

# HUMAN IMPACT

**The impact ENL has on its most important stakeholders: employees, customers, shareholders, suppliers, communities, and on any other person influencing or being affected by the organisation.**



## Shareholders & providers of capital

### Their expectations

- Sustainable return on investment
- Good governance
- Open, transparent, accurate and timely information

### Our response

- Providing sustainable return on investment
- Maintaining relationships with shareholders through regular communication about the group's performance



Group review (page 44 to 45)



Corporate governance report (page 82 to 96)

### Outcomes and highlights during the year

- Constituent of the Stock Exchange of Mauritius' Sustainability Index (SEMSI) since February 2022
- Better involved shareholders and providers of capital and reinforced synergies in our relationships
  - Engaged and dialogue-driven via our Annual General Meeting and Investor Relations Meetings
- Remuneration of shareholders through dividend to attest to the group's ability to bounce back post-pandemic



Share price at year end:

Rs 27 (2021: Rs 20.75)



Market capitalisation  
at year end:

Rs 10.1 bn (2021: Rs 7.8 bn)



No. of shareholders:

4,254 (2021: 4,086)



Dividend yield:

2.96% (2021: 2.41%)



## Employees

### Their expectations

- Feel empowered, valued and respected
- Personal and professional growth
- Access to learning and development opportunities
- Safe and healthy working environment
- Sense of pride of working at ENL
- Regular discussions on own performance
- Market-aligned employment conditions
- Understanding of employment advantages and benefits



**No. of employees:**  
6,765 (2021: 6,760)

### Our response

- ENL's mission, values and strategic objectives as well as employee engagement promoted through #myinPACT Programme
- Employee engagement monitored every year
- International benchmarking for the quality of work environment we provide: 15 subsidiaries obtained the Great Place to Work certification in December 2021
- National benchmarking of remuneration policy and practice
- Commitment to providing opportunities for personal and career-related development through training
- Strategic human resource management at group level laying emphasis on talent management, performance management and employee engagement
- Occupational Safety and Health Management to accompany and support ENL and its subsidiaries in providing a safe and secure work environment as required by law

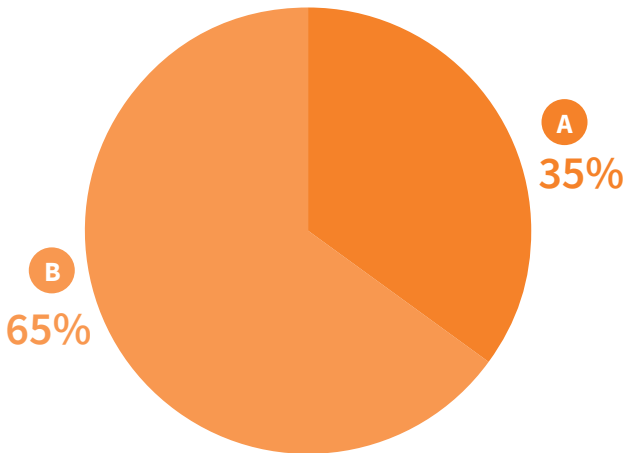
ENL launched REAL, a training program for team leaders in the group.



