



Sustainability Report

2022



Introduction

Sustainability is at the core of who we are and what we do. As a provider of health care, insurance and employee benefits, our customers need us to be resilient, in order that we can make good on our promise to be a reliable partner in their times of need.

However, we view sustainability as going far beyond our responsibilities as a service provider. It extends to our people, our communities and our environment, and playing our part in building a healthy, equitable and prosperous society. And it dovetails with our ethos, to put people at the centre of every decision we make.

The principles of sustainability align with our corporate purpose, mission and vision, as well as with our commitments. We are proud that sustainability has been ingrained in the Argus culture for many years.

Looking ahead, we intend to build on these foundations through more deliberate and intentional efforts to further integrate sustainability into our operations and strategic planning. Last year, we started on this journey by involving colleagues from all segments of the business to build a holistic view of the organisation through a sustainability lens. We discovered aspects in which we were strong and opportunities for improvement.

We believe this is an apt time to embark on this journey, given the growing importance of Environmental, Social and Governance (ESG) considerations, reflecting an increasing expectation from customers and patients, employees, regulators and investors alike that businesses should deliver not only profits, but also societal value.



In this, our first sustainability report, we outline what we see as the tenets of sustainability in our organisation and our strategic approach as we lay the groundwork for a transparent process of continuous improvement. In pursuing goals that align with Argus' values, we commit wholeheartedly to meeting this substantial challenge and look forward to sharing our progress in future reports.

We view sustainability as going far beyond our responsibilities as a service provider. It extends to our people, our communities and our environment.

Message from the Group Chief Executive Officer

I am delighted to share the Argus Group's inaugural Sustainability Report. The areas of focus and commitments that we have included in this report are natural and authentic to Argus, as sustainability is woven into the very fabric of our organisation.

We have been in business for 72 years, over which time we have established an ethos that puts people at the heart of every decision we make. It is who we are.

I am supremely proud of our longevity and our culture. Having been a senior leader in the Financial Services sector for over 30 years, I have navigated different economic and business cycles. But what has become abundantly clear to me is that being a profitable, well-run business with a strong balance sheet is no longer sufficient. The COVID-19 pandemic has exposed inequities in our social infrastructures. It has revealed platitudes and superficial values. It has brought into sharp focus the thing that I believe makes Argus different and distinct, setting us apart from our peers. It is that we truly put sustainability at the heart of our business.

Never has the importance of becoming sustainable been more relevant. The effects of climate change, the depletion of our biodiversity and natural resources, the stark economic inequities and widespread social injustices we see across the world, demand that we act now.



We have established an ethos that puts people at the heart of every decision we make. It is who we are.




Message from the Group Chief Executive Officer

Society expects us, as businesses, to think longer term, not to pursue profit at the expense of the planet, and to reward and treat people fairly. The urgency for action is growing and we at Argus are committed to playing our part. Embedding sustainability into our corporate strategy is fundamental to the future of our business and our ability to realise our purpose.

The Argus Group exists to create value for our shareholders, for our people, our customers and our communities.

It is gratifying to see that sophisticated global investors are increasingly placing a higher value on businesses that are purpose- and mission-led. Businesses that are driven to solve humanity's biggest problems are reimagining global market sectors in ways that move the planet forward. Such businesses interlink profit and purpose in a virtuous circle forming a flywheel to deliver attractive financial returns while transforming global industry sectors, communities and countries.

Argus makes a significant and positive impact on the world around us. As an insurer who is there when our customers need us the most. As a health care provider, helping our patients lead healthier lives. As an employer, providing a fair and flexible workplace that encourages an optimal work/life balance. And as stewards of shareholder capital, running our business



The Argus Group exists to create value for our shareholders, for our people, our customers and our communities.

in a sustainable way that enables us to thrive, grow and adapt to deliver attractive returns over the long term.

Our ability to deliver this value depends on our sustainability. At the same time, our sustainability depends on our continuing ability to deliver value. A virtuous circle of sustainable value.

It is time to take a more structured and transparent approach to our Environmental, Social and Corporate Governance (ESG) and our unique, caring and inclusive culture.



Message from the Group Chief Executive Officer

We have identified opportunities across the organisation to sharpen our focus on socially responsible management and defined our sustainability principles. Last year we built a structure for sustainability governance, through which we will activate and fine-tune policies, set goals, measure progress and build layers of accountability.

“There is much still to do and with the support of our Argus Family, I am confident we will rise to the challenges ahead.”

Our annual Sustainability Report will add transparency to the ongoing process. This report presents an ESG profile of Argus at this early stage of our formalised sustainability journey. It reflects many facets of the culture we have long nurtured, such as our capacity to listen and learn through our engagement with customers and employees, and our philanthropic activities in the communities in which we operate.

It details actions we have taken to push our Black Lives Matter and diversity and inclusion agenda. Being honest about our focus on eradicating racism and bias, and using real language to address it. Highlighting the opportunity to work differently during the COVID-19 pandemic, as well as our intent

to minimise our carbon footprint, invest sustainably, underwrite responsibly and protect our clients' data.

Sustainability will always be a work in progress. Our strategy must be flexible enough to respond to the emerging environmental and social issues that lie ahead, to changing customer preferences, evolving employee expectations and the impact of further advances in technology. We know there is much still to do and with the support of our Argus Family, I am confident we will rise to the challenges ahead. We are a good corporate citizen and we have set goals to become an even better one.

ALISON S. HILL



Our Approach

Our Interest is You sums up the culture of our organisation. We live by this simple phrase that is the very essence of our purpose and the top priority in our decision-making.

We believe this people-centric approach is instrumental in operating a resilient business to deliver sustainable, long-term returns for our shareholders, through an engaged and motivated workforce, who provide an exceptional customer service.

Through responsible management and the embedding of social equity, economic and environmental considerations into our strategy, we aim to achieve beneficial outcomes for our people, our customers, our communities and our shareholders. We call this our Everybody Wins philosophy. In this way, our approach to sustainability is a natural extension of our corporate strategy.

In 2021, we launched a governance framework designed to help us build sustainability accountability spanning all areas of our organisation. Having gathered input from colleagues from all parts of the Group, we developed a set of sustainability principles that will guide us in setting socially responsible policies.

We intend to enhance these policies over time by continuing to listen and learn from what

We aim to achieve beneficial outcomes for our people, our customers, our communities and our shareholders.

our people and our customers have to say in our annual surveys.

Issues such as climate change and social justice have impacts on everyone, and only through a collective effort can we hope to effectively address them. We at Argus take seriously our responsibility to play our part.

Our Sustainability Governance

We understand that high standards of governance are imperative to ensure we continue to run a successful and sustainable business. This understanding is underpinned by our vision, mission and value statements.

