



# Mission Report 2022



The  
Scottish  
National  
Investment  
Bank



## Introduction

The Scottish National Investment Bank Act 2020\* requires the Bank to publish an annual mission report that explains how the Bank proposes to respond to the strategic missions that Scottish Ministers have set for it over the forthcoming year.

The Act recognises that Ministers may, from time to time, seek to amend the missions to ensure that the Bank's investment activity continues to address key socio-economic and environmental challenges facing Scotland. The report is therefore designed to be forward looking, re-affirming the Bank's commitment to the missions, and explaining how it intends to deliver the missions within its investment processes.

The three missions that the Bank is currently delivering were set by Scottish Ministers prior to the Bank's launch in November 2020. These missions, described more fully within this report, have been designed to address the grand challenges facing Scotland over the next two decades – the climate emergency, place-based inequality, and demographic change. For all investment activity since the Bank launched, the primary consideration has been mission impact.

Since its opening, the Bank has made investments across each mission, and will, over time, build a portfolio that can demonstrate investment impact at an individual and aggregate level; a summary of portfolio performance and progress towards mission related impacts will be provided in the Bank's 2022 Annual Report and Accounts. As the Bank's investment portfolio and associated non-financial reporting data grows, the Bank intends to publish a separate annual impact report that will capture both its response to the missions it has been set, as well as investment impact performance data from the investments it has made.

This 2022 Mission Report therefore adopts an interim approach. It describes how the missions have been understood within the Bank and explains the approach and processes the Bank has embedded since its launch to deliver and monitor impact throughout the lifecycle of its investments.

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\*Scottish National Investment Bank Act 2020 (legislation.gov.uk)



## The Bank's Vision

The vision of the Bank is to provide long-term investment to support the Scottish Government's ambition to create a wellbeing economy that thrives across economic, social and environmental dimensions, providing economic prosperity for all Scotland's people and places.

It will do this by investing in businesses and projects that drive innovation, accelerate the move to net zero emissions, and reduce place-based inequality; investing to support a greener, more globally competitive and inclusive economy.

The Bank will work with other private and public sector partners and will seek to attract private sector funds to co-invest alongside its public capital. Acting as a catalyst for change and promoting the benefits of impact investing, the Bank will help to maximise and scale mission impacts and accelerate impact-focused investment activity in the Scottish economy.

### Investment Strategy Core Principles

In addition to delivering mission impacts, the core principles of the Bank's investment strategy are:

- ◆ The Bank will seek to invest in projects or businesses requiring £1 million or more of investment to support their growth or development.
- ◆ The Bank will be a patient investor, providing long-term investment to businesses and projects connected with Scotland.
- ◆ The Bank will seek to generate commercial returns on its investments to support the Bank becoming financially self-sustaining.
- ◆ In the longer term, it is intended that both profit from the Bank's investment activities and repaid capital will be reinvested in businesses and projects across Scotland to create a perpetual investment fund for Scotland.
- ◆ As a development investment bank, the Bank will seek to invest where the private market is failing to invest. It will also act as a cornerstone investor, crowding in private sector investment alongside its public capital, to support the development of a sustainable and fairer economy.
- ◆ The Bank will be an ethical investor, delivering ethical standards for its investments via its Ethical Investment Policy\*.

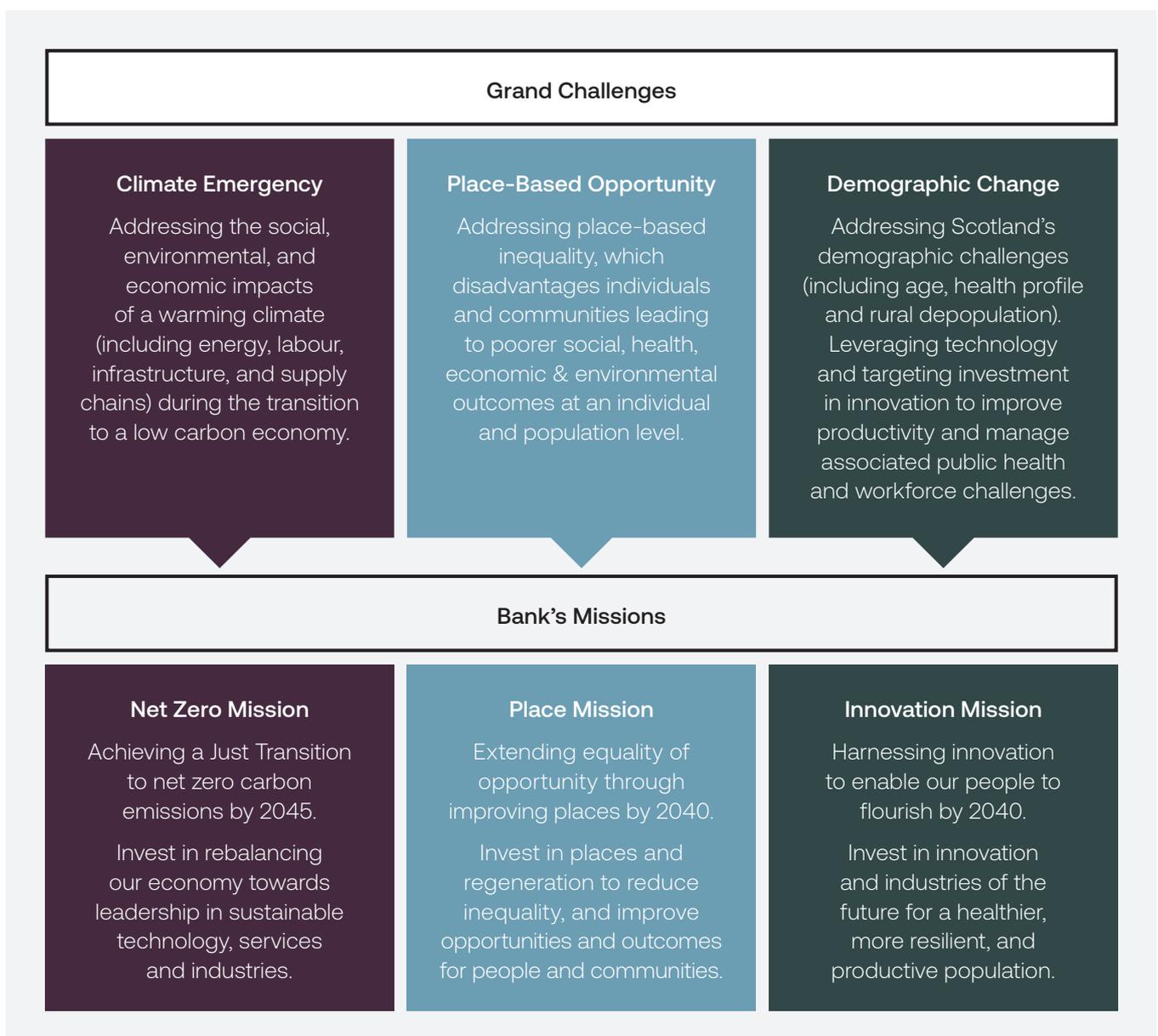
\*<https://www.thebank.scot/performance-impact/ethical-investment-policy/>



