

# LEADING THE WAY

**Explore** how we're making a difference beyond business



Our commitment extends beyond environmental sustainability. We recognise the importance of social responsibility and embrace diversity and inclusion within our workforce and leadership. Employee wellbeing programs prioritise health and safety, mental health support and flexible work arrangements, nurturing a thriving team. Diversity, equity and inclusion are at the heart of our workforce, fostering a positive and inclusive work environment.



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# BEING THE EMPLOYER OF CHOICE

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## INDIVIDUALS WITHIN BENTLEY'S GOVERNANCE BODIES (BY GENDER)



## EMPLOYEE CATEGORY OF NON UK NATIONALS



## EMPLOYEE CATEGORY (BY GENDER)



\*The 42% of females in Early careers reflects the total gender split as at 31st December 2023 running across one to four year programmes

In 2023, we were recognised as a UK Top Employer by the Top Employers Institute for the 13th consecutive year. We are very proud of this achievement, which we attribute to our ongoing commitment to ensuring that our workplace is an engaging, enjoyable and inclusive environment, that offers colleagues exciting opportunities to develop their careers.

### Making Bentley a great place to work

Our colleagues are the reason for our success, so we are dedicated to cultivating a fulfilling workplace for them. We want to attract and retain diverse talent across all levels, guided by our core values. Our Top Employer recognition and our Early Careers initiatives underscore our relentless pursuit of excellence in talent acquisition and our diverse future talent pipeline.

To ensure we treat everyone fairly, we have several policies that outline what we expect from interactions with employees. These include the Treating People Fairly Policy, the Equality, Diversity, and Inclusion Policy, and the Employment Handbook. We also follow high employment standards, which are set out in our Recruitment and HR Compliance Policies and we complete a thorough due diligence for all new joiners, ensuring alignment to these standards.

**Introducing our new People Strategy**

Several people initiatives are embedded in our Beyond100 strategy and functional change activities. These initiatives are brought together in our People Strategy. The strategy is executed at corporate, functional or operational level. Learn more about our People Strategy in the diagram below.

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**PEOPLE STRATEGY OVERVIEW**

**Breakthroughs**

Our high-level aspirational goals

We are a global employer of choice

We achieve success through our people

We ChargeForward to drive an inclusive high performing culture

We embrace diversity of thought



**Success through people (Our People Strategy)**

Our external facing combined strategic activities that support our purpose of 'Success Through People'

- Employer of choice
- Capabilities and resources\*
- High performance culture\*
- Future BEV ways of working

- HR Branding
- Health and wellbeing
- Process improvement
- Data and analytics

**\*Key 2024 business priorities**

All strategic topics sit at either corporate or functional level and are managed under the relevant governance.



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On 31st December, we employed 4,253 full-time staff members, compared with 4,121 in 2022. They work in two main segments; direct 1460 (colleagues in production and production aligned functions like Quality) and indirect 2793 (colleagues in all other supporting functions).

To ensure sustainability and meet the demands of future BEV advancements, we have expanded our workforce, invested in Apprenticeships and developed our biggest ever Skills Transformation Programme. All this will not only help us reach our innovative goals, but also ensure our workforce is sustainable and has the skills it needs for the future. Learn more about our Future Skills training on page 38.

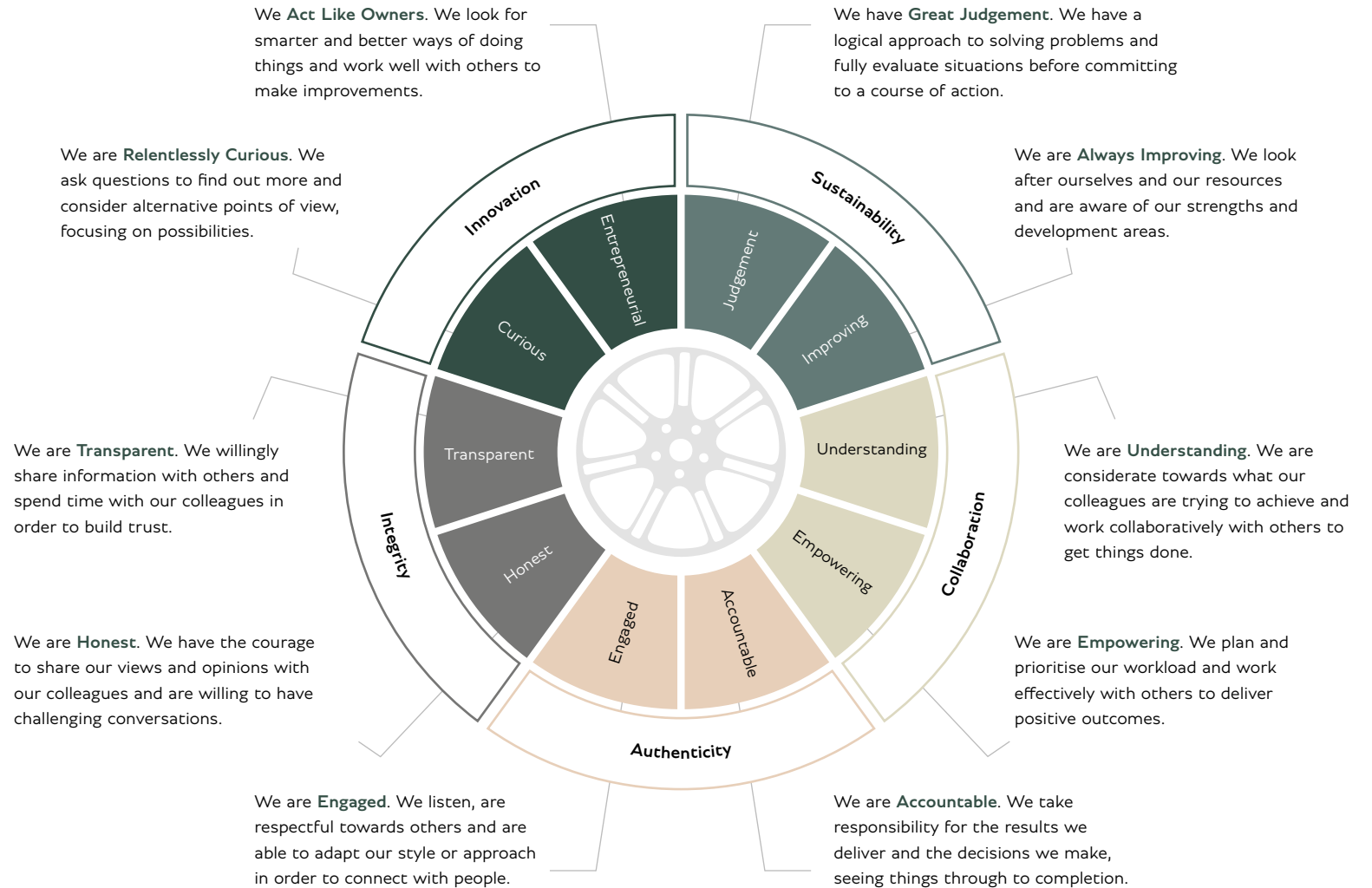
**Our values and behaviours**

Our values and behaviours serve as our guiding compass. They guide our actions, our decisions and our interactions with colleagues, suppliers, communities and other stakeholders. These shared beliefs unify us as an organisation, and demand collective ownership and unwavering dedication from everyone at Bentley.

Our Behaviour Indicator Guide is a detailed set of standards that guides our approach to accomplishing tasks and fostering the right culture. The guide underpins the values and behaviours, and includes activities for recruitment, colleague recognition and professional development.

As part of our People Strategy quadrant 'High Performance Culture' initiatives (see page 30), the Bentley Behaviours will evolve into our new ChargeForward Behaviours, that we will launch throughout 2024. These new behaviours build upon our transformation success and further propel our business towards achievement of Beyond100, as part of our ongoing culture journey, and we look forward to sharing more information in our 2024 Report.

**VALUES AND BEHAVIOURS**



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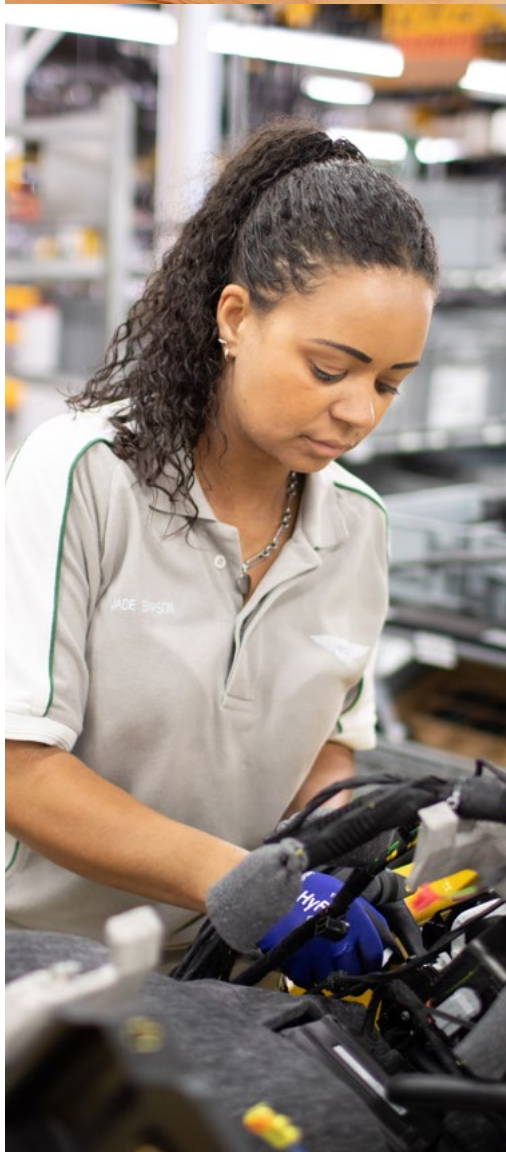
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## Colleague engagement

### Getting colleague feedback

Our colleagues know the reality of life at Bentley best, so we seek their views to make sure our workplace is positive and productive. They provide feedback in several ways, including surveys, our Functional Engagement Champion Network and our annual Stimmungsbarometer (StiBam) survey which guides us when discussing values like respect, integrity and fairness.

