



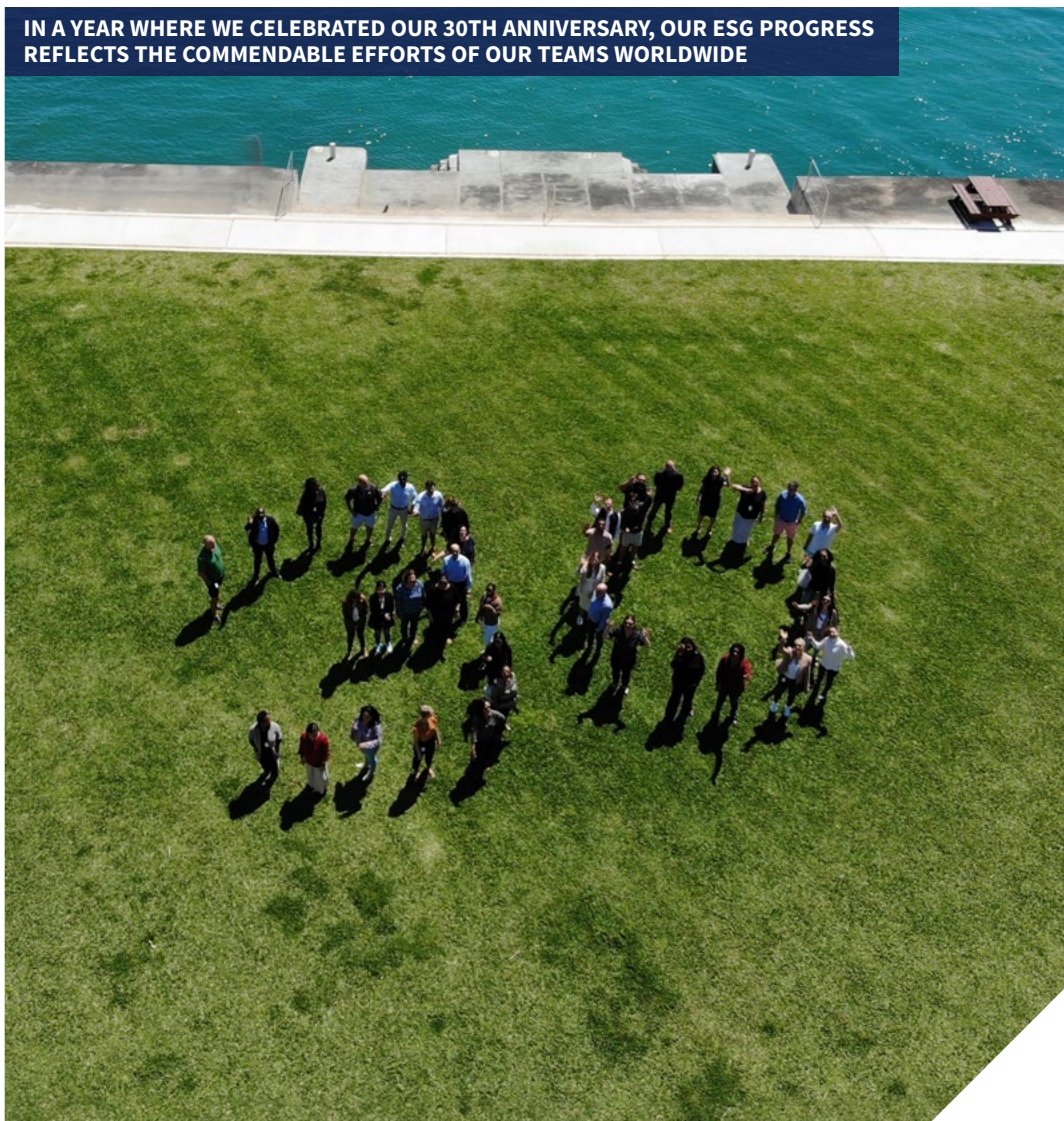
ENSTAR GROUP  
**ESG REPORT**  
**2023**

Realising Value



# Contents

<b>The Year in Brief</b>	<b>3</b>
<b>Chairman’s Foreword</b>	<b>4</b>
<b>Introduction from our President and Chief Risk Officer</b>	<b>5</b>
<b>About Enstar</b>	<b>6</b>
<b>Addressing Climate Change</b>	<b>9</b>
<b>Sustainable Investing</b>	<b>14</b>
<b>Developing our Human Capital</b>	<b>19</b>
<b>Business Governance</b>	<b>32</b>
<b>2024 Priorities</b>	<b>38</b>
<b>ESG Scorecard</b>	<b>39</b>
<b>Appendix</b>	<b>42</b>



# The Year in Brief



Expanded our environmental reporting to include our first-ever disclosure of Enstar's Scope 3 (non-investment) emissions



Expanded our climate risk scenario analysis to consider operational risks in Enstar's physical assets, with our overall exposure to climate risk assessed as being 'low'



Established our first Employee Resource Groups for Parents & Carers, Mental Health, and Women in the Finance Industry



Provided introductory ESG training for employees and directors



Established new charity partnerships in Bermuda and the UK

Expanded our social impact reporting, valuing our total community contribution for the first time



Expanded our people reporting to include our first-ever disclosure of global ethnicity data



Launched a five-year Diversity, Equity & Inclusion (DE&I) strategy

Established a scorecard for our ESG reporting, enabling us to measure progress

Expanded our Code of Conduct to include ESG issues



Increased our volunteering, with almost half of our employees taking part in our company-sponsored volunteer programme during the year

Introduced ESG metrics into all employees' bonus plans



Completed our first submission to CDP and received a 'C' score, in line with the global average for the 2023 Climate Change questionnaire

# Chairman’s Foreword

**Oversight and guidance of Enstar Group’s environmental, social, and corporate governance (ESG) programme are important parts of our Board’s role. As these activities grow in breadth and significance, we remain focused on executing our global strategy and accelerating our positive contribution to the health of people, society, and the environment. Our Board is pleased by the progress Enstar continues to make towards these goals, and its commitment to building our business sustainably while delivering long-term shareholder value.**

Our ESG agenda remains anchored around three key pillars of Sustainable Investment, Addressing Climate Change and Developing Human Capital. We have worked hard over the past year to achieve positive progress across our ESG goals, and led by Enstar’s first Head of ESG, we are now successfully building on the strong foundations laid in previous years. We continue to actively monitor the impact of the evolving regulatory landscape, and our efforts in 2023 have prepared us well for upcoming ESG regulatory changes across our many operating jurisdictions.

We have taken practical steps to reduce our operational carbon emissions, conducted all-staff ESG training, increased our support

for our local communities and have included ESG metrics in employee bonus plans, linking financial and ESG performance for the first time. Looking outwards, we have implemented policies to enable our supply-chain partners, including third-party investment managers, to operate in alignment with our own ESG framework. This report presents these and many more of our ESG actions and plans in detail.

I am encouraged to see that the results from our annual employee survey demonstrate that Enstar continues to be a great place to work. It is evident that when we look after our people we gain invaluable benefits, such as Enstar’s low voluntary staff turnover rate, and our ability to attract high-calibre talent to our business.

We are proud of the diversity of our people, ensuring that we have a range of backgrounds and perspectives in our decision making to effectively support Enstar’s long-term strategy.

In the year where our company reached its 30-year operating milestone, I speak for the entire Board when I say we are optimistic about Enstar’s progress, as we contribute to a more sustainable future.



**Robert J. Campbell**  
Chairman, Enstar Group Limited



**“Enstar Group’s ESG agenda advances with purpose: Sustainable Investment, Climate Action, Human Capital Development. Our commitment builds a sustainable business for long-term value.”**

**Robert J. Campbell**

# Introduction from our President and Chief Risk Officer

To operate sustainably in alignment with the principles of ESG, we believe that a company must embed those principles into its culture, from top to bottom. Looking back on 2023, our third year of ESG reporting, we have made great progress on our ESG agenda.

**But our ESG journey is far from over. We still have a good distance to go as we continue to drive long-term value for our shareholders and the communities we serve.**

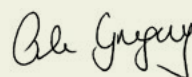
Sustainable business growth has been imprinted on our DNA since Enstar’s launch 30 years ago. That same inherent principle is now bolstered by ESG principles. We have embraced Enstar’s commitment to act sustainably, focusing on our three key goals of addressing Climate Change, Developing our Human Capital and Sustainable Investing.

**Our 2023 achievements are the result of the individual and collective efforts of Enstar’s employees around the world. We are immensely proud of what they have done and continue to do. Our extremely high employee engagement score (88%) is testament to our commitment to maintaining a positive workplace culture, and we’re delighted to have received the People Insight Outstanding Workplace award for the second successive year.**

We encourage all our stakeholders to explore the report that follows. Alongside our achievements, it presents many of Enstar’s ESG goals and targets for 2024 and beyond. Together we are confident that they are well within our reach.

**THE FOLLOWING HEADLINE ACHIEVEMENTS IN 2023 SHOULD BE PARTICULAR SOURCES OF PRIDE FOR ALL ENSTAR PEOPLE:**

1. Expanded our environmental reporting, including our inaugural submission to CDP, the largest global environmental disclosure initiative.
2. Significantly increased our volunteering, with almost half our employees donating their time to a wide variety of causes during the year.
3. Converted our group-wide community engagement contributions into a monetary value for the first time, in line with the Business for Societal Impact methodology for measuring corporate social impact, so that we can more accurately reflect the breadth of our support to communities around the world.
4. Extended our climate-risk scenario analysis to gain a better understanding of how long-term weather patterns may impact our operations, and those of our third-party administrators.
5. Launched our first DE&I strategy, and our first Employee Resource Groups, aimed at bringing together employees who share common interests, backgrounds, and goals.
6. Extended our people reporting, to include global ethnicity workforce data.
7. Established new charity partnerships in support of worthy organisations in the UK and Bermuda.
8. Developed an ESG scorecard that articulates our performance across our chosen focus areas of climate change, human capital, and sustainable investment.
9. Delivered ESG training to all employees, articulating the importance of ESG to Enstar and helping everyone to understand how ESG relates to them.
10. Included ESG metrics in everyone’s bonus plan for the first time.



**Orla Gregory**  
President




**Seema Thaper**  
Chief Risk Officer

# About Enstar



**Enstar Group Limited (“Enstar” or “EGL”) is a leading global insurance group that offers innovative legacy solutions through our network of group companies. Spanning a 30+ year operating history, we acquire and manage run-off insurance and reinsurance liabilities, primarily from other re/insurance companies. We create value by better managing these run-off portfolios and strive to generate attractive risk-adjusted returns from our investment portfolio.**

We acquire legacy liabilities and re/insurance reserves from companies, and provide clients with retroactive reinsurance coverage, primarily via loss portfolio transfer agreements. Additionally, we provide reinsurance that protects clients against the possible adverse development of insurance policies they underwrote in previous years (adverse development cover). These solutions allow our partners to release capital, dispose of non-core businesses and portfolios, achieve early finality on legacy insurance contracts, and manage claims volatility. In return, Enstar drives earnings through savings arising from our technical excellence and from investment earnings on the reserves we hold.

Today, Enstar is the industry’s largest standalone run-off consolidator and has completed 117 transactions since inception. With around 800 global employees, our network of group companies (which we refer to collectively as “Enstar” or “the Group”) has a significant physical presence in Bermuda, where our headquarters are located, the United States, the United Kingdom, continental Europe, and Australia.

Enstar maintains a strong balance sheet. We hold long-term issuer ratings of BBB+ with stable outlook by S&P and Fitch, and our primary reinsurer, Cavello Bay, holds an S&P Insurance Financial Strength rating of ‘A’ with stable outlook. Enstar’s capital base continues to grow, reaching \$7.4 billion at the end of 2023, including \$5.6 billion of shareholders’ equity and total debt of \$1.8 billion. A market leader in the run-off space, Enstar leverages its expertise in claims management, risk analysis, and investments to generate value. These services make Enstar different, something unique.