Sustainability values already exist at the heart of what we do. In 2021 we recognised the need to provide greater transparency around our commitment to sustainability to ensure the stakeholders we engage with,

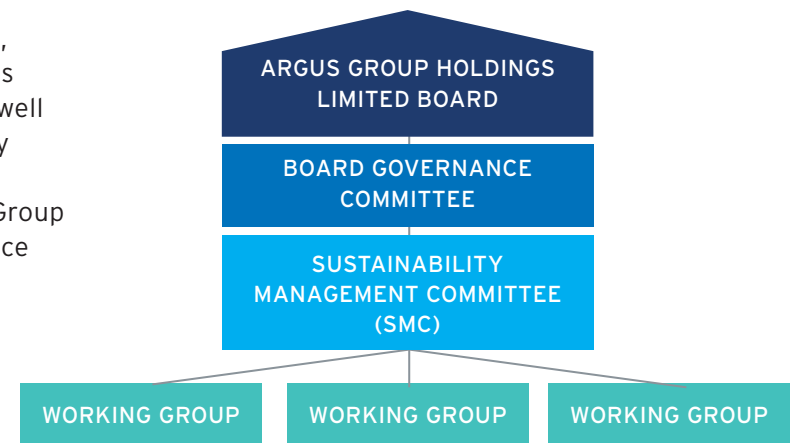
and the communities in which we operate, are positively impacted by our business activities, now and in the future. Our journey at Argus began with a focus to formalise our sustainability strategy and oversight, and to publish our inaugural sustainability report.

The Sustainability Management Committee (SMC) was established by the Board of Directors, reporting into the Governance Committee which will ensure Board oversight and awareness of the sustainability work and issues. The SMC is empowered by the Board to oversee and fulfill Argus' sustainability work.

The SMC comprises leaders from the various jurisdictions in which we operate, as well as different business units such as investments and client management, as well as support functions like people, strategy & capital and legal & compliance. The Executive Sponsor of the Sustainability Group is Argus' Chief Investment and Governance Officer, Simon Giffen.

Reporting into the SMC are working groups involving cross-functional representatives who are directly involved with our sustainability initiatives or cater to the sustainability issues impacting our stakeholders. As our sustainability approach evolves, we expect this structure to meet the relevant needs in response and ad hoc working groups may be established as needs arise to manage specific sustainability initiatives.

SUSTAINABILITY GOVERNANCE



Our Six Sustainability Principles

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- 01 OUR PEOPLE** To provide our people with a rewarding, inclusive, equitable and fun environment in which to work. We know engaged and happy employees provide outstanding customer service and follow through on deliverables, which positively impacts the bottom line.
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- 02 OUR CUSTOMERS AND PATIENTS** To deliver meaningful and sustainable financial, physical and mental wellbeing outcomes for our customers and patients.
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- 03 OUR SHAREHOLDERS** To be responsible stewards of capital, providing sustainably strong returns together with effective and timely communications.
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- 04 OUR COMMUNITIES** To support the inter-connected communities in which we operate, ensuring long-term sustainable growth, where our customers, people, partners and shareholders are also our family, friends and neighbours.
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- 05 OUR ENVIRONMENT** To lessen our impact on the planet by reducing wasteful consumption and working to decrease the climate change impact of our operations.
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- 06 TRUSTED AND RESPONSIBLE BUSINESS** To be a people-centric organisation that partners and conducts business with others who share the same values of always doing the right thing. We will manage the environmental impacts of the investments we make and the risks we take.

Our People

Ensuring that Argus is a great place to work is a high priority for us. We strive to maintain a working environment that is fair, fulfilling, and fun. In our experience, employees who feel valued and find purpose in their roles provide exceptional customer service, consistently deliver on company objectives and drive the financial success necessary for a sustainable business.

There is no magic formula that creates a happy and productive workplace – it is a constant work in progress featuring open lines of communication with our colleagues. We have conducted group-wide employee engagement surveys annually since 2014. Employees share their thoughts on their job, team, manager, the organisation, as well as diversity and inclusion. There is on average a 90 percent participation rate.

This year, we saw the highest scores in affirmation of the following statements: “The people I work with treat me with respect” and “I enjoy working with the people in my work group”.

The feedback informs us as we strive to augment the employee experience through all parts of the organisation. The survey is a cornerstone of a listening and inclusive culture, reflecting our desire to engage with colleagues at all levels, through both formal and informal channels. What we learn from our people’s input will help us to continue to shape a vibrant and productive workplace.



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Investing in Our People

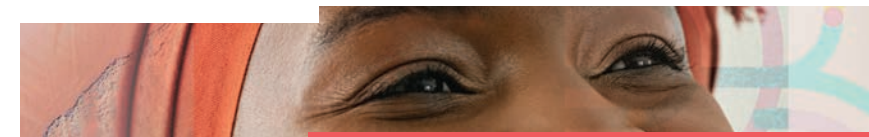
We seek to offer a clear career progression path for all of our people, by providing opportunities for training and education, coupled with financial support, and enhanced by internal coaching and mentoring. We view talent development as essential to the sustainability of our business. First, since it builds the skills and knowledge, we need to meet current and future demand for our services in a fast-changing world. Second, because it allows our people to enhance their skill sets and earn the designations and qualifications they need to advance professionally.

EDUCATION FUND: We are focused on building up our formalised, internal training and development programme, complemented by external training. We provide our people with 100 percent of the cost of tuition and books for any job-related course or training programme. We encourage employees to pursue degrees and professional designations in insurance, accounting, health management, business administration and other areas related to their work. During the last fiscal year, with our full financial support, 15 individuals earned a total of 15 professional designations in our Bermuda office alone. We invested in training and development for our people at all levels within our organisation.

COACHING AND MENTORING: Our commitment to helping our people realise their full potential extends beyond education and training. We recognise the value of ongoing support in the shape of coaching and mentoring in honing management skills and nurturing leadership qualities. We have integrated a formalised coaching structure into our management development programme. Working in conjunction with Human Resources, we provide training to equip managers and leaders to foster talent. We now have four certified coaches within the Americas team. Through coaching and mentoring, we intend to:

- Foster growth and development in individuals;
- Increase employee confidence in their roles; and
- Help to build trust and strengthen our teams.

“We encourage employees to pursue degrees and professional designations in insurance, accounting, health management, business administration and other areas related to their work.”



Diversity, Equity and Inclusion

We embrace diversity, equity and inclusion (DEI) throughout our organisation, because it is the right thing to do. We view an equitable and inclusive workplace as critical to the sustainability of our business in the long term.

In 2020, the world demanded greater urgency in the pursuit of social justice, with the rising of the Black Lives Matter movement in response to acts of violent racism. This global call for action underlined the need for us to do more to ensure that our working environment is truly a place where our employees are treated fairly and can be themselves.

As we described in our 2021 Annual Report, we responded by engaging our employees on their experience of social injustice. We opened an internal channel to enable informal communications on all matters pertaining to race and inequity. And we launched our DEI initiative, led by Group CEO Alison Hill as the Executive Sponsor.

Under the DEI umbrella, there will be several pillars which will concentrate on specific activities, starting with a focus on Black Lives Matter, though we recognise that all areas of DEI are essential to the business's success and sustainability.

We are fully committed to our programme to address systemic and institutionalised racism against people of colour. To that end, we asked in our annual employee survey whether the organisation allows employees from diverse cultures, backgrounds and experiences to participate in key processes and if employees are treated equally. The scores were good - 89 percent and 83 percent, respectively. We are committed to improving these results.

