

EXPLORE A BETTER WORLD

Sustainability Report 2023



BENTLEY

MESSAGE FROM OUR BOARD MEMBER FOR FINANCE

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MESSAGE FROM OUR BOARD MEMBER FOR FINANCE



"Becoming a sustainability role model and leader in the luxury mobility sector is at the core of our Beyond100 strategy."

Jan-Henrik Lafrentz

Our first report published in 2023, set out how Bentley Motors is committed to becoming a sustainability role model and leader in the luxury mobility sector. This commitment is at the core of our Beyond100 strategy. It is both technically and economically feasible and is now embedded in our organisational deliverables and values.

We are committed to achieving carbon neutrality¹ across our value chain; everything from raw materials, through suppliers, to ultimately recycling. The scale of this challenge is significant, but operational plans to make this a reality are already well underway.

Our commitment to this goal is driven by a simple insight; while no one company can individually resolve the global environmental challenge that we face, if every company, does its best to minimise its impact and that of its value chain, the cumulative effect will be decisive. We listen to our customers, and are increasingly observing that they take these environmental challenges seriously, and they expect us to strive to reflect their environmental concerns.

Taking responsibility

Today, the urgency of the need to tackle our own climate impact has never been more tangible. In this context, we reaffirm our absolute support for the Paris Agreement of limiting global warming to no more than 1.5 degrees compared to pre-industrial levels and to fight to avoid every degree over that figure. We acknowledge that to go to 2 degrees or worse would have significant impact on society's ability to operate and our communities' ability to thrive. This is a real and present fight, and one we must collaborate with others to tackle.

As an automotive brand, we have a responsibility to reduce the environmental impact of our products, manage how we reuse and restore resources, and increasingly, manage our impact on society, ensuring that the net effect of our actions benefits all.

The reason to take this new approach is not simply because it is the right thing to do, but because we are in the middle of a rapid transition to electrification. We see the transition as not only necessary, but positive and we want it to be equally positive for our people and communities. Enabling an inclusive transition is key to our Beyond100 purpose.

Making the change

To support this once in a century transformation, we are ensuring our colleagues have the right facilities to work in and the skills and capabilities to thrive. We are also increasing the resilience of our communities.

At our home in Crewe, we are transitioning our campus to the new Dream Factory. It is a modern, efficient, internationally competitive headquarters and, I hope, a great and pleasant place to work. We already have new engineering, launch quality and test facilities and there is more to come.

Our BeFit programme proactively focuses on colleagues' physical and mental wellbeing and this year we have extended our colleague benefits programme to introduce a new online GP service to help all colleagues and families when other services are struggling.

We continue to focus on our training for current colleagues and leadership and are adapting our school and university outreach programme to make sure it is focussed on the future.

¹A balance to zero between emitted carbon and absorbed carbon from the atmosphere.

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We are committed to living a diverse culture at Bentley too. By 2025, 30 per cent of candidates in management will be diverse, bringing new ideas to our current and future complex challenges. Under the banner of our Advancing Life Chances Strategy, we are focussed on social inclusion and creating capacity for social justice in Crewe and across the UK. Our Environmental Foundation is also looking to create capacity for environmental charities and raise awareness and understanding of climate and biodiversity challenges.

Embracing battery electric vehicles

This brings me to the regenerative aspects of our journey. Step one is beginning the significant challenge of creating a circular economy approach to our future battery electric vehicles (BEVs). We cannot do this alone and will be working across the Volkswagen Group (Group) and with partners to develop this new approach.

The need for green steel and green aluminium is urgent. For BEVs, the circular approach to critical minerals is essential and this needs to be in tandem with further technological developments such as solid-state battery technology.

Beyond our new BEVs, we are also committed to mitigating the impact of the existing fleet. Underpinning this transition is the need for greater availability of low-cost renewable energy all over the world, a visible and reliable charging infrastructure and a consistent sense of urgency from regulators.

These are all important topics where collaboration is key. As a luxury manufacturer, we are additionally looking at where we have greater control and we are seeking to sustainably improve visible customer touchpoints.

We will have a new modern paint shop ready to efficiently paint our new future fleet, offering that vital personal touch from our own craftspeople. For leather, we are looking at the whole life of the animal, including the initial wellbeing and traceability from the farm, as well as luxury leather alternative materials. We are looking at all customer touchpoints including the retailer experience.

Navigating the challenges

The just and regenerative transition which we are starting is not going to be straightforward and it will not be linear. The challenging economic reality of today does nothing to help ease this path. However, we are committed to do our part and this report will show our progress and our challenges in the last year. This report is a snapshot of our business today, en route to a very different business by the end of the decade.

In 2023, there were challenging market conditions seen around the world for the luxury car market. Despite the macroeconomic challenges facing us, we were able to deliver our third highest retail position in history and enter 2024 with a strong order bank.

Continuing the journey

I would like to thank our new Sustainability Council for their insights and constructive challenge over the last year. Together with our many talented and committed colleagues and board, our customers who share our passion for extraordinary journeys and our suppliers who share our passion for a better world, I am confident we will make the critical shifts necessary to tackle our shared ambitions and continue our journey to be leaders in sustainable luxury mobility.

I encourage you to read our report and explore how Bentley's commitment to sustainability, innovation, and craftsmanship unites in shaping a better world.

Learn more in the next section.

"We are aiming to achieve carbon neutrality across our value chain; everything from raw materials, through suppliers, to ultimately recycling. The scale of this challenge is significant, but operational plans to make this a reality are already well underway."

BENTLEY'S OBJECTIVES



Plug-in Hybrids in all models from 2024



Ambition to be end-to-end Carbon Neutral in 2030



Ambition to be 100% BEV by 2030



By the end of 2025, our aim is to have 30% diversity in management

OUR BUSINESS



Bentley has embarked on a transformative journey towards sustainability. Driven by a rich **heritage of craftsmanship and meticulous engineering**, we explore new frontiers to create an **exciting and sustainable future**. Our journey towards sustainability is not merely a responsibility, but a strategic imperative that aligns perfectly with our commitment to excellence and innovation.