## The Bank’s Missions

The Bank’s missions have been designed to address three grand challenges facing Scotland. Grand challenges are major issues that present long-term risks or changes to society, the economy or the environment that require targeted interventions to address.

The missions were set by the Scottish Government in 2020 following public and parliamentary engagement and consultation. They were informed by the UN Sustainable Development Goals\* and are aligned with the outcomes set out in the Scottish Government’s National Performance Framework\*\*. The Bank’s mission led investment activity is therefore one strand of a wider Scottish ecosystem contributing to the delivery of Scotland’s National Outcomes, which focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth.



\*<https://sdgs.un.org/goals>  
\*\*<https://nationalperformance.gov.scot>



## Equality and Fair Work

The Bank recognises that equality of opportunity and fair work are central to creating a wellbeing economy and endorses the principle set out by the OECD and Scotland's National Strategy for Economic Transformation\* that a fair and equal society and a wealthier, greener economy are mutually reinforcing. The Bank is therefore committed to ensuring that all its investment activity, across all three missions, promotes these principles as they are key in addressing Scotland's grand challenges.

The Bank will champion and endorse equality and fair work with the businesses and projects that it invests in. It will achieve this through engagement, support and, where appropriate, investment conditionality. By doing this, the Bank will help drive positive change and embed a culture within the Scottish investment community that values equality, diversity and inclusion, and the creation of high-quality fair employment.

As part of this commitment, the Bank will seek to better understand current barriers to finance and continue to encourage investment opportunities across all three missions that aim to address access to finance issues for those who are typically under-represented within the Scottish investment landscape.



**The Bank will help drive positive change and embed a culture within the Scottish investment community that values equality, diversity and inclusion, and the creation of high-quality fair employment.**

\*Scotland's National Strategy for Economic Transformation - gov.scot ([www.gov.scot](http://www.gov.scot))



## Mission Impact Investment and World Events

The missions were established prior to the start of the COVID-19 pandemic and were strategically designed to encourage investment in areas that would enable sustainable change over the medium to long-term.

The economic impacts of COVID-19 highlighted the important role different investment services and products can provide in addressing both the immediate and longer-term challenges resulting from the pandemic, and in supporting an economic recovery in Scotland that is both green and inclusive.

The pandemic, alongside more recent world events, have significantly impacted Scottish and international economies and have focussed attention on questions around values and resilience within the economy and wider society. Operating within a global interconnected economy means that the consequences of issues such as climate change, demographic shifts and overseas conflict are not localised but felt across territories and markets. 2021 saw increased inflation and significant price rises in fuel and commodities, which is likely to be exacerbated throughout 2022. While there is an immediate economic focus on ensuring short-to-medium term security within the energy and commodities supply chains, the longer-term systems response is likely to focus on accelerating the transition to net zero through development and implementation of new technologies to both reduce overall energy usage and support greater domestic production and utilisation of renewable energy.

Scotland, with its internationally recognised research expertise in low carbon technology and renewable energy, is well placed to contribute to a decarbonising agenda that should not only provide greater energy and climate security but also help address the societal impacts of rising prices such as fuel and food poverty through greater energy efficiency and more sustainable energy pricing.

The Bank, with its mandate to promote socio-economic and environmental impact through long-term patient capital, is well positioned to contribute to the transformation that is now required, supporting Scotland in its aim of becoming “an international benchmark for how an economy can transform itself, de-carbonise and rebuild natural capital whilst creating more, well-paid and secure jobs and developing new markets based on renewable sources of energy and low carbon technology”<sup>\*</sup>.

The mission impact nature of the Bank’s investments, and specifically the focus on developing, launching, and scaling net zero technology will therefore be critical in supporting the transition towards clean energy and transport, helping to re-balance the economy in the longer-term.

<sup>\*</sup>Scotland’s National Strategy for Economic Transformation - gov.scot ([www.gov.scot](http://www.gov.scot))



## How the Bank's Investments support Mission Delivery

### Impact

The missions are outcome orientated and set out the impact that the Bank's investments are designed to facilitate over the longer-term.

The complex nature of the grand challenges means that the Bank's investments alone will not be enough to deliver the missions. The challenges will need to be addressed through a mix of public policy, private and third sector initiatives, delivered by a range of stakeholders drawing on both public and private finance.

In this context, the Bank's investments are designed to enable conditions for change, which are subsequently delivered by the projects and businesses that the Bank invests in.

The Bank's role is therefore to:

- ◆ ensure that investments are assessed through an impact lens and aligned with the Bank's mission ambitions at point of investment;
- ◆ ensure that investments support greater equality, diversity and inclusion, and high-quality fair employment;
- ◆ ensure that mission impacts are evident in the business plans and strategies of the projects and businesses that the Bank invests in during the investment period, holding businesses and projects to account through impact covenants as terms of investment;
- ◆ define appropriate impact performance indicators;
- ◆ track and report on progress towards the Bank's investment impacts;
- ◆ enable and support more sustainable business practices through advice and guidance to the Bank's portfolio companies; and
- ◆ demonstrate how a focus on impact can also generate financial and commercial benefits and provide thought leadership to encourage the growth of impact investing within the wider investment community.