In addition to implementing the programmes under the Black Lives Matter umbrella, we examined the make-up of our leadership. Of the members of our Board of Directors, 27 percent are female and 18 percent are Black, while our Executive Leadership team is 40 percent female and 40 percent Black. We are working to create real and meaningful diversity within the organisation, demonstrating this from the top.

We are proud of our fair and inclusive culture, but at the same time, we realise there is much still to do and that the results of our DEI initiatives will take time to come to fruition.



Black Lives Matter

Diversity, equity and inclusion (DEI) has become a priority agenda item for Argus to address as part of its talent management policies. DEI also fits neatly under the sustainability umbrella as an item to be included on employee surveys and discussed generally. The organisation's focus on and commitment to DEI increased with the global awareness of the Black Lives Matter movement.

WHY BLACK LIVES MATTER?

Former US President Barack Obama, stated, "It's important for us to also understand that the phrase 'Black Lives Matter' simply refers to the notion that there's a specific vulnerability for African Americans [and people of African descent] that needs to be addressed. It's not meant to suggest that other lives don't matter. It's to suggest that other folks aren't experiencing this particular vulnerability."

Black lives matter.

This highly emotional and rallying cry came to the forefront of the world's collective consciousness in May 2020 with the public murder of George Floyd in the United States.

Argus did not follow the lead of companies around the world by making a public statement. Instead, we turned inward. We looked to our Black colleagues for help to begin a conversation and determine how to identify systemic and institutionalised racism.

From day one, the CEO, Alison Hill was the driving force in making sure the resources were available to begin to make changes.

A Black Lives Matter Committee was formed, creating Terms of Reference and holding a number of meetings on how best to tackle the monumental task of identifying institutionalised racism and bias and putting practices in place to eliminate it.

During the summer of 2021, an anti-racism consulting organisation was hired to conduct a race diagnostic around the company. They interviewed 25 staff members at all levels of the organisation in Gibraltar, Malta, Bermuda and Canada. Board members were also interviewed.

The diagnostic identified areas for change that would have immediate and long-term impacts, including:

- Creating and implementing a comprehensive strategy around racism;
- Increasing race fluency across the organisation;
- Connecting the anti-racism work with leadership and culture; and
- Incorporating critical and credibility trust building in order to have open and frank conversations.



Black Lives Matter

At the end of 2021, the recommendations of the study were shared with the Black Lives Matter Committee members, Board of Directors, the Executive Leadership of Argus and all staff.

In December 2021, two co-executive sponsors were appointed to lead the charge of anti-racism in Argus. They were Onesimus Nzabalinda, the Chief Global Compliance and Audit Officer, and Aderonke Bademosi Wilson, the then newly appointed Chief Communications Officer.

The executive sponsors started by reviewing the Black Lives Matter Committee's Terms of Reference, then identified their objectives and interviewed members of the Executive Leadership Team. Starting with the Group CEO, they asked their peers what success looks like, what programmes they want implemented, they enquired about their comfort level talking about race and what the priorities should be.

In addition to meeting with executive team members, the sponsors talked with committee members and together came to a decision on what the next steps should be. The Committee Chair was re-engaged, a Deputy Chair was identified and a plan was put in place.

It was understood by the committee that not every person in the organisation had the tools, language or a clear understanding of what institutional racism looked like. In order to provide a starting point for everyone at Argus, and in recognition of February as Black History Month in Bermuda, Canada and Malta (Black History Month is recognised in Gibraltar in October), the committee arranged for a racism expert from an anti-racism organisation in Bermuda (Citizens Uprooting Racism in Bermuda - CURB) to give a virtual presentation to all staff at the end of February.

The 90-minute presentation was introduced by CEO Alison Hill and most of her fellow

executives were in attendance. The committee recognised this was a start in the education, awareness and change process.

In March 2022, the executive sponsors and committee chair gave an update to the Executive Team and the Board of Directors. The objectives were to:

- Focus on why the decision was made to focus on Black Lives Matter now, rather than other areas of Diversity, Equality, Equity and Inclusion;
- Give an update on what had happened so far within the organisation around Black Lives Matter;
- Gain commitment from the Board and Executive Team to support the committee as it starts to address systemic and institutionalised racism within the organisation; and
- Identify and share immediate next steps.

Black Lives Matter

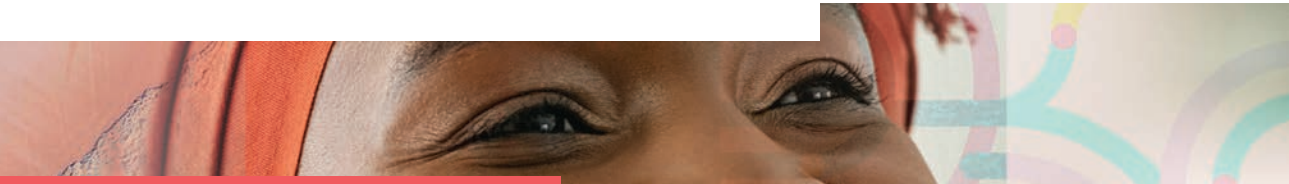
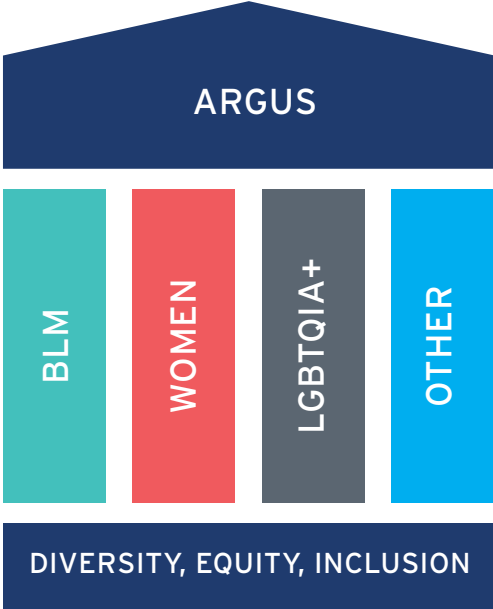
The Diversity, Equity and Inclusion initiative is at the foundation of the Black Lives Matter programme.

The foundational themes identified were:

- Aspirational
- Attracting and retaining talent
- Governance
- Health (wealth, physical and emotional)
- Economic
- Education

In April 2022, the Black Lives Matter Committee, comprising employees from all Argus jurisdictions, participated in a series of strategic planning sessions. The outcomes will be shared with internal stakeholders with the view of implementing meaningful change programmes, revising policies, hosting education and awareness sessions and establishing safe spaces for employees to have conversations.

