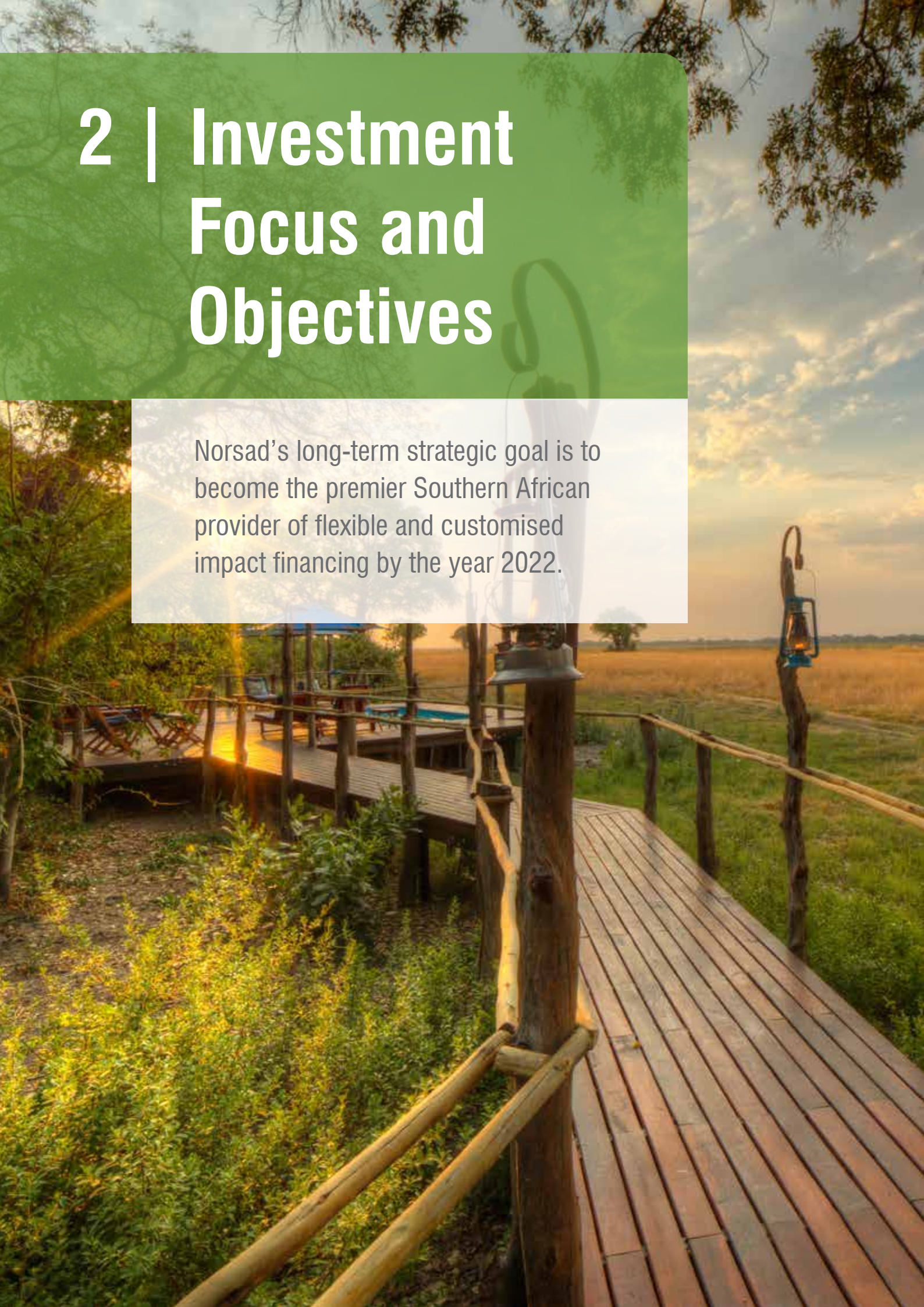


We are committed to ensuring that the costs of economic growth do not fall disproportionately on the vulnerable, that the environment is not degraded in the process, and that natural resources are managed efficiently and sustainably.

We target companies that share our vision and commitment to sustainable growth, and wish to improve their ability to manage these issues within their business activities. We expect sustainability objectives and activities to become fully anchored in our clients' business strategies and to be adapted and integrated into their procedures and operations.

2 | Investment Focus and Objectives

Norsad's long-term strategic goal is to become the premier Southern African provider of flexible and customised impact financing by the year 2022.



We continue to strengthen and improve our operational efficiency with a focus on long-term benefits to stakeholders. Our stakeholders include shareholders, investors, employees and the local communities that are impacted by our investments.

Our emphasis on impact objectives and maintaining high social and environmental standards are driven by:

- maximising the long-term development impact of our portfolio investments and overall capital
- improving corporate governance of investee companies and ensuring their compliance with the best practice social and environmental standards

Objectives have manifested in the performance of our portfolio companies. The portfolio is divided into two parts, comprising Financial Institutions (FI) and Direct Investments (DI). Norsad's direct investment portfolio includes; agri-business, renewable energy, hospitality, retail and other services.

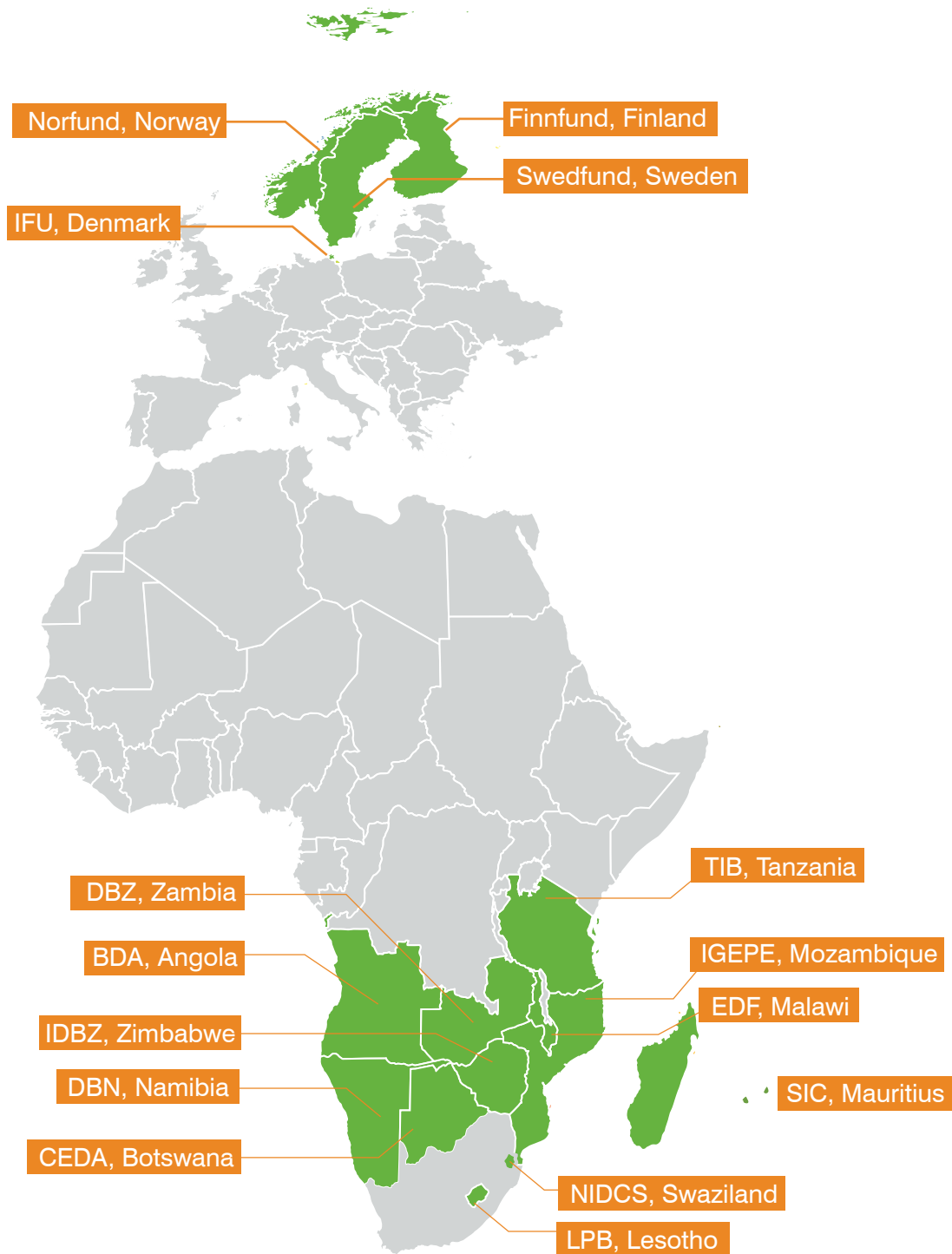
OUR COVERAGE



- FLEXIBLE FUNDING SOLUTIONS STRUCTURED TO MEET CASH FLOW
- RESPONDING TO NEEDS OF COMPANIES
- CATALYST TO DEVELOP GROWTH COMPANIES TO FULL MARKET POTENTIAL
- EFFICIENT DECISION TURN-AROUND TIMES
- BRAND REPUTATION THAT GIVES INVESTEES CREDIBILITY WITH OTHER FUNDERS
- ASSISTANCE TO INVESTEE COMPANIES WITH S&E BEST PRACTICES
- RISK MANAGEMENT AND ACTION PLANS
- ASSISTING INVESTEE COMPANIES WITH S&E POLICIES

3 | Our Shareholders

Norsad has the support of shareholders that share our vision of social and environmental (S&E) benefits and risk mitigation. Our investors impose high standards on S&E reporting and require S&E buy-in from all their investees.



NORSAD BUSINESS CASE

Along with presenting the client with the financial advantages of a Norsad investment, management persuasion on S&E and its long-term value is important. Other benefits include:

- Increases productivity for client: Managing S&E issues reduces operational risks due to more resource efficiency, and factors such as good labour practices will promote quality production and efficient business
- Enhances long-term value for client: Promoting and implementing good industry practices and sustainability management lead to a stronger brand and reputation
- Attracts international investment companies that are looking for quality sustainable investments

Increased Productivity

- Operational efficiency
- Quality
- Motivation and loyalty
- Skills and professionalism

Reduced Costs and Risks

- More efficient resource use
- Low staff turnover
- Reduced accident rates and financial claims
- Consumer trust and business opportunities
- Improved reputation
- Greater investor confidence

4 | Norsad's Commitment to Social and Environmental Sustainability



We play an essential role in helping our investee companies manage and improve their S&E performance. Our investee companies are required to develop measures that identify areas of improvement, determine action plans and strengthen their S&E management capacity. For this purpose, we offer a wide range of experienced personnel to help mobilise support for the growth of competence within each company's operations.



As an impact investor, we achieve added value in economic and social growth by offering financing and risk-sharing opportunities. We aim to achieve the same with S&E sustainability.

We seek opportunities to promote sustainable growth additionality by enabling better S&E outcomes than cannot be achieved by private investment alone.



With respect to investments in FIs, Norsad recommends that financial investment companies sign up to the UNEP Finance Initiative, which provides quality support to FIs by developing appropriate management systems to address S&E issues within their own financing activities.

5 | S&E in the Investment Cycle

Norsad has a structured process that outlines our approach to addressing the S&E business principles in the investment process. Besides the financial risks, the labour, social and environmental risks are also considered as part of the project risks.



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indicates
ness by SA

These procedures help to maintain quality and consistency throughout the process and ensure that policy requirements are adequately met, thus enabling the mission and commitment to incorporating sustainability criteria in its financing activities, as expressed in the S&E Sustainability Policy.

To this end, we have committed resources to assess our entire portfolio against the IFC Performance Standards, and to assess and manage issues surrounding sustainability, social inequality and environmental impacts. Our view is that businesses that have strong S&E ethics are more resilient to volatile markets and unforeseen risks, thus creating stakeholder value in the long term.

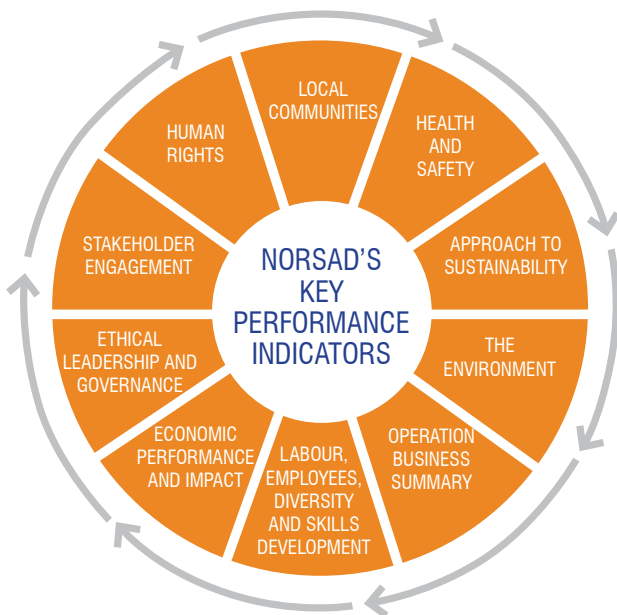
Norsad has an entrenched S&E culture within its organisation. Our S&E team work actively with investee companies and have built meaningful relationships with employees within our portfolio companies.