The Bank's focus on patient capital to help solve long-term challenges means that in the early years the Bank's reporting data will focus on the outputs, shorter-term outcomes, and the achievements of investments. This will enable the Bank to demonstrate how investments contribute to delivering the longer-term mission impact.

The Bank will use this framework to design a set of Key Performance Indicators (KPIs) across each mission that can be used to identify and monitor impact, and demonstrate the Bank's contribution to addressing the three grand challenges that the Scottish Government has identified.



## Mission Impact Objectives

To determine success, it is necessary for missions to be clearly defined, have specific targets against which delivery can be measured, and operate within a fixed period that should be long enough to promote and effect the anticipated change.

To support the development of an Impact Framework against which investment performance can be determined, the Bank has distilled a set of ‘mission impact objectives’ for each of the three missions.

These impact objectives have been designed to provide greater understanding of the Bank’s strategic impact investment priorities and are, where appropriate, aligned to the National Outcomes and Indicators within Scotland’s National Performance Framework. This will focus the Bank’s investment origination activity and the development of an impact reporting framework that will demonstrate change as a result of the Bank’s investment.

The impact objectives assigned to each mission are outlined below alongside illustrative Key Performance Indicators (KPIs) that can be applied to investments to enable the Bank to track change, and ultimately impact, over time. Where possible the Bank will seek to apply metrics that are consistent across all investments to demonstrate impact at portfolio level.

| Grand Challenge: Climate Emergency   |  |  |
|--|--|--|
| Mission:   | Impact Objective:  | Illustrative KPIs*   |
| <p><b>Net Zero</b></p> <p>Achieve a Just Transition by 2045</p> <p>Leader in sustainable technology, services and industries that specifically drive for less than 1.5C warming / promote net zero</p> | <ol style="list-style-type: none"> <li>To catalyse investment in businesses and projects connected to Scotland that support the shift to a net zero economy and / or provide employment and training opportunities for those currently working in Greenhouse Gas (GHG) intensive industries.</li> <li>To increase Scottish based expertise in technology, services and industries that:               <ol style="list-style-type: none"> <li>Accelerate decarbonisation.</li> <li>Mitigate climate change through capturing GHGs from the atmosphere.</li> <li>Ameliorate the effects of climate change.</li> </ol> </li> <li>To grow the circular economy within Scotland by 2045.</li> <li>To ensure that the Bank’s portfolio is net zero by 2045.</li> </ol> | <ul style="list-style-type: none"> <li>◆ GHG emissions</li> <li>◆ GHG emissions mitigated /reduced /avoided</li> <li>◆ Renewable energy generated for use/sale</li> <li>◆ Energy conserved</li> <li>◆ Waste reduced</li> <li>◆ % Recycled materials</li> </ul> |

\*KPIs will be determined on a case-by-case basis and directly linked to anticipated changes occurring as a result of Bank investment.



**Grand Challenge: Place-Based Opportunity**

**Mission:**

**Place**

Place-based regeneration  
Reduction in inequality  
Improved outcomes for people and communities

**Impact Objective:**

1. To enhance the natural and built environment of Scotland through utilisation of undervalued space and the regeneration and restoration of built and natural environments (including use of natural capital and nature-based solutions).
2. To improve by 2040 physical and digital connectivity across Scotland to increase access to services (including health care and education), training and employment opportunities, and greenspace.
3. To increase the supply of high-quality affordable homes and support the transition to net zero for existing homes with corresponding sustainable infrastructure by 2040.
4. To invest in businesses and projects that promote high quality place-based employment and training opportunities.
5. To invest in businesses and projects that provide community benefit and support local supply chains.

**Illustrative KPIs\***

- ◆ Measures to enhance the sustainability of affordable housing (for example energy efficiency, public open space, and connectivity to broadband)
- ◆ Extent of brownfield land benefitting from uplift as result of investment
- ◆ Extent of habitat and biodiversity that is enhanced via investment
- ◆ Extent and impact of supply chain spend in Scotland as a consequence of investment
- ◆ Number of high-quality new jobs created through investment

\*KPIs will be determined on a case-by-case basis and directly linked to anticipated changes occurring as a result of Bank investment.



**Grand Challenge: Demographic Change**

**Mission:**

**Innovation**

Innovation & Industries of the future

Healthier and resilient population

Increased productivity

**Impact Objective:**

1. To grow the Scottish innovation ecosystem, supporting Scotland’s ambition to match the best performing OECD countries by 2040.
2. To increase investment in the scaling of disruptive and transformational technologies and discoveries to meet changing demographic needs.
3. To develop technology that mitigates and protects against future risks to human welfare, wellbeing, and environmental resilience.

**Illustrative KPIs\***

- ◆ Annual R&D spend (as % of total budget)
- ◆ Number of patents issued
- ◆ Sales of new-to-market and new-to-enterprise innovations as % of turnover
- ◆ % of revenue/ profit from new products or services introduced
- ◆ % of females (or under-represented demographics) in technical roles
- ◆ Active support to networks, mentoring, and other measures that enable the broader innovation community in Scotland

\*KPIs will be determined on a case-by-case basis and directly linked to anticipated changes occurring as a result of Bank investment.

Additionally, to ensure that all investments the Bank makes support its strategic missions, it will consider investment opportunities against the five dimensions of impact identified by the Impact Management Project\*\* – as detailed on page 18. This process will help the Bank at an early stage of the investment process to identify the type, scale, and beneficiaries of the investment, alongside understanding the specific contribution it is adding and any impact-related risks that require on-going management or mitigation.