**For further information about us, visit [www.enstargroup.com](http://www.enstargroup.com).**

**800+**

GLOBAL EMPLOYEES

**\$18.2bn**

TOTAL INVESTABLE ASSETS

**\$5.6bn**

SHAREHOLDERS’ EQUITY

**117**

TRANSACTIONS COMPLETED

FIGURES AT 31 DECEMBER 2023

## Our ESG Purpose and Strategy

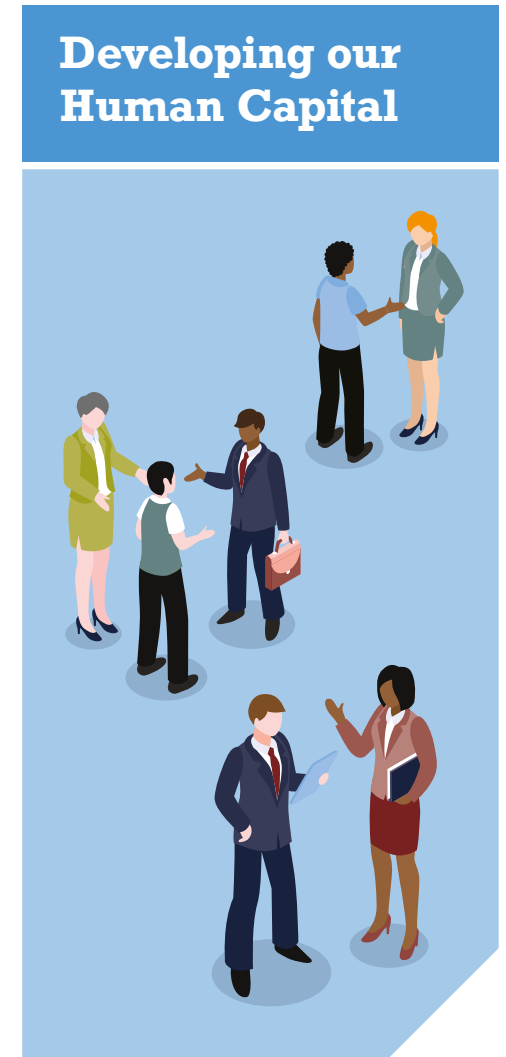
Enstar drives positive change through group-wide sustainability initiatives that support transparent and meaningful goals. These initiatives are an investment in the global community, in Enstar’s people, and in the Group’s long-term value.

We have identified two UN Sustainable Development Goals (SDGs) that align closely with these focus areas:



We will conduct a refreshed materiality assessment, to update and enhance our understanding of the most material topics to the business during the upcoming year.

OUR ESG STRATEGY HAS BEEN INFORMED BY AN INITIAL MATERIALITY ASSESSMENT AND FOCUSES ON THREE PRIMARY AREAS:



## ESG Governance

Sustainability is a key Board focus. Responsibility for ESG development and oversight sits with the EGL Risk Committee, in coordination with other Board committees as appropriate.

Enstar’s ESG Oversight Group includes senior executives from key functional areas and is led by the Group Chief Risk Officer. The Oversight Group directs Enstar’s ESG programme and reports on its progress to the Board and its committees.

The ESG Oversight Group is supported by Enstar’s ESG Working Group, a cross-functional forum comprising management-level representatives from across the business, chaired by Enstar’s Group Head of ESG. The Working Group is responsible for ESG strategy implementation and considers emerging ESG factors that may become material. Day-to-day, the ESG programme is managed by Enstar’s dedicated ESG team, led by the Group Head of ESG.

**Stephen Hogan**  
Group Head of ESG



EMPLOYEES VOLUNTEERING WITH HABITAT FOR HUMANITY IN ST. PETERSBURG



Further information on our governance practices in relation to ESG and climate-related issues can be found in our Taskforce on Climate-related Financial Disclosures (TCFD) report.



# Addressing Climate Change

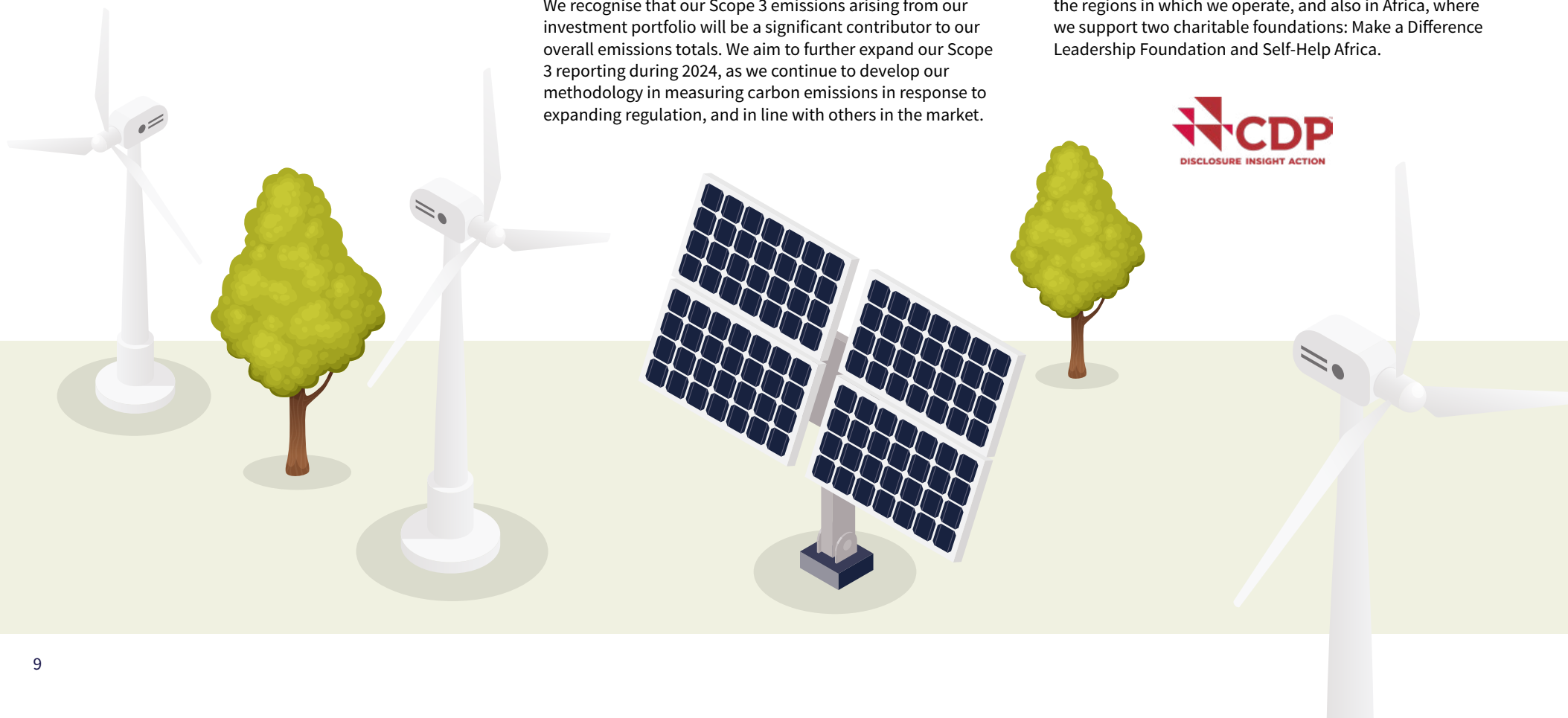
**Understanding and managing Enstar’s environmental impact is a key part of our ESG strategy. We have made significant progress on our climate journey over the past year.**

We have detailed our approach to climate change risk management in Enstar’s TCFD report. As part of our commitment to expanding the breadth of environmental data we report, this year we are able to measure and report our operational Scope 3 emissions for the first time (excluding the emissions associated with our investment portfolio). This has enabled us to gain a better understanding of the environmental impact of our broader activities, particularly across our supply chain.

We recognise that our Scope 3 emissions arising from our investment portfolio will be a significant contributor to our overall emissions totals. We aim to further expand our Scope 3 reporting during 2024, as we continue to develop our methodology in measuring carbon emissions in response to expanding regulation, and in line with others in the market.

Enstar participated in the CDP global Climate Change disclosure for first the time in 2023 and we were pleased to be awarded a C rating, which is in line with the 2023 global average score and the average for North American-based companies. We will continue our work to progress our upward trajectory, particularly in light of our enhanced disclosure practices.

2023 marked Enstar’s 30-year anniversary. As part of our celebrations, we funded the planting of 30,000 trees across the regions in which we operate, and also in Africa, where we support two charitable foundations: Make a Difference Leadership Foundation and Self-Help Africa.



## Climate Change Commitment

Climate change affects society and the global economy, and we recognise the threat climate change poses. We are taking proactive steps to understand the potential impacts on our business, and to reduce any negative impacts arising from our activities.

For Enstar, climate change presents both risks and opportunities. When assuming contracts, we focus on mitigating three major types of climate risk to drive sustainability:



### PHYSICAL RISKS

These first-order risks arise from weather-related events such as floods and storms. Their impact may be felt directly through property damage, or indirectly through subsequent events such as disruption of global supply chains or resource scarcity.



### TRANSITION RISKS

These are financial and other risks resulting from the transition to a carbon net-zero economy, which for Enstar include the possibility of swift, adverse repricing of carbon-intensive financial assets.



### LIABILITY RISKS

These include third-party exposures, such as claimants who have suffered climate change-related losses or damage and seek compensation. Liability risks also include the unknown and potentially high costs of dealing with losses or damage from physical or transition risk factors.

GROUP IT EXECUTIVE VOLUNTEERING DAY WITH THE SURREY HEATHLAND PARTNERSHIP



More information on the identification, management and stress testing of our exposure to climate-related risks and opportunities can be found in our 2023 TCFD report.

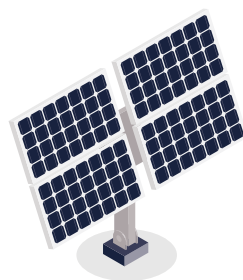


## Reporting Methodology

The methodology used to calculate our GHG emissions is the GHG Protocol - A Corporate Accounting and Reporting Standard (Revised Edition), defined by the World Resources Institute / World Business Council for Sustainable Development.

Our carbon emissions, calculated by an external third party, use the energy content and emission factors considered most relevant to each of our regions. For a full list of these sources, see the Appendix at the back of this report.

Our emissions data covers global operations for which we have operational control and is reported on a calendar year basis, from 1 January to 31 December.



## Operational Carbon Footprint Data

GHG emissions are broken down into three scopes.

We have included Scopes 1 and 2 and our operational Scope 3 data in this reporting period, as follows:

### SCOPE 1

Covers direct GHG emissions from sources we own or control, such as leased company vehicles.

### SCOPE 2

Includes our indirect GHG emissions from purchased energy for electricity, heating, and cooling. We have stated our Scope 2 emissions using both the location and market-based methods, in line with GHG Protocol Scope 2 Guidance.

### SCOPE 3

Includes all the emissions that we are indirectly responsible for, both up and down our value chain. Scope 3 is broken down into fifteen categories by the GHG protocol, not all of which are applicable to Enstar. All categories that are relevant, bar our investment portfolio (Category 15), are included in this report.

Enstar’s total reported Scope 1, Scope 2 (location-based) and Scope 3 (non-investment) emissions were 14,308 tCO<sub>2</sub>e during 2023. Operationally our emissions were down on the prior year, with a 0.7% decrease in our Scope 1 and 2 emissions and a decrease of 2.3% in our operational emissions intensity. Our total energy consumption also fell by nearly 5%. However, some of our Scope 3 emissions rose, notably Business Travel, as our business returns to pre-Covid levels of travel, and more of the firm’s management meetings take place in person. This means that our overall reported emissions have risen year on year.

This is the second year we have reported our Scope 1 and 2 emissions, and the first year we have measured and reported Scope 3 (non-investment) emissions. The exercise helps us better understand the environmental impact of Enstar’s operations, and that of our broader supply chain. This insight will enable us to set meaningful targets for the reduction of our emissions in the short and longer-term.

