



THE
Ardonagh
GROUP

Sustainability report
2022

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THE ARDONAGH GROUP HIGHLIGHTS FOR 2022

Diverse, unique and proudly independent, our portfolio of leading businesses forge connections across the world to achieve the truly remarkable.

FULL YEAR RESULTS 2022

FY 2022 Income: **£1.2 billion**

Adjusted EBITDA: **£389 million**

GWP: **£10 billion**

OUR IMPACT ON OUR WIDER COMMUNITIES

£550,000 donated to charity
by ACT in 2022 alone

More than **£100,000** raised
for charity partner Samaritans

OUR IMPACT ON THE ENVIRONMENT

Successful office energy
efficiency pilot shows potential
to deliver **27** tonnes of carbon
emission savings per year

SUPPORTING OUR PEOPLE TO GROW

26,640 participants in trainer-led
programmes

More than **89,335** hours' worth of
development undertaken

ENGAGING OUR PEOPLE

81% favourable score from Employee
Engagement survey respondents

94% engagement on Group-wide
collaboration platform Engage

PROVIDING A SAFE AND SUPPORTIVE WORKING ENVIRONMENT

88 Mental Health First aiders
trained in 2022 taking total to
more than **200**



OUR COMMITMENT TO BUILDING A SUSTAINABLE BUSINESS

It is my great pleasure to present The Ardonagh Group's inaugural Sustainability Report.

The Ardonagh Group has been on a significant journey since it was founded, growing and evolving to reflect the needs of our businesses, our employees and the wider world around us.

During that time, we have realised many of our initial ambitious goals. This is due in no small part to our ability to adapt, collaborate and innovate across our increasingly diverse set of leading businesses. As a Group we are collectively committed to being a responsible industry presence by embedding sustainability considerations throughout our portfolio. We will execute this throughout our operating structure which in 2021 was decentralised and is now governed under four platforms: Retail, Advisory, Specialty and International.

The Board has long recognised that our role as a company is to serve and benefit all of our stakeholders, including colleagues, clients, shareholders and the communities in which we operate.

Sustainability is a priority at Ardonagh, one which we regard as a driver of value, creating stronger, more resilient, and more profitable businesses. We believe that sustainability is everyone's responsibility, and our culture supports this in many ways. In 2022 we created a Sustainability Steering Committee to formalise the company's commitment to sustainability initiatives. However, our sustainability journey began many years earlier with the launch of the Ardonagh Community Trust.

In 2022 we became a signatory to the UN Principles of Sustainable Insurance (UNPSI), and we are in the process of adopting these principles into our governance framework Group-wide. The adoption of these industry leading principles will help shape our sustainability programme as well as providing a means for recording our annual progress.

In this report, we are documenting our approach to sustainability and reporting on the progress made across the group platforms as we have begun the process of embedding key sustainability matters. We are also providing further disclosures including, for the first time, our response to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

Environmental aspects were an important focus for Ardonagh in 2022 and much effort was spent establishing robust baselines, as well as building better data tracking and improvement programmes.

Our commitment to sustainability is steadfast and our approach will evolve as we continue to make progress. We are pleased to highlight in this report examples of what we have accomplished to date, as well as share our aspirations for the future with you. Throughout this report, you'll see some case study examples of how we're engaging with clients on everything from supporting the transition to a low-carbon economy to advocating for workforce diversity, equity and inclusion, to finding solutions for managing pandemic risk.

John Tiner, Chairman and Sustainability Committee Chair
The Ardonagh Group



ABOUT ARDONAGH

OUR BUSINESS, SCALE, AND SCOPE

A world leading independent insurance distribution platform

Following its formation five years ago, The Ardonagh Group has been on a momentous journey, growing to span 150 locations globally, with a combined workforce of nearly 10,000 talented people. In a relatively short space of time, Ardonagh has claimed its place as a top 20 global broker.

Throughout this time, we have operated a highly disciplined M&A process, only seeking to acquire businesses that share our values so that together we can build a purposeful culture.

Our businesses operate with independence, with the freedom and agility to react to changes in the market and to innovate their businesses in the best ways possible, whilst at the same time benefitting from a sense of unity and collaboration.

Together, with the backing of our long-standing shareholders, we have created a world leading independent insurance distribution platform, that offers a diverse range of products and services across regions, and which are powered by knowledgeable experts.

 **c. 10,000 people**

 **150+ locations across five continents**

 **50+ brands**

A unique and diverse product offering

Across Ardonagh's portfolio of best-in-class businesses we offer a highly diversified range of insurance-related products and services across the full insurance value chain, all over the world.

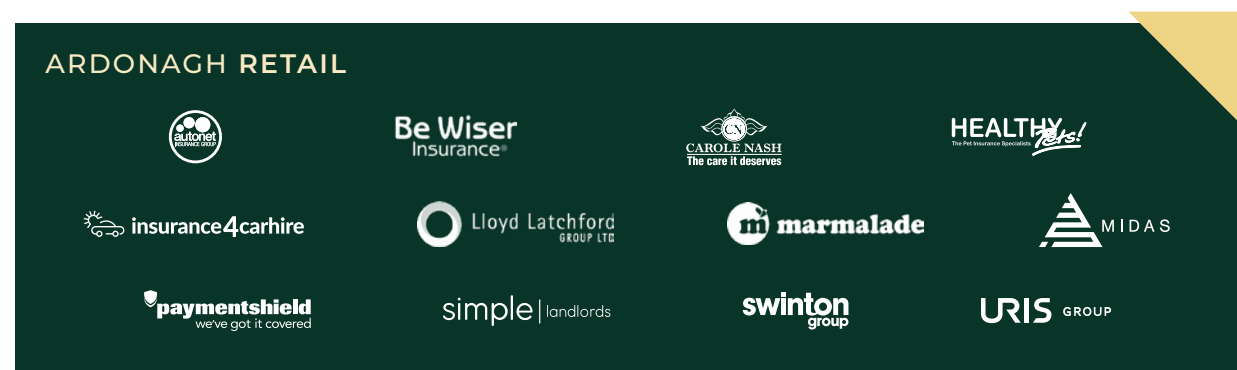
From complex multinational corporations to individuals purchasing personal insurance policies, our understanding of the communities we serve, together with our scale and breadth, allows us to work with our insurer partners to deliver a broad range of product and risk solutions that expertly meet customer and client needs.

Our products are sold through a range of channels to a broad spectrum of customers, across an extensive range of markets, throughout the UK and internationally. This ensures a diversified and resilient earnings base and low reliance on any particular product, distribution channel, customer sector or market, limiting our exposure to any adverse industry developments and mitigating volatility in our overall financial performance.

Our position as a leading independent broking platform of scale gives Ardonagh significant competitive advantages. We are able to leverage the scope of the premium we place in the market and our depth of customer understanding to clients' benefit.

We have relationships with a diverse range of insurance carriers in each of the markets that we serve. This mitigates risks related to over-reliance on a single relationship and enables us to enhance our product offerings for clients.

Our operating platforms



Ardonagh operates through four industry-leading platforms that focus on distinct yet complementary aspects of the insurance brokerage and services value chain, Ardonagh Advisory, Ardonagh Retail, Ardonagh Specialty and Ardonagh International.

Ardonagh Advisory is an advice-led, community-focused set of businesses with an unrivalled local footprint of experts across sectors and specialisms, with national and international reach that includes the largest independent general insurance SME broker in the UK.

Collectively our brands provide a broad array of insurance products, risk management advice and employee benefits to commercial clients and connected individuals through our network of local offices across the UK.

The Advisory platform includes Ardonagh's UK Commercial MGA, which operates independently to our advisory broking businesses, and is made up of a diverse range of MGAs predominantly servicing commercial specialist product lines.

Ardonagh Retail houses a range of digital-focused personal lines brands which offer home, motor and pet insurance alongside a range of specialist personal and small business insurance products.

Ardonagh Retail includes Atlanta Group, the UK's largest personal lines insurance broker with a number of leading brands that cover home, car, caravan, pet, van, motorbike and small business cover insurance.

Atlanta Group operates primarily as a digital broker with products distributed online through price comparison websites and direct channels, with customers able to check policies and make adjustments online or through a contact centre.

Ardonagh's Retail MGA is part of our Retail platform, operating independently to our broking businesses. It includes personal lines brands Uris Group and Midas Underwriting.

Ardonagh Specialty is the largest independent wholesale broker in the London market with offices around the globe and a wide variety of top-performing specialist brands.

Our Specialty platform provides UK and international corporate clients with open market programmes, reinsurance and international solutions designed to empower clients to achieve their strategic ambition. Ardonagh Specialty is a leading international wholesale insurance broker with globally recognised brands that trade in major international insurance and reinsurance markets, including London, Bermuda, Germany, France, South Africa and Chile. In 2022, Ardonagh Specialty agreed to buy Lloyd's broker Oxford Insurance Group.

Ardonagh International was formed in 2021 to expand Ardonagh's global footprint. With a growing presence now spanning five continents, Ardonagh International is comprised of Ardonagh Europe and Ardonagh Global Partners (AGP), which together hold an array of primarily non-UK broking enterprises and related investments. It also includes Ardonagh Capital Solutions, covering reinsurance, captive management and Specialty MGA on a global scale.

Ardonagh Europe is a portfolio of leading brokers located across Europe, which includes Arachas, the largest SME-focused commercial insurance broker in Ireland. In 2022 Ardonagh Europe welcomed Netherlands based broker Léons and Irish broker Glennon to the Group.

Ardonagh Global Partners is building its base across the world with a leading set of businesses located in Australia, the United States, Brazil, Angola and Portugal alongside other locations. In 2022 Ardonagh Global Partners agreed to acquire Envest, and in December 2022 welcomed MDS Group to its portfolio.

Ardonagh Capital Solutions comprises our insurer-facing services and activities, which includes InverRe, Robus and Globe Underwriting, brought together to create a centre of excellence in the creation of innovative insurance and capital solutions.

Market leader in a broad range of specialist niches

We have a depth of expertise in numerous specialist insurance lines, which has been built over decades of management experience. Niche specialty products are highly bespoke and require high levels of product expertise and strong insurance carrier relationships to develop and successfully take to market. Our leadership and frontline expertise, developed over many years, provides us with a strong competitive advantage both in terms of protecting our market share and in identifying, developing and capitalising upon new products to bring to market. Additionally, we believe the bespoke nature of our niche specialty products supports the development of deep customer relationships, enhanced customer loyalty and customer retention.



COMING TOGETHER TO HARNESS THE COLLECTIVE POWER OF ARDONAGH

Last year we celebrated five years since the launch of The Ardonagh Group.

It was an opportunity to reflect on our achievements so far, the challenges overcome, and the journey we will undertake as we prepare for our future as an increasingly large global employer.

Since its inception, Ardonagh has been proudly independent, enjoying the freedom to find new ways to achieve great things, providing opportunities for collaboration and innovation and deriving strength from our diverse set of global businesses.

We have seen remarkable results delivered by our colleagues and our businesses, who despite our size and the diversity of our portfolio, share a strong cultural alignment – having extraordinary resilience, the ability to pivot in new directions and an innate kindness and compassion.

Our people have always been proud of the work that we do with our clients and within the communities we serve, and this purposeful culture underpins the inner strength of our organisation. We have made a special effort to share the voices of some of those colleagues throughout this report.

We don't take lightly the responsibility we have to provoke thought and lead action in support of environmental and community initiatives. Ardonagh has grown effectively because our businesses are powered by people who want to leave their projects and teams and communities better than they found them. This sustainable leadership is centered around building a legacy which will continue to benefit clients and employees for years to come.

In 2022 we launched Ardonagh Academy, our public commitment to seek out and develop talented individuals to take this mindset into the future for the benefit of our industry and our clients. Through the Academy we will harness the unrivalled collective experiences we have within this Group, learn from our successes and failures and support a highly connected and diverse group of leaders to do their best work across Ardonagh's businesses.

2022 also saw us kickstart the next chapter of our charitable foundation, Ardonagh Community Trust (ACT), and broaden its reach to reflect our Group-wide and international presence.

At Ardonagh, we recognise the opportunity and the obligation we have to model the behaviours we want to see in the world. Together, we've created an environment where individuality and innovation can thrive through the spirit of collaboration, and where it can be harnessed and amplified to deliver truly remarkable things.

We're committed to always asking how we can be better and to doing the right thing for our colleagues, clients, shareholders and future generations.

David Ross, CEO, The Ardonagh Group



OUR APPROACH TO SUSTAINABILITY

In 2022 we continued to embed sustainability initiatives with greater conviction across our five-pillar strategy and across our group of businesses. Our growing confidence comes from a clearer view of what priorities matter and what action can be taken to continue to transform our business activities towards a more sustainable future.



