



Sustainability Report 2020

Introduction

CEO Statement	3
Our Approach	4
Sustainability Governance	5
Sustainable Development Goals	6
Admiral's Covid -19 Response	7

1. Our Customers

1.1 Engaging with Our Customers	9
1.2 Fair Treatment of Our Customers	10
1.3 How We've served Our Customers	12

2. Our People

2.1 Diversity & Inclusion	16
2.2 Health & Wellbeing	19
2.3 Staff Learning & Development	21
2.4 Recruitment	23

3. Our Community

3.1 Long-Term Community Initiatives	25
3.2 Promoting Employability in Our Communities	28
3.3 International Community Initiatives	29

4. Our Environment

4.1 Climate Change	31
4.2 Environmental Management	32

5. Our Shareholders

5.1 Shareholder Engagement	36
5.2 Reporting on ESG	37

6. Our Partners

6.1 Responsible Procurement	39
-----------------------------	----

7. Responsible Business

7.1 Responsible Investments	41
7.2 Data Protection and Privacy	42
7.3 Information Security	43

From CSR to Sustainability

Admiral is committed to maintaining responsible business practices towards all of our stakeholders. In this report, we aim to highlight our approach to sustainability and detail the key initiatives we have in place.

To better highlight our commitments in 2020, we have stepped away from traditional Corporate Social Responsibility Reporting, and have moved towards a more comprehensive reporting approach on sustainability, beginning with this year's Sustainability Report.

We are committed to working towards increased transparency and implementing sustainable solutions to address the growing challenges our communities face and will continue to pursue best practice sustainability disclosures and reporting as the landscape evolves and sustainability frameworks are developed further.

An introduction from Milena Mondini, Group CEO & Sustainability Board Representative

As the Sustainability Board Representative, I am delighted to introduce Admiral's 2020 Sustainability Report. In a 12-month period unlike any other we've seen before; I am truly proud of how Admiral has acted to deliver the best possible outcomes for all our stakeholders.

It is a privilege to lead a company which, in one of the most challenging periods of our times, supported over four million of our customers through the Admiral Stay-at-Home refund in the UK and reduced prices substantially across operations to reflect the lower frequency due to less driving during lockdowns.

In 2020 Admiral remained a truly great place to work, with 90% of our employees highlighting this in the latest GPTW¹ survey. We were also bold in our response to communities, dedicating six million pounds through the Admiral Covid-19 Support Fund.

The unprecedented nature of 2020 has not distracted us from the significant environmental challenges faced globally. Therefore, whilst responding to the pandemic, we also continued our journey towards better environmental practices, improving our climate risk disclosure and mitigating our environmental impact.

As we look towards 2021 and beyond, in true Admiral fashion, we will continue to act in the best interests of all our key stakeholders. We will do this by acting according to our purpose as a business to *Help more people to look after their future. Always striving for better, together.*

I hope you enjoy reading this report.

Milena Mondini de Focattiss
Chief Executive Officer
3 March 2021

¹ Great Place to Work.



Focusing on our Customers

Putting Customers at the heart of what we do

Returned £110m to UK customers in a premium rebate



Valuing our People

People who like what they do, do it better

Ranked 14th in the World's Best Workplace 2020 rankings



Supporting our Communities

Supporting a culture of giving back

Dedicated £6m to the Admiral Covid-19 Support Fund



Caring for our Environment

Actively working to reduce our impact

Joined the Institutional Investors Group on Climate Change



Engaging our Shareholders

Engaging with shareholders and providing good shareholder returns

Strong overall results and sustainable dividend returns



Working with our Partners

Building and maintaining strong relationships

Provided financial support to our UK garage repairers

Our Approach

At the heart of Admiral's commitment to sustainability, and key to our approach, is our purpose to *'Help more people to look after their future. Always striving for better, together.'*

Integrating responsible business practices has been at the core of what we do over the years, and we will always strive to continue to adapt these practices to meet the changing needs of our stakeholders in the future.

Admiral's approach to sustainability acts as a framework and reference point through which our global businesses implement appropriate and responsible practices. We believe this framework forms a key part of the Group's long-term commercial success and

are committed to building sustainable businesses for the future which consider the needs of all our stakeholders.

The global challenges faced in 2020 have highlighted the need for strong company values that drive appropriate responses in times of global crisis. Core to Admiral's response to the Covid -19 pandemic has been a continued effort to ensure all our stakeholders are adequately supported, together with a continued focus on doing the right thing during times of uncertainty.

Sustainability Governance

Building a sustainable business which drives positive impact for our stakeholders is at the core of who we are, and what we do.

Our Group CEO, Milena Mondini, is the appointed Sustainability Representative on the Group Board.

A Sustainability Working Group was established in 2020 to provide additional governance support around matters related to ESG. The Working Group consists primarily of members of departments from Investment, Risk, Facilities, and Investor Relations but also actively engages with other departments across the business.

The Sustainability Working Group provides updates to our Group CEO who is the Group Sustainability Representative, as well as to the Group Board. In addition, various Group functions also provide regular updates on Sustainability related topics to the Group Board to ensure adequate levels of oversight into current and future initiatives are in place.