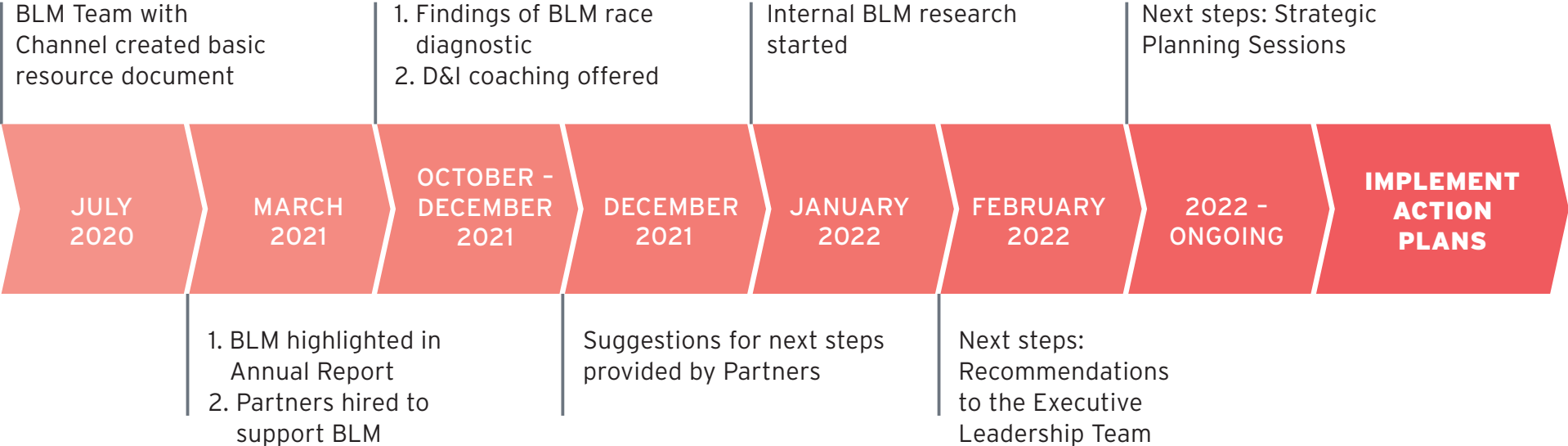
BLACK LIVES MATTER FRAMEWORK



Black Lives Matter



WORK COMPLETED TO DATE



Leadership from the top

It is recognised for a programme of this magnitude to succeed it must have ongoing support from the leaders of the organisation. Argus' board has provided their full commitment and have asked for regular progress updates and given the co-sponsors and committee chair unfettered access to the board.

Likewise, the CEO of Argus remains steadfast and committed to the work of the committee. She meets weekly with the co-sponsors and chair to get progress reports. She further demonstrated her support and participated in the strategic planning session. The Black Lives Matter initiative is a fixed agenda item in her regular Global Town Hall meetings, which she hosts for all Argus staff. Together with her executive leadership team, this initiative has the funding, support and will to make a significant difference to the organisation.

We are starting our journey, but the goal is to embed sustainable anti-racism and diversity practices at all levels of the organisation while educating all colleagues and providing safe spaces to have meaningful conversations about racism.

Argus' Board has provided their full commitment



Health and Wellness

We are committed to providing a safe workplace and actively supporting our employees' physical and mental wellbeing.

MENTAL WELLNESS: We recognise the importance of our employees' mental wellness. We have partnered with the Employee Assistance Programme (EAP) in Bermuda providing presentations on burnout, dealing with stress, sleeping tips and how to create a mental health plan, among others. We sponsored EAP Wellness Wednesday Webinars and encouraged our people to participate in online EAP workshops offered throughout the year. Our employees have increased their usage of EAP this year. In our European operations, managers hold weekly one-on-one meetings with team members to review workloads and manage stress. In support of Mental Health Week in Gibraltar this year, we invited employees to online seminars to promote awareness.

PHYSICAL WELLNESS: We support the maintenance of our people's physical health by providing in-house fitness facilities in our Bermuda operation. As part of our preventive health care initiative, we have a Wellness Committee that coordinates all wellness activities within the company, including the operation of the Argus on premises multipurpose gym and cardio room. The Fitness Centre is available to our employees, as well as our building tenants. It offers a full range of weights and cardio equipment. In 2020, we upgraded our gym facilities to include more floor space and bathroom facilities.

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Health and Wellness

WORKPLACE SAFETY: We have active Health and Safety (H&S) Committees in our Americas and European regions, responsible for ensuring a safe working environment that meets all legal requirements. The H&S Committees also set up the administrative and operational components of the Occupational Health and Safety Programme. Across our Group, we have trained fire wardens and first-aid responders, as well as marked first-aid kits on every floor. We also offer training in hazard control. We carry out annual health and safety and display screen equipment (DSE) assessments for all staff, including DSE assessments at the homes of remote workers. We also provide stand-up desks to employees in Bermuda who have requested them, to encourage movement, help people be healthier, more productive and help reduce repetitive motion injuries.

COVID-19 MEASURES: We continue to have more frequent deep cleaning with particular attention given to high touch points. We sanitise and disinfect our entire working areas on a regular basis. COVID-19 regulations information signage and hand sanitiser stations have been strategically placed throughout our buildings. We have been providing rapid antigen testing kits free for all staff. We also continued to provide medical plan coverage, paid sick leave and employee assistance to employees and their families who have been affected by COVID-19.

WELLNESS SUBSIDY: We provide a wellness subsidy to support employees' participation in physical fitness classes and health education classes provided by approved wellness vendors. We reimburse 50 percent of initiation and monthly membership fees up to a maximum of \$500 per year, in Bermuda. Reimbursements are made via payroll, either on a monthly basis, or in a single payment in the case of an employee paying a full annual subscription. At the start of the pandemic, our wellness subsidy was extended to cover virtual wellness apps and services supplied by local and international providers. In addition to subsidies, we also promote employees' healthy habits by providing access to wellness webinars, and information and other locally-sponsored wellness activities.

New Ways of Working

The onset of the pandemic in March 2020 forced us to rapidly adapt to a work-from-home model, as did many organisations. As a result of this accelerated digital transition, today we have technology proven to allow our people to work seamlessly between their homes and their workplace.

With our staff no longer confined to coming into the office every day, we have offered them the choice to shape their own way of working, to choose options that fit well with their personal and family lives, as well as their work with Argus.

Many have opted for a hybrid approach to working. Using their home office spaces and their workstations, colleagues are able to switch effortlessly between locations. This extended to a few staff migrating from the country where they were hired to other jurisdictions.

Our people have embraced these working options. Those who need the traditional working environment - office, desk, photocopier, coffee and camaraderie - are finding it with the same ease, while the alternative options of home office, kitchen table, personal printer, coffee and online camaraderie, are also available to them.

We are finding that many colleagues want to spend some time in the office to connect with each other - exchanging ideas around the coffee maker and being pulled into impromptu

brainstorming meetings. Our offices are used more for the collaborative and less for the functional - we are reimagining the spaces in which we work.

The past couple of years stretched the bonds that tie us together as a team. Remote working worked incredibly well, but our team craved more human interactions - the inspiration, sharing, support and fun - that naturally occurs when our brilliant team comes together. Our leadership group recognise that humanity and connectivity are essential to a sustainable and high performing team and have done a great job in creating these moments of meaningful human interaction.

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Our Customers and Patients

We strive to be long-term partners to our customers and patients, by building relationships based on trust and excellence in service delivery. Our job is to be there for our insurance customers in their time of need, to deal with claims efficiently, and honour our promise to pay.

For our patients, we focus on outcome-based service, aimed at maintaining good health while delivering value for money.

Although we are proud of the quality of our services, we constantly seek to improve the customer experience. This is why we reach out to customers and patients for feedback, listen to them and act to address any shortfalls or weaknesses that they identify.