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HIGHLIGHTS AND PERFORMANCE

13,560

Cars delivered to customers in 2023.

€589M

Operating profit in 2023.

13

We have been awarded Top Employer for 13 years running.

29.2%

Increase in the number of cars delivered in 2023 compared to 2018.

304.5%

Increase in operating profit since 2018.

£952K

Has been donated to our partner, the Cheshire Community Foundation since we started engaging with them in 2012.

€2.938B

Revenue for 2023.

20.1%

Return on Sales (ROS) 2023.

9.2 / 10

Product satisfaction score across our fleet, an increase from 9.1 in 2021.

89.8%

Increase in sales since 2018.

62%

Reduction in factory energy consumption per car since 2010.



HOW WE RUN OUR BUSINESS

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INPUTS

Manufacturing site

The Crewe manufacturing site comprises production and assembly facilities alongside R&D, design, and engineering units.

Our people and our partners

- 4,253 Bentley employees.
- 235 retailers worldwide.

Markets we cover

Europe, Americas, UK, China, Hong Kong and Macau, Asia Pacific, Middle East, Africa and India.

Financial capital

In 2023, Bentley announced £2.5bn of future investment to electrify Bentley's entire product portfolio and create a dream factory.

PRODUCTION PROCESS

1. Sustainable sourcing

We require our suppliers to meet social and environmental standards, including the S-Rating and our Supplier Environmental Manifesto. The S-Rating ensures high ethical and sustainability standards among our suppliers, while the Supplier Environmental Manifesto outlines mutual manufacturing principles and goals.

2. Manufacturing

Our focus is on integrating sustainable innovation in new materials incorporating cutting-edge technology.

3. Retailers and sales

Our logistics partners are encouraged to optimise the transportation of finished vehicles for enhanced efficiency. Our retailer partners are transforming the customer experience by attentively listening to and adapting to their evolving needs.

4. Our vehicles in use

We ensure a secure and enjoyable driving experience by delivering high-quality vehicles that combine high-performance capabilities with meticulous craftsmanship.

5. End of life

84 per cent of all Bentley cars sold in the UK in the last 20 years are still on the road today. This statistic underscores our dedication to creating enduring, high-quality vehicles aligned with a sustainable vision for the automotive industry. Despite the longevity of our products, we place importance on furthering our understanding of end-of-life recycling across the whole fleet.

STAKEHOLDERS

Employees

- Programme promoting the health and wellbeing of both employees and their families.
- Competitive compensation packages and benefits.
- Providing employee training and professional development.
- Fostering a culture of inclusion within the organisation.
- By the end of 2025, our aim is to have 30 per cent diversity in management.
- Outreach activities to position Bentley as a diverse brand and employer to increase diversity in future talent.

Communities

- Over £950k has been donated to our partner, the Cheshire Community Foundation since we started engaging with them in 2012. £3.0 million donated to Bentley Environmental Foundation.

Customers

- 13,560 cars delivered to customers in 2023.
- Bentley's home market in the UK is the number one selling region for hybrid models by proportion, with 27 per cent of sales in 2023 selected as a hybrid option.
- More customers choosing personalisation than ever before in 2023, with an increase of 43 per cent compared to 2022.

Suppliers

- Adopted the Group's S-Rating in July 2019 alongside the Group's Code of Conduct for Business Partners.
- Bentley adheres to the German Supply Chain Due Diligence Act as part of the Group as well as OECD Due Diligence guide for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.
- S-rating process ensures all suppliers operate to the highest level of ethical and sustainability standards.
- Supplier Environmental Manifesto as a standard requirement for all future sourcing activities from 2023.
- Joined the LWG to support the sourcing of Responsible Leather.
- We are guided by the International Human Rights Charter and the core labour standards of the International Labour Organisation (ILO).

Retailers

- By the end of 2025, our goal is for each member of the global retailer network to be carbon neutral.
- Based on 2023 data, 63 per cent of our retailers will be certified as carbon neutral under PAS2060, by the end of April 2024.
- Digitised data sharing to allow retailers to tailor the customer experience.



BENTLEY EMPLOYEES 4,253*

*As at 31st December 2023

AN EXTRAORDINARY JOURNEY

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Bentley has been providing extraordinary luxury experiences for our customers for over a century.

Founded by W.O. Bentley in 1919, we are headquartered in Crewe, Cheshire, in the UK, where our cars are designed, engineered and hand-crafted by more than 4,000 dedicated colleagues. Crewe is home to all our operations, including design, R&D, production for five model lines and Mulliner, our personal commissioning division.

The parent undertaking of Bentley Motors Limited is Volkswagen Finance Luxembourg S.A. The ultimate parent undertaking and controlling party is Volkswagen Aktiengesellschaft.

The Group has strong brands distributed across its Volume, Sport and Premium brands, groups that are equipped to answer all mobility needs. Audi, Bentley, Lamborghini and Ducati all form the Brand Group Progressive and are consolidated into the Audi sub-group. The governance model of this brand group focuses on establishing unique selling points for each brand. For example, for Bentley Motors, this is customisation down to the last detail. At the same time, a top priority is taking advantage of synergies to ensure mutual success – especially important with the growth in electrification and our stronger focus on digitalisation and connectivity.

We internally report progress to the Group and Audi, and our governance structure aligns with the Group. We also share many business systems and the wider supply chain.

Reflecting its importance to our brand, sustainability is part of our mission: “We inspire our customers with a magical fusion of craftsmanship, innovation and sustainability.”