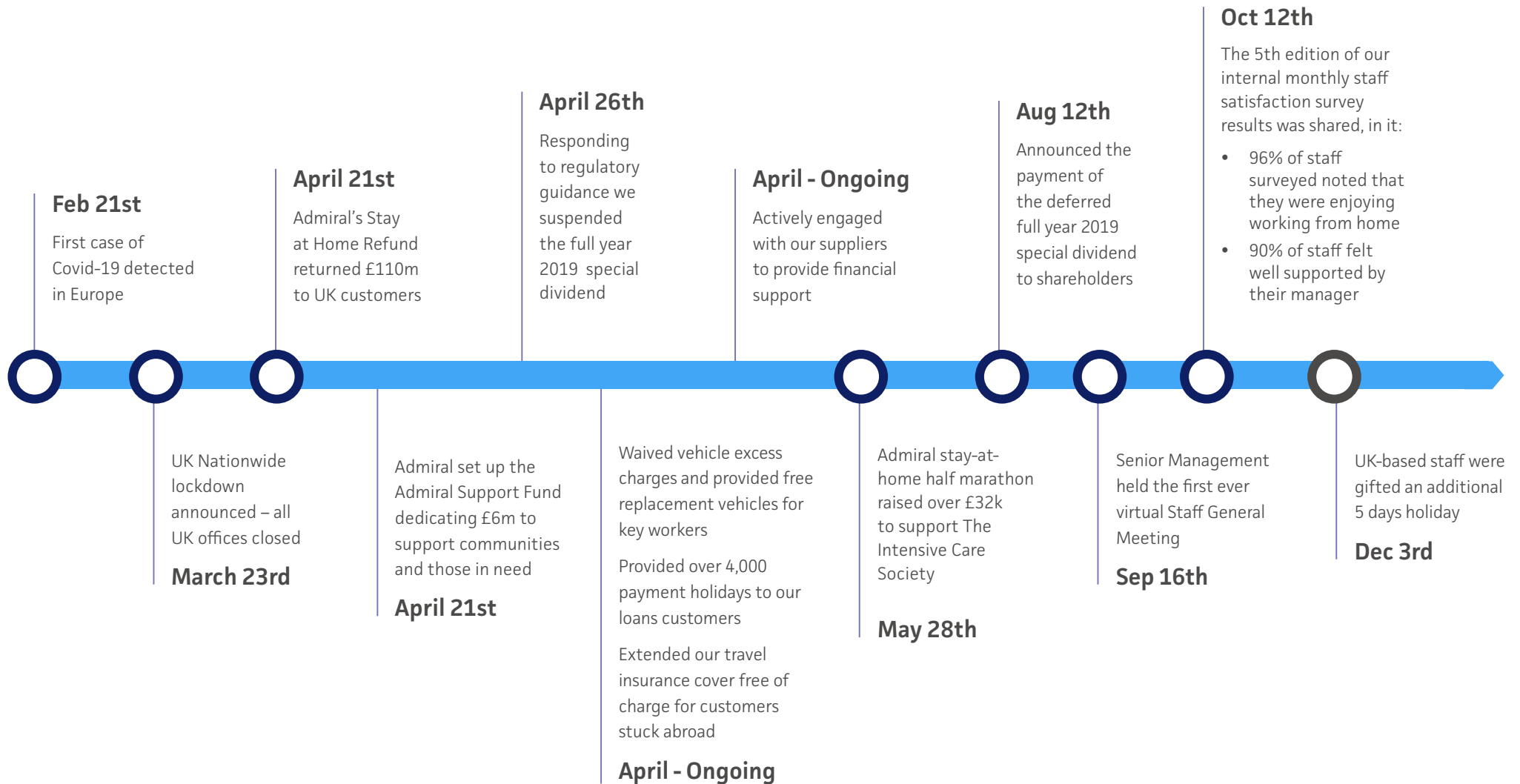


SDG's	Priority Targets	Our Ongoing Contributions
Goal 5 Gender Equality	(5.5) Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic, and public life.	<ul style="list-style-type: none"> • Signed PWC's #TechSheCan Charter • Target in place to increase women in executive roles to 40% by 2023 • Signatory of the Women in Finance Charter
Goal 8 Decent Work and Economic Growth	(8.6) Substantially reduce the proportion of youth not in employment, education, or training.	<ul style="list-style-type: none"> • Support Cyber College Cymru which aims to create pathways into digital careers • Employee volunteering with One Million Mentors • Partnership with the Prince's Trust to deliver skills training
Goal 10 Reduced Inequalities	(10.2) Empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.	<ul style="list-style-type: none"> • Our Diversity & Inclusion Forum consists of six working groups • Partnered with Stonewall Cymru and the Social Mobility Foundation • Signed up to the Social Mobility Pledge • Launched unconscious bias training for recruitment staff in 2020
Goal 11 Sustainable Cities and Communities	(11.2) Provide access to safe, affordable, accessible and sustainable transport systems for all.	<ul style="list-style-type: none"> • Provide insurance cover to both fully electric and hybrid vehicles • Employee commuting schemes (Bike to Work, Season Ticket Loans)
Goal 12 Responsible Consumption and Production	(12.6) Encourage companies, especially large and transnational companies, to adopt sustainable practices and integrate sustainability information into their reporting cycle.	<ul style="list-style-type: none"> • Engaged with multiple ESG indices • Implemented feedback from ESG indices to improve reporting • Received external verification of carbon emissions data and offset our emissions to become carbon neutral • Enhanced ESG disclosure in Sustainability and Annual Report

Sustainable Development Goals

The 17 Sustainable Development Goals (SDGs), adopted in 2015, are part of the United Nations 2030 Agenda for Sustainable Development. The private sector is expected to contribute towards these goals, which cover global issues such as poverty, inequality, and climate change. Admiral acknowledges the importance of the SDGs in sustainable development. Not all goals directly impact the business and operations, and Admiral has thus focused on those closest to the business, our impact and current contribution. Admiral will continue to focus on further supporting the below-mentioned goals, as well as consider how we can impact and contribute to the wider set of goals.

Admiral's Covid-19 Response





1. Our Customers

93% of our staff believe their department puts the customer at the heart and start of every decision.²

² Based on our 2020 ServCheck survey results.

1.1 Engaging with Our Customers

Without our customers we would not have a business – therefore, we strive to ensure that each of our customers receives the best possible service whenever and however they contact us.

2020 has reiterated the need for companies to maintain high levels of customer service and this continues to be one of Admiral's core focus areas. In response to our continuous commitments, we saw a >5% improvement in NPS scores across all markets in 2020.

Customer Communication

As technology continues to evolve, we have adapted to ensure we can engage with our customers through a range of different communication channels. This year, we made webchat more accessible to support customers when they need us, and we enabled more

customers to buy policies online and make a greater range of policy changes digitally.

We continue to explore opportunities to develop our digital channels and adapt to the changing needs of our customers. Looking ahead, we are increasing our level of investment in this area as we continue to optimise our digital estate and add to our digital capabilities.

Customer Feedback

Providing excellent and ever-improving customer service continues to be fundamental to us. Therefore, obtaining

customer feedback is important, as it allows us to understand what we are doing well and enables us to identify the priority areas for improvement.

Once we have received customer feedback, we then seek to improve our level of customer service by acting on this feedback and implementing any necessary changes.

Feedback KPIs	2018	2019	2020 ³
Would Buy Again	98%	98%	98%
Customers Happy with their Service	96%	97%	95%

Facilitating online claims

In response to the UK lockdown our Household Claims team directed customers online, increasing online claim registration from 45% to 80% and increasing webchat usage for non-urgent matters by 200%. We continue to integrate further elements of the claims journey onto digital channels, in order to enhance our offering for customers with an online preference.

³ Based on our UK Reevoo results, 7598 responses received.



1.2 Fair Treatment of Our Customers

Many departments across Admiral work together to ensure that the needs of our customers are continually met.

During 2020, our facilities and IT departments have worked tirelessly to ensure we remained accessible to our customers at all times as staff shifted to working from home. Additionally, compliance and internal audit departments ensured that processes and products were reviewed regularly and that we continued to maintain a competitive and fair offering for our customers.

Conduct Risk

Fair treatment of customers is one of Admiral's core values and is supported by our Conduct Risk Framework. Conduct Risk appetite and standards have

been set by the Board, and our Conduct Risk reporting (CRMI) is aligned to these. A Customer and Conduct Committee oversees the delivery of fair customer outcomes, and is supported by a Conduct Risk Working Group, which assists the Committee to discharge its Conduct Risk oversight responsibilities. In the last 12 months we have focused on ensuring the suppliers and third parties we work with are aligned to our Conduct Risk approach.

In accordance with the UK regulatory focus, we have also reviewed how Admiral's culture drives fair outcomes

for customers and have taken a fresh look at the role that Purpose, Leadership, Reward, Governance, Psychological safety, and Diversity & Inclusion play in this.

Responsible Claims Management

Alongside ensuring that claims are managed quickly and efficiently, we work hard to ensure appropriate claims practices are in place to deliver fair and just outcomes for our customers. Claims Quality Assurance teams are in place to review, report and support the biggest risks across our Claims functions.