## Operational Carbon Footprint Data (continued)

A SUMMARY OF OUR GHG EMISSIONS ACROSS SCOPES 1, 2 AND 3 IS PROVIDED IN THE TABLE BELOW\*:

	UNIT	2023	2022
<b>GHG EMISSIONS SOURCES</b>			
Scope 1 Direct Emissions <sup>1,2</sup>	CO <sub>2</sub> e tonnes	6.36	8.85
Scope 2 Indirect Emissions – market-based <sup>3</sup>	CO <sub>2</sub> e tonnes	561.90	558.05
Scope 2 Indirect Emissions – location-based <sup>4</sup>	CO <sub>2</sub> e tonnes	495.73	496.91
<b>Total GHG Emissions (Scope 1 &amp; 2)<sup>5</sup></b>	<b>CO<sub>2</sub>e tonnes</b>	<b>502.09</b>	<b>505.77</b>
Scope 3 Other Indirect Emissions <sup>6</sup>	CO <sub>2</sub> e tonnes	13,806.15	11,407.41
<b>Total GHG Emissions (Scopes 1, 2 &amp; 3)<sup>7</sup></b>	<b>CO<sub>2</sub>e tonnes</b>	<b>14,308.24</b>	<b>11,913.18</b>
<b>ENERGY</b>			
Total Energy Consumption (Scopes 1 & 2) <sup>8</sup>	MwH Total	1,369.15	1,438.85
<b>BUSINESS TRAVEL</b>			
Distance Travelled <sup>9</sup>	Millions km	6.49	3.89
<b>INTENSITY METRICS<sup>10,11</sup></b>			
Operational GHG Emissions per FTE <sup>12</sup>	CO <sub>2</sub> e tonnes / FTE	0.62	0.64
Business Travel Emissions per FTE	CO <sub>2</sub> e tonnes / FTE	2.05	1.04

\*Totals may not sum due to rounding.

More detail can be found in our ESG Scorecard at the back of this report.

**Our carbon footprint data is reported for the annual period to 31 December of each year.**

<sup>1</sup> Scope 1 Direct Emissions include those from leased company vehicles and natural gas consumption.

<sup>2</sup> Scope 1 does not include fugitive emissions relating to leaks of greenhouse gases, from air-conditioning units for example. This is due to the unavailability of actual data for the provision of top-up gases and maintenance engineer reports for the reporting years. In the majority of our office locations, space is leased in a shared building, or we rent a serviced office space, so maintenance of central systems is managed by the building owner or manager.

<sup>3</sup> Scope 2 emissions have been calculated using both location and market-based methods. For market-based electricity reporting, no market-based instruments have been applied to Enstar Group's electricity consumption. Country-level residual mix factors have been applied to locations that have a valid residual mix factor available. For those locations without valid residual mix factors, we have applied location-based grid electricity factors to derive a result in line with the Scope 2 market-based methodology.

<sup>4</sup> The location-based method reflects the average emissions intensity of the electricity grid on which energy consumption occurs (using mostly grid-average emissions factor data).

<sup>5</sup> Total GHG Emissions (Scopes 1 and 2) includes location-based emissions for Scope 2.

<sup>6</sup> Scope 3 emissions include the GHG emissions associated with our value chain. Categories 1, 3, 5, 6, 7, 13 and 15 were identified as relevant to Enstar. Data for Category 15 (investments) will be included as data quality and methodologies in this area continue to evolve.

<sup>7</sup> Total GHG Emissions (Scopes 1, 2 and 3) includes location-based emissions for Scope 2.

<sup>8</sup> Where electricity consumption data has not been available, this has been estimated based on the amount spent and the average price per kWh of electricity during the reporting period. Where the amount spent was not available either, the electricity consumption has been estimated based on the floor area and the typical electricity consumption per square metre per year according to the BBP 2021.

<sup>9</sup> This excludes employee commuting and leased vehicles.

<sup>10</sup> To give context to our operational GHG emissions and enable comparison of Enstar's carbon efficiency with firms in our industry, our absolute emissions have been normalised using FTE as the denominator.

<sup>11</sup> FTE is the total number of employees, including permanent and temporary personnel, measured as at 31 December of each year.

<sup>12</sup> Includes Scope 1 and Scope 2 location-based emissions.

## Sustainable Operations

**We continued to optimise Enstar’s global office portfolio in 2023, undertaking a range of practical measures to reduce energy consumption, increase recycling and reduce waste.**

**For example, we have:**

- Implemented measures to reduce standby power consumption for power banks and office audio-visual equipment;
- Switched off all lights and HVAC (heating, ventilation and air conditioning) equipment in our offices whenever feasible, including over weekends, public holidays, and for extended periods during the Christmas holiday season;
- Adopted motion-sensitive lighting where practicable in our offices;
- Continued our participation in a scheme to measure the impact of optimising the use of lighting, heating, and cooling during office hours in our London office;
- Removed all individual waste bins from UK office floors and created central waste and recycling areas;
- Replaced plastic cartons with glass bottles for office refreshments; and
- Conducted a baseline review of Enstar’s supply chain, enabling us to identify and engage with key suppliers on sustainability issues.

We will continue to take practical steps to reduce our operational carbon footprint, where possible. We will seek to support the sustainability of future office decommissioning by partnering with third parties where possible to resell, recycle, or convert surplus assets for charitable donation. We also recognise that cloud computing affects our operational footprint and will take steps to benchmark and manage its impacts.

Across our facilities, effective management of health and safety issues is key to ensuring a safe and professional working environment for Enstar employees and clients. We publish relevant policies in our Employment Manual, and all personnel, including contractors and sub-contractors, are required to operate within them. That helps everyone to ensure working risks to themselves and others are minimised.



## Looking ahead

**We are committed to increasing our understanding of Enstar’s environmental impacts, data collection processes, calculation methodologies and data quality for our current reporting boundary. We will reduce our reliance on estimates for emissions calculations where possible. During 2024 we will look to expand our Scope 3 reporting, to include the GHG emissions associated with our investment portfolio.**

**With the knowledge gained from our work to baseline and expand Enstar’s emissions reporting, and our ongoing work to gain a better understanding of the emissions relating to our investment portfolio, we expect that we will be able to set GHG emissions reduction targets during 2024.**

**We will aim to:**

- Set shorter and longer-term emissions reduction targets as required, in line with regulatory and market expectations
- Ensure that our reduction targets are aligned with a credible delivery plan
- As our reporting evolves, move towards independent assurance of our operational carbon footprint data.

# Sustainable Investing

**Our investment objective is to obtain attractive, risk-adjusted investment returns consistent with the preservation of capital, liquidity, and prudent diversification of portfolio assets, while operating within the constraints imposed upon a global regulated re/insurance company.**

Our investment portfolio, totalling \$18.2 billion as of 31 December 2023, is primarily managed by external managers through the execution of investment management agreements and investment guidelines negotiated by the Enstar Investment Department. Enstar’s Investment Department retains responsibility for management and oversight of external asset managers and the strategic management of the portfolio.



## Responsible Investment at Enstar

### Enstar recognises that ESG considerations are increasingly valuable inputs when evaluating global economies, markets, industries and business models.

They are important considerations for investment opportunities across all asset classes within public and private markets, and may have an impact on the long-term financial performance of Enstar’s investments. In light of this, Enstar includes ESG considerations as part of its Group Investment Policy.

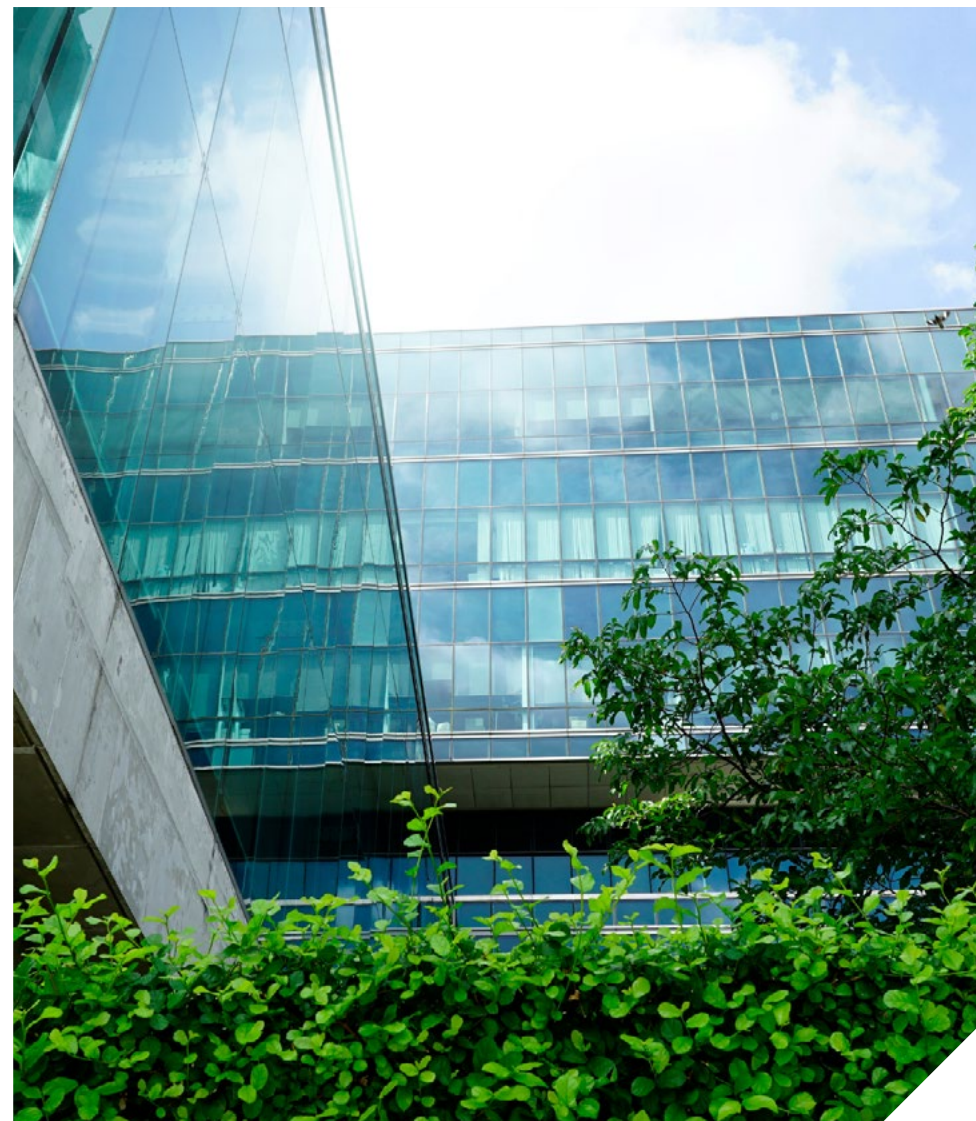
We recognise the importance of considering ESG risks and opportunities alongside traditional financial criteria. In making investment decisions, Enstar’s Investment Department includes dedicated individuals who, as part of their broader remit, consider ESG factors, which may vary across different strategies, companies, sectors, geographies and asset classes, while focusing on the maximisation of risk-adjusted investment returns.

Our responsible investment goal is to be able to assess and monitor the impact of the ESG-related exposures in our existing portfolio and prospective investments. Since the majority of Enstar’s investment portfolio is managed by external asset managers, we rely on our asset managers to develop their own methods for

evaluating risk and determining the relative value of underlying investments. The majority of Enstar’s investment portfolio is managed by global asset managers with well-defined ESG philosophies and who are signatories to the UN Principles of Responsible Investment (PRI).

Each asset manager is best informed to determine the extent to which ESG factors may affect the asset and sub-asset classes, investment strategies, regions and sectors in which they invest and specialise. They are well equipped to identify the ESG data, tools and metrics most relevant to their investment areas, to develop the necessary approach to conducting their fundamental analysis of each investment opportunity, and to apply these considerations optimally in their portfolio construction.

While the final discretion on voting in our separately managed accounts lies with Enstar, we expect our external managers to conduct their proxy voting on Enstar’s behalf in a thoughtful manner, as a means of creating long-term value.



## Investment Monitoring

To monitor the ESG exposures and characteristics of Enstar’s investment portfolio, we use a combination of third-party ESG research tools and internal analysis to ensure compliance with responsible investment policies.