For decades, we have been reducing the environmental impact of our factory and operations, with highlights being:

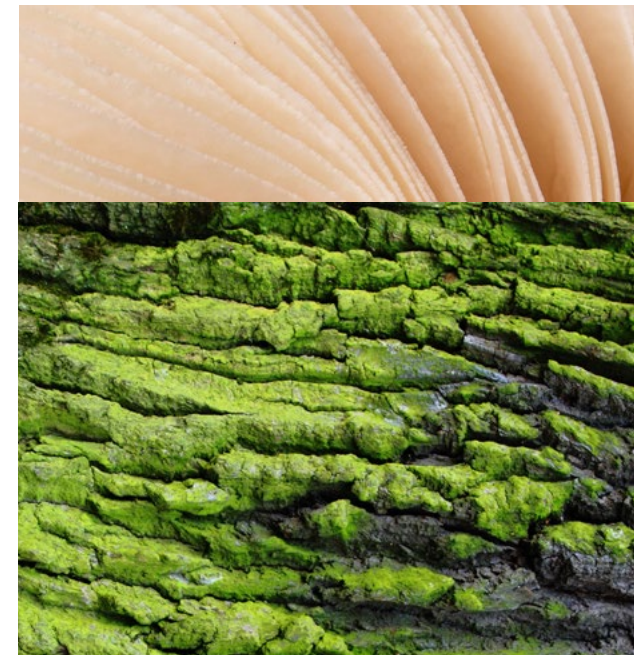
- In 1999 (recertified in October 2023), we became the first UK automotive manufacturer to achieve ISO 14001. This relates to our environmental management systems, for more information, visit the International Organisation for Standardisation’s [website](#).
- In 2011 (recertified in October 2023), we achieved ISO 50001. This relates to Energy Management Systems.
- In 2013, the first solar panels started generating clean energy at our facility in Crewe.
- In 2019, we were first certified as carbon neutral (for our 2018 emissions).
- In 2023, we approved the installation of additional solar panels on our site, bringing the total to 36,418 panels covering 60,911 square metres. These new, more efficient, state-of-the-art panels contributed an extra 2 MW to the total of 10 MW of green energy generation.

In the last 100 years, we have also worked closely with our local communities, taking a philanthropic approach and building close relationships with many charities, schools and colleges. More information can be found in our communities section.

The next stage of our journey will see us become the most sustainable luxury car brand by reimagining future products and focussing on social sustainability. Our Beyond100 strategy lays out the roadmap to get us there, underpinned by our values, which include Sustainability (see page 31), that our colleagues and global network of retailers share.

Through Beyond100, we aim to change every aspect of our operations, transforming into a values-led, end-to-end carbon neutral, luxury brand over the next decade. However, our goal is to travel even further; to go beyond offsetting our emissions, and create long-term positive impact. Please see page 18 - 19 for further information.

This bright future will be built on our past sustainability efforts and our proud heritage.



OVER 100 YEARS OF EXPERIENCE

Our story began over 100 years ago with pioneers pushing boundaries to set the pace on the race track:



Breakthrough one: 1919 – 1930
Creating a global iconic brand from zero

Breakthrough two: 2003 – 2008
Creating segments, redefining the brand and 10-fold sales increase

Breakthrough three: 2020 – 2030
Becoming carbon neutral in 2030, fully electrifying our product range and maintaining relevance for the next generation

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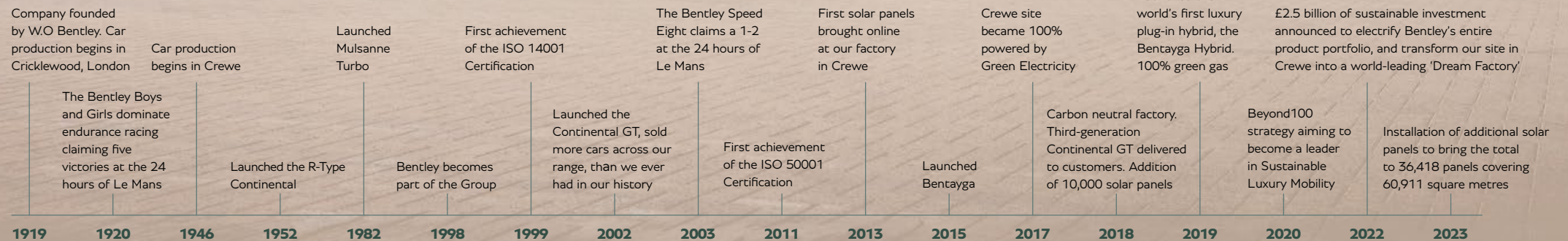
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THROUGH A GLOBAL NETWORK

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Americas

60
Retailers

8
Countries

UK

20
Retailers

1
Country

Europe

62
Retailers

32
Countries

GLOBALLY

235
Retailers

63
Countries

China, Hong Kong and Macau

49
Retailers

1
Country

Asia Pacific

28
Retailers

11
Countries

Middle East, Africa and India

16
Retailers

10
Countries

Our Beyond100 strategy will guide us through the next 100 years.

➔ [Learn more in the next section.](#)

STRATEGY

Explore how we're driving strategy



The Bentley Beyond100 strategy is our guiding compass, charting a course towards a greener future. We are reimagining our manufacturing processes, embracing cutting-edge technologies and eco-friendly practices. Sustainable leather, wood and wool are finding their way into vehicle production, and whilst our electric vehicles will significantly reduce the carbon footprint we are also exploring how we can extend the life of the batteries through a repair, replace, reuse and recycle approach.



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OUR BEYOND100 STRATEGY

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The Bentley Beyond100 strategy has sustainability at its core, with Sustainable Luxury being one of its quadrants. It is how we are reinventing every aspect of our business to become the leader in sustainable luxury mobility. It lays out our ongoing commitment to delivering sustainable luxury for the next century, ensuring we can support a low carbon future.

For us, this is more complex and more enduring than the switch to BEVs. Beyond100 is a redefinition of our commitment to timeless luxury, environmental responsibility, social inclusion and innovation. That commitment is more than words, with us announcing £2.5 billion of future investment in January 2022 to support our transformation towards a sustainable future, in line with our Beyond100 strategy.