Outcomes and highlights during the year

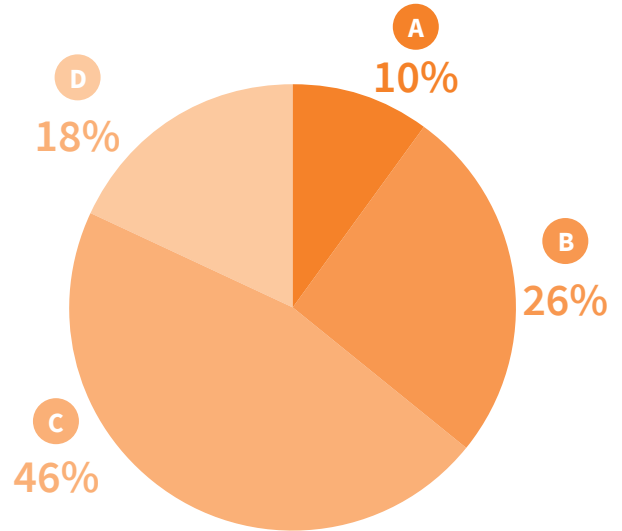
Workforce at a glance

Gender



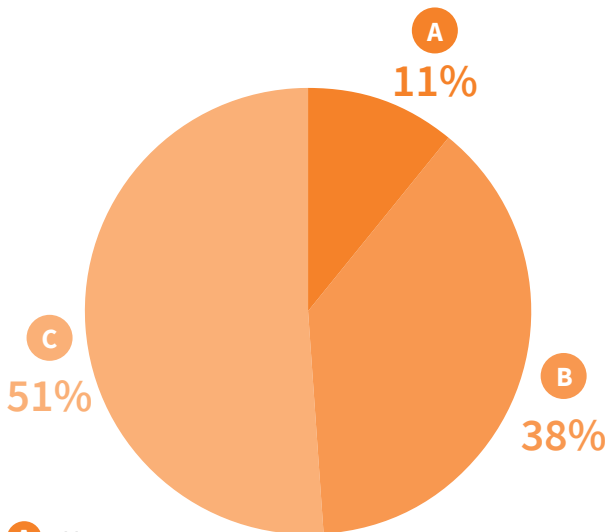
- A** Female
- B** Male

Generation



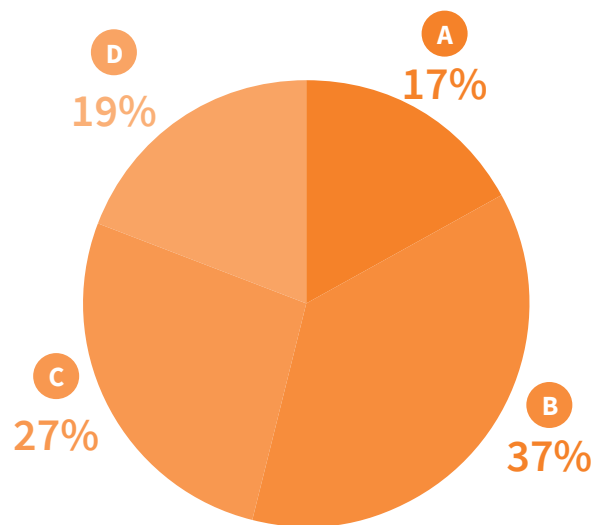
- A** Baby boomers (1946 to 1964)
- B** Gen X (1965 to 1979)
- C** Gen Y (1980 to 1994)
- D** Gen Z (1995 onwards)

Category



- A** Manager
- B** Staff
- C** Operatives

Years of service



- A** < 1
- B** 1 - 5
- C** 6 - 15
- D** > 16

## Talent attraction and retention

To remain as an employer of choice, the team geared itself to refining its Talent Management action plan. During the year, an additional 147 employees (with a total of 347 to date) benefited from the psychometric testing and profiling assessments, feedback sessions and personalised development plans.

Over a hundred trainees were welcomed in the group, adding dimension and dynamism to our work culture by offering fresh perspectives while being exposed to the operations of the businesses and having the opportunity to secure future employment.

Throughout the year, we also continued to develop our leadership framework and established successful foundations with clear methodologies and best practices for the implementation of succession plans across the group.



### Retention rate:

92% (2021: 88%)



### Stability Index:

82% (2021: 89%)

**+280**  
employees promoted



### Visits on ENL Talent page:

68,100



### Candidates' profiles on ENL Talent page:

31,500 (+7%)

## Employee experience and engagement

We believe possibilities are endless if the right mindset is cultivated. Our organisational values require each ENL team member to **commit** to high standards of performance, to **connect** with stakeholders through active listening and to **innovate** by embracing change and continuous improvement.

We obtained the Great Place to Work certification in December 2021 with a score of 72%, surpassing our Cap 23 target of 70% and attesting to our efforts to engage with our employees. Some initiatives during the year included:

- **Surveys and culture audits.** 15 companies were certified Great Place to Work, out of which 8 companies were nominated as Best Workplaces. Rogers carried out the same exercise with Willis Towers Watson and obtained 82%.
- **#myInPACT.** This culture alignment programme was introduced in the previous year to foster employee participation and commitment to three areas of impact, namely human, ecological and economic. The focus of initiatives under this programme is centred around the ecological aspect of sustainability: beach clean-ups, tree planting exercises, recycling challenges, etc.
- **#myENL Buddy programme.** In the last year, the buddy programme was revamped to be more dynamic and productive through online training for buddies, regular formal and informal communications, and regular meetings.
- **Awareness talks and activities for internationally celebrated themes.** In continuance with previous years, we celebrated numerous international days including International Women's Day under the theme #breakthebias.

