

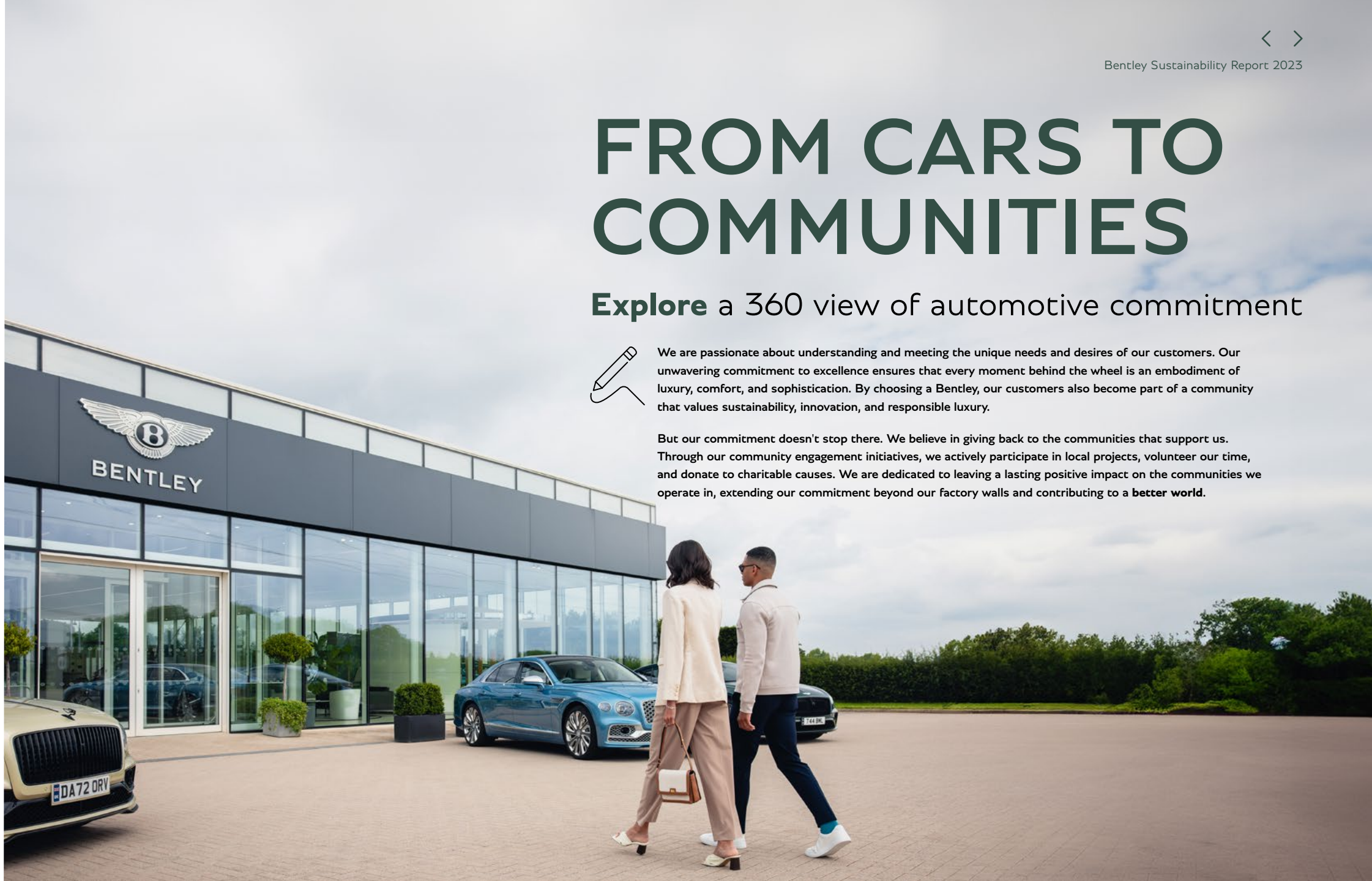
FROM CARS TO COMMUNITIES

Explore a 360 view of automotive commitment



We are passionate about understanding and meeting the unique needs and desires of our customers. Our unwavering commitment to excellence ensures that every moment behind the wheel is an embodiment of luxury, comfort, and sophistication. By choosing a Bentley, our customers also become part of a community that values sustainability, innovation, and responsible luxury.

But our commitment doesn't stop there. We believe in giving back to the communities that support us. Through our community engagement initiatives, we actively participate in local projects, volunteer our time, and donate to charitable causes. We are dedicated to leaving a lasting positive impact on the communities we operate in, extending our commitment beyond our factory walls and contributing to a **better world**.



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CUSTOMER CENTRICITY AND PARTNERSHIPS

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Our brand aims to deliver a luxury customer experience, forged through the intimate bonds we cultivate with our customers. Owning a Bentley opens the door to a world of unique customer experiences and a community which shares similar mindsets and passions.

An experience tailored to every customer

Connecting directly with thousands of luxury car owners, including Bentley enthusiasts, fuels our product and brand evolution. We collect their feedback through one-on-one conversations on future powertrains, in-car innovations and sustainability. Based in part on this feedback, we proudly launched the Bentayga Hybrid, making us a trailblazer in luxury hybrid vehicles, in line with our visionary Beyond100 strategy. In 2023, the Bentayga Hybrid model represented 27 per cent of total sales of the Bentayga in the UK. In 2024, we plan to make all our models available with a hybrid option.

To make sure we are always tailoring our experience for customers, we consult our customers throughout every product evolution. Monitoring their views starts during the design process where we use dedicated customer research clinics to capture feedback.

Putting the engagement into the experience

Throughout the product ownership phase, our Customer Experience team routinely surveys customers via phone, email and SMS.

Within 10 days of a new car sale, service (for cars up to 10 years old), or warranty activity, we reach out to gauge customer satisfaction. We also conduct satisfaction surveys 90 days after new car sales, looking at both specific aspects and overall performance. This feedback directly influences our Engineering and Quality departments' continuous improvement efforts, shaping our current and future vehicles.

Finding untapped opportunities

We measure satisfaction using a 'Lost Opportunity Survey', reaching out to potential customers who did not convert to a purchase. Our mission in this exercise is to exceed expectations in every customer interaction.