Beyond100 has four quadrants: Culture, Capability and Collaboration; Extraordinary Customer Journeys; Sustainable Luxury; and Sustainable Value Creation. These quadrants collectively shape our future growth, reflect our collaborative and technologically advanced culture, demonstrate our dedication to extraordinary customer experiences, and explain how we will integrate sustainability across our operations, and create sustainable value in line with our vision.

£2.5 billion of future investment announced in **January 2022** to support our transformation



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Culture, Capability and Collaboration

We aim to be the most desirable luxury mobility brand to work for, supply to and partner with. To support this aim and to become the employer of choice, we have developed a culture characterised by collaboration and underpinned by cutting-edge technology. We are committed to empowering our people and equipping them with the tools, skills and behaviours they will need as the organisation drives forward to the future.

Extraordinary Customer Journeys

We are creating a digitally-enabled portfolio of products, services and experiences that showcase our commitment to innovation and craftsmanship. Technology has a vital role to play and is of paramount importance in the development of our PHEVs and BEVs. This portfolio is designed to delight our customers with a magical fusion of technology and craftsmanship that shapes our brand, harnessing our unique skills and expertise to provide a leading position in the market.



Sustainable Luxury

Bentley is focused on integrating sustainability into all aspects of its operations as an engine to drive our leadership in Sustainability Luxury Mobility. This quadrant of the Beyond100 strategy, ensures a relentless focus on the Environmental, Social and Governance (ESG) elements that will deliver the ambitious goals we have set ourselves.

Sustainable Value Creation

Our vision is exciting and ambitious. We need to ensure that every part of the business is developing in a way that contributes to the achievement of that vision, by creating value for the organisation and our customers, enhancing the way we work together and elevating how we engage with our stakeholders.

Our Sustainable Luxury quadrant focuses on Environment, Society and Governance elements as the engine to drive our leadership in Sustainable Luxury Mobility. This is enabled through four breakthroughs, which provide the direction and eight strategic swimlanes, which provide the project delivery focus.

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BREAKTHROUGHS

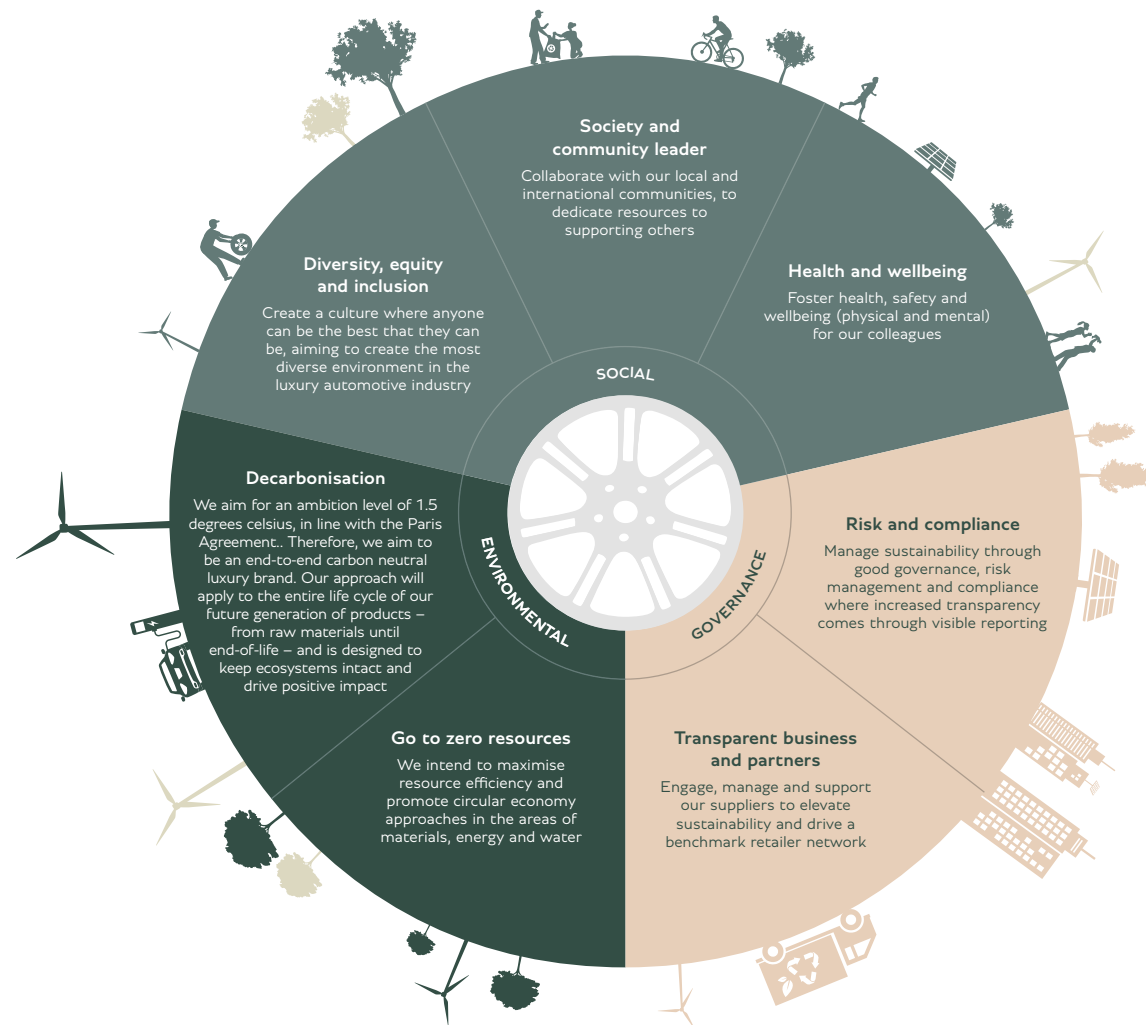
Progress to date

Key progress and ambitions are detailed further on pages 17-27

Key progress and ambitions are detailed further on pages 28-52

Key progress and ambitions are detailed further on pages 80-91

Learn more about the KPIs linked to our Beyond100 strategy on page 15



We aim to be the leader in Sustainable Luxury, by becoming an end-to-end carbon neutral Sustainable Luxury brand with a transparent and traceable supply chain

ENVIRONMENTAL GOVERNANCE

We maximise resource efficiency and promote a circular economy

ENVIRONMENTAL

Our culture is characterised by diversity, equity and inclusion, with people and communities being integral to our long-term sustainable positioning

SOCIAL

Risk management, governance and sustainability with suppliers and retailers are key elements of our long-term success

GOVERNANCE

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Our transition will be achieved through changes across our entire operation and all our products. Our evolution towards BEVs encompasses innovative R&D, reducing our operational emissions, refining our supply chain for more sustainable material sourcing and upholding human rights, and adapting service models – all aimed at minimising our environmental impact and creating social value. This will be a significant investment in our future.