Simply put, our customers and patients are our priority and following that philosophy is the key to delivering best-in-class service and care.

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“Although we are proud of the quality of our services, we constantly seek to improve the customer experience.”

Our Customers

We aim to deliver great outcomes to our customers - and our customers are the best people to judge whether we succeed in doing this. This year we set out to build a foundation on which we intend to strengthen our service and customer satisfaction levels, while reinforcing the best practices we follow.

To check we were heading in a direction that presented the most value to our clients, we surveyed and held pulse check conversations with many of our customers. Our objective was to capture feedback while leveraging our current complaints and compliments process of recording data in the client record management database. The feedback contributes to our ability to measure customer experience by establishing baseline customer key performance indicators and measurements for the coming year.

During the past fiscal year, we:

- Established a dashboard for compliments and complaints;
- Completed a customer feedback process refresher and roadshow training for all Americas lines of business;
- Recorded baseline satisfaction and sentiment tracking for customers through mid-year pulsing meetings; and
- Delivered mid-year pulsing meetings targeted to a subset of clients.

Claims submission was selected as a key customer journey to target with a focus on high level overall experience and customer satisfaction. Through the launch of our straightforward claims submission survey, we hope to establish a baseline and inform continuous improvement opportunities in this area.

We will work to improve our existing processes that have an impact on customer service and satisfaction. And we will seek opportunities from additional touchpoints with clients to garner more feedback, by both formal and informal means, and provide updates.

We are developing a customer advocacy programme and we plan to define a comprehensive global customer experience strategy.

“We aim to deliver great outcomes to our customers - and our customers are the best people to judge whether we succeed in doing this.”



Our Patients

In 2020, Argus acquired the two largest medical practices in Bermuda - Island Health Services and The Family Practice Group. These acquisitions were part of a plan to create an integrated health care ecosystem.

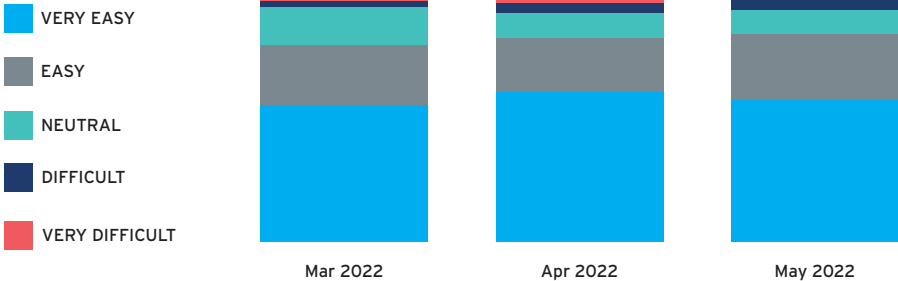
In building change for Better Health, Argus understands that those in Bermuda live on an island of evolving health opportunities and often people are unable to access these opportunities because of social and financial challenges. Solving this dilemma requires a laser-focused partnership with our patients, who expect high impact value-based care, modern technology, and a high functioning healthcare team.

In 2021/22, we continued to evolve our patient experience despite COVID-19, by listening to and acting upon patient feedback. In February and March 2022, we asked 992

patients from The Family Practice Group and Island Health Services how we are doing and took action based on their feedback. It was important to us to listen to what patients had to say and to act immediately to do better. We categorised patient feedback into seven themes and created 18 actions to improve the patient experience. Actions ranged from small processes and environmental improvements to more sizable measures that will take time to implement such as improving use of technology to allow patients greater control over managing their health and scheduling their own appointments.

HOW EASY WAS IT TO SUBMIT YOUR CLAIM TODAY?

Answered: 586 Skipped: 3 First: 3/3/2022 Zoom: Mar 2022 to May 2022



Our Patients

We monitor complaint volumes and trends and make real time improvements where we can. We respond to each and every complaint directly where able, talking to patients to understand what went wrong and collaborating with our staff to make improvements.

For example, while 86 percent of surveyed patients wait 15 minutes or less to be seen, a few patients are unhappy with wait times. We corrected this by hiring additional staff, and monitoring staff performance. We have also added information in the waiting rooms about how to register a complaint or compliment.

Sustaining a high value patient experience requires high functioning staff. For the first time, our staff participated in performance reviews and are using self-appraisals to improve their interface with patients. Physicians have also received feedback from patients and continue to look for opportunities to improve their clinical knowledge and care delivery. We reward our staff just for being who they are and look for ways to say thank you for putting our patients first.

We are excited about the future and will continue to work hard to earn the trust of our patients and incorporate their feedback into

operations on an ongoing basis, giving us the ability to maintain the level of patient satisfaction that they have come to expect.

Our patient survey showed:

- 96 percent are very satisfied or satisfied with care
- 95 percent are very likely or likely to recommend our care to others
- 86 percent are seen in less than 15 minutes of their appointment time
- 78 percent say it's very easy to get an appointment

These are great scores but we want to be even better. Our team has a relentless passion to consistently deliver great customer and patient experiences. By listening, learning and innovating our team seeks to raise standards each and every day.



Our Shareholders

We aim to reward our shareholders' confidence in us with increasing return on equity and growth in our book value per share. Our approach to achieving sustainable profitability is reflected by our Everybody Wins philosophy and the unerring focus on people that makes Argus different.

By investing in a team of employees who feel valued and empowered, encouraging and enabling professional development, and treating all our people with respect, we foster a productive and engaged workforce. Our people, in turn, go the extra mile to make our clients feel equally valued, delivering exceptional customer service. This is a virtuous circle that drives financial success.

A great experience for our employees and customers alike is our priority and that focus helps us to achieve our corporate goals as an insurance company and health care provider.

We know that our shareholders also want to see Argus' value fairly reflected in our share price, something which has not been the case in recent years. With this in mind, we have worked to increase our engagement and communication with the investor community, so they better understand our innovation, our uniqueness and our potential.

With ESG principles becoming more widely adopted by businesses, we see sophisticated investors showing greater appreciation for our company's purpose-led strategy.



“A great experience for our employees and customers alike is our priority and that focus helps us to achieve our corporate goals as an insurance company and health care provider.”

Our Communities

We have forged strong bonds in the communities in which we do business, as an employer and as a business. Our people, customers, patients and shareholders are our neighbours in these tight-knit societies.

With the services we provide, we work every day to support the health and resilience of these communities. But we feel a responsibility and a desire to do more, to work with local partners to promote social and economic development and enable greater access to opportunity. We have built relationships with non-profits who make our communities stronger.

Our employees enthusiastically embrace our philanthropic and volunteering efforts, and frequently add to Argus' contributions by giving of their own time and money.

Our cash and in-kind donations in the past year totalled more than \$585,000. We are reviewing our community engagement to ensure that the non-profits we support bring the greatest possible beneficial impact to our communities and align with our mission and sustainability principles.

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“Our employees enthusiastically embrace our philanthropic and volunteering efforts, and frequently add to Argus' contributions by giving of their own time and money.”