How Norsad Implements S&E into the Investment cycle



OUR KPIS

Our commitment to S&E sustainability is reflected in our undertaking S&E due diligence on all prospective portfolio companies to assess them against Key Performance Indicators (KPIs). Norsad’s proven track record shows that companies that implement S&E practices embrace a culture of sustainability and ultimately perform better.



Risk Management Approach and Applied Standards

We expect our companies to be compliant with the host country’s legislation at all times. The S&E team is available to assist any portfolio company in identifying and adopting sector-best practice. However, there are certain types of activities that we will not finance, as per the IFC exclusion list on our website.

- Legal and regulatory requirements in the countries where they operate
- IFC Performance Standards (and accompanying Guidance Documents) appropriate to the size and nature of the business
- IFC Good Practice Note on HIV/AIDS in the Workplace and other IFC Good Practice Notes where relevant
- IFC Interpretation Note on Financial Intermediaries
- The World Bank Group Environmental, Health and Safety (EHS) Guidelines
- ILO Core Conventions and recommendations.
- ILO’s Basic Terms and Conditions of Employment
- EDFI Principles for Responsible Financing
- UN Guiding Principles on Business and Human Rights

Norsad follows international best practice and World Bank/ IFC guidelines when assessing the S&E risks of investments.



6 | Social and Environmental Performance

Given the starting level of a number of our investee companies' S&E performance, where it is non-existent or at its infancy, the road to full S&E compliance is a long-term journey. Our portfolio companies have come to understand their own S&E risks, as well as what is required to manage these risks.

The monitoring of the S&E performance of direct investments and Financial Institutions (FIs) financed by Norsad is undertaken by means of an annual S&E monitoring report, as well as periodic monitoring visits when necessary. A Social and Environmental Action Plan (SEAP) is drawn up for clients to mitigate their S&E risks, and this is consolidated by frequent follow-ups according to the timeframe set out in the Action Plan.

S&E COMPLIANCE

Norsad categorises its investments according to World Bank and IFC guidelines. The level and frequency of S&E compliance auditing is determined by the risk category of the respective investments.

Category A and FI-1

These are accorded a higher degree of annual scrutiny than other investments. The level of monitoring of all companies will depend on the nature of the S&E risks and how comfortable Norsad is with the company's ability to effectively and responsibly manage the S&E impacts. Monitoring will vary from a simple compliance statement, reliance on company or third-party information, to more comprehensive reporting and site visits.

Lower Risk Investment (B, C, FI-2, 3)

Continuous value addition by monitoring and SEAPs is important to the lower risk investments. Norsad understands that mitigation of any S&E risk is a prudent approach for its clients.

Monitoring and compliance requirements are formalised as a positive undertaking in our legal documentation. Where an investee company is non-compliant with its S&E commitments, Norsad will work with the company to bring it back to compliance. If the company fails to re-establish compliance, we will exercise remedies as and when appropriate.



Our dedicated S&E and investment officers work closely with the portfolio company to identify and mitigate risks related to their business operations.

While the majority of portfolio companies are categorised as medium S&E risk, 25% of portfolio companies are categorised as high risk based on their business operations.

Our evaluation impact assessments have been based on the GPR Tool system designed by DEG, a German development financial institution, and we are currently exploring additional tools and metrics to make reporting more relevant to current investment markets. This will include relevant aspects of the UNPRI and GIIIN reporting metrics.

Norsad's drive for compliance is not only to mitigate risk, but to add value to investee companies by improving future funding prospects from international markets as well as access to global businesses.

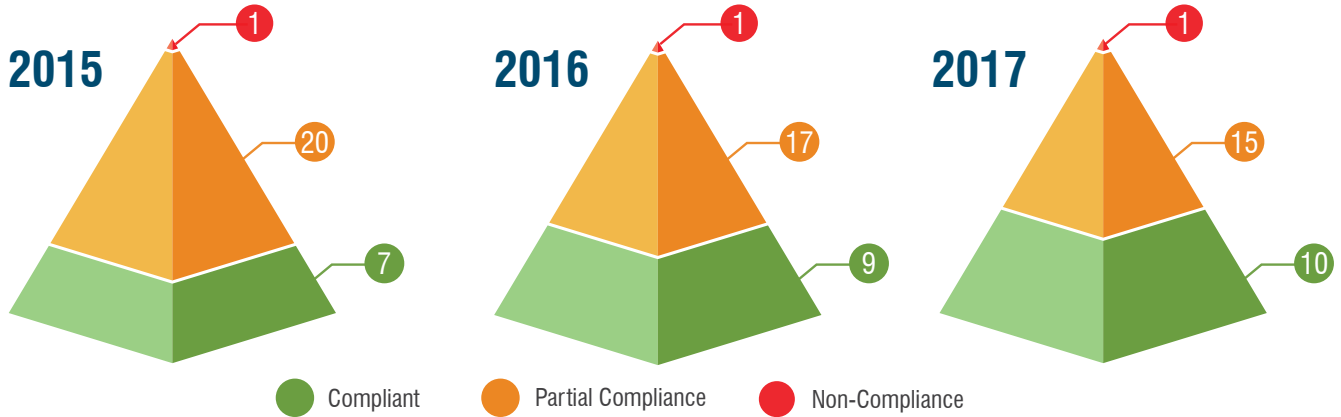
7 | Portfolio Analysis



The monitoring of the S&E performance of our portfolio is undertaken by means of annual S&E monitoring reports and periodic monitoring visits. Following an investment and due diligence visit, an S&E Action Plan is drawn up for the client and the S&E team monitor adherence to the plan continuously. The monitoring and compliance requirements are formalised in the legal documentation. Where a client is non-compliant with its S&E commitments, Norsad will work with the client to bring it back into compliance to the extent feasible, and if the client fails to re-establish compliance, Norsad will exercise remedies when appropriate.

SOCIAL AND ENVIRONMENTAL MANAGEMENT

Track of Portfolio Company Compliance to S&E Requirements



Compliance Conditions

- SEMS/S&E policies in place
- SEAP active/closed
- Health Safety Environmental (HSE) Manager or Compliance Supervisor
- S&E Annual Reporting

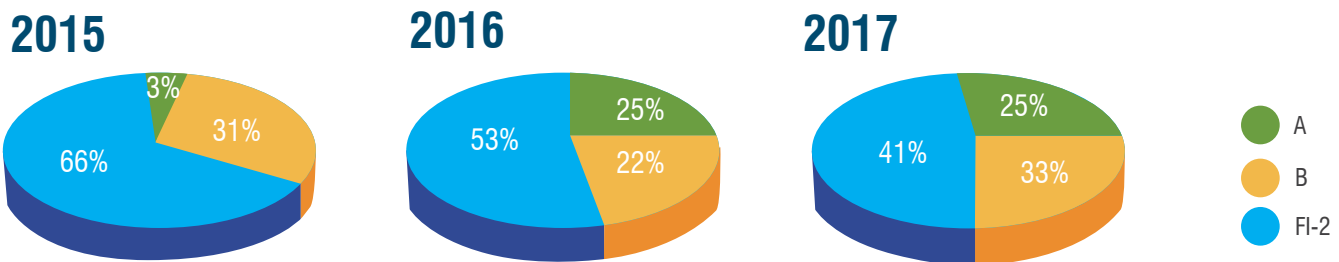
Compliance Level

- Compliant
- Partial Compliance
- Non-Compliance

Interpretation

- 100% achievement of compliance conditions
- 50%+ achievement of compliance conditions
- Less than 50% achievement of compliance conditions

Portfolio as per S&E Risk Category



The intrinsic risk profile of each client is categorised using the IFC Performance Standards. Given that S&E outcomes are not always foreseeable, and to avoid either under- or over-estimating S&E risks, Norsad adopts a pragmatic approach by taking into account the following key components when assessing expansion or green-field projects:

- An identification and assessment of the inherent S&E risks and impacts.
- The likelihood of harm to any stakeholder.
- The likelihood of creating added value for stakeholders.
- An evaluation of the commitment and capacity of the client to manage expected S&E issues and work towards a level of performance according to Norsad standards as formulated in this policy.
- An analysis of context-specific factors such as country, sector, technology, size of production, location, national laws and regulations, climatic and cultural conditions.

DEVELOPMENT IMPACT

Norsad has carried out evaluations of the development impact quality of its portfolio companies. The benchmarks are as follows:

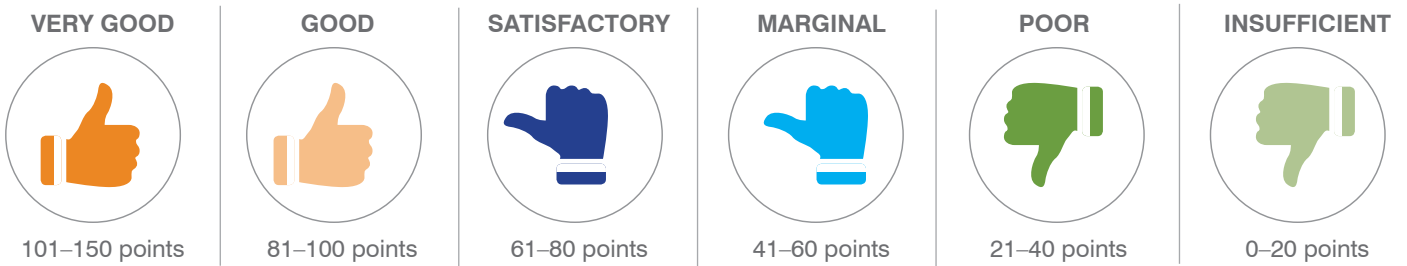
Direct Financing to Companies

- Contribution to government revenues
- Contribution to national income
- Net foreign currency effects
- Employment effects
- Gender effects
- Training effects
- Technology and know-how transfer
- Market and structural effects
- Economic and social infrastructural effects
- Social effects/corporate social responsibility
- Environmental standards
- Environmental effects

Financing to Financial Institutions (Indirect)

- Employment effects generated by institution
- Social and gender effects on the institution
- Effects of the finance on basic and advanced training
- Mobilisation of savings by the institution
- Diversification of finance sector by the institution
- Diversification of credit allocation by the institution
- Contribution to institution building
- Contribution of the finance

Based on the score, the portfolio companies are categorised into six quality groups summarised as follows:

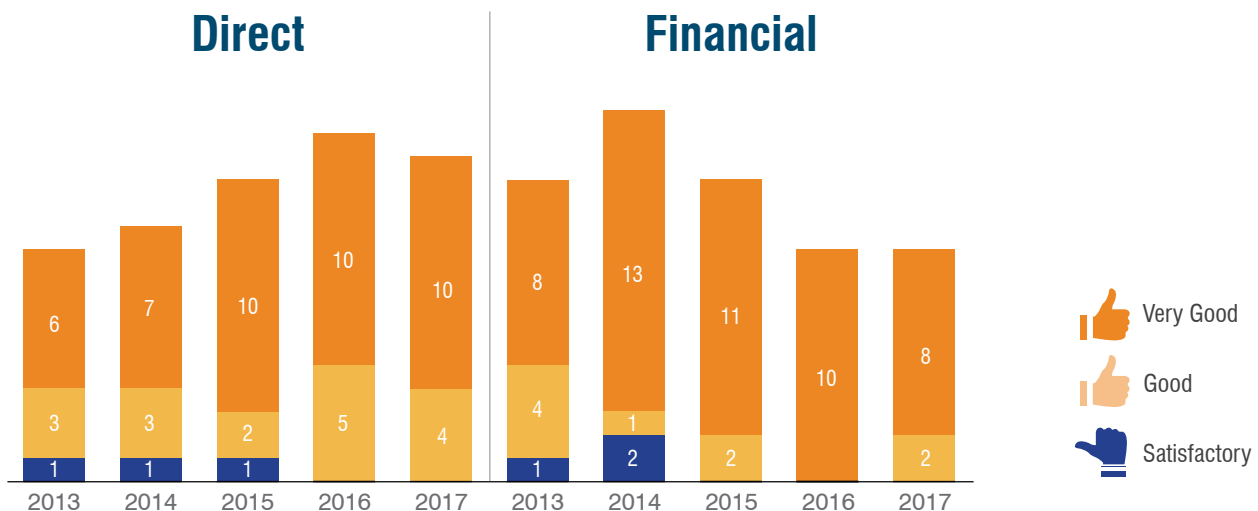


For the year ended 31 December 2017, 26 portfolio companies formed the basis of the evaluation. This represents 100% of the total portfolio.

This improvement is attributed to our clients' adherence to reporting requirements. The development impact of 14 direct portfolio companies and 10 financial institutions have been evaluated.

A summary of the overall developmental quality of our portfolio for the last five years is presented in the following table. Our entire portfolio fell into the upper scale of "Good" and "Very Good".