Claims Quality Assurance report their findings via CRMI and provide individual feedback and reports across Claims.

This process allows us to continually assess and challenge ourselves to achieve the best outcomes for our customers. A Claims Repudiation Working Group is also in place to ensure that appropriate systems and controls exist across our Claims function to manage the risk that customers are unfairly repudiated. The Working Group recommends improvements to control frameworks where appropriate and remediation work to be undertaken where unfair outcomes have been identified.

Vulnerable Customers

In 2020, more customers required additional support due to the impact of the Covid-19 pandemic. Our existing vulnerable customer approach was enhanced, as we introduced a specialist team to support customers with affordability concerns and provided refresher training for customer support staff on how to identify and support vulnerable customers. We continue to sit on the Association of British Insurers Vulnerable Customers Working Group, to ensure we can contribute towards shaping the way that vulnerable customers are supported across the insurance sector.

Admiral is committed to further strengthening our vulnerable customer services in anticipation of the finalised regulatory guidance on the fair treatment of vulnerable customers.

Complaints

Admiral encourages all customers to promptly inform us if they are unhappy and we strongly believe that complaint handling is an invaluable learning tool for the continuous improvement of our customer service.

We understand that making a complaint can be stressful and seek to ensure this process is as straightforward as possible for our customers,

therefore, customers can make complaints through various channels, including via telephone, email and post.

Our complaint handling guide is available on the Admiral website and this outlines the timeline for dealing with complaints in accordance with FCA requirements, and details on escalating claims internally and to the Financial Ombudsman Service. Our Customer and Conduct Committee ensures appropriate complaints handling, which includes monitoring complaint volumes and trends, root cause analysis and assurance of the control framework.

4 Based on Motor FNOL and Frontline calls.
 5 Based on SMS feedback where customers rate the level of service they received and the handler they interacted with on a scale of one to ten; the score shown is the average of these metrics.

CRMI Report Customer Service Measures	2017	2018	2019	2020	Target
Claims First Notification of Loss (FNOL) Call Answer Rates ⁴	95.1%	95.5%	95.7%	94.5%	>90%

CRMI Report Customer Service Measures	2017	2018	2019	2020	Target
Customer Services SMS Feedback ⁵	9.09	9.05	9.15	9.28	>8.0

2019

2020⁶

5000

3800

Number of Calls Monitored by Senior Managers

8/10

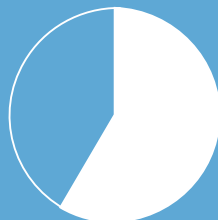
8/10

Average Score for an External Monitoring Call



41.5%

% of Kudos Calls Scoring a 9 or 10



45%

1.3 How We've Served Our Customers

Alongside one-off initiatives, such as this year's £110m 'Stay at Home Refund' for our UK Motor insurance customers, we have long-standing customer initiatives which seek to measure how our customers feel about our services, reward staff who perform above expectations and make our customers smile.

As a testament to our services, Admiral UK was named the 2020 Direct to Consumer Business of the Year in The Insurance Times Awards.

Cristina's Customer Commentaries

Through this initiative, our UK CEO Cristina Nestares shares a monthly commentary that covers all things customer related. This commentary usually includes examples of great customer service and outlines the process changes across our departments

that have helped improve the customer experience. Cristina also awards the title of Customer Champion to one of our customer-facing agents who received all 10 out of 10 scores on their SMS feedback questions.

Kudos

Kudos is a customer experience measurement programme used across all our customer facing contact centres, which focuses on three key customer impact areas: average speed of answer, customer SMS feedback and

external call monitoring by senior management. Looking ahead, the Customer Matters initiative, a cross departmental project launched in May 2019 that involves over 3,500 employees and focuses on improving customer interactions across our customer-facing departments, will be formally merged into the Kudos programme from 2021 onwards.



Above and Beyond

This New Business department initiative encourages agents to nominate customers who they feel are deserving of a special surprise. Across 2020 we sent 204 surprises to our customers, up from 170 during 2019. These surprises included vouchers for online shopping, chocolate brownies, tea and cake hampers, chocolate truffles, and dog treats. New Business also ran a key worker special, inviting agents to nominate our customers from across the UK who are frontline heroes, so we could personally thank them for their efforts.

Customer Care Hearts Campaign

In Customer Care, a heart is gained when a customer gives an agent a score of 8 or higher via SMS feedback. After an initial commitment to reach 100,000 hearts in 2018, the Customer Care Hearts Campaign continues to grow and remains an important customer-driven initiative.

Hearts Received by Customer Care Agents⁷



⁷ Rolling total.



2. Our People

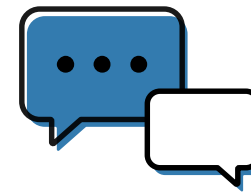
96% of our staff believe that Admiral is a friendly place to work.⁸

⁸ Based on group-wide results for the 2021 Great Place to Work Survey, data surveyed in 2020.

2 Our People

At the heart of Admiral's success lies a deeply embedded people-driven culture, creating an environment where staff feel both supported and motivated to work every day.

As responsible employers we strive to create an inclusive working environment wherever possible, as is underpinned by our four people pillars: Communication – Equality – Reward and Recognition – Fun.



Communication



Equality



Reward and Recognition



Fun



Our achievements

14th Best Workplace in the World, 25 World's Best Workplaces

4th Best Super Large Workplace in the UK, Great Place to Work Institute

Lifetime Masters Award, Great Place to Work Institute

3rd Best Big Company to Work For in the UK, The Sunday Times

2.1 Diversity & Inclusion

Our staff represent people of all genders, sexual orientation and ethnicities and we are always working towards improved representation throughout our business.

Monitoring Diversity

Our commitment to protecting and maintaining a diverse workplace is overseen by the Diversity and Inclusion Forum. This forum is headed up by one of our senior managers and consists of six Working Groups, which consider and implement ways Admiral can better support staff and customers from diverse backgrounds. An annual diversity progress report is presented to the Group Board each year and made publicly available on our Corporate Website.

Diversity initiatives such as the Inclusive Behaviours in Insurance Pledge are signed at CEO level. Details regarding Admiral Group's approach to diversity are available for staff in our Equality, Diversity and Dignity at Work policy.

Improving Diversity in Recruitment

In 2020, People Services management teams across the Group launched the Diversity Project 2020 to review measures taken at all levels of recruitment, identify areas for improvement and help develop a more diverse workforce across the Admiral Group.

Unconscious bias training was rolled out across our UK operations for our recruiters and trainers to ensure that recruitment processes remain fair and equitable. The unconscious bias training program is available to all staff via our iLearn intranet platform. The senior management team across the Group also attended unconscious bias training sessions. Alongside this, we held community open days and collaborated with organisations, such as the Job Centre, to provide support and advice to applicants from historically disadvantaged backgrounds.





Training & Mentoring

The Diversity & Inclusion Working Groups meet regularly and provide pragmatic support to the business through sharing expertise, giving advice, providing training and facilitating opportunities that help Admiral become an inclusive and diverse business for all.