INTEGRITY

To conduct our business in an honest and ethical manner



INNOVATION

To be proactive and responsive to our evolving client needs



SOCIETY

To enhance the wellbeing of the communities we serve



ENVIRONMENT

To protect the environment and become net zero



PEOPLE

To ensure the welfare of our employees and those we work with

Key drivers of our sustainability work



Environment: we believe that Ardonagh, and the insurance industry as a whole, must play a more critical role in combating the climate crisis and improving sustainability. We are supportive of a risk aware world, where the insurance industry is trusted and plays its full role in enabling a healthy, safe, resilient and sustainable society.



People: we need highly skilled people in our industry to maximise our performance and the value we can deliver for clients. Our talent needs to feel nurtured and that they are working for an industry that has a strong sense of purpose – especially concerning sustainability factors.



Society: we recognise social sustainability is about managing the positive and negative impacts our business has on society and on the communities that we serve. Ardonagh seeks to manage its business in a responsible way that supports our society, including giving back to the communities that we both work and live in.



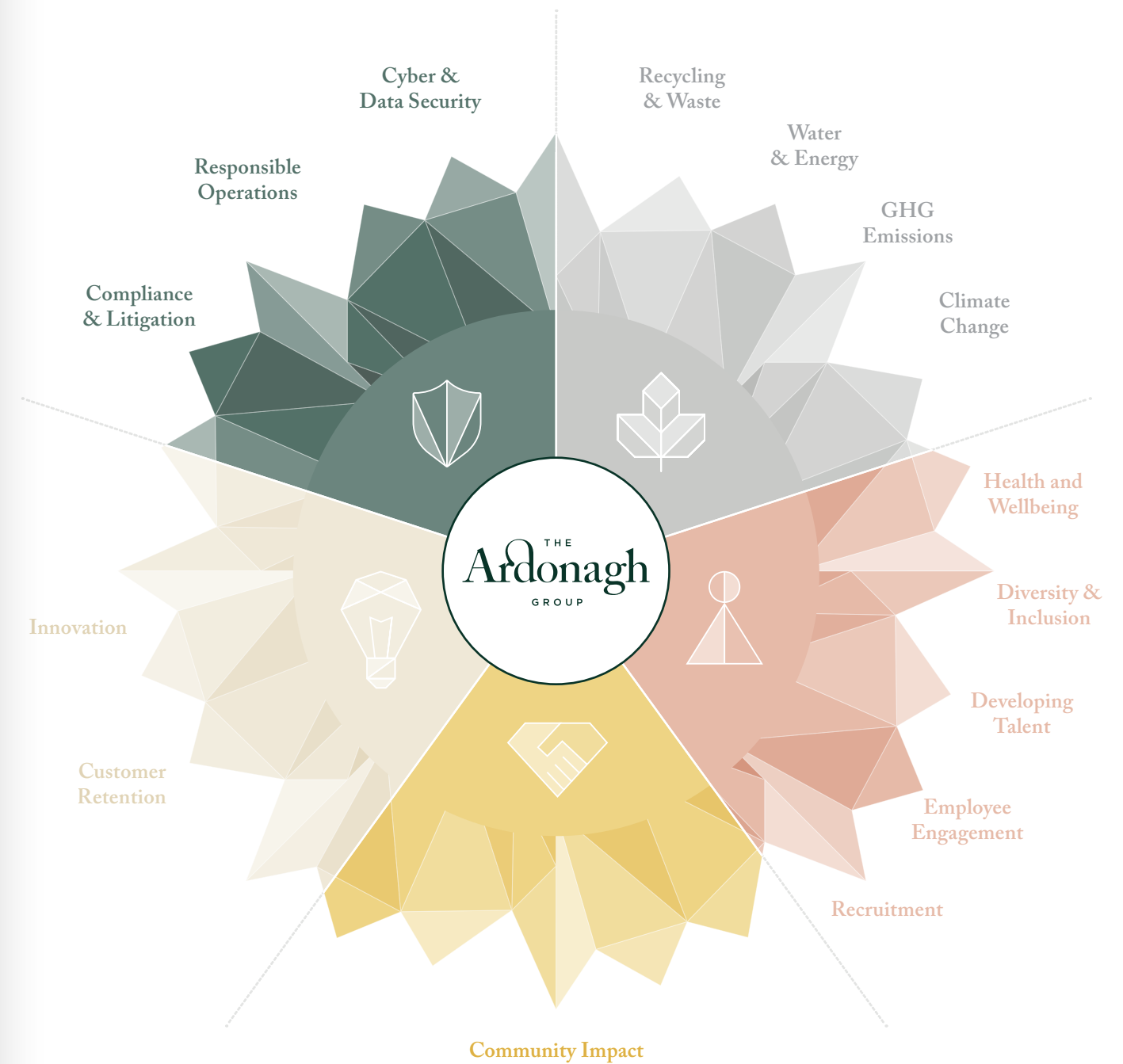
Innovation: we believe the insurance sector needs to take a more innovative and proactive role in multiple areas, as otherwise climate risk will have a profound impact on insurability and pricing of certain assets or events, potentially rendering them uninsurable in the long run.



Integrity: we are committed to upholding the highest ethical standards among our executives, employees, and business partners, while addressing compliance and ethics risks related to our business.

Materiality and stakeholder engagement

When our sustainability charter was developed two years ago, our work was heavily informed by an analysis of issues impacting our industry and group businesses, as well as stakeholder input on the importance of these matters. Our main stakeholder consultees were the investment community, however, views from business partners, customers, employees, and regulators were also included and considered as part of this exercise. Our sustainability material matters are based on what we judge to be most important to our stakeholders and most significant to our longer-term performance. This analysis continues to guide our work and a full, externally validated, materiality assessment exercise is due to be completed in 2023.



A large focus for our roadmap towards a sustainable future will be our work around accelerating our progress towards net zero. Part of this will involve understanding our clients' sustainability risk profile better as well as re-examining our own procurement and environmental practices so that we have credible targets, commitments and plans in place to achieve our goals.

We cannot deliver long term value for our stakeholders without taking into account the wider picture, using the global imperative to create a more resilient approach for a more sustainable world.

Sustainability strategy

Our sustainability strategy is always evolving to meet developing and future challenges and we are committed to enhancing our approach to consider the growing needs of the business and the expectations of external stakeholders.

Looking after our customers' and our communities' needs, employing great people and ensuring they flourish, tackling the challenges of reducing carbon emissions and maintaining a reputation for having high standards of governance are not simply nice to haves, they are the very foundations of our long-term success.

As we implement our strategy, we are embedding sustainability with greater confidence. We have seen the enthusiasm and momentum build around our environmental and people pillars especially in 2022, and the return to a more normalised operating environment has presented both challenges and opportunities for delivering on our sustainability initiatives. M&A activity in 2022 and the beginning of 2023 has also impacted our strategy implementation and the transformation of the Group from a predominantly UK-based business to one with an increasingly international footprint has necessitated some resetting of goals and recalibration of measurement data sets.

Looking forwards to sustainable development

As a leading insurance intermediary, we are conscious of our position in the market and our responsibility to help inform and lead the discussions on climate resilience and risk by putting forward the interests of clients and promoting areas of opportunity. Ardonagh aims to raise awareness and push the boundaries of insurability for the benefit of clients and society at large. There are opportunities on offer for the risk transfer market. As the implications of climate change and sustainability collide, clients are now considering how to navigate a path forward and are naturally turning to their insurance partners for advice and solutions. We are looking forward to working closely with our clients and partners in this endeavour and providing the necessary support to colleagues and clients on their respective journeys towards sustainability.

Business model

Our businesses deliver value adding professional services between clients and insurance and reinsurance companies. We help facilitate the necessary solutions that best suit our clients' needs and charge commissions and advisory fees for our services. We work with insurers to design, price and administer insurance-related products and services that meet a wide variety of market demands, without assuming any underwriting or principal risk in relation to any of the services or products that we provide. We offer a highly diversified proposition with a broad portfolio of insurance-related products and services across the full insurance value chain, to customers ranging from complex multinational corporations to individuals purchasing personal insurance policies to meet specialist needs. To that end we recognise that climate change can be of more direct and significant impact to our clients than it is to Ardonagh as a business.

Our progress in 2022

During the past 12 months we have considered and heavily debated the key sustainability matters in aspects of our UK business. We have validated and advanced our strategies and began embedding initiatives across our four platforms and their respective businesses. Following our expanded global footprint in 2022, we will extend our sustainability work in 2023 internationally to include our non-UK operations.

We give our people the scope and authority to innovate, collaborate, create and run the best businesses they can and to be accountable for their actions. The Ardonagh sustainability agenda is therefore heavily shaped by the leaders within each business and in this report, we will share a summary of our progress made in 2022 within each of our five pillars.

UN PSI signatory

In November 2022, The Ardonagh Group became a signatory to the UNEPFI Principles for Sustainable Insurance (PSI). The purpose of the PSI initiative is to better understand, prevent and reduce environmental, social and governance risks, and better manage opportunities to provide quality and reliable risk protection. We are making progress in rolling out these principles across our businesses.

Principle 1: we will embed in our decision-making ESG issues relevant to our insurance business.

- ESG related matters continue to be rolled out and embedded across our platforms.

Principle 2: we will work together with our clients and business partners to raise awareness of ESG issues, manage risk and develop solutions.

- Our policies and processes are being adapted to further ESG related matters, and we are raising awareness within our teams so that more informed conversations can be held with our stakeholders.

Principle 3: we will work together with governments, regulators and other key stakeholders to promote widespread action across society on ESG issues.

- We are working diligently with our investors, partners and wider stakeholders to promote good ESG practices, as well as developing knowledge in ESG and climate matters.

Principle 4: we will demonstrate accountability and transparency by regularly disclosing publicly our progress in implementing the principles.

In addition to the information provided in this sustainability report published on the Ardonagh website, we will provide an annual progress review on the anniversary of our signing.

Supporting the transition to a low carbon economy

Climate-related risks and opportunities have grown in importance for us as an organisation. As a Group of insurance intermediaries, understanding and managing risk (especially insurance transfer risk) is at the heart of what we do, and we recognise that climate change poses material long-term impacts for our clients, wider stakeholders and therefore ultimately, our business.

We acknowledge that there are risks posed by climate change that could potentially have impacts on our products, client needs, revenues and costs, and we intend to integrate further climate-related considerations into our financial planning processes from 2023 onwards.

As an insurance intermediary, we recognise our operations will evolve as climate change influences manifest themselves through changing business patterns. We continue to seek to optimise our businesses and operations, which includes identifying and proactively managing climate-related opportunities and risks.

The below outlines our early response to the Recommendations of the Task Force on Climate-Related Financial Disclosures, (TCFD).

Governance

The Group's sustainability governance is underpinned by our sustainability charter and a clear commitment from the top to align sustainability goals with relevant accountability across the business. In recent years we have started to embed sustainability explicitly throughout the business by developing an overarching framework to communicate our objectives clearly via our established five-pillar sustainability strategy. The strategy outlines our goals and commitments across a range of sustainability issues that are integral to our business and important to our stakeholders.

We have formed a Sustainability Steering Committee and Sustainability Working Group, led by our Group Chairman and Group CEO respectively, to drive and oversee the sustainability agenda through our five sustainability pillars and across the platforms, each of which is represented by a member of our senior management team. Our five-pillar sustainability strategy, focusing on environment, people, society, innovation and integrity, endorsed by the Board, aims to foster high standards of sustainability and deliver long-term sustainability for all of our stakeholders.

The Group maintains strong Board and Committee oversight at Group, platform and business level, ensuring the governance and environmental pillars, as part of its sustainability strategy, continue to be a strategic priority. In 2023 we will extend the Group Board's strategic discussions to include sustainability related risks and opportunities, as well as inviting thought leaders to engage with Board meetings.

Strategy

We recognise that there is strong empirical evidence and scientific consensus that human activities are causing an increase in global temperatures which, if left unchecked, will have a significant detrimental global impact. That is why we are elevating sustainability in our business. We are working to build on our progress to date, be more ambitious and fully embed the principles of sustainable insurance into our business strategies.

We want to gain a deeper understanding of how climate change might affect the businesses we direct and oversee, and we outline planned Group activity that we expect to guide future disclosures. A key focus is gaining a deeper understanding, so we can better describe and quantify specific impacts across these areas by looking at different time horizons and climate scenarios.

The Group intends to conduct further analysis in order to present more detailed impact assessments of climate-related risks across different time horizons. The Group also intends to strengthen how it systematically considers climate-related issues from a risk and opportunity perspective across business segments, strategic decision making and financial planning in order to better describe its impacts.

Risk management

The key industry risks and opportunities related to climate change include:

- physical risks and opportunities resulting from the physical effects of climate change;
- transition risks and opportunities arising from climate change and the transition to a lower-carbon economy, including changes in customers' insurance product needs and insurable loss patterns; and
- liability risks arising when parties who have suffered losses from climate change seek to recover them from those they believe may have been responsible, including where insurance may have been insufficient to cover losses in a changing world.