We have also identified luxury car buyers who have not yet considered buying a Bentley. We carried out research across the UK, US, Dubai and China to help us understand what we need to do to shift perceptions among these potential customers. Our findings show that there is significant appetite for high-performance EVs. Alerting them to our brand and products will unlock future success in these markets. It is therefore vital that we combine market-leading EV technology and charging infrastructure with quality craftsmanship and design to meet this customer appetite.

Our ambition is to combine market-leading EV technology and charging infrastructure with quality craftsmanship and design.



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The luxury vehicle study

The 2023 Luxury Vehicle Study (LVS), conducted every 2 years in conjunction with the Group, surveyed over 1,000 luxury and premium brand car owners around the world. This is our proprietary global market survey of luxury car owners and our largest single investment in market research.

It showed that the proportion of respondents who agreed that BEVs should be offered by Bentley has more than doubled from 30 per cent to 64 per cent since the survey was last conducted in 2021. It is clear that EV technology is now more of a suitable fit to our brand and that our product strategy going forward should focus on BEV development, a sign that our Beyond100 strategy is the correct way forward.

We found that 54 per cent of luxury car buyers globally are aware of our PHEV offering and 74 per cent are interested in potentially purchasing one. China is the most interested market, with customers and prospects seeing PHEVs as good bridging technology.

In 2023, we achieved a 9.2 / 10 product satisfaction score across our fleet, an increase from 9.1 in 2021, which demonstrates our very high levels of customer satisfaction.

Sharing feedback

We have developed an internal app to share this valuable customer feedback with colleagues across the business. They can access this feedback on their devices, allowing them to make data-driven decisions that prioritise customer-centricity, wherever they are.

Elevating customer experience through craftsmanship and design

At our Crewe headquarters, we've invested in a new digital experience for customers. Since September 2023, our customers can create their own 'Bentley design legacy'. Our skilled craftspeople, supported by immersive digital innovations, use the finest materials to help customers customise their vehicle. The 180-degree show in Lineage and our 'Phygital Table' allows customers to customise their preferred factory tour by digitally viewing parts of the tour using an interactive touchscreen table.

Customers are welcomed by a dedicated host for a personalised factory tour. In our new customer experience area, clients can create custom art, choosing from the latest paint finishes, sustainable hides, stitching designs, wood veneers, hoods, carpets and seatbelt varieties. Our consultants are on hand to help customers create their dream car.

Our dedicated wood shop offers over nine sustainable wood finishes from around the world. Customers can select their own veneers and learn how their car will be precision book and mirror matched. Bespoke finishes such as stone, carbon fibre and machine-turned aluminium are also available.

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Working with our customers to help others around the world

In pursuit of our aim to be a leader in sustainable luxury and as part of our Advancing Life Chances Strategy, we have created a new Bentley Environmental Foundation with the help of the [Charities Aid Foundation \(CAF\)](#). Our Foundation will use our reach to encourage environmental innovation to support the preservation of our planet with charitable organisations. See page 75 for more information.

Partnerships

We partner with other brands, groups and individuals from across the world who share our values and aligned journeys. The projects, products and services that we co-create always have a clear focus on sustainability, design authenticity and material quality.

As we continue our journey towards becoming carbon neutral, we are continuing to develop partnerships in sectors including architecture and interior design, wellbeing, speciality travel and audio.

Examples of this include:

Bentley Residences Miami

This development is focussed on luxury living in a sustainable environment. It was designed in accordance with the [Florida Green Building Coalition Certification](#) to protect the local environment and minimise its impact on local wildlife.

Bentley Home

The [Bentley Home](#) furniture and home furnishing collaboration is over a decade old. In 2023, we launched a new seven-strong collection during Milan Design Week, in collaboration with three

world-renowned designers and architects. It reaffirms our brand through innovative use of sustainable materials, organic forms, expert craftsmanship and cutting-edge production technology.

Bentley Home has also collaborated with Federico Peri on a new table series, which is available in a new Paper Marble finish by Paper Factor®. Architect Riccardo Cavaciocchi, the founder of Paper Factor®, has created a tabletop material which is similar in look and feel to marble, but created using raw paper and natural pigments.

In line with our focus on sustainability and expert craft, Paper Factor® uses traditional techniques and both hands and machines to produce unique and beautiful pieces, which are fully customisable. We began to offer them more widely across the Bentley Home collection in 2023.

Dezeen awards

In early 2023, we announced a three-year partnership with [Dezeen](#), the world’s most influential architecture, interiors and design magazine, to inspire and support the next generation of design talent. Our partnership champions fearless design and innovation, by honouring individuals who help define our relationships with each other and the natural world – both now and in the future.

The Dezeen Awards are one of the most-entered awards programmes in the sector internationally, attracting more than 5,000 entries from 90 countries. They cover architecture, interiors, design, sustainability, Designers of the Year and the Bentley Lighthouse Award.

The Bentley Lighthouse Award is shining a light on the pinnacle of contemporary, sustainable design and architecture, recognising individuals and organisations whose work has positively transformed society and the wider built environment. We hope it inspires design excellence globally.

Acting with sustainability in mind, we reimagined the iconic ‘d’-shaped winners trophies by using a cutting-edge paper material. These sustainable trophies were possible thanks to a collaboration with Riccardo Cavaciocchi.

Royal Warrant

We have retained Royal Warrants since 1965. We are very proud to be recognised as a supplier to the Royal Household. More broadly, our [Royal Warrant](#) reflects our ongoing commitment to sustainability and the highest standards of service, quality, excellence and craftsmanship.

Alongside encouraging the use of sustainable materials, we want to make sure our supply chain is sustainable. Find out how we are addressing this in the next section.



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SUPPLY CHAIN MANAGEMENT

We are rethinking the way that we view our supply chain. By vehicle weight, we have ultimate control over only 20 per cent of the materials in our supply chain, including wood, leather, plastic, glass and other materials. The rest is controlled at the Group level. To learn how it is managed, please read the [Group Sustainability Report](#).

Supply chain sustainability

Our supply chain is a significant part of the impact we have on the environment. There are also important social issues to consider when manufacturing a vehicle.

We discuss supply chain governance and human rights on page 90 - 91.

