



Close to modern conveniences and unspoilt nature, Savannah Connected Countryside, is our newest venture with a long-term vision to offer a high quality of life in an aesthetically pleasing setting.

Driving Impact

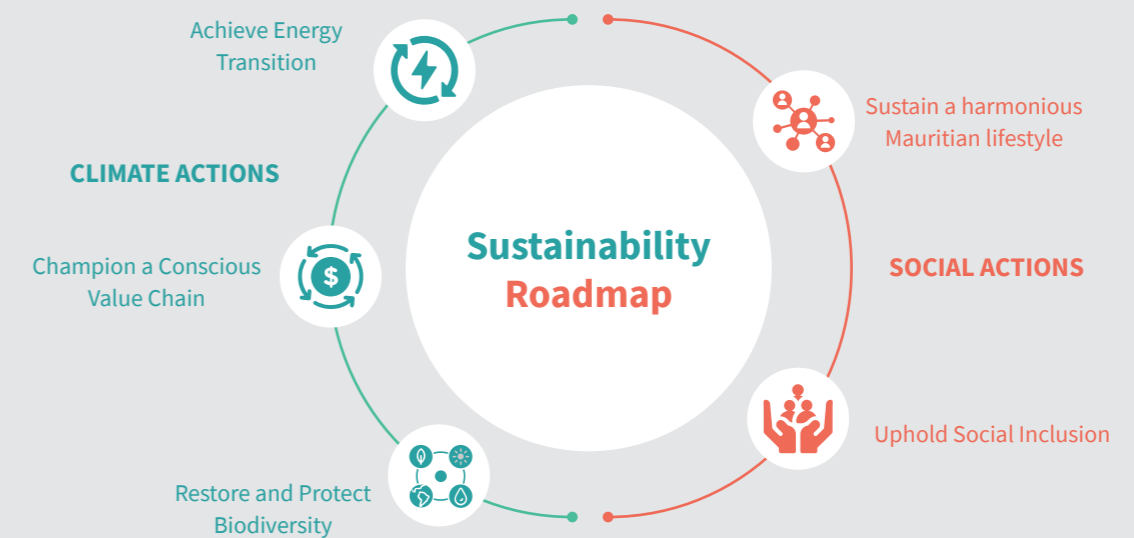
CAP23, impact driven

ENL has consistently been creating long-term shared value for its stakeholders. Under CAP23, we have taken the double challenge to:

- Ensure that our operations minimise their adverse human, ecological and economic impact; and
- Go beyond the “do no harm” approach to innovate and drive a positive human, ecological and economic impact.

ENL’s Sustainability Roadmap

The group has reorganised its sustainability strategy under a single roadmap towards 2030, which reflects our strong conviction that an inclusive and more environmentally friendly world is essential for the long-term prosperity of our businesses. The Roadmap 2030 is aligned with the Sustainability Development Goals of the United Nations and with Business Mauritius’ SigneNatir framework. It encompasses five action pillars categorised under Climate and Social actions.



Our approach to mainstreaming sustainability strategies requires:

- Being pertinent: Acting on what matters to our respective businesses, to our customers and our country.
- Being committed: Clear targets, tasks and metrics to follow with defined milestones for 2026 and 2030.
- Being inclusive: Involving our whole ecosystem in the change.

Governance

We believe that a successful integration and effective management of sustainability requires having a committed leadership and a robust governance structure. This is why ENL Limited has further reinforced its Sustainability department in November 2022, with a Head of Sustainability (“HoS”) reporting directly to the Group CEO, and a Sustainability Officer. The HoS presides over a Management Committee consisting of fifteen champions from various subsidiaries. Moreover, the Group CEO provides regular updates to the Board of Directors regarding sustainability initiatives.

Human Impact

ENGAGEMENT WITH STAKEHOLDERS



The impact ENL has on its most important stakeholders: employees, customers, shareholders, suppliers, neighbourhoods, 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
- Dialogue and engagement
- Long-term value creation

Our response

- Providing sustainable return on investment
- Maintaining relationships with shareholders and the investor community through regular communication about the group's performance
- Holding annual general meetings where shareholders have been able to directly engage with our leadership, ask questions and express their views
- Seeking feedback from our stakeholders and developing action plans



No. of shareholders:
4,251 (2022: 4,216)

Outcomes and highlights during the year

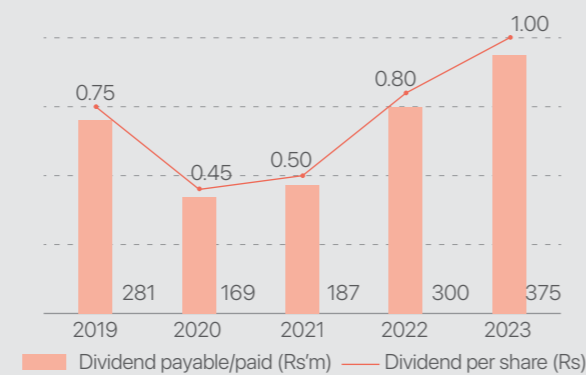
- Maintained regular communications through quarterly earnings releases, the annual report, email campaigns, our blog Enlighten and social media platforms
- Revamped the investor corner of our website to create distinctive and dedicated areas for both potential investors and shareholders
- Better involved shareholders and providers of capital and reinforced synergies in our relationships
 - Conducted surveys among the investor community to gain insights of their needs and gather their perspectives
 - Fostered engagement and discussions through events like the Annual General Meeting and Investor Relations Meetings
- Remunerated shareholders, through dividends, for their continuous support and attest to the group's good performance

Looking ahead, ENL is dedicated to further enhancing engagement with shareholders and providers of capital and developing the group's attractiveness as investment with strategic partners and investors.

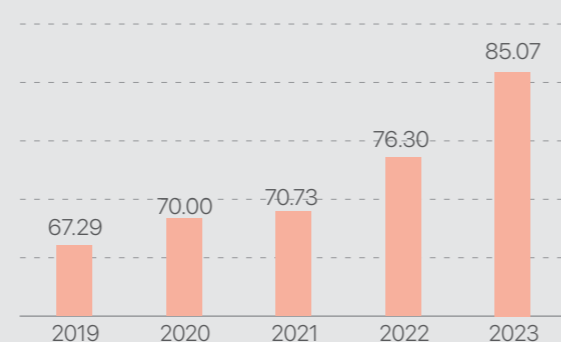
Value creation model (pages 24 to 25)

Corporate governance report (pages 88 to 108)

Dividends

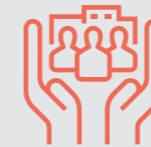


Net asset value per share (Rs)



7,330

employees (2022: 6,765)



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

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 like the Great Place to Work certification
- National benchmarking of remuneration policy and practices
- 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