These risks manifest themselves through several existing risks already included within our material risk register, including commercial (underwriting, claims, products, services and distribution), wider market (legal, regulatory, financial crime), operational (property, facilities, IT, cyber, data, people), strategic and reputational risks. Going forward we will continue to embed our sustainability and climate change risk management initiatives deeper into our businesses.

Climate-related considerations are part of our capital and investment budgeting, for example through the investments we have made to reduce the overall greenhouse gas ("GHG") emissions in our estate. The Group is aware of the long-term benefits these investments can bring, and we intend to further develop and embed climate-related and broader sustainability processes and considerations into our investment appraisal approach.

In addition, performance is assessed externally by ESG agencies, to which our investors (and other stakeholders) are giving increasing prominence. Our sustainability strategy, policy initiatives and related actions and outcomes could impact upon our debt rating and/or our access to and/or cost of debt and/or equity. In our approach to acquisitions and divestments the Group will take into consideration any sustainability and climate-related risks and opportunities to form part of our usual due diligence process.

Going forward, we intend to work towards developing climate change risk scenarios to help inform and manage our own risk profile and strategic responses. The Group will continue its robust approach towards the management of sustainability related operational risk and intends to examine climate impacts in more depth, to better describe transition and liability risks. The ambition is for risk management processes to support the Group in conducting detailed analysis on climate risks and opportunities.

Metrics and targets

The Group plans to establish credible targets which will strengthen our disclosures across scopes 1, 2 and 3 GHG emissions and importantly, track the progress made towards those targets. We intend to undertake the necessary work to be able to commit to set science-based targets for scope 1, 2 and 3 emissions via the Science Based Targets initiative (SBTi) in 2023. This process will mean that we will set targets in line with a 1.5oC emissions scenario where we are aiming to achieve net zero emissions by 2050 at the latest.

Non-financial key performance indicators ('KPIs')

During 2023 the Sustainability Steering Group will review and set credible non-financial metrics and KPIs across the key pillars of Environment, People, Society, Innovation and Integrity. Progress will be monitored and reported against these metrics and KPIs.

In 2022, focus was on our People and Society KPIs where outcomes were favourable. Specifically, our People KPIs for 2022 were favourable with an 81% employee engagement favourable percentage and a 75% employee engagement response rate. Ardonagh is particularly proud of the ACT, which made £550,000 contributions to registered charities in 2022 and targets to maintain annual contributions of at least £0.5m from 2023-2025.

SCOPE 1, SCOPE 2 & SCOPE 3 EMISSIONS

Scope 1

Direct emissions sources resulting from company owned machinery, facilities, and vehicles

Scope 2

Indirect emissions sources associated with the generation of electricity, heat, steam and/or cooling

Scope 3

Indirect emissions resulting from all other activities and sources not covered in Scope 2; includes business travel, commuting, waste, and third party deliveries

In an industry that never stands still, neither do we.

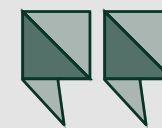
We work to create new opportunities, add value and build sustainable solutions in pursuit of a better every day.

Disclaimer: All data is primarily based on UK operations only unless otherwise stated. All details relate to our financial year 2022 and it is our intention to cover Group-wide activities in 2023

PROTECTING THE ENVIRONMENT AND BECOMING NET ZERO

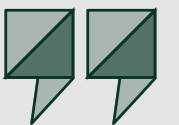


ENVIRONMENT



We are laying robust foundations across the Group to support the transition to a low carbon economy. Embedding our own climate and sustainability roadmap, and driving awareness across multiple businesses through carbon literacy training will empower our people to take action on climate change.

Lee Preston, Head of Environmental Sustainability





Ardonagh recognises its responsibility to the environment and endeavours to reduce its climate impact via its business activities. Under the environmental pillar, we are looking to better understand, manage and monitor our greenhouse gas emissions (GHG), energy and water use, as well as our waste and ecological impact.

We are committed to becoming net zero and are currently developing a comprehensive environmental management programme to guide our efforts. Currently, all our UK emissions data from energy and travel is measured in carbon dioxide equivalent (CO₂e) unless otherwise stated. We use the Department for Environment, Food and Rural Affairs' (DEFRA) latest factors, that are annually revised, for calculating our emissions.

Progress to date

Given that we are office based, the environmental impact of our own internal operations can be deemed low. Nonetheless, the largest area of impact is our UK carbon emissions, and during 2022 the group businesses were closely remeasured and their scope 1, 2 & 3 carbon footprints recalculated. This recalibrated approach has enabled better sight of business travel mileage by air, road, and rail as well as enabling better understanding of the amount of energy used per square metre of office space and the associated carbon emissions.

As a result of this exercise, Ardonagh is now able to track and report on emissions from both business travel and office working. For business travel, accurate tracking of emissions has been enabled via the mandatory use of specialised travel management companies and business expense systems across the platforms. Fuel related transmission and distribution losses from electricity are also being tracked.

In the UK the environmental data is collected and aggregated to provide a group UK-wide picture based on a combination of actual, extrapolated, and estimated data, depending on the type of data and the platform the data comes from. Data is sourced from invoices, supplier reports, CIBSE benchmarks and expenses systems for all operational facilities including the serviced office space.

UK Property: In 2022, we operated in over 130 offices and have ranked performance using industry and net zero pathway benchmarks to produce internal league tables. These league tables have proven useful in identifying excessive energy consumption and has enabled quick remedial action to be taken. The league table data has also been used to target high emitting buildings to explore possible interventions and improvements. This more fundamental approach to analysing performance has led to an increase in data capture and performance metrics.

Growth impact: The significant material acquisitions completed throughout 2022 have changed our footprint from a predominantly UK business to one with a significant international footprint. This has necessitated a thorough review of our sustainability reporting which in turn has led to a recalibration of our GHG emissions reporting. For historic data, the ongoing COVID-19 pandemic in 2020-2021 necessitated extensive use of assumptions in order to generate the 2021 dataset.

Plans for 2023 – 2025 and longer term outlook

The recalibration of our approach and measurement scope in 2022 has enabled us to build a new reporting foundation. Ardonagh is committed to making a positive environmental impact and our net zero plan and pathway can now be developed, driving carbon reduction in-line with credible targets for the UK business.

For the year ahead we will be rolling out our Carbon Literacy Training offer and focusing on better understanding and reporting global data for scope 1, 2 and 3 emissions. This will be facilitated by the adoption of travel management systems across the wider group and better monitoring of business mileage travelled by mode of transport.

In the medium term our focus is dedicated to the wider adoption of a global procurement framework with associated tracking and measurement. This is anticipated to be matched by a global data tracking programme that captures waste, recycling, water, and paper use data across the Group. All fully controlled operational sites are anticipated to be certified ISO 14001 and biodiversity plans are to be introduced, supported by local initiatives.

By 2025, we need to measure the impact of our supply chain. Work has already begun to assess who within the supply chain has set carbon reduction targets aligned to the 1.5c reduction pathway.

Longer term our focus is dedicated to maintaining positive environmental impact Group-wide. Setting credible targets and reducing our scope 1 & 2 carbon emissions will form part of our net zero plan as will continuing to reduce the energy consumption from our operations. Waste recycling and water use will also form part of our plans as will the thermal efficiency of our office estate.

To act on climate change, we need to have careful regard to our ways of working including business travel and use of resources. Running an environmentally efficient property estate is part of our plan of action and this will have a positive impact on our overall environmental performance.

In 2022, our efforts were dedicated to capturing data sets of the entire UK operations including serviced offices. Scope 3 emissions have been significantly impacted by the inclusion of business air travel related to recent acquisitions and the impact of COVID-19 restrictions lifting. In order to better track our emissions performance, we have introduced the following KPIs: Business mileage by air, road and rail, (millions kms); kWh/SQM office space; as well as location-based intensity ratios (kgCO₂e) / SQM office space; and (tCO₂e) / FTE (UK only).



The below table sets out our GHG emissions reporting for 2022 together with the recalibrated measurements for prior years:

SECR report

Emissions (UK operations)	2022	2021	2020	2019
Scope 1 (tCO ₂ e)	318	465	465	506
Scope 2 (tCO ₂ e)	1,814 ¹	1,680	1,680	2,480
Scope 3 (tCO ₂ e)	4,260	943	538	2,131
Total emissions (tCO₂e)	6,392	3,088	2,683	5,117

Note 1: Calculated according to market-based method. The market-based method reflects emissions from electricity that companies have purposefully chosen and takes into account zero carbon renewable electricity tariffs.

Location-based (UK operations)	2022	2021	2020	2019
Scope 1 location-based (tCO ₂ e)	318	465	465	506
Scope 2 location-based (tCO ₂ e)	2,051	1,680	1,680	2,480
Total Scope 1 and 2 location-based (tCO ₂ e)	2,369	2,145	2,145	2,986
Scope 3 location-based (tCO ₂ e)	4,260	943	538	2,131
Total location-based (tCO ₂ e)	6,629	3,088	2,683	5,117

Notes:

Scope 1: natural gas for all UK operations only

Scope 2: electricity for all UK operations including direct purchase, landlord recharge and service charge

Scope 3: includes business travel (air, road, rail, taxi & hotel) and electricity transmission & distribution

Market-based (UK operations)	2022	2021	2020	2019
Scope 2 market-based (tCO ₂ e)	1,814	-	-	-
Property energy consumption (MWh)	12,028	9,736	9,736	12,454
Business road mileage (MWh)	2,466	1,916	1,829	5,058
Total energy consumption (MWh) ¹	14,494	11,652	11,565	17,512
Business mileage (air) (millions kms)	12.02	-	-	-
Business mileage (road) (millions kms)	3.51	-	-	-
Business mileage (rail) (millions kms)	2.75	-	-	-

¹includes Scopes 1 and 2 energy MWh and road business mileage converted to MWh

Intensity ratios	2022	2021	2020	2019
Scope 1 and 2 - location-based emissions (kgCO ₂ e)/SQM office space	35.7	-	-	-
Scope 1 and 2 - location-based emissions (tCO ₂ e)/FTE (UK only)	0.324	0.362	0.362	0.636
KWh/SQM office space	181	-	-	-
Total location-based emissions (tCO ₂ e)/FTE (UK only)	0.907	-	-	-

Methodology

Currently, all our UK emissions data from energy and travel is measured in carbon dioxide equivalent (CO₂e) unless otherwise stated. We use the Department for Environment, Food and Rural Affairs' (DEFRA) latest factors, that are annually revised, for calculating our emissions.

The Group reports on sources of scope 1, 2 and scope 3 (Business Travel) greenhouse gas emissions where it has financial control. Data is sourced from all UK platforms operating in England, Scotland, Wales, and Northern Ireland. Non-UK emissions will be collected in 2023. Material emissions are captured from offices (serviced office, landlord recharged utilities and direct purchases) and business travel (flights, road, rail, hotel, and taxi use). Office and travel booked outside of the UK do not form part of our SECR disclosures.

SETTING THE BASE LINE TO ACCELERATE ENVIRONMENTAL PERFORMANCE

Measurement and monitoring are the cornerstones of improvement. When a business has grown through acquisition and has multiple locations and a varied property estate, it becomes even more important.

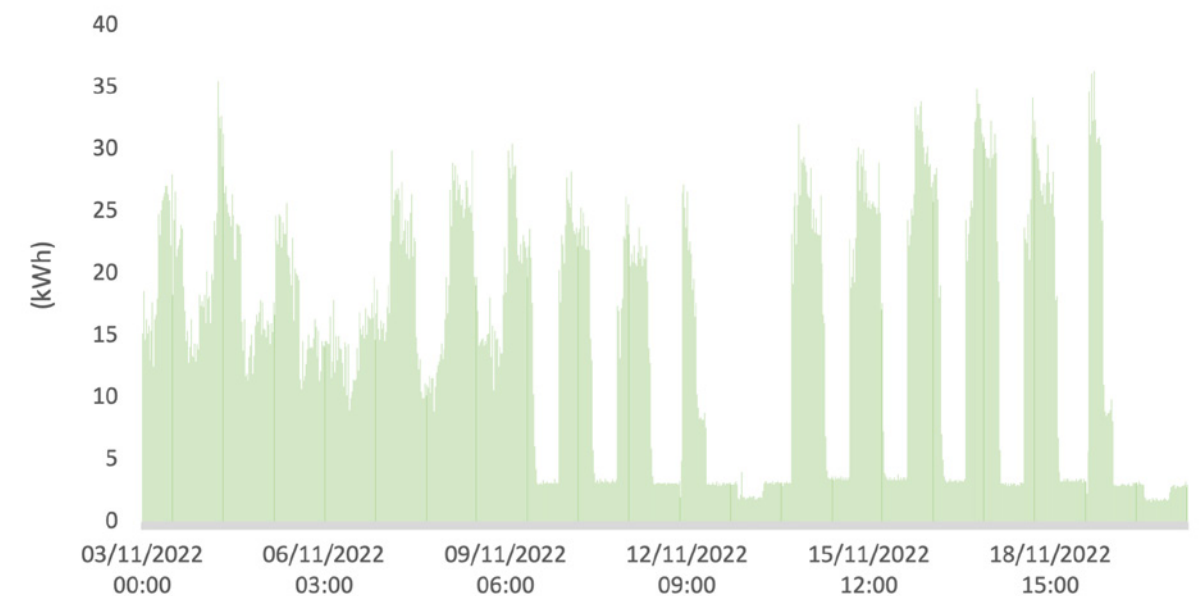
Ardonagh has 130 offices across the UK. In October 2022, we implemented a new energy monitoring tool which visualises comparisons of energy use between sites. This means we are able to see trends in energy consumption and identify the locations which use more gas and electricity than necessary.