As a part of Group reporting, we report under the German Supply Chain Due Diligence Act, which imposes high standards for reporting environmental health and safety and human rights. There is more information about this reporting on page 90.

DKI assessment results

Our DKI assessment showed that our supply chain represents 21 per cent of emissions within the value chain, the second largest segment. As we transition to BEVs, we will recalculate our DKI, and expect supply chain to become the largest segment as car emissions fall. Detail of the DKI is included on page 18.

Future plans

Product development cycles are lengthy, as we source components several years in advance of production. Consequently, while we are actively sourcing sustainable materials and components for BEV development, we do not anticipate a short-term reduction in our Scope 3 greenhouse gas emissions.

However, we have implemented new policies to mitigate emissions when sourcing our materials. This is a challenge, given our complex and globally distributed supply chain, but we are able to influence our first-tier suppliers using our S-Rating (see page 67) and external partnerships, for example, with the Leather Working Group (learn more on page 91).

'Hotspotting' for sustainable raw materials

We use a hotspotting approach to conduct due diligence in our raw materials supply chain. This means we identify the materials that have the highest carbon impact, then determine how we can reduce their emissions by scrutinising our supply chain and its practices, and exploring alternative materials and production methods.

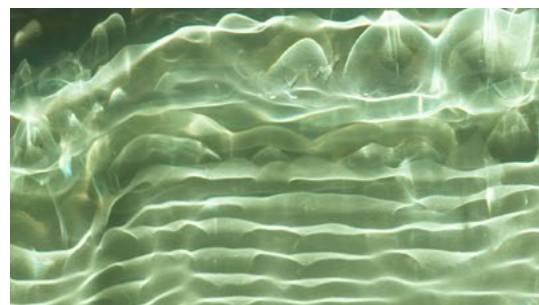
Engaging with our supply chain

Looking toward Bentley's future and particularly the 2026 BEV, we are reviewing our internal sustainable specifications and renewable energy definitions to make sure these are having the largest impact that they can. In the same vein, we are also looking to generally increase our use of recycled materials without diminishing the quality of our overall products.

We assess sustainability in our procurement practices in three main ways:

- Sustainability Rating (S-Rating)
- Supplier Environmental Manifesto
- Sustainability Plausability (pilot scheme)

This allows us to factor the environmental impact of our supply chain into decisions, allowing us to reduce it naturally as we take our suppliers with us on the journey to a more sustainable future.



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The S-Rating

The first step in assessing and improving supply chain sustainability is our S-Rating process. The S-Rating is an alphabetical system used to rank a supplier's performance in the areas of sustainability, the environment and social responsibility. We use it for all of our production suppliers, alongside procurement governance policies for other items that are immaterial in terms of their financial and sustainability impact.

We not only check all our suppliers follow the highest level of ethical and sustainability standards, but work with them to ensure our materials come from fair practices that reduce negative environmental or social impacts.

We adopted the Group's S-Rating in July 2019 alongside the Group's Code of Conduct for Business Partners, which outlines the Group's sustainability requirements. These are based on the OECD Guidelines for Multinational Enterprises, the United Nations Guiding Principles on Business and Human Rights and the relevant conventions of the International Labor Organisation. The code also integrates the Group's objectives, rules and policies.

We aim to work with suppliers with an S-Rating of B or higher, so if a supplier falls short, we work with an independent sustainability assessor to visit the company and perform an on-site inspection. Although a B rating is the minimum for a supplier to work with us, we aim to work with suppliers who score on the upper end of an A rating. Direct suppliers with a positive S rating (A or B rating) represent 79 per cent of the total procurement volume.

There is more detail about the S-Rating on the [Audi Group website](#). And there is more about how our supply chain influences the quality of our products on page 55.

Sustainability Plausability - pilot scheme

We plan to trial a new S-Pricing methodology in 2024, focused on introducing a Sustainability Plausibility Assessment as part of our Supplier Selection processes. We expect that this will focus our supply chain decision making processes, to ensure we make a balanced decision based on Price, Circularity and Decarbonisation potential.

Supplier environmental manifesto

In 2023, we implemented a Supplier Environmental Manifesto (SEM) as part of our sourcing processes for suppliers that are fully under our contractual control. The SEM sets out mutual manufacturing commitments in five areas, which we've asked suppliers to achieve by 2025 or 2030. These commitments were deliberately defined as stretch targets, with the aim of driving ambitious change across our supply chain.

Instead of forcing compliance, we are having collaborative discussions with suppliers to find ways to work towards these shared commitments, exploring ways to incorporate these ambitious targets into business strategy. To date, this has been initiated through supplier workshops, where we have considered both the future plans and ideas of Bentley and our suppliers, and then used this to generate shared ambitions.

SUPPLIER ENVIRONMENTAL MANIFESTO

Our ambition: to become leaders in sustainable luxury mobility.
Our mutual manufacturing principle commitments.



Zero VOC's

By 2030 you commit that...
all direct and indirect plants processing, manufacturing, assembling or storing Bentley Motors parts, will not create harmful VOC's through production processes or excludes any VOC producing products entirely.



Renewable energy

By 2025 plants processing, manufacturing, assembling or storing Bentley Motors parts will operate on 10 per cent Green Energy.



Zero wastage

By 2030 you commit that...
you will wherever possible implement circular economy principles, based on the "re-USE" waste hierarchy principle. All plants manufacturing, assembling or scoring Bentley Motors parts will operate a zero per cent waste to landfill strategy and goal.



Sustainable packaging

By 2030 you commit to...
ensure that 100 per cent of packaging are supplied with recyclable and / or recycled materials and are therefore fully sustainable.



Water use

By 2025 you commit to...
the implementation of water recycling processes and an absolute water usage reduction of 50 per cent

By 2030 you commit to...
100 per cent re-use / reduction of water.

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Through our enhanced engagement with our supply chain, no negative environmental impacts were identified and no supplier relationships were terminated.

Lowering the impact of logistics

Our factory and our offsite warehouse storage facility are 10 miles apart. To move production parts between them, we use a fleet of Heavy Goods Vehicles. To keep the emissions of the fleet low, we use fuel produced from waste derived hydro-treated vegetable oil, known as HVO Green D+. A 34,000-litre tank of HVO Green D+ has helped us reduce greenhouse gas emissions, and means our factory is the first luxury automotive plant to run all its in-house and local logistics operations using renewable fuels or green electricity.