Giving back to our Communities

CHARITABLE GIVING: As part of our community outreach, Argus makes financial donations to charities that make a positive difference. Our philanthropic focus has been on organisations that provide support to all segments of the communities in which we operate. Over the past year, we made a total of more than \$232,000 in grants to Bermuda-registered charities. The 17 benefiting nonprofits were selected by our Donations Committee, which comprises Chair Joel Schaefer and seven other Argus employees. In Europe, we donated over \$30,000 to various charities. Looking ahead, part of the mandate of our Sustainability Management Committee will be to work with the Donations Committee to fine tune our focus on directing our charitable dollars to where we believe they will have the most beneficial impact in our communities.

CORPORATE VOLUNTEERING: We sponsor and participate in Relay for Life, an event that raises money for Bermuda Cancer & Health's Equal Access Fund to provide cancer treatment to those who cannot afford it, supporting our sustainability goal of a healthier and more equitable community.

In Gibraltar, we have also sponsored and participated in the Med Steps 5 Challenge, an event which raises money for Cancer Relief. Unfortunately, the last two years has seen the event fall victim to COVID-19 but we expect it to restart again in the autumn.

DUKE OF EDINBURGH INTERNATIONAL AWARD GIBRALTAR: The Duke of Edinburgh's International Award is a global framework for non-formal education and learning, which challenges young people to dream big, celebrate their achievements and make a difference in their world. Through developing transferable skills, increasing their fitness levels, cultivating a sense of adventure and volunteering in their community, the Award helps young people to find their purpose, passion and place in the world. Argus Gibraltar is and has been a corporate sponsor locally of this award for many years.

Over the past year, we made a total of more than \$232,000 in grants to Bermuda-registered charities.



Giving back to our Communities

EDUCATION SUPPORT: This year, we launched an annual scholarship, the Sheila Nicoll Argus Award, to help fund the university education of a Bermudian student in need of financial support. Named after our former Chair, who retired in 2021 after 13 years in the role, and honouring her commitment to supporting the development of local talent, the scholarship has a value of \$15,000 a year, for up to three years. Eligible students are those with a GPA of 3.0 or higher, pursuing an undergraduate degree in insurance, risk management or a STEM-related field of study.

ENVIRONMENT: We continue to support the Bermuda Zoological Society, a long-running relationship through which we help to ensure the continuation of conservation-education programmes offered free to thousands of children.

IGNITE INITIATIVE SUPPORT: As an entrepreneurial accelerator that works to improve the success rate of startup businesses through a formalised curriculum and access to advisers, Ignite Bermuda's mission fits with our vision of a more socially equitable and economically sustainable community. Since Ignite's launch in 2019, we have provided 4,000 square feet of office space in the Argus Hub, 12 Wesley Street, Hamilton to give the accelerator a base from which to foster entrepreneurship in Bermuda. Our in-kind donations amounted to more than \$322,000 in the past year.

SPORTS: We were the lead sponsor of the Bermuda Half Marathon Derby, the island's longest established road race, which dates back to 1909, and a hugely popular part of the Bermuda Day celebrations. In Gibraltar, we continued our long-term sponsorship of Lincoln Red Imps Football Club's grass roots youth programme, as well as supporting Bayside Comprehensive School's basketball teams.

“This year, we launched an annual scholarship, the Sheila Nicoll Argus Award, to help fund the university education of a Bermudian student in need of financial support.”

Our Environment

In Bermuda, Canada, Malta and Gibraltar, we are part of communities facing the effects of climate change at close quarters, in the form of rising sea levels, more intense storms and changes in ocean temperatures and acidity. We are privileged to operate in these spectacular natural surroundings, which inspire our commitment to minimise our impact on the environment.

FACILITIES AND OFFICE MANAGEMENT

We own investment properties in Bermuda and lease office spaces in Bermuda, Canada, Gibraltar and Malta. We have already reduced our office footprint in Bermuda and Canada. We continue to explore ways to reduce our impact on the environment, while providing our people with a highly networked, multi-purpose and collaborative environment that lends itself to flexible working arrangements. Work-from-home options initiated at the start of the COVID-19 pandemic that continue to be offered to our employees have also contributed to energy and utility savings in our offices.



We continue to explore options to reduce our office footprint in support of reducing our impact on the environment

Our Environment

We use energy management systems, triple-glazed tinted windows, and LED lighting to reduce our energy consumption. We also use solar thermal heating for our water heaters. We are investigating the installation of solar panels to reduce our energy dependency and incorporating lighting sensor controls in our Bermuda headquarters.

The use of virtual desktop infrastructure, enables processing to be done on our servers instead of by our end-user computers, offloads power consumption to more efficient data centres. We use a sustainable data centre in Switzerland called Green. By using energy-efficient, small-form factor PCs, we also reduce our on-premises power consumption.

To help reduce waste and single-use plastic, all of our offices have dedicated recycling bins and our employees practice the no plastic cup ethos. In addition, we have installed smart water dispensers and automated bean-to-cup coffee machines in our Bermuda headquarters. We are also considering installation of air hand dryers in our investment properties to reduce use of paper towel and trash can liners that eventually go to landfill.

In addition, we have reduced the amount of paper we use, through the use of a print management application and digitisation of many of our processes. Our customers can submit claims and sign documents digitally through our Argus Vantage online client portal, and receive paperless claim payment.

“We use energy management systems, triple-glazed tinted windows, and LED lighting to reduce our energy consumption.”



Our Environment

SUPPORTING THE TRANSITION TO A LOW-CARBON ECONOMY

We have a relatively small carbon footprint compared to other industries, such as manufacturing and energy production. We understand that the impact of climate change is inevitable, and we are committed to supporting the move to a low-carbon economy.

Our immediate focus is to assess the impact of our operations across various offices and reduce emissions on a continuous basis. We also look to further embed environmental considerations, including climate-related risks and opportunities, into our enterprise risk management framework and business processes.

Through our property and casualty (P&C) business, we are directly exposed to the physical risks attributed to extreme weather events and changing climate patterns, which may impact our insurance risk profile. We mitigate our exposures to outsized loss activity by establishing a strategic panel of reinsurers which provides proportional and non-proportional covers to our P&C lines. Argus also limits its exposure by imposing maximum claim amounts on certain contracts as well as

the use of reinsurance arrangements in order to limit exposure to catastrophic events (e.g., hurricanes, earthquakes and flood damage). We also leverage third-party catastrophe modelling to conduct stress testing to assess our gross and net catastrophe exposures on both occurrence and aggregate bases.

We also look to further embed environmental considerations, including climate-related risks and opportunities, into our enterprise risk management framework and business processes.



Trusted and Responsible Business

Only with the continuing trust of our people and our customers can our business be sustainable. We believe the key to earning and maintaining that trust is responsible management, guided by the principle of always putting people first.

As stewards of capital, managers of risk and custodians of personal data, we strive to run our business in a way that will benefit society, as well as deliver sustained and attractive returns to our shareholders.

To this end, we have made great strides in identifying how we can improve the environmental and social impact of our core business operations, and in acting to achieve this through ethical policies and a Group-wide sustainability governance framework.

“We strive to run our business in a way that will benefit society, as well as deliver sustained and attractive returns to our shareholders.”