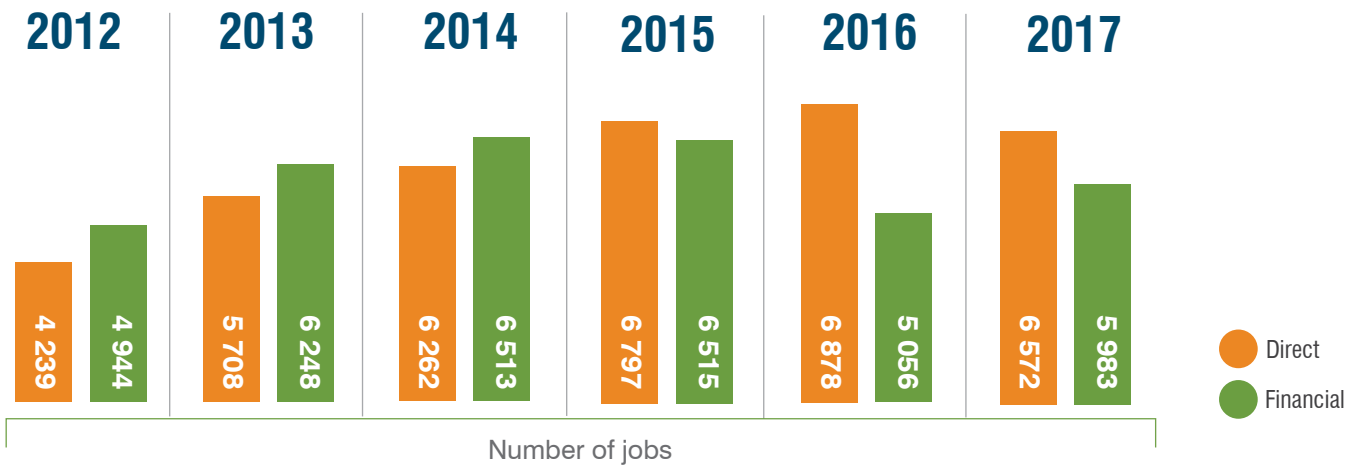
Norsad's Development Impact 2013–2017



Results of the selected development impact benchmarks are presented below:

EMPLOYMENT EFFECT

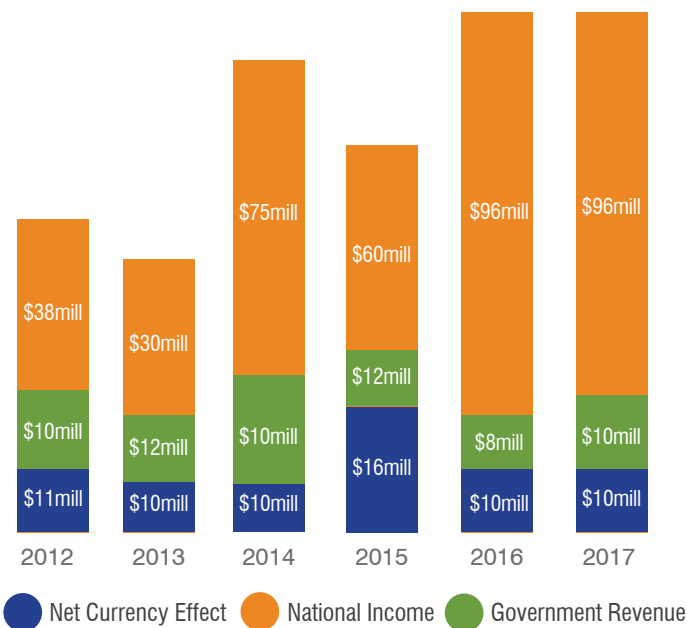
Employment for Direct and Financial Institutions



Norsad's portfolio has had a sustained positive impact on employment. As illustrated in the accompanying chart, jobs in Norsad's portfolio companies show that direct investments have sustained more direct employment than financial institutions.

CONTRIBUTION TO SOUTHERN AFRICAN COUNTRIES

Contribution to Southern African Economies



Training Effects



Norsad has made a positive contribution to countries within the SADC region, in terms of net currency effect, government tax paid and national income to date.

8 | Data Collection Methodology



For the current reporting period, we included S&E performance metrics that incorporated aspects from the IFC Performance Standards, GIIN and UNPRI. A new annual S&E questionnaire was developed to have a more narrative approach in order to capture and assess salient S&E aspects typically not included in hard metrics and compliance data. Our growth and maturity as an impact investor is reflected in this new approach, which will ultimately improve reporting on impacts and additionality as Norsad continues to take steps towards value-added reporting to its key investors.

The new S&E reporting questionnaire consists of 120 questions focused around key S&E performance indicators. This contains new metrics and is a deviation from our standard reporting. As such, some clients could not meet our full revised reporting requirements. However, 70% of the portfolio were able to meet the new requirements and provided a good sample for evaluation of impact based on the new metrics.

The KPIs are as follows:

S&E	
	THE ENVIRONMENT
	HUMAN RIGHTS
	OPERATION BUSINESS SUMMARY
	LOCAL COMMUNITIES
	ECONOMIC PERFORMANCE AND ECONOMIC IMPACT
	LABOUR, EMPLOYEES, DIVERSITY AND SKILLS DEVELOPMENT
	APPROACH TO SUSTAINABILITY
	HEALTH AND SAFETY
	ETHICAL LEADERSHIP AND GOVERNANCE
	STAKEHOLDER ENGAGEMENT

The data collected via the questionnaire was then distilled into seven KPIs to provide a snapshot of current S&E performances in terms of the numerous metrics. The metrics are represented as a S&E dashboard for each portfolio company that had reporting requirements. The dashboard provides an overview of the current reporting performance as well as indicating current gaps or areas of reporting that can be improved in the next reporting period. The dashboard therefore breaks down the questionnaire results into a report on the portfolio companies as outlined in the section that follows.



VALUE INVESTED
USD10 000 000

YEAR OF INVESTMENT
October 2013

COUNTRIES OF OPERATION
7

SECTOR OF INVESTMENT



FINANCE

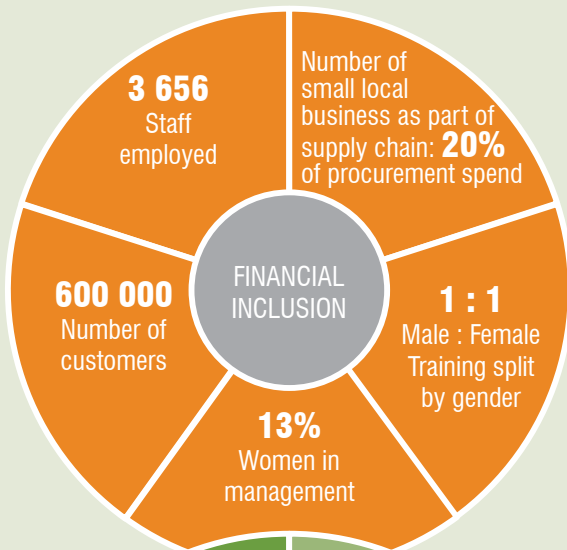
S&E INVESTMENT
CATEGORY
FI-2

STAGE OF DEVELOPMENT
Operational

ABC's core products are loan facilities and saving accounts, made available to a wide range of clients from individuals and SMEs to corporate clients and parastatals in every sector of the economy. ABC also focuses on productive sectors such as schools, education, mining and manufacturing, thereby delivering a positive impact on the economy. Under Norsad's guidance, ABC has shown continuous commitment to its current sustainability policy and implementation of its SEMS programme. The appointment of an in-house sustainability specialist has been instrumental in notably improving its S&E compliance and submission of SEAP requirements. A training programme was also launched to fully implement SEMS within its operations. With the significant progress ABC has made towards enhancing its S&E performance, we look forward to its continued progress and reporting on sustainability issues.

In terms of positive social impacts, ABC's inclusion of women in the workplace is in line with the sector average of around 45%. Employee gender split and annual training hours were also favourably aligned with the Portfolio average. Public disclosure is well-implemented. CSI spend was on going objective but indicated that ABC has sponsored clean water through drill rigs for borehole drilling in rural areas. In addition, ABC finances a number of schools and universities. In Zimbabwe, ABC finances ZETDC and ZPC who supply power generation and distribution, as well as a number of housing projects. The bank also funds soccer clubs and a vocational training centre.





- Objective met
- In progress / ongoing objective
- Objective met
- In progress / ongoing objective

MATERIAL ISSUES	Water	Waste	Air Quality	Biodiversity
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE	Board structure compliant with King IV
	SEMS/S&E policy in place
	Anti-corruption policy in place
	Codes of conduct in place
	Supply chain management in place
MANAGEMENT SYSTEMS	Human resources policies
	Grievance mechanism
	Customer service and protection
ENVIRONMENTAL	Carbon footprint calculated
	Energy footprint calculated
	Water footprint calculated
	All licences in place



VALUE INVESTED
USD3 000 000

YEAR OF INVESTMENT
March 2014

COUNTRY OF INVESTMENT
Zimbabwe

SECTOR OF INVESTMENT



FINANCIAL SERVICE

S&E INVESTMENT
CATEGORY
FI-2

STAGE OF DEVELOPMENT
Operational

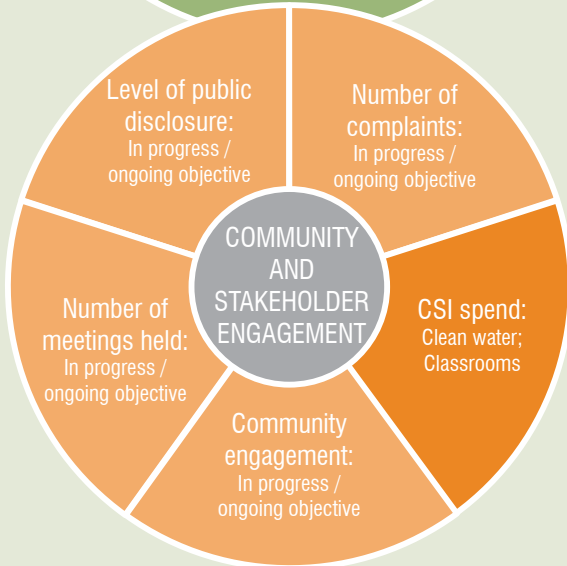
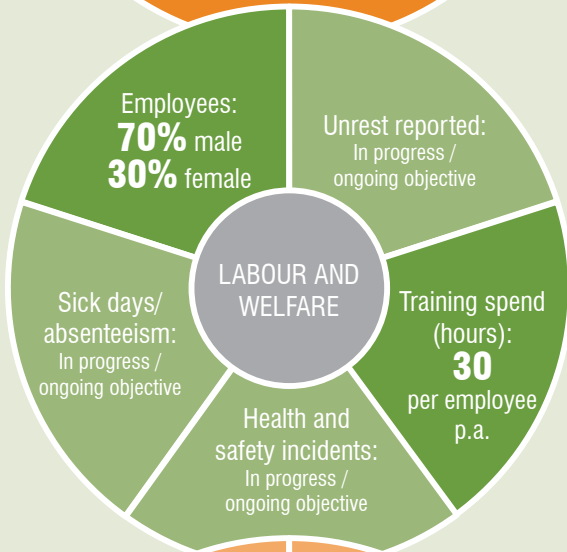
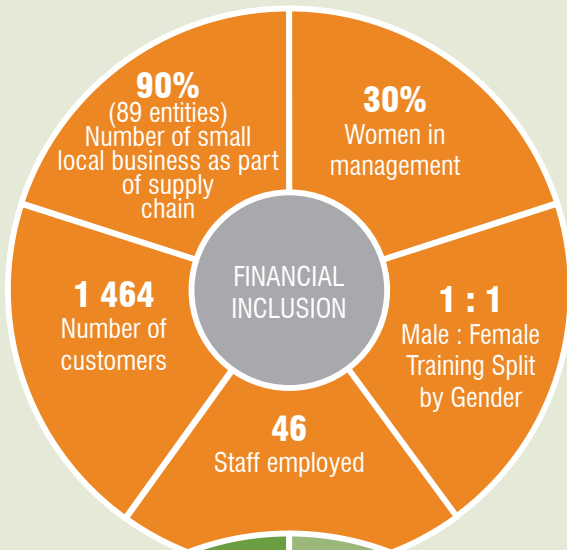
ACL is playing a catalytic role in lease finance and retail banking in Southern Africa. ACL considers the mining sector as a key driver in the revival of the Zimbabwean economy, contributing significantly to its GDP. In addition, ACL operates in the medical sector and has introduced a special facility for doctors to lease medical equipment at very competitive and favourable terms and conditions.

ACL has performed well in terms of S&E performance and additionality. The company and its management team have demonstrated acute awareness of their obligations in terms of managing the risks within the sectors in which they operate. ACL's impact is demonstrated by the significant increase in their customer base from 480 clients in 2016 to 1 464 in 2017. This growth has created notable opportunities to increase the benefits of financial inclusion and for uplifting standards of living. The company aims to open another branch during the first quarter of 2018.