We use the feedback from these channels to create action plans to improve the colleague experience.

### Survey results

In our 2023 Stibam survey, our overall company-wide score was 83.2, an increase in our index points of 1.7 from 2022. The participation rate was 86 per cent, 2 percentage points higher than in 2022.

In addition to our overall company-wide score, we were also pleased to see an increased index score across every single question in the survey – a sign that we have made sustainable, positive improvements to life at Bentley.

## Bentley colleague driving experience day

In April 2023, around 1,500 colleagues gathered at Oulton Park racing circuit for an unforgettable Bentley Colleague Experience day.

We gave them the chance to get behind the wheel of the extraordinary cars that they work so hard to deliver. Colleagues tested the limits of the Continental GT, Flying Spur and Bentayga both on the track and off-road, enjoying speed, control and luxury.

This experience was our chance to thank our colleagues for their unwavering dedication and to reinforce our commitment to making sure our work environment is connected and fulfilling.

### Extraordinary talks

In line with our Diversity, equity and Inclusion strategy and to inspire our colleagues, we regularly host external guests and role models to share their unique journeys and experience, through our Extraordinary Talks programme.

Learning from 2022, we moved our Extraordinary Talks to start at 3.15pm so our Production colleagues could join. We also introduced a hybrid approach where talks have a live audience, a livestream and are recorded so colleagues who cannot join live can watch at a more convenient time.

In one of these talks, [Ryan Zaman](#), a renowned model, writer, consultant and disabilities advocate, spoke about intersectionality as part of Belonging Week (see page 50). He shared his insights on intersectional thinking and inclusion, delving into how we can cultivate a culture where everyone feels empowered to 'be whoever you want to be'. His thought-provoking talk emphasised the importance of integrating intersectional thinking and decision-making into our inclusion processes to create a truly inclusive environment.

### Colleague benefits

We are committed to fostering a healthy work-life balance for our colleagues, recognising their diverse needs and preferences. To make sure our benefits are competitive, we conduct periodic benchmarking exercises. In 2023, we conducted a comprehensive benefits survey to identify the offerings they most value and to inform what we offer in the future.

### Flexible working

Being inclusive includes offering flexible and alternative work arrangements to make sure we can attract the best candidates:

- Our Flexible Working Policy covers part-time work, job sharing, condensed hours and other flexible work arrangements
- Our Hybrid Working Policy reflects our commitment to adapting to modern work styles
- We offer options such as Flexi-Time and Time Off In Lieu, allowing employees to choose between time off and additional pay
- Our Career Break Policy allows colleagues to take extended break from work



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- Recognising the global nature of our workforce and their families, and supporting our ways of working initiatives, we now support working remotely from abroad for up to 20 days per year. This allows our colleagues with family overseas greater flexibility to achieve a better work / life balance.
- We encourage our employees to contribute to causes they are passionate about through Volunteering Leave. Find out more about colleague volunteering on page 71.

**By looking at every aspect of flexible working, we aim to find ways to support our colleagues to thrive both professionally and personally, and enjoy a balanced and fulfilling working experience.**

We have also carefully considered our onsite working areas to ensure that we offer flexibility in the types of working spaces available, providing effective areas for onsite collaboration and team working.

**Crewe campus amenities**

Our Crewe campus has many amenities for colleagues, including a subsidised gym, outdoor spaces, walking routes and sports facilities. We also offer onsite health booths, which 651 colleagues have embraced in 2023. For more information about health and wellbeing on campus, see page 42 - 46.

**Sustainable commuting**

Our Cycle to Work scheme has grown significantly and now boasts 374 active participants (9 per cent of our workforce).

Our electric charging stations and Liftshare app further support sustainable commuting. The Liftshare Car Sharing scheme currently has 739 active participants on the platform, with 267 Liftshare

teams (two or more colleagues sharing a car journey every day) running in 2023. The scheme saved 852 tonnes of CO<sub>2</sub> in 2023.

We also promote personal decarbonisation by including PHEVs and BEVs in our colleague car schemes.

**Other benefits**

Other benefits that help with colleagues' work-life balance include enhanced leave policies, a competitive pension scheme and post-career support workshops.

Additional benefits include: our company-wide health and wellbeing programme, BeFit; childcare vouchers; insurance; optional dental and health care plans; monthly prize draws; occupational health facilities and workwear provision. Our BeFit initiative provides a well-rounded approach to health and wellness, encompassing nutrition discussions, mindfulness sessions, outdoor activities such as walking clubs and runs, as well as an annual schedule of webinars, health assessments, and group events.

**Colleague recognition**

We know our colleagues are proud of working for us, and we enjoy recognising and celebrating their contributions. Our Colleague Recognition Programme has undergone a complete refresh in 2023, following feedback from colleagues and our cross-functional team of 'recognition coordinators'. Colleagues can also use our recognition portal to acknowledge positive actions and nominate colleagues for recognition and individual awards throughout the year.

Over and above the individual awards we give out through the year, we honour individuals and teams who embody our values and contributed significantly to our strategy each year at our Beyond100

Recognition Awards. There are 10 individual or team awards and a Judges Choice award. We celebrate the winners at a ceremony attended by the Board, senior management and our apprentices.

**In 2023, we were so pleased to receive more than twice as many nominations as in 2022 (220 vs. 488), reflecting not just the quality of our work, but our colleagues' enthusiasm for thanking their peers.**

Our Loyal Service Awards honour colleagues for their commitment after 25 and 40 years of service.

**Connected colleagues**

Our Connected Colleague sessions have ran for a number of years and continue to prove popular with colleagues across all functions and levels. Colleagues can meet with a Board Member at an organised session which takes place on a regular basis in a safe and open environment to discuss whatever is on their mind. Each session has a different Board Member, so the whole Board can better understand the colleague experience. To encourage general conversation and in-depth discussion and to allow colleagues to steer these sessions, they don't have a structured format and are limited to just 12 people at a time.



**Role model programme**

Our leadership-level mandated Role Model Programme (RMP) continues to encourage leaders to communicate, engage and collaborate more across functions and teams. The RMP is a Group-wide programme designed to encourage dialogue and participation across all Group brands. In 2023, we launched a new catalogue of activities, linked to our wider business culture transformation programme.

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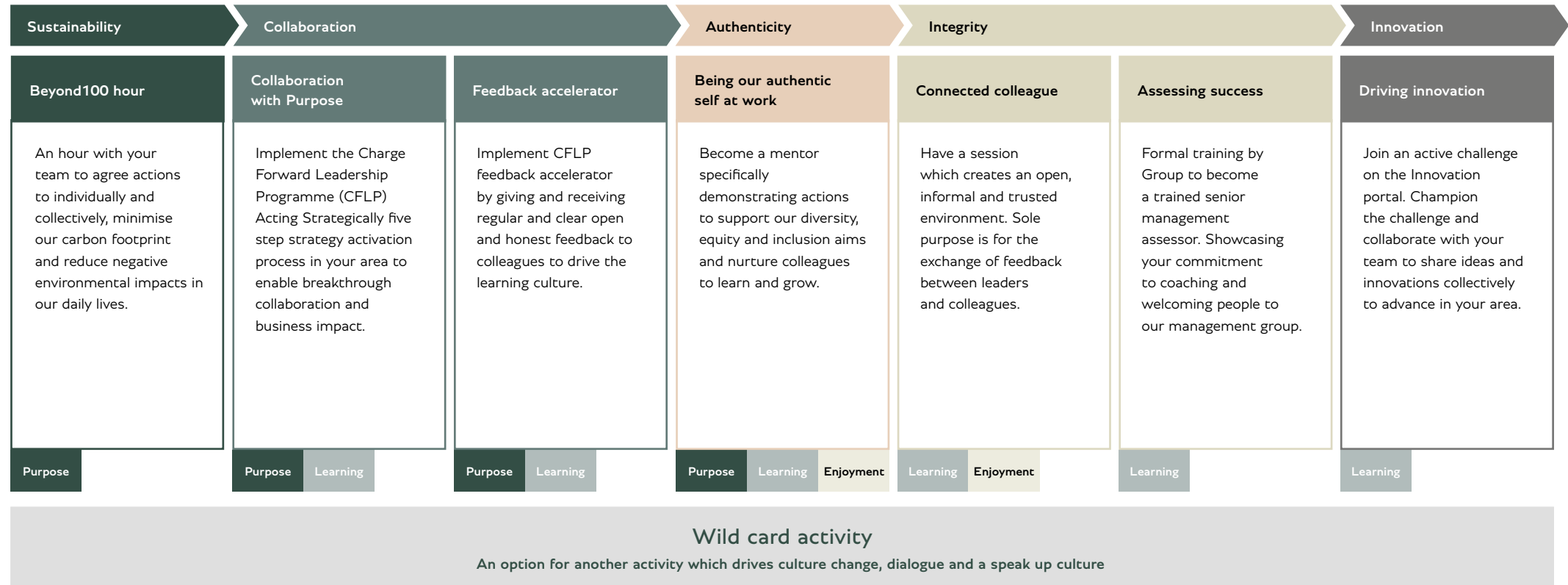
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**ROLE MODEL PROGRAMME**



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**Colleague representation**

Our interactions with trade unions are important to our colleagues and our business. Our Company Council manages labour relations, including negotiation, consultation and information sharing. It meets once a month and has 14 members, seven of whom are senior trade union representatives, including a chair and convener. The other members are leaders from across our business, including the Head of Labour Relations, Health and Safety, HR, Quality and Compliance and others.