Sustainable Investing

Our commitment to careful and diligent custodianship of policyholder and shareholder assets is central to the Argus Group's investment philosophy. Our investment portfolio is designed to ensure funds are readily available to satisfy our obligations to policyholders and to enhance shareholder value by generating sustainable long-term, risk-adjusted yields.

We have a clear objective to maximise returns without taking inappropriate levels of risk.

In 2020, Argus introduced a socially responsible investment strategy into its Group Investment Policy aligning with the interests of various stakeholder groups and our corporate ethos of Our Interest Is You.

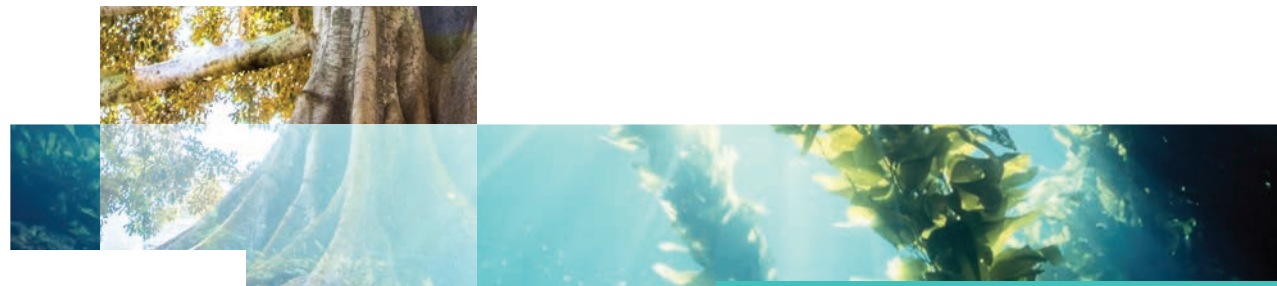
Argus understands that ESG considerations are increasingly crucial inputs when evaluating global economies, markets, asset classes, industries, and individual companies. In particular, the Policy requires:

- Considering ESG-related risks and opportunities and integrating ESG factors in each step of the investment decision-making analysis and process;

- Argus's investment portfolio is managed to specific ESG criteria, positively targeting above average ESG ratings; and
- Using negative screens to exclude or limit investments to companies exposed to high ESG risks.

The investment managers Argus works with are all signatories to the UN Principles for Responsible Investing and use ESG metrics as part of their investment analysis process.

“Our Interest Is You.”

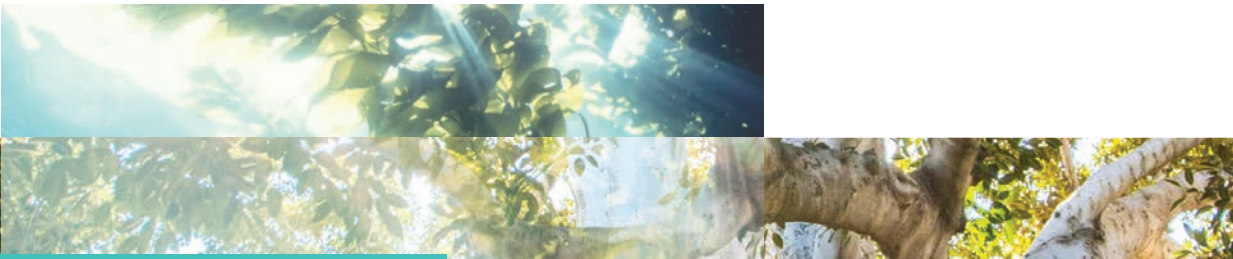


2022 Sustainable Investing Highlights

1. Incorporated climate change explicitly in investment decision-making and in the Group Investment Policy.
2. Partnered with third-party portfolio managers to consider and screen ESG risks and opportunities.
3. Engaged asset managers to assign ESG scores to individual companies and only select companies with positive ESG performance relative to industry peers.
4. Deliberately excluded or limited investments in sectors or companies exposed to high ESG risks such as coal mining, tobacco, alcohol, and weaponry.
5. Requested our external asset managers to favour assets specifically related to sustainability (e.g., clean energy, green technology, or sustainable agriculture such as green bonds and social bonds).

In 2023, we will further refine our approach to sustainable investing. We will investigate the opportunities for further limiting our investments in less sustainable industries with high transition risk, such as oil and gas, transportation, chemicals and auto manufacturing. And we will look more towards investing in assets and businesses that support the transition to a low-carbon economy, as well as green bonds and social bonds.

“In 2023, we will further refine our approach to sustainable investing.”



Underwriting and Risk Management

UNDERWRITING

The underwriting discipline is at the core of our business model. It materialises through careful selection of varying risks (life and non-life) and implementation of underwriting guidelines to determine insurability of applicants. These guidelines consist of due diligence procedures, pricing models, delegated authority limits and sanctions screening.

The risks associated with insurance contracts are complex and subject to key assumptions used, common industry-wide actuarial methods and other quantitative analysis. We use various risk mitigation techniques including imposition of maximum limit amounts on certain contracts, external reinsurance, portfolio diversification, asset-liability management, active claims management and monitoring to manage our overall risk profile.

RISK MANAGEMENT

We recognise the critical importance of having an efficient and effective risk management framework in place. The risk management framework encompasses all material risks to ensure we continue to meet our policyholder obligations, regulatory requirements including solvency and business objectives. Our risk management framework is implemented enterprise-wide and covers financial risks such as liquidity, market, insurance and credit as well as indirect or non-financial risks such as strategic, regulatory/legal and operational including third party, cyber/information security, people and processes. We also utilise stress testing and scenario analysis to assess the Group's solvency and operational resilience against downside risks, including emerging risks that are materially relevant to our business strategy and operations.

We recognise the critical importance of having an efficient and effective risk management framework in place.

The Board has ultimate responsibility for strategic oversight and effective implementation of the risk management framework. Management are responsible for the day-to-day operations and administration of the group.

The Group has adopted the Three Lines of Defence model, which addresses specific duties related to risks and controls. In addition, the Group's organisational structure comprises Board and Management committees to enable the Group and its subsidiaries to carry out its objectives and oversight functions.



Data Protection and Privacy

Enterprise-wide, we recognise that our customers, patients, and employees entrust us with significant portions of their lives.

Whether it is a policy to protect their home, the medical care they receive or being able to bring their authentic self to the workplace, this trust is not taken for granted, which is why we take great care to handle all data and personal information we receive securely and with integrity.

As a multi-jurisdictional organisation, we adhere to the legislative and regulatory requirements for handling personal information including but not limited to the European Union's General Data Protection

Regulation (GDPR) and Bermuda's Personal Information Protection Act 2016 (PIPA).

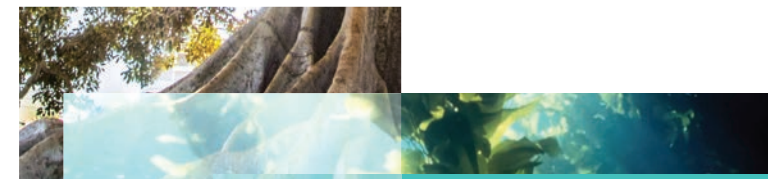
We formally set out our template for responsibly managing our data, in a way that reduces risk and adds value, in the Argus Data Governance Programme, implemented in the first quarter of 2022. As an organisation-wide initiative that provides guidance, education, standards, tools and templates, the programme sets out to achieve:

- Reduction of risk through ensuring regulatory compliance as well as data quality management, built on a foundation of data ownership and meta data management
- Increasing value through transforming data into information that provides insight into evidence-based business decisions.