AFFILIATIONS OR AWARDS





● Objective met
● In progress / ongoing objective
● Objective met
● In progress / ongoing objective

MATERIAL ISSUES	Water	Waste	Air Quality	Biodiversity
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE	Board structure compliant with King IV
	SEMS/S&E policy in place
	Anti-corruption policy in place
	Codes of conduct in place
MANAGEMENT SYSTEMS	Supply chain management in place
	Human resources policies
	Grievance mechanism
ENVIRONMENTAL	Customer service and protection
	Carbon footprint calculated
	Energy footprint calculated
	Water footprint calculated
	All licences in place



VALUE INVESTED
USD4 000 000

YEAR OF INVESTMENT
May 2013

COUNTRY OF INVESTMENT
Zambia

SECTOR OF INVESTMENT



FINANCIAL SERVICES

S&E INVESTMENT
CATEGORY
FI-2

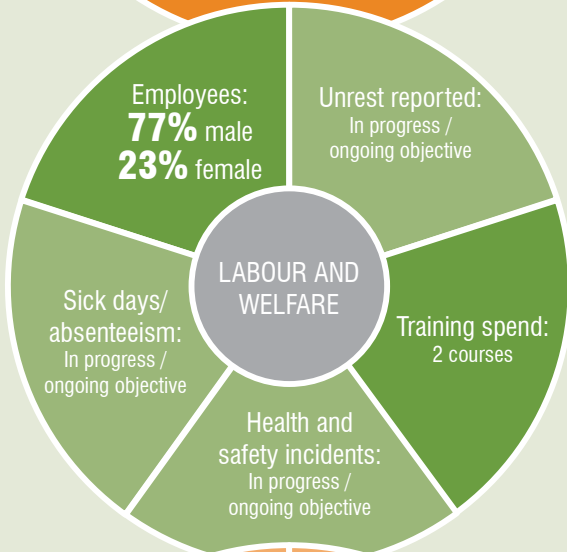
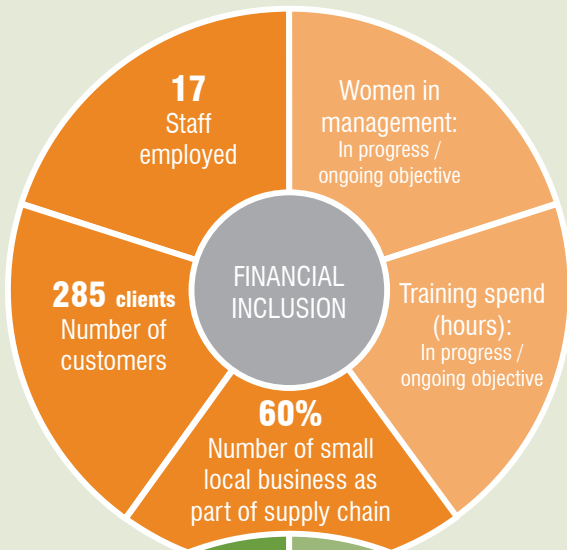
STAGE OF DEVELOPMENT
Operational

Alios operates within 11 countries and services in excess of 58 000 customers. The company offers SMEs and corporates a full range of financing solutions including finance leasing, investment loans, hire purchase, operating leases and short-term loans. As a result, many businesses have been empowered to increase their operational scale by increased productivity and income growth. Alios has developed its SEMS policies and procedures in accordance with IFC guidelines for sustainability, and the management team has demonstrated its commitment to implementing sustainability principles throughout its operations. Accordingly, Alios has implemented environmental awareness training for all their credit officers.



AFFILIATIONS OR AWARDS





- Objective met
- In progress / ongoing objective
- Objective met
- In progress / ongoing objective

MATERIAL ISSUES	Water	Waste	Air Quality	Biodiversity
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE	Board structure compliant with King IV
	SEMS/S&E policy in place
	Anti-corruption policy in place
	Codes of conduct in place
MANAGEMENT SYSTEMS	Supply chain management in place
	Human resources policies
	Grievance mechanism
ENVIRONMENTAL	Customer service and protection
	Carbon footprint calculated
	Energy footprint calculated
	Water footprint calculated
	All licences in place



VALUE INVESTED
USD6 600 000

YEAR OF INVESTMENT
April 2016

COUNTRY OF INVESTMENT
Mozambique

SECTOR OF INVESTMENT



AGRICULTURE
(AGRI PROCESSING)

S&E INVESTMENT
CATEGORY
A

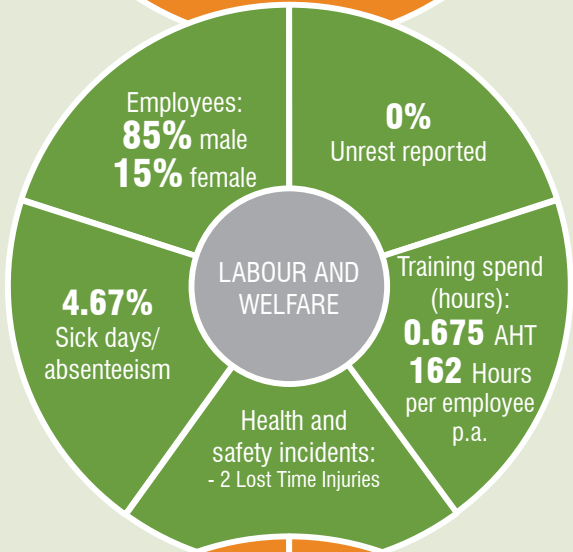
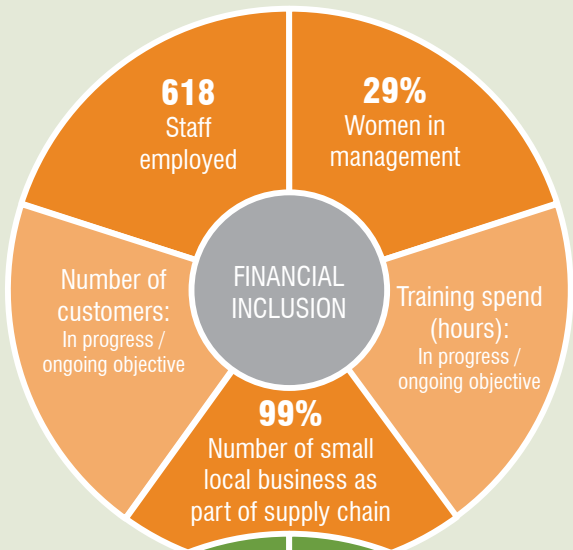
STAGE OF DEVELOPMENT
Construction

EcoFarm strives to be the leader in organic sugar and meat production and is acting as a driver for high-tech agricultural practices in an otherwise technologically untransformed sector. The advancements that EcoFarm has brought to Mozambique drive both technical innovation as well as greater access to these technical measures by others. To date, the project has planted 500 ha of sugar cane and has created many new job opportunities within a sustainable sector. EcoFarm and Norsad's management approach have many synergies, as both strive for continuous improvement and excellence in terms of commitments and implementation of S&E objectives. Currently, EcoFarm has a work force of over 500, and has set its growth path with the objective of transforming gender equality within the sector, thereby maximising positive impacts on the local communities.



AFFILIATIONS OR AWARDS





● Objective met
● In progress / ongoing objective
● Objective met
● In progress / ongoing objective

MATERIAL ISSUES	Water	Waste	Air Quality	Biodiversity
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE	Board structure compliant with King IV
	SEMS/S&E policy in place
	Anti-corruption policy in place
	Codes of conduct in place
	Supply chain management in place
MANAGEMENT SYSTEMS	Labour union in place 43,68%
	HSE policies and procedures
	Human resources policies
ENVIRONMENTAL	Carbon footprint calculated
	Energy footprint calculated
	Water footprint calculated
	All licences in place



VALUE INVESTED
USD10 000 000

YEAR OF INVESTMENT
December 2016

COUNTRY OF INVESTMENT
Zimbabwe

SECTOR OF INVESTMENT



FINANCIAL SERVICES

S&E INVESTMENT
CATEGORY
FI-2

STAGE OF DEVELOPMENT
Operational

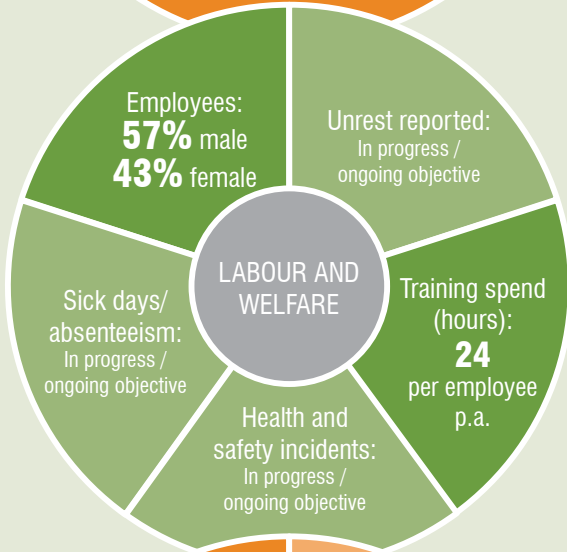
FBCH is an Investment holding-company listed on the Zimbabwe Stock Exchange and whose principal activities are based in Zimbabwe. The Group offers diverse financial services through subsidiaries that span commercial banking, mortgage financing, short-term insurance, re-insurance, securities trading and micro financing. The FBC Holdings Group comprises FBC Bank Limited, FBC Building Society, FBC Reinsurance, FBC Securities (Private) Limited, MicroPlan Financial Services (Private) Limited and an insurance company.

To support the growth necessary for growth strategy, FBCH approached Norsad for a credit facility of USD10 million to be channelled to subsidiary bank, FBC Bank (FBC). The bank therefore plays a catalytic role in unlocking and promoting easier access to finance for a wider audience over the long term. FBC is a recent addition to Norsad's Portfolio and the bank has already started to implement S&E risk assessment in their lending decision making processes under Norsad's guidance. FBC is well on its way to successfully implementing its SEMS and embracing the values of S&E in its operations. Training has been conducted through Deloitte Consultancy for S&E capacity building and international standards compliance.



AFFILIATIONS OR AWARDS





● Objective met
● In progress / ongoing objective
● Objective met
● In progress / ongoing objective

MATERIAL ISSUES				
	Water	Waste	Air Quality	Biodiversity
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE		Board structure compliant with King IV
		SEMS/S&E policy in place
		Anti-corruption policy in place
		Codes of conduct in place
MANAGEMENT SYSTEMS		Supply chain management in place
		Human resources policies
		Grievance mechanism
ENVIRONMENTAL		Customer service and protection
		Carbon footprint calculated
		Energy footprint calculated
		Water footprint calculated
		All licences in place



VALUE INVESTED
USD4 900 000

YEAR OF INVESTMENT
November 2015

COUNTRY OF INVESTMENT
Zambia

SECTOR OF INVESTMENT



FINANCIAL SERVICES

S&E INVESTMENT
CATEGORY
FI-2

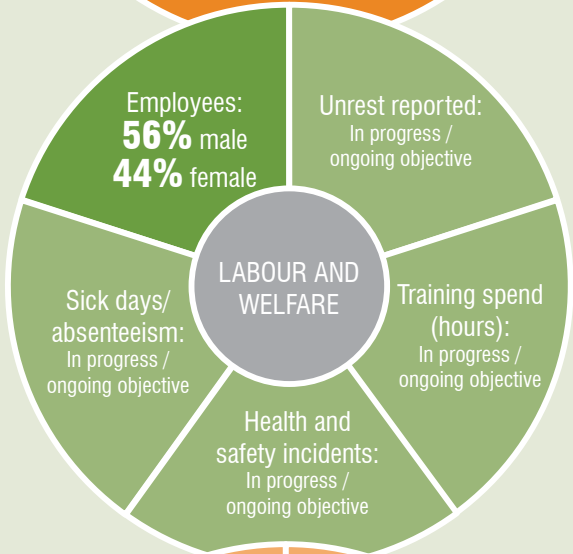
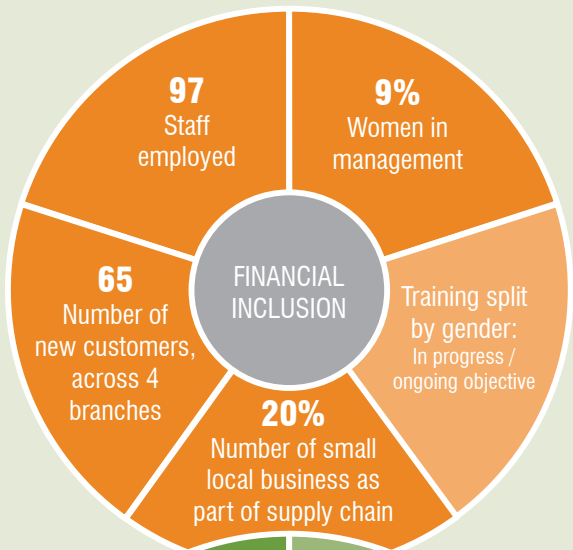
STAGE OF DEVELOPMENT
Operational

FFS target Small Medium Enterprises mostly in the supply chain and ensure the projects and organisations that they finance are compliant with environmental regulatory standards. As a key player in the business of providing Finance to SMEs, they actively promote social economic empowerment through their policies. Milestones for 2017 include signed Agreements ZAMEFA, VODAFONE, Chibuluma and ZESCO. FFS have good measures in place for governance and ethics and they actively promote gender inclusion. They are ideally placed as a disruptor to improve supply chain practices through technological innovation. They thus indirectly support the ability for local suppliers to do business.