In 2020, the BAME Working Group reviewed the management training syllabus to ensure unconscious bias was sufficiently covered. A new people policy, supporting trans staff, was accompanied by a manager training programme to help them better support colleagues who are going through a gender transition.

Additionally, The Social Mobility Working Group embarked on initiatives such as mentoring young people from socially disadvantaged backgrounds, providing work experience and internships, and arranging a professional 'career speed-dating' event, to help young people expand their business networks. Admiral has also signed up to the Social Mobility Pledge.

Going Beyond the Legal Requirements

As part of our commitment to diversity & inclusion, we continuously strive to improve our workplace beyond legal requirements. This year, the Gender Working Group signed up to PWC's #TechSheCan charter to increase the number of women working in technology roles in the UK.

This follows our previous signatory commitment to the Women in Finance Charter and the Insurance Inclusion Pledge. In line with commitments set by the BAME Working Group, Admiral signed up to the Business in the Community Race at Work Charter to ensure we are tackling the barriers facing people who are part of an ethnic minority, and that our organisation is racially representative of British society.

Partnerships are in place with organisations such as Stonewall Cymru and the Social Mobility Foundation, the latter which aims to make practical improvements in social mobility for young people from disadvantaged backgrounds.



People from **57** different nationalities work in our UK offices



6.9% of our employees have BAME backgrounds



More than **50%** of our staff are now over 31 years old



42% of Admiral Group Board are women⁹



9% of our employees identify as LGBTQ+



6% of employees consider themselves to have a disability or long-term condition

Board Diversity

Admiral Group supports the principle of boardroom diversity and inclusion and the promotion of a diverse board composition. We are proud to be one of the few companies in the FTSE100 with both a female chair and Group CEO and we aim to maintain a minimum of 33% of Group Board members as women. In addition, in 2020, we met a key recommendation of the Parker Review that each FTSE 100 board should have one director of ethnic minority background by 2021. We currently have one board member of ethnic minority background, Jayaprakasa Rangaswani, a Non-Executive Director who joined the Admiral Group Board in April 2020.

Diversity Data

We pride ourselves on having a diverse group of staff across Admiral. Included in this report are highlights of our diversity metrics, further detail on our diversity performance can be found in the 2020 annual diversity report, available on the corporate website.

⁹ 45.5% as of 11th January 2021.

2.2 Health & Wellbeing

The Health, wellbeing and safety of staff is of paramount importance to our business. Initiatives such as the Ministry of Health form a key part of the ways in which we continue to build a work environment where all staff feel safe and comfortable, whether virtually or in our offices.

Mental Health Support

Admiral's approach to providing a safe and inclusive environment is based on:

- Promoting an open communication culture
- Monitoring and controlling our working environment
- Providing relevant health & wellbeing training to all staff
- Providing access to confidential support options.

Admiral actively implements steps to identify staff who may be considered vulnerable and puts them in touch with assigned PS executives to ensure they receive the necessary support.

As staff shifted to working from home during the lockdown, Admiral held regular surveys to monitor staff wellbeing and used this feedback to adapt and support staff as needed. All staff have access to the Employee Assistance programme and E-care, which was extended to all members of a staff's household in 2020. To help protect the mental health of our staff, the Admiral Academy and Ministry of Health developed an iLearn course, which offered staff tips and solutions during the lockdown periods.

Our initiatives are constantly reviewed and improved, with support from the People Services department which runs a dedicated Ministry of Health Forum tasked with promoting a high quality of health in the workplace.

Quick Fact

Over 1700 UK staff have attended internal mindfulness meditation sessions in 2020.



Flexible Working Solutions

Admiral is open to agile working arrangements for staff and the shift to working from home during the Covid-19 pandemic has refreshed our approach to review and provide optimal and flexible working arrangements for our staff.

To ensure a successful transition to homeworking, Admiral has embraced a Smart Working Approach built on four pillars: Smart People, Smart Technology, Smart Spaces and Smart Business Practices. For further detail, please refer to the 2020 Annual Report.

All UK-based employees have the statutory right to request flexible working for any reason. Short term changes of working pattern, without a reduction in hours, can be agreed with managers, where there may

be a need to adjust an individual's workload due to caring responsibilities or transport issues.

Examples of initiatives that promote flexibility include working from home, part-time hours, compressed hours, job sharing, and 'My Time,' a scheme that allows staff to take three additional days of unpaid leave each year if they wish.

Employee Benefits

An important part of Admiral's core benefits program is the Group's share scheme. All staff who have been fully employed for one year receive shares (pro-rata for part time staff) through our Approved Free Share Plan (SIP). Some management staff additionally receive shares through a discretionary free share scheme (DFSS). In addition, Admiral has a wide range of non-salary benefits

covering all employees, this includes support for medical appointments, buy-a-book schemes, company support for dependent care through cooperation with local childcare facilities and a wide variety of leave opportunities.

These leave options often go beyond legal requirements and include:

- Maternity/Paternity leave
- Dependent care leave
- Care leave
- Career break leave
- Compassionate leave
- Emergency leave
- Charity leave
- Covid-19 leave.¹⁰

¹⁰ During the initial lockdown phase employees could take a 'Covid-19 unavailable to work break'; this was agreed on 80% pay.

2.3 Staff Learning & Development

Future success relies on our ability to develop and retain our employees. Training and Development forms an important part of our culture and ensures we can continue to be successful in the future.

Talent Development

The Admiral Academy is Admiral's central training team and offers support, learning opportunities and career advice to all employees. It is composed of professionals and trainers from across the Group, who are on hand to offer a prospectus of training programmes and standalone courses. The Academy is an accredited Institute of Leadership and Management (ILM) centre, which provides nationally recognised management qualifications to employees.

Staff Training Plans & Development Strategy

Each department in Admiral sets individual training plans for staff annually based on the strategic needs of the business. When a new member of staff joins Admiral, they are given comprehensive induction training that covers both core topics such as Compliance and Data Protection, and relevant material tailored to their role. Some departments will offer additional bespoke training to enhance the development of managers within their departments. Feedback is regularly collected at the end of each initiative to measure its effectiveness.

Our tailored approach allows us to keep, strengthen or remove programmes whenever this is necessary. Furthermore, all staff participate in annual performance reviews, which is an opportunity to discuss their performance over the year and any additional training needs they may benefit from.

Admiral Graduate Programme

In 2020 we were named as a top graduate employer in the Sunday Times Top 100 UK Graduate Employers list. This is the second consecutive year we have made the list and we placed 79th (up from 96th in 2019). We are also the only company headquartered in Wales to make the list.

Training & Development



38 hours
average training time
per frontline staff
(2020)



25 hours
average training time
per frontline Team
Manager (2020)



250,000+
Number of online
courses completed



39 ILM qualifications
received by
employees in 2020



24 hours
average training time
per employee
(2020)



50 hours
average training time
per employee
(2020)

Management Training

Admiral adopts a bespoke approach to management development to continuously ensure training is tailored in line with strategic business priorities. Senior managers are offered individualised coaching sessions through a mix of internal and external providers and further executive education in areas such as negotiation, communication, and leadership from top business school courses. Technical training and qualifications are also made available for management to keep up to date with the latest developments in specific fields, such as automation and AI.