During 2023, efforts focused on cascading Enstar Group’s ESG Investment Risk Framework, which was established in 2022 to help assess the ESG risks associated with different investment holdings across all key subsidiaries. The Framework includes the following climate-relevant sector limits in our investment portfolio monitoring:

### ESG RATING

A minimum average ESG rating of BBB- for Enstar’s Corporate Bond securities.

### GHG EMISSIONS INTENSITY

GHG Scope 1–2 emissions intensity for Enstar’s Corporate Bond and Public Equity positions, which is not to exceed the weighted average carbon emissions intensity (WACI) score of applicable benchmark indices.

Both measures are monitored quarterly across Enstar’s aggregate Corporate Bond and Public Equity portfolios, which comprise 35% of our actively managed portfolio, using MSCI’s ESG rating and GHG WACI metrics and issuer-level data.

As of 31 December 2023, Enstar’s portfolio had an ESG rating of A for Corporate Bond holdings, above our minimum required ESG credit quality of BBB-. Additionally, our combined Weighted Average Carbon Intensity for our holdings of Corporate Bonds and Public Equity (as measured by GHG Scope 1-2 Emissions) was 181 tonnes CO<sub>2</sub>e/\$M sales, below our limit of 198 tonnes CO<sub>2</sub>e/\$M sales.

The above limits have been provided to our asset managers, enabling them to monitor on an ongoing basis and ensure alignment of the portfolio’s ESG risk levels with the framework’s limits. This enables us to take advantage of market opportunities whilst ensuring ESG factors are incorporated into decision making.

### OUR PERFORMANCE AGAINST THESE METRICS IN 2023 WAS AS FOLLOWS:

METRICS	ENSTAR	
ESG Rating (Corporate Bonds only)	Limit	BBB-
	Actual Rating	A
<b>GHG SCOPES 1-2 EMISSIONS INTENSITY</b>		
Corporate Bonds	Benchmark	Bloomberg Global Aggregate Corporate Index
	Limit	202 tonnes CO <sub>2</sub> e/ \$M sales
	Actual	188 tonnes CO <sub>2</sub> e/ \$M sales
Public Equity	Benchmark	MSCI ACWI Index
	Limit	125 tonnes CO <sub>2</sub> e/ \$M sales
	Actual	64 tonnes CO <sub>2</sub> e/ \$M sales
Combined	Limit	198 tonnes CO <sub>2</sub> e/ \$M sales
	Actual	181 tonnes CO <sub>2</sub> e/ \$M sales





## Manager Oversight

**Enstar’s Investment Department is responsible for the oversight of our external asset managers, including their approach to ESG factors. Each manager demonstrates how ESG considerations are integrated into the investment decision-making process.**

Enstar’s Investment Department has personnel assigned to review and monitor each external manager on an ongoing basis. During 2023, we continued to conduct ESG manager assessments on an annual basis for existing managers, and as part of our new manager due diligence process. Our ESG assessment framework evaluates asset managers across: policies and commitments to standards; investment process; governance; communication and reporting; and DE&I.

Our 2023 ESG integration assessment survey garnered responses from the managers of 98% of Enstar’s externally managed assets under management. We communicate the results with our managers, and work alongside them in their own ESG journeys to further improve overall scores.

As of 31 December 2023, approximately 91% of Enstar’s externally managed assets were managed by asset managers who are signatories of the UN PRI, which we believe reflects our commitment to the integration and advancement of ESG principles. Given the various stages of ESG adoption amongst market participants including our asset managers, we expect to monitor manager progress towards the integration of ESG principles. During 2024, Enstar will also explore the potential for joining international responsible investment alliances ourselves.



## Impact Investments

Enstar periodically considers allocating capital to impact and sustainable investments, providing they are consistent with our overall portfolio risk/return objectives and liquidity guidelines, while incorporating sufficiently high standards of impact definition, measurement and reporting.

One example of this is our long-term investment in the Neuberger Berman Private Equity Impact Fund. The fund invests principally according to themes targeting positive social and environmental outcomes aligned with the UN SDGs.



The Neuberger Berman Private Equity Impact Fund focuses particularly on the improvement of:



Sustainable growth and employment



Health outcomes



Gender equality



Climate change and energy needs



Conservation of the natural environment



## Looking ahead

As we continue on our ESG journey, we will continue to explore and implement ways to increase the positive social and environmental impact of the investment activities that are carried out on our behalf.

We will seek to expand the coverage of ESG data and metrics in relation to our investment portfolio, and we will look to include additional asset classes in our metrics, where this is supported by robust data.

We will also continue to review the appropriateness of our risk metrics, based on external developments and the outputs of scenario analysis and stress testing, considering the use of additional climate-related investment metrics, or the refinement of existing metrics, where applicable.

In addition, in the upcoming year we will be reviewing the feasibility of aligning Enstar more closely with relevant international responsible investment alliances.

# Developing Our Human Capital

**Enstar is committed to employing, engaging, developing and retaining a highly skilled workforce. We continued to advance and embed programmes in 2023 that focus on talent, employee recognition and wellbeing.**

The voice of our employees acts as a critical indicator of our culture. To help us understand employee views we engage regularly with colleagues through town hall meetings, employee surveys and focus groups.

Our town halls inform employees about initiatives across the company. During the year we delivered two global and six regional town halls, which garnered an average employee satisfaction rate of more than 80%.

Our 2023 employee engagement survey results highlight the progress of our engagement work. We had an overall employee engagement score of 88%, which is 9% higher than the industry benchmark<sup>13</sup>. In addition, 89% of our employees would recommend Enstar as a place to work and 83% expected to be working at Enstar in two years' time.

These sentiments are echoed in our exceptionally low voluntary turnover rate, which was just 6.9% during the year, well below our internal target of 13%. We believe this reflects our ongoing commitment to upholding a thriving culture in which employees feel valued, supported and connected.

PeopleInsight  
**Outstanding Workplace 2023**

**Due to our high engagement scores, Enstar received the People Insight Outstanding Workplace Award for the second successive year. We are proud to have been recognised for our ongoing commitment to support our people.**





## Talent

**Attracting and retaining high-calibre talent from diverse backgrounds is a key Enstar priority. Our second global summer internship programme was held during 2023, and provided opportunities to talented individuals from diverse backgrounds.**

We received more than 1,700 applications and welcomed a number of interns to our offices in Bermuda, New York and London. During the 10-week placement, the interns received a rich mix of industry training, departmental experience and personal development activities, along with mentoring from seasoned industry experts.

The interns gave the programme an average feedback rating of 9 out of 10. All said they would recommend the internship to others and that they would be interested in working at Enstar in the future. Our participating managers also provided very positive feedback, with an average manager rating of 9.4 out of 10 and almost 90% saying that they would want to manage an intern again.

Following the continued success of our internship programme, preparations are currently underway for our 2024 internship intake. In addition, we plan to launch a new Emerging Talent programme in 2024 that will offer a structured programme to accelerate the development of school leavers, interns, graduates and our own high-performing employees who are in the early stages of their career.

### LEARNING AND DEVELOPMENT

We support continuous learning and development for all employees through Enstar’s digital learning hub. It provides access to courses, videos, e-books and audio books covering a vast range of topics. Almost 12,000 courses were accessed in 2023, up 5% from 2022, highlighting the ongoing desire of our employees to continue to expand their professional education and develop their skills.

In addition, Enstar offers financial support to obtain role-specific professional qualifications to support employees’ personal and professional development. For example, course funding is available to UK-based employees both for professional qualifications and university degrees through the UK government apprenticeship programme.

**SUCCESSION PLANNING**

To increase successor readiness to step up to more senior roles, Enstar has established development programmes for managers, function heads and group executives that enhance leadership skills and management capabilities. For example, during 2023 we launched a multi-year Management Development Programme to foster in-house talent; the programme helps managers to understand their leadership style, build effective teams and broaden their leadership skills.

We also offer programmes to Group and regional executives and other potential successors throughout the organisation. Our Talent Review Boards have enabled us to identify detailed succession plans for our senior leadership and management roles across the business. As a result, we have identified more than 90 ‘high potential’ employees who we will support to become our leaders of the future, to maximise the longevity of our organisational impact.

Throughout 2023 we have partnered with functional leadership teams to enhance their succession plans. Following these ongoing discussions on successor development, we have increased the number of leadership roles that have successors ‘ready within 24 months’ by 7% in 2023, and the voluntary turnover rate of this group was just 0.9% during the year.

We have also continued to enhance our approach to performance management, using the online platform Appraisd. The platform provides end-to-end capabilities for performance management, including goal setting, performance check-ins, feedback requests and end of year reviews. We track how effective our employees are in completing the required steps in the process and have found that adherence to the guided approach is very strong – for example, in 2023 all employees had set performance objectives by the end of the first quarter and 96.5% had completed at least two performance check-ins with their managers by the end of the third quarter.

**Attracting and retaining high-calibre talent from diverse backgrounds is a key Enstar priority. Our second global internship in 2023 saw interns undergo comprehensive training and mentoring, with a remarkable 100% expressing interest in future roles at Enstar. The success fuels our upcoming 2024 initiatives.**

SOME OF OUR 2023 INTERNS EXPLORING NEW YORK



## Employee Recognition

### In 2023, in response to employee feedback, Enstar launched a new global recognition platform, Nectar.

It provides employees with a channel to acknowledge and celebrate each other's achievements through 'shoutouts', and allows managers to make small financial rewards in recognition of exceptional contributions. Three months after rollout, 89% of Enstar people had created a Nectar account, and collectively they had given almost 900 'shoutouts'.

To improve the transparency of the links between performance and reward, in 2023 we set out a bonus plan initiative that articulated the different components of individuals' bonuses. This included a number of ESG metrics as a component of people's bonus plans for the first time, providing a clear financial incentive for improved ESG performance. Using a mixture of financial and non-financial metrics, which vary depending on the individual's role, helps us to create an environment in which everyone is incentivised to contribute towards priorities that they can directly influence.

We believe that these developments are reflected in the positive score achieved in this area in the 2023 employee engagement survey, with 78% of respondents reporting that they feel valued and recognised for the work that they do.

## Welfare & Wellbeing

### Enstar prioritises employee wellbeing, because supporting the health and wellness of all Enstar people is key to sustaining our performance.

During 2023 we delivered a number of initiatives to help with economic wellbeing, including:

- An Employee Financial Assistance Programme, which provides interest-free loans to employees; and
- A supplemental Economic Hardship Payment, made to more than 100 employees vulnerable to the impact of inflationary pressures.

We continued to build on broader workplace culture measures to create an environment in which everyone feels valued and supported, including:

- Company-wide webinars on topics such as menopause awareness, burnout, children's wellbeing, and fitness and nutrition;
- Enstar's annual wellness allowance, which supports annual health and wellbeing expenses, and is used by 66% of employees;
- The Virgin Pulse online wellbeing platform, used by almost as many employees, including 250 who took part in a step challenge in October 2023 and collectively walked almost 55 million steps in three weeks;
- Increased opportunities to volunteer. Almost half of our employees took part in company-sponsored volunteering during 2023;
- Annual, company-funded health assessments (for UK employees); and
- Enstar's Employee Share Purchase Plan, which grants a 15% discount to market price and had been used by 22% of Enstar people by year-end 2023.

In our most recent employee survey, Enstar people declared themselves 93% satisfied with current programmes to support health, life and wellness. Our global benefits team meets monthly to ensure employees' wellbeing needs are being met by our firmwide wellbeing-related offerings, and we will continue to seek new ways to support employee wellness at Enstar.



## Diversity, Equity and Inclusion (DE&I)

**Enstar firmly believes that diversity makes us a better business. Harnessing the unique insights and experiences of diverse employees makes us more innovative and creative, guides our strategic direction, and has tangible benefits for our organisation and all Enstar stakeholders.**

Our DE&I vision is to create a diverse and inclusive workplace where everyone feels that they belong and where diversity is celebrated. Being a destination of choice for talented people across the globe will enable us to draw strength, opportunities and growth from the diversity of our workforce.