AFFILIATIONS OR AWARDS





● Objective met
● In progress / ongoing objective
● Objective met
● In progress / ongoing objective

MATERIAL ISSUES	Water	Waste	Air Quality	Biodiversity
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE	Board structure compliant with King IV
	SEMS/S&E policy in place
	Anti-corruption policy in place
	Codes of conduct in place
	Supply chain management in place
	MANAGEMENT SYSTEMS
Grievance mechanism	
Customer service and protection	
ENVIRONMENTAL	Carbon footprint calculated
	Energy footprint calculated
	Water footprint calculated
	All licences in place



VALUE INVESTED
USD6 878 918

YEAR OF INVESTMENT
January 2014

COUNTRY OF INVESTMENT
Botswana

SECTOR OF INVESTMENT



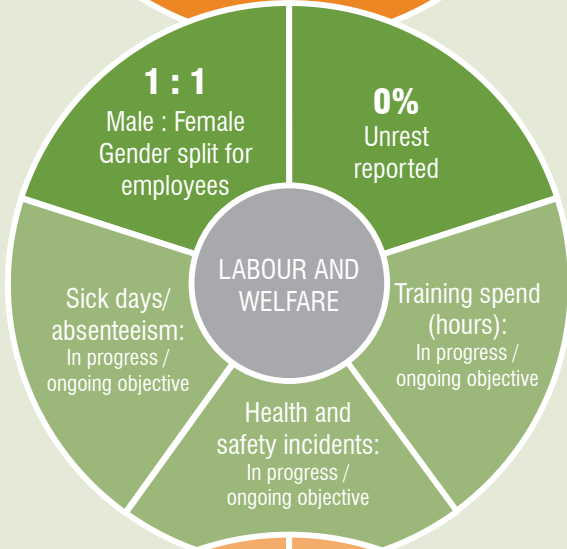
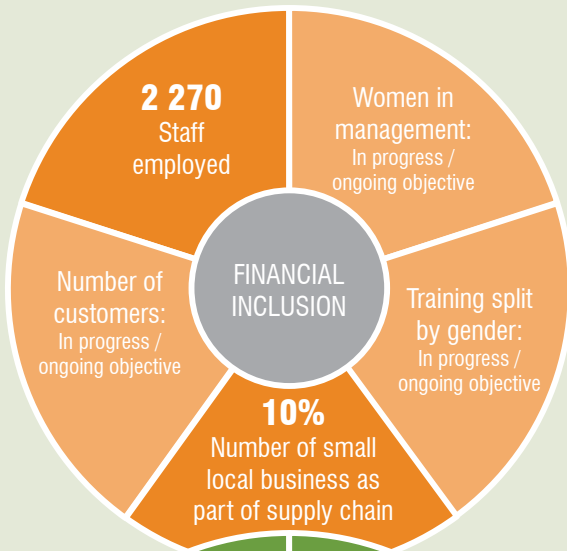
RETAIL

S&E INVESTMENT
CATEGORY
B

STAGE OF DEVELOPMENT
Operational

Furnmart has had a positive impact on livelihoods by offering affordable quality products, and has recently expanded its retail nodes within Botswana. Due to their efficient supply chain management, they create additional value by importing directly from factories to maximise the availability of products at competitive prices. Their product range caters to different socio-economic classes and provides access to luxury goods required to drive a growing middle class. Under Norsad's guidance, the company has developed a SEMS procedure to maximise S&E benefits associated with its sphere of impact. Furnmart has shown great commitment to S&E management and nominated their Financial Director as the S&E champion to drive S&E additionality and implement the SEMS policy. This action has allowed Furnmart to meet all their SEAP actions.





● Objective met
● In progress / ongoing objective
● Objective met
● In progress / ongoing objective

MATERIAL ISSUES				
	Water	Waste	Air Quality	Biodiversity
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE		Board structure compliant with King IV
		SEMS/S&E policy in place
		Anti-corruption policy in place
		Codes of conduct in place
MANAGEMENT SYSTEMS		Supply chain management in place
		Labour union in place
		HSE policies and procedures
ENVIRONMENTAL		Human resources policies
		Carbon footprint calculated
		Energy footprint calculated
		Water footprint calculated
		All licences in place



VALUE INVESTED
USD6 000 000

YEAR OF INVESTMENT
November 2013

COUNTRY OF INVESTMENT
Zimbabwe

SECTOR OF INVESTMENT



AGRICULTURE

S&E INVESTMENT
CATEGORY
A

STAGE OF DEVELOPMENT
Operational

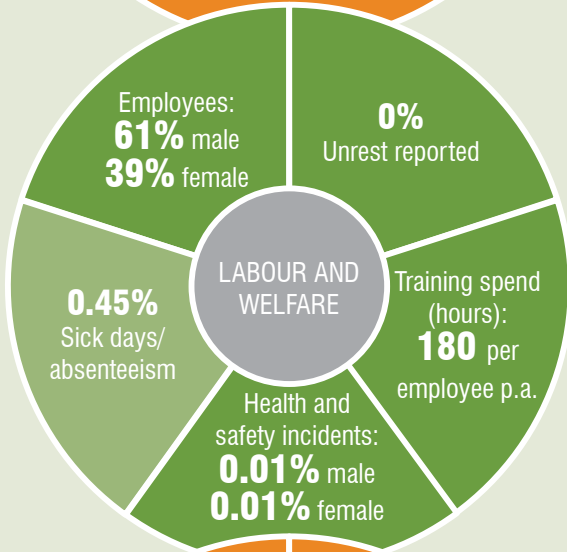
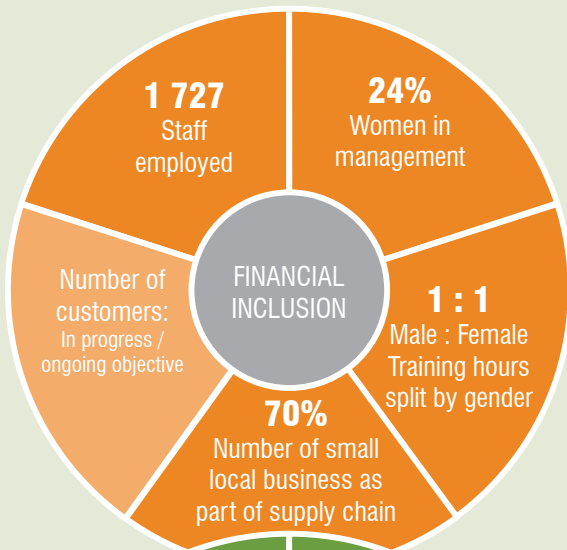
Irvine's have been producing poultry products since the 1950s and has grown from a business run from a single room at home to producing over 1.5 million day-old chicks per week across Zimbabwe, Mozambique and Botswana. Norsad's investment has led to the development of a laboratory to test feed quality and "out-grower" analysis to improve production efficiency.

By providing an affordable protein source, Irvine's is making headway in improving the nutrition of poor and vulnerable community groups, which is integral to an economically active population. Its project in Zimbabwe has had a positive impact on uplifting livelihoods by providing permanent employment to the local communities. Similar to the rest of the Irvine Group, the Zimbabwean operation has appointed an S&E team to implement its S&E procedures. The team is overseen by a dedicated SHE manager who oversees the SEMS process at senior level.

As a leader in the poultry production sector, Irvine's processes and procedures encompass all operations and supply chain risks, and adhere to the highest standards. Their current processes include PPE enforcement, environmental protection and the efficient use of resources, especially water usage.

In order to retain their successful lead in their industry, Irvine's realise the value of training and growing a strong technical local knowledge base. The company has also provided training to all staff on SEMS management issues. An ISO9001 Management System has been implemented, and includes environmental management processes for effluent and emissions.





● Objective met
● In progress / ongoing objective
● Objective met
● In progress / ongoing objective

MATERIAL ISSUES				
	Water	Waste	Air Quality	Biodiversity
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE		Board structure compliant with King IV
		SEMS/S&E policy in place
		Anti-corruption policy in place
		Codes of conduct in place
MANAGEMENT SYSTEMS		Supply chain management in place
		Labour union in place
		HSE policies and procedures
ENVIRONMENTAL		Human resources policies
		Carbon footprint calculated
		Energy footprint calculated
		Water footprint calculated
		All licences in place



Kariba Bream

VALUE INVESTED
USD3 000 000

YEAR OF INVESTMENT
March 2013

COUNTRY OF INVESTMENT
Zambia

SECTOR OF INVESTMENT



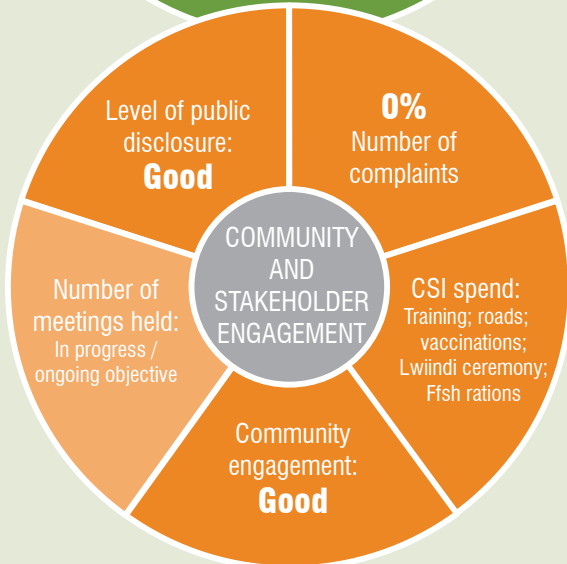
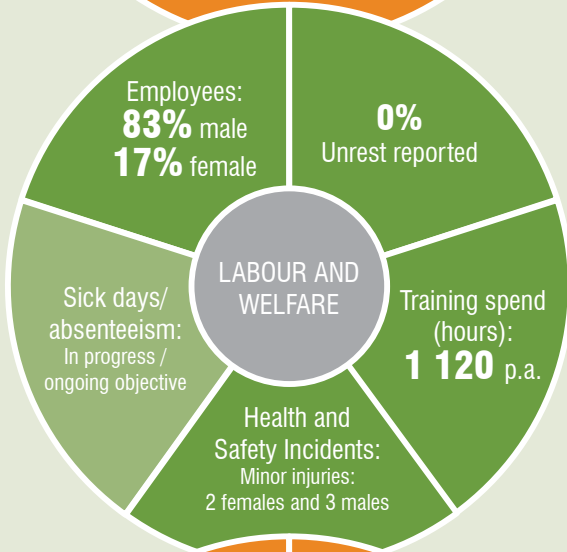
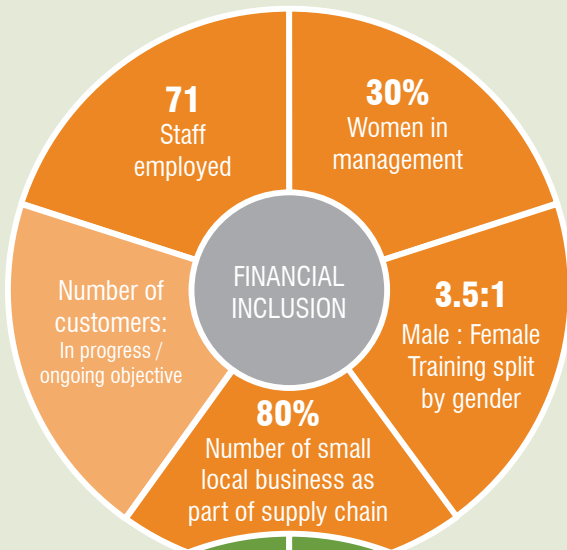
AQUACULTURE

S&E INVESTMENT
CATEGORY
B

STAGE OF DEVELOPMENT
Operational

KHL has developed and implemented procedures to complement and improve their fishing operations. Having started with Norsad from construction stage with the implementation of its business vision, Norsad has seen KHL grow through their commitment to S&E and by raising their performance standards. KHL has an Environmental Management Plan in place, and has implemented an Occupational Health & Safety Policy. It offers continuous training and support to its employees and continues to update Norsad on the progress of its action plan, which is being implemented successfully.