ENERGY CONSUMPTION REDUCTION IN PILOT OFFICES FOLLOWING ANALYSIS AND REVIEW

Initial improvements came from Advisory offices in Dudley and Norwich, which had higher energy consumption than other buildings of comparable size and construction. After analysis and review, we implemented improvements including optimised time schedules, improved air handling control strategies and meticulous data capture. These measures will reduce emissions by an expected 27 tonnes CO₂e each year and save £95k of energy costs.

The buildings are now in a pilot project with four other offices to see live energy consumption, air quality, office temperature and light levels.

We will continue to target high emitting carbon hotspots to drive down our emissions, fill any data gaps and capture global emissions.



EMPOWERING OUR PEOPLE TO TAKE ACTION AGAINST CLIMATE CHANGE

The Ardonagh Carbon Literacy Project

Carbon emissions are having an enormous impact on the world around us, causing rapid climate change that damages our environment threatens lives and makes natural disasters stronger and more frequent.

In conjunction with the Carbon Literacy Project, in 2022 we created our bespoke Carbon Literacy course, designed to promote understanding of climate change, covering the science behind it, its impacts, how we contribute to it and importantly how we can take action to prevent it.

The main ambition of the course is to encourage our employees around the world to take action against climate change. The course is on track to receive full accreditation from the Carbon Literacy Trust.

What is Carbon Literacy?

Carbon Literacy is about understanding the causes and impacts of our daily carbon emissions. Equipping people with a fundamental awareness and knowledge offers a starting point for making an important change in the way we tackle climate change.

The Carbon Literacy Project is built on the principle that if individuals, organisations and everyone in between can become more knowledgeable of the carbon impacts of their activities, this will enable them to make more informed choices about the lowest carbon options available to them.

By completing Ardonagh's Carbon Literacy Programme, an individual's carbon consumption could be reduced by up to 15%.

A responsible industry presence

The nature of the insurance industry means we see the effects of climate change first-hand. From floods and wildfires, through to the devastation caused by hurricanes and droughts, our response to climate change is a priority for our business.

That is why, at The Ardonagh Group, we're working to spur change across our industry. By offering this training to all colleagues across the Group, we hope to inspire colleagues to do their part to take action against the causes of climate change.

Course outline

The course comprises of:

PART 1 The problem	PART 2 The solutions
Explore the science and challenge of climate change.	Discuss the ways that we are already taking action as individuals and in our organisation.
Look at how it affects the planet and how it can be prevented.	Make a commitment to change something as an individual and within your community and/or work.

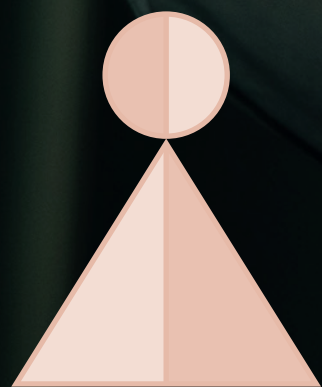
ENVEST SUPPORTING CLIMATE ACTION NOW

The Envest Group, led by its marine underwriting business, RedSky Insurance, actively championed and supported a project to bring Climate Action Now into focus and collect valuable ocean health data in 2022 by sponsoring solo sailor and world record holder Lisa Blair. RedSky was one of the main sponsors and coordinated the insurances for Lisa's Antarctica 2.0 expedition which set a new world record, deployed marine monitoring buoys, collected microplastic samples, meteorological data and raised awareness of climate change.

More than 10 Envest Group businesses joined RedSky as "degree" sponsors and Envest encouraged its businesses to think about climate action by hosting a Teams session with Lisa where they were encouraged to make their own climate pledges.



ENSURING THE WELFARE OF OUR EMPLOYEES AND THOSE WE WORK WITH



PEOPLE



Progressive, passionate and proud to drive the best outcomes, our people are critical in ensuring that Ardonagh is a business fit for the future. As such we believe our colleagues should be equipped with the skills and knowledge to deliver across a range of business expectations. But even more importantly, we want them to access meaningful learning and development opportunities, so they can realise their potential and enjoy successful and fulfilling careers.

Fiona Claybrook, Group HR Director



Our combined global workforce is made up of nearly 10,000 people from all walks of life and with so many incredible individuals in our businesses, we think it's only right that they enjoy the freedom to be their own unique and true selves at work.

That is why we invest heavily in the welfare and wellbeing of our people to ensure they are treated fairly, and that ours is a truly inclusive workplace that fully represents the diversity of the communities and clients we serve.

Our people pillar has a focus on equity, diversity and inclusion, personal and professional development as well as health and wellbeing. Which is why The Ardonagh Group seeks to fully engage our colleagues, to ensure they are able to maximise our many development opportunities in a safe and inclusive environment.

We think it is vital that we consider our ways of working through the lens of sustainability so that we can continue to progress our journey and create further value for our customers, our shareholders and our employees. Even though the effects of the COVID-19 pandemic are abating we continue to prioritise our colleagues' mental health and wellbeing.

Ardonagh is committed to ensuring there is no modern slavery or human trafficking in our operations and supply chains, and we are committed to providing a respectful, inclusive environment and a working culture which is productive, positive and fair for all employees.

Across Ardonagh, our platforms and businesses enjoy the freedom to be able to implement local initiatives and policies in the ways that make the most sense to their businesses. Alongside our Ardonagh Group-wide actions, we'll also share how our platforms are working to create a supportive and inclusive environment filled with opportunities for all our people.



Progress for 2022

The people pillar continued to make good progress in 2022. In line with our focus on creating a sustainable business, we launched the Ardonagh Academy in May. The Academy contains several different streams, including a Group-wide mentoring programme with our mentors seeking to share insight and knowledge across the business. There has also been significant focus on development of the leadership team to ensure we are able to address, respond and create value from global issues and opportunities. Finally, our graduate development programme was launched, which has strong links to giving back to the communities within which we operate. All of the Academy programmes are based on our ethos of sustainable leadership, where our people work together to leave things better than when they were found.

We ran our employee engagement survey again in 2022, continuing to see a strong engagement score across the Group and this is illustrated in our inclusion and belonging questions set where strong responses were received from managers and non-managers, those working both at home, in an office or in a hybrid arrangement and at different lengths of services. When viewing the responses from the survey through a gender identity lens there was little variation across groups in their response scores, which is encouraging.

Our wellbeing initiatives continued to gather pace adding financial wellbeing offering in the UK to our established mental and physical wellbeing approach. As part of this, we ensure that our colleagues have access to Mental Health First Aiders through our ongoing programme of training and internal networking. The financial wellbeing offer was launched initially with a pilot at the beginning of the year and then launched across the UK in Q4 2022.

We continue to work hard to develop our flexible working and family friendly policies piloting new ways of working in different businesses and sharing best practice across the Group.



Plans for 2023 – 2025 and longer term outlook

Our ambitions for attracting, developing and retaining our employees are focussed on our clarity of understanding around our sustainability purpose. This includes the introduction of keystone behaviours which will help foster the environment of collaborative working within which our customers, our community and our employees will benefit. By refreshing our attraction channels through a diversity, equity and inclusion lens, we will continue to not only provide a clear understanding to candidates on what we stand for but also continue to enhance our diversity.

Following the launch of the Ardonagh Academy in 2022 we will use this as the platform to develop our leadership programmes based on sustainable leadership with attendees from our succession pipeline, from our new acquisitions and from our early careers initiative. In 2023, we will deliver our new women in leadership offering expanding into other diverse groups in 2024.

Finally in 2023, we will launch our internship programme which will focus on attracting less represented groups in the insurance industry. In subsequent years, we will grow the scheme internationally supporting new entrants to the insurance market, educating them not only on our industry but our philosophy of sustainability.

Our wellbeing offering will remain at the centre of our retention strategies, continuing to innovate around not only physical and mental wellbeing but financial wellbeing as well. This will be complemented by our continuation to improve our people policies to reflect the needs of our multigenerational workforce, the changing expectations of our clients and our shareholders.



83% of participants in Ardonagh's annual employee engagement survey feel positive about their working arrangements.

Ours is a unique culture of opportunity, there's no wall you can't climb at Ardonagh

INVESTING IN OUR PEOPLE TO DEVELOP THE NEXT GENERATION OF INDUSTRY LEADERS



THE ARDONAGH ACADEMY

A path that can take you places

Our commitment to developing our talented people gained greater momentum in 2022 following the launch of the Ardonagh Academy.

Ardonagh has been on a significant journey since it was founded five years ago, growing from five companies to encompass more than 50 leading insurance brands, and evolving from a largely UK-focused business to one that is truly international in presence and scope.

As part of this journey, the people who built Ardonagh have acquired an enormous wealth of expertise and knowledge which centres around the concept of sustainable leadership, where our businesses are powered by people who want to leave their projects, teams and clients better than where they found them.

The Ardonagh Academy harnesses the learnings behind our journey from all areas of the Group and brings them together, under the banner of the academy, to pass on to our next generation of industry leaders.

Through the academy we will provide our people with diverse development opportunities that are available as part of our global broking group and support them in creating fulfilling and successful careers of their choosing.

To ensure that the training provided is of the highest calibre, the Ardonagh Academy has partnered with the Center for Creative Leadership (CCL), a global not-for-profit educational institution specialising in leadership research and development, to support its leadership programmes.



ARDONAGH ACADEMY



The world requires new thinking and vision from professions like insurance to solve both local and global challenges.

David Ross, CEO The Ardonagh Group



What opportunities are available with the Ardonagh Academy?

The Academy supports people of all ages and stages of their career and currently houses seven bespoke programmes including: Graduates, Interns, Mentoring, Culture Setters, Aspiring Team Leaders, Pathfinders and Sustainable Executives.

Graduates

The Ardonagh Graduate Programme aims to develop talented individuals to give them the best possible start to their careers in the insurance industry.

The programme gives graduates sector insights, mentoring opportunities, technical training, change management, entrepreneurial skills, resilience and continuous improvement principles that will support their long-term growth in one of the many business areas available across the Group.

Recruitment is currently underway for the Group's Graduate Programme with our first cohort of graduates set to join the business in September 2023.

Interns

Interns is a paid 8-week summer programme based within our businesses, which will recruit individuals from a variety of backgrounds, including the local communities our businesses operate within, to widen the demographic reach and diversity of our future employees.

The programme will give participants valuable exposure to the expectations and culture of a professional working environment alongside an introduction to insurance, professional wellbeing and exposure to projects within their local Ardonagh business.

Mentoring

Ardonagh is home to some of the best performing businesses in the market, many of which have been grown by highly knowledgeable experts who continue to use their entrepreneurial talent for the benefit of their business.

We know that these individuals and the knowledge they bring to the Group are a valuable resource helping to deliver insight and exceptional opportunities for collaboration.

Our mentoring programme seeks to tap into the experiences of these people to offer insight, guidance and expert career advice to our mentees across the Group.



The Ardonagh Graduate Programme has attracted more than 700 applications

Culture Setters

The Ardonagh Academy Culture Setters Programme aims to establish responsible and candid leadership at the inception of new management teams.

This Programme is led by Rory Best, former captain of the Irish national rugby team and Ardonagh Director of Development, and Harley Street psychotherapist, Bo Mills, with support from the Ardonagh leadership development team.

Culture Setters outlines the ingredients of a high-performance leadership team and instils the foundations of what it means to be an Ardonagh company and part of its leadership team.



If you'd asked me 10 years ago where I thought I'd be today, to be brutally honest my answer would not have been working in insurance!

But it turns out insurance has a lot in common with playing rugby. It is about building relationships, developing trust, bringing teams together, analysing performance and making improvements.

Rory Best, Director of Development, The Ardonagh Group and former captain of the Irish national rugby team



Aspiring Team Leaders

Ardonagh Academy's Aspiring Team Leader (ATL) Programme supports individuals who are looking to take their first steps into a management role.