\*\*<https://impactmanagementproject.com/>



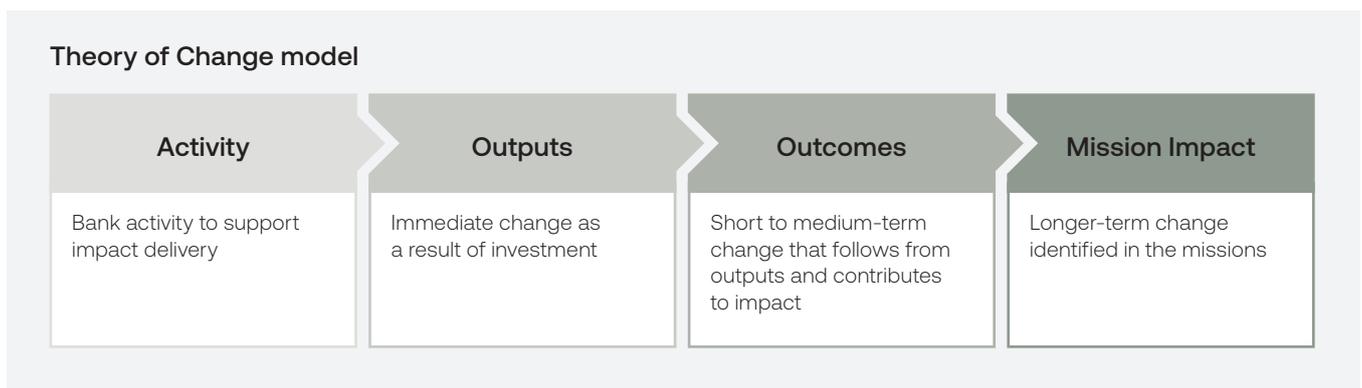
## Impact and Theory of Change

The Bank's investments are designed to deliver impact through and beyond an investment's lifespan. The Bank recognises that evidence of impact will take time and may only become evident after the period of its investment. Given this lag time between investment and expected impact, the Bank has established a process to track and measure change over time. This will enable the Bank to demonstrate how its investments are contributing to positive change. To do this the Bank has developed illustrative Theory of Change models for each mission to highlight how its actions and investments support the delivery of mission impacts over the longer-term.

A 'Theory of Change' model describes how specific inputs and activities can lead to change, which is measured in terms of outputs and outcomes. These models draw on a contribution approach, recognising that the Bank cannot deliver the mission impact alone but can enable positive change and shape the conditions for achieving impact through its investment activities, conditions, and engagement.

At each stage key performance indicators can be applied which will help evidence the change that has occurred over time as a result of Bank investment. The Bank will use this data to assess the performance of its investments at an individual and portfolio level.

The model is comprised of four key pillars:



An illustrative model for each mission, alongside a case study of one of the Bank's current net zero investments is given on the following pages to demonstrate how the Bank's activity will contribute over time to delivering mission impact.



# Net Zero Mission

**Mission 1: Net Zero**

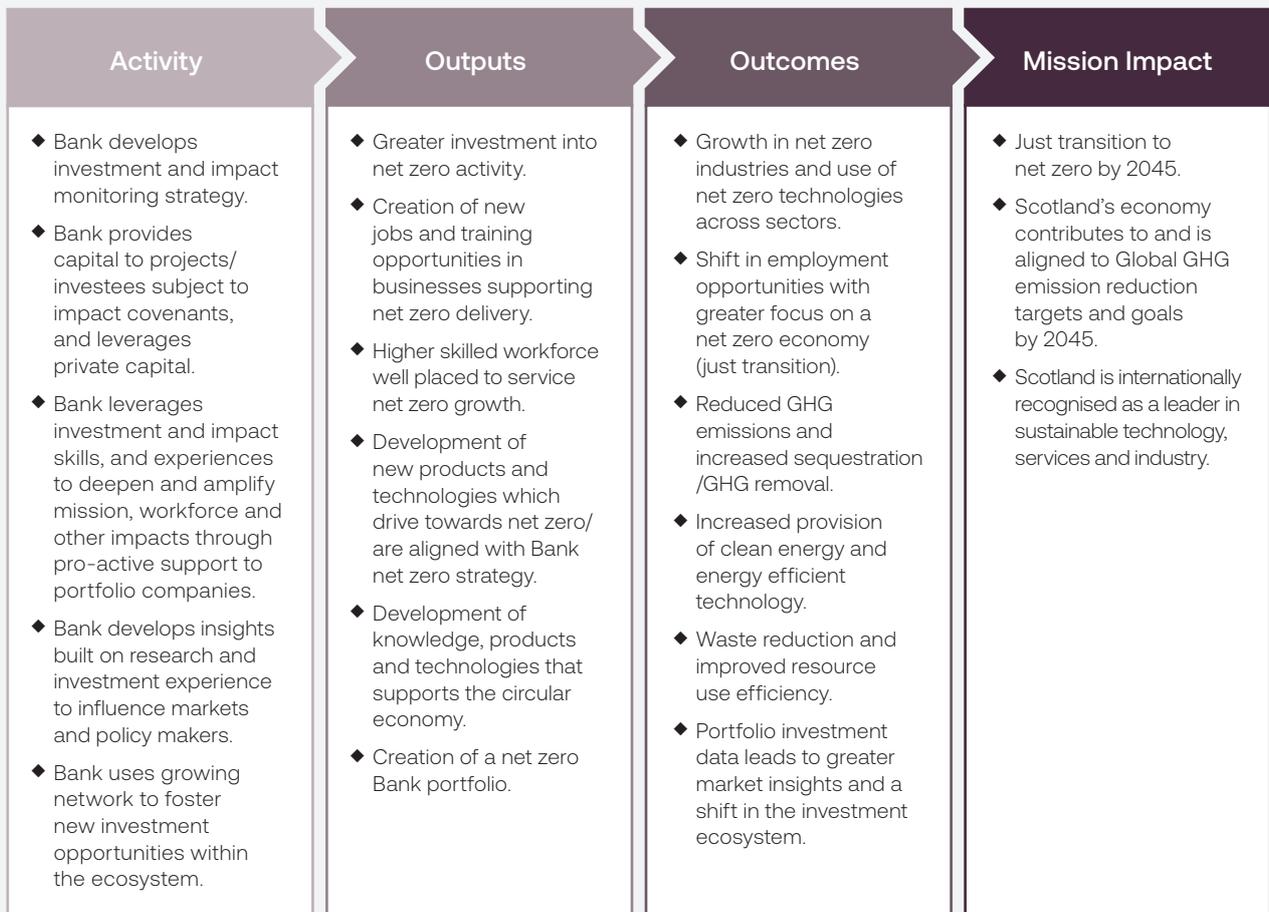
Achieving a Just Transition to net zero carbon emissions by 2045.