The trade unions actively participate in matters including contractual changes, pay negotiations, individual concerns, policy development and business status updates. To make sure they can do this effectively, we give union members time off for these responsibilities.

We display approved trade union communications on designated company notice boards around our Crewe site. As the unions are involved in various aspects of our operations, we acknowledge their support throughout various employment policies, on our intranet, in our Employment Handbook, and in the Bentley Code of Conduct.

Union members hold local elections every three years to nominate shop stewards, and the seven senior trade union representatives are chosen from this group. This ensures colleagues have fair representation.

The Company Council meets with the Board twice a year, and the two union leaders meet with our Chairman and CEO and Board Member for HR every month.

Most of our colleagues are covered by collective bargaining agreements. The working conditions and terms of employment of those who are not covered are managed by the Group through colleague benefits that are informed by local market conditions and practices.

**2023 trade union negotiations**



In 2023, we implemented the largest-ever pay deal we have negotiated with the trade union. Our negotiations with trade unions are ongoing, highlighting our awareness of the cost-of-living crisis and how it is continuing to affect colleagues, and emphasising our desire to make a collaborative effort to address their economic challenges.

**Early careers, development and outreach**

Bentley has a long history of offering early careers opportunities to apprentices and Graduates, and opportunities for students to join Bentley on Industrial Placements. We run an extensive outreach effort (see page 36) to promote these opportunities in schools, colleges and universities, both locally and nationally. This reflects our desire to develop the diverse talent pipeline we need to deliver our strategy.

In 2023, we welcomed more trainees than ever before. Our engagement with female talent is growing year on year: 48 per cent of new trainees in 2023 were female, and our 2024 Graduate and Industrial Placement campaign had 112 per cent more female applications than in 2023.

In 2023, we welcomed 75 Industrial Placement students (70 in 2022), alongside 15 Graduates (23 in 2022) and 35 Apprentices (31 in 2022). We also offered permanent roles to all Apprentices and Graduates who completed their programmes in 2023 and welcomed back six high-performing Industrial Placement students to join our Graduate programme.

	2022	2023
 Total new hires across Bentley Motors	225	373
 Hire rate (per year)	8.8%	5.6%



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### Graduate programme

We run Graduate programmes for all our functions. Graduates get to learn about their home function in depth before learning how it links with other functions through a series of placements across the business. Graduate programmes last 24 months, with opportunities in departments including Engineering, Manufacturing and Project Management.



### Industrial Placements

Our 12 month-long Industrial Placement programme caters to university students seeking to spend a year in industry, giving them the chance to improve their understanding of business. During the placement, students can take ownership of and lead projects, turning academic theory into practice, while developing their technical skills. After the placement, they can be nominated for our Graduate programme for the following year.



### Apprenticeship programme

We offer 2-4 year Apprenticeship programmes in Production, Engineering, Digital and Project Management. Apprentices develop their skills and build their experience with on-the-job training and work experience, while earning an externally recognised qualification through our network of training providers at the same time.

The packages we offer are competitive, enabling our trainees to relocate to Crewe to take part in programmes, if required.

Our commitment to providing meaningful experiences for our apprentices has earned us a silver Investor In People (IIP) award. But we are not stopping there. We want to achieve platinum status and underwent an assessment with IIP in 2022 to ensure we are on track. We are using the feedback received to direct our areas of focus for reaccreditation in 2024.



### Talent pipeline outreach

Through university and school outreach, we have built a local and national talent pipeline. Our outreach includes collaborating with UK universities on brand awareness, research and training.

Our in-person and virtual work experience sessions for schools focus on STEM subjects and business, giving students both exposure and education. During National Apprenticeship Week, we ran in-person and online activities, promoting our 2023 vacancies through a roadshow at local schools and supporting Digital Apprenticeship Day with Manchester Digital to inspire future colleagues.

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### Extraordinary women

Our Extraordinary Women programme is dedicated to empowering and nurturing the next generation of young female leaders. On 6th March, ahead of International Women's Day, we held a virtual launch event in our headquarters to kick off the 2023 edition of the Extraordinary Women programme. Dr Karen Lange, Member of the Board for Human Resources, hosted the event and officially opened the application process.

The programme is for students in engineering, design, technology and business from participating universities, including Loughborough University, the University of Bath, the University of Warwick and Manchester Metropolitan University in the UK, and a partner university, Dar Al-Hekma University, in Saudi Arabia.

The Extraordinary Women programme pairs students with accomplished pioneers and Bentley experts, who serve as mentors and role models. Through their extraordinary success stories and invaluable guidance, the mentors inspire the students to pursue careers in engineering, design, technology and business, and empower them to break barriers and achieve their potential.

#### In the UK, mentors included:

- ◆ **Amanda Levette**, the RIBA Stirling Prize-winning architect
- ◆ **Megane Montabonel**, Product Manager at Focal & Naim
- ◆ **Hayley Hunton**, Head of Financial Planning at Bentley Motors
- ◆ **Nicola Gough**, from the Bentley Motors Product Strategy team

#### In Saudi Arabia, the mentors were:

- ◆ **Mishaal Ashemimry**, aerospace engineer and founder of MISHAAL Aerospace
- ◆ **Noha Zagzoug**, Associate at Saudi Arabia's Public Investment Fund
- ◆ **Nadine Attar**, designer and founder of Nadine's Jewellery

Commenting on her involvement, Amanda Levette said: "This is a great initiative to encourage young women from underrepresented backgrounds to enter the very male dominated automotive business. Thank you, Bentley, for introducing me to my extraordinary mentee Guari."

Nada Hudaib Aljaid, who is studying at Dar Al-Hekma University, said: "Participating in Bentley's Extraordinary Women programme has been a life-changing opportunity. I am so grateful for the mentorship

and guidance provided by the many experts I have met, and for the truly unique opportunity to visit the company's headquarters. This experience has really ignited my passion for STEM and automotive, and has shown me the limitless possibilities that lie ahead."

Gauri Morjaria, who is studying at the University of Warwick said: "The programme was so insightful. It was great to be able to see and speak to so many Bentley engineers and colleagues and learn about their careers and passions. This week has taught me so much and I cannot wait to see what the future holds for me."

One of the Extraordinary Women students from 2023 has joined one of our Industrial Placement programmes.

The Extraordinary Women programme complements our Beyond100 goals, as we continue our efforts to increase the number of women in our industry and make sure they have the skills to thrive.

➔ Find out more about how we are supporting future skills in the next section.



# FUTURE SKILLS AND COLLEAGUE DEVELOPMENT

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At Bentley, we are rapidly transforming our business as we prepare to transition to BEVs. Alongside this, we are aware that we must take our workforce on a similarly transformative journey. Preparing for our future mobility needs, is as vital for our bottom line as it is for our role as a responsible employer. To know where and how to facilitate this, we carried out extensive collaboration and training needs analysis with subject matter experts across our organisation in 2023.

**Future skills helping to deliver Beyond100**

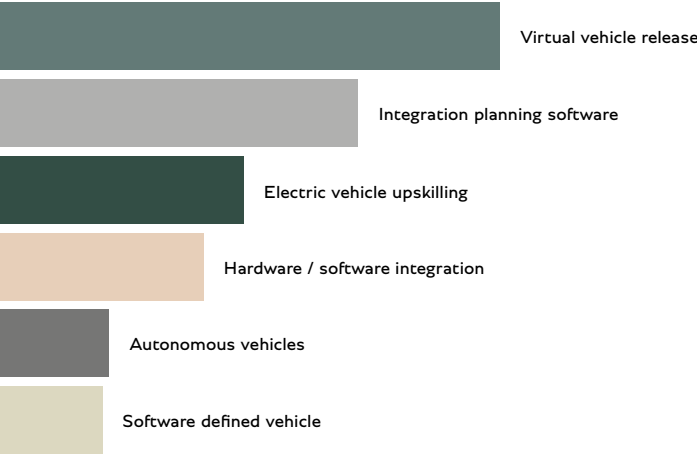
This analysis helped us understand the skills we need to advance our Beyond100 strategy and create our BEV range of cars. **We have responded with the most significant investment in skills transformation in our history.**



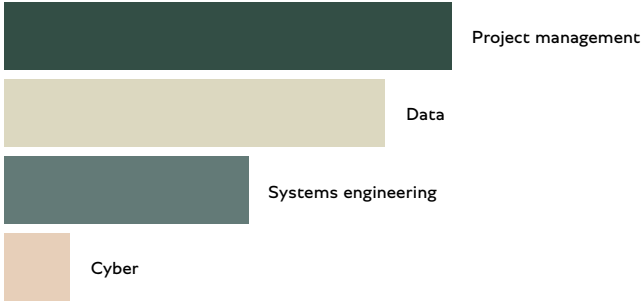
## FUTURE SKILLS TRAINING NEEDS ANALYSIS

Technical and organisational skills needed across the business to deliver our BEV portfolio, representing the number of people requiring each skill type.