The ATL Programme forms part of Ardonagh's commitment to grow our own talent and through a mix of self-study, workshops, peer networking, practical application and coaching will give participants the skills and confidence to undertake a role with greater responsibility.

Pathfinders

Pathfinders aims to proactively cultivate and empower a collective of entrepreneurs and intrapreneurs across the Group by supporting talented emerging leaders or independent contributors to generate ideas and initiate innovative projects of all sizes.

Designed for emerging leaders who have the potential to accelerate their career within Ardonagh and enhance the performance of their team or business.

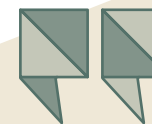


1000+ UK-based colleagues completed leadership and development programmes in 2022

Sustainable Executives

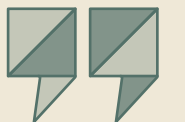
Sustainable Executives is Ardonagh's investment in our future c-suite to ensure Ardonagh's companies are ready to address, respond and create value from global issues and opportunities.

With a focus on responsible leadership based on World Economic Forum's Young Global leaders and Global Shapers Communities, participants will gain insight into a range of subjects including stakeholder inclusion, emotion and intuition, mission and purpose, technology and innovation, intellect and insight.



The importance of people to our organisation is immense – without our people we don't have a business and giving them the ability to excel is incredibly important.

Diane Cougill, CFO, The Ardonagh Group



A COMMITMENT TO PEOPLE DEVELOPMENT THAT RUNS THROUGHOUT ARDONAGH'S PLATFORMS

The Ardonagh Academy runs alongside many of our long-established platform level training and development initiatives. From Advisory's Women in Leadership Programme, which was awarded the Princess Royal Training Award, to Atlanta's Apprenticeship Programmes, or Geo's Technical Academy, there's a vast array of learning opportunities available across the Group.

Advisory Women in Leadership Programme

The Award-winning Women in Leadership Programme is now in its fourth year and has supported more than 50 women to undertake specialist training and development designed to support their move into leadership roles.

The programme aims to improve women's presence and impact across all levels of the business and seeks to embed leadership skills to prepare them for senior leadership roles. The programme provides a platform for women to develop a community where they are able to support one another and share their experiences through a series of networking sessions.

Ardonagh Academy is set to develop a Women in Leadership programme in conjunction with the Insurance Supper Club in 2023

Establishing a legacy of female achievement

For Julie Atkins, Head of Business Assurance and part of Towergate's Executive Committee, taking part in the Women in Leadership Programme proved to be a transformative experience, helping her to progress her career to the highest levels. Here Julie tells us why the programme is so important to women within the business and how she is now passing on the legacy after she put forward two of her direct reports for the programme last year.



I began my career in the insurance industry shortly after leaving school, working as an office junior for a local insurance broker. I joined Towergate in 2006 and held several different roles before taking on a position in compliance, which I felt really suited my skill set.

One of my managers suggested I should go for the Women in Leadership Programme and over a nine-month period, I undertook several programmes that helped to challenge my perceptions and expectations. They gave me practical insights and helped me to understand how to engage and influence people at all levels of the business. It was great to be part of a network of like-minded people, all going through the same experience.

After completing the programme, I felt ready to take on the role of Head of Business Assurance, which was a national, Executive Committee role reporting into the CEO of Towergate.

The course gave me the confidence to feel like I belonged at the Exco table. It's opened up so many opportunities for me and given me the self-belief to know that I can achieve at those highest levels.

I'm a different person for doing the course. I think beforehand I would have settled for what I had. I would not have believed that the opportunities that presented themselves would have been available to me.

I think the programme demonstrates that there is an acknowledgement that there is a need for greater diversity in those senior leadership roles and that the business is taking action and putting into place the means to make that happen.

Julie Atkins, Head of Business Assurance, Towergate



Atlanta Group – a supportive environment to inspire professional growth

Tas Lulat, Head of Risk for Atlanta Group has enjoyed a fulfilling career since joining Atlanta five years ago and was recently named an Insurance Business UK, Elite Business Woman of the year.

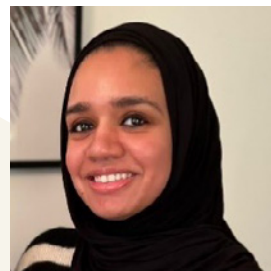
Tas, who joined Atlanta working in operational risk has never been one to stand still. From completing her professional international risk management qualification to undertaking her Masters Degree in Business, she's always seeking new ways to grow professionally, all with support from Atlanta.

Tas is also an active member of Atlanta's Diversity and Inclusion forum where she has been working with the Our Origins community to break down barriers for minority ethnic professionals.



Working for Atlanta is an experience like no other. Professionally, you are constantly growing and being challenged. The culture is a supportive one where colleagues are inspired to be the best they can be, differences are celebrated and development and growth is nurtured.

Tas Lulat, Head of Risk, Atlanta Group



CULTURALLY ALIGNED BUSINESSES COLLABORATING ACROSS THE WORLD

Welcoming MDS Group to Ardonagh

In December, Ardonagh welcomed MDS Group – a leading insurance broker and risk management advisor across the Portuguese-speaking world, with a focus on Latin American and African geographies, to the Ardonagh International platform.

Since it was founded, Ardonagh has grown through a series of highly selective acquisitions and by maintaining its approach to excellence in organic growth.

Cultural alignment is a key driver of our acquisition programme, which allows the Group and its businesses to continue to work collaboratively and grow together wherever we operate in the world.

With its commitment to supporting its people, its wider communities and to innovating and driving change across the profession, it's clear that MDS Group shares Ardonagh's values and together we look forward to exploring new opportunities across the world.

MDS GROUP

MDS Group in 2022

People development: 11,275 training hours completed

Innovation: 6,000 people hours saved due to investment in automation of processes

Customer service: An increase of 18 points in MDS' Net Promoter Score (NPS) in Portugal and an increase of 2 points in Brazil

Wellbeing: Partnership with leading mental health charity Encontrar-se

Increasing diversity within employee base: 20 trainees hired in Brazil from "Casa José Coltro" an institution that provides assistance to vulnerable people.

CARING FOR PEOPLE WHEN THEY NEED IT MOST

2022 was a challenging year for many, with the effects of COVID-19 still lingering and the cost-of-living crisis and soaring energy bills impacting many households. To help people during these times Ardonagh and its businesses looked to find ways to offer support for our colleagues when it mattered most.

Mental Health First Aiders

Ardonagh's Mental Health First Aiders are an inspiring movement of committed colleagues, working together to drive a change in how we as a society, perceive and prioritise mental wellbeing.

In 2022, the number of colleagues who have undertaken specialist training to recognise and understand the best ways to support colleagues with their mental health swelled to more than 700 employees from across our businesses.

Through their established network of fellow Mental Health First Aiders, our colleagues can share experiences and work to create even greater impact across Ardonagh.



Financial wellbeing

In 2022 The Ardonagh Group signed up to leading financial education provider AAG, to provide colleagues with the opportunity to take control of their finances and ensure they are fully equipped to navigate challenging times.

The course offers guidance in many financial areas that can sometimes cause concern or may be source of confusion for some. These include:

- Pensions & Retirement Planning
- Savings & Investing
- Mortgages
- Financial Protection
- Wills & Power of Attorney



Training takes place in 1-2-1 sessions, group sessions and in special #FinanceFriday webinars.

Customer and colleague care at Atlanta

The challenging economic environment of 2022 meant that customer facing colleagues often dealt with people who were struggling with difficult personal circumstances.

All our businesses have a responsibility to treat customers fairly and must be able to recognise and respond to the needs of customers in vulnerable circumstances.

At Atlanta, the learning and development team worked to ensure their colleagues felt fully supported and were appropriately equipped to care for all their customers. They wanted to fully understand the issues their colleagues faced so that they could offer support and training that would deliver tangible results. To achieve this they delivered a series of workshops where colleagues were encouraged to talk openly and honestly about their experiences.

Around 250 colleagues from Atlanta businesses, including Swinton, Autonet, Carole Nash, Paymentsshield and Be Wiser, attended the workshops where they were able to share some of the challenges they had faced and discuss how these could be overcome so that they could better support their customers.

After hearing about the challenges customer facing colleagues faced it was decided to also run a course that would prioritise customer facing colleagues wellbeing, helping them to prioritise their own wellbeing and learn to look out for their colleagues.

UNITING VOICES ACROSS THE WORLD WITH RADIO ARDONAGH

The award-winning Radio Ardonagh is a place to share the voices of our people and unite our diverse audiences around the world.

In 2022, Radio Ardonagh hosted three radio shows, reaching thousands of listeners with programmes to support Give Back Week, National Inclusion Week and The Spotlight Awards finalists reveal show.

Our broadcasts are packed with the voices of our colleagues who share their thoughts on the subjects that matter to them.

Ardonagh Radio's National Inclusion Week show *All Together Now* highlighted a range of themes from hidden disabilities and neurodiversity to hearing about the experiences of a colleague who had grown up in the Cape Flats in South Africa.

By sharing these stories from our colleagues, from across communities, continents and cultures we hope to encourage understanding and empathy on a global level.



ARDONAGH, A PLACE FOR PEOPLE TO BELONG

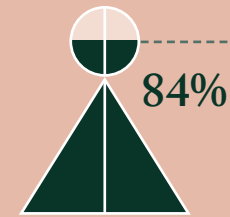
Each year, Ardonagh reaches out to hear the opinions of its people through its annual Employee Pulse Check Survey. In 2022, a grand total of 6602 colleagues took part with the vast majority reporting that they feel positive about working for the Group.



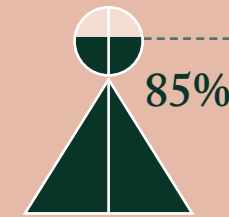
91% of survey participants responded positively to the statement: "I feel comfortable being myself at work"



A welcoming and inclusive workplace

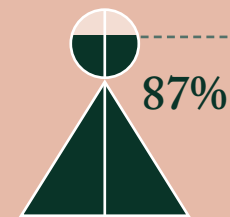


Our organisation treats everybody with dignity and respect, regardless of gender, race, sexuality, age

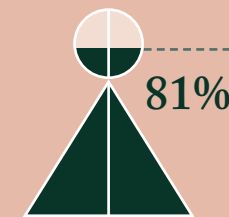


People of all cultures and backgrounds are respected and valued here

Strong working relationships

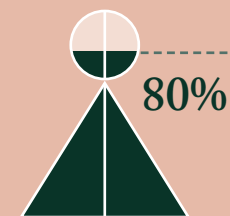


I have a good working relationship with other people in my team

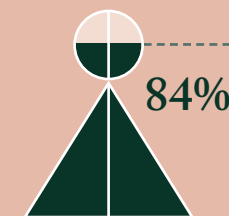


As a team we all look out for one another

Purpose and sense of achievement



I know how my specific role contributes to the success of this organisation



I understand the purpose of this organisation and why it exists

Results based on average scores across the Group. Survey conducted by Hive in November 2022.

PEOPLE ACROSS ARDONAGH CELEBRATE TOGETHER AT THE SPOTLIGHT AWARDS

A highlight in our annual calendar, our employee recognition awards, Spotlight, are our way of showcasing the superhuman efforts of our people. With colleagues nominated from every corner of our business, we celebrate our best and brightest talent across the Group in true Ardonagh style.



Following a three-year hiatus due to the COVID-19 pandemic, in 2022 our employee recognition programme, Spotlight Awards returned with an in-person event hosted at the National Maritime Museum in London.

More than **450** colleagues were united under one roof to celebrate the superhuman efforts of our colleagues across the Group. In 2022, the Spotlight awards received a record breaking **860** nominations, of which **61** individuals and teams were chosen as finalists, with **13** winners crowned on the night.

Each year, Ardonagh seeks out talented individuals through the Spotlight awards, attracting nominations from across our businesses so that we can share the achievements and the stories behind Ardonagh's growing success.



ENHANCING THE WELLBEING OF THE COMMUNITIES WE SERVE



SOCIETY



As insurance industry professionals, working to serve the needs of our clients and customers, we're uniquely connected to our local communities – looking out for those who need it most lies at the very core of what we do as a business.

By joining forces across countries, local communities and all areas of our diverse set of businesses, we can mobilise support for a broad range of causes – helping them become better, brighter and stronger.

Ashley Hammond, Head of Charity and Community



Our Society pillar is centred around our Group charity, Ardonagh Community Trust (ACT), and the support it gives to the communities that are important to our colleagues. As we continue to grow as a business, we think it is vital that our impact endures and expands around the world to build better, brighter and stronger futures for all.

In 2022, ACT celebrated its fifth anniversary and over the years ACT has achieved many great milestones thanks to the collective efforts of our community spirited colleagues.