Rail and sea logistics

More widely within logistics, we are cutting carbon emissions by expanding multi-modal transport by switching from road to rail, where possible. As of 2023, we now transport materials from seven suppliers in Europe by rail, avoiding 925,000 miles of road use in 2023 and saving 600t of CO₂. Our sea fleet has seen a similar reduction, with a saving of circa. 13 tonnes per week, including 3.8 tonnes per week saved from changes made in 2023 (compared to using air transport previously).

Parts logistics

Our sustainability focus also extends beyond emissions to the materials used in transporting parts to our Crewe factory. We have currently identified and recorded 4,113 parts and assessed them for excess packaging. Of these we found that 55 per cent were effectively packaged in a way that reduced waste while still allowing for practical delivery, but 45 per cent were packaged with excessive levels of protection and / or plastic protection. This is where we have focussed our efforts to date, which has led to a reduction of plastic protection of 473kg, including the replacement of 29,300 plastic foam bags for paper layers and 4,100 plastic bags which have been removed completely per year. We will continue our efforts to reduce or eliminate plastic packaging for our parts through 2024.

These efforts have all reduced emissions and waste, which we see as part of being responsible to the global community.

➔ To find out how we are helping local and global communities more directly, read the next section.

COMMUNITIES, COLLABORATION AND PHILANTHROPY

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We believe in being an active member of our local community and we have a clear social mission. Our aim is to support people and our planet to thrive. We look to achieve that aim with our Advancing Life Chances (ALC) Strategy (see below). Conscious of our role and responsibility to society, we want to use our knowledge and resources to make positive change, both locally and systemically.

A proud history of collaboration

We have been supporting communities – particularly around our home in Crewe and the Cheshire area – for decades.

In 2012, we became a founding partner for the [Cheshire Community Foundation](#) (CCF). CCF helps businesses to understand the local challenges facing communities and connects them with charities who are tackling these issues and making real change. By the end of 2023, over those years, we have supported CCF with donations of circa. £952k providing opportunities and critical support for communities in Crewe and Cheshire.

We also support [Ben](#), a charity dedicated to supporting the people in the automotive industry, providing support for both them and their family dependants. Ben helps people navigate life's challenges, supporting them with their mental and physical health and their overall wellbeing.

Advancing Life Chances – a strategy for lasting positive impact

The launch of our ALC Strategy was a milestone at the end of 2022. Into 2023, we have reaffirmed and renewed our commitment to community investment, recognising the opportunity to drive positive change in communities both locally and around the world.

The four pillars of Access, Empowerment, Quality of Life and a Better Future, bring the ALC Strategy to life and guide our decision-making on the programmes and projects we support. Through these, we can tackle the most pressing social issues affecting people and communities effectively.

ALC covers both our collaborations with communities and our broader philanthropic efforts, including the Bentley Environmental Foundation, which operates under the Better Future pillar. Learn more about the Bentley Environmental Foundation on page 75.

ALC is focussed on targeting and supporting the most pressing social issues. To make sure we are focussing our efforts on these issues, we conducted a social audit, partnering with the Charities Aid Foundation (CAF).

This audit involved many stakeholders, including our board, colleagues, local council, local and national partners and community groups. The audit identified a range of salient social issues and challenges, both local and national, which helped shape the pillars of our strategy.



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ADVANCING LIFE CHANCES STRATEGY

Supporting people and planet to thrive by advancing life chances.

Pilars

Access

Bentley helps contribute to removing barriers and levelling the playing field.

Empowerment

Bentley helps to accelerate change driving impactful transformation through empowerment.

Quality of life

Bentley helps people to thrive.

Better future

Bentley helps drive a better future for people and planet for the long term.

Approach

We support projects and organisations to remove real or perceived barriers, preventing people from accessing opportunities and services to advance in life.

We support projects and organisations that help people to develop the skills to drive their success, unlock opportunities and enable them to reach new heights where they are more confident, independent and determined to fulfil their potential.

We support projects and organisations which aim to improve people's physical and mental wellbeing, so they are better able to live and participate in comfortable, fulfilled and enjoyable lives.

We support projects and organisations that are innovative and develop initiatives for the long-term that drive and build a sustainable future for people and the planet.

Focus areas

Remove the barriers and improve access to services, education and employability.

Development of the life skills that enable people to be more self-confident, successful and thrive in life.

Provide support to live a healthier life both physically and mentally.

Safeguarding the environment, improving nature-deprived areas, drive improvement to "place" and boosting community spirit.

Community Investment

Governance

Our community investment activities are governed by a cross-functional Charities Committee, made up of representatives from Corporate Social Responsibility, HR, Governance Risk and Compliance and Communications. The Charities Committee follows policies and processes to make sure its decisions are consistent, fair and impartial.

When implementing the ALC Strategy, which captures all of Bentley's community investment, we took the opportunity to refresh all of our community investment policies, application forms and processes in 2023, to ensure that we have the right structure for programmes and impact in the future.

The following pages provide an overview of the key activity from the past 12 months, our first full year under our new ALC Strategy.

Our programmes

Our ALC delivery programmes are made up of both external, corporate-led programmes, and internal, colleague-led programmes. This means we can offer a full suite of community investment interventions to help advance life chances in our communities. Please see below:

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ADVANCING LIFE CHANGES (ALC): PROGRAMMES

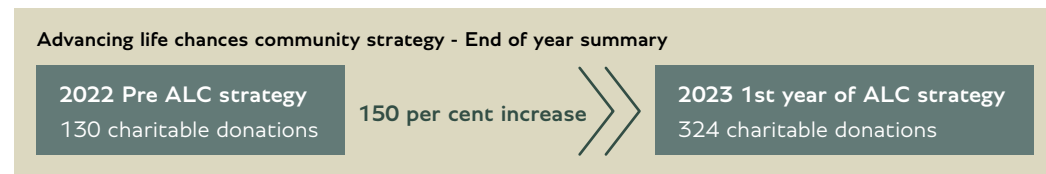
Internal: Colleagues

		
Time and skills	Donation from salary	Fundraising support
Volunteering Leave Initiative	Payroll Giving	Match Funding
Colleague led initiative, giving the opportunity to take up to two days paid leave per annum	Bentley offers a payroll giving facility for colleagues who wish to donate	Bentley supports colleague fundraising efforts
Additionally: Colleagues can request goody bags and factory tours on behalf of a charity when supporting fundraising events		