Our DE&I mission is to create an inclusive culture that enables all our people to reach their potential, irrespective of their background. We do this by embedding inclusive, equitable and responsible practices, by representing the diversity of our people, our clients and our communities, and by driving measurable, demonstrable improvements in our diversity performance.

Enstar published a separate DE&I Report in 2022. This year we have integrated DE&I into our main ESG report, and we are proud to highlight the continued progress we have made on our diversity journey during 2023.

**Highlights include the launch of our first DE&I strategy, which covers five pillars:**

- People Practices
- Inclusive Procurement and Supplier Diversity
- Access and Accessibility
- Communication Events and Community Engagement
- Data and Insights.

This strategic framework guides our objectives and informs our DE&I initiatives. In the coming pages we report on 2023 highlights in each area.

We're pleased that 92% of respondents to the 2023 annual engagement survey reported that they feel they are treated fairly and with respect, regardless of their background or culture. That reflects the inclusive working environment we have worked hard to create and continue to nurture.

UK EMPLOYEES 'STRIKING THE POSE' FOR INTERNATIONAL WOMEN'S DAY



OUR LEGAL AND COMPLIANCE TEAM CELEBRATING NOVEMBER AT A TEAM BUILDING EVENT IN ST. PETERSBURG



## DE&I Governance

**DE&I is everyone’s responsibility. Our employees commit to help ensure Enstar’s workplaces are inclusive, fair, and free from harassment when they sign our corporate Diversity, Equity, and Inclusion Policy. In the background, our robust governance structures support the inclusivity of our business.**

Enstar’s ESG Oversight Group is responsible for agreeing the DE&I strategy, periodically monitoring progress against it, and ensuring that our DE&I activities are consistent with Enstar’s wider ESG programme. Our DE&I Steering Committee, comprising senior stakeholders from across the business, provides sponsorship and leadership for many of our DE&I activities.

Execution of the DE&I agenda sits with our Human Resources (HR) function, as the day-to-day leaders of the people side of the business. Delivery is facilitated by the Centres of Excellence within HR, and supported by the DE&I Champions Network, which includes volunteers from across the business.

### Group Executive / ESG Oversight Group

Responsible for agreeing the DE&I strategy and periodically monitoring progress

### DE&I Steering Group

Senior support and sponsorship of DE&I across the business  
Funding of appropriate DE&I initiatives outside of core HR deliverables

### HR Leadership Team

Oversight of DE&I delivery and measurement/reporting of progress  
Updating strategy and metrics as required, as delivery develops

### HR Centres of Excellence

Delivery of relevant DE&I strategy elements  
Guidance and support to other departments to support delivery, as required

### DE&I Champions Network

On-the-ground support in delivering DE&I messages and initiatives





## 2023 DE&I Highlights

### PEOPLE PRACTICES

Our people practices are designed to help us attract, retain and develop diverse talent. During 2023, we launched Enstar’s inaugural Employee Resource Groups (ERGs) for our staff. They are:

- Parents and Carers
- Mental Health
- Women in the Finance Industry.

Monthly ERG meetings bring together Enstar people in a safe space to share ideas and experiences, and to suggest new DE&I initiatives, which are presented to the DE&I Steering Committee for discussion and approval. Already these include:

- Introduction of mental health and wellbeing apps
- Presentations by external female speakers from the finance sector
- A new Group policy for carers.

In addition, we ran a series of webinars during the year, providing advice, support and inspiration to colleagues on a variety of issues. They also create visibility for issues which may not have been raised in workplaces in the past. For example, the May 2023 webinar “Demystifying Menopause” was very well received by both male and female staff. We’ve also been reviewing our Employee Handbooks and related policies, to ensure they support

and maintain an inclusive culture at Enstar. This detailed work is in progress and will continue during 2024.

Our positive annual employee survey results indicate that our employees feel that our workplace is an environment where they can be themselves, with 90% of respondents feeling comfortable speaking up and expressing their ideas with managers and colleagues, and 81% of respondents saying that they can be their true selves at work.

In terms of recruitment, our 2023 diversity data indicates that 45% of our workforce is female, which is a slight fall from 2022. We want to increase our gender diversity and will continue to consider where we can develop our practices to support the increased recruitment and retention of diverse colleagues.

### INCLUSIVE PROCUREMENT AND SUPPLIER DIVERSITY

We want to use our procurement capability to amplify our social impact and ensure a diverse supplier base. In 2023, we began a detailed analysis of our external spending, which will help us to categorise our procurement and understand where there is potential for diversifying our supply chain. We will also be seeking to recognise supplier diversity in our procurement policy. In the year ahead we plan to introduce up to three new diverse suppliers to the business.

### ACCESS AND ACCESSIBILITY

We undertook accessibility audits of our office spaces in the UK and US in 2023, to ensure that they are accessible to our employees and visitors. We have promoted the UK government Access to Work scheme with our UK employees, which helps individuals with physical or mental health conditions to start or stay in work. We enlisted an external specialist to audit the accessibility of Enstar’s website and provide recommendations for improvement.

We are proud of the progress made during the year and anticipate achieving Bronze accreditation under the Clear Assured Inclusion Standard during 2024.

### COMMUNICATIONS, EVENTS AND COMMUNITY ENGAGEMENT

Our DE&I strategy was communicated to all employees at the start of 2023, through a short video presented by our DE&I Steering Committee. Updates on progress towards our DE&I goals are provided on a frequent basis.

Throughout the year, we have hosted a number of webinars on topics that are important to our staff. Our DE&I Champions Network held events throughout the year to celebrate key milestones such as Juneteenth and Black History Month.

Externally, we partnered with the Barking and Dagenham School Improvement Partnership (BDSIP) in London, to provide opportunities for young people from less privileged backgrounds to learn about careers in insurance. In July 2023, we held an Insight Day in our London office for twelve Dagenham students, who heard from employees across the business about the world of insurance. The day aimed to create interest in the industry as a future career option and it received very positive feedback from both students and teachers.

We took part in a similar event in New York City in November 2023 with our US charity partner Invest In Girls, helping to educate female High School students in Brooklyn about pathways into the world of finance (see page 29 for more information).

### DATA AND INSIGHTS

We have introduced new diversity data monitoring forms, which enable us to collect a fuller range of demographic data on prospective candidates and we also expanded on the amount of demographic data we capture within our annual employee engagement survey.

Over the next year, we anticipate setting a number of aspirational targets in relation to gender diversity in the business.

## Our Diversity Data and Performance

**In terms of gender, women comprised just over 45% of our workforce at 31 December 2023, a slight decrease from last year's figure of 47%.**

In terms of seniority, women comprise 27% of our senior leadership roles and 32% of our senior management, similar to last year.

We aim to increase the level of gender diversity within our business. We aim to set gender diversity targets for Enstar during 2024, and will continue to evaluate and evolve our recruitment practices to support them.

Our most recent UK gender pay gap report, to April 2023, quantifies the difference between the average and median earnings of Enstar's workforce by gender, irrespective of their role or seniority. Our latest published figures show that, on average, our UK female employees' pay is 25.9% lower than those of our male employees, which correlates with the comparatively lower numbers of women at senior levels in the organisation.

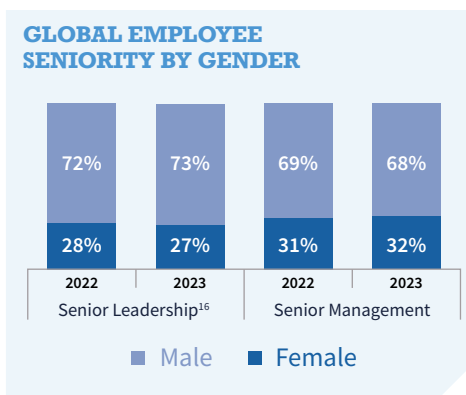
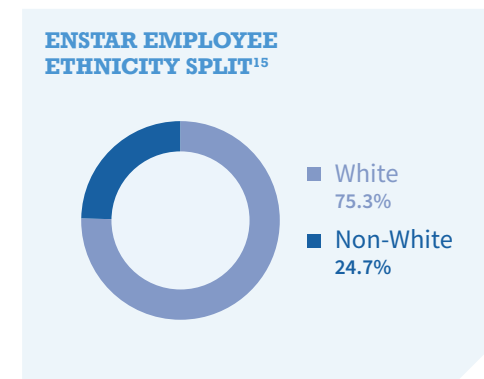
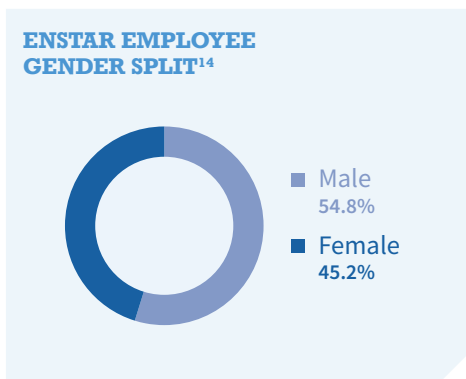
However, Enstar's UK gender pay gap has fallen noticeably in recent years, from 47% in 2017 to a level which is now better than the comparable Lloyd's market benchmark.<sup>17</sup>

We are pleased with this reduction in our gender pay gap but this area will continue to be a focus for our diversity efforts.

In addition, we believe that this is an important area for us to understand globally, so we will seek to publish a global gender pay gap report during 2024.

In terms of ethnicity, in this report we are presenting global ethnicity data for the first time, another important step forward for our ESG reporting. We have grouped our colleagues from non-white backgrounds together to provide a composite picture. Our global workforce has 24.7% non-white representation, an encouraging figure that is significantly higher than the comparable Lloyd's market benchmark<sup>18</sup>. Enstar strives to strengthen the diversity of our workforce and senior leadership, through both targeted recruitment and the development of talented colleagues from diverse backgrounds.

Details of our Board diversity can be found in the Governance section of this report.



Year	Mean	Median
April 2023	25.9%	22.4%
April 2022	27.3%	19.2%
April 2021	36.7%	24.7%
April 2020	39.8%	29.6%
April 2019	36.6%	27.3%
April 2017	47.3%	34.3%

<sup>14</sup> All data presented as of 31 December 2023.

<sup>15</sup> Total proportion of employees that identified as being from a non-white ethnic group. Data covers 77.8% of the Global workforce, sourced from our annual employee engagement survey.

<sup>16</sup> Our Senior Leadership definition differs from the 2022 ESG report. To align more consistently with the external market, Senior Leadership is now categorised at a specific senior grade level and above, representing approximately 5% of the workforce. We have therefore restated the corresponding FY 2022 Senior Leadership figure.

<sup>17</sup> Lloyd's Culture Dashboard 2023 reports a 37% average pay gap for firms operating in the Lloyd's market.

<sup>18</sup> Lloyd's Culture Dashboard 2023 reports a 9% minority ethnic representation in the Lloyd's market.

## Community Involvement

Enstar’s community involvement activities support the local causes and communities we feel passionately about, individually and collectively.

Our corporate social responsibility (CSR) programme is a global initiative with a local focus. It promotes staff engagement in local charities and causes, alongside others that Enstar supports at Group level. We make a difference through a mixture of charitable giving and the volunteering time of our people, with a particular focus on our chosen SDGs. We continue to support a wide range of charities across all our territories, including our support for those affected by global humanitarian crises.

### Achievements in 2023 include:

- New charity partnerships in the UK and Bermuda;
- Continued matched funding of employees’ donations; and
- An extremely high level of corporate volunteering – enabled by the launch of our Group Volunteering Policy and by setting our first corporate volunteering target.



ST. PETERSBURG BEACH CLEAN-UP VOLUNTEERING DAY



## Volunteering

**Our Group Volunteering Policy gives all employees paid volunteering time to give back to their local communities.**

In 2023, we went a step further by setting a corporate target of 20% employee volunteering during the year. This target was included in our all-staff ESG performance metrics, which are an element of individuals' bonus plans. We also provided employees with more opportunities to volunteer, including our first volunteering activities in London with our UK community partner Girls Friendly Society and in New York with our US partner Invest In Girls.

Our people responded brilliantly. Many teams from Australia, Bermuda, the UK and US took part in collective volunteering activities, and many individuals volunteered for local causes. In total, 46% of our people volunteered during 2023, equating to more than 2,400 hours of volunteering for community causes during the year.