During the year, Rogers renamed their Human Resources Department to People Department and chose three areas of focus.

- **Build capability.** Appropriate upskilling of existing and new employees by providing the right tools, skills and core competencies to ensure that employees reach their full potential.
- **Drive engagement.** Feedback received was used to develop an action plan to strengthen employee engagement.
- **Enhance productivity.** Focusing on new approaches to well-being and employee support.



### Trust Index Score:

72%

**#myInPACT**

107 Quick wins



47 partners on myENL card

*Learning and development*

The main challenge for the year remained the sanitary restrictions which imposed training institutions to limit face-to-face interaction, resulting in a lower-than-expected number of training sessions. Despite this, we were able to launch REAL, ENL's leadership development programme with the first cohort of 20 leaders across the group. The programme was designed with the aim to encourage ENL leaders to be resilient while demonstrating their commitment to the values and culture of the group in their way of acting and decision-making.

Rogers maintained its focus on cross-sectoral development programmes, including:

- ACE Managers Development Programme with 147 participants to continuously develop the required skills and competencies to manage teams and operations effectively;
- RISE Sales Programme designed for sales professionals who wish to better gear themselves for negotiations and influencing prospective clients;
- "Read to Lead", a compelling list of must-read business books; and
- Rogers Talks with this year's themes including mental and psychological health, storytelling and leading a performance culture.

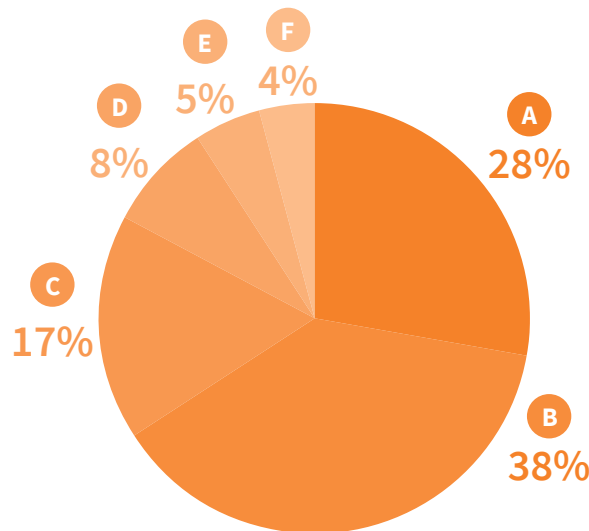


**Hours invested in training:**  
89,400 (2021: 24,402)



**Investment in training:**  
Rs 37m (2021: Rs 22m)

**Training expense per area of focus**



- A** Leadership and talent development
- B** Technical competencies
- C** People Focus
- D** ICT and equipment
- E** Governance and compliance
- F** Health, Safety & Welfare

*Well-being, safety and health*

ENL is committed to acting as a responsible employer by providing the highest standards of safety and health for its employees, contractors, and visitors. The group complies with the provisions of the Occupational Safety and Health Act 2005 and its associated regulations. Initiatives taken this year included:

- reviews and updates of the ENL Safety and Health Policy in regard to the changing environment;
- exposing and educating employees through regular training and awareness sessions, such as fire safety and first aid;
- risk assessments as well as implementation of preventive and mitigating measures to reduce risks;
- regular inspections and workplace audits at subsidiaries to promote continuous improvement and identify hazards and non-compliances;
- communication with the entities of the group concerning best practices with respect to work arrangements; and
- fostering a culture for safe and healthy workplaces through events such as breast cancer screening, prostate cancer talks, blood donations, workshops on well-being, talks with a nutritionist, basic health screening and massages.