External				
				
Partnership worldwide	National charities	Local charities	Grassroots Community	Town Collaboration
Environmental Foundation	Bentley ALC Small Grants Programme	Bentley ALC Fund	Bentley Crisis Fund	CCF Crewe Fund
Addressing global environmental priorities	Linked to Crewe and 18 retailer sites	12-month projects addressing Crewe needs	Localised fund for Crewe residents	Collaboration with other Crewe businesses
Collaboration with national and international partners	Grants of up to £500 to community groups and charities	Gives grants of up to £25,000 for local charities / community partners	Targeted fund created for the benefit of Crewe residents - funded by a new long-term Bentley endowment	Co-founded with Cheshire Community Foundation - supporting projects in Crewe

2023 at a glance

In 2023, Bentley supported more than 320 charitable donations to charities and projects across all regions of the UK. This was a 150 per cent increase from 2022.



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EXTERNAL

Bentley Advancing Life Chances Small Grants Programme

Our Bentley Advancing Life Chances Small Grants Programme provides grants of up to £500 to support charitable organisations working with vulnerable, disadvantaged or under-represented communities. It is the first ever national community grants programme we have offered.

We selected locations where Bentley has a presence in the community, linking to 18 Bentley retailer partner locations across the UK, along with our HQ and Manufacturing site in Crewe. To be eligible for a grant, organisations must be within 20 miles of one of these locations.

This year we awarded grants to 200 charities and community groups, with a total projected reach of all the projects combined to be 27,339 people. For the projects that completed in 2023, in the post-project evaluation reports, CAF confirmed that 75 per cent of these grants were classified as being 'significant or vital' to the ongoing delivery of charitable services by that organisation.

Bentley Advancing Life Chances Fund

In partnership with the CCF, we set up a projects fund for Crewe, called the Bentley Advancing Life Chances Fund. The aim of this fund is to work with not-for-profit organisations in Cheshire. We prioritise organisations working in Crewe and benefiting the South Cheshire area, and those working within a 20-mile radius of the Bentley HQ and Manufacturing site.

The fund focuses on all four pillars of the ALC Strategy, awarding grants of up to £25,000 for 12-month projects that run over two calendar years.

2022/23 Grants

For the 2022 funding round, we supported 10 projects for 12 months: five projects for Quality of Life, two for Access, two for a Better Future and one for Empowerment. The completed projects supported 3,032 people across Crewe.

2023/24 Grants

In the 2023 funding round, we awarded 10 project grants for a 12-month period: four projects for Quality of Life, three for Access, two for Empowerment and one for a Better Future. The projects anticipate 7,565 people in the local area will benefit from this support.

BENTLEY ADVANCING LIFE CHANCES FUND - PROJECT GRANTS SUPPORTED IN 2023/24

 Chance Changing Lives	Quality of Life pillar: • £9,733 • 45 beneficiaries
 Wishing Well	Empowerment pillar: • £23,900 • 200 beneficiaries
 Pennysmart	Quality of life pillar: • £12,500 • 50 beneficiaries
 Hope Café	Quality of life pillar: • £18,260 • 350 beneficiaries
 Friends of Crewe South 1 Alleyways	Better future pillar: • £10,000 • 4,000 beneficiaries
 West Cheshire Credit Union	Access pillar: • £22,500 • 1,200 beneficiaries
 Ruby's Fund	Access pillar: • £21,670 • 456 beneficiaries
 Alpha Omega Women Peace and Security Foundation	Empowerment pillar: • £24,000 • 200 beneficiaries
 Central Cheshire Buddy Scheme	Quality of life pillar: • £4,896 • 20 beneficiaries
 Young Enterprise	Access pillar: • £23,513 • 1,044 beneficiaries

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Bentley Crisis Fund (supported through the Bentley Forever Crewe Endowment Fund)

Bentley’s first ever endowment fund was set up through CCF. It is an invested fund which generates income that we can use to fund grants. This fund will remain in place for the benefit of Crewe forever – a legacy we were keen to create for communities in Crewe.

The endowment fund’s first project was setting up a new crisis fund with five local charities. The charities use our funding to support people in a crisis situation, by purchasing goods or services on their behalf. It is a truly ‘grassroots’ programme and we are very proud it has supported 82 people since launch in August 2023.

The five supporting charities have helped people in Crewe get back on their feet after hard times by finding them support in the local area, for example, by helping them access local fitness facilities and counselling, and assisting them with getting to work.

Cheshire Community Foundation Crewe Fund

The Crewe Fund targets social issues and deprivation in Crewe by supporting community projects. This is a business group fund run by CCF, and was established off the back of Bentley’s Covid Impact Fund in 2021. We are glad to support the fund alongside other Crewe businesses, allowing our money to go further, together. The fund supported nine charities in 2023. We project 2,342 people will benefit from this support.

INTERNAL

Our internal programmes are all about encouraging our colleagues to get involved in charitable giving and volunteering.

Match funding:

When an employee or team of employees undertakes an activity to raise money for a registered charity, we will match the funds (up to a specified limit). This allows us to support the charities that are closest to our employees’ hearts and for them to raise even more.

Payroll giving:

Our payroll giving facility allows employees to donate to charities directly through their pay, which is more tax efficient. The Charities Aid Foundation (an HMRC-recognised payroll giving agency) manage this facility.

Volunteering leave:

Colleagues can take up to two days’ paid volunteering leave each calendar year. This allows them to help charities by sharing their time, skills and expertise in the local community.



EDUCATION

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For decades, we have worked with local schools to attract and develop young talent in the automotive sector. To concentrate on training local pupils in relevant engineering, product design and work-ready skills, we worked as part of a collaborative group to establish the [Crewe University Technical College \(UTC\)](#), a specialist engineering and design college for 14–19-year-olds. As a founding partner, we helped to secure £10.6 million of government investment in the UTC.