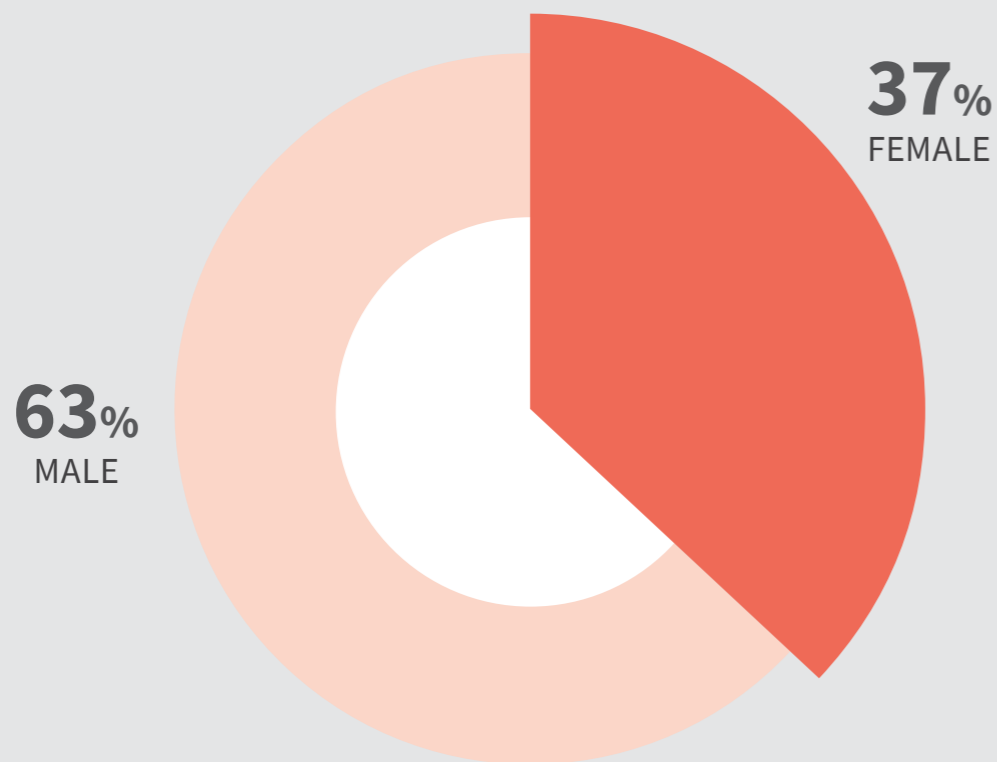


18 ENL companies obtained the Great Place to Work certification.

Outcomes and highlights during the year

WORKFORCE AT A GLANCE

Gender



Retention rate:
72%



Stability Index:
77%

+390
employees promoted

EMPLOYEE EXPERIENCE

We believe possibilities are endless if the right mindset is cultivated. At ENL, our people share and drive our quest and vision; to create impact sustainably.

Some initiatives during the year included:

- **Surveys and culture audits.** 18 companies were certified Great Place to Work, out of which 5 companies were nominated as Best Workplaces. Rogers carried out the same exercise with Willis Towers Watson and obtained 85%.
- **Focus groups.** Conducted within companies, providing employees with the platform to put forth ideas for enhancing their work environment and strengthening overall employee engagement.
- **#myInPACT.** In November 2022, myENLday, witnessed over 900 employees from various subsidiaries gathered around games aimed at fostering team cohesion and reaffirming their commitment to the #myInPACT programme.
- **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 Embrace Equity.

During the year, Rogers fostered an inclusive and engaging work environment through several initiatives, including:

- **Rogers Podcast:** Launch of the Rogers Podcast, aimed at inspiring and educating team members with exclusive interviews and practical insights.
- **Wellness:** Focusing on employee well-being with mindfulness and relaxation activities, including meditation and breathing sessions, health awareness programs and group walks.
- **Coaching:** Offering personalised coaching to employees seeking guidance in various areas, such as building self-confidence, enhancing executive presence, managing stress, and developing leadership competencies.

TALENT ATTRACTION AND RETENTION

During the year, our ongoing efforts encompassed the following initiatives:

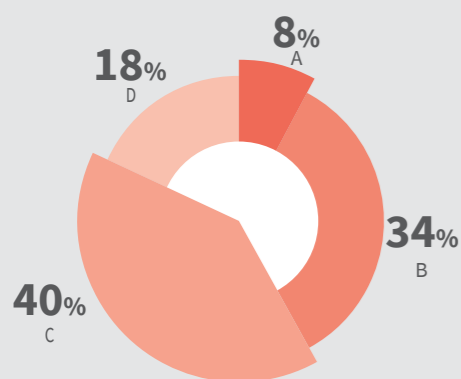
- Furthering the leadership framework through succession planning, leadership coaching and training opportunities.
- Extending the reach of psychometric testing and profiling assessments, along with feedback sessions and personalised development plans, to include more employees from group companies.

Rogers’ HR Operations have undergone a significant transformation, strengthening their Talent Acquisition Engine. To boost recruitment capabilities, they have partnered with global recruitment agencies, integrated the Interview AI platform, and expanded their involvement in career fairs.



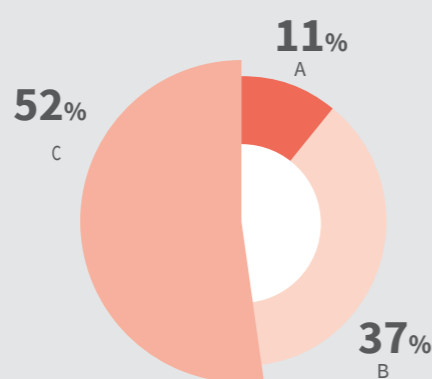
Trust Index Score
(excluding Rogers group): 75%

Generation



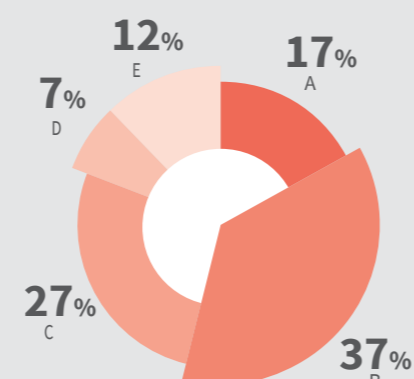
- A. BABY BOOMERS (1946 TO 1964)
- B. GEN X (1965 TO 1979)
- C. GEN Y (1980 TO 1994)
- D. GEN Z (1995 ONWARDS)

Category



- A. MANAGER
- B. STAFF
- C. OPERATIVES

Years of service



- A. <1
- B. 1-5
- C. 6-15
- D. 16-19
- E. >20

+200
trainees welcomed



42 partners on myENL card
(including 14 from outside of the group)

LEARNING AND DEVELOPMENT

ENL strives to foster a culture of continuous learning. This year saw The Enabling Academy gaining momentum and effectively conducting 20 training sessions, engaging around 700 participants. These sessions were primarily concentrated on strategic and top-down topics, such as:

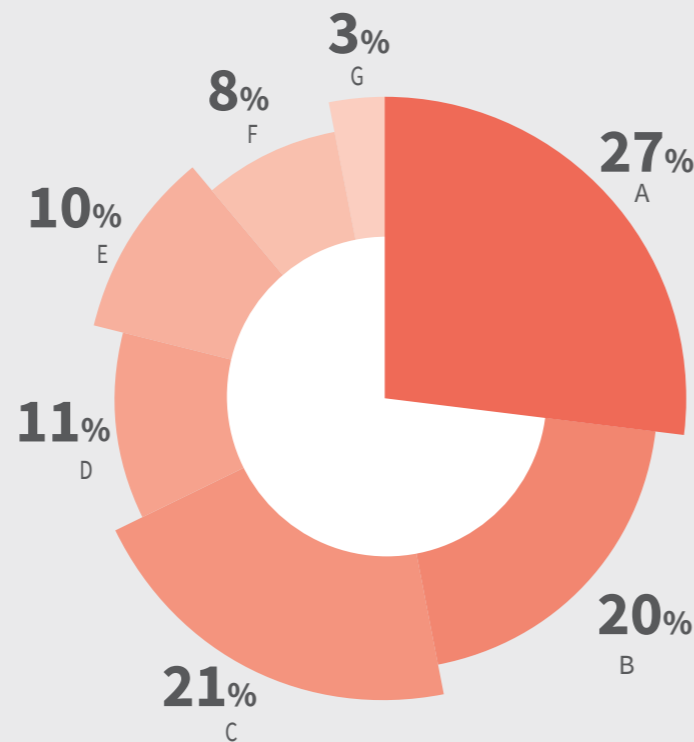
- Sustainability: La Fresque du Climat and Bilan Carbone
- Operational efficiency: Lean Processes
- Regulatory training: Compliance and AML/CFT

Rogers' People Development initiatives during the year included:

- Continuation of GROW Management Development Programme and RISE Sales Programme: Ensuring ongoing professional growth and sales excellence.
- Rogers Talks: Themed discussions addressing talent acquisition, employee engagement, and the cultivation of a modern workplace culture.
- Partnership with Mind Transformations:
 - Offered an 11-day Neuro-Linguistic Programming Practitioner Certification Training to enhance communication, coaching, and self-mastery skills.
 - Organised the Associate Coach Certification Programme, with 3 senior managers currently working towards becoming certified associate coaches.