● Objective met
● In progress / ongoing objective
● Objective met
● In progress / ongoing objective

MATERIAL ISSUES				
	Water	Waste	Air Quality	Biodiversity
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE		Board structure compliant with King IV Yes
		SEMS/S&E policy in place
		Anti-corruption policy in place
		Codes of conduct in place
		Supply chain management in place
	MANAGEMENT SYSTEMS	
		HSE policies and procedures
		Human resources policies
ENVIRONMENTAL		Carbon footprint calculated
		Energy footprint calculated
		Water footprint calculated
		All licences in place



VALUE INVESTED
USD6 000 000

YEAR OF INVESTMENT
**September 2012
and
September 2017**

COUNTRY OF INVESTMENT
Malawi

SECTOR OF INVESTMENT



S&E INVESTMENT
CATEGORY
B

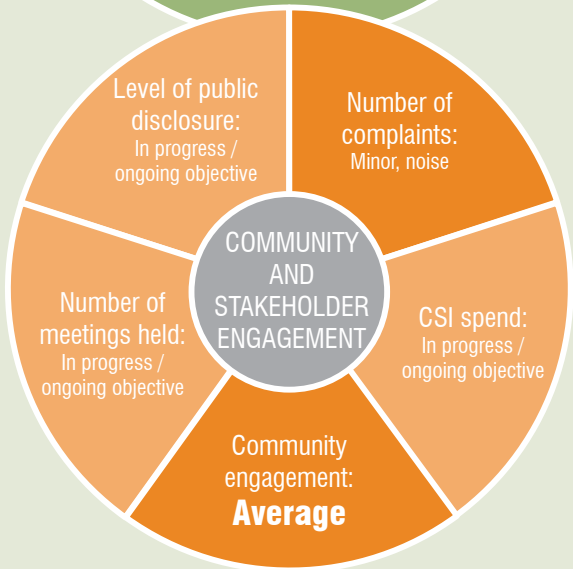
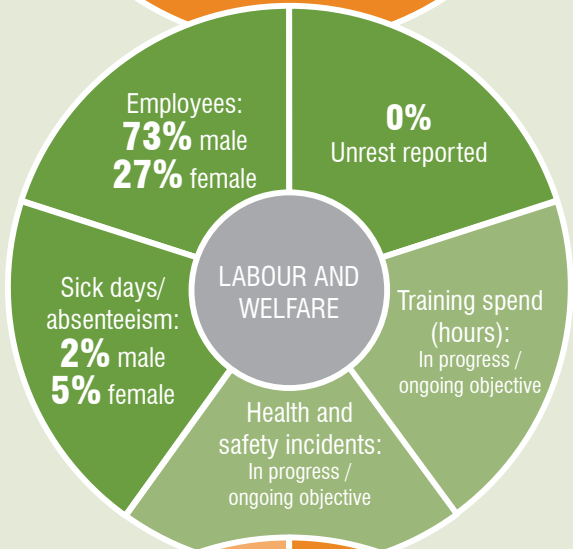
STAGE OF DEVELOPMENT
Blantyre:
Operational

Lilongwe:
**Under
Implementation**

Norsad Finance has included two active facilities from the Malawi Sun Hotel, namely the hotel and conferencing centre in Blantyre and the development of a new Sun Hotel in Lilongwe. As a primary catalyst for the country's tourism, the hotel group plays an important role in marketing Malawi to increase tourism and stimulate economic growth. The hotel group is ideally placed to showcase and maximise the natural beauty of the country, acting as custodians of biodiversity through sustainable tourism.

The Malawi Sun Hotel's management team has made great strides in better understanding its responsibilities as a transformational role player, as well as how to maximise S&E benefits within the region. In this sustainable industry, Norsad has assisted the hotel group in developing and incorporating international standards and goals within their operations. The hotel group has recently confirmed its commitment to these principles by appointing an S&E officer to oversee the two facilities, It has also pledged to continuously improve on its health and safety standards, labour welfare and resource efficiency as its most direct path to social and economic transformation. There is no doubt that Malawi Sun Hotel will remain an industry leader through its superior management and S&E policies.





● Objective met
● In progress / ongoing objective
● Objective met
● In progress / ongoing objective

MATERIAL ISSUES				
	Water	Waste	Air Quality	Biodiversity
MATERIAL ISSUES				
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE		Board structure compliant with King IV
		SEMS/S&E policy in place
		Anti-corruption policy in place
		Codes of conduct in place
		Supply chain management in place
MANAGEMENT SYSTEMS		Labour union in place
		HSE policies and procedures
		Human resources policies
ENVIRONMENTAL		Carbon footprint calculated
		Energy footprint calculated
		Water footprint calculated
		All licences in place



VALUE INVESTED
USD5 000 000

YEAR OF INVESTMENT
December 2015

COUNTRY OF INVESTMENT
Zambia

SECTOR OF INVESTMENT



MINING, CONSTRUCTION
SERVICES, HEAVY DUTY PLANT
HIRE

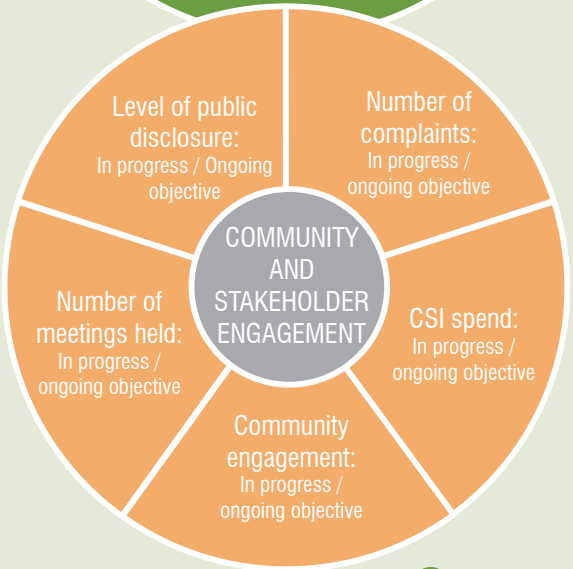
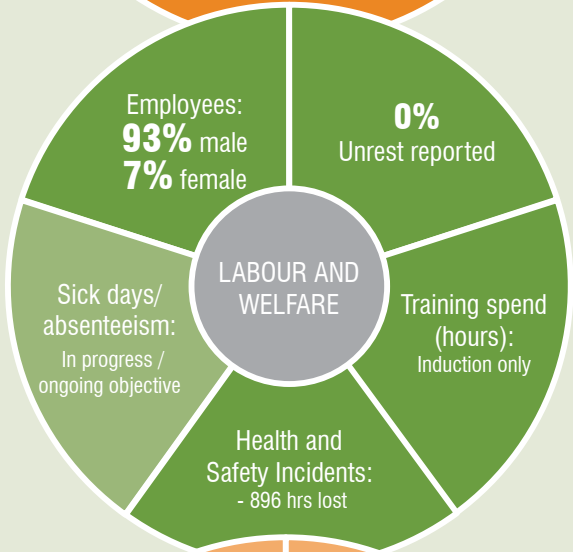
S&E INVESTMENT
CATEGORY
B

STAGE OF DEVELOPMENT
Operational

MEM provides a wide variety of services that include crane hire, plant equipment hire, earthmoving, hydraulics and rigging works, and abnormal load transportation. MEM directly supports the construction industry and alleviates the challenges of sourcing and purchasing plant and equipment for short-term construction works in Zambia. The company reduces the risks associated with construction works by assisting in outsourcing the procurement and maintenance of equipment for their clients, which includes mines and large-scale infrastructure projects.

Due to the nature of their business, MEM is currently working on improving the worker health and safety mind-set and culture, which is a legacy issue in the industry. The company is committed to hiring a SHEQ officer to drive this improvement project and to systemically reach the ultimate goal of "zero lost time" due to injuries.





● Objective met
● In progress / ongoing objective
● Objective met
● In progress / ongoing objective

MATERIAL ISSUES				
	Water	Waste	Air Quality	Biodiversity
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE		Board structure compliant with King IV
		SEMS/S&E policy in place
		Anti-corruption policy in place
		Codes of conduct in place
		Supply chain management in place
	MANAGEMENT SYSTEMS	
		HSE policies and procedures
		Human resources policies
ENVIRONMENTAL		Carbon footprint calculated
		Energy footprint calculated
		Water footprint calculated
		All licences in place



VALUE INVESTED
USD3 705 170

YEAR OF INVESTMENT
January 2014

COUNTRY OF INVESTMENT
Namibia

SECTOR OF INVESTMENT



FINANCIAL SERVICES

S&E INVESTMENT
CATEGORY
FI-2

STAGE OF DEVELOPMENT
Operational

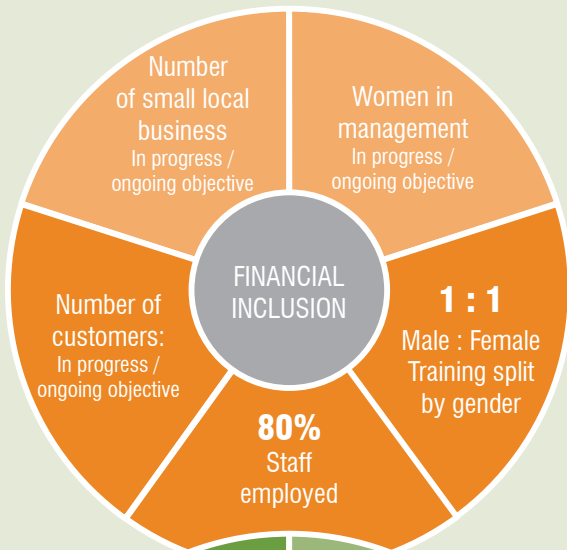
NamPro is committed to good corporate governance and has established a Board of Directors, with a female MD and several Board sub-committees in place. Although the S&E risk in their lending practices is minimal, NamPro screens all S&E risks and stipulates that its clients should adopt and comply with local S&E requirements. Positive S&E aspects include NamPro funding of the Urban Farming project, which is involved in the production of "green" coal with reduced carbon emissions. In terms of financial inclusion, the products offered by NamPro benefit local suppliers as they are able to deliver on contracts and tenders awarded to local

SMEs, leading to greater confidence in their suppliers. NamPro is committed to Enterprise Development Programme (EDP) interventions and has undertaken to train, motivate and support not only SME clients but also the general public through public EDP training.



AFFILIATIONS OR AWARDS





● Objective met
○ In progress / ongoing objective
● Objective met
○ In progress / ongoing objective

MATERIAL ISSUES				
	Water	Waste	Air Quality	Biodiversity
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE		Board structure compliant with King IV
		SEMS/S&E policy in place
		Anti-corruption policy in place
		Codes of conduct in place
		Supply chain management in place
	MANAGEMENT SYSTEMS	
		Grievance mechanism
		Customer service and protection
ENVIRONMENTAL		Carbon footprint calculated
		Energy footprint calculated
		Water footprint calculated
		All licences in place



VALUE INVESTED
USD5 000 000

YEAR OF INVESTMENT
June 2017

COUNTRY OF INVESTMENT
Malawi

SECTOR OF INVESTMENT



FINANCIAL SERVICES

S&E INVESTMENT
CATEGORY
FI-2

STAGE OF DEVELOPMENT
Operational

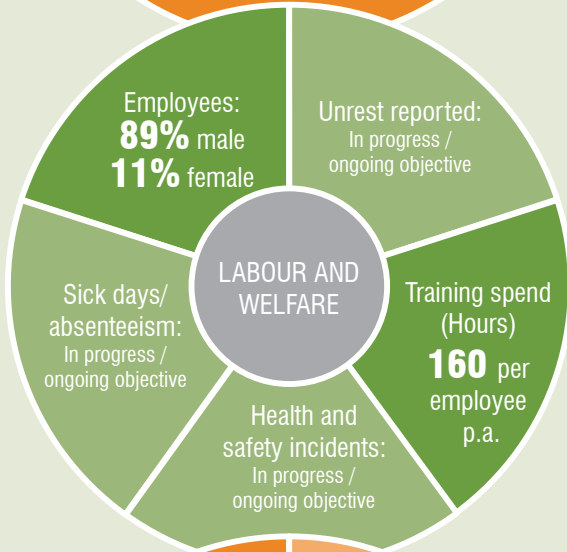
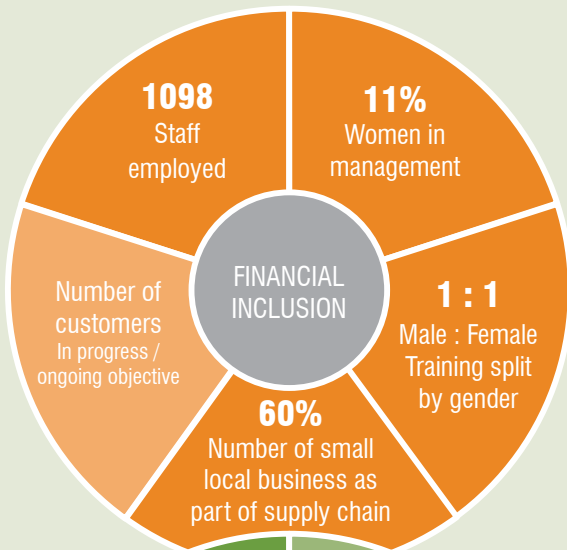
NICO is a financial services organisation offering general insurance, life insurance, pensions administration, banking, mortgage finance, lease finance, asset management and information systems. As such, they have had a positive impact on mitigating the risks of individuals in terms of safeguarding wealth and assets through sharing their risks. As a recent addition to the Norsad Portfolio, NICO has appointed a designated S&E officer to start the development and implementation of a SEMS in accordance with the action plan outlined under Norsad’s guidance. Norsad is keen to develop and maximise the positive impact that risk management could have on standards of living. Norsad is confident that under its guidance, NICO will over time be able to provide insurance to a broader client base who could historically not afford these products, thereby improving the financial resilience of the country’s households.