The UTC is a great example of what can happen when the public and private sectors work together to make a positive impact for the local area. Making sure that students develop the right technical skills and qualifications for Apprenticeships and university pathways helps reduce the number of young people Not in Education, Employment or Training (NEET).

We input into the UTC's tailored curriculum and continue to work closely with the UTC, to feed in expert input and make sure the curriculum keeps matching current and future manufacturing requirements.

We supported several activities at the UTC in 2023:

- **Work experience:** we supported a week-long programme for Year 10 students to work on a real Bentley project, designing a steering wheel for a future BEV. Research and prototypes were created within a compressed five day period, with excellent results.
- **Employer talk:** Our Talent Acquisition colleagues ran a CV masterclass for Year 10 students, which showcased Bentley as an employer and highlighted our expectations for application submissions. This was the first session of its kind at the UTC.
- **Enrichment activity support:** Trainees from our Early Careers programmes supported several after-school clubs, including a Greenpower / F1 activity where students designed a vehicle.



EXTERNAL COLLABORATIONS

Increasing our impact through further collaborations

Bentley sits on the Crewe Town Board. This group of committed volunteers helps to set a vision for Crewe, secure funding and helps deliver projects across the town. Learn more about the Crewe Town Board on page 27.

Bentley is a member of the [Northern Automotive Alliance](#), which promotes the North of England as a business location, helping create opportunities for employment and social mobility.

Bentley is a member of the [Automotive Council](#) which is a collaboration between the UK government and UK automotive industry to set the industry's strategy. In 2022, we signed the Automotive Council's Diversity and Inclusion charter – a collective commitment that is the first of its kind in the automotive sector.

Bentley has been a member of the UK's Automotive Council for many years. The Automotive Council was established to enhance dialogue and strengthen co-operation between UK government and the automotive sector. Its mission is to build a long-term framework that promotes and enhances a strong, flexible and globally competitive UK automotive industry.

Bringing together varied stakeholders from across our industry, the Automotive Council has a key role in enabling a just transition to net electrification. It is also leading the UK's approach to connected and automated mobility and the UK's automotive supply chain and skills transition, working to increase the general competitiveness of the sector.

We also actively engage with trade bodies such as the [Society of Motor Manufacturers and Traders \(SMMT\)](#) on issues relevant to Bentley.

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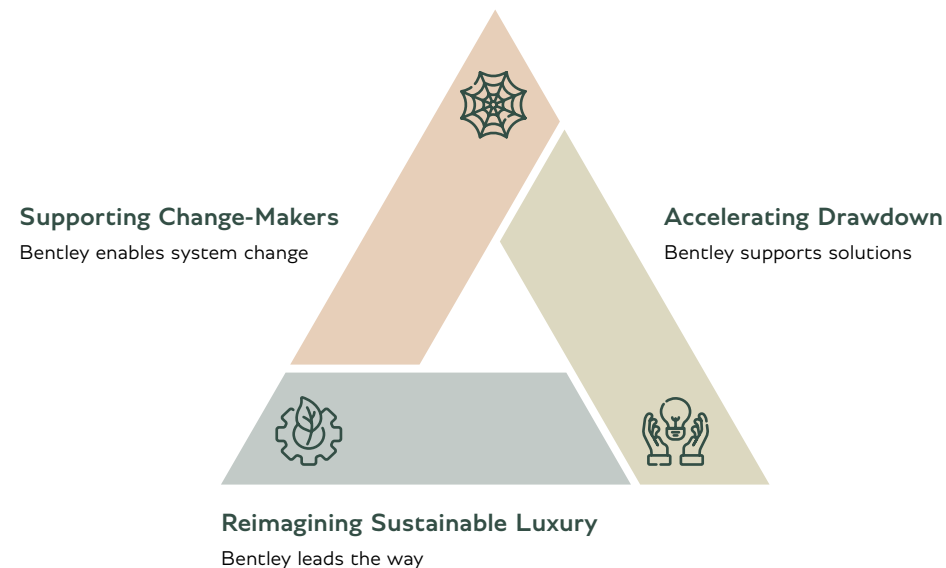
THE BENTLEY ENVIRONMENTAL FOUNDATION

As part of our wider ALC Strategy, and under our Better Future pillar, in June 2023, we launched The Bentley Environmental Foundation. With strategic advice from CAF and based on extensive research and analysis of existing initiatives, we have developed a distinctive, innovative approach to modern environmental grant-making.

Through co-created projects, the Foundation is helping create next-generation solutions to environmental challenges, aiming to go beyond carbon neutrality to rejuvenation and regeneration. The Foundation's purpose is to fund pioneering, discovery-led initiatives that can make a positive impact beyond our own business needs. By encouraging our customers and innovators to seek out and support breakthrough technologies and solutions, we aim to lead the way on mitigating the effects of climate change. The Foundation will also help identify, promote, industrialise and encourage the adoption of new solutions for challenges that are still un-addressed.

We supported the Foundation directly by initially donating £3 million in 2023. We are already distributing this to charities and non-profits using our three-pronged strategic approach to grant-making: accelerating decarbonisation ('drawdown'), supporting changemakers and reimagining sustainable luxury.

THREE-PRONGED STRATEGIC APPROACH TO GRANT-MAKING



Our co-created projects

To achieve our aims, we have partnered with specialist charities / NGOs who not only possess the innovative ideas to deliver long-term solutions, but also have the outreach and infrastructure to assist the people making a difference on the ground. The Foundation's projects span four continents and eight countries globally, from guiding billions of private capital toward strategic, science-based climate solutions, to restoring the world's blue carbon ecosystems and amplifying the work of 'ecopreneurs' to lead us into a nature-inspired future.

Since it launched with a cohort of three partners (Project Drawdown, Biomimicry Institute and SeaTrees), the Foundation has grown to include two more: Climate Group and The Rivers Trust. In 2024, we are looking forward to strengthening our relationships with our existing partners and continuing to fund organisations at the cutting edge of climate solutions.

➔ [Read more about the Bentley Environmental Foundation on our website.](#)

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The Rivers Trust

The Rivers Trust is one of the fastest-growing environmental movements in the world. Its mission is to protect, promote and enhance freshwater and estuarine ecosystems in the UK for both people and wildlife.