To understand training benefits, we use a self-evaluation approach, asking managers to evaluate themselves at the end of each training programme to determine if they have reached a level of comfortability in the relevant topics covered.

Further training needs are assessed based on the responses received.

Educational support

We encourage our staff to study for qualifications that are relevant to their role. Anyone employed by Admiral on a full time or part time basis, that has passed their probationary period, can apply for educational sponsorship, regardless of their level within the organisation. Staff have utilised this to complete a wide range of qualifications, including accountancy and marketing qualifications, a Bachelor of Arts in Business and a Master of Business Administration (MBA).

2.4 Recruitment

Recruiting people whose values closely align with our own, has been, and continues to be, crucial in maintaining Admiral's unique culture.

Strategic Workforce Planning

Recruitment programmes are aligned to strategic business needs to ensure that skills requirements are met. As we move to an increasingly digitalised world, particular emphasis has been put on information technology (IT) and analyst recruitment. Admiral adopts a flexible approach to recruitment as events such as the Covid-19 pandemic highlight the need for adaptability in response to disruption. Continuous reviews are in place to ensure Admiral can continue to attract talented staff and mitigate the risk of skills shortages.

Recruitment Initiatives

Covid-19 has had a large impact on the recruitment industry as a large proportion of employers have had to put their recruitment on hold. As a response to the pandemic, we adapted our end-to-end recruitment process to become 100% remote, re-launched our MBA recruitment process and improved our online recruitment presence. Additionally, this year, we launched three internal training schemes in our UK offices (the Talent Agility Programme, Digital Scheme and IT Training Scheme) which were all recruited 100% remotely, with training and placements also undertaken remotely.



36%
of open UK positions
were filled by internal
candidates in 2020



We've seen a **70%**
increase in applications
per vacancy in our business
support functions since
the onset of the Covid-19
pandemic



3. Our Community

91% of our staff feel good about the ways in which we contribute to our community.¹¹

¹¹ Based on group-wide results for the 2021 Great Place to Work Survey, data surveyed in 2020.

3.1 Long-Term Community Initiatives

Engaging with our local communities has been a crucial part of Admiral's culture since 1993.

Our objectives are focused on supporting the local communities in which we are based and supporting the charities and organisations directly connected with our employees. As we develop our existing community initiatives, we continue to explore new ways of generating meaningful community impact across our operations.

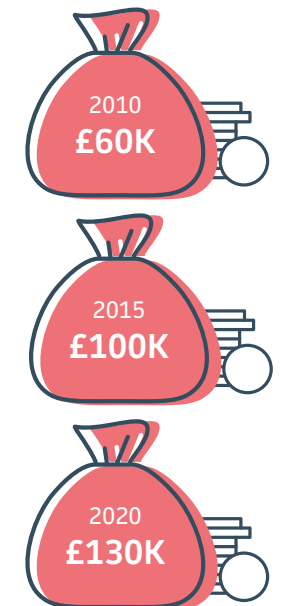
Community Chest

The Admiral Community Chest is a fund that provides financial support to staff directly involved with local charities and organisations and which has been running since 1998.

We contribute to around 350 different organisations each year through this fund, supporting small community projects and encouraging staff involvement in the community. The Community Chest budget for 2020 was £130,000 and throughout 2020, the Admiral Community Chest supported a wide range of community projects, including helping charities adapt to Covid-19 and providing equipment to local schools.

Quick Fact

£1.1m Community Chest Budget over the last 10 years.



Community Chest Budget Development



Ministry of Giving

In 2018, Admiral committed £400,000 to fund four charity projects in South Wales across 2019/20, with the charities chosen via an employee vote. As part of the Admiral Support Fund, we committed an additional £25,000 to each of our chosen charity partners to further support them through this challenging period.

Wooden Spoon

Brightening the lives of children with life limiting illnesses

2020 Progress: Wooden Spoon funded a project to build a playground for a school that supports children with a range of mental and physical disabilities. The playground was designed to improve the physical health, communication skills and mental wellbeing of the pupils.

Maggie's

Supporting cancer care facilities and charities

2020 Progress: The Covid-19 pandemic has led to increased uncertainty, delayed diagnoses and additional distress for many people fighting against cancer. Therefore, in such uncertain times, the professional help provided by Maggie's clinical psychologists in Swansea and Cardiff has become even more essential.

Llamau

Supporting young people at risk of homelessness

2020 Progress: Throughout the Covid-19 pandemic, Llamau utilised technology to continue working with learners remotely and posted learning materials to those without internet access. Llamau supported learners in their evaluation of potential routes into further learning, employment and volunteering.

Royal Voluntary Service

Improving the lives of vulnerable elderly people

2020 Progress: Due to Covid-19, the community engagement and development worker recruited last year is currently part of the NHS Volunteer Responders scheme. RVS continue to support those relying on them through companionship calls, patient transport services, shopping and prescription deliveries and stimulating online content to keep people connected.



Festival of Sport

This community festival provides children with disabilities an opportunity to get involved with a variety of sports, activities, and games. For over 15 years, Admiral has provided financial assistance and hundreds of employee volunteers to help facilitate this annual event. Although the 2020 festival was cancelled due to Covid-19, Admiral made a financial donation to the event organisers, which was used to provide gift bags to all children who were planning on attending the festival. These gift bags contained sports equipment and festival t-shirts ready for 2021, when it is hoped this important community festival will take place once again.

Pride Cymru

Since partnering with Pride Cymru for the first time in 2000, our partnership has gone from strength to strength. This year, we continued our long-standing partnership by sponsoring Pride Cymru's Big Online Week, a digital celebration of LGBTQ+ equality and diversity across Wales. As part of our support for Pride, Admiral Academy and the PRIDE network hosted a webinar with panellists from Stonewall Cymru, Pride Cymru, Principality and Admiral discussing the meaning of Pride and its continued importance in 2020.

3.2 Promoting Employability in Our Communities

As a large employer across a number of countries, we believe it is our responsibility to provide employment opportunities for those in the local areas in which we operate.

One Million Mentors

One Million Mentors is an independent charity that aims to connect mentors with young people to increase youth employability, accelerate social mobility and enable young people to reach their full potential. Admiral employees volunteer as mentors through this initiative.

Cardiff Commitment

After pledging to support the Cardiff Commitment, which aims to help young people from various social backgrounds enter employment, our ability to visit schools and deliver

employability talks during 2020 was halted by Covid-19. As a temporary alternative, we created a tailor-made YouTube video and sent this out to local schools, in order to give students an insight into Admiral and the insurance industry.

The Prince's Trust

Admiral has worked with The Prince's Trust on a range of different initiatives since 2009. This year, the 'Get into Customer Services Admiral' initiative aimed to provide a cohort of 18 learners with skills that could help them access employment. This two-week programme, delivered virtually

by trainers from the Admiral Academy, involved emotional intelligence training, structured sessions on CV writing and mock interview exercises. As part of this programme learners were given an opportunity to complete their ILM Level 2 qualifications, an externally recognised leadership and management qualification fully funded by Admiral.