NICO highly values the importance of incorporating S&E aspects in all its policies and across its subsidiaries. Norsad will continue to work with NICO on its journey to implementing the necessary systems that will in time maximise the additionality of S&E performance.



AFFILIATIONS OR AWARDS





● Objective met
● In progress / ongoing objective
● Objective met
● In progress / ongoing objective

MATERIAL ISSUES	Water	Waste	Air Quality	Biodiversity
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE	Board structure compliant with King IV
	SEMS/S&E policy in place
	Anti-corruption policy in place
	Codes of conduct in place
MANAGEMENT SYSTEMS	Supply chain management in place
	Human resources policies
	Grievance mechanism
ENVIRONMENTAL	Customer service and protection
	Carbon footprint calculated
	Energy footprint calculated
	Water footprint calculated
	All licences in place



VALUE INVESTED
USD5 000 000

YEAR OF INVESTMENT
April 2015

COUNTRY OF INVESTMENT
Zimbabwe

SECTOR OF INVESTMENT

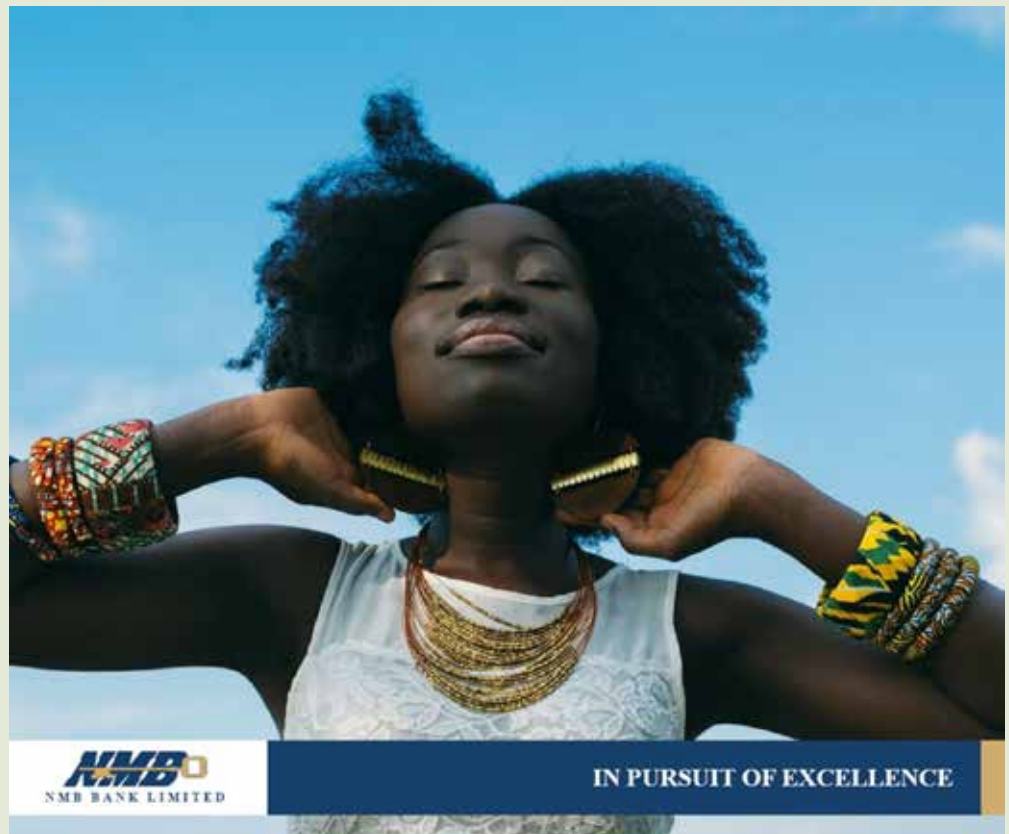


FINANCIAL SERVICES

S&E INVESTMENT
CATEGORY
FI-2

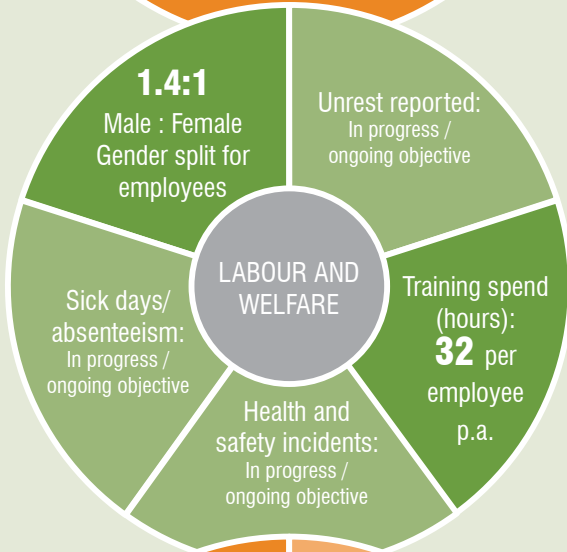
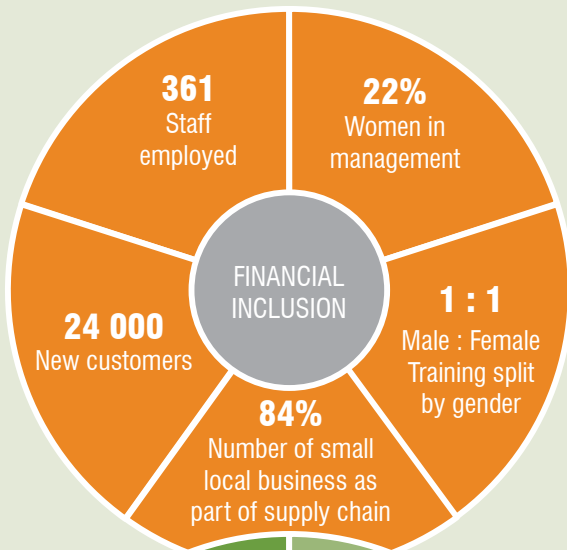
STAGE OF DEVELOPMENT
Operational

NMB is dedicated to providing premium financial services to all individuals and businesses. Since 1993, NMB has worked with other DFIs such as Norfund, FMO and Swedfund to establish an impressive system of managing S&E risks within its portfolio. The bank's credit team and compliance manager continue to oversee S&E compliance and SEMS implementation. NMB has collaborated with FMO to financially assist capacity building projects by offering environmental and social workshops for their loan officers. NMB has also introduced a special school fee loan product to increase social upliftment and allow access to higher levels of education to those who can meet the minimum monthly repayments.



AFFILIATIONS OR AWARDS





● Objective met
● In progress / ongoing objective
● Objective met
● In progress / ongoing objective

MATERIAL ISSUES	Water	Waste	Air Quality	Biodiversity
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE	Board structure compliant with King IV
	SEMS/S&E policy in place
	Anti-corruption policy in place
	Codes of conduct in place
MANAGEMENT SYSTEMS	Supply chain management in place
	Human resources policies
	Grievance mechanism
ENVIRONMENTAL	Customer service and protection
	Carbon footprint calculated
	Energy footprint calculated
	Water footprint calculated
	All licences in place



VALUE INVESTED
USD5 000 000

YEAR OF INVESTMENT
April 2015

COUNTRY OF INVESTMENT
Zambia

SECTOR OF INVESTMENT

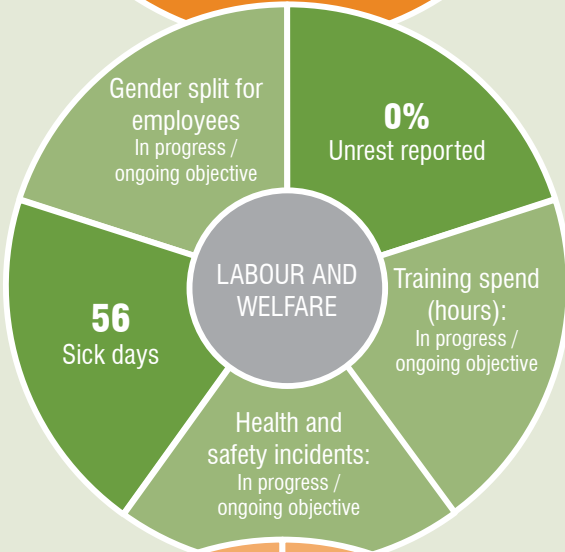
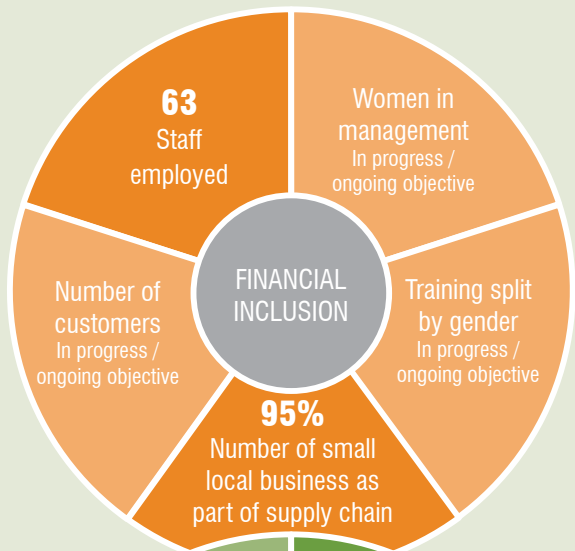


S&E INVESTMENT
CATEGORY
B

STAGE OF DEVELOPMENT
Operational

The Protea Hotel Group operates within a sustainable sector, which has the potential to provide permanent job creation and in due course will unlock access to enterprises that support tourism. Norsad anticipates that, as the hotel group grows and establishes its reputation within the industry, the investment will have positive indirect impacts on hospitality training and job creation. With this in mind, the hotel group's S&E management system is committed to adopting high operational standards. The hotel group's implementation of Norsad's action plans during construction has shown that Protea Hotels in Zambia have bought into the benefits that S&E in a transformative sector, in terms of promoting gender equality and local permanent employment.





● Objective met

● In progress / ongoing objective

● Objective met

● In progress / ongoing objective

MATERIAL ISSUES	Water	Waste	Air Quality	Biodiversity
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE	Board structure compliant with King IV
	SEMS/S&E policy in place
	Anti-corruption policy in place
	Codes of conduct in place
	Supply chain management in place
MANAGEMENT SYSTEMS	Labour union in place
	HSE policies and procedures
	Human resources policies
ENVIRONMENTAL	Carbon footprint calculated
	Energy footprint calculated
	Water footprint calculated
	All licences in place

50 | Pungwe C Power Station (Pvt) Limited, Honde Valley Zimbabwe (Pungwe C) Riverside Power Station, Mashonaland Zimbabwe (Riverside)



VALUE INVESTED
USD5 500 000

YEAR OF INVESTMENT
January 2016

COUNTRY OF INVESTMENT
Zimbabwe

SECTOR OF INVESTMENT



RENEWABLE ENERGY

S&E INVESTMENT
CATEGORY
B

STAGE OF DEVELOPMENT
Operational

As part of a series of hydropower stations in Zimbabwe by Nyangani Renewable Energy (Pty) Ltd (NRE), Pungwe C is a hydropower station in the eastern highlands of Zimbabwe. Pungwe C is committed to delivering electricity to the National Grid and sustainability to the locals is their long-term aim. Pungwe C has successfully implemented its vegetation rehabilitation programme since the project became operational.

In addition, Pungwe C maintains a community Health, Safety and Security Plan with the surrounding and affected communities that recognises the importance of continual communication. This Plan outlines what measures will be put in place to keep local communities informed in terms of recruitment, development plans, health and safety, grievance procedures as well as the traffic management in and around the project site. Pungwe C has shown commitment to sustainability as its main mandate for its operations. It has also successfully engaged Norsad for a solar power plan, which was commissioned in March 2018.