**Functional capability**



**Organisational capability**



**Virtual vehicle release** / Designing, prototyping, developing vehicles online. Using online models where we might once have used physical modelling.

**Integration planning software** / The integration of systems and planning.

**Electric vehicle upskilling** / The brand new electric drive train for all electric vehicles.

**Hardware / software integration** / How do all of the physical components in the vehicle interact with the increasingly complicated software components.

**Autonomous vehicles** / Organisational capability: Skills that will enable us to deliver BEVs predictably and efficiently.

**Software defined vehicle** / Managing vehicle performance, adding functionality and enabling new features through software.

**Project management** / The techniques and processes to plan, manage deliver complex projects. Making our product delivery more predictable and cost effective.

**Data** / With increasingly connected products and in an increasing connected world, we need to be able to understand, communicate and analyse the data which we generate.

**Systems engineering** / A methodology for managing, planning and delivering the increasing complexity of the next generation of Bentley.

**Cyber** / More connectivity means more threats to our vehicles and our customers, we need to build the knowledge to manage that threat on our vehicles and within the workplace.



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**Leading the charge**

Strong and effective leadership is fundamental to achieving our Beyond100 strategy. Our Charge Forward Leadership Programme (CFLP) targets colleagues in senior leadership roles and our future talent.





The CFLP helps them develop their leadership capabilities, including strategic thinking, collaboration, influencing, innovation and our Bentley behaviours (see page 31). Using diagnostic tools like interviews and capability analysis, we assess colleagues' current

capabilities against set criteria. Then, based on the results, they create development plans to showcase their leadership qualities and support their progression through the leadership capability pathways.

As part of the CFLP, our two-day Inclusive Leadership training programme helped our most senior leaders enhance their leadership approach. It focussed on language use and how to cultivate a sense of belonging, equipping them to create a more inclusive and welcoming work environment.

### CHARGE FORWARD LEADERSHIP PROGRAMME (CFLP)

The CFLP represents our most significant investment in leadership development to date. In 2023, we provided over 3,500 hours of learning for our top 230 leaders, who completed over 816 learning activities. Its positive impact is evidenced by the following:

 <p><b>Inclusive leadership</b> was strongly recommended by <b>98% of leaders</b></p>	 <p><b>Leading change</b> was strongly recommended by <b>96% of leaders</b></p>
 <p><b>Innovation</b> was strongly recommended by <b>91% of leaders</b></p>	 <p><b>Coaching</b> was strongly recommended by <b>90% of leaders</b></p>

**“This inclusive leadership training is a cornerstone of our DEI journey at Bentley. Our senior leaders serve as beacons of inspiration for their colleagues, and it’s essential that we equip them with valuable insights, such as inclusive language, to guide their teams effectively. These sessions foster a psychologically safe environment for courageous conversations, promoting active allyship. The overwhelmingly positive feedback underscores its role in driving understanding, education, and dialogue, while also eliciting new perspectives from our engaged community. As we strive to become the most diverse luxury car manufacturer, these efforts are pivotal in shaping our inclusive culture.”**

*Dr Karen Lange,*  
Member of the Board for Human Resources.

**Training innovation**

In 2023, we adopted a longer-term approach to strategic workforce planning by implementing a system that allows us to assess future skills needs on a rolling basis. This will ensure our skills analysis is always up to date, allowing us to plan ahead more effectively.

We have used innovative approaches to colleague development including accelerated learning programmes in data and cyber security. We also offered colleagues the opportunity to earn degree-level skills over a compressed period, referred to as nano-degrees. This allowed colleagues to juggle learning around their day-to-day work, meaning it did not negatively impact productivity. In total, 36 colleagues took advantage of these opportunities in 2023, in the areas of Data and Cyber Security.

Data capability has been consistently flagged as a core enabling skill across functions, so alongside our expert-level nano-degree pilots, 144 colleagues have also updated their data analysis skills using standard Bentley tools.

**Getting our workforce ready for electric vehicles**

We are already actively developing our workforce’s Electric Vehicle (EV) technology skills through our ongoing five-year Capability and Resource programme. We have collaborated with specialists and group providers to develop the next generation of EV training, including other skills required for our products.

In 2023, we trained 750 engineers in the specialised techniques essential for hybrid vehicles (on top of 800 in 2022). This training focussed on working safely in high voltage environments. Over 2,000 colleagues also completed e-learning on hybrid and high voltage awareness in 2023 alone.

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Alongside these technical skills, we have also focussed on developing the organisational skills that will enable us to deliver EV products. We delivered training for systems engineering in 2023, which will enable us to design, develop, integrate and manage increasingly complex EV products. We also collaborated on learning outcomes that will allow us to better apply systems engineering at Bentley.

These efforts mean we are not only ready to manufacture our current hybrid vehicles, but have the foundation for all kinds of EVs in the future.

**Earth Day Initiative – Project1Hour**

We recognise that our colleagues care deeply about our planet. Project1Hour is a Group-wide initiative for all colleagues, giving them the chance to take at least an hour from work and day-to-day life to talk about sustainability, take action and engage with others to help protect our planet and celebrate Earth Day.

Some of the initiatives we ran as part of Project1Hour include:

- We sent information about the initiative to all Bentley people managers with a call to action from the Board to share
- Our internal news channel explained what the initiative is about, how to engage and activities to get involved with
- We held an Extraordinary Talk (see page 32) on the topic of Change Through Exchange, which was about sustainability at Bentley and the link between nature and wellbeing
- We held a clothing swap where colleagues could trade clothes they no longer wanted, helping cut down on new purchases and waste to landfill

- Our on-site catering facilities served a range of plant-based meals
- We organised sustainability giveaways of low energy light bulbs and smart plugs to encourage colleagues to think and act more sustainably at home and on the go
- We encouraged colleagues to share ideas on a Teams channel

**Our development approach**

We prioritise the professional growth and development of colleagues throughout their careers. Our annual Management by Objectives (MBO) cycle, facilitates ongoing performance management, closely aligned with our behaviours (see page 31).

This annual cycle encourages colleagues to self-reflect and helps us support their careers by getting them to set career objectives collaboratively with their line managers, then clearly measure their progress. Colleagues use MBO to assess the skills they need to develop, in line with our organisational growth and skills development goals e.g. adapting to strategic changes, maintaining quality and driving innovation. They can then take advantage of our comprehensive training solutions to fulfil their personal development plans.

We encourage and empower colleagues to retrain and tailor their development based on their personal interests, not just our business requirements. This means they are more motivated, which has improved retention rates.

**The MBO pitstop**

In 2023, we added the MBO Pitstop initiative to the MBO programme. MBO Pitstop is a dynamic approach to help all of our colleagues achieve their goals through having continuous coaching conversations and more informal and frequent reviews. MBO Pitstop also looks at objectives and behaviours and includes personal development plans. It has received a 98 per cent positive response from leadership participants.

**Learning and development processes**

All colleagues have regular development reviews, as set out in our Learning and Development Policy. The policy is supported by a range of internal and external training opportunities available to all colleagues. When they start their role every colleague undergoes an on boarding process that includes mandatory e-learning, company induction and initial development objective setting with their managers. Probation periods make sure they set and meet objectives during the first phase of employment. They also complete a skills matrix with their line managers to identify their skills.

The average number of training hours for colleagues in 2023 was 16.8 for male employees (an increase from 13.5 in 2022) and 15.9 for female employees (an increase from 14.0 in 2022). These figures include the hours we have dedicated to the Charge Forward Leadership, Diversity, Equity and Inclusion, and our Earth Day Project1Hour initiative.



**Prioritising progression**

Our Talent Promotion Pathways help colleagues advance by providing tailored support at various career stages. Aligned with the Group's development strategy, these pathways emphasise growth, innovation, inspiration and impact. They are part of our Talent Programme, which we relaunched in 2023, now known as 'Impact, Innovate, and Inspire', which aligns closely with our Beyond100 strategy.

Complementing the Talent Programme, our e-Academy digital platform hosts over 19,000 mandatory and elective training materials, covering induction, compliance, and technical / non-technical skills. Colleagues spent over 68,900 hours using the platform in 2023 (an increase from 56,150 in 2022), which averages out to around 14 hours per colleague.

Our Talent Development Strategy involves internal promotions, targeted recruitment efforts, and comprehensive talent programmes. It has helped increase promotions and retention rates, with the last 18 months boasting a 60 per cent increase in promotions compared to pre-Covid levels. In fact, in the past two years, we have celebrated more promotions than in the preceding four years combined.

In early 2024, we will activate a mentoring module in SuccessFactors, creating a platform where individuals can register as mentors, allowing colleagues seeking a mentor to browse through profiles and select their preferred mentor. Everyone will create a personalised profile, helping them find the perfect fit. This mentoring will help create a supportive and collaborative environment for personal and professional development.

**Increasing the diversity of our workforce**

We have appointed a dedicated internal lead to help build a diverse workforce by proactively seeking and shortlisting candidates from diverse backgrounds for each role. To do this, we have looked beyond the automotive industry, venturing into more diverse sectors and considering the evolving landscape of hybrid work.