The end of an era and a new beginning

We are currently the world’s largest producer of 12-cylinder petrol engines, but in the future, combustion engines will no longer be part of our product portfolio. The W12 engine, synonymous with our automotive legacy, will cease production in 2024 after surpassing the remarkable milestone of over 100,000 units being handcrafted at our home in Crewe. But we see this as a new beginning and a chance to establish an exciting new legacy, with its own impressive milestones to come.

Sustainable mobility education

Promoting sustainable driving practices relies on education. We are addressing this proactively by preparing our workforce to be ready to build BEVs, investing in giving them the skills, knowledge and tools to not just build the first fully electric Bentley, but be ready for the future of sustainable mobility. Our investment in training is substantial as part of our Beyond100 strategy. See page 38 for more information on our future skills assessment.

Preserving our past to protect our future

Our commitment to sustainability extends beyond industry trends, placing customer needs at the centre of our vision for luxury mobility in a low-carbon economy. As we transition to a future dominated by BEVs and uphold our commitment to Beyond100, we recognise the enduring

presence of Bentley cars on the roads. Impressively, 84 per cent of all Bentley cars sold in the UK in the last 20 years are still on the road today.

This is why Beyond100 is not just a commitment to transition to BEVs, but a pledge to seamlessly integrate electric power into our fleet while preserving the timeless essence of Internal Combustion Engine (ICE) cars that remain on the roads. We want our vehicles – old and new – to continue to symbolise luxury, performance and sustainability for generations to come. This pledge extends beyond our vehicles to make sure that our colleagues and external stakeholders join us on the transition to a more sustainable future.

Maintaining our legacy of longevity through the circular economy

As part of our circular economy approach, we will make sure that our BEVs maintain our legacy of longevity by using cutting-edge battery technologies and maintenance programmes to optimise their performance and durability. Every vehicle must be not only a sustainable mode of transport, but a testament to our commitment to enduring luxury.

We are currently investigating the most appropriate circular economy strategy which looks at keeping our vehicles on the road as long as possible, promoting material circularity and improving reuse of waste onsite through operations.

KEY COMMITMENTS IN OUR BEYOND100 STRATEGY

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Commitments	KPIs	2023 performance
 <p>Plug-in Hybrids in all models from 2024</p>	Integration of PHEVs in all models from 2024	The production of the iconic W12 engine will conclude in 2024. p. 14 and 22
 <p>By the end of 2030, our ambition is to produce only BEVs</p>	Relevant milestones achieved in BEV production planning	We are preparing our workforce, site and supply chain to support our transition to BEVs. p. 22
 <p>In 2030, our ambition is to be end-to-end carbon neutral</p>	Decarbonisation Index (DKI)	<p>Our Crewe manufacturing site and Orion Park warehouse have been recertified carbon neutral to PAS 2060 by the Carbon Trust. The transition to BEVs will mitigate tailpipe emissions.</p> <p>We use our DKI (see page 19) to track progress towards reaching our CO₂ equivalent reduction targets in our supply chain and use phase.</p> <p>We are on track to certify 63 per cent of our retailers as carbon neutral under PAS 2060 by April 2024. p. 77</p>
 <p>By the end of 2025, our goal is for each member of the global retailer network to be carbon neutral</p>	Carbon neutrality status for all Bentley operations, retailers, suppliers and products	<p>Our UK, Europe, Middle East, China, Africa and India dealer networks are carbon neutral. We continue to work with our global retailers to achieve carbon neutrality. p. 77</p> <p>We are on track to certify 63 per cent of our retailers as carbon neutral under PAS 2060 by April 2024. p. 77</p>
 <p>By the end of 2025, our aim is to have 30% diversity in management, of which:</p>	Percentage of overall diversity in management*	22% of employees in management are diverse. p. 48
 <p>25% gender diversity</p>	Percentage of gender diversity in management*	19% of employees in management are women (2022: 16%). p. 48
 <p>5% ethnic diversity</p>	Percentage of ethnic diversity in management*	3% of employees in management are ethnically diverse. p. 48

*Management under the diversity targets relates to senior management / leadership only

MATERIALITY ASSESSMENT AND STAKEHOLDER ENGAGEMENT

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In 2022, we conducted a materiality assessment in line with the Global Reporting Initiative standards. We compiled key material areas and supplemented them by assessing topics from the global MSCI and SASB frameworks.

We sought input from over 60 stakeholders across America, Europe, the Middle East and Asia Pacific. Using workshops, interviews and surveys, we collected diverse perspectives from colleagues, customers, retailers, suppliers and NGOs.

To ensure we presented a complete view, we carried out extensive desktop research and benchmarking, applying a scoring system for accuracy. The resulting Materiality Matrix, reflecting stakeholders' views, was reviewed and approved by the Bentley Board.

As the materiality assessment was carried out in 2022, there are no changes in 2023. However, in line with best practice, we will refresh the assessment in 2024. This will also give us the opportunity to consider the Group's materiality requirements for the Corporate Sustainability Reporting Directive.

Building the materiality matrix and the key priorities

The materiality assessment highlighted the priorities for all stakeholders and the extent to which our strategies can help address those priorities.