In five years ACT, together with our colleagues, partners and supporters, has raised more than £5 million in support of the people, causes and communities that matter to our colleagues around the world.

Five years of ACT

£5 million raised together with colleagues, partners and supporters

£610,000 donated to 149 charities to fund local community projects

£458,000 raised by colleagues for 460 charities with £180,000 matched by ACT

£316,000 donated to mental health charity partners Mind and Samaritans

£700,000 given to 225+ causes over six Give Back events

£60,000+ invested in young people as part of Bright Future Prize

The impact we have on the communities we live and work within rests at the very heart of this pillar, both inside and outside the workplace. We want our people to be connected to our communities by generating opportunities for them to give back to the causes they care about as well as supporting them to learn from one another.

As the Group continues to grow internationally, it is important that we continue to enable colleagues worldwide to give back, not just through funding but with time through our volunteering programme and to measure the impact of our work.

Honouring the innate generosity and kindness of our people by ensuring these opportunities are available to all remains front and centre to our ongoing strategy.

Highlights from 2022

A key focus for 2022 was to secure the future of ACT to enable us to continue to use this platform to support our communities around the globe. Alongside our celebration of five-years of ACT, we held a fund-raising Gala Dinner where colleagues, industry partners and 'Friends of ACT' gathered to future proof the charity, raising more than £1 million in a single evening to further bolster the support we currently provide via this platform. As well as raising funds for ACT, the gala dinner also raised funds for our spotlight cause, Cancer Fund for Children, raising £130,000 for Daisy Lodge County Mayo – a respite centre for children and their families living with cancer.

Community Grant Funding: 34 projects shared £157,960 including; LGBTQ+ floorball in Scotland, a teddy bear hospital in Glasgow, improving a local dog park in the USA, therapy sessions for cancer patients in North East England, father and family football sessions for those who have experienced baby loss and a rowing programme for Deaf and Disabled in London.

Partnership: Celebrated our one-year anniversary with the Samaritans. This partnership has been well received by colleagues enabling more open conversations about mental health across our Mental Health First Aider network and the wider Ardonagh Group. We also reached our £100,000 fundraising target thanks to our colleagues and their generosity.

Bright Future Prize: Our second year saw a trebling in applications for this prize, which aims to inspire and empower young people, and an increase in the prize fund to £40,000. Four new prize categories were added, all connected to Ardonagh's sustainability goals. Applications were received from teenagers around the world with ideas ranging from apps to connect young people with cutting edge researchers, to workshops to help students with special educational needs.

Throughout 2022, ACT has continued to go from strength to strength by connecting our wider communities around the globe through our pillar. Changes have been made to the Bright Future Prize, aligning the focus to Ardonagh's key areas for sustainability; Innovation, Society, People and Environment. We also ensured as an international Group, the prize was promoted wherever our colleague-base exists in the world.

Plans for 2023 – 2025 and longer-term outlook

Giving to causes that our colleagues care about, supporting them to give time and funds to the communities they live and work in will remain central to our initiatives. Going forward we have plans to;

- Embed volunteering worldwide with a specific campaign; facilitating data tracking and volunteering opportunities, set targets and measure impact.
- Bright Future Prize 2023; shift in launch date to recognise academic pressures on young individuals, build on international engagement achieved in 2022.
- Partnership: £150,000 target for The Samaritans to be raised via colleague fundraising and evolving our partnerships model internationally in Ardonagh territories with 500+ people.
- Engage and embed ACT internationally: Grow colleague numbers from across the worldwide community, raise awareness during onboarding and build sustainable engagement.
- Measure impact: Build measurement tracker into grant process to evidence wider impact, outside monetary donations.

 **1700 hours volunteered by colleagues in 2022**

 **10% of community grants to international causes and projects**



ACT is not just something we do, it's who we are and it's at the core of every commercial decision we make. A determination to look out for others, to acknowledge our position of privilege and to prioritise charitable and community giving; these are the traits we nurture and the behaviours we empower.

Kelly-Ann Knight, Chief People Officer, The Ardonagh Group



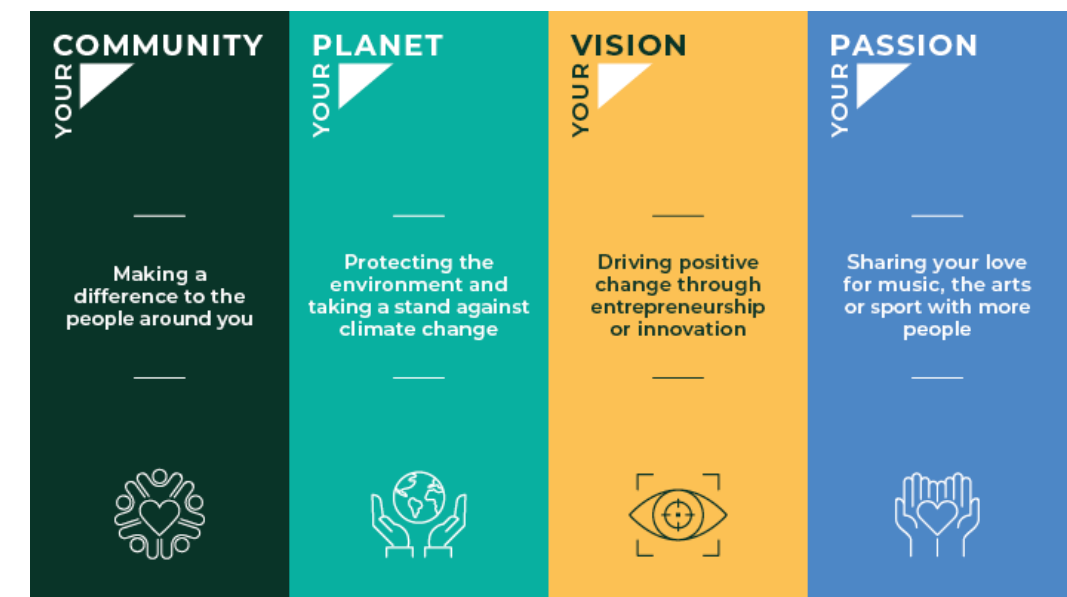


EMPOWERING YOUNG PEOPLE TO TAKE ACTION WITH THE BRIGHT FUTURE PRIZE

Bright Future Prize 2022 was a standout achievement, empowering the next generation to champion causes in their communities that matter to them. This year's prize attracted applications from across the Group's international base including entries from Australia, South Africa, US, and Ireland.

The stories behind our winners and their bright ideas showcase the diversity of thought, innovation and entrepreneurial spirit of our young winners.

This year's prize was split across four pillars as shown below, which are in part a reflection of Ardonagh's sustainability priorities.



YOUR COMMUNITY



Kaydi Scottsville, West Lothian Scotland

Supporting neurodiverse teens to gain friends and confidence

The needs of people living with neurodiversity are increasingly being recognised, but there's still so much more that can be done to support people who identify as neurodiverse, which includes a whole range of conditions from autism to dyslexia and Tourette's. Kaydi is using her own experience of autism and the impact of having to spend time out of school when she wasn't able to get the support she needed, to help other young people and their families have a different journey.

When Kaydi initially left school at 14 she felt very isolated, but she decided to use her experience to create change, and set up her non-profit, Diversified. What started out as a platform to sell affordable sensory toys has turned into a fully-fledge charity that has online and face-to-face programmes to help teenagers and families access support, and most recently a day service to help teens who aren't able to attend school.

Kaydi launches her neurodiversity hub in Scotland

After winning the ACT Bright Future Prize, Kaydi was finally in a position to secure a building in Livingston and transform it into a hub for all the people Diversified benefits to use. The new space has an activity room for the support programmes Kaydi has established and even a dedicated sensory room – a place of calm and comfort where young people can feel at ease.

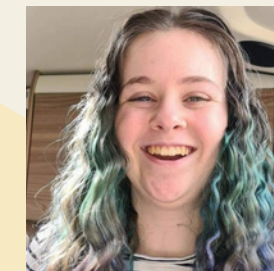


I'm just so super excited for all the young people that Diversified supports! Winning the Bright Future Prize is going to help us to have our own building that can be their safe place where they can be themselves and have opportunities like everyone else! With the right support, neurodivergent young people can achieve really incredible things and I hope that Diversified will enable them to do that!

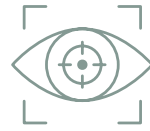
Well done to everyone who took part in the Bright Future Prize, they are all awesome! Young people have so much to give and I'm really happy that the Bright Future Prize exists to be able to show that!



Kaydi Scottsville



YOUR VISION



Muhammad Karbhari, Blackburn, UK

Upcycling school uniform to give back to the local community

Uniformity is a student-led social enterprise at Tauheedul Islam Boys' School in Blackburn, helping parents and carers access affordable school uniforms whilst at the same time helping the planet and local community. Uniformity upcycles school uniforms, enabling parents to donate and purchase used clothing via an innovative e-commerce platform – but here's the difference, the profits go straight into funding the school's food bank. As a result, not only does it provide a way to reuse uniform and tackle the environmental impact of clothing, it also helps local people in need to access vital supplies.

Muhammad coordinates all the dry cleaning and organisation of stock to get it to parents. Now, with the enterprise growing, the team have set their sights on expanding to more schools in the area, so they are planning to purchase their own dry-cleaning machine to reduce costs and upgrade their online platform to make it simpler to donate and purchase clothing.



I am a huge believer in giving back and helping in the community. Small actions not only help others but have a knock-on effect which spreads across the globe. My mantra is: act local, think global. I'm delighted to win and with the support of the Ardonagh Trust, my local initiative will begin to have a larger impact!

Muhammad Karbhari



YOUR PLANET

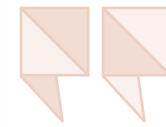


Sara O'Beirne, Co. Leitrim Ireland

Creating innovative wooden wind turbines

Sara's bright idea started as a desire to find a more environmentally friendly way to generate wind power. Traditional fibre glass wind turbine blades are expensive and can't be recycled – in fact, a massive 43 million tons of fibre glass will enter landfill by 2050. To tackle this, Sara has designed an eco-turbine blade made from wood, which she's been testing and refining for over a year.

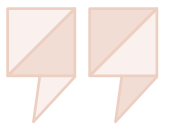
Sara's design is ready to move from the 3-D modelling software to the machine, and she plans to purchase a computerised manufacturing machine to begin producing her blades to create self-build kits. Initially, Sara will sell her blades locally, but ultimately, she wants to take them across the world, particularly to Africa, where affordable, renewable and reliable energy is so important to establish.



When I found out I was a winner, I couldn't believe it at first. It has been so helpful to have the love and support from my family, friends and my school, as well as the Ardonagh Community Trust. This project would simply not happen otherwise. As a good friend of mine once said, "If you want to go fast, go on your own. If you want to go far, go as a team."

I honestly thought my wind turbine project would never get off the ground, but this incredible prize has given my ideas wings. I really want to thank the Ardonagh Community Trust for seeing the potential in my project.

Sara O'Beirne



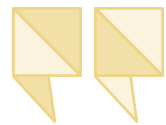
YOUR PASSION



Jeffrey Wall Jnr, Ohio USA
Helping 'ninja nannas' combat loneliness

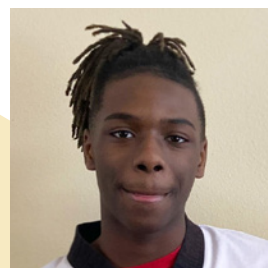
Jeffrey earned his black belt aged just 13, and in the four years since has used his skills to set up his own non-profit organisation 'Golden Age Karate', teaching martial arts to senior citizens (aka his 'ninja nannas') in local nursing homes. Having seen his own grandparents experience loneliness, he wanted to make sure older people living away from their family had something to look forward to. Whether 70 or 101, Jeffrey believes his students have so much to learn and enjoy whatever their age!

Jeffrey's idea is to fuse this work with his other major passion – film. He wants to use his unique position to create a documentary that showcases the important stories behind his ninja nannas to highlight their life experiences and their value to the community. Jeffrey previously appeared in a film that led to him setting up several new chapters in more nursing homes. Through this documentary, he will go a step further and inspire other people to give back to older people who are local to them – whether that be martial arts or something else entirely.



I am so honoured to represent the Ardonagh Community Trust as a Bright Future Prize Winner. I am also extremely proud that I will be able to help seniors share their stories through my short film and encouraging others by recounting their most valuable memories. Media is the quickest way to spread a message to a large audience and I will use this prize to share a message of courage, hope and resilience.

Jeffrey Wall Jnr



ENCOURAGEMENT AWARD

Eloise Evans, East Yorkshire UK
Establishing a community's first ever Pride celebration

Eloise is the recipient of our Bright Future Encouragement Award, in commendation of her brilliant idea.