US EMPLOYEES VOLUNTEERING AT THE RHODE ISLAND SPECIAL OLYMPICS



GIRLS FRIENDLY SOCIETY VOLUNTEERING DAY IN LONDON



## Our Global Community Partnerships

Enstar’s global corporate community and charity partnerships were strengthened and expanded in 2023, including the establishment of our first formal charity partnership in Bermuda.



### SARACENS

Saracens is a leading sports organisation based in London. Enstar’s partnership focuses on the Saracens Women Rugby Union team and the Saracens Mavericks netball team. Although the men’s rugby team are professional, many of the women who play for Saracens have to combine elite sport with their work or study commitments.

Our support helps remove barriers that still exist for women in sport, and by sponsoring these teams we will make a significant difference to the development of the female players on these teams. Our logo appears on team uniforms and in matchday programmes.



### INVEST IN GIRLS

Invest In Girls (IIG) works with High School students across the US and online, to provide financial literacy education; access to financial services careers; a trusting, single-gender environment for girls to talk about money and life priorities; and support for girls through college and into the workforce. They aim to improve female financial literacy and empowerment, and to increase female representation in the financial services industry.

We sponsor a school cohort of girls in New York City through a year of modules covering financial literacy and careers exploration. We also support other IIG students across the US through the IIG Online programme.



### GIRLS FRIENDLY SOCIETY

Girls Friendly Society (GFS) runs volunteer-led groups for girls across England and Wales, working in areas of socioeconomic disadvantage. They build strong foundations and confidence in girls and young women, through enabling early access to single gender spaces; a non-competitive environment; female role models; and a supportive and safe community to learn about themselves in.

Our support enables GFS to expand their offerings for girls in London and beyond.



### KNOWLEDGE QUEST

We established a new partnership with Knowledge Quest in 2023. Knowledge Quest provides scholarships for capable and ambitious Bermudian students of limited financial means to develop the knowledge and skills necessary to achieve their professional goals. Since 2001 they’ve helped more than 275 Bermudians to achieve further studies at accredited educational establishments.

In addition to our financial support for the charity, we will aim to connect scholarship recipients to internship and employment opportunities and enable our employees to mentor Knowledge Quest’s scholars.



### DUCHENNE UK

We established a new partnership with Duchenne UK in 2023. Duchenne muscular dystrophy (DMD) is a genetic disease that causes all the muscles in the body to gradually weaken, and for which there is currently no cure.

The charity was founded by two mothers whose sons were diagnosed with the disease and their mission is to end Duchenne through groundbreaking medical research, accelerating access to treatments, improving lives through technology, and ensuring everyone in the DMD community is given the care and support they need.

## Partnership Highlights

### Enstar takes part in a variety of volunteering opportunities throughout the year.

In September 2023, a group of nearly 60 Enstar volunteers took part in a day of volunteering with GFS in London.

We supported GFS and their beneficiaries through a range of activities, such as making recruitment packs for schools, amplifying their #GirlsAllowed social media campaign, through to helping them tackle a number of live business challenges. The day raised awareness of GFS with our employees, enabled our people to strengthen their internal networks and, most importantly, delivered practical and meaningful support for our UK charity partner.

In November we took part in a student insight day run by our US charity partner Invest In Girls, where Enstar employees talked to High School students about careers in finance. Our team went to The Young Women’s Leadership School in Brooklyn, NY to discuss topics including taxes and personal finance, and to equip the girls with knowledge that will help them at school and in their future careers.

In May we brought together two of our UK community partners, Saracens and GFS, for a unique experience that further championed our collective efforts on gender equality. Thirty girls from two GFS groups spent an afternoon at Saracens’ StoneX stadium in north London with Saracens Women’s Director of Rugby, Alex Austerberry. The girls learned a range of rugby exercises and connected with players about the journey to become a top-class athlete. They even got to lift the Women’s Premiership trophy.

In July, as part of our 30th anniversary celebrations and in honour of the 20th birthday of the Make a Difference Foundation (MAD), we sponsored 30 students to attend the annual MAD Leadership Foundation summit in Johannesburg. MAD identifies, supports, and develops future leaders of South Africa through a comprehensive, personal, long-term scholarship programme. As a longstanding Scholar Sponsor, Enstar’s support goes beyond nurturing the growth of exceptional talents; we aim to facilitate progress towards a more equitable, inclusive and sustainable future.

GIRLS FRIENDLY SOCIETY VOLUNTEERING DAY IN LONDON



A GROUP OF GIRLS FROM GIRLS FRIENDLY SOCIETY HAVING A RUGBY TRAINING SESSION AT THE SARACENS RUGBY STADIUM



## Financial Support

Enstar supports a wide range of charities in the countries where we operate.

Through a mixture of corporate donations and our matched giving programme, we donated more than \$750,000 in 2023, supporting more than 150 charitable organisations and a number of global causes:

### HEART DISEASE

We continued our support of the American Heart Association, Bermuda Heart Foundation and British Heart Foundation during Heart Month, helping organisations that are fighting the number one cause of death worldwide

### MENTAL HEALTH

We acknowledged Mental Health Awareness Month by donating to organisations chosen by our staff in the UK, US and Bermuda that work to support people facing mental health issues

### BREAST CANCER

To mark Breast Cancer Awareness Month we continued our financial support to cancer research and support centres in the US, UK and Bermuda

### DISASTER RELIEF

We responded to four different British Red Cross appeals during 2023, providing financial support in response to humanitarian crises in Morocco, Libya, Turkiye/Syria and Israel/Gaza

### INTERNATIONAL DEVELOPMENT

We continued to support Self Help Africa, which works to tackle poverty across sub-Saharan Africa through rural development and enterprise programmes.



## Valuing our total community contribution

This year we are presenting Enstar’s total community contribution for the first time.

We have recently joined the B4SI (Business for Societal Impact) network, the global standard for measuring and managing corporate social impact, and we are reporting our community contribution in line with their reporting guidance.

Using the B4SI methodology our total community contribution for 2023, which encompasses cash donations, volunteering time, in-kind donations and management costs, is valued at more than \$1.1 million (see our ESG Scorecard for more detail). We’re delighted to provide this support to the global communities we live, work and operate in.

**\$1.1m**

TOTAL COMMUNITY CONTRIBUTION FOR 2023

# Business Governance

## Board Composition

**Enstar’s Board comprises twelve directors with a broad range of backgrounds in the insurance and financial industries, as well as skills and experience in the areas necessary to navigate our business, including investment, strategy, governance, risk management, and operational and technological expertise.**

The Board adopted a formal diversity policy in 2021. The policy requires the Nominating and Governance Committee to actively consider diversity in its regular assessments of board composition and in its efforts to identify potential director candidates, including specifically requiring that one or more female, underrepresented minority or LGBTQ+ candidates be included in formal searches for new directors.

The Board’s diversity policy also includes diversity targets, in support of our commitment to improve and maintain diversity within our governance bodies: namely that at least 30% of Board members will be persons who self-identify as female, as an underrepresented minority or as LGBTQ+<sup>19</sup>, and that the Board maintains at least three self-identified female directors. Over time, we aim to reach and maintain a minimum of 30% female representation on the Board. As of 31 December 2023, 33% of our Board comprises persons who self-identify as female or as an underrepresented minority, and three directors, comprising 25% of our Board, self-identify as female. To read further about the skills and backgrounds that our directors bring to the Board, please see our 2023 Proxy Statement.

**Aspects of Enstar’s corporate governance structure that promote objectivity and effective oversight include:**

- Separation of the Chairman and CEO roles;
- An independent director as Chairman;
- A majority of the Board are independent directors;
- A fully declassified Board;
- 100% independent Audit, Human Resources & Compensation, Nominating & Governance, and Risk Committees;
- Annual Board/Committee self-evaluation processes; and
- Independent directors meet in executive session before or after scheduled Board meetings.

**Enstar is committed to robust governance policies and practices, which are regularly reviewed against broader corporate governance developments and stakeholder feedback to ensure continued effectiveness. This includes:**

- Effective Board composition;
- Director independence;
- Balanced and aligned effective compensation;
- Business ethics; and
- Cybersecurity and data privacy.

Enstar’s overall approach to sustainability and corporate responsibility is organised to ensure we abide by and uphold ESG principles, as a part of our corporate strategy to be enduringly successful.



Additional information regarding our Corporate Governance can be found on Enstar’s website.

[Click here to view](#)

<sup>19</sup> For the purposes of these targets, an underrepresented minority is a person who self-identifies within one or more of the following categories that have been established by the U.S. Equal Employment Opportunity Commission: Black or African American, Hispanic or Latinx, Asian, Native American or Alaska Native, Native Hawaiian or Other Pacific Islander or two or more races or ethnicities.



## Ethics and Compliance

**Enstar’s success over thirty years has been underpinned by our robust culture of ethics and compliance. Strong policies underlie this, instilled by senior leadership over the decades.**

Ethics-related training is provided to all employees on an annual basis and was delivered again during 2023. An anonymous Whistleblowing Hotline is available to all staff and stakeholders to raise any concerns they may have.

### RELEVANT POLICIES AND GUIDELINES\* INCLUDE:

- Code of Conduct
- Board Terms of Reference and Corporate Governance Guidelines
- Share Ownership Guidelines
- Policy Against Discrimination, Harassment and Bullying
- Anti-Bribery and Corruption Policy
- Insider Trading Policy Statement
- Vendor Code of Conduct
- Privacy Policy
- Whistleblowing Policy
- Slavery & Human Trafficking

### COMPLIANCE PROGRAMME OVERSIGHT

Enstar’s Group General Counsel and Group Chief Compliance Officer oversee our ethics and compliance programmes, including business ethics, compliance with applicable laws and regulations, and efforts with respect to anti-corruption and avoidance of anti-competitive behaviour. Overall responsibility for the Compliance Programme has been assigned to the Group Chief Compliance Officer.

### RESPONSIBLE SUPPLY CHAIN

Enstar’s vendors play an important role in our success. In 2023, we enlarged our procurement team, to enable a deeper understanding of our supply chain and to support our efforts to maintain business resilience.

We strive to conduct business with suppliers that demonstrate high ethical standards and operate in a socially responsible manner. Our Vendor Code of Conduct sets out Enstar’s expectations of the vendors we use. It is reviewed annually and approved by the Board every three years. It asks vendors to adopt appropriate standards and strategies, to meet the following aims:

- Conduct business responsibly, in accordance with all legal, regulatory, and moral expectations
- Maintain high standards of welfare for individuals, including staff and all those involved in the supply chain
- Minimise environmental impact through adoption of ‘green’ initiatives wherever possible.

### SUPPLIER MONITORING AND ENGAGEMENT

Enstar expects suppliers to establish and implement sustainability goals that minimise environmental impact, and to manage their overall sustainability and corporate responsibility. We incorporate ongoing compliance with these aspects of our Vendor Code into our business relationships, procurement decisions and our vendor evaluation process. The inclusion of ESG issues in our Code ensures that suppliers view these matters in a manner consistent with Enstar’s values. Violation of the Vendor Code may lead to termination of a supplier’s relationship with Enstar.

Additionally, during 2023, Enstar established a new Outsourcing and Material Suppliers Approvals (OMSA) process. This consists of board-delegated quarterly meetings covering relevant third-party arrangements and aims to further strengthen Enstar’s oversight of our suppliers.

The ongoing procurement analysis process will enable us to more effectively categorise our procurement spend, so that we can understand where there is potential to diversify our supply chain. It will also enable us to engage with key suppliers on a number of issues, including sustainability.

### BUSINESS ETHICS & CODE OF BUSINESS CONDUCT

Enstar is committed to conducting our business in accordance with the highest ethical and social standards, in full compliance with all applicable laws and regulations in Bermuda and the other jurisdictions where we operate or do business.

Our global Compliance function is responsible for managing compliance risks and sustaining all aspects of compliance management across Enstar’s businesses, functions, legal entities and countries of operation. This includes overseeing the culture of ethics and integrity.