The Rivers Trust has identified Valley Brook, a small urban river near Bentley's HQ in Crewe, as failing water quality standards because of upstream inputs of nutrients from sewage and agriculture. Valley Brook also faces significant issues with flooding and air quality. The Foundation will support the Rivers Trust to safeguard and improve Valley Brook, and to build the capacity, capability and environmental skills required to make long-term environmental improvements in the area.



Biomimicry Institute

The Biomimicry Institute empowers changemakers to create and scale nature-inspired solutions that can address our most pressing environmental and social challenges. Its work demonstrates that by emulating nature and natural processes, humans can learn to create transformative solutions for the modern world that are more in balance with nature across education, culture, and industry.

Our interaction with the Biomimicry Institute is through the Ray of Hope Prize, which recognises the top nature inspired start-ups in the world. This provides a 10-week programme of training, support and funding to support these businesses to thrive. We are supporting the institute to turn the Ray of Hope Prize into a fully-fledged fellowship programme.



Sea Trees by Sustainable Surf

SeaTrees is committed to supporting local communities and scientists that plant and protect blue carbon coastal ecosystems. These ecosystems can be 5–10 times more effective at taking carbon from the air than rainforests. SeaTrees aims to help regenerate our ocean planet by planting mangroves, and restoring kelp forests, seagrass meadows, coral reefs and coastal watersheds.

Our funding for SeaTrees has already achieved exceptional results through projects in Kenya, Spain and Portugal. In Kenya, we have expanded the current programme by planting 200,000 mangroves trees in Mida Creek and Marereni. In Spain and Portugal, our seagrass and kelp projects established SeaTrees' presence in Europe for the first time ever.

Impact beyond philanthropy

The aim of the Bentley Environmental Foundation is not only to make a change in the world, but also inside Bentley, so engagement with our colleagues is important too.

- In November 2023, we held a 'Let's talk Sustainability' event, hosted by the Foundation. This showcased the work of our partners and educated colleagues on topics including biomimicry, and ocean conservation and the role blue carbon ecosystems have in reversing climate change.
- The Foundation also welcomed two apprentices who have been able to learn about sustainability, philanthropy and the non-profit sector, while improving their project management, data management and stakeholder engagement skills.

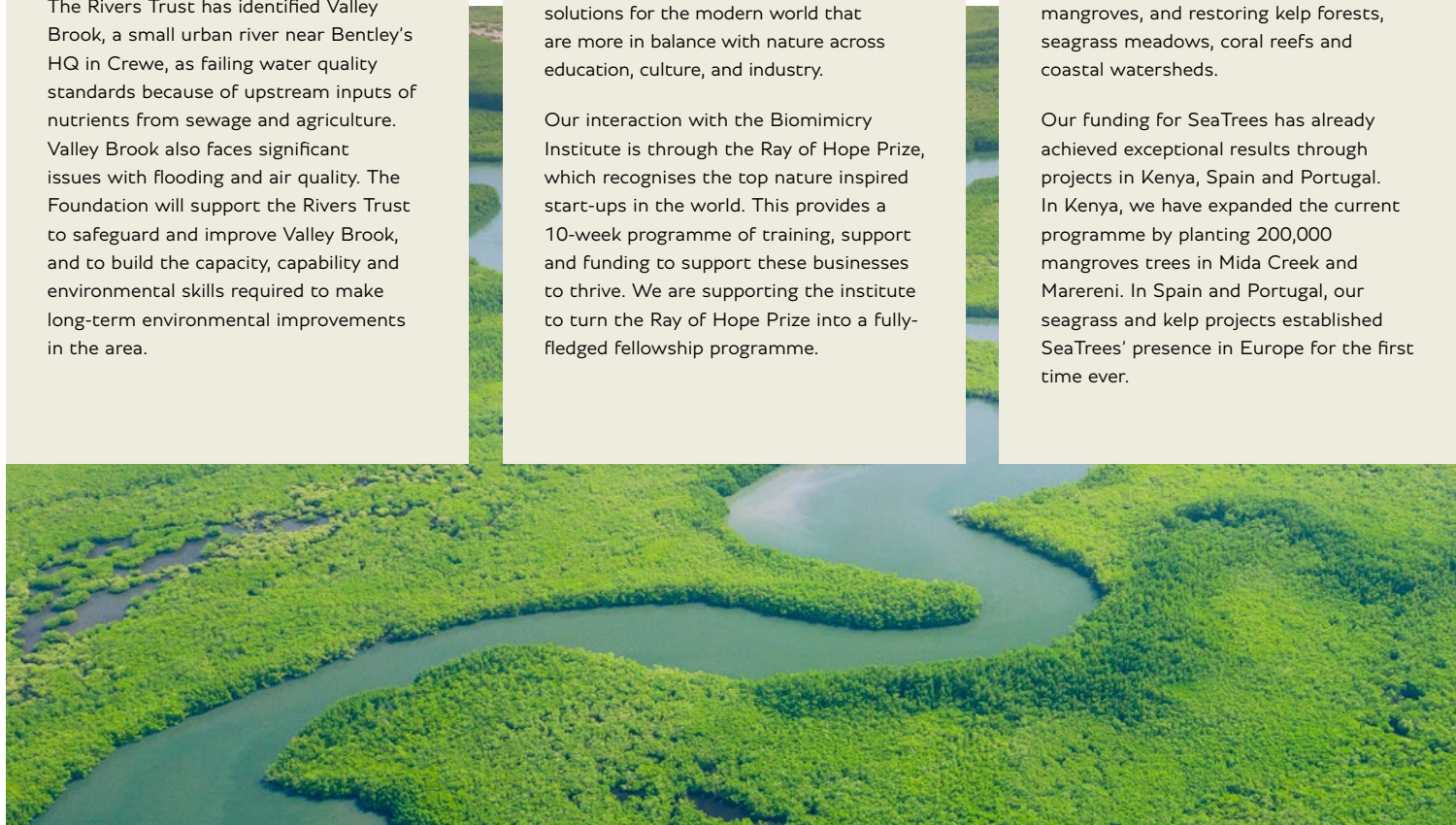
Looking ahead to 2024

The Foundation has achieved some great things and 2024 is shaping up to be just as exciting:

- Growing relationships – We are keen to build on our relationships with our partners, working with them to both scale-up existing projects and create new ones.
- New partners and projects – We want to expand the Foundation 'family' and are keen to bring in new partners to go further to tackle climate change.
- Volunteering – Starting with the Rivers Trust, we will be expanding the opportunities for colleagues to volunteer with our partners.
- Theory of change – We will collaborate with CAF to create a theory of change for the Foundation that builds on our three-pronged approach strategy. This will help make sure our initiatives have the biggest impact possible on the environment.