Training expense per area of focus

- A. LEADERSHIP AND TALENT DEVELOPMENT
- B. TECHNICAL COMPETENCIES
- C. PEOPLE FOCUS
- D. ICT AND EQUIPMENT
- E. COMPLIANCE (LEGAL, QUALITY STANDARDS, REGULATORY AND GOVERNANCE)
- F. TEAM SYNERGIES
- G. HEALTH, SAFETY & WELFARE



Hours invested in training:

145,172 (2022: 89,400)



Investment in training:

Rs 59m (2022: Rs 37m)

WELL-BEING, SAFETY AND HEALTH

ENL is committed to act as a responsible employer by providing a safe working environment and foster the wellbeing and health of its employees, customers and other stakeholders. With this perspective in mind, policies are regularly assessed and revised to stay ahead of trends and maintain relevance within current context. The group also complies with the provisions of the Occupational Safety and Health Act 2005 and its associated regulations. Initiatives taken this year included:

- Awareness, sensitisation and training sessions.** Promoted safe working environments and the deployment of adopted policies; and ensured that our workforce is equipped with the right knowledge and skills to ensure their safety, such as first aid, fire and road safety.
- Risk assessments.** Performed risk assessments to identify potential risks and implemented appropriate control measures in safeguarding the safety and health of our employees.
- Communication and feedback.** Communicated best practices and collected employees' safety concerns and suggestions for improvement.
- Inspections and audits.** Promoted continuous improvement and identified hazards and non-compliances through inspections and audits.
- Culture.** Fostered a culture for health and wellbeing through events such as prostate cancer screening, eye screening, talks on chrono nutrition, cardiovascular diseases, cervical cancer & HPV, laughter therapy and massages.

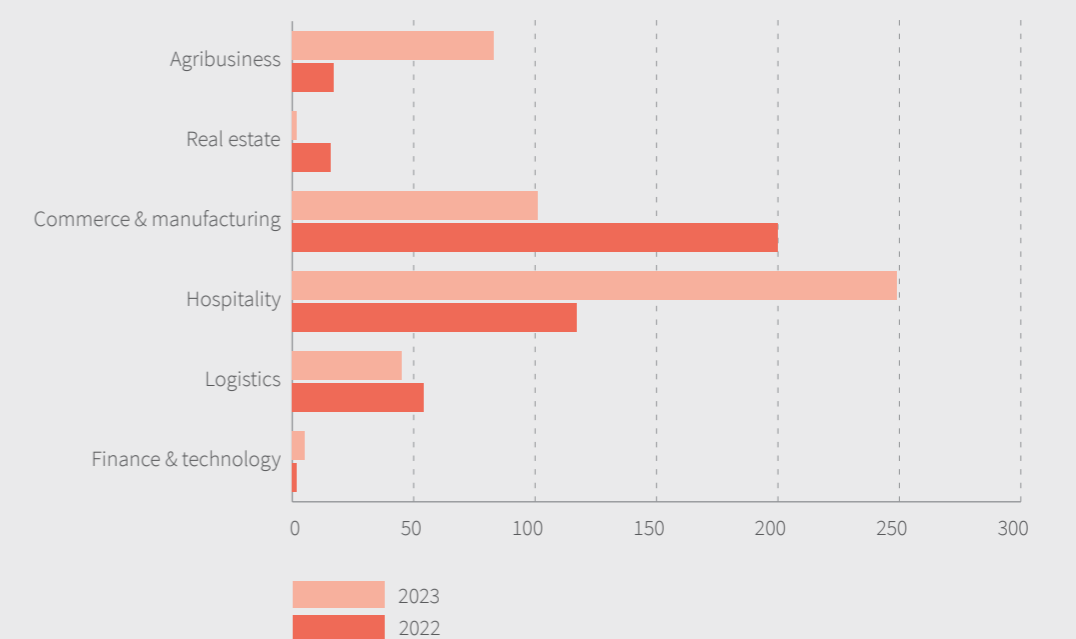


Safety and Health training and toolbox talks:

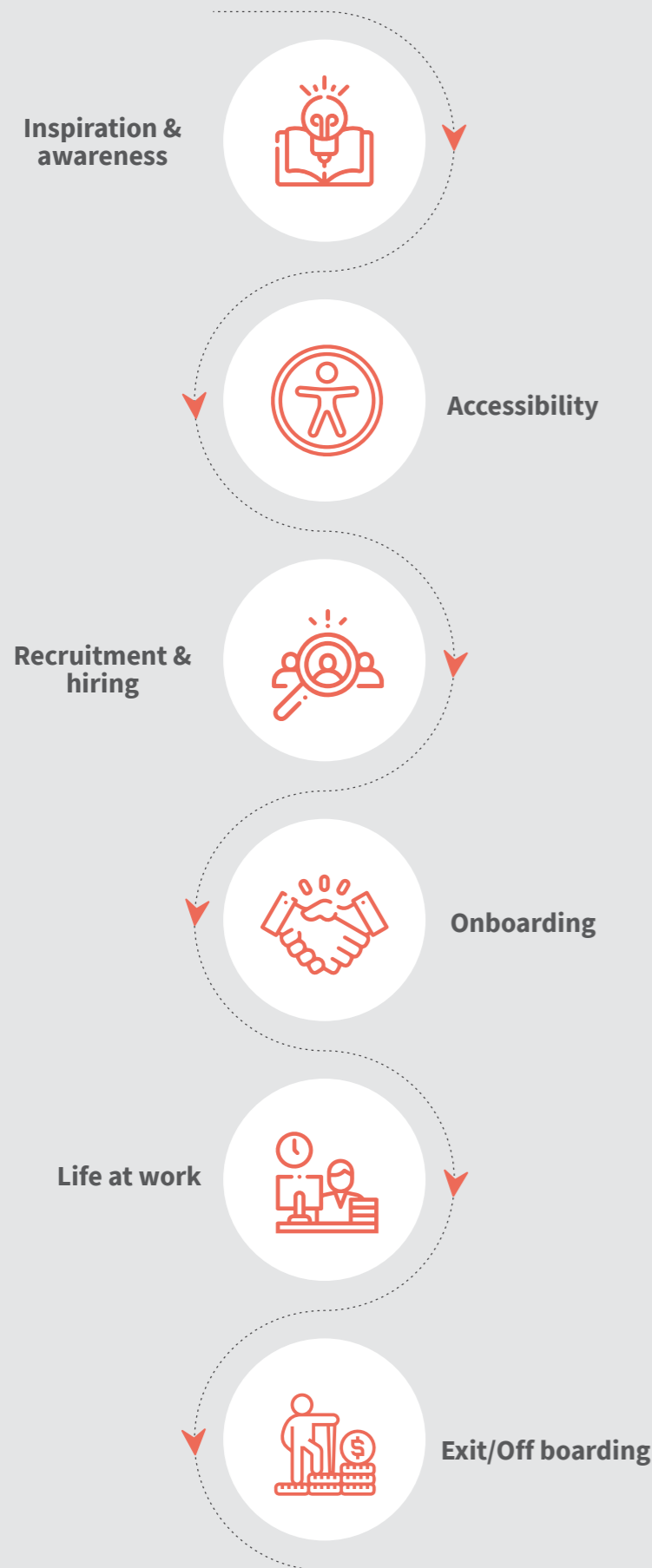
5,750 employees (2022: 3,960)

Segments	Lost Time Injury Frequency Rate for every 200,000 hours worked
Agribusiness	6.0
Real estate	0.4
Commerce & manufacturing	7.0
Hospitality	4.8
Logistics	5.3
Finance & technology	0.9

Number of reported Occupational Safety and Health incidents



Employee experience journey



Les Fascines, our LEED certified office facility offers premium workspitality services to its tenants.