Cyber College Cymru

This new initiative is focused on creating pathways into digital careers for those with a passion for technology. The curriculum has been developed with help from Admiral, other

partners, and the University of South Wales, under the Welsh Government's Strategic Insight Programme. In September, two student cohorts began their studies at Bridgend College and Coleg Gwent, with students set to receive a BTEC Extended Diploma after completing the two-year course. Alongside helping to shape the curriculum, Admiral will provide mentoring for students, deliver guest lectures, and offer work placements.

3.3 International Community Initiatives

"Alongside the Group's UK operations, our international operations also took part in several initiatives throughout the year which aim to drive a positive impact in their communities."

In Spain, Admiral Seguros, actively supported Women's Lab, a training programme for unemployed women who are at risk of social exclusion. This training programme involves a 15-hour online course, including exercises on interview preparation and verbal and non-verbal communication skills, which aims to facilitate access to employment.

In France, L'Olivier partnered with 'GEIQ Emploi et Handicap', an organisation that aims to integrate individuals with disabilities into participating companies.

Successful candidates are employed by GEIQ on a fixed-term contract and available to work for L'Olivier during this period, with potential for a permanent role.

In Italy, ConTe's senior managers volunteered mentoring hours to support the development paths of women who are preparing for executive manager roles. Additionally, ConTe participated in inter-company round tables to share the experience of ConTe female managers with young women new to the workforce, particularly supporting their development in technology-related fields.



ConTe (Italy), Admiral Seguros (Spain) and Elephant (US) all donated to their community



4. Our Environment

91% of staff believe we care about our impact on the environment.¹²

¹² Based on group-wide results for the 2021 Great Place to Work Survey, data surveyed in 2020.

"The Admiral Group Board is mindful that it is increasingly important to demonstrate responsible business behaviour with regards to the environment."

4.1 Climate Change

Climate change risks & opportunities

Admiral acknowledges the reality of climate change and the growing risks our society faces if we do not play a role in mitigating our impact on the environment around us. We recognise the risks of inaction and the impact on our stakeholders if we do not play a part supporting the transition to a greener future. In 2019, a Climate-Change Related Risks (CCRR) project was initiated and Admiral began to report in line with requirements set out by the Task Force on Climate-related Financial Disclosures (TCFD).

Our commitment to disclose in line with TCFD requirements aims to provide better transparency around the ways in which climate change will impact Admiral Group now and in the future. In 2020 we have increased our disclosure to further align our reporting with the TCFD's published recommendations around governance, risk management, strategy, metrics, and targets. For further detail around our expanded TCFD disclosure, please refer to the 2020 Annual Report.

Investing in a low-carbon future

In 2019, Admiral Group implemented a Responsible Investment policy to improve the means by which we can leverage our position as a large institutional investor towards supporting a transition to a low carbon economy. In 2020 we became a member of the Institutional Investors Group on Climate Change (IIGCC) as we look to adopt formal carbon intensity reduction targets and align ourselves to the goals of the 2015 Paris Agreement. A full summary of our 2020 progress and 2021 Responsible Investment ambitions is available in section 7.1 of this report.

4.2 Environmental Management

We continuously aim to reduce our environmental footprint and encourage responsible behaviour across our operations.

Alongside our commitment to reduce our emissions, Admiral became a carbon neutral business in 2020 through offsetting our verified carbon emissions.

Environmental impact of our operations

Between 2019 and 2020, the overall Group CO2 emissions decreased by 47% and our emissions per employee decreased by 42% in the same period. This decrease in emissions output is largely a reflection of the shift to homeworking due to the Covid-19 pandemic. The emission levels of our building operations and travel are expected to remain low in 2021 as pandemic-related uncertainties remain.

Energy

Our Cardiff offices (including the Group headquarters Ty Admiral) and Newport offices are rated BREEAM Excellent for exceeding sustainability benchmarks above regulatory requirements. Since 2015 all electricity that we have purchased in the UK is from 100% renewable sources. Solar panels have also been installed on the Cardiff and Newport offices to provide direct solar powered electricity to our operations.

Water

Our building operations incorporate smart technology to reduce any unnecessary water usage in our offices. Our headquarters, Ty Admiral, relies on electronic sensor driven taps

to stop excessive use and flood control. Similar technology solutions to minimise water wastage are in place across our operations.

Paper

The increasing transition towards digitalisation, largely driven by shifts to homeworking in 2020, is expected to help continue to drive a reduction in paper usage going forward. Initiatives such as offering customers the option to access their policy documents online rather than via the post, and relying on recycled printer paper in our offices, form additional means by which we work to reduce paper waste.



Reducing impact through digital solutions

Digital customer solutions increasingly enable us to improve our customer proposition whilst reducing our impact on the environment. In our Spanish insurance operation, Admiral Seguros, initiatives have been implemented such as video-loss adjustment processes and geo-localization for road assistance.

Our Italian insurance operation, ConTe, similarly incentivises loss adjusters to rely on digital tools to avoid physical investigations where possible. ConTe also aims to primarily rely on digital document solutions, rather than postal services, by collaborating with software providers to provide digital alternatives. Combined, these initiatives render customer processes both more efficient and reduce paper waste.

Waste

We actively work to reduce waste wherever possible and encourage staff to recycle across our building operations. In the UK, 100% of our non-recyclable waste is sent to an incinerator where it is converted into energy.

Environmental Initiatives

Admiral continued to support environmental focused initiatives during the periods of lockdown through initiatives such as the bike to work scheme. Over the months of April to June we saw a 200% increase in orders compared to the same period last year as staff took advantage of the scheme's ability to spread the cost of bike purchases over longer periods of time.

Admiral also provided financial support to parts of South Wales which were impacted by strong flooding in February through local community donations totalling £50,000. Staff were invited to nominate local organisations that needed funding, with grants of up to £2,500 per organisation chosen.

Group carbon emissions

Type of Emission	Total CO2e (ton)		Movement Total
	2020	2019 ¹³	
Scope 1			
Company Van	175	4	171
Gas	430	671	-241
Air conditioning/refrigeration			
Total Scope 1	605	675	-70
Scope 2			
Purchased electricity	909	1,243	-334
Total Scope 2 – market based	909	1,243	-334
Total Scope 2 – location based	-	-	-
Scope 3			
T&D- electricity	298	367	-69
Employee Business Travel			
Domestic flight, average class	4	27	-23
Short-haul int. Flight, average passenger (with RF)	45	144	-99
Flights: Long Haul Average Passenger (with RF)	111	1,010	-899
Average car	11	177	-166
Regular Taxi	8	-	8
National rail	19	147	-128
International rail	-	-	-
Light rail and tram	-	-	-
London Underground	-	-	-
Waste			
Mix Recycling	3	2	1
Paper and board: board	-	-	-
Paper and board: paper	1	3	-2
EfW	2	5	-3
Landfill	-	-	-
Water			
Water supply	9	11	-2
Water Treatment	19	22	-3
Total Scope 3	530	1,915	-1,385
Combined Total	2,044	3,833	-1,789

Assurance statement

Our 2019 Group carbon emissions were verified by Carbon Trust, an external-third party assurance provider. Based on the work undertaken and evidence provided, no details emerged to suggest that information was not provided in accordance with the relevant reporting criteria.