Alongside engaging with our communities, we also engage with Bentley retailers, encouraging them to think and act more sustainably.

➔ Discover more in the next section.



SUSTAINABLE RETAILERS

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Our retailers are often the first physical interaction that our customers have with our brand. It is therefore imperative that they reflect the brands luxury and high-quality, as well as emphasise our commitment to sustainability.

Our track record of moving towards carbon neutrality across our global retailer network is impressive. **Based on 2023 data, we are on track to certify 63 per cent of our retailers as carbon neutral under PAS2060 by April 2024. This puts us on course to become 100 per cent carbon neutral by 2025.**

Engaging with the network

We provide guidance and training to retailers to help them enhance their own sustainability. This includes sustainability training to help colleagues think more sustainably in line with our brand, and mandatory training on our Code of Conduct, GDPR compliance, cyber security and our Beyond100 strategy so they better understand our future ambitions. Our sustainability training specifically, provides a broad view of sustainability at Bentley, demonstrating how the strategy is implemented across the business. This training also aims to support colleague conversations with customers within the retailer environment and helps all colleagues to see how they can personally make a difference and support the Beyond100 strategy. In 2024, we plan to roll out specific carbon-reduction training modules to our retailers in line with the Beyond100 module.

Our retailer guidelines include suggested sustainability improvements such as measures that can be implemented in buildings (both new and existing) and how they can change behaviours to reduce emissions.

Every retailer creates and maintains an individual sustainability plan, which we monitor through a Global Monthly Sustainability Forum. Our field team also monitor targets they set themselves during site visits throughout the year.

Retailers taking the initiative

In recent years, several retailers have implemented their own initiatives to both reduce carbon output and increase the awareness of our brand's commitment to sustainability.

Two success stories in 2023 came from our Manchester and Leicester retailers. Amongst other initiatives, the Manchester retailer replaced plastic milk bottles with glass ones after over 4,000 cartons were used in 2022. In Leicester, all staff members were given Bentley branded flasks and bottles to reduce the amount of single use plastic and takeaway cups colleagues were using.

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Measuring retailers' carbon footprints

We work in partnership with the [Carbon Trust](#) to measure the carbon footprint of our retailers by calculating greenhouse gases emissions, refrigerants and hydrofluorocarbon emissions. Figures also include emissions produced by the electrical power required to operate the showrooms and emissions created by fleet vehicles, demonstrator and colleague cars.

Our retailers use this final carbon footprint data to calculate the quantity of Gold Standard certified carbon offsets they must purchase to ensure carbon neutrality. Our ambition is to reduce our credits by five per cent compared to 2020's total and yearly thereafter. This goal goes hand-in-hand with the reduction of our retailers' footprint.

UK Retailer of the Year - Sustainability

To motivate best practice amongst our UK retailers we introduced a UK Sustainable Retailer of the Year award in 2021, which forms part of our wider UK Retailer of the Year awards ceremony. The winner is chosen based on criteria including the reduction in their CO₂ emissions (as reported by the Carbon Trust) and pioneering sustainability initiatives delivered over the previous 12 months.

We are pleased to report our UK Sustainable Retailer of the Year for 2023 is Bentley Tunbridge Wells.

Bentley Tunbridge Wells has invested in a solar panel installation, at it's site, with the aim of significantly reducing it's reliance on energy consumption, from the national grid. As a result, it's 284-panel solar installation will see the site generate an annual yield of up to 111,000 kWh, enabling the retailer to offset 25 tonnes of CO₂ per year.

We work closely with our retailers, just as we work closely with the venues and organisations that help us run our events.

➔ **Find out how we are making events more sustainable in the next section.**



EVENTS AND EXPERIENCES

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We have continued to run events in 2023 and are pleased to say they are becoming more sustainable year-on-year. We have concentrated on offering more PHEVs for customer chauffeuring and driving and coordinating guests' arrivals and departures from the same locations where possible, to reduce the number of transfers required. This has reduced the CO₂ emissions from our events (see the carbon tables below).

We provide guest documentation in digital form, and where printed documents are required, we are sourcing more sustainable printing materials.

CARBON FOOTPRINT OF EXTRAORDINARY JOURNEY UK AND SCANDINAVIA PROGRAMMES

	Extraordinary Journey UK	Extraordinary Journey Scandinavia
2022 average carbon footprint per wave	Total of 66 tonnes across four waves = 16.5 tonnes per wave	N/A (the first event was in 2023)
2023 average carbon footprint per wave	Total of 15 tonnes across two waves = 7.5 tonnes per wave (a 55 per cent improvement from 2022)	Total of 28 tonnes across two waves = 14 tonnes per wave

BREAKDOWN OF CARBON FOOTPRINT

Categories for Extraordinary Journey UK, showing areas of improvement for 2023 vs 2022 (tCO₂e)

	Travel	Accommodation	Catering	Event space	Promotional materials
2022 average	12.3	0.975	1.75	0	0.875
2023 average	4.20	0.950	1.60	0.1	0.050

BREAKDOWN OF CARBON FOOTPRINT

Categories for Sales and Marketing Conference 2023 (tCO₂e)

	Travel	Accommodation	Catering	Event space	Promotional materials
Sales and Marketing Conference 2023	195.2	3.1	6.0	0.4	0.5

We do our best to reduce emissions for these experiences to the minimum, but where this is not possible, we calculate and offset the carbon footprint through our experiential agencies and purchase carbon credits via VW Kraftwerk. We did this for both the Sales and Marketing Conference as well as the Extraordinary Journey programmes to support our sustainability ambitions.

We also developed and implemented new designs for pop-ups for our key events globally in 2023. The materials for the pop-ups are sustainable: the aluminium and steel bolts are infinity recyclable, and the walnut is FSC-label certified as ethically sourced from Canada.