This change reflects our genuine commitment to attracting diverse talent, extending beyond early careers to every level. It has made our recruitment strategy more inclusive too, aligning with our ongoing efforts to foster DEI within our workforce.

It has also helped us improve succession planning and increase female representation in leadership roles. We did this not only by developing our existing talent, but by introducing more diversity-focussed recruitment activities. We are particularly proud of reaching a 50 / 50 gender balance in the early careers group, a milestone we had not reached before.

Once we have attracted diverse talent, we must make sure our work environment is safe and supportive.

➔ **There is more about how we do this in the next section.**

We also encourage colleagues to attain external professional qualifications, particularly from the Chartered Institute of Personnel and Development. Through levy-funded qualifications, colleagues can access courses from the Register of Apprenticeship Training Providers, supporting them up to master's degree level.

All this helps with colleagues' personal growth and future business skills.

**Mentoring our colleagues**

In 2023, we also implemented a Reverse Mentoring Pilot Programme. In this initiative, our senior leaders were mentored by diversity, equity and inclusion (DEI) leads. These leads, who are part of colleague-led networks, possess significant expertise in DEI and can speak authoritatively about these topics. Their valuable expertise has enhanced and shaped the development of our leaders in these areas. The reverse mentoring setup allows for a dynamic exchange of knowledge, with senior leaders benefiting from the insights and guidance provided by the mentors.



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# OCCUPATIONAL HEALTH, SAFETY AND WELLBEING

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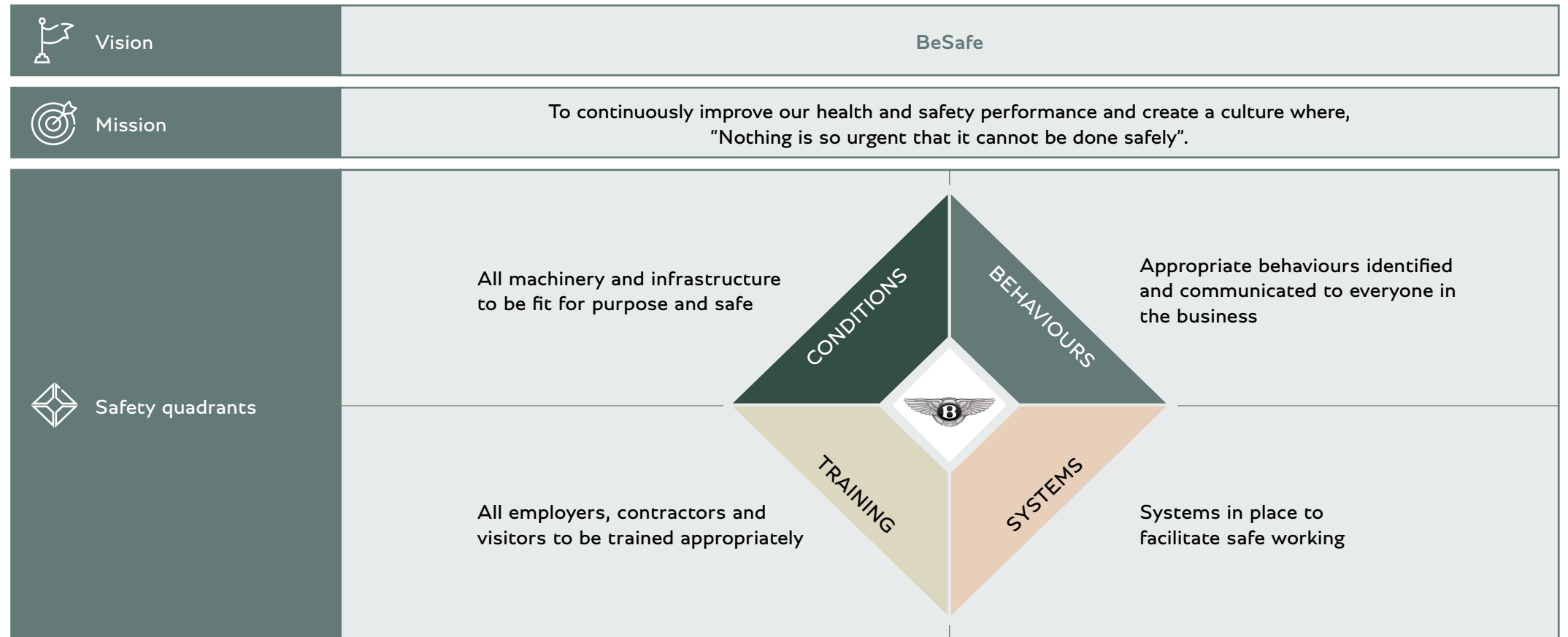
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Cultivating a culture of safety is not just a priority but a core value within our organisation. Our commitment to ensuring the wellbeing of our employees and stakeholders is depicted in the following diagram, which illustrates the key components of our health and safety strategy.

## HEALTH AND SAFETY STRATEGY



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**Our approach to promoting health, safety and wellbeing**

Bentley's Health and Safety Management System is designed with comprehensive procedures, processes, and risk control systems to ensure the safety of our colleagues. These protocols are grounded in the principles outlined in Health and Safety Guidance 65 (HSG65), Group standards, and Audi Brand Group standards, which align with ISO 45001. HSG65, issued by the UK's Health and Safety Executive, advocates a 'Plan, Do, Check, Act' approach, integrating health and safety seamlessly into effective management practices rather than treating it as a separate area.

Our health and safety processes and procedures encompass everyone – colleagues, agency workers, contractors and visitors – and all our business activities, both on and off-site. Our Safety team train managers involved in the manufacturing process, who then conduct weekly check-ins with their teams. During these sessions, potential safety concerns are identified and managers explain our safety policies and processes. We also do this for the contractors who support our business.

**Health and Safety at Work Act 1974**

Bentley complies with the Health and Safety at Work Act 1974 by consistently performing thorough risk assessments to identify specific areas requiring health surveillance. This is particularly vital in Manufacturing, where colleagues may be exposed to potential hazards like hand-transmitted vibration and excessive noise.

**Joint health and safety committee**

The Joint Health and Safety Committee meets six times a year to assess performance and ensure we are aligned with company policy and legal mandates

regarding health and safety. The committee takes appropriate measures to respond to health and safety concerns, relying on performance evaluations, incident analyses, and health and safety programmes.

The committee is made up of both occupational and non-occupational health and safety managers and senior managers from various business functions, ensuring comprehensive representation from across Bentley. If needed, senior health and safety representatives designated by trade union members can also participate in committee meetings during formal consultations between the trade union and our Health and Safety function.

**Occupational health management**

To provide robust occupational health (OH) support for our colleagues, we outsource our occupational health management to Optima Healthcare. Optima provides OH therapists and advisors, a nurse, a physiotherapist, an occupational therapist, a mental health counsellor and an OH physician. They are all based on site and have their own admin team. The Optima colleagues report directly to the Head of Occupational Health, Safety and Wellbeing.

Together with Optima, we have established an in-house ergonomic assessment team, who receive specialised training and communicate with our in-house physiotherapy team, allowing them to identify and address ergonomic stressors throughout our organisation more easily.

A notable addition to our support since last year is allowing colleagues to self-refer to our on-site physiotherapy services, a programme we launched in partnership with Optima. This proactive approach helps colleagues have more personal control to

address ergonomic concerns, contributing to their overall wellbeing. We also offer on-site mental health consultations and colleagues can self-refer or drop in for consultations with our on-site nurse.

A number of site-wide initiatives also support health and wellbeing at Bentley including BeSafe, BeAccessible and our five-year manufacturing WINGS programme. All these initiatives work closely with our Head of Occupational Health, Safety and Wellbeing.

**Safety performance**

Bentley's main target for Health and Safety for 2023 has been to reduce Lost Time Accidents (LTAs) by 10 per cent compared to the previous year. We are pleased to report that we have successfully decreased our LTAs by 38.6 per cent (see table below). This record LTAFR has been achieved thanks to the dedicated efforts of our Health and Safety team and our Manufacturing colleagues through our Safety and Ergonomics Focus programme.

In conjunction with Optima, we have embarked on a mission to "create a pro-active safety environment that is designed to deliver a safe and healthy process, supporting performance and satisfaction". As part of this, we have intensified our commitment to safety



and ergonomic assessments to incorporate a Safety Roadshow across our Manufacturing areas, including a targeted communications campaign, safety awards, greater use of technology to conduct audits, share knowledge and report KPIs, and an enhanced training and ergonomic assessment process.

**Responding to accidents**

The main types of work-related injuries include slips, trips and falls in our Manufacturing site. In 2023, there were no fatalities as a result of work-related injury.

If an accident occurs, our Manufacturing management team initiates an investigation, completes an accident report and communicates with our Manufacturing colleagues. The team works to understand and fix the root cause and raise awareness to prevent future incidents.

Any colleagues involved in an accident undergo an occupational health assessment and, if necessary, we make sure they are supported at work through reasonable adjustments.

YEAR ENDED 31 DECEMBER 2023		2023	2022	YEAR-ON-YEAR MOVEMENT
	Number of lost time accidents	10	16	-37.5%
	Lost Time and Accident Frequency Rate (LTAFR)*	1.35	2.20	-38.6%

\*These rates were calculated based on one million hours worked.