Invest in rebalancing our economy towards leadership in sustainable technology, services, and industries.

## Mission Impact Objectives – Net Zero

1. To catalyse investment in businesses and projects connected to Scotland that support the shift to a net zero economy and / or provide employment and training opportunities for those currently working in Greenhouse Gas (GHG) intensive industries.
2. To increase Scottish based expertise in technology, services and industries that:
  - Accelerate decarbonisation.
  - Mitigate climate change through capturing GHGs from the atmosphere.
  - Ameliorate the effects of climate change.
3. To grow the circular economy within Scotland by 2045.
4. To ensure that the Bank’s portfolio is net zero by 2045.

## Theory of Change\* – Net Zero



\*The model for each mission provides a non-exhaustive illustration of the types of change that could reasonably be expected to occur over time as a result of Bank investment.



# Net Zero Mission case study: Sunamp - investing in thermal storage technology to accelerate the transition to Net Zero

**Amount Committed:** £6 million

**Location:** East Lothian

**Case Study:** In September 2021, the Bank provided a £6m investment, which supported production scale-up of innovative heat batteries, as well as international expansion from its East Lothian production centre.

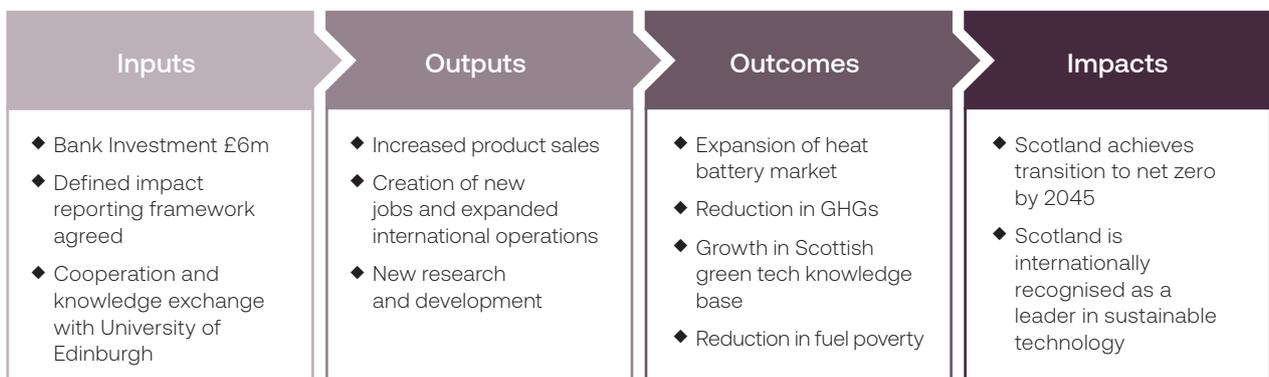
Sunamp heat batteries have heating and cooling applications in a wide range of residential, commercial and industrial settings, and the company is widely recognised as being an innovative industry leader in the development of compact and energy efficient alternatives to hot water cylinders and storage water heaters. Scaling up the production and use of heat batteries will deliver significant reductions in Green House Gas (GHG) emissions from commercial and residential properties.

The Bank’s investment aims to accelerate this potential and it is working closely with Sunamp to track the reduction in GHG emissions that is achieved through the roll out of products over time.

The Bank’s investment also leverages the quality of Scotland’s research institutions (since the technology has been developed in collaboration with the University of Edinburgh) and will create additional quality jobs that support the just transition to a low carbon economy. Sunamp currently employs 65 people and is active in 17 countries world-wide.



## Intended investment impact





## Place Mission

### Mission 2: Place

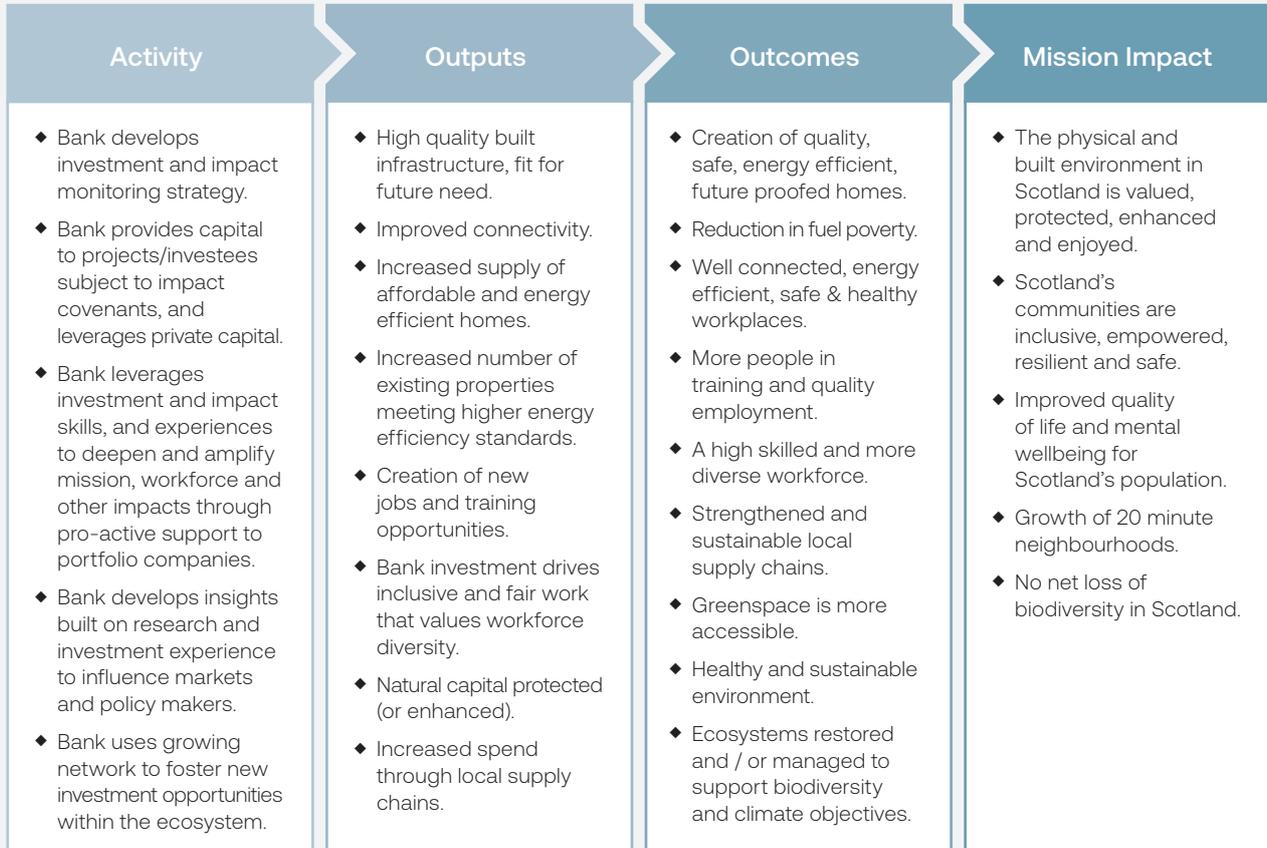
Extending equality of opportunity through improving places by 2040.