Enstar’s Code of Conduct provides the ethical and legal framework for business practices and conduct applicable to all employees, officers and directors. The Code is reviewed and updated regularly, to recognise and remain current with evolving regulations and best practices. Because ESG is a priority area for Enstar, and since we are committed to working towards a sustainable future, the Code has been updated to incorporate ESG.

Each year, all Enstar’s employees certify that they have reviewed and will comply with the principles of the Code. As well as updating the Code this year to include a section on ESG, our annual mandatory Code of Conduct training now includes an ESG component.

## SUPPORTING POLICIES

The Code and its supporting policies set out our standards for making decisions consistent with our ethical and regulatory frameworks. They govern the way we conduct our business.

**Enstar employees are required to abide by several global policies:**

**Global Conflicts of Interest Policy** instructs colleagues on how to identify, prevent, and manage potential conflicts of interest to ensure that all employees perform, and are perceived to perform, in an objective and unbiased manner.

**Anti-Bribery and Corruption Policy** prohibits the making or offering of bribes to public officials, and prohibits facilitating payments to governments and related parties. It provides guidance on relevant actions and key terms, such as bribes, gifts, entertainment and political contributions. The policy is supplemented with guidance in the Code, which outlines that all employees have a responsibility to know and follow the policy, and to report actual or suspected violations.

**Sanctions Policy** applies to all Enstar entities globally that are subject to various sanctions laws and regulations in the jurisdictions where we operate. We use automated sanctions-screening technology to scan transactions for sanctions-related risks, and our operating guidelines require suspicious transactions to be appropriately reported.

**Anti-Discrimination, Harassment and Bullying Policy** reminds employees that any instance of the named behaviours is unlawful, strictly prohibited and violates the policy. Enstar maintains a working environment free from discrimination, harassment and bullying, and ensures all employees are treated, and treat others, with dignity and respect.

**Equal Opportunities at Work Policy** highlights our commitment to ensuring that managers are aware of their obligation to provide equal opportunities in employment, and do not engage in unlawful discrimination in the workplace. The policy applies to all aspects of employment, from recruitment through to severance. The policy details formal procedures to report, manage and escalate grievances that cannot be resolved quickly and/or informally. When joining Enstar, all employees are required to read the Employee Handbook, which includes details on this policy, amongst others.

To further enhance our monitoring of ongoing compliance with relevant policies, over the next year we will roll out a risk-based compliance assurance plan. This will include monitoring activities that cover Enstar's compliance with specific policies, such as the Code of Conduct and the Anti-Bribery and Corruption policy.

## PRIVACY AND DATA SECURITY

Enstar's policy is to respect and protect the privacy of individuals whose data we process during the course of our business, including data relating to customers and claimants. We comply with prevailing data privacy and protection laws in each jurisdiction where we operate. Data Privacy Notices for those main locations can be found in the Privacy Policy on the Enstar website.

Our Data Protection activities are overseen by the Group Data Protection Officer (DPO). The DPO reports on Enstar's compliance with this policy and other relevant matters to the EGL Risk Committee, Group Management Risk Committee and respective subsidiary Boards.

All employees are required to complete annual Data Protection and Privacy training, with 98% of staff completing this training in 2023.

We continued to enhance our data privacy and security practices in 2023, including a review of Enstar's existing data storage, to ensure that data is only retained for legitimate reasons, in line with our data retention policy. The work minimises the impact of potential security breaches. Additionally, we have rolled out an Internal Audit Cybersecurity Assurance Plan, to identify focus areas for testing by Internal Audit, and external experts where necessary. Ongoing measures to ensure our systems are robust include annual penetration testing,

which is conducted by a third party. This proactive measure helps us to identify cyber weaknesses and minimises the risk of potential exploitation. Access controls are also reviewed on a periodic basis, with more frequent reviews conducted for critical business applications.

We will continue to review our practices in 2024, and implement appropriate technical and organisational measures where necessary.

## ESG-RELATED TRAINING

Enstar employees are required to complete a range of mandatory ESG-related training modules<sup>20</sup>. In 2023, we also rolled out an introductory ESG training module to all employees and directors. It provides an overview of ESG issues, explains why they are important to Enstar and outlines the actions we have taken on ESG, including a summary of our efforts to manage climate change risk. Over the year, the completion rate for our ESG-related training modules was 98%, which exceeded the 95% target that formed a part of every employees' short-term incentive plan for the year.

## ESG Ratings and Metrics

**Increasingly, financial companies use ESG data and ratings providers to inform their business and investment decisions.**

We have engaged with several providers during the year, to evaluate our practices against their diverse scoring methodologies. We will continue to coordinate this ongoing engagement with ratings agencies, so that we can identify potential opportunities to improve our material practices and disclosures and strengthen our ESG ratings in the market.

Meanwhile we have developed a range of ESG metrics for publication, to track our progress on ESG issues transparently, establish targets and support strategic decision making. In 2023, this work focused on creating a suite of metrics to form an ESG scorecard, which we present at the back of this report. Over time we will look to increase the number of metrics in the scorecard, and establish quantitative targets for relevant data points.

## Risk Management

**We recognise that embedding a sound risk management culture and practices are integral to our ongoing success as a leading run-off re/insurer, and contribute to our operational resilience.**

We therefore seek to identify, assess, treat and report/monitor on all risks proactively, including those with ESG implications. Doing so gives us a firm understanding of how such risks may influence the way we conduct business. We have continued to build and enhance our ESG risk management capabilities, including enhanced ESG risk appetite metrics and also by increasing the scope of our annual climate-related stress testing. This considers exposure to climate-related operational risk arising from the physical location of key Enstar offices and strategically important third-party administrators. For further information on this assessment, please see Enstar’s TCFD report.

Our Enterprise Risk Management (ERM) Framework outlines our processes and mechanisms to ensure that risks are appropriately assessed and managed. The ERM Framework consists of numerous processes and policies that have been designed by management, with oversight by the Board of Directors and its committees and implemented by employees across the organisation. The objective of Enstar’s ERM Framework is to:

- Support the achievement of business strategy and objectives, in accordance with the Board-approved risk appetite;
- Ensure appropriate methods for the identification and mitigation of risk are in place and are operating as intended;
- Support good risk governance, responsibility and accountability; and
- Ensure that a consistent risk management approach is embedded across Enstar.

**Through our ERM Framework, we aim to embed ESG considerations through all aspects of our business.**



Enstar’s risk management approach is applied throughout our organisation and includes outsourcing arrangements. As outlined in our Procurement, Outsourcing and Third-Party Management Policy, we take steps to understand the nature of the risks associated with third-party vendors. Through due diligence, risk assessments and other oversight activities, we gain assurance that our business partners are conducting our business to the high standards we expect.

**RISK STRATEGY KEY PRINCIPLES**

Ten key principles underpin Enstar’s Risk Management Strategy. Risk Management is:

- An integral part of organisational processes;
- Part of decision making;
- Addressing uncertainty;
- Systematic, structured and timely;
- Based on best information;
- Tailored;
- Transparent and inclusive;
- Dynamic, iterative and responsive to change;
- Facilitating or driving continual improvement; and
- Focused on protecting our stakeholders and policyholders.

**RISK APPETITE FRAMEWORK**

Enstar’s Risk Appetite Framework (RAF) is in place for the Group and its regulated subsidiaries and monitors risk taking throughout the business, by linking business strategy and planning with available capital and risk. The Framework is updated annually, to ensure it remains aligned to changes in our business and risk strategies.

At its core, the RAF is designed to deliver two key functions. First, it should protect the Group and subsidiaries from an unacceptable level of loss, compliance failures and/or adverse reputational impacts. Second, it supports our wider strategic decision-making process, for example by ensuring that risks associated with proposed transactional activities are identified, evaluated and understood as part of the wider due diligence process, and are consistent with the approved appetite.

The Framework includes an ESG appetite statement and supporting metrics.

**BUSINESS CONTINUITY FRAMEWORK**

Enstar’s Business Continuity Framework is an important component of the business strategy, due to the role it plays in ensuring resilience, especially given the potential for unforeseen circumstances to impact our operations, or those of critical third-party service providers.

**The key elements of the Business Continuity Framework are:**

**Mitigation**

Ensuring sound infrastructure is in place.

**Preparedness**

Ensuring appropriate governance, processes, and procedures are in place.

**Response**

Ensuring mitigating actions are designed to expedite an efficient and effective response.

**Recovery**

Ensuring a clear, understood, and communicated plan exists for a return to business as usual.

In 2023, we further enhanced our Framework through desktop testing of our contingency plans for critical vendors identified through the annual Business Impact Assessment. In addition, we documented contingency playbooks for each key business function, to ensure appropriate processes are in place in the event of unscheduled business interruption.

**RISK GOVERNANCE**

We have fully adopted the Three Lines Model of risk governance, including Management, Risk & Compliance and Internal Audit. The approach helps us create and protect value throughout the organisation and is supported by ownership of risks and clear allocation of responsibilities for their day-to-day management.

Enstar and its subsidiaries have internal controls in place, designed to manage risks to acceptable levels, and the effectiveness of controls is regularly considered in managing and balancing risk and appetite. These are implemented within each line of the Three Lines Model.



Additional information regarding our risk management strategy can be found in our Annual Report on Form 10-K for the year ended 31 December 2023.

FIRST LINE		
Function(s)	Reporting Lines	Key Roles and Responsibilities
<b>Management, comprising senior corporate executives and their function leaders and risk owners</b>	Executive Committee	<ul style="list-style-type: none"> <li>Drive a strong culture of risk management.</li> <li>Design and implement effective business processes so that risk is managed within appetite.</li> <li>Follow defined processes and controls when delivering business services.</li> <li>Risk and control owners perform quarterly attestations on the effectiveness of design and operation of controls and risk ratings.</li> <li>Provide quarterly risk metrics to allow effective risk tracking.</li> <li>Report incidents to the Risk Management team.</li> <li>Work with Risk Management to design and undertake routine and ad-hoc stress and scenario testing.</li> </ul>
SECOND LINE		
Function(s)	Reporting Lines	Key Roles and Responsibilities
<b>Risk Management</b>	CEO and EGL Risk Committee and subsidiary Boards	<ul style="list-style-type: none"> <li>Ensure independent review and challenge of first line activities.</li> <li>Develop, maintain, and implement the ERM Framework across the Group.</li> <li>Oversee the operation of the ERM Framework, ensuring emerged / emerging risks are identified on an ongoing basis.</li> <li>Lead and facilitate the ongoing maintenance of a robust RAF, to provide an ongoing, holistic view of risk for the Executive and Board (including the EGL Risk Committee) to guide and inform the ERM Framework.</li> <li>Identify, measure, manage and monitor the risk profile of the company to inform the decision-making process.</li> <li>Ensure high-rated risks have appropriate controls, which are tested on a frequent basis.</li> <li>Conduct comprehensive risk assessments on strategic initiatives such as transactions and investment reallocations.</li> <li>Investigate, remediate and (where appropriate) escalate control failures and risk appetite breaches to the appropriate governance forums.</li> <li>Promote the consideration of Environmental (particularly climate-related), Social and Governance risks in the business planning and strategic priorities process.</li> <li>Oversee, collate and include stress- and scenario-testing into the wider Framework, and where appropriate ensure risk mitigation measures are designed and implemented.</li> <li>Perform Root Cause Analysis as appropriate of reported incidents and risk events.</li> </ul>
<b>Compliance</b>	EGL Board and subsidiary Boards	<ul style="list-style-type: none"> <li>Develop, maintain, and execute a Compliance Framework, supported by annual testing where applicable.</li> <li>Investigate, remediate and where appropriate escalate compliance failures.</li> <li>Provide advice and recommendations on compliance laws, rules and standards.</li> </ul>
THIRD LINE		
Function(s)	Reporting Lines	Key Roles and Responsibilities
<b>Internal Audit</b>	EGL Audit Committee and subsidiary Boards	<ul style="list-style-type: none"> <li>Provide independent and objective assurance on the adequacy and effectiveness of governance and risk management and controls.</li> <li>Execute an annual risk-based internal audit plan that ensures all material activities, controls and areas of greatest perceived risk are reviewed on a regular basis.</li> </ul>

# 2024 Priorities

**To build on our 2023 progress, we intend to focus on the following activities across our 2024 ESG programme.**

**In the year ahead, we will:**

- Continue to expand our Scope 3 GHG emissions reporting, including consideration of the emissions associated with our investment portfolio.
- Set medium and longer-term targets for emissions reduction, including an accompanying emissions reduction plan.
- Continue the implementation of our five-year DE&I programme.
- Establish new DE&I targets.
- Continue to improve our capture of diversity data.
- Launch a new early careers programme, which will expand the range of pathways into the business.
- Strengthen our existing global community and charity partnerships, and look to develop new ones.
- Grow our firmwide volunteering programme.
- Conduct an updated sustainability materiality assessment, which will include consideration of upcoming global regulatory requirements.
- Continue our monitoring of physical, transition and liability risk across our lines of business, investment portfolio and physical operations.
- Continue to undertake gap analyses and preparation for the plethora of upcoming global regulatory and reporting requirements.
- Continue engaging with ESG data and ratings providers to solidify our understanding of scoring methodologies and identify material areas where our ESG practices and ratings can continue to improve.
- Work towards future third-party assurance of our ESG data and reporting.