**Prioritising employee wellbeing**

Fostering the holistic wellbeing of our employees and stakeholders is central to our organisational ethos. We've developed a comprehensive wellbeing strategy, outlined in the following diagram, to support physical, mental, organisational and social wellbeing. By creating a supportive environment, providing resources for self-care, promoting work-life balance, and offering avenues for personal development, our goal is to empower individuals to thrive both professionally and personally.

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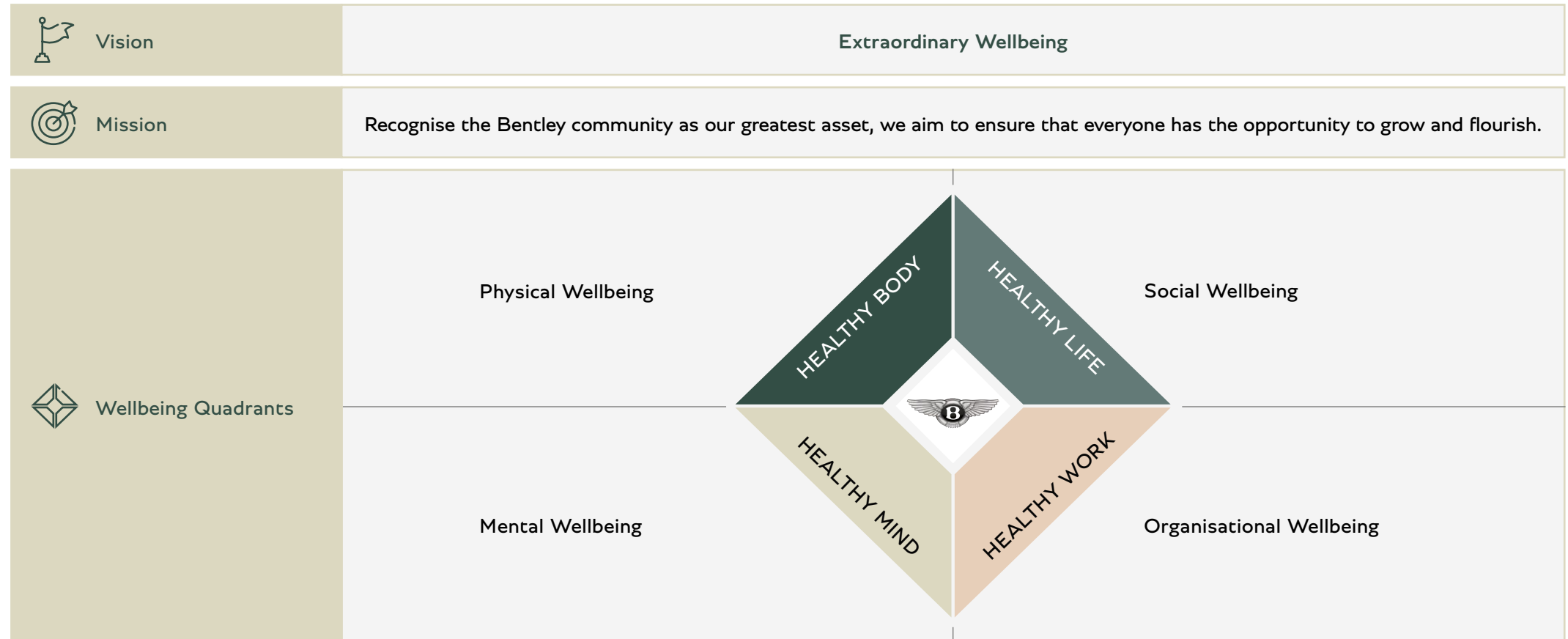
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**WELLBEING STRATEGY**





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### Wellness and fitness facilities

Promoting a culture of holistic wellbeing, our Crewe site offers an array of fitness amenities, including a gym complex, indoor and outdoor facilities like badminton and tennis courts, martial arts training areas and two football pitches, which all colleagues can access.

These amenities encourage our colleagues to lead active and healthy lives, fostering wellbeing both inside and outside the workplace. Additionally, the East Cheshire NHS wellbeing team collaborates with our site, conducting health initiatives at various locations, assessing health indicators like blood glucose and cholesterol to support the overall health and vitality of our colleagues.



### Vaccinations

We offer annual flu vaccinations to safeguard all colleagues. We provided more than 1,000 vaccinations in 2023.

### Health, safety and wellbeing initiatives in 2023

#### FULLY ELECTRIC FIRST RESPONSE VEHICLES

We have transformed our First Response Team fleet at the Crewe site by introducing two fully electric Volkswagen models, ID3 and ID Buzz Cargo. Tailored for day-to-day activities, including medical emergencies, these electric vehicles can be charged at 107 on-site charging points.

This transformation not only supports our environmental targets but also places a significant emphasis on health. Using electric models reduces noise pollution, ensuring a quieter response to emergencies and minimising disturbance to neighbours. The ID3 and ID Cargo Buzz exemplify our dedication to health-conscious practices, offering a greener alternative for essential services and setting a benchmark for eco-friendly operations in the automotive industry.

#### ONLINE GP

To enhance colleagues' health and wellbeing, we have introduced a new online GP service, available 24/7 through an app which both colleagues and their families can use. Extending our health and safety support beyond the workplace enables them to get immediate and expert medical guidance from a GP, whether they are at home or on the go. This helps promote wellbeing and foster a broader healthy working environment.

#### DENTAL INSURANCE

In December 2023, we announced a new dental plan benefit, open to all colleagues from January 2024. This new service is being launched as part of the Bentley Wellbeing Strategy, a new initiative aimed at providing our colleagues with resources to improve their health, safety and wellbeing. This will allow colleagues to get dental care faster by simply opting in to the plan via a deduction from net pay.

#### INITIATIVE: EMPOWERING HEALTH AND WELLBEING THROUGH TECHNOLOGY

In 2023, we introduced the Empowering Health and Wellbeing Through Technology initiative. We installed on-site health booths for employees, offering comprehensive health assessments, including instant measurements of blood pressure, weight, body fat, temperature and heart rate / pulse rate.

This initiative means colleagues can measure crucial health statistics, receive tailored advice and track their improvements. They can also have more in-depth health assessments, typically every three months.

The health booths are integrated with our health and wellbeing app, giving colleagues real-time access to health insights and instant personalised recommendations. Together, the booths and the app promote proactive and holistic health monitoring and a culture of wellness and self-improvement.



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**Mental wellbeing**

Mental health support is part of our Inclusion policies. Our BeAccessible network also addresses diverse workplace health challenges, including mental health challenges.

When it comes to mental health, being proactive is critical. Our early intervention system involves mental health first aiders and referrals to counsellors. It also includes mental health awareness training for all managers so they can identify and support colleagues promptly. All colleagues have access to in-person and virtual counselling.

This year, we've taken significant steps to foster a work environment that prioritises mental wellbeing. For example, we hired a new dedicated full-time mental health counsellor and expanded our team to 90 first aiders and 40 mental health first aiders.

**Mental health e-learning**

To enhance awareness and recognition of mental health, we've collaborated with an external company to create a tailor-made mental health e-learning package. In 2024, we will be rolling out this e-learning to all managers, helping them identify colleagues who may be facing mental health challenges.

These initiatives mean our mental wellbeing approach is unified, underlining our dedication to a happier, healthier and more sustainable future for everyone at Bentley.

**Menopause**

Recognising that all colleagues will be directly or indirectly impacted by menopause, we foster open discussions on perimenopause and menopause and provide support to our colleagues. It is important to us that colleagues who are directly affected feel that they are supported to progress in their career or thrive in their current role, to achieve their personal ambitions.

In collaboration with our Health and Wellbeing Forum, the BeFit team and the BeInspired Network, we offer a monthly Menopause Support Group and a pilot of three [Menopause Cafes™](#) run through a local charity, Motherwell.

To further enhance our support, we provide Knowledge Based Articles for both colleagues and managers and run presentation roadshows to raise awareness. In 2023, we welcomed Dr Louise Newson, a GP and leading Menopause Specialist from Newson Health, to deliver an Extraordinary Talk (see page 32) focussed on menopause. Over 100 colleagues attended the talk, with many more participating virtually through an online recording. This initiative has encouraged all colleagues to deepen their understanding and knowledge of menopause, with colleagues expressing that they felt more informed and confident to make decisions based on their personal circumstances afterwards.

Our ongoing commitment is to support colleagues throughout their career with us, ensuring that personal career ambitions can be achieved without feeling that menopausal symptoms are limiting factors for them personally.

This is part of being actively inclusive, and we talk more about Diversity, Equity and Inclusion.

➔ In the next section.



# DIVERSITY, EQUITY AND INCLUSION

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We are committed to fostering Diversity, Equity and Inclusion (DEI) in all facets of our organisation, as outlined in our Equality, Diversity and Inclusion Policy. We strive to create an environment where every colleague feels safe and empowered to bring their authentic self to work and where everyone is treated with fairness and equality, irrespective of their background, identity or beliefs.