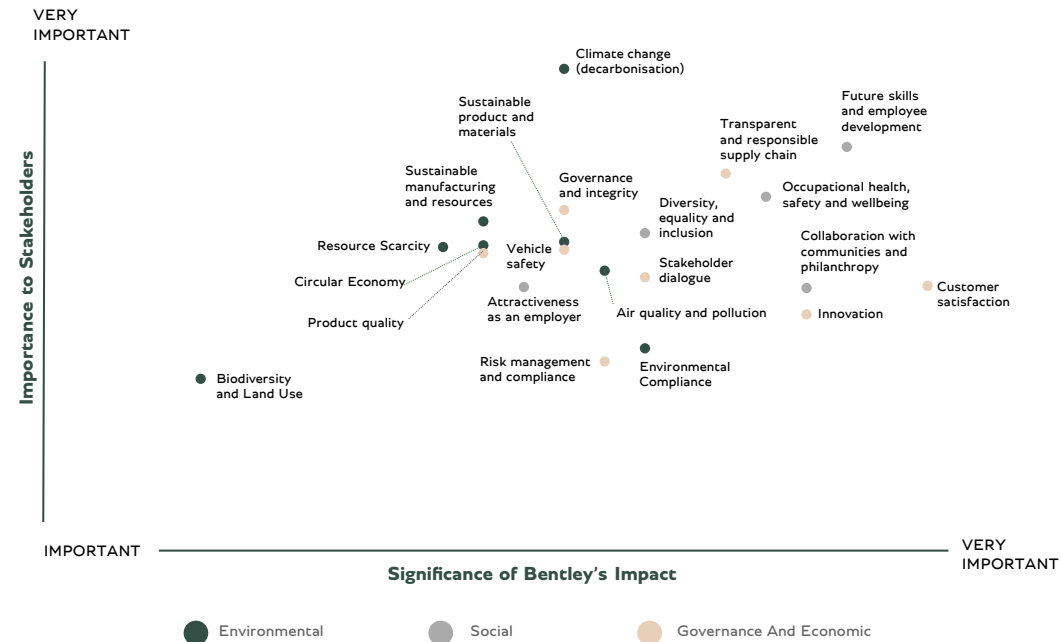
The top three material priorities were:

- Climate change
- Future skills and colleague development
- Transparent and responsible supply chains

We have disclosed all of our material topics considered in our assessment in our materiality matrix.

Although we have not reassessed materiality in 2023, we have been monitoring stakeholder sentiment using established feedback channels. For example, the Stimmungsbarometer survey is an annual staff survey (see page 32). We also collect and collate customer opinions using our Customer Relationship Management (CRM) system.

For a detailed list of our stakeholders, see Appendix 2.



Our contribution to the UN SDGs

Our approach to responsible business is aligned to the United Nations Sustainable Development Goals (UN SDGs). We support the UN SDGs which are a universal call to action to end poverty, protect the planet and ensure all people enjoy peace and prosperity. We are committed to using them to guide our actions. In Appendix 1, we set out those goals we feel are relevant to our business. There are 13 SDGs where our activities and programmes specifically make a strong contribution.

FROM POWER TO PURPOSE

Exploring automotive sustainability



At the heart of our sustainability journey lies the transformation of our manufacturing processes. We embrace cutting-edge technologies and eco-friendly practices, reimagining every aspect of production to minimise our environmental impact.

Through relentless innovation, we explore electric and hybrid technologies that redefine efficiency and performance. Our plug-in hybrid and battery electric vehicles will leave a lighter footprint on the planet, contributing to cleaner air and a healthier world. Durability is a core principle in our vehicle design. We ensure that our vehicles endure the test of time, minimising waste and reducing the need for frequent replacements. This commitment to longevity extends the lifespan of our products, contributing to a more sustainable future.

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CLIMATE CHANGE

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We recognise that the automotive industry has an impact on climate change. As a responsible business seeking a better world, we have a responsibility to protect the environment by reducing the impact of our operations and products.

Our approach towards reducing our environmental impact is established through our Sustainable Luxury strategy, which is a core part of our Beyond100 strategy. Our ambition and strategic plan are to become end-to-end carbon neutral in 2030.

We are starting by focussing on carbon reduction and carbon offsetting to cover residual emissions. This involves one of the biggest changes in our 100-year history: changing our portfolio of cars from internal combustion engine (ICE) to plug-in hybrid (PHEV) and battery electric vehicles (BEV). By making this huge change and by scrutinising every part of our business, we are confident we will succeed in our ambitious goal.

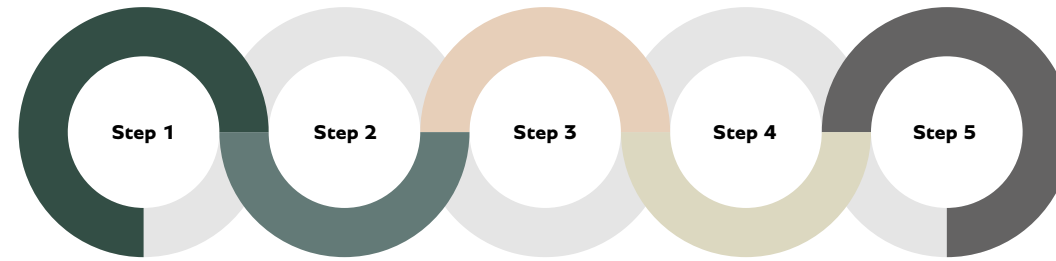
Our strategy to reduce our emissions has five steps: understand, measure, reduce, contribute and report.

Understand

To fully understand our impact on the environment, we must first understand where our emissions are coming from. To do this, we have considered our whole value chain and identified the activities that cause the most carbon emissions.