**We look forward to continuing our ESG journey and to transparently reporting our progress.**

# ESG Scorecard

Our first ESG scorecard sets out our performance across a range of areas linked to our ESG strategy. It includes detailed information related to our operations, investments, people and governance.

## Operations & Emissions\*

METRIC	UNIT	TARGET	FY 2023	FY 2022
Scope 1 Direct Emissions <sup>21,22</sup>	CO <sub>2</sub> e tonnes	N/A	6.36	8.85
Scope 2 Indirect Emissions <sup>23</sup> Market-based	CO <sub>2</sub> e tonnes	N/A	561.90	558.05
Scope 2 Indirect Emissions <sup>24</sup> Location-based	CO <sub>2</sub> e tonnes	N/A	495.73	496.91
<b>Total GHG Emissions (Scope 1 &amp; 2)<sup>25</sup></b>	<b>CO<sub>2</sub>e tonnes</b>	<b>N/A</b>	<b>502.09</b>	<b>505.77</b>
Scope 3 Other Indirect Emissions <sup>26</sup>	CO <sub>2</sub> e tonnes	N/A	13,806.15	11,407.41
<i>Scope 3: Category 1 – Purchased Goods and Services</i>	<i>CO<sub>2</sub>e tonnes</i>	<i>N/A</i>	<i>11,285.83</i>	<i>9,656.76</i>
<i>Scope 3: Category 3 – Fuel and Energy-related Activities (not in Scope 1 &amp; 2)</i>	<i>CO<sub>2</sub>e tonnes</i>	<i>N/A</i>	<i>77.76</i>	<i>84.84</i>
<i>Scope 3: Category 5 – Waste Generated in Operations</i>	<i>CO<sub>2</sub>e tonnes</i>	<i>N/A</i>	<i>0.45</i>	<i>0.49</i>
<i>Scope 3: Category 6 – Business Travel</i>	<i>CO<sub>2</sub>e tonnes</i>	<i>N/A</i>	<i>1,649.23</i>	<i>823.20</i>
<i>Scope 3: Category 7 – Employee Commuting</i>	<i>CO<sub>2</sub>e tonnes</i>	<i>N/A</i>	<i>659.30</i>	<i>644.28</i>
<i>Scope 3: Category 13 – Downstream Leased Assets</i>	<i>CO<sub>2</sub>e tonnes</i>	<i>N/A</i>	<i>133.58</i>	<i>197.84</i>
<b>Total GHG Emissions (Scopes 1, 2 &amp; 3)<sup>27</sup></b>	<b>CO<sub>2</sub>e tonnes</b>	<b>N/A</b>	<b>14,308.24</b>	<b>11,913.18</b>
Total Energy Consumption (Scopes 1 & 2) <sup>28</sup>	MwH Total	N/A	1,369.15	1,438.85
Business Travel: Distance Travelled <sup>29</sup>	Millions km	N/A	6.49	3.89
Operational GHG Emissions per FTE <sup>30,31,32</sup>	CO <sub>2</sub> e tonnes / FTE	N/A	0.62	0.64
Business Travel Emissions per FTE	CO <sub>2</sub> e tonnes / FTE	N/A	2.05	1.04

\*Totals may not sum due to rounding.

<sup>21</sup> Scope 1 Direct Emissions include those from leased company vehicles and natural gas consumption.

<sup>22</sup> Scope 1 does not include fugitive emissions relating to leaks of greenhouse gases, from air-conditioning units for example. This is due to the unavailability of actual data for the provision of top-up gases and maintenance engineer reports for the reporting years. In the majority of our office locations, space is leased in a shared building, or we rent a serviced office space, so maintenance of central systems is managed by the building owner or manager.

<sup>23</sup> Scope 2 emissions have been calculated using both location and market-based methods. For market-based electricity reporting, no market-based instruments have been applied to Enstar Group's electricity consumption. Country-level residual mix factors have been applied to those locations that have a valid residual mix factor available. For those locations without valid residual mix factors, we have applied location-based grid electricity factors to derive a result in line with the Scope 2 market-based methodology.

<sup>24</sup> The location-based method reflects the average emissions intensity of the electricity grid on which energy consumption occurs (using mostly grid-average emissions factor data).

<sup>25</sup> Total GHG emissions (Scopes 1 and 2) includes location-based emissions for Scope 2.

<sup>26</sup> Scope 3 emissions include the GHG emissions associated with our value chain. Categories 1, 3, 5, 6, 7, 13 and 15 were identified as relevant to Enstar. Data for category 15 (investments) will be included as data quality and methodologies in this area continue to evolve.

<sup>27</sup> Total GHG Emissions (Scopes 1, 2 and 3) includes location-based emissions for Scope 2.

<sup>28</sup> Where electricity consumption data has not been available, this has been estimated based on the amount spent and the average price per kWh electricity during the reporting period. Where the amount spent was not available either, the electricity consumption has been estimated based on the floor area and the typical electricity consumption per square meter per year according to the BBP 2021.

<sup>29</sup> This excludes employee commuting and leased vehicles.

<sup>30</sup> To give context to our operational GHG emissions and to enable a comparison of carbon efficiency with firms within our industry, our absolute emissions have been normalised using FTE as the denominator.

<sup>31</sup> FTE is the total number of employees, including permanent and temporary personnel, measured as at 31 December of each year.

<sup>32</sup> Includes Scope 1 and Scope 2 location-based emissions.

## People & Community\*

METRIC	UNIT	TARGET	FY 2023	FY 2022
New hires identifying as female	%	N/A	40.0	42.9
Voluntary turnover	%	≤ 13%	6.9	10.1
Employee engagement score	%	85%	88	88
Percentage of employees that would recommend Enstar as a place to work	%	N/A	89	86
Average intern feedback score	# out of ten	N/A	9.0	8.9
Female global headcount	%	N/A	45.2	47.0
Female Senior Leadership <sup>33</sup>	%	N/A	26.8	27.8
Ethnicity global headcount <sup>34</sup>	%	N/A	24.7	New metric
Percentage of Board that are female or an underrepresented minority	%	30%	33.3	33.3
Percentage of employees volunteering	%	≥ 20%	46.5	New metric
Amount of volunteering	# hours	N/A	2,411	New metric
Total charitable donations	\$	N/A	757,221	611,400
Value of volunteering time	\$	N/A	128,066	New metric
Value of management costs	\$	N/A	290,901	New metric
Total community contribution	\$	N/A	1,176,189	New metric

\*Totals may not sum due to rounding.

<sup>33</sup>Our FY 2022 figure has been restated to reflect revised internal definition and calculation methodology.

<sup>34</sup>Total proportion of employees that identified as being from a non-white ethnic group. Data covers 77.8% of the global workforce, sourced from the annual employee engagement survey.



## Ethics & Compliance

METRIC	UNIT	TARGET	FY 2023	FY 2022
Complaints to claims ratio <sup>35</sup>	# complaints per 1,000 claims	N/A	0.27	0.38
Employees who have completed ESG-related training <sup>36</sup>	%	≥ 95%	98.2	95.5
Employees who have completed data privacy and security training	%	N/A	98	98

## Investments

METRIC	UNIT	TARGET	FY 2023	FY 2022
Investment Portfolio Average ESG Rating	ESG rating	≥ BBB -	A	A
Corporate Bonds WACI	CO <sub>2</sub> e tonnes/ \$m revenue	202	188	164
Public Equity WACI	CO <sub>2</sub> e tonnes/ \$m revenue	125	64	120
Combined Corporate Bonds/Public Equity WACI <sup>37</sup>	CO <sub>2</sub> e tonnes/ \$m revenue	≤ 198	181	159
Asset managers that are UN PRI signatories	%	N/A	91	91

<sup>35</sup> Our claims calculation methodology has been revised for 2023, taking the Q4 2023 claims figure as our basis for the annual total, removing the possibility of duplication. The FY 2022 figure has been restated to reflect this change in methodology.

<sup>36</sup> ESG-related training covers several different training modules encompassing ESG, Information Security, Sanctions, Gifts and Hospitality, Anti-Money Laundering and Insider Trading.

<sup>37</sup> Weighted Average Carbon emissions Intensity (WACI) for Corporate Bonds and Public Equity – the target is the WACI score of applicable benchmark indices.

# Appendix

**Our carbon emissions data presented in this report has been calculated by an external third party.**

**The third party used the energy content and emission factors considered most relevant to each of our regions, based on information sourced from the following:**

- CIBSE (2012). Energy Efficiency in Buildings, Guide F. The Chartered Institution of Building Services Engineers.
- CO<sub>2</sub> emissiefactoren (2023). List of emission factors.
- Commonwealth of Australia (2022). National Greenhouse Account Factors (NGA) - Australian National Greenhouse Accounts.
- Department for Business, Energy and Industrial Strategy (2021). 2021 Government GHG Conversion Factors for Company Reporting.
- Department for Business, Energy and Industrial Strategy (2022). 2022 Government GHG Conversion Factors for Company Reporting.
- Department for Business, Energy and Industrial Strategy (2023). 2023 Government GHG Conversion Factors for Company Reporting.
- Deutsche Bahn (2023). 2022 Integrated Report.
- EC (2023). National Inventory Report. Greenhouse Gas Sources and Sinks in Canada: 1990 - 2021. Environment Canada.
- Ecometrica (2023). Ecometrica homeworking model 2023.
- EIA (2018). 2015 Commercial Buildings Energy Consumption Survey (CBECS).
- Energi Företagen (2023) Lokala miljävärden 2022. Sweden.
- EPA (2022). Inventory of U.S. Greenhouse Gas Emissions and Sinks: 1990-2020. United States Environmental Protection Agency.
- EPA (2023). GHG Emission Factors Hub. Center for Corporate Climate Leadership.
- EPA (2023). Emissions & Generation Resource Integrated Database (eGRID).
- EPA (2023). Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6.
- IPCC (2019). Revised IPCC Guidelines for National Greenhouse Gas Inventories: Reference Manual. Intergovernmental Panel on Climate Change. Cambridge University Press, Cambridge. (No refinement from 2006).
- SJ (2023). Train ticket prices.
- Swiss Confederation (2023). Switzerland's Greenhouse Gas Inventory 1990-2021 National Inventory Report. Federal Office for the Environment FOEN.
- United Nations (2023). UN Statistics Division - 2020 Energy Balance Visualizations.
- United Nations (2023). UN Statistics Division - 2030 Energy Balance Visualizations.



**Realising Value**

## **Important Information Regarding Forward-looking Statements**

This report may include certain forward-looking statements regarding our current views with respect to future events, risks and uncertainties. These statements are intended as “forward-looking statements” under the Private Securities Litigation Reform Act of 1995. Actual events and results may differ materially from those set forth in the forward-looking statements. We undertake no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise. For a complete description of the risks and factors that could cause actual results to differ from our current expectations, please see our annual report on Form 10-K and quarterly reports on Form 10-Q filed with the SEC. Any forward-looking statement you see in this report reflects Enstar Group Limited’s current views with respect to future events and is subject to these and other risks, uncertainties and assumptions.

**ENSTAR**