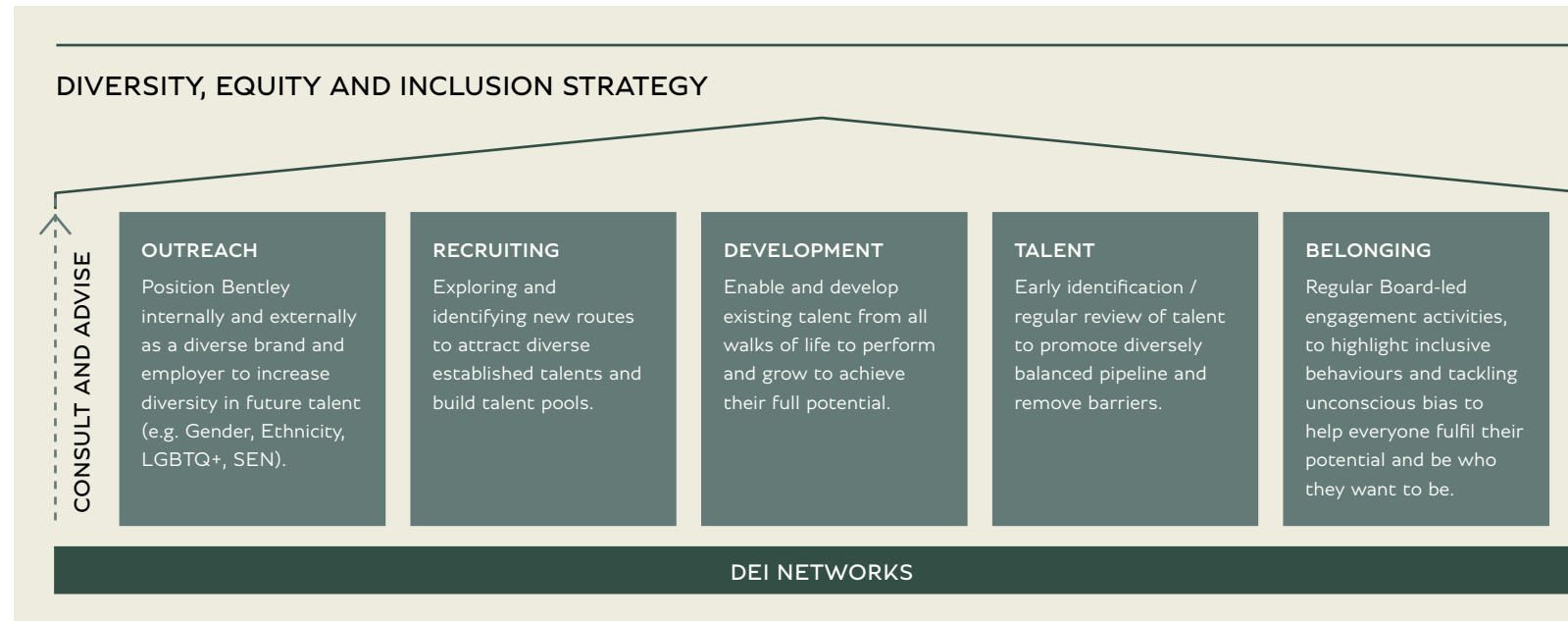
We have put our DEI Strategy at the core of our business with a new and expanded team that reported directly to the CEO. No longer the sole responsibility of Human Resources, DEI now sits within the cross-functional Communications department, which reported into the joint leadership of the Chairman and CEO and Member of the Board for Human Resources, Dr Karen Lange.

### #BelongingAtBentley

At Bentley, we are committed to treating everyone with respect and dignity, and we actively celebrate the diversity that exists among our people.

**The #BelongingAtBentley philosophy goes beyond mere acceptance; it means valuing each individual**

**and celebrating their unique contributions.** Fostering a sense of belonging in the workplace is essential for overall wellbeing and benefits everyone involved. This philosophy is ingrained in our leadership, championed by our colleague diversity networks, and forms the core of our Beyond100 strategy. Becoming the most diverse luxury car manufacturer by creating a thriving and inclusive culture, where everyone is supported to reach their full potential, irrespective of their background, is the key to driving Bentley's success for the next 100 years.



Our DEI journey began with a strong emphasis on increasing female representation in management. In 2020, we introduced Diversity Wins training for all people managers to address unconscious bias and promote inclusive leadership (see page 39). Aligned with our Beyond100 company strategy, our DEI strategy is built on five pillars, each targeting a specific aspect of diversity and inclusion. These pillars encompass a range of initiatives designed to foster a diverse and inclusive environment at Bentley.

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We empowered colleagues to actively shape our 2024 DEI strategy by getting them involved in our HR policy process, through the Inclusion Survey, our DEI networks, and the Belonging at Bentley sessions with Board members, which facilitate two-way communication between colleagues and the Board. Learn more on page 33.

Inclusion is the foundation of our 2024 DEI strategy and a fundamental value that enriches our lives and strengthens our communities. Our 2023 Inclusion Survey had a 26 per cent participation rate, representing 1,029 colleagues. This was a 10 per cent increase from 2022, demonstrating the growing interest and commitment to inclusivity among our workforce.

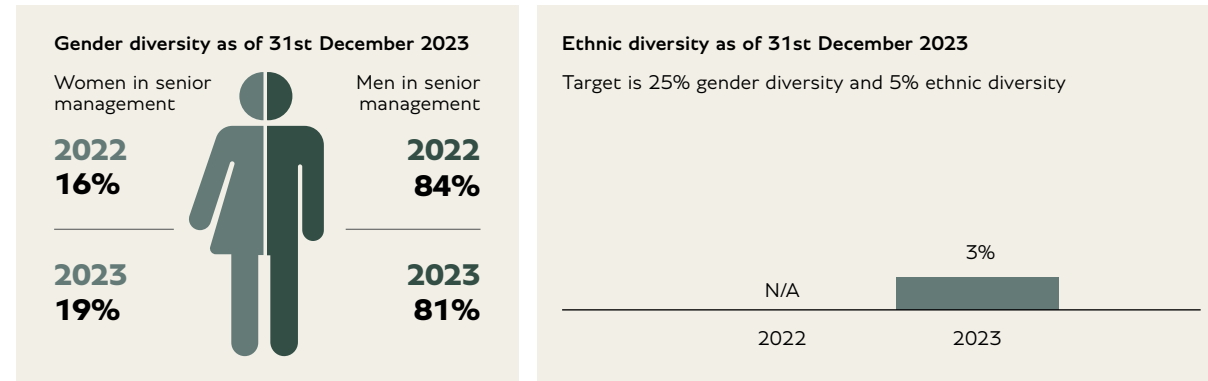
Notably, the survey revealed a higher proportion of females that felt included at Bentley than their male counterparts. Inclusion was also found to be particularly strong at the team level.

We are actively addressing this feedback to cultivate an environment where everyone feels a sense of belonging and can perform at their best. Our goal for 2024 is to embed a culture where everyone feels valued, respected, and empowered to contribute their unique perspectives and talents. We aim to break down barriers, foster understanding, and celebrate diversity, including diversity of thought and intersectionality.

Diversity, equity and inclusion training

We offer comprehensive DEI training through our e-Academy (see page 41) to help colleagues understand these topics. They can also explore additional learning resources such as instructor-led sessions, online materials, external reading and curated curricula to delve deeper into these topics.

TARGET FOR 2025 – 30% DIVERSITY IN MANAGEMENT





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**Zero tolerance**

We maintain a strict zero-tolerance policy to racism and any other form of prejudice or discrimination. This includes discrimination based on race, age, gender, background, sexual orientation, nationality or ethnicity, mental or physical disabilities or beliefs.

Acts of bullying, harassment, threatening behaviour, and discrimination are considered gross misconduct under the Disciplinary Procedure and are handled accordingly. We investigate any instances of discriminatory behaviour and take appropriate disciplinary action. If the behaviour constitutes a serious regulatory violation, we will manage it according to the Whistleblower System Policy (see page 87).

During 2023, we received two complaints of discrimination. We thoroughly reviewed and investigated both complaints and they were closed with no specific action relating to discrimination.

In a separate incident, action was taken in 2023 in respect of one complaint of discrimination made in 2022.

**Proud to be a global organisation**

We are proud to have colleagues from 52 nations working together. As a global organisation, we recognise our responsibility to drive positive change not only inside Bentley, but in our community and beyond.

**HR policy process**

Since 2022 and throughout 2023, we have taken a proactive approach by sharing drafts of all HR policies which are up for renewal with our DEI networks. Their valuable collaboration allows us to incorporate expert perspectives, feedback and suggestions, to make sure our decision-making is inclusive and that we continuously enhance our position as an inclusive employer.

We have a comprehensive framework of policies and procedures that unequivocally prohibit all forms of discrimination, including:

- BHRP 003 Disciplinary Procedure
- BHRP 004 Equality, Diversity and Inclusion Policy
- BHRP 010 Treating People Fairly Policy
- Code of Conduct

All colleagues are informed about these policies and procedures when they commence their roles and must verify that they have accessed, read and fully understood each policy during induction.

View our [Gender Pay Gap report on our website](#).

**Our DEI journey**

**Recruitment**

We understand that attracting the best future talent is crucial for our success, to drive innovation and positive change. We firmly believe that a diverse workforce is essential to achieving this goal. Diversity is not only a cultural imperative but also a business responsibility. However, it is not enough to be diverse; we must foster an inclusive culture by developing processes that empower every colleague to bring their authentic self to work and help them feel comfortable speaking up.

**Early careers**

In 2023, we accomplished a remarkable milestone by achieving a record-breaking 50 / 50 gender balance among our 117 new starters in the early careers recruitment cohort. This significant achievement underscores our unwavering commitment to gender diversity, and we are dedicated to maintaining this 50 / 50 split in future cohorts.