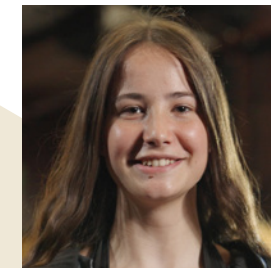
Eloise is a proud member of the LGBTQ+ community. Despite having a supportive and accepting family, she's experienced her own struggles identifying as queer and so her idea was to help other teens in and around Goole, in rural East Yorkshire, establish a community they can be part of.

Eloise has already founded an LGBTQ+ hub, Goole Pride, and now she wants to grow it by creating a programme of activities throughout the year and securing a regular venue. Being almost an hour from the larger cities of Hull and Leeds, Eloise has found it difficult to take part in LGBTQ+ events and so wants to go a step further and establish Goole's first ever annual Pride event, so that everyone locally has the opportunity to be involved.



Wow! When I say I'm lost for words I genuinely am, I couldn't be happier. This project means a lot to me as I know what a difference it will make to my local community.

Eloise Evans





GIVE BACK WEEK 2022

Joining forces across the world to raise nearly £250,000 in total, including more than £100,000 match funding from ACT for 90+ charities.

In December, colleagues across the Group came together to take part in Ardonagh's biggest Give Back event yet – supporting more than 90 charities.

Giving back has so many meanings and so, in celebration of five years of Ardonagh Community Trust (ACT), we extended our annual event to five days and shared five different ways for our people to give back to the people, causes and communities that matter most to them. From volunteering to wellbeing activities, collecting goods to sharing thanks with colleagues – and of course fundraising by coming together to create the biggest impact in the ways our people of Ardonagh know so well.

Across the Group, colleagues joined forces to raise funds for their chosen causes – stretching from AccuRisk in Marshfield, USA to Junge & Co in Hamburg, Germany and from Towergate in Glasgow, Scotland to Resilium in Sydney, Australia. Wherever our people were based, they harnessed their spirit and passion for doing good.

The causes supported were equally diverse, ranging from building a new motor neurone disease centre, providing breakfasts to school children, tackling unemployment faced by young people, and helping to support foster care services.



GIVING BACK ACROSS THE GLOBE



Resilium

Not only did Resilium win our Best Decorated competition with their donation-inspired tree, they also volunteered with Food Bank Australia and raised more than £1,500 for cancer charity, Win the Day.



Ardonagh Analytics Lab

At the Ardonagh Analytics Lab, the team supported the Ken Smollen Food Appeal, which helps local families in Ireland experiencing food poverty.

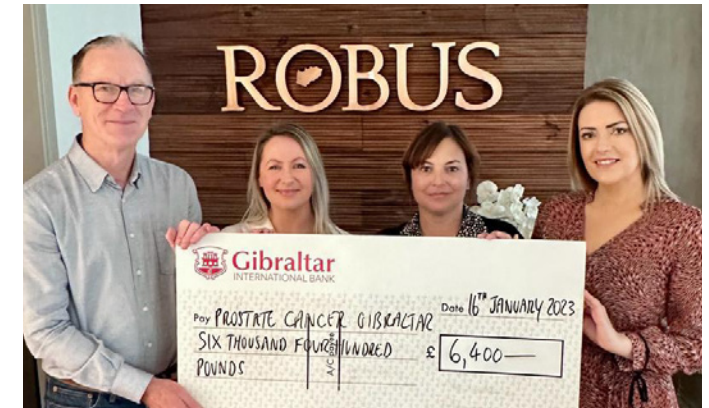


Geo Agriculture

Team spirit and determination saw Geo Agriculture travel 2,392 miles to the North Pole. Colleagues (AKA Team Rudolph) cycled, swam, ran and walked to rack up the miles and reach the finish line – raising over £700 for My Shining Star, Candlelighters, and Rainbow Trust along the way.

Robus

In Guernsey, members of the team volunteered at GO charity's Christmas shop, which provides furniture and goods to local people in need. Meanwhile, in Gibraltar colleagues embarked on an eight-hour walk around the Rock in aid of Prostate Cancer Gibraltar.



Atlanta

On a very cold and frosty morning, Atlanta colleagues (including Chester the dog) set off on a nine-mile walk between the two offices in Stoke-on-Trent collecting donations along the way. Five hours later, they had a sleigh full of goods.

Ardonagh Specialty

Ardonagh Specialty took to the streets of London for a Santa Run. Starting off at the Tate Modern, the route took in plenty of iconic landmarks including the Millennium Bridge, Shakespeare's Globe Theatre, Tower Bridge, and the Shard.



Donating the distance in our first ever Group-wide donation drive

As well as raising money, this year we held our first ever Ardonagh donation drive – with colleagues, teams and offices across the Group collecting tins, festive gifts, healthcare products and more to support people in need.

By the end of the week, our people had collected 7,449 items for numerous local food banks and donation points around the world.

SUPPORTING RURAL COMMUNITIES IN AFRICA THROUGH DIGITAL FINANCIAL EDUCATION

ACT Community Grants supporting positive outcomes across the world

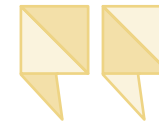
Rural Inclusion CIC

Nominated by Mark Farren, Towergate, Ardonagh Advisory

Rural Inclusion was established by Mark's son, Jack, who aged just 20, set up the not-for-profit to harness his own ACII experience to give back to rural communities in Eastern and Southern Africa by empowering local people through financial education.

The charity provides digital financial training – with a particular focus on women and small holder farmers – to enable them to create sustainable, economic growth that impacts themselves, their families, and the wider community. The innovative education programme uses an offline mobile app to deliver effective training in the community, including education resources and first piloted in Uganda in 2021.

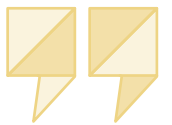
The £5,000 grant from ACT will enable Rural inclusion to lead a financial education project for up to 1,000 rural community members with an emphasis on female farmers. The money will fund customisation of training content and implementation in project areas – with the aim that those who benefit will have an increased understanding of the importance of saving and financial planning, increased awareness of the risks of borrowing and an understanding of how insurance can provide a safety net for agricultural and health risks.



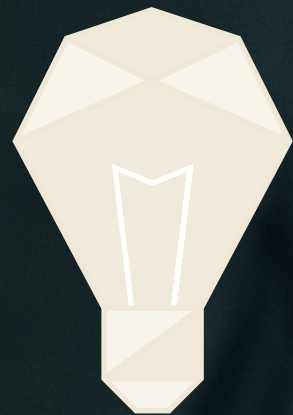
At the age of 19, Jack achieved his ACII from the Chartered Insurance Institute. He is incredibly ambitious and is still only 21 years of age! He wants to play a big part in changing the world, and is concentrating on Africa, which is why he set up Rural Inclusion.

This is a fantastic project, but it requires funding to continue this great work. We are very proud parents!

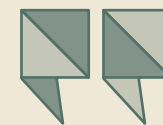
Mark Farren, Towergate, Ardonagh Advisory



BEING PROACTIVE AND RESPONSIVE TO OUR EVOLVING CLIENTS NEEDS

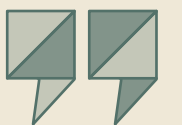


INNOVATION



Together, we've created an environment where individuality and innovation can thrive through the spirit of collaboration, and where it can be harnessed and amplified to deliver truly remarkable things.

David Ross, CEO, The Ardonagh Group



INNOVATING FOR CLIENTS AND OUR LONG TERM SUCCESS

Innovating for customers is at the heart of Ardonagh, a key driver of organic growth and pivotal to the long term sustainability of our business.

The Group operates as independent platforms and businesses but our leaders are culturally aligned and invested in the broader Group and each other's success. This creates the right environment for the coming together of empowered individuals to develop fresh ideas and drive creative solutions to our clients' problems.

Sharing what we have learned across territories and product lines ultimately leads to innovation and collaboration that benefit the entire group.

Here are some examples of innovation and collaboration in action in 2022.

Bringing new capacity to the Irish insurance market through data insight

In Ireland, insurance schemes for high-risk children's leisure activities such as play centres and inflatable operators were very challenged. There was little or no insurer appetite causing some businesses to close. Arachas developed a tool to capture detailed information about companies operating in the sector, such as their claims and risk management history. Arachas shared the market insights with insurers which allowed them to better price and manage their exposures. The sector specific bodies, who were struggling to find solutions for their members, found a partner they could trust in Arachas. The schemes developed by Arachas delivered significant revenue and also raised the profile of Arachas as a broker capable of providing innovative insurance solutions for difficult to insure sectors.

Another example of how Arachas uses data to innovate was when a gap in the market was identified for a motor fleet scheme. Capital Insurance Markets and Arachas worked together with the Ardonagh Analytics Lab to undertake research and provided comprehensive, detailed risk information on the motor fleet market. The level of detail provided to insurers was such that Berkshire Hathaway agreed to provide capacity for a scheme in an area they would not traditionally underwrite in. The scheme is being wholesaled through Capital Insurance Markets, the brokers' broker, and is scheduled to be launched in Q2 2023.



Collaborating on parametric solutions to provide climate cover for homeowners

Australia is at the front line of extreme weather events, with three consecutive years of La Niña causing some of the East Coast's worst flooding and increasing the chance of cyclones in Northern Australia.

After a major reinsurer withdrew capacity for residential homeowners cyclone cover in Australia, underwriting agency Epsilon saw an opportunity to collaborate with counterparts Cooper Gay, a specialist MGA headquartered in Paris with a global parametric division. Both specialists joined Ardonagh in 2021 and are already seeing the benefits of being part of the Group.

Cooper Gay used its intellectual property, technical skills and the contacts in the market to design the product and provide capacity. Having parametric cover for cyclone exposure broadened the risks Epsilon was able to write into its property binders which deepened the number of homeowners it could help.

It wrote its first parametric policy for a block of residential home units, Strata Home Units, in Queensland whose owners were predominantly retirees. They had had invested their savings into their properties but found they could not get insurance to cover cyclones or that it was unaffordable, leaving them highly exposed.

The collaboration was able to provide a viable, affordable solution to manage their exposure.

Epsilon
Underwriting

Cooper
Gay



We had no experience in the area of parametric insurance – that ability to tap into the team at Cooper Gay and access their expert knowledge was absolutely vital in the way we were able to innovate our company to get this new product over the line.

We now have a seamless ability to provide quotes to brokers and brokers feel like they're talking to the people who are making the decisions and who are real experts in this field. Ultimately, we found a solution for vulnerable people who didn't have one, and for me that's an extremely positive outcome.

It shows that by working together we are able to innovate and grow our businesses to tackle weather-related risks that will only increase over time. It's a very compelling demonstration of the power of collaboration that we are able to leverage across Ardonagh.

Paul O'Leary, Chief Underwriting Officer,
Epsilon Underwriting



Credible personal insurance options for commercial clients

Commercial brokers have traditionally found it hard to compete on price with Price Comparison Websites (PCW) in the UK on standard personal car or home insurance products, losing out on opportunities to support business clients' personal requirements outside of the High Net Worth segment.

But an industry collaboration facilitated by Ardonagh Retail created The Hub – a new platform that will bring PCW choice, price and products to commercial broking offices.

The creation of a central platform which allows insurer hosted pricing to be accessed by brokers using competing software houses is believed to be an industry first.

In 2022, it was used to quickly develop, launch and manage unique schemes for several insurers and deploy real time pricing models for Ardonagh's own managing general agents.

Distribution into commercial broking offices is set to roll out in 2023 across home, car, van and motorbike. The data and single customer view will additionally improve Ardonagh's buying power on behalf of clients.

Launch of Marmalade Direct

When Atlanta acquired Marmalade in 2021, the potential to grow the business was clear. Though designed and priced for learners and first-time drivers, the policy and purchase decision is often taken by parents, which gave the brand higher recognition and trust than its quoting footprint.

Atlanta built a rating model based on the business' understanding of the motor market to launch a new mass market product, Marmalade Direct.

This launched in April 2022 as a digital first brand, with online documents and live chat capabilities. Its quoting footprint widens Atlanta's reach in the UK market overall, complementing Swinton's strength with slightly older drivers who prefer to deal with a contact centre.

Marmalade Direct also marked the first time that Atlanta deployed its data enrichment and analytical capabilities to create its own underwriting models, with capacity provided by an A-rated carrier.

United by our shared desire to move forward, we embrace opportunities to collaborate to achieve our goals.



The quiet revolution in regional broker placement

In 2022, Bravo Networks prepared to transform the way regional brokers access insurers with the development of Bravo Accelerator.

The Accelerator programme is a collection of data, trading and service propositions designed to boost members' growth.

Bravo Networks, part of Ardonagh Advisory, is the largest network of independent brokers in the UK, with over 600 members. Bravo Accelerator was developed by in-house experts to drive growth for brokers by matching their client books with insurer appetite and identifying placement consolidation opportunities.