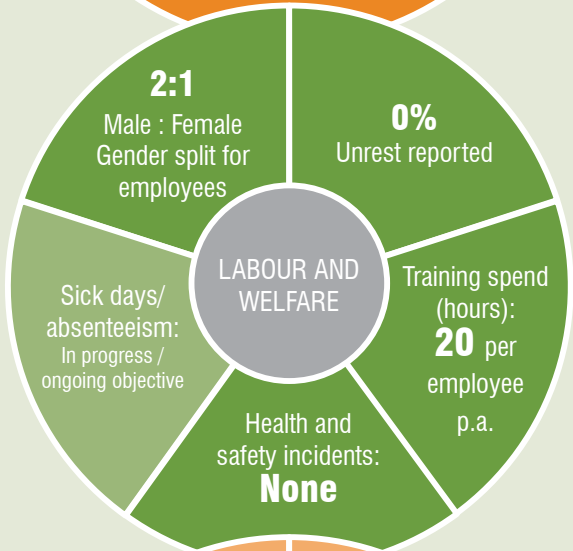
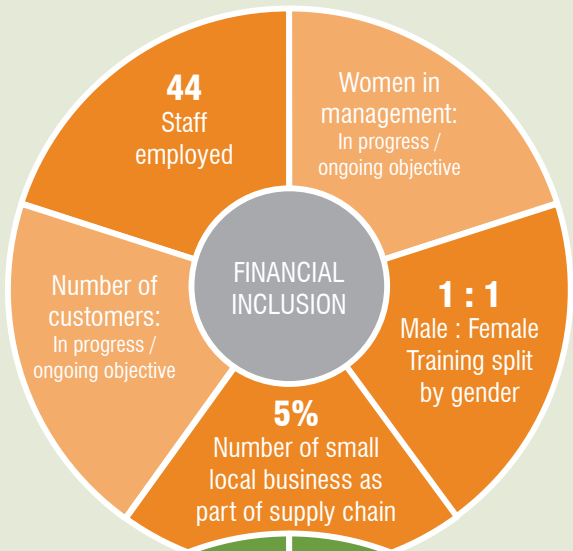
The promoters of Pungwe C have expanded their interests from hydro power to Solar power in Zimbabwe. Riverside is a commercial solar power plant a commercial solar energy power plant on a 20-hectare site located on the outskirts of Mutoko Growth Point in Mashonaland East Province. The plant is being developed in phases, with the first phase set to generate 2,5 MW and this be ramped up to a maximum of 10 MW.



Pungwe C Hydro power



Riverside Power Station



● Objective met
● In progress / ongoing objective
● Objective met
● In progress / ongoing objective

MATERIAL ISSUES				
	Water	Waste	Air Quality	Biodiversity
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE		Board structure compliant with King IV
		SEMS/S&E policy in place
		Anti-corruption policy in place
		Codes of conduct in place
		Supply chain management in place
MANAGEMENT SYSTEMS		Labour union in place
		HSE policies and procedures
		Human resources policies
ENVIRONMENTAL		Carbon footprint calculated
		Energy footprint calculated
		Water footprint calculated
		All licences in place



VALUE INVESTED
USD2 600 000

YEAR OF INVESTMENT
November 2016

COUNTRY OF INVESTMENT
Botswana

SECTOR OF INVESTMENT



TOURISM AND HOSPITALITY

S&E INVESTMENT
CATEGORY
B

STAGE OF DEVELOPMENT
Operational

Stoffberg, with the assistance of Norsad funding, successfully bought and renovated the Elephant Valley Lodge in Kasane in 2013. The nature of the safari business emphasises the importance of sustainability principles and conservation to which Stoffberg is committed. Over the years, Stoffberg has improved its reporting substantially and has met Norsad requirements for improving its labour and safety standards.





● Objective met
● In progress / ongoing objective
● Objective met
● In progress / ongoing objective

MATERIAL ISSUES				
	Water	Waste	Air Quality	Biodiversity
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE		Board structure compliant with King IV
		SEMS/S&E policy in place
		Anti-corruption policy in place
		Codes of conduct in place
		Supply chain management in place
	MANAGEMENT SYSTEMS	
		HSE policies and procedures
		Human resources policies
		Carbon footprint calculated Coal 893g CO2/kWh Oil 659g CO2/kWh Gas 395g CO2/kWh
ENVIRONMENTAL		Energy footprint calculated
		Water footprint calculated 36 500 hectolitres (hl) annually
		All licences in place



VALUE INVESTED
USD10 000 000

YEAR OF INVESTMENT
November 2016

COUNTRY OF INVESTMENT
Namibia

SECTOR OF INVESTMENT



FINANCIAL SERVICES

S&E INVESTMENT
CATEGORY
FI-1

STAGE OF DEVELOPMENT
Operational

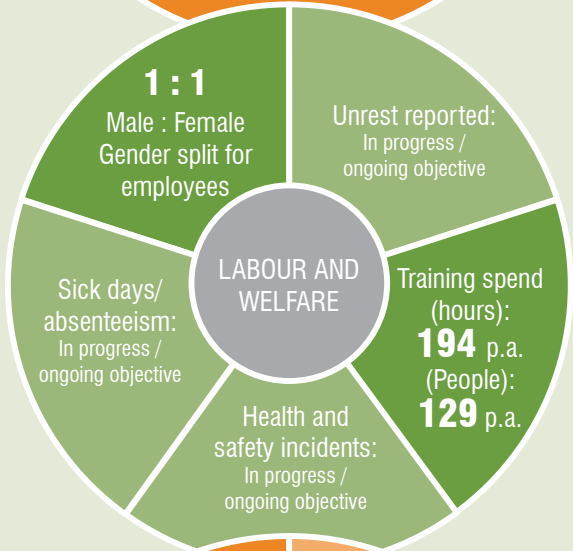
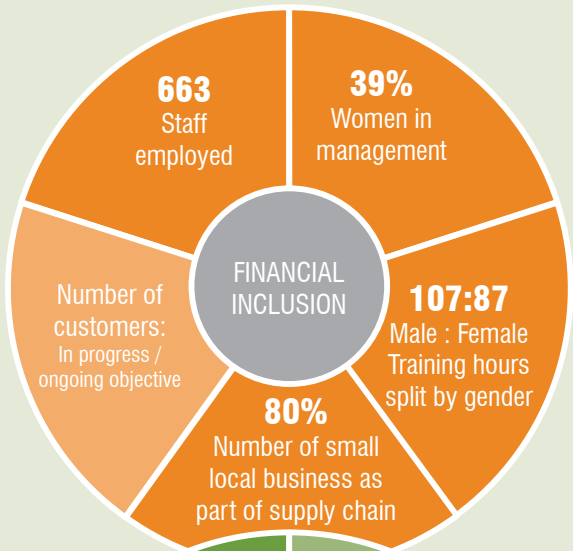
Trustco is a diverse institution whose portfolio includes a bank, real estate, insurance and media. The Group's recent acquisition is a diamond mine in the Kunene region in Namibia. While the diversity of the sectors within which they operate increases the level of risk, Trustco has established a comprehensive system of controls that monitor and mitigate S&E risks across its portfolio.

As part of Norsad's commitment to responsible investment principles, an S&E Action Plan was compiled by an external consultant who conducted SEDD in conjunction with the Norsad S&E team. Norsad has worked closely with Trustco to ensure systems and processes are in place that ensure operational alignment with International Standards of Best Practice as it relates to S&E issues. Trustco has and continues to improve on aspects related to financial inclusion. Through investment and direct employment generated by its projects, Trustco continues to have a positive impact on employment rates and improved standards of living.



AFFILIATIONS OR AWARDS





● Objective met
○ In progress / ongoing objective
● Objective met
○ In progress / ongoing objective

MATERIAL ISSUES				
	Water	Waste	Air Quality	Biodiversity
	Social	Labour	Governance	Resource Efficiency

GOVERNANCE		Board structure compliant with King IV
		SEMS/S&E policy in place
		Anti-corruption policy in place
		Codes of conduct in place
		Supply chain management in place
MANAGEMENT SYSTEMS		Labour union in place
		HSE policies and procedures
		Human resources policies
ENVIRONMENTAL		Carbon footprint calculated
		Energy footprint calculated
		Water footprint calculated
		All licences in place

9 | Performance Overview

Norsad has embarked on a new journey to showcase the investment portfolio S&E performance. The 2017 reporting period has seen the launch of a new ESG questionnaire in-line with GIIN and UNPRI criteria, and Norsad will progressively implement increased reporting on these development impact metrics.

The current results indicate that our companies have appropriate S&E measures in place for the respective sectors within which they operate. Most are in the process of improving their S&E management systems and procedures and the next reporting cycle should reflect this progress. All companies have attempted to maximise the inclusion of communities and staff, and to have a positive impact on their livelihoods through training, employment and access to financial resources.

Board and Ethics



Board measures and ethical safeguards are entrenched in businesses across the portfolio. Many companies reported no instances of corruption or fraud due to their policies and in the few instances where fraud or corruption were reported, immediate action was taken to address each incident. This effective reaction by our companies is a testament to their effective governance measures, which Norsad has played an active role in forming and maintaining. No instances of child or forced labour risk from third-party suppliers or contactors were reported.

Inclusion and Economic Growth



Due to the change in focus of the new S&E reporting metrics, companies did not report consistently regarding the nature of customers serviced, their indirect financial impact, and the sectors that they indirectly influence. It is evident from the results that their respective customer bases are growing and social inclusion is improving. The reporting gaps will be addressed in the next reporting cycle as companies better understand their sectors and their influence.

Social Advancement



Gender split in employment was well-reported and was generally close to 1 : 1 male to female ratio. The sectors are thus well represented in term of gender. Women appear to be under-represented in upper and middle management levels. This is expected to improve as the new GIIN and UNPRI metrics are rolled out in future. In terms of women in the workplace, some improvement is required in the agricultural, hospitality and equipment rental sectors where males still strongly dominate the labour market (>80). No incidents of labour unrest were reported.



Training spend per annum and gender split within training generally fell within 20 to 30 hours per employee, which seemed to be the average across the portfolio. Local supplier spend could be improved in some instances; however, many companies require specialist goods and services that are not available locally. This shortcoming could also be seen as an opportunity for businesses to establish these services locally and benefit local economies. Sick days and absenteeism were an on-going objective as a material issue to conducting business. Over the reporting period, labour and employment statistics were well-reported. Safety, Health, Environment (SHE) incidents incidents were limited to companies in the agricultural and equipment rental sectors and suitable measures were implemented to reduce their reoccurrence.

Disclosure and Community Engagement



Public disclosure and community engagement varied across the portfolio, with some companies having excellent reporting and disclosure, while some of the smaller companies not yet reporting at any level. Norsad assisted companies in implementing and monitoring their SEAP performance, therefore companies did not report on whether they have internal S&E management systems in place. Although most companies did report on their CSI projects and initiatives, many did not report on the USD equivalent spend on their programmes. This would be a simple aspect to rectify in the next reporting cycle.

Environment



Due to the nature of the financial services sector, most companies did not provide information on carbon emissions and did not report on their water footprint. Although these companies indicated that these were not relevant to their business, it is pertinent that all companies understand their environmental impact and can thus put measures in place to improve on their resource efficiency in daily operations.

WAY FORWARD

We recognise that there will be times when we are not able to attain our S&E sustainability commitments to our fullest potential, or where the actions of our companies result in disproportionately negative S&E impacts. For Norsad, these are important learning opportunities that will allow us to reflect upon and evaluate both our own actions and those of our investee companies. We will therefore conduct ex-post reviews of all our investments to determine ways in which we can improve our sustainability approach, and in so doing, further contribute to the achievement of our fundamental development objectives.

10 | S&E Impact Team

Norsad's S&E team work closely with investment team from deal origination to ensure ESG risks are assessed and addressed throughout the full investment cycle. Our dedicated in-house S&E team have relevant training and extensive experience on social and environmental impact of investments.



OUR TEAM



Kenny Nwosu
Chief Executive Officer

Kenny Nwosu has extensive investment management and private equity experience with socially responsible investment companies. He has served on the Board of Directors of an impact investment fund and several banks across Africa that espouse responsible and ethical banking practices. He holds a BA Honours in Economics from the University of Nottingham and an MBA from London Business School.



Rosemary Liywalii
Chief Portfolio Officer

Mrs Rosemary Liywalii has over 20 years' experience in banking, credit appraisal, project monitoring, loan restructuring and debt recovery. She joined Norsad Agency in October 2003 and has held the position of Chief Portfolio Officer for the past two years. She holds MBA from Heriot Watt University's Edinburgh Business School, Scotland, and a BSc degree from University of Manchester Institute of Science and Technology (UMIST), UK. She is an Associate member of the Chartered Institute of Bankers (ACIB), UK.



Nathan Monageng
Social & Environmental
Officer

Nathan Monageng has 18 years postgraduate work experience in Sustainable Agribusiness, Clean and Renewable Energy, Development Finance, Land use planning and administration, and Environmental Management. He joined Norsad Finance Limited in 2013, as working as Social and Environmental Officer (ESG and Agribusiness Specialist 5 years now). A professional Safety Health & Environmental expert, he has accredited as Technical Member of the South African Institute of Occupational Health and Safety (Salosh), SAMTRAC qualification by NOSA, accredited in Environmental Management Systems, EMS Auditing; ISO 14001:2015.



Naomi Mulima
Portfolio Officer

Mrs Naomi Mulima has over 10 years' experience in debt financing, credit portfolio monitoring and development impact assessment. She holds an MBA and a Post Graduate Diploma in Business Administration from Cavendish Zambia University. Her Certificate in Project Management and her first degree in Public Administration and Development Studies are both from the University of Zambia.



Keoleboge Malela
Social & Environmental
Analyst

Mrs Keoleboge Malela has experience in social science research and socio economic surveys. She has been involved in community participation through health education initiatives on prevention and control of health risks. She has experience in environmental conservation and previously worked for an environmental consultancy doing Environmental Impact Assessments in fragile ecosystems. She has a SAMTRAC qualification in health and safety as well as ESRA (Environmental & Social Risk Assessment) certification from UNEP-FI.

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