CAP23 has paved the way for greater emphasis on Employee Experience (“EX”). Our focus for the next three years under CAP26 is on enhancing our Employee Value Proposition to attract and retain talents amidst an environment where talent attraction is becoming increasingly challenging.

To spearhead the CAP26 Strategic Focus Area of EX, an ENL EX journey has been developed. Additionally, a matrix has been set up to accompany the ENL EX journey, outlining significant points that contribute to delivering the appropriate EX at every phase.

Efforts will also be placed on initiatives such as:

- Internal mobility within the group,
- Agility of the work environment, and
- Data-led and human-centred approach for human resources management.



Business partners & suppliers


Their expectations

- Equal access and mutually beneficial supplier and partnership opportunities
- Be treated in a professional, fair, transparent, ethical and responsible manner
- Favourable agreement conditions and timely remuneration

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

 *Group Review (pages 54 to 55)*



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
- Continuous improvement and tailored services to individual preferences and needs

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

In a rapidly changing business landscape, we prioritise understanding and meeting customer needs. During CAP23, our commitment to customer-centricity drove us and kickstarted our transformative journey. Today, this continues through strategic data utilisation and investments in tailored technological solutions for a superior customer experience. As a result, we are constantly evolving our standing within the market and consistently delivering on the promises we make to our customers.

During the year under review, several initiatives aimed at crafting tailored customer experiences have been successfully implemented:

- Establishment of a **Group Database** encompassing over 300,000 distinct customers.
- Adoption of a **Customer Data Governance Policy Framework** by all ENL companies.
- Monitoring of **Customer Experience and Data Maturity** assessments across all entities.
- Successful rollout of more than 15 **customer engagement** and **new market projects**.
- Ongoing measurement of **Customer Satisfaction Index** and **Net Promoter Score** across all entities.
- Introduction of multiple projects by our entities to enhance **customer relationship management**.

To boost Customer experience within the group and execute CAP26, the team that drives the implementation of customer strategies for this pivotal stakeholder group, offering data management and marketing solutions, has expanded during the year.

Over the next three years, multiple strategic workstreams will be implemented, including:

- Continued expansion of the group's customer database
- Redefining data capture strategies from a customer-focused perspective, incorporating measures of customer satisfaction and acting on customer feedback
- Proposing in-house customer solutions for market opportunities

ENL's online engagement:



567k paid reach
(2022: 706k)



884k content views
(2022: 865k)



667k page visits
(2022: 562k)



Local communities


Their expectations

- Generate local employment opportunities or within ENL group
- Responsible citizenship through transparency and ethical operations
- Stay committed to community improvement
- Support to become more autonomous through community development
- Adherence to eco-friendly practices
- Prioritise local suppliers to boost economy
- Invest in projects aligned with community needs and communicate clearly and transparently for funding and support decisions

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
- Through Les Kocottes, we offer a multi-purpose space open to anyone providing a value-added activity to promote social bonding, interaction and learning in Moka City
- We have working committees to spearhead the group's sustainability and inclusiveness programmes

Outcomes and highlights during the year

 *Driving impact (pages 26 to 51)*



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

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.

 *Corporate governance report (pages 88 to 108)*

 *Driving Impact - Economy (pages 45 to 50)*



UPHOLD SOCIAL INCLUSION

Diversity, Equity and Inclusion ("DEI")

We adopt Diversity, Equity and Inclusion practices within our operations and strive to build an inclusive and fairer society.

The group is making meaningful progress on its DEI commitments, among which:

- Adopt gender-sensitive practices in recruitment and promotion processes.
- Adopt an Inclusive Employment Policy to include employees from vulnerable communities, living with disabilities and ex-detainees.
- Review all policies with a gender lens.
- Enhance initiatives promoting work-life balance.

Engaging our teams

We strive to make a difference for our team-members in their everyday lives, by involving them in our activities and consulting them.

Through the #myENL COVID-19 Solidarity Fund, the group offered the opportunity to vulnerable employees to embark on the poultry farming project. The aim was to enhance their families' dietary intake and to generate additional income through the sale of eggs. As of now, 75 employees have benefited from this undertaking.

Under the initiatives of ENL Foundation, a total of 250 employees participated in community endeavours, which included activities like clean-up campaigns, English tutoring, reading classes, and Donation Drive, among others.

ENL's WeVolunteer programme entails skill development for NGOs, inviting ENL employees to dedicate 12 hours over 3 months to share their expertise and competencies, to enhance the civil society's sector professionalism. Over the course of the year, 31 employees supported NGOs through this programme.

168 kgs

of goods donated by our staff during the Donation Drive 2023.

+ 360

hours of volunteering dedicated to NGOs in 2023

+ 110

projects and social initiatives implemented since inception

75

Employees benefited from the Poules Pondeuses programme

Rs 26.5m

investment in communities by ENL Foundation

+ 10,100

direct and indirect beneficiaries since inception

Community work through ENL Foundation

Under its Community Development pillar, ENL Foundation assisted more than 1,000 families from vulnerable communities, through activities such as:

- **The Personal Development programme.** Creative workshops empowered 115 children to openly share their views and feelings in a group setting. These workshops were designed to boost their self-esteem, self-confidence, and to enhance resocialisation skills post-pandemic.
- **Remedial classes.** Catering to 175 students from local communities, after-school catch-up classes were offered for focused help on specific challenging subjects. Remedial teachers led small groups, ensuring quality of individualised learning.
- **Health and screening activities.** 120 community members benefited from organised health screenings to sensitize and raise awareness about hygiene and facilitate health check-ups.
- **Drugs prevention and sensitisation programme.** With the support from the National Drugs Secretariat and the Youth Empowerment Programme Against Drugs initiative, families and 25 youngsters participated to awareness sessions.
- **Case Management programme.** 125 impoverished families under the Social Registry of Mauritius received personalised support to achieve well-being and self-sufficiency. This progressive journey consisted of individualised guidance for family growth and advancement and assisting them in defining both short and long-term goals.
- **Community platforms.** Comprising residents and essential stakeholders, these groups, supported by ENL Foundation, offer crucial insights into regional community development. As they evolve, they transition to officially registered Community-Based Organisations, empowering communities to independently uphold their autonomous development.

Ecological Impact

ENL takes ownership and responsibility for the impacts that its operations have on the environment. These possible impacts range from contribution to climate change to usage of natural resources, management of waste and preservation of the natural capital.

ENL acknowledges its significant role to mitigate the environmental impacts caused by its operations and achieving a seamless transition to a more ecologically balanced world. We believe that real change occurs through collective progress within our group.

The potential impacts are extensive, covering diverse areas such as influencing climate change, achieving an energy transition, implementing waste management strategies, fostering a circular economy, preserving biodiversity and integrating ESG principles throughout our value chain.