POSITION ON CLIMATE CHANGE SETTING STRATEGY AND REDUCTION TARGETS

To support setting reduction targets, we developed our climate change strategy using five steps:



Understanding our emissions and what we can do about them

Measuring our emissions

Propose targets and reduction measures

Deliver reduction targets and contribute to improving the negative impacts of climate change

Report on status and progress to ensure transparency

Measure

We use Life Cycle Assessment (LCA) to measure our emissions and environmental impacts. LCA calculates the emissions and environmental impacts created by a single vehicle at every stage of its life.

LCA includes the emissions of the materials needed to produce a vehicle, the emissions created in the factories where the vehicle is produced, the impact of transporting the vehicle to customers, the energy

used to fuel / charge the vehicle, the emissions created by driving the vehicle and finally the emissions created by processing the vehicle when it reaches the end of its life. This gives the full picture of a vehicle's emissions and environmental impact, allowing us to accurately measure the impact of our products, and then best decide how to reduce the impact.



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Measure – Scope 1, 2 and 3 emissions

We have published the last two years of data for our Scope 1 and 2 emissions to show the progress we have made (see Appendix 3). For Scope 3 emissions, we have disclosed our business travel emissions (see page 101) and are making progress towards calculating more of our Scope 3 emissions as we become able to gather more information on them.

We calculated the Scope 1 and 2 emissions following the GHG protocol. And we will calculate Scope 3 emissions based on group methodology, which also follows the GHG protocol.

Measure – Decarbonisation index

We calculate our impact on global warming using the Group’s Decarbonisation Index (DKI). This key performance indicator (KPI) covers the CO₂ equivalent emissions of our portfolio over the entire life cycle. DKI will help make sure we play our part as we aim for an ambition level of 1.5 degrees celsius, in line with the Paris Agreement.

We will use DKI not only to track progress towards reaching our CO₂ equivalent reduction targets, but to track our future performance, as it can factor in our planned portfolio and reduction measures. Calculating emissions using DKI gives us the full view of CO₂ equivalent emissions throughout the value chain, both upstream and downstream. It also accounts for other emissions within the value chain, including the energy and fuel emissions of products.

To calculate our DKI, we follow the Group’s standardised DKI methodology. The Group updates DKI’s calculation premises every year to take account of the latest and most accurate methodologies and information. The DKI target is calculated based on the methodology approved by the [Science Based Targets initiative](#) (SBTi).

Reduce

Using DKI and LCA methodology, we have created action plans for each stage of the vehicle’s life to

maximise carbon reduction. These action plans are in progress and we hope to publish them in our 2024 Sustainability Report.

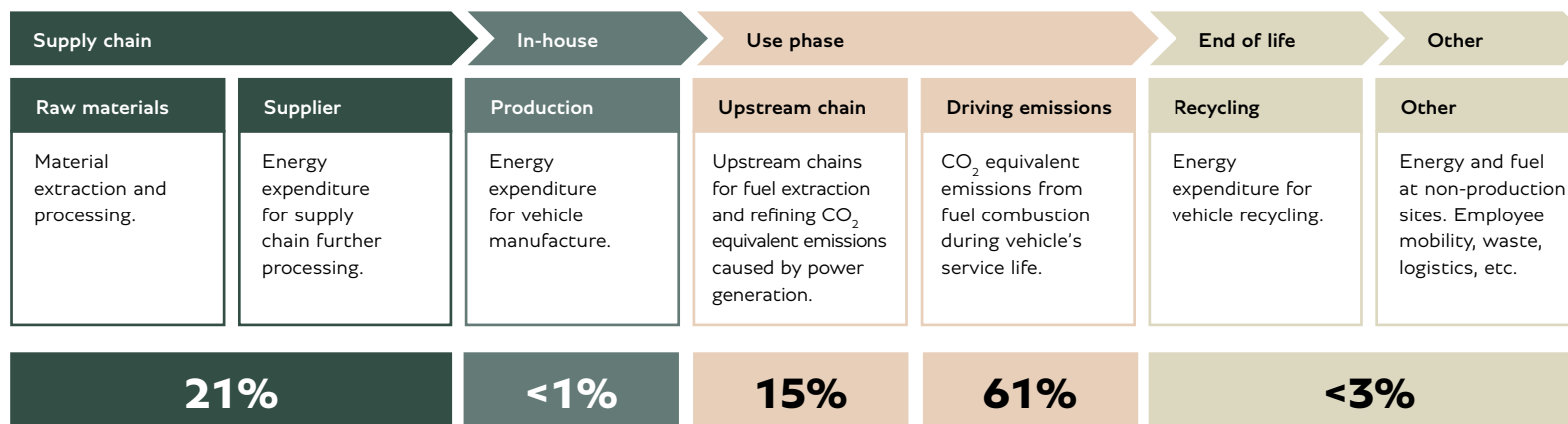
Contribute and report

We are taking steps to reduce our emissions and create innovative ways to achieve this goal.

In accordance with the [Companies \(Strategic Report\) \(Climate-related Financial Disclosure\) Regulations 2022](#), Bentley will include disclosures on climate-

related risks and opportunities in its Annual Report and Financial Statements for the year ended 31 December 2023. These disclosures will cover how climate change is addressed in our corporate governance; its impact on our strategy; how we manage climate-related risks and opportunities; and the performance measures and targets we apply to manage these issues.

DECARBONISATION INDEX (DKI)





Climate risks

We closely monitor risks associated with climate change using the Bentley Risk Management System (RMS). For consistency, the overarching approach to identifying and managing climate-related risks is the same as for other principle risks. The RMS is based on the internationally recognised standard of the [Committee of Sponsoring Organisations of the Treadway Commission](#).

Our Quarterly Risk process requires a description, assessment of the potential impact and financial ramifications for every risk, along with the measures we are undertaking to manage it. We evaluate all risks as either short or long-term based on when we anticipate feeling their potential impact.

We look at potential operational impacts (e.g. warming of paint shop facilities), legislation changes (e.g. emissions legislation) and impact to our supply chain (e.g. severe weather impacting supplier production).