Rogers embarked on its wellness journey by revamping its related framework (The 360° Wellness Wheel) to address employees’ physical, mental, emotional, financial and social needs; and introducing Meditation Fridays to provide employees with the tool to cultivate mindfulness and start the day by setting the right intention and state of mind.

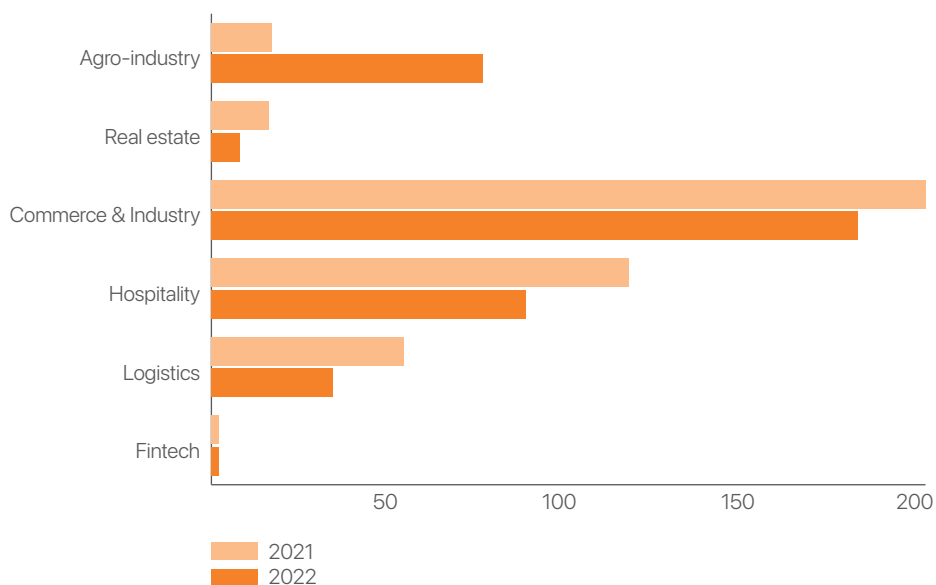


**Safety and Health training and toolbox talks:**

3,960 employees (2021: 4,624)

Segments	Lost Time Injury Frequency Rate for every 200,000 hours worked
Agro-industry	1.3
Real estate	0.5
Commerce & industry	7.7
Hospitality	4.1
Logistics	4.9
Fintech	1.2

**Number of reported Occupational Safety and Health incidents**



### Employment relationship legal framework

We have continued bettering our teams and the work environment by enacting the following internal policies to bring value and operational consistency in human resource management practices:

- A revised version of the employee and officer privacy policy
- Heavy rainfall protocol
- Policy on the prevention of violence at work
- Equal Opportunity Policy



### Business partners & suppliers

#### Their expectations

- Equal access to supplier and partnership opportunities
- Be treated in a professional, fair, transparent, ethical and responsible manner

#### Our response

- We conduct business in a professional, transparent, ethical and responsible manner
- We share a copy of our Code of Ethics with business partners to ensure alignment
- We network with the private sector through numerous forums to ensure we share best practices that benefit our group and our business partners

#### Outcomes and highlights during the year



Corporate governance report (pages 82 to 96)



Group Review (pages 44 to 45)

Rs **10.6 bn**  
Procurement spend



### Customers

#### Their expectations

- Consistently deliver on our brand promise in terms of products, services and experiences
- Anticipate customer needs, aspirations and expectations
- Fair commercial practices, sound ethics and good governance

#### Our response

- We use data and insights to attract new customers and deliver meaningful customer engagement across all our touchpoints
- We consistently evolve our products and services to create brand experiences that make a positive difference in our customers' lives
- We aim to deliver extraordinary customer service capabilities to earn and keep customer trust and increase our brand equity