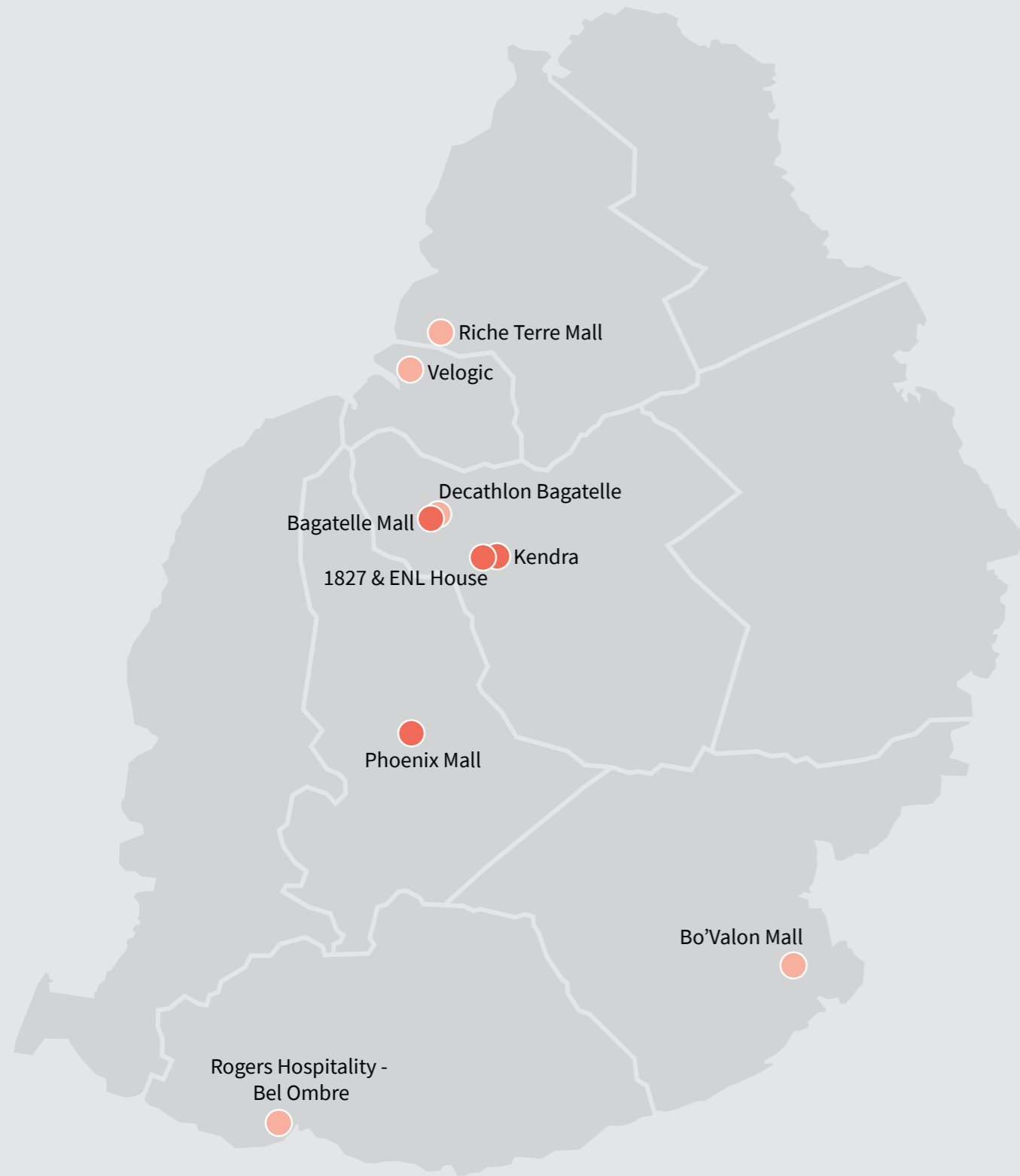
ACHIEVE ENERGY TRANSITION

We strive for energy efficiency at all levels of our operations, switch to clean energy and promote cleaner energy practices.



ENL owns and operates roof-mounted solar farms on its malls, offices and hotels.

Photovoltaic farms in Mauritius (“PV”)

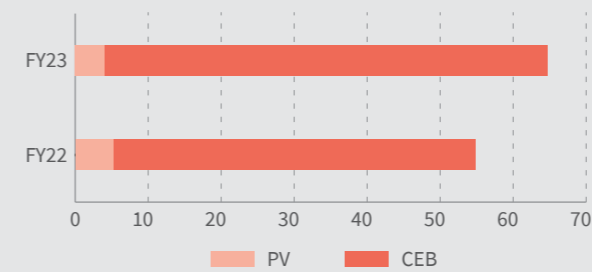


- Actual PV panels installed
- PV panels installation in the pipeline

Renewable energy

At ENL we started to decarbonize our operations by shifting towards cleaner and more renewable energy sources. Our renewable energy consumption for the financial year 2023 is 7% and we are targeting an increase of 33 points by 2026 (40% of our electricity will come from renewable sources).

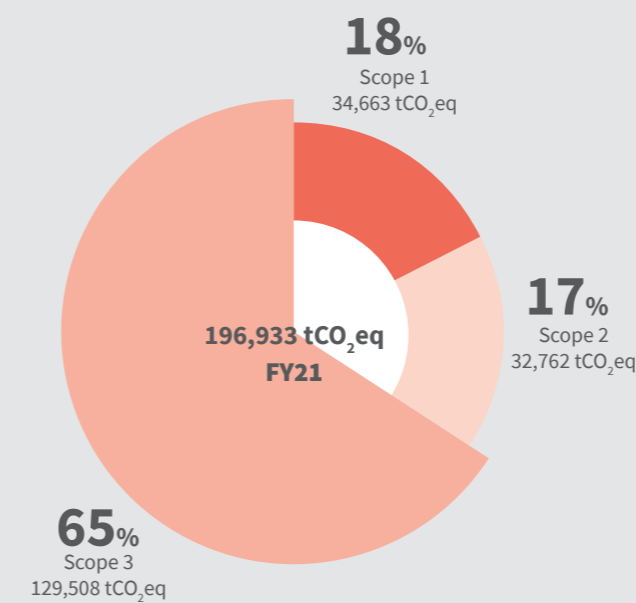
Electricity consumption by sources (GWh)



Our electricity consumption has increased by 18% compared to the year 2022, due to the surge in business activity.

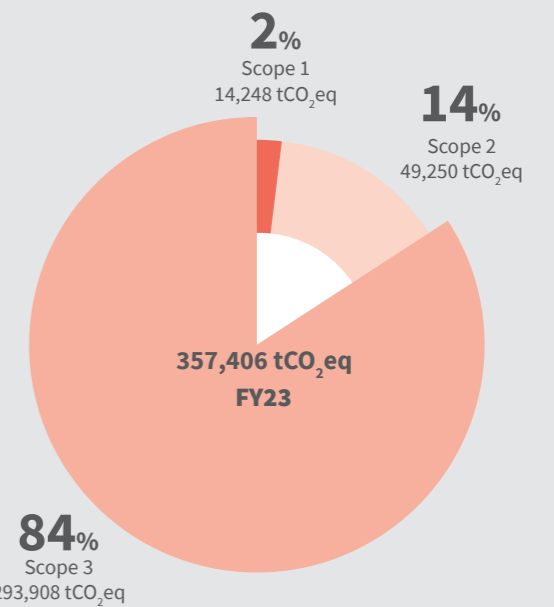
Carbon footprint

Last year, we took a significant step by disclosing our initial carbon emissions data (Scopes 1, 2 and 3), pertaining to the financial year 2021.¹ The following graph illustrates the evolution of our emissions under the three scopes from 2021 to 2023.