	Geographical breakdown - CO2e (Ton)	
	2020	2019
UK	728	2433
Spain	184	281
US ¹⁴	-	146
India	606	374
France	24	29
Halifax	150	135
Italy	352	435
Combined Total	2,043	3,833

CO2e per Employee ¹⁵		
2018	2019	2020
0.39	0.36	0.21

13 2019 carbon emissions data has been restated to incorporate feedback received from our third-party verification providers, Carbon Trust.

14 In 2019, the US reflect carbon data from Compare.com, as data was not available from Elephant. In 2020, data was not available from Compare.com or Elephant. This does not materially impact the carbon disclosures for the Group.

15 Average employee number excludes employees from offices for which data could not be collected.



5. Our Shareholders

87% of staff feel management has a clear view of where the organisation is going and how to get there.¹⁶

¹⁶ Based on group-wide results for the 2020 Great Place to Work Survey, data surveyed in 2020.

5.1 Shareholder Engagement

Admiral Group regularly engages with shareholders through open and transparent dialogue.

Engagement with our investors provides insight into Admiral's strategy and is a mechanism by which we receive feedback on relevant issues, which is shared with management and the Board.

Feedback relating to investor meetings, roadshows and conferences is regularly recorded by the Investor Relations team and shared with the Board on a continuous basis.

Due to the Covid-19 pandemic, all meetings previously held face-to-face were moved online, but with the support of easily accessible online communication tools, the Group was able to continue its regular shareholder engagement.



5.2 Reporting on ESG

In 2020, Admiral actively participated with a number of key Environment, Social and Governance (ESG) indices to provide better insight and transparency on our commitments to ESG best practice.

We received score improvements across the indices we interacted with, continued to enhance ESG reporting and continued actively engaging with our stakeholders to address gaps highlighted. The Admiral Group Board receives ESG related updates in order to ensure appropriate oversight of issues and our 2021 ambitions have been outlined in page 43 of this report. Additionally, we are actively looking at ways in which we can improve our sustainability reporting to provide relevant, accurate and comparative ESG metrics externally.



MSCI¹⁷

In 2020, Admiral Group received a rating of A (on a scale of AAA-CCC) in the MSCI ESG Ratings assessment.

Sustainalytics¹⁸

In September 2020, Admiral Group received an ESG Risk Rating of 20.1 and was assessed by Sustainalytics to be at Medium Risk of experiencing material financial impacts from ESG factors.

ISS

In 2020, Admiral Group received a D+ ESG rating and was assessed by ISS to be in the 4th Decile rank (1-10) relative to industry group.¹⁹

CDP

In 2020, Admiral Group completed the full CDP disclosure. The rating received for 2019 activity was C-.

- 17 The use by Admiral Group of any MSCI ESG research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of Admiral Group by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI.
- 18 Copyright ©2020 Sustainalytics. All rights reserved. This report contains information developed by Sustainalytics (www.sustainalytics.com). Such information and data are proprietary of Sustainalytics and/or its third party suppliers (Third Party Data) and are provided for informational purposes only. They do not constitute an endorsement of any product or project, nor an investment advice and are not warranted to be complete, timely, accurate or suitable for a particular purpose. Their use is subject to conditions available at <https://www.sustainalytics.com/legal-disclaimers>.
- 19 A decile rank of 1 indicates high relative performance versus a decile rank of 10 which indicates poor relative performance.



6. Our Partners

89% of staff agree people in Admiral are willing to give extra to get the job done. ²⁰

²⁰ Based on group-wide results for the 2021 Great Place to Work Survey, data surveyed in 2020.

Supporting our suppliers over the lockdown

Throughout the summer lockdown period Admiral ran a series of surveys with our claims supply chain to understand how they were prepared for the lockdown and how we could help them if needed. In response to this, we provided additional cleaning and financial support fees to UK garage repairers. This included providing financial support for courtesy car costs where the repairer has been unable to supply a vehicle, and a financial contribution for customers unable to return a courtesy car after their vehicle is repaired. We also ensured that payment to suppliers were completed and expedited as fast as possible by utilising automation, increasing the volume of auto authorised repairs by 10% in Q2 (versus Q1).



88% of our strategic and key suppliers have a fully embedded diversity and equality policy in place²¹



80% of our strategic and key suppliers have an environmental policy in place²¹

6.1 Responsible Procurement

Admiral's relationship with its partners forms an integral part of the Group's business model and strategic focus.

Group Procurement practices

The Group Procurement and Outsourcing Policy provides the framework and policy guidelines at a global level for all Admiral Group procurement activity, with the exception of the placement of reinsurance (which is governed by the Reinsurance Policy). All Admiral Group employees who engage in procurement activity are expected to enhance and protect the standing of the business, maintain the highest standard of integrity in all business relationships, promote the eradication of unethical business practice, and ensure full compliance with laws and regulations.

During a tender process, potential suppliers are required to complete a due diligence questionnaire focusing on the following items: Financial Stability, Financial Crime, Conflict of Interest, Modern Slavery, Environmental accreditation, Information Security, Data Protection, Payment Card Industry Data Security Standard, where applicable and Customer Conduct, where applicable.

Modern Slavery

Admiral Group, and all its subsidiaries and branches, is opposed to the exploitation of people in any way and has a zero-tolerance approach towards modern slavery.

We publish the annual Admiral Modern Slavery Statement

which explains in detail what this issue means to us as a business, to each of our employees, and to everyone as members of our community (statements can be found on our corporate website).

Although our operations have a low exposure to modern slavery risk, staff regularly partake in modern slavery training to ensure they have an appropriate understanding of modern slavery risks. A risk assessment process is also in place which considers variables such as geographic location and services being supplied.

Quick Fact

Admiral is a signatory to the UK Prompt Payment Code (PPC).

²¹ Percentage based on strategic and key suppliers of EUI, AFSL and Admiral Pioneer.



7. Responsible Business

92% of staff believe management is honest and ethical in its business practices. ²²

²² Based on group-wide results for the 2021 Great Place to Work Survey, data surveyed in 2020.

7.1 Responsible Investments

In 2019, Admiral fully integrated a Responsible Investment Policy which is applicable to all investments.

The purpose of the policy is to mitigate Environmental Social and Governance (ESG) related risks and achieve more sustainable long-term returns. In particular, the policy requires ESG considerations to be integrated in each step of investment decision-making. This includes monitoring the ESG risks, reviewing the ESG capabilities of external asset managers and consideration of ESG factors on implementing new asset types. The initial focus as we develop the responsible investment policy requirements has been on the Group's fixed income mandates. These mandates represent over 50% of total assets, with the remainder of the exposure (c.45%) in cash and money market funds. Requirements of our responsible investment policy include:

- Average ESG rating of 'A' (MSCI Rating)
- Minimum average ESG rating requirements in our portfolios (either using MSCI or internal asset manager ratings)
- No energy firms deriving >10% revenue from coal or tar sands, and no cluster munitions
- Requested our external asset managers to favour green bonds when they offer a similar financial profile to other options
- Carbon Emissions Intensity (aggregate emissions financed for every million dollars invested in the companies) below pre-determined benchmark

Progress in 2020

- We have continued to ensure all our asset managers are signatories of the UN Principles for Responsible Investment (PRI) and thoroughly review their ESG processes. In 2020, all of Admiral's asset managers scored an A or A+ in relevant responsible investment categories
- We have been challenging and engaging with asset managers to define methodology which will assess our portfolios against the 2015 Paris Agreement on climate change
- We have become a member of the Institutional Investors Group on Climate Change (IIGCC) as we look to

formally adopt targets for reducing carbon intensity and alignment to the Paris Agreement

2021 Priorities

- Setting carbon intensity reduction targets for the investment portfolio
- Exclusions for climate change laggards
- Minimum allocations to securities with clear positive impacts (e.g. providing climate solutions or progress towards the UN Sustainable Development Goals)

Quick Fact

100% of funds are managed by signatories to the UN PRI.