#### Outcomes and highlights during the year

##### Customer centricity

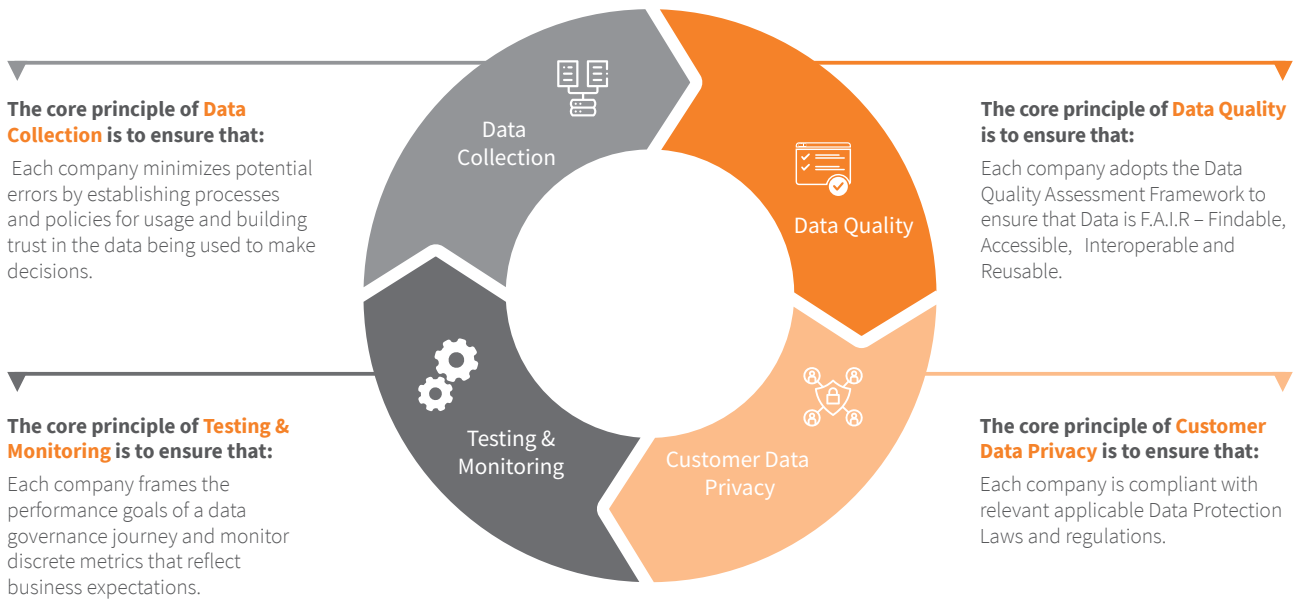
Customer centricity is a key strategic focus in Cap 23, our current business plan, and a mindset that ENL continues to nurture and communicate across all levels of its organisation. It is a must for our teams to understand our customers better than ever and to be able to offer a personalised and exceptional customer experience. In order for this to happen, accurate identification of customers and the stage reached in their journey is of vital importance. We have also dedicated feedback mechanisms embedded across all of our companies, with the following key scores being monitored:

- Customer Satisfaction Score (CSAT);
- Net Promoter Score (NPS); and
- Brand Health Metrics.

##### Data

As a valuable asset to the group and its entities, we are implementing best practices for compliance with Applicable Data Protection Laws and Regulations and Data Governance Procedural measures to ensure that the data is F.A.I.R. (Findable, Accessible, Interoperable and Reusable). To build capacity and to deploy the group's action plan for this stakeholder group, our Digital and Customer Experience team has expanded during the year and is an impetus for the implementation of a Group Data Strategy Roadmap through the adoption of a Customer Data Governance Policy Framework.

### Customer Data Governance Program Roadmap



Several initiatives to create bespoke customer experiences have been implemented during the year under review:

- **Axess** adopted a world-class CRM solution to better serve and communicate with customers; and launched Serenity by Axess, a service and maintenance planner for customers to plan their motoring budget accurately.
- **Ensport** launched a website as a new customer touchpoint and activated Decathlon's Client Membership to enhance the brand's shopping experience.
- **Grewals** redesigned its website to facilitate intuitive navigation.
- **Nabridas** implemented an after-sales service feedback mechanism and deployed a loyalty programme with Dive'IN card.
- **ENL Property** performed its customer journey mapping to optimise its customer touchpoints and implemented a wide range of satisfaction benchmarks and continuous improvement programme.
- **Ascencia** revamped its website to provide a one-stop shop for all information on shops, offers and happenings for an enhanced brand experience.