We calculate the likelihood that the risk materialises and impacts Bentley, then use a factor of the impact and likelihood to define the scale of each risk. The Board reviews all principle risks (including climate change risks) every quarter.

Examples of physical, legislative, and other risks we are managing in 2023 include:

- Impact of increasing frequency of high temperatures on the wood-shop and paint operations
- Impact of changes to EU Reach legislation on our supply chain
- Impact of changes to Poly- and perfluoroalkyl substances (PFAS) restrictions in the EU
- A lack of availability of recycled materials that meet mechanical properties requirements
- Increased complexity of requirements for traceability of supply chain
- Impact of proposed changes to EU7 emissions legislation
- Global supply shortages (e.g. raw material impacts to suppliers)
- Short notice or divergent changes in CO₂ legislation

Some of these risks could affect production.

➔ **Which we discuss in the next section.**

PRODUCTION

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Producing cars is always going to require energy and natural resources, but we are committed to minimising the impact of our production operations on the environment. This commitment is emphasised in our environmental policy, which covers how we reduce emissions and waste, and using resources like energy and water efficiently. You can find the policy on [our website](#).

Our Environmental and Energy Compliance Management System conforms to the ISO 14001 environmental management and ISO 50001 energy management standards. These certifications signify that we follow effective environmental practices and manage energy efficiently and comply with internationally recognised standards for sustainability and responsible business operations.

Energy use

Our site remains carbon neutral, which we first achieved in 2019 (based on 2018 data). This is externally verified in accordance with the PAS 2060 carbon neutral standard.

All electricity used to manufacture Bentley cars is solar or certified green.

Bentley's energy efficiency, measured as energy use per vehicle produced, has increased in 2023 as we have produced fewer cars and the economies of scale in production have fallen. The energy ratio per vehicle shows an increase of 11 per cent due to a reduction in number of vehicles manufactured in 2023. Our total energy consumption has decreased by 13.3 per cent (2023: 119,884 MWh).

Water

Our Crewe site benefits from access to sufficient fresh water and is not located in a water-stressed region. However, we are still committed to minimising water usage during production and mitigating the effect of our site on local water bodies.

Our rainwater harvesting system features a 20,000-litre tank with integrated filters and pumps, which is attached to the waste output of the reverse osmosis water system. This means that we can supplement mains water with water from the rainwater harvesting system for activities like toilet flushing, road sweeping, general cleaning and watering plants across the site.

In 2023, we have continued with a number of other initiatives which have been in place for several years, including routine monitoring and maintenance.

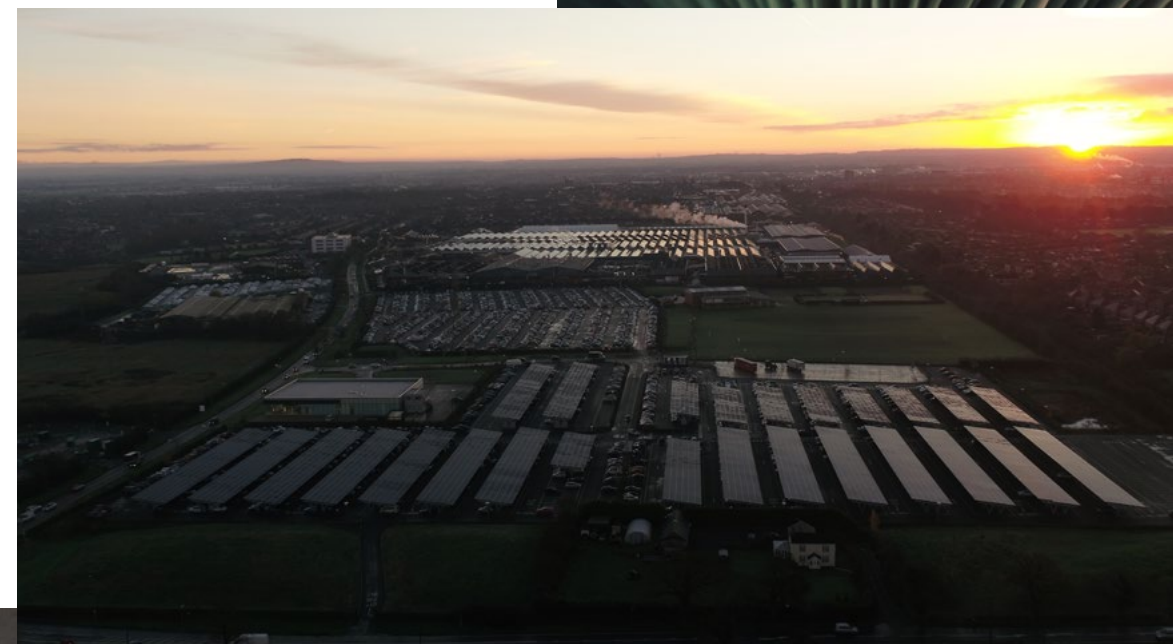
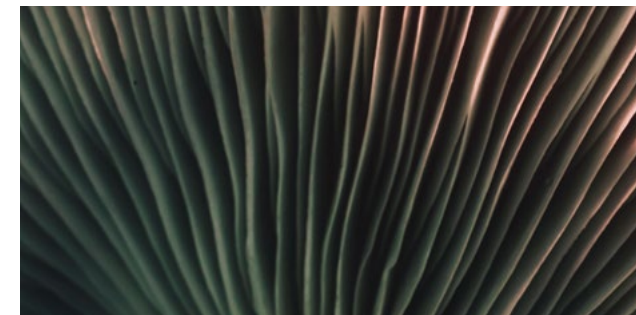
Total water withdrawn from all areas has decreased by 16 per cent (From 2022: 101.14 to 2023: 85.35).

Waste

We work closely with our waste management providers to divert waste away from landfill wherever possible. As a result, there is now only a very small amount of waste material that cannot be recycled and that goes to landfill. In 2023, this equated to just 5.97 kg per vehicle.

After production, another major source of emissions is driving.

➔ Which we discuss in the next section.