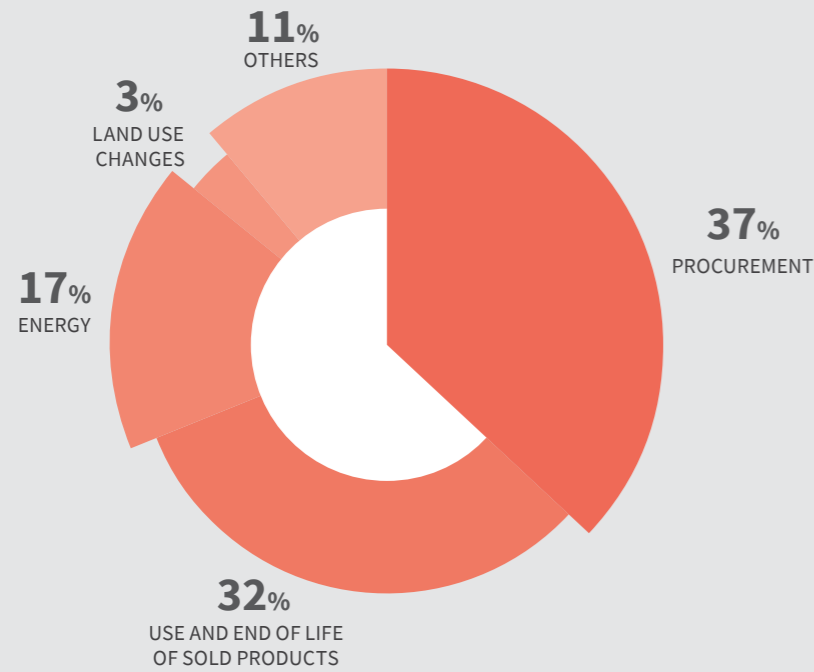
¹ An external service provider was appointed for the audit of Scopes 1, 2, and 3, using the Bilan Carbone methodology.
² These calculations were made using the Carbone Assessment Methodology (trademark), owned by ADEME, with the following sources:

- ADEME's footprint database (including the carbon footprint), UNFCC, and EEMO.
- Agrybalise Database (included in the Carbon Database).
- INIES Database for construction data.
- WillChange Database (average values and specific financial ratios for the context or in Mauritius).
- Uncertainty calculation method is based on the IPCC Carbon Assessment methodology and recommendations.



The group's carbon footprint has increased from 196,933 tCO₂eq in 2021 to 357,406 tCO₂eq in 2023², and is mainly attributed to a boost in business activity, particularly in the Hospitality and Commerce & manufacturing segments. Many of these activities slowed down or halted altogether during the year 2021, which explains the surge in 2023. The significant decrease (by 59%) in Scope 1 (fugitive emissions of refrigerant gases and agriculture and fossil fuels used in operations) is primarily due to a downward reassessment of agriculture emissions. The increase (by 50%) in Scope 2 (electricity consumption) is a direct consequence of business activity evolution. Business activity evolution also accounts for some of the rise (by 127%) in Scope 3, but the latter is mainly attributed to a reassessment of emissions related to the use of products sold. These figures cover the ENL group gross emissions, and do not consider avoided emissions or credit purchases.

Main emissions contributors (%)



The above graph details the group's emissions and their origins. It shows that 37% of our emissions reside in our procurement practices, to which we conclude that it is crucial for ENL companies to engage with their supply chain to improve our carbon footprint. In a similar fashion, as 32% of our emissions derive from the utilisation and discarding of our sold products, it is essential to initiate virtuous discussions with our customer bases to optimise the said utilisation and find alternative to landfill.

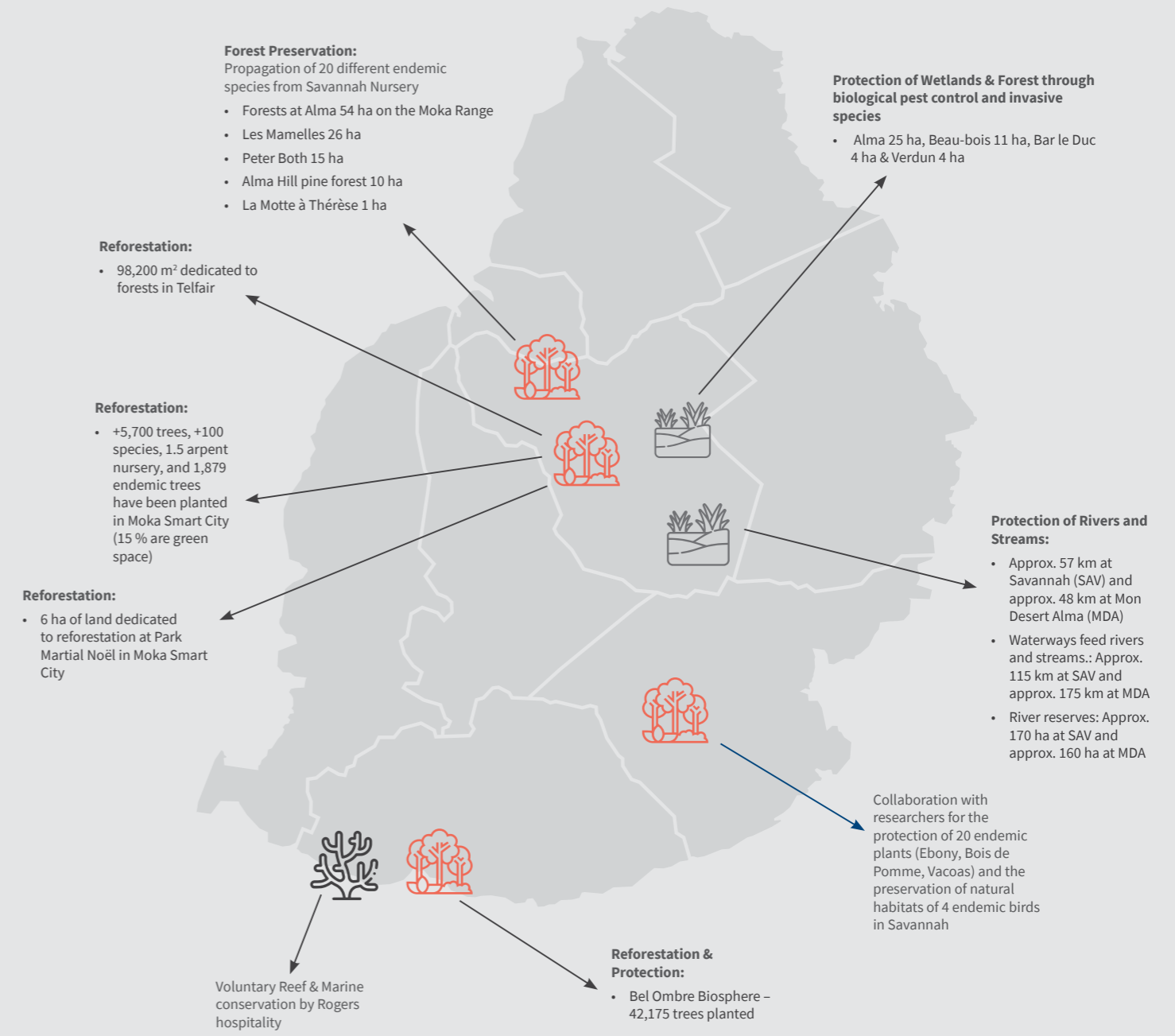
17.14 tCO₂eq
per Rs'm revenue in 2023³
(2021: 15.34 per Rs'm revenue)

We will continue to manage our climate change risks and align with the transition to a low-carbon economy, using the SBTi reference. Our targets for the three scopes will be published by end 2023, within ENL's Sustainability Roadmap 2030.

47,875
Number of trees planted
(including endemic)

188,542m²
Surface area reforested or
afforested

Below is a map of the areas that have been identified to be protected and preserved:



- Project on Restoration and Conservation of Marine and Reef Eco-system
- Project on Protection, preservation and reforestation of Forests
- Project on Protection of Wetlands and Rivers

³ While ENL companies have included in their Scope 3 all emissions related to their visitors, Rogers group subsidiaries have opted for excluding this data (maritime/air freight emissions, mall visitors and hospitality guests). A GHG limitation report is included in Rogers and Company Limited's Integrated Report 2023, which details these considerations.

Water stewardship and effluents

As we strive for equitable water resource management, we diligently assess our water consumption and strive for optimal utilisation in our operations. Within our different sectors, water-efficient farming practices, such as hydroponics, water recycling and rainwater harvesting have been implemented. These adaptations could pave the way for more sustainable and resource-efficient systems, helping to mitigate the impact of the looming water deficit.

Major achievements:

- Moka Smart City - 100% of the water used by residents is now recycled.
- A retention pond of 2,000m³ was created at Telfair, and a sewage treatment plant was installed to provide non-potable water for irrigation.
- Ascencia installed a waste-water treatment at Bo'Valon Mall.