7.2 Data Protection and Privacy

Data plays a critical role in everything that we do and we acknowledge our responsibility as a business to ensure a firm and uncompromising approach to data security.

Data protection management

Admiral Group is committed to the correct, lawful and transparent handling of the personal data that it processes, in line with the General Data Protection Regulation (GDPR). Our approach to data protection is communicated to all staff through our Group Data Protection Policy which outlines the Group's obligations regarding the processing of personal data. Continued compliance of this policy is monitored through regular reviews and audit activities carried out by the Data Protection and Privacy Team and the Internal Audit function.

We provide annual GDPR training to all employees, including contractors to ensure that all employees that process personal data are aware of their obligations surrounding data.

Data protection & Third parties

Admiral Group's Data Protection Policy applies to all Admiral Group users that have access to personal data and data processing systems, and applies equally to management, permanent and temporary staff, contractors, partners, and suppliers.

We have a publicly facing privacy notice which data subjects are presented with, to read and agree to prior to Admiral Group processing any personal data. Within that privacy notice, we explain instances where personal data may be shared with select third parties. Due diligence is also conducted on suppliers before we engage in a relationship with them, which includes specific data protection due diligence. We consistently strive to ensure third-party contracts are robust and inclusive of data protection clauses.

Data Protection Day

On January 28th, the UK along with 49 other countries worldwide observed 'Data Protection Day'. The aim of Data Protection Day is to educate and inform the public about their own data rights as well as giving those who work in the field, the opportunity to chat and provide information to those who would like to learn more about where, what, how and why data is being processed. To celebrate this day, the Group Data Protection & Privacy team spent the day talking to staff informally about how important it is that we all work to protect our customer's data, ways we can ensure that data is collected and processed within regulatory guidelines and what the associated risks are when we fail to comply.




"Admiral continuously works to protect customer, staff and business data while fulfilling all contractual, regulatory and legal obligations."

7.3 Information Security

Risk management system

Admiral's Group information security aligns its practices to internationally recognised information security and cyber risk management frameworks. Information security risk is managed in line with the Group Enterprise Risk Management Policy. Additional Information security policies are in place to ensure that all employees understand their responsibilities when it comes to information security and we provide all employees and contractors with regular information security training. Information security risk assessments are carried out regularly by the Information Security Teams across the Group and the results are monitored, managed and reported via the appropriate governance fora, based upon the materiality of the risk.

2020 Progress Against Our Priorities

	2019 Target	2020 Progress	2021 Priorities
Customers Focusing on our Customers 	<ul style="list-style-type: none"> Continue to improve our Net Promoter Score (NPS) Continue to improve our digital and automation capabilities Continue to improve upon the products and services that we offer our customers Continue to ensure appropriate measures are in place to treat customers fairly 	<ul style="list-style-type: none"> The Admiral stay at home refund returned £110m to UK customers in response to the impact of the Covid-19 pandemic Improved our NPS scores >5% across operations; Admiral was named Direct to Consumer Business of the Year in The Insurance Times Awards Online app registrations doubled and MyAccount logins increased by 40% 	<ul style="list-style-type: none"> Continue to rely on customer feedback to improve our customer offering Continue to grow and improve our digital channels Continue to support NHS and Emergency staff workers during the Covid-19 pandemic Continue to ensure the fair treatment of all our customers
People Valuing our People 	<ul style="list-style-type: none"> Continue to be a great place to work Continue to train and develop our people Commit to increase female representation at executive level to 40% by 2023 Maintain a minimum of 33% female representation on the Admiral Group Board 	<ul style="list-style-type: none"> Made staff learning & development tools fully available online 96% of staff believe Admiral Group is a friendly place to work Increased female representation at executive level to 34% (+2% YoY) Female Group Board representation increased to 42%²³ 	<ul style="list-style-type: none"> Ensure we remain a great place to work for homeworking and office-based staff Continue to implement smart-working solutions for our staff Increase female representation at executive level to 40% by 2023 Maintain a minimum of 33% female representation on the Admiral Group Board
Communities Engaging with our Communities 	<ul style="list-style-type: none"> Complete our commitment to donate £400,000 to fund four charity projects in South Wales over 2019 & 2020 Continue to engage with our community Continue to empower our people to give back to our local communities 	<ul style="list-style-type: none"> Dedicated £6m to the Admiral Support Fund to help those most impacted by the Covid-19 pandemic Whilst several of the Ministry of Giving's charity funded projects were paused due to Covid-19, we dedicated an additional £25,000 to our existing charity partners 	<ul style="list-style-type: none"> Continue to support our communities through the Admiral Support Fund Continue to support our long-term community initiatives Continue to promote employability in our local communities

2019 Target

2020 Progress

2021 Priorities

Environment

Acting sustainably for our Environment



- Have our carbon emissions verified by an external third-party in 2020
- Set Group wide emission targets in 2020
- Continue to expect best practice developments and mitigate our impact on the environment
- Further develop our Group Environmental Policy

- Our 2019 carbon emissions data was externally verified by Carbon Trust
- Large reduction in emissions of our building operations as a result of the shift to homeworking
- We became a carbon neutral business through the purchase of carbon credits

- Implement carbon reduction targets across both our operations and investment portfolio
- Continue to improve emissions data disclosure in line with best practice recommendations
- Develop regular reporting of Key Risk Indicators (KRI) and Key Performance Indicators (KPI)

Shareholders

Interacting with our Shareholders



- Continue to provide robust financial returns
- Ensure the fair treatment of our shareholders
- Provide accurate and timely information to all our shareholders

- Maintained a strong capital position and delivered positive results
- Returned the deferred FY19 special dividend following the interim 2020 results
- Management attended 13 virtual conferences in 2020

- Continue to maintain frequent and open dialogue with our shareholders to foster long-term understanding of the Group's strategy
- Continue to develop our approach to improved ESG disclosure

Partners

Working with our Partners



- Ensure the continued fair treatment of all our partners
- Maintain solid two-way communication with our partners

- Ran multiple surveys throughout the lockdown period to understand our supply chain partner's needs
- Provided financial support to our UK Garage Network over the lockdown period

- Maintain active and open relationships with all our partners to understand their needs and how we can best support them
- Further increase the number of our strategic and key suppliers who have diversity and equality policies, and environmental policies in place