**Recruitment process**

To broaden our recruitment reach, we are actively increasing our presence on job board advertising platforms focussed on diverse communities, such as myGwork. This strategic move aims to attract a greater number of applications from underrepresented groups.

Our partnership with BrightNetwork in 2023 proved highly successful in enhancing our early careers recruitment efforts, resulting in a remarkable 112 per cent surge in applications from women.

Furthermore, we have substantially amplified our recruitment marketing activities to ensure that our job advertisements reach a more diverse pool of potential candidates.

**Training**

**Inclusive leadership**

To foster a culture of diversity and inclusion, we have implemented mandatory training on unconscious bias for leadership and people managers. Over 450 colleagues have participated in our 'Diversity Wins' programme, with follow-up sessions for leadership. In 2023, we introduced Inclusive leadership, a three-step DEI training programme for our leadership team, encompassing face-to-face training, virtual training, and sessions on Inclusive Development and Recruitment. There's more detail about the programme on page 39.

**Board**

Our Board members actively participate in all training, including Diversity Wins and reflective sessions. They were interviewed during our diversity audit and fully support our DEI networks. Their commitment is essential in fostering a sense of belonging for everyone at Bentley.

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**Belonging week**

From 25th – 29th September 2023, we hosted Belonging Week to coincide with National Inclusion Week. This week explored how to foster a culture of inclusion at Bentley, ensuring every colleague feels a sense of belonging. We hosted engaging sessions on culture, future skills, development and learning, and stopped our production line so more colleagues could get involved.

As part of Belonging Week, Ryan Zaman delivered an Extraordinary Talk about intersectionality.

[Read more about our Extraordinary Talks on page 32.](#)

A key moment of the week was the unveiling of our 'Belonging Bentayga', a symbol of unity in diversity. Hand-painted by Stephen Wiltshire MBE, a renowned artist and autistic savant, this one-of-a-kind Bentley features skylines from around the world. It serves as a reminder that while we at Bentley come from 52 different countries and diverse backgrounds, we all belong equally. Stephen's exceptional design resonated deeply with us as it evoked a sense of unity and reflected our collective bond well. Notably, this is the first time a Bentley has been hand-painted in this manner at our Crewe factory, made possible through a unique process developed by our Bespoke Paint team.

**OUR DIVERSITY, EQUITY AND INCLUSION NETWORKS  
#BELONGINGATBENTLEY**



#BelongingAtBentley is demonstrated through our five DEI networks, led by committed colleagues. These networks promote diversity, equity and inclusion and foster a culture of allyship and inclusivity within our organisation. **Over 500 colleagues have joined these networks, demonstrating our collective commitment to creating an inclusive environment.**

These networks serve as platforms for colleagues from diverse backgrounds to collaborate, identify and dismantle barriers, and provide mutual support. By building networks of allies, we enhance our understanding and awareness, driving meaningful change across the business.

Our Diversity, Equity and Inclusion Manager maintains close collaboration with these networks, actively seeking their feedback to refine and enhance our DEI initiatives. Guided by the principles of Inform, Include, and Improve, these networks play a crucial role in shaping a more inclusive Bentley.



**INFORM**

- Inform and support allies
- Promote recognition and awareness of discrimination
- Promote Bentley as diverse and inclusive



**INCLUDE**

- Provide a safe space
- Engage and support
- Offer an open forum for colleagues to share and discuss topics



**IMPROVE**

- Consult and advise the business on working activities

## HIGHLIGHTS FROM OUR NETWORKS IN 2023

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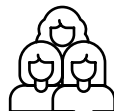
### BEINSPIRED

The BeInspired network is a driving force behind our commitment to gender equality. Aligned with Bentley's ambitious Beyond100 goal, this network is dedicated to empowering women and increasing their representation across all business areas. With a target of achieving 25 per cent women in management by 2030, the BeInspired network plays a pivotal role in fostering a diverse and inclusive workplace that values and leverages the unique contributions of women.



#### LinkedIn session

Our focussed LinkedIn session provided colleagues with an opportunity to learn more about using LinkedIn effectively, how to get the best out of their profile, and advice on posting about Bentley on social media. Opportunities were also provided for colleagues to have a professional photograph taken to update their profile.



#### International women in engineering day

International Women in Engineering Day, serves as a global platform to recognise and celebrate the remarkable contributions of women in the engineering field. This international awareness campaign aims to raise the profile of women in engineering and inspire young girls to explore the exciting career opportunities available in this dynamic industry.

At Bentley, we embraced this occasion by showcasing the exceptional achievements of our talented female engineers. We were honoured to hear from six extraordinary women across our business, who shared their inspiring journeys and experiences at Bentley.

### BEACCESSIBLE

Introduced after World Mental Health Day in 2021, BeAccessible is our dedicated initiative aimed at fostering a truly inclusive workplace. Its mission is to provide comprehensive support to our colleagues in all aspects of health and wellbeing. By prioritising inclusivity, we strive to create an environment where every individual feels valued, respected, and empowered to thrive. BeAccessible plays a crucial role in ensuring equal opportunities and removing barriers for colleagues with disabilities, contributing to a diverse and thriving workforce.



#### Mental health week

In May 2023, BeAccessible joined forces with the Mental Health Foundation to support Mental Health Awareness Week. We organised a series of initiatives to raise awareness and provide support to our colleagues. Daily walks and visits to our on-site allotment offered opportunities for relaxation and connection with nature. The week culminated in a thought-provoking Time to Talk session, where we delved into the topic of anxiety and worry. These initiatives demonstrated our commitment to fostering a supportive and inclusive workplace that prioritises the mental wellbeing of our colleagues.



#### Neurodiversity

BeAccessible's Neurodiversity workstream has established a comprehensive intranet page, providing valuable guides, policy reviews, and shared lived experiences. This platform serves as a central resource for neurodivergent colleagues, allies, and parents, fostering a safe space for open discussions and exploration of support mechanisms within the workplace.

Furthermore, the Neurodiversity workstream celebrated Neurodiversity Week in March 2023, aiming to transform perceptions and support for neurodivergent individuals.



#### Hidden disabilities

In 2023, the Neurodiversity workstream evolved into the Neurodiversity and Disability workstream, broadening its scope to encompass physical and hidden disabilities. This expansion reflects our commitment to empowering all colleagues, regardless of their abilities or challenges. The workstream serves as a platform for open dialogue, support, and the exploration of topics related to disability in the workplace.

We actively promote the use of the [Hidden Disabilities Sunflower](#), a symbol that discreetly signifies a person has hidden disabilities, to gently remind colleagues to be considerate and empathetic in their interactions and work allocation.

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**Men's health forum**

Our Men's Health Forum stands as a beacon of support for our male colleagues, providing a safe and confidential space for open dialogue and peer-to-peer discussions. Held every month, these virtual sessions address a wide range of topics requested by our male colleagues, including sensitive issues such as addiction, managing bereavement, mental health, male cancers, and recognising and managing stress. The forum fosters an environment of empathy, understanding and support, breaking down taboos and stigmas surrounding these important topics. By creating this platform, we have empowered our male colleagues to seek help, share experiences and find solace in knowing they are not alone.

**BEUNITED**

The mission of BeUnited is to bring Black, Asian and Minority Ethnic communities together with our allies to support and raise awareness about BAME issues, and provide equal opportunity at Bentley.



**Black History Month**

In celebration of Black History Month and its 2023 theme, 'Saluting our Sisters,' we were honoured to host Yvonne Bettkober, Head of Group Organisational Development and Transformation for the Group. She delivered an inspiring Extraordinary Talk (see page 32), sharing her remarkable journey and valuable insights.

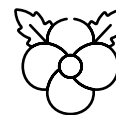


**Diwali celebrations**

In November 2023, our BeUnited network illuminated our Crewe site with the vibrant Festival of Lights. A beautifully decorated Bentley toy box served as the centrepiece of this joyous celebration, which has become a tradition on our campus.

**BEREADY**

Our BeReady network strives to support colleagues with a background in the army or other recognised forces.



**Remembrance day**

Together with representatives from the Royal British Legion, our BeReady network organised three poignant Remembrance events. These events served as a solemn tribute to all those who have made the ultimate sacrifice in conflicts around the world, including the 17 colleagues who tragically lost their lives in the aerial bombing of our Crewe factory in 1940. A wreath-laying ceremony was held at our Crewe campus remembrance memorial to pay homage to the fallen.

**BEPROUD**

BeProud engages colleagues to help identify and remove barriers, provide peer support and build networks of allies to raise awareness and support for LGBTQ+ topics at Bentley and in the local community.

Throughout the year, BeProud commemorates significant LGBTQ+ days and raises awareness for important causes. These include National Coming Out Day, International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT), Crewe Pride, and Manchester Pride.

Participating in Pride Month serves as a powerful demonstration of our unwavering commitment to equality and support for our LGBTQ+ colleagues. BeProud plays a pivotal role in creating a truly inclusive Bentley.



**LGBTQ+ guide**

The BeProud network established a guide for LGBTQ+ colleagues and allies, including advice on coming out and supporting colleagues who come out in the workplace, and a glossary of LGBTQ+ terms. We believe everyone can be an ally, not just experts. All that is required is a willingness to understand and support LGBTQ+ colleagues without judgement.

Our DEI networks help our diverse colleagues find a community, which contributes to happiness and wellbeing. To improve our customers' health and wellbeing, we consider these factors in our luxury vehicles carefully.

Learn how in the next section.