673,508 m³
Water consumption

Amount of wastewater recycled on-site
175,813 m³
(26% of total water consumption)

ENVIRONMENTAL CERTIFICATIONS AND ACCOLADES

Certifications:

- Bonsucro certification for Savannah Sugar Estate' plantation
- ISO 14001 at Velogic
- BRCS Global Standard Food Safety at SUKPAK
- 4 new Ecocert-labeled bio-products in Agrex's portfolio
- All new buildings developed by Oficea are certified LEED BD+C
- 6 hotels had their Green Key certification renewed

Accolades:

- In March 2023, ENL Limited participated in the first Ideathon organised by PwC Mauritius, in a multisectoral team (academia, NGO, private sector and government) and won the competition with a Solid Waste management project.
- Rogers Hospitality's sustainability programmes have received a considerable number of accolades during the year under review, among which:
- Global Tourism Plastic Initiative
 - Small Luxury Hotels ("SLH") – Considerate Collection
 - Sustainable Tourism Excellence Awards 2023 – Rogers Hospitality, Croisières Australes (Silver Distinction), Heritage Awali, Le Chamarel Restaurant and Bel Ombre Nature Reserve (Bronze Distinctions)
 - Sustainable Tourism Mauritius Awards 2022: Bel Ombre Nature Reserve (Gold), Veranda Tamarin and Croisières Australes (Silver Distinction) and Heritage Le Telfair (Bronze)

Economic Impact

The impact ENL has on the local, national and international economy. This includes creating employment and wealth, generating innovation, paying taxes, and inclusive growth.

CHAMPION A CONSCIOUS VALUE CHAIN

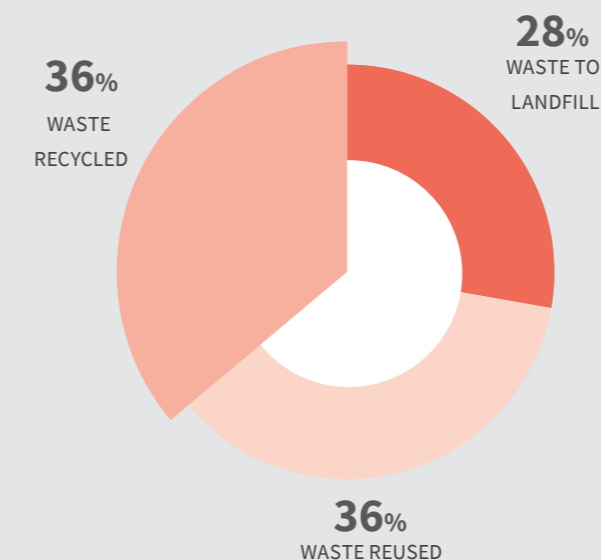
ENL places a strong emphasis on establishing a responsible value chain. This inclusive approach involves suppliers, business partners, and customers, uniting them in the pursuit of positive change. Within the framework of the conscious value chain, we will ensure circular economy, optimal resource management, waste reduction, and responsible sourcing strategies.

Responsible sourcing and traceability

We are committed to aligning our business ethics and sustainability values with those of our business partners, through the implementation of a Responsible Sourcing Policy, whose aim is to assess and engage with our suppliers on sustainability topics. The document will be rolled-out by end of the next financial year.

Circular economy and waste management

Our commitment involves mapping out all our waste and also enhancing our ability to track waste across all our operational units.



This pie chart illustrates the distribution of waste categories at ENL. We now have a comprehensive understanding of our waste generation and we have nearly reached our group's landfill diversion target of 75%, diverting 9,940 tonnes of waste (72 % of total waste).

Key waste management initiatives:

- Rogers Hospitality eliminated 20 out of 25 types of single-use plastics.
- Bagatelle Mall launched a pilot Biogas Farm.
- ENL Property projects effectively repurpose substantial construction waste (representing around 36% of total waste of ENL group) in building foundations, aligning with our operational practices.

Our waste impact extends beyond operational units to local communities. For example, in Moka Smart City:

- 6,560 tonnes of waste were diverted from landfill this year, via the moloks, and five new sets of moloks were added in l'Avenir, Courchamps, Helvétia, Vivéa and Telfair during the year, expanding Moka's recyclable materials to 12 categories.
- The Restore – Moka Corner collected 23 kgs of batteries and 34 kgs of waste electrical and electronic equipment during the year.
- Biobins produced compost for the first full year, utilising organic waste from ENL House canteen, local restaurants, and landscaping activities.



Moka Smart City now offers compost made entirely from the city's green waste, available for purchase at the ReStore's Moka Corner and at Symfolia.

SUSTAIN A HARMONIOUS MAURITIAN LIFESTYLE

As a major economic operator on the island, ENL values the civil society efforts to create a healthier and vibrant society which protects its heritage and encourages understanding and harmony between its components. The group contributes to these efforts financially and in collaboration with its stakeholders.

Moka continues to invest in the promotion of a model lifestyle in its catchment area, with numerous projects implemented for and with its community, including:

- Installation of 4 public filtered water fountains around Moka region, to reduce plastic bottles usage;
- The Moka Street Food Festival and 6 editions of the Moka Cinéma en plein air;
- Moka Moments such as the Sunrise Jog, Moonrise watch and Star Gazing;
- Commute, carpooling app, was used by over 3,000 people;
- 10 kms of foot path and cycling tracks in Moka as at date; and
- ReStore - Moka Corner opened in October 2022 which promotes sustainable and local products.

Grewals partnered with The Good Shop workshop and supplies it with timber for the training of youngsters living with a handicap. It also donated iron sheet pieces to the Tranquebar community for social housing.

Embellishment of public spaces

Agría cleans and maintains public green spaces in the Bel Ombre region through landscaping, and Grewals and Axess do same near the Pailles Motorway M1. In addition, Grewals sponsors two bus shelters in Rose Hill.

Rogers Hospitality carried out “Kouler Moris”, a project aimed at embellishing the area leading to Tamarin public beach, in collaboration with the Rogers Foundation.



The Moka Open-Air Cinema strives to enhance the city's vibrancy and expand the array of leisure activities available within Moka Smart City.

Sports and wellness

- 2022 marked the tenth edition of the Moka Trail, and of the first Moka Decathlon Night Run, which gathered 3,300 participants in total.
- Decathlon continued to engage its visitors in the discovery and practice of a variety of disciplines, including in partnership with ENL Foundation.
- In Moka, the Telfair amphitheatre has become an iconic meeting place for weekly sports and wellness activities such as zumba, yoga, body attack, organised by Moka'mwad with partners, which gather an average of 60 participants per session.
- Agría sponsors the Bel Ombre Rugby and football teams and has supported the “Linkology” creativity project for Savanne Scout Group in 2023. In the same area, Rogers Hospitality set up a boxing school in 2023.
- Ascencia Malls promoted the practice of sports and healthy living through free demonstrations and initiations.
- ENL Limited sponsored Rs 3.1 million in sports activities such as the Moka Rangers Sports Club and the Indian Ocean Youth Games.

Arts and Culture

ENL sponsored the first edition of “Rezidan”, a cultural and artistic project in Moka Smart City, offering artistic residencies for both established and emerging talents, including in the performing arts sector.

Rezidan Season 1 in numbers:



+4,000

attended the music festival “Fet Lamizik dan Moka” on 21 June 2023



ECONOMIC EMPOWERMENT

ENL Foundation

ENL Foundation also ran programmes to support economic empowerment and entrepreneurship:

- The **Marine Technical School** welcomed 15 disadvantaged youths from Black River, providing them with both soft skills and technical training.
- In L'Escalier, it supported various initiatives, including:
 - **Saveurs Typiques** microbusiness project, benefiting 7 women and 20 unemployed individuals;
 - **La Ferme Nou Leritaz**, a sustainable agriculture and crop production project, offering part-time employment and addressing food insecurity.
- Empowering women, the **Bazart Kreasion** and **Mokaray** projects enabled 20 women to earn income by selling upcycled products and operating a “restaurant solidaire” respectively.
- The **Microbusiness/Entrepreneurship programme**, initiated as part of the “Leave No One Behind” effort in 2020, aided 88 vulnerable individuals across five regions in establishing micro-enterprises and generating income.
- The **domestic backyard farming project** supported 77 families, aiming to enhance their income through activities like poultry and cattle farming, fostering self-sufficiency.
- Officea established an expo-vente space at **La Place de Gros Bois**, showcasing products from ENL Foundation-backed projects, Bazart Kreasion and La Ferme Nou Leritaz.