Invest in places and regeneration to reduce inequality, and improve opportunities and outcomes for people and communities.

### Mission Impact Objectives – Place

1. To enhance the natural and built environment of Scotland through utilisation of undervalued space and the regeneration and restoration of built and natural environments (including use of natural capital and nature-based solutions).
2. To improve by 2040 physical and digital connectivity across Scotland to increase access to services (including health care and education), training and employment opportunities, and greenspace.
3. To increase the supply of high-quality affordable homes and support the transition to net zero for existing homes with corresponding sustainable infrastructure by 2040.
4. To invest in businesses and projects that promote high quality place-based employment and training opportunities.
5. To invest in businesses and projects that provide community benefits and support local supply chains.

### Theory of Change – Place





## Innovation Mission

### Mission 2: Innovation

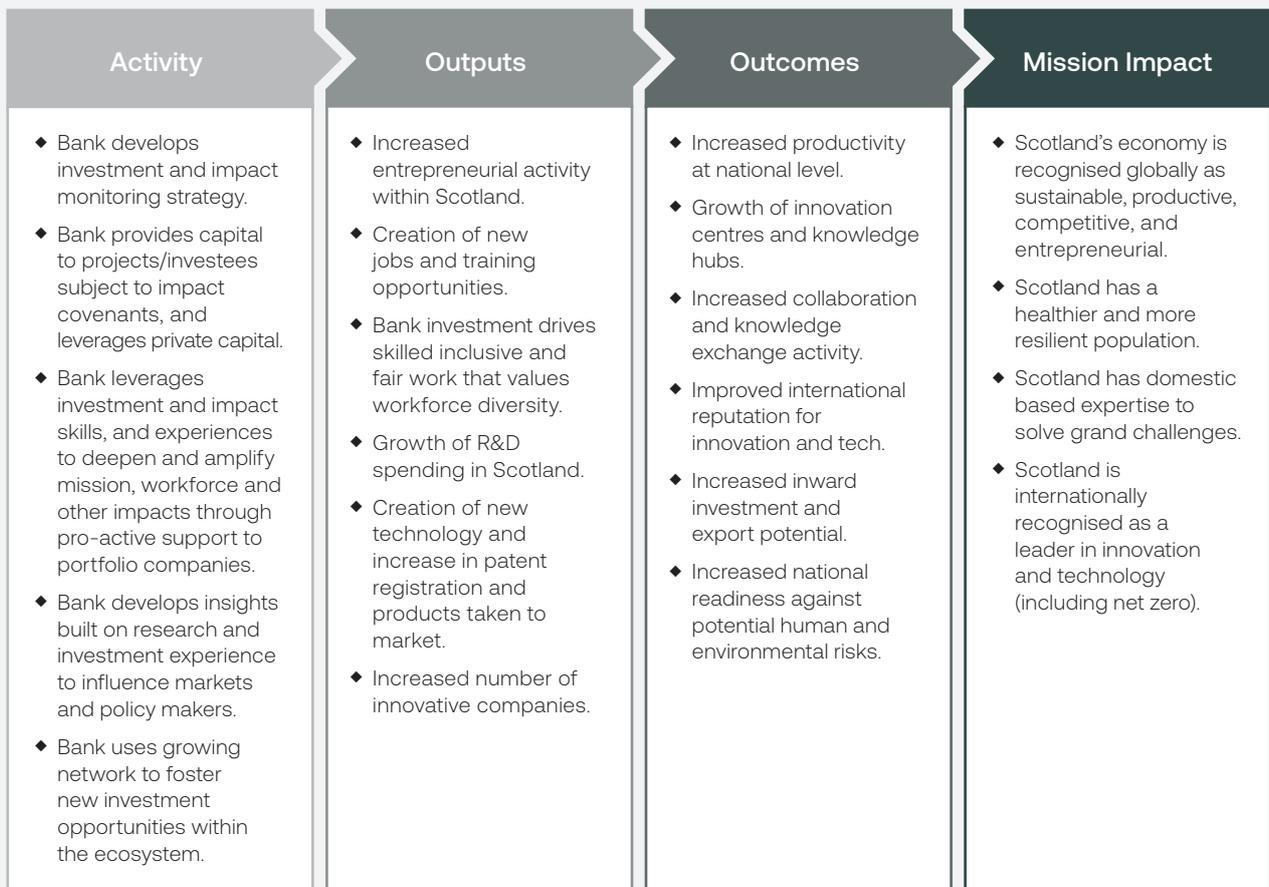
Harnessing innovation to enable our people to flourish by 2040.

Invest in innovation and industries of the future for a healthier, more resilient, and productive population.

### Mission Impact Objectives - Innovation

1. To grow the Scottish innovation ecosystem, supporting Scotland’s ambition to match the best performing OECD countries by 2040.
2. To increase investment in the scaling of disruptive and transformational technologies and discoveries to meet changing demographic needs.
3. To develop technology that mitigates and protects against future risks to human welfare, wellbeing, and environmental resilience.