We remain committed to fulfilling our organisation's data privacy principles, which are outlined in our Group Data Privacy

Policy and provide a consistent framework for how all in the Argus family handle personal information across the Group. This commitment extends to our partners as we ensure that they hold our data to a standard as high as the one we hold ourselves.

To further affirm our commitment in this area, we engage in regular staff training for data protection and privacy. We routinely ensure that our systems are secure and appropriate safeguards are in place. We also monitor the risks of vendors and other third parties that have access to our data. We value transparency and know that our stakeholders value it too, which is why we have published privacy notices on our websites; so how we handle personal information and what we do with it is communicated clearly. Data protection is at the heart of how we have conducted business and how we will continue to conduct it.



Cyber Security

In today's interconnected and digital world, organisations store and move around vast amount of information electronically. Cyber risks are real and constantly evolving.

We recognise that protecting the confidentiality, integrity and availability of information and IT systems is critical to the continuity of our business and to the security of our customers' and employees' data.

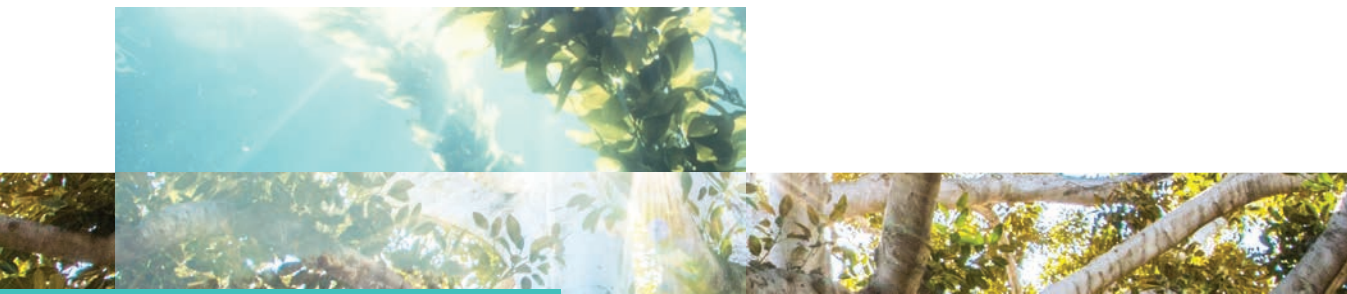
We are committed to high standards of cyber security. We adopt a holistic approach, which considers our people, processes and technology. The layers of control we have designed and implemented across the organisation ensure that cyber risk is effectively managed.

We believe that employees who are knowledgeable and aware of cyber risks strengthen our cyber defences. For that reason, we provide high quality, interactive, engaging cyber awareness courses, combined with easy-to-implement phishing awareness training for our people.

With this defence-in-depth strategy we have the capability to effectively protect, detect, respond to and recover from cyber threats.

By securing our data, systems, and business services we can ensure that information is protected, clients' needs are met, and organisational goals are not disrupted. We are forever vigilant, because we know that cyber security can never be considered complete. We strive to continually improve our services and controls to stay ahead of the constantly changing cyber threat landscape.

We are committed to high standards of cyber security. We adopt a holistic approach, which considers our people, processes and technology.



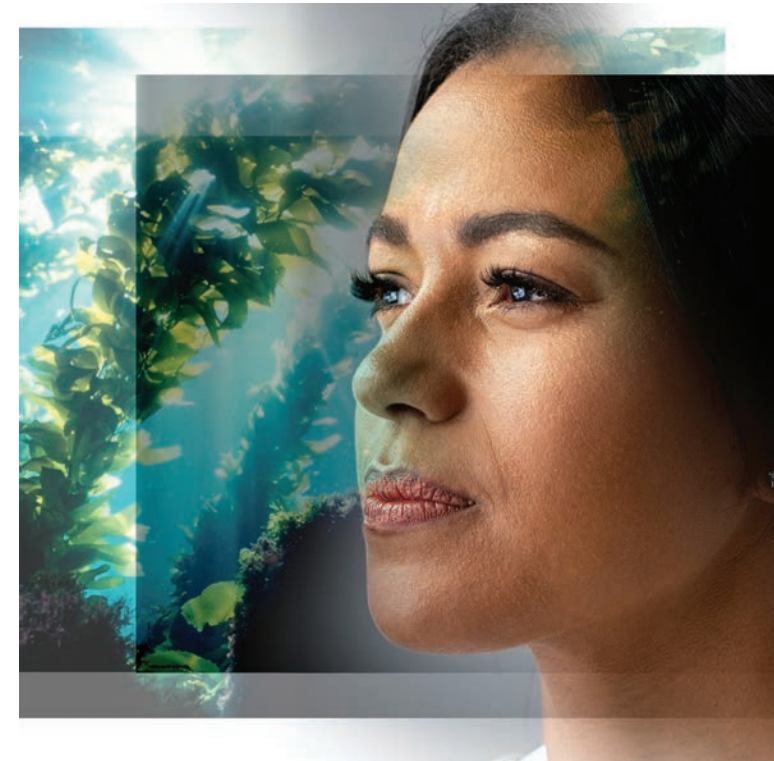
Achievements & Priorities

2021-2022 ACHIEVEMENTS

- Mobilised Sustainability Governance and workstreams
- Updated Group Investment Policy Statement to incorporate further ESG considerations
- Rolled out a virtual desktop infrastructure, offloading power consumption to more efficient data centres, and digitised many processes, reducing paper consumption for our customers and people
- Provision of financial support to provide training and development of our people and integration of a formalised coaching structure as part of our management development programme
- Continued charitable support to and volunteering in the communities in which we operate
- DEI focus - Black Lives Matter Committee established within the Group

2022-2023 PRIORITIES

- Undertake a materiality assessment to determine the sustainability issues that matter most to our key stakeholders
- Implementation of DEI and Black Lives Matter action plans
- Continue to integrate sustainability considerations including climate change into our wider risk management framework and business processes
- Evolve our sustainability reporting to align with a globally recognised sustainability reporting framework
- We will develop a plan to determine our carbon footprint baseline
- Consider reporting requirements for the organisation's sustainability accreditation
- Continue to enhance communication and information channels within Argus and our external stakeholders to provide transparency of our sustainability initiatives and progress



Conclusion

This report marks out a sustainability baseline for our organisation. Taking stock of where we are today is the first step towards achieving a better tomorrow.

We are already working hard towards achieving our sustainability goals for next year, as we strive to manage our business in a socially, well governed, and environmentally responsible way. We are committed to meeting this ongoing challenge and look forward to sharing our progress in the years to come.





If you have a question or comment about Sustainability at Argus, send us an email at sustainability@argus.bm. We'd love to hear from you.

In line with our commitment to reduce Argus' carbon footprint, this report has been produced in a digital format.

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