Participants to the Marine Technical School.

Entrepreneurship

TURBINE

As a key economic player in Mauritius, ENL has nurtured an innovative ecosystem and enabled entrepreneurship through its Government-accredited incubator and start-up accelerator, Turbine. Created in 2016 with the aim of empowering visionaries who dare to innovate for a sustainable impact, it proposes three programmes to start-ups:

1. **Test drive** from idea to prototype
2. **Incubation** from prototype to first customers
3. **Acceleration** from first customers to growth

As at date:

+100
projects supported

34
active start-ups

+50
jobs created



Turbine powers Inspiring Talks with experienced entrepreneurs.

Technology & Operational Excellence

The TOPEX team stands as the champions of the group’s strategic focus area Operational excellence, soon to be Operational efficiency under CAP26. It leads the way in our digitalisation initiatives, fostering process refinement and continuous enhancement, and cultivating a digital mindset.

“Develop better, faster, cheaper & stable operations through technology & continuous innovation to stimulate sustainable growth”
– Purpose defined under CAP23

Operational Excellence

During CAP23, ENL companies have established the groundwork for a culture of sustainable continuous improvement. We have embraced the LEAN methodology to enhance process performance, and we have employed the Qualigram documentation approach to ensure uniformity in communication and thorough mapping of key processes. Our latest process improvement achievements include:

- Review of the Enterprise Resource Planning and identification of improvement opportunities;
- Mutual adoption of a secure solution for Internal Validation of documents;
- Digitalisation of processes using Microsoft Business Process Management solutions and business intelligence dashboards for data-driven decision-making
- Curation and nurturing of a repository of 450 process maps

Committed to uncovering better ways, we will continue to enhance processes to unveil latent efficiencies: Empowering operational teams across the group to drive progress, navigate challenges, competition, and setting new efficiency standards.

Nabridas
received Kaizen Achievements at African Kaizen Award

Support and infrastructure

At ENL, our multidisciplinary I&T team has spent the past year pushing the envelope of innovation and efficiency. We centralised and standardised IT services across some subsidiaries through a state-of-the-art Datacentre, marking a key milestone in operational excellence. Our achievements during the year:

- Maintained our systems and services to be highly available, thus becoming the reliable backbone that keeps ENL running smoothly.
- Optimised the digital workspace to ensure seamless transitions between remote and in-office work. This led to a significant improvement in workflow and greater employee satisfaction.
- Maintained our services uptime at more than 99.5%.
- Enhanced our Disaster Recovery Solutions, cutting our Recovery Time Objectives and Recovery Point Objectives to suit each of our company’s business continuity requirements.

Stability, availability and security are key to IT Services delivery and are monitored on daily basis using pre-defined metrics.

End User to IT Service Desk Ratio

150:1
Gartner: 70:1

Service uptime

99.5%
Microsoft Online Platform: 99.9%



Our focus will pivot towards automation and achieving higher levels of service excellence. Exploring AI and automation solutions to optimise existing valuable human resources for more strategic, complex tasks. By enhancing our service delivery, we aim to further align IT services with ENL's business objectives.

The continuous innovation laboratory

ENL's business leaders and teams have been consistently engaged in innovation workshops, fostering continuous creativity. These innovations span artificial intelligence, machine learning, automation, Internet of Things, and data analytics, leading to enhanced efficiency, cost-effectiveness, and operational excellence. During the year, initiatives include:

- Implementation of a secure and stable Digital Workplace environment;
- Enhanced processes through digital integration such as paperless initiatives and sharing platforms;
- Rolled out the TechWatch initiative, a comprehensive exploration of both existing and emerging technologies within each industry; and
- Charted out Digital Roadmaps, designed to provide guidance to companies up until 2026.

ENL remains committed to harnessing the full potential of emerging technologies and digital solutions. We will continue to invest in research and development, and infrastructure to ensure that we remain at the forefront of innovation and maintain our competitive edge.



CAP26 Talks were held throughout the year to inspire leaders when designing their CAP26 strategic plans.

How Will We Succeed on Our Sustainability Roadmap?

By building a sustainability culture

To enhance awareness about climate change, 14 sustainability managers and champions were trained and certified as animators of *La Fresque du Climat*, with the ambition to sensitise all colleagues to this issue by 2030. Currently, over 180 team members have participated in *La Fresque du Climat* or a *Fresque du Numérique*.

Beyond this initiative, many of our companies conducted awareness campaigns and training sessions for their employees during the year under review. These sessions were designed to educate employees and provide practical guidance on reducing energy and water consumption, as well as minimising waste emissions.

By joining sustainability networks and obtaining accolades

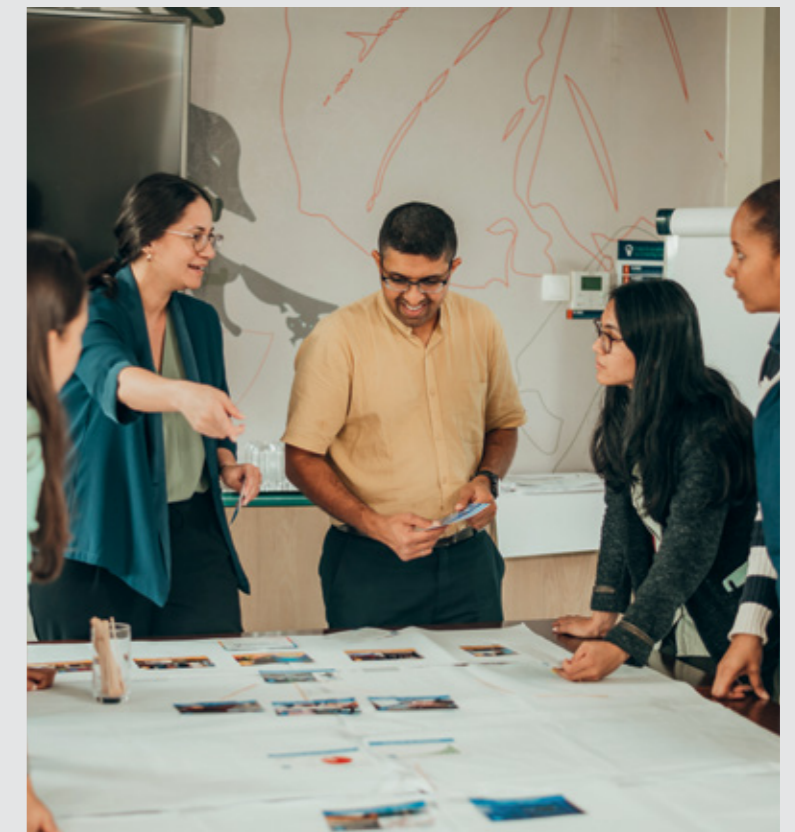
We believe that the journey to a greener and more inclusive planet cannot be undertaken in isolation. We are committed to involve our ecosystem, share good practices, learn from others and continuously advocate to make a difference for a better business. We are thus active participants to the Signe Natir framework (ENL group and Rogers group), the SEMSI (ENL, Rogers and Ascencia) and the UN Global Compact (ENL group and Rogers group).

14

employees are certified animators of the Fresque du Climat

180

employees participated to La Fresque du Climat/Numérique



Sensitising employees on their digital impacts through the Fresque du Numérique.