For insurer partners, Accelerator's primary tool, Bravo Insights, offers a more efficient route to trade with community brokers.

Networks have traditionally supported membership with areas such as compliance, HR, marketing and trading deals. Bravo Accelerator represents a step change in how networks can support brokers' placement strategies across e-trade and specialist non-standard risks.

267 Bravo Insights Sign Ups

£1.2b GWP controlled

£400m non partner GWP



People think that to innovate you have to do something new, when actually more often than not, it's about doing something differently.

A key part of our work at Bravo Networks is to find efficient and effective solutions to tackle big problems experienced by our members.

By staying close to our network members and hearing the issues they are experiencing, we're able to work collaboratively to create effective and game-changing solutions for the benefit of all.

Rachel Longbottom, Head of Service Performance and Innovation, Bravo Networks



ARDONAGH SPECIALTY'S DIGITAL REVOLUTION

Ardonagh's \$500 million acquisition of BGC's insurance operations, including Ed and Besso, created the largest independent broking platform in London and a wealth of opportunity to bring together and enhance its digital capabilities.

Post acquisition, Ardonagh Specialty had two complementary and proprietary platforms – bringing together the best of both would create a top-flight digital ecosystem.

Price Forbes had already developed EDGE, used for digital market-place activities, with additional functionality for bordereaux processing and reporting. The acquisition brought digital counterparty onboarding & TradEd, which was focused on gathering client, risk and financial information, to enable digital trading. Ed Broking was also developing Digital Match, an algorithmic tool to match distribution to capacity.

There was a mass of data across the business, but it wasn't recorded in a standardised way. The team swiftly set out a plan to connect its platforms to the Ardonagh Specialty Operational Data Store (ODS) to unify and improve reporting capabilities. A new reporting suite was designed to provide the business, clients and markets with insights and data.

Work progressed in 2022 to integrate and test one way of working in a single Ardonagh Specialty technology platform, with roll out beginning in 2023.

The new trading platform, EDGE Trade, will be transformational for the business and our brokers. Data capture will move to a structured format where data collected through the placement process will flow into downstream systems and reporting. It will enable full visibility of the portfolio for clients, carriers and our teams.

The technology suite also includes Digital Match, digitally connecting brokers to multiple sources of capacity without having to go to the physical market. This will free up their time to focus on skilled contract construction and lead line negotiation. This is a market first amongst broker systems.

For Ardonagh Specialty, it enhances our ability to negotiate with carriers on behalf of clients, with the scale of our combined business behind us.

Ardonagh Specialty's digital ecosystem is built to deliver for our major stakeholders; our brokers, clients and carriers. It allows brokers to enter the market quickly with efficient data capture, to receive insights to inform placement design and connect to automated capacity. The result is spending more time engaged with clients and focusing on their specialism with less administration. Carriers obtain access to all risks matching their appetite and clients receive the benefit of exclusive capacity. Ardonagh Specialty digitally delivers for everyone.



The London market has realised the need for digitalisation, and Ardonagh Specialty is positioned at the forefront of the digital revolution in insurance. We are reducing trading friction, increasing efficiency and the potential to extend our market leading facilities.

Laurence King, Digital & Data Director, Ardonagh Specialty



CONDUCTING OUR BUSINESS IN AN HONEST AND ETHICAL MANNER



INTEGRITY



Ardonagh's Accountability, Risk and Compliance (ARC) framework has been designed to embed personal responsibility and accountability for all our management and staff, who must live by our standards and ethical behaviours.

Neil Dennis, Group Risk & Compliance Director



ARDONAGH: A BUSINESS WITH INTEGRITY AT ITS CORE

Acting with integrity is at the very core of Ardonagh's operations. Ethical conduct and behaviour is built into our corporate objectives, corporate governance framework and ARC framework so that it is embedded throughout our organisation from the Board table through to process-level controls.

The ARC includes our Code of Conduct which requires all people at Ardonagh to work with Integrity. This is supported by a wide-ranging framework which evidences and incentivises good behaviours. It also provides for potential misconduct to be promptly identified. The framework covers customer commitments built around ensuring and evidencing good customer outcomes, sets standards for the good treatment of staff and also sets standards for running sustainable and well-managed business operations. Breaches of our Code of Conduct and supporting frameworks are dealt with firmly, to reinforce our culture of always acting with integrity.

Relevant framework elements include our:

- Code of Conduct.
- Policy and business standard framework, which sets commitments on ethical behaviours. These are personally attested to by Senior Management across every business.
- Risk management framework, which includes mandatory assessment of Key Conduct Risks and risks to customer outcomes.
- Financial crime and sanctions framework, under which we conduct robust screening of clients, suppliers and staff, which ensures that we only transact with non-sanctioned and ethical businesses.
- Recruitment and appraisal processes, whereby personal conduct is scrutinised and assessed.
- Remuneration framework, which ensures that staff performance, pay and bonuses are based on a 'balanced scorecard' with significant emphasis on evidence of good conduct.
- Whistleblowing Hotline, which provides an independent route to report any conduct concerns to the independent Risk & Compliance function, outside of our operating businesses. This guarantees that any whistleblower is guaranteed protection and concerns are independently investigated.
- Disciplinary framework, whereby poor conduct is immediately and robustly addressed.

Progress made in 2022

The corporate governance and ARC frameworks were well embedded prior to 2022. We have made specific updates to the Code of Conduct, policy and business standard framework, sanctions framework (primarily in order to comply with increasing Russian sanctions) and remuneration framework. These changes have further embedded conduct requirements into our mature framework. In respect of Russian sanctions, we moved quickly to adopt a risk appetite which made clear we would not conduct business with any Russian entity or person covered by sanctions from the US, UK, EU, or any country in which we operate. As we have expanded internationally, we have rolled out all frameworks globally in 2022 and provided international numbers to expand the Whistleblowing Hotline globally too.

The Russian sanctions environment has been very challenging given its dynamic and complex nature. However, this is also an area where we have had great traction across the business, working with experts in all our insurance classes and distribution models to analyse the risk of Russian business, and establishing robust and sophisticated preventative controls and ongoing monitoring.

Integrity cannot be ensured from simply writing a code of conduct however. One of the main successful changes of 2022 was the further embedding into functional areas of the framework, so that the Group's culture of ethical behaviour was coded into process level controls used in the Group.

How we are making a difference

Management information demonstrates that the frameworks are well embedded with senior management completing all attestations in respect of policy and business standard requirements, Code of Conduct, and other key elements.

In one of our businesses, which operates in an environment of telephony sales, colleagues were previously incentivised on sales numbers. We changed their objectives to revolve not around sales, but around customer outcomes, as measured through customer feedback. This has driven an increase in customer satisfaction and incentivises fair treatment and good customer outcomes.

A number of examples were identified of isolated poor personal conduct. In all cases the staff member was disciplined, including having their remuneration reduced and/or their employment terminated where misconduct was shown to be significant.

Our financial crime framework, including same-day automated screening of clients, has been rolled out internationally, covering many businesses, as one of the first interactions with new international acquisitions. Other key elements, such as the Whistleblowing Hotline, have also been rolled out.

In Ardonagh's Spotlight awards personal conduct, including people going above and beyond to demonstrate ethical behaviours, was a key contributor to several awards and was celebrated on stage as core to our culture.



OUR CODE OF CONDUCT

Our Group, its firms and our people must put customers at the heart of what we do, by always:



CUSTOMERS

- Acting in good faith towards customers, ensuring that they achieve good outcomes and avoiding foreseeable harm
- Enabling and supporting customers to pursue their financial objectives
- Communicating with customers in ways which are clear, fair, and not misleading
- Paying due regard to the needs of vulnerable customers or customers in vulnerable circumstances

Our people must always:



COLLEAGUES

- Treat colleagues, customers and third parties with respect, dignity, and equality, regardless of age, gender, marital status, sexual orientation, disability, race, religion, or personal characteristics
- Be open, honest, and co-operative with our colleagues and our managers and escalate risks, breaches, and issues



SAFEGUARDING

- Protect confidential, sensitive, and personal data by obtaining, processing, and destroying it in accordance with relevant data protection regulation
- Always protect and safeguard client money and client assets



PROFESSIONALISM

- Act with integrity by behaving ethically and 'doing the right thing', observing proper standards of market conduct
- Perform our roles with due skill, care, attention, and diligence
- Observe ethical walls and report/declare any conflicts of interest that may compromise our ability in accordance with our professional duties



LAW

- Abide by applicable laws and report reasonable suspicions of criminal activity by other parties
- Be open, honest, and co-operative with all regulatory bodies

Plans for 2023 – 2025 and the longer term outlook

For Integrity, which has been part of our Group code of conduct for several years, the strategy is one of evolution and refinement. In 2024, we are embedding an enhanced framework for third-party payments which will keep our practices up to date with market best practice to mitigate Anti-Bribery & Corruption controls. We also plan to further enhance all existing frameworks. As the framework matures over 2024/25, we will continue to further enhance and embed ethical requirements into our business.

Investor in Customers Gold Award

Advisory businesses, Towergate and Towergate Health & Protection, both gained Gold Investor in Customers (IIC) Awards for the second and third year in a row respectively in 2022.

IIC is one of the UK's leading independent authorities in assessing, improving and accrediting customer experience, and took into account the views of customers, colleagues and senior managers before awarding Towergate the top level Gold award.

Both businesses were rated as gold across the four criteria of understanding customer needs, meeting customer needs, delighting customers and engendering loyalty.

A gold business is defined as a "very customer centric organisation with a strong sense that the customer is at the heart of the business and a clear recognition that having empowered and motivated employees is essential."



The results for Towergate Insurance Brokers, our advised general insurance business, showed in particular how colleagues' confidence in the service they offer clients continues to grow, in their ability to understand and anticipate customer needs, knowing their customers, and winning repeat purchases.

For Towergate Health & Protection, knowledgeable and friendly staff and service came to the fore.

Our response to the Russian invasion of Ukraine

On 24 February 2022, Russia invaded Ukraine resulting in a major international crisis that required an urgent and appropriate response from Ardonagh's businesses.

In the weeks that followed, governments across our business locations around the world rapidly deployed a huge programme of economic sanctions against Russian state-owned industrial assets, and firms and individuals with links to the Russian state. A dynamic and complex sanctions environment ensued.

Our immediate response was to convene a pan-Group working party of commercial leaders with appropriate risk, compliance and legal expert support. This working party scrutinised the footprint of business across our Group. This action was in addition to our usual updates to due diligence procedures and sanctions lists for automated screening, which is conducted daily.

To aid this work, we invested in technology which, with its use of expertise and AI, scrutinised all public records across global sources and databases to build-out potential links and ownership interests from the governmental lists of sanctioned parties and Russian state-owned assets.

We then set a risk appetite with each business within the Group which not only complied with sanctions legislation, avoided trading with parties subject to primary or secondary sanctions, but also specifically avoided entering into any business relationship with firms or individuals with any credible and material links to the Russian state which might fund or otherwise support the invasion.

In each case, we were able to mobilise commercial and subject matter experts across the Group to quickly and effectively respond to this global crisis to ensure that, at each stage as the dynamic situation changed, we were not only doing what was compliant but also what was right.

HELPING PERSONAL INSURANCE CUSTOMERS

Atlanta's new Voice of the Customer Insights

After developing a range of support for customers affected by COVID-19, Atlanta extended several tools to help customers experiencing financial difficulty.

Dedicated customer helplines provide advice, flag support services and talk through their options.

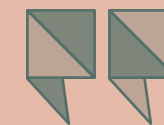
It's important that customers don't leave themselves exposed to a greater financial shock from lack of insurance, and so agents work to understand the customer's risk exposure and can suggest moving to lower product tiers or removing certain covers to achieve a good customer outcome.

Atlanta took the further decision to waive policy adjustment fees if any changes are made due to financial strain.

Communications are tailored to different customer demographics, such as young drivers who will likely be less sure about policy details, van drivers and seasoned motorbike riders.

The programme has given the business the ability to look for certain words or patterns in customers' speech that may indicate vulnerability and adapt communications and service accordingly. A customer who keeps asking for information to be repeated, for instance, could benefit from slower speech, the simplification of communication and a larger font in written communications.


Customers are asked for feedback after their calls, and colleagues are recognised and rewarded based on trust, ease and customer satisfaction – which drives constant improvements for customers.



It's changing the mindset of a call centre agent from 'I'm helping them to buy insurance' to 'I'm helping them understand insurance'.

Sara Smith, Chief Risk Officer, Ardonagh Retail





We pride ourselves on being real,
not perfect. United by our shared desire
to move forward, we work hard, we move
fast, we're driven by results – but
we've got heart.

Our scale means we can be confident
in delivering against the possibilities we
create; our independence means each of
us can genuinely make a difference.



THE
Ardonagh
GROUP