### ENL's online engagement:



**334 k interactions**

(2021: 153 k)



**2.7 m content views**

(2021: 788 k)



**865 k content views**

(2021: 923 k)



**562 k page visits**

(2021: 551 k)







## Local communities

### Their expectations

- Employment opportunities in ENL group
- Responsible citizenship
- Support to become more autonomous

### Our response

- Through ENL Foundation, we remain committed to promoting integrated neighbourhoods, nurturing future generations and enabling vulnerable communities to live with dignity.
- We leverage our goodwill to contract strategic partnerships and secure funding from alternative sources, when applicable, to upkeep commitments.
- Through Moka'mwad, we bring together residents and regional players to improve the quality of life in Moka, our main region of operation.
- We actively support the arts, culture and sports through our sponsorship programme.
- Les Kocottes, former poultry houses, have been renovated and designed to promote social bonding, interaction and learning, by offering a multi-purpose space open to anyone providing a value-added activity to the city.
- We have working committees to spearhead the group's sustainability and inclusiveness programmes.

*A healthy community: a priority for ENL Foundation who organised a day of free medical screening for the inhabitants of Cité Ste Catherine.*

### Outcomes and highlights during the year

#### *Enable vulnerable communities to live with dignity*

##### *Case Management*

One of the main building blocks of ENL Foundation's interventions is case management within communities. This allows the implementation team and beneficiaries to set clear objectives and goals. This provides direction to both parties and beneficiaries are empowered to achieve wellness and autonomy.

##### *Zeneration Nou Kapav (ZNK)*

ZNK was set up four years ago by Eclasia and ENL Foundation to implement a community development programme at Cité Sainte Catherine. Its objective is to provide the necessary tools and support the residents to take ownership of their lives and community. ZNK has five pillars of intervention: financial autonomy, education, social housing, resilience, health and hygiene. During the year, ZNK assisted three families by providing administrative help to get building permits. A Médiathèque was inaugurated to provide a safe space for children to read, do schoolwork and be accompanied by a tutor.

#### *Nurture future generations*

##### *Accompagnement Scolaire and Zenfan Sourire*

The Accompagnement Scolaire and Zenfan Sourire programmes aim to ensure that schooling is accessible to children from vulnerable communities. This year, efforts were deployed to address difficult school topics and individual time dedicated to children by teachers. Subsequently, ENL Foundation organised remedial classes with teachers for smaller groups of children to deliver quality learning time.

# 33 children and 15 adults

have benefited from the Médiathèque

# 150

beneficiaries of Accompagnement Scolaire and Zenfan Sourire



### Integrated neighbourhoods

Kolektif Moka'mwad is Moka Smart City's citizens' initiative that acts as an energizer, catalyst and curator of the city of Moka through multi-theme actions that it organises and co-organises. Moka'mwad upheld its agenda of activities with complimentary weekly activities at the Telfair Amphitheatre to gather people who live, work or study in the region; Moka Moments was launched to encourage people to meet in the public spaces of Moka and share a moment together, such as the Moon Rise and Sunrise Jog; and despite being limited to 500 participants, the Moka Trail 2021 remained as one of the most-awaited trail events in the region.



**+100**  
volunteers

### Moka'mwad



**+1,000**  
participants in  
activities during  
the year

### ENL Foundation



**+100**  
projects  
implemented



Rs **28 m**  
investment in  
communities (+40%)

**+10,100**  
direct and indirect  
beneficiaries



### Government authorities

#### Their expectations

- Operations conducted in a safe and lawful manner
- Responsible citizenship
- Actor in the implementation of the Government's economic agenda
- Transparency, collaboration and networking

#### Our response

- We operate in full compliance with relevant laws and regulations.
- We proactively contribute to national growth through our dynamic entrepreneurial culture.
- We believe in the potential of partnerships to shorten learning curves and accelerate growth. Partnership with the public sector ranks high on our agenda.
- We contribute to the national dialogue through our membership in various industry organisations.



*Corporate governance report (page 82 to 96)*



*Driving Impact - Economic (page 36 to 41)*

#### Outcomes and highlights during the year

- Continuous contribution to the development of the national economy through investment in infrastructure, value distributed and employment creation.
- Participated in conferences, forums and panels at national level.



Rs **152 m**  
income taxes paid in  
Mauritius in FY22