### Theory of Change – Innovation





## An Impact Framework for Investment and Reporting

### Assessing Investment Opportunities

As an impact investor the Bank considers all potential investment opportunities against the ‘mission impact objectives’ and will only invest in projects and businesses where there is clear alignment with one or more of the missions. Through engagement with investees, the Bank will seek to optimise its investment impact through the application of its reporting criteria and, where appropriate, of investment conditionality to enhance impact goals. The Bank’s investment process has been designed to follow impact investment industry good practice and provides a robust governance framework for its investment decisions.

### Impact Framework and Reporting

Impact investing is a growth area within the public and private sector. Governments and businesses alike are increasingly using investment vehicles to not only generate a commercial return, but also to encourage behavioural change and deliver positive societal and environmental impact, such as that identified within the UN Sustainable Development Goals.

As a new institution the Bank is able to draw on existing successful investment impact tools to design and implement an investment impact assessment and reporting framework that follows industry good practice from the outset.

The Bank intends to adopt the ‘Operating Principles for Impact Management’ (OPIM)\* to ensure investment impact is appropriately considered, monitored and reviewed throughout the lifecycle of all of its investments. This framework will enable the Bank to evidence the outputs and outcomes associated with investment and build a picture of how it is performing against its missions.

The Bank anticipates becoming an official OPIM Signatory during the 2022/2023 financial year. As a Signatory the Bank is required to publish an annual Disclosure Statement detailing how its activities align with each of the Impact Principles. The Bank will also be expected to commission an independent verification report to demonstrate its adherence to each Principle within the first five years of its implementation.

In addition, the Bank is required to report on the non-financial performance of its investment portfolio annually and will do so this year within in the Annual Report and Accounts, which will utilise case study and portfolio data. As the Bank’s portfolio grows and matures the Bank intends to produce a separate investment impact report, which will set out the impact of the performance of its investments against the missions and across a range of non-financial measures.

\*<https://www.impactprinciples.org/>



## Operating Principles for Impact Management

The Operating Principles for Impact Management were launched in 2019 to establish a common discipline around the management and reporting of impact investing. The framework is suitable for all sizes of investment portfolios, asset types, sectors and geographies, and has been widely adopted within the impact investment community.

There are nine operating principles that cover the full investment lifecycle:

|                    |  |
|--------------------|--|
| <b>Principle 1</b> | Define strategic impact objective(s), consistent with the investment strategy.                                 |
| <b>Principle 2</b> | Manage strategic impact on a portfolio basis.  |
| <b>Principle 3</b> | Establish the Manager's contribution to the achievement of impact.   |
| <b>Principle 4</b> | Assess the expected impact of each investment, based on a systematic approach.                                 |
| <b>Principle 5</b> | Assess, address, monitor, and manage potential negative impacts of each investment.                            |
| <b>Principle 6</b> | Monitor the progress of each investment in achieving impact against expectations and respond appropriately.    |
| <b>Principle 7</b> | Conduct exits considering the effect on sustained impact.  |
| <b>Principle 8</b> | Review, document, and improve decisions and processes based on the achievement of impact and lessons learned.  |
| <b>Principle 9</b> | Publicly disclose alignment with the Principles and provide regular independent verification of the alignment. |

\*<https://www.impactprinciples.org/>

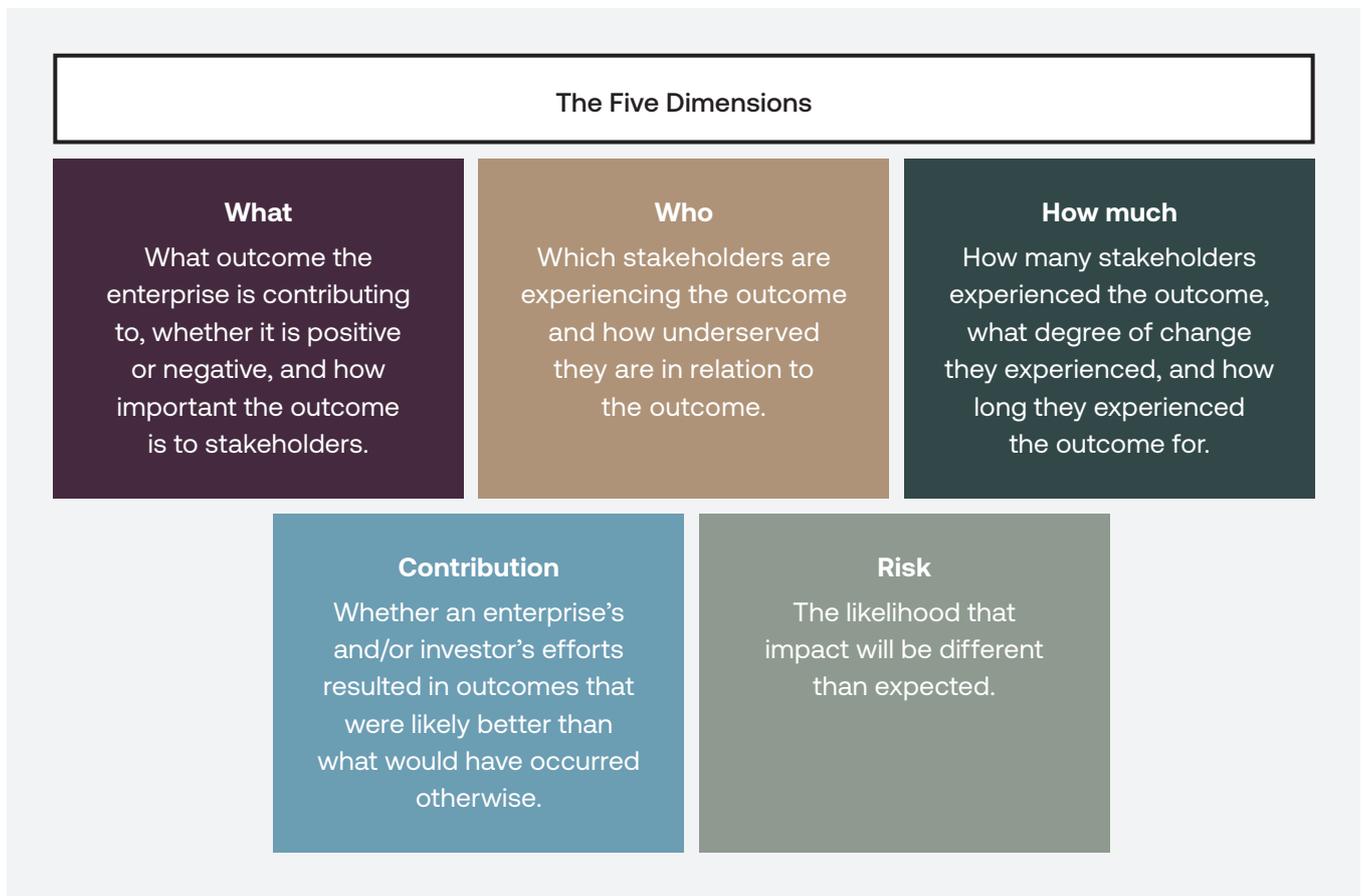


## Measuring Mission Impact

The focus on patient capital and delivering long-term change means that the Bank's reporting data will, during its early years, be concentrated on the projected outputs and short-term outcomes of its investments.

During 2022, the Bank will use the 'mission impact objectives' and 'Theory of Change' models to design a series of metrics that will be used to track performance. These metrics will be informed by existing industry standards and international performance measurements, and will, where appropriate, be aligned with the Scottish Government's National Performance Framework and UN Sustainable Development Goals.

Additionally, the Bank will consider all of its investments against the five dimensions of impact that have been identified by the Impact Management Project\* and which are now in use across the impact investment ecosystem to support a consistent approach to assessing impact scale and potential. The five dimensions are:



\*<https://impactmanagementproject.com/>



## Mission Delivery Risk

Given the centrality of the missions to the Bank, processes have been established to monitor mission delivery risk at an organisational level. This includes the quarterly presentation of Key Reporting Indicators, designed to measure mission progress, to the Risk Management and Conflicts Committee.

Additionally, as an OPIM Signatory, the Bank will be expected to undertake regular independent audits of its impact governance framework to ensure that the principles are being upheld, this will include an assessment of its Impact risk management practices.

## Climate Risk

The Taskforce for Climate-Related Financial Disclosures (TCFD)\* was established by the Financial Stability Board in 2015 and made its first recommendations in 2017.

The TCFD highlights that Climate Risk now presents a common core risk across organisations and provides a framework within which climate risks can be assessed, managed and reported so that investors and other stakeholders can understand and manage their exposure.

This approach has been widely accepted and endorsed by governments and regulators, and it is expected that mandatory TCFD disclosures will be required across the UK economy by 2025. In 2022 the Bank will design a TCFD and Net Zero Strategy to ensure that climate risks and actions meet its own net zero targets and are appropriately considered within its internal activities and broader investment governance framework.

## Impact Collaboration

To support the development of an Impact Framework the Bank will seek to engage with other impact investors (Private and Public) to share good practice and encourage consistency in investment impact reporting across the impact investment ecosystem.

The Bank will also work with those businesses and projects it has invested in to promote good practice, build impact capacity, and share learning.

## 2022 Internal Impact Objectives

As set out above, the Bank will develop a Net Zero strategy in 2022 that builds on the disclosures it has already made within the Scottish Public Sector Climate Change Duties Report. As part of this strategy the Bank will seek to understand, and ultimately disclose, its “Scope 3 emissions” that relate to its investments and its supply chain.

The Bank’s procurement activities will ensure contracts are awarded in a fair, open and transparent manner that demonstrates value for money. Additionally, the Bank will deliver strategic supplier sourcing in line with the Sustainable Procurement Duty, ensuring it considers how it could contribute to help improve the social, environmental and economic wellbeing of Scotland over the lifetime of the contract.

The Bank is also committed to Equality, Diversity and Inclusion (EDI) in its internal operations. As an employer the Bank seeks to build and maintain the highest standards of EDI practices within the recruitment, induction, performance management and retention of its staff. This includes working with experts, such as Black Professionals Scotland, to deliver its EDI strategy and will grow its relationships in this space over 2022.

\*<https://www.fsb-tcfd.org/>



### Impact Delivery Timeline

The focus for 2022 is to embed and further formalise the Bank’s impact assessment and reporting framework (processes, metrics, and impact capacity), and engage with portfolio companies.

This work will ensure that the Bank follows impact management good practice throughout the investment lifecycle and builds the foundations from which the Bank can deliver strong impact reporting and a growing evidence base of how it is delivering against its missions and influencing the wider investment community.

| 2022   | 2023-2025  | 2026 and beyond  |
|--|--|--|
| <ul style="list-style-type: none"> <li>◆ Evolve impact processes, capacity and reporting.</li> <li>◆ Build out a suite of core Key Performance Indicators (KPIs) that can track performance at an individual investment and aggregate portfolio level, within and across missions.</li> <li>◆ Engage portfolio companies and ensure clarity on impact and reporting needs.</li> <li>◆ Engage impact community in Scotland and more broadly to develop and share impact assessment and reporting good practice.</li> <li>◆ Design of TCFD and Net Zero Strategy.</li> </ul> | <ul style="list-style-type: none"> <li>◆ Gather and interrogate monitoring reports and leverage relationships with portfolio companies to ensure timely and quality reporting on covenants, and begin sharing practices and learning.</li> <li>◆ Over this period, and as the portfolio grows, the Bank will be able to demonstrate expected outputs and indicative outcomes for individual investments, which over time will allow the Bank to collate performance outcomes at a portfolio level.</li> <li>◆ Data and performance information will be used to engage external interests and shape internal investment processes.</li> <li>◆ Creation of a stand alone impact report to demonstrate investment impact across missions and cross cutting objectives around equality and fair work.</li> <li>◆ Implementation of TCFD and Net Zero Strategy.</li> <li>◆ Proactively engage with Scottish stakeholders to build awareness of the Bank’s role and impact investing, with the aim of leveraging and scaling capital directed towards the missions.</li> </ul> | <ul style="list-style-type: none"> <li>◆ As the portfolio expands and matures the Bank’s ability to demonstrate outcomes against the missions increases.</li> <li>◆ Evidence (and attribution) of impact will become evident in the longer term.</li> <li>◆ Bank will seek to demonstrate investment impact through regular publication of impact data and investment case studies.</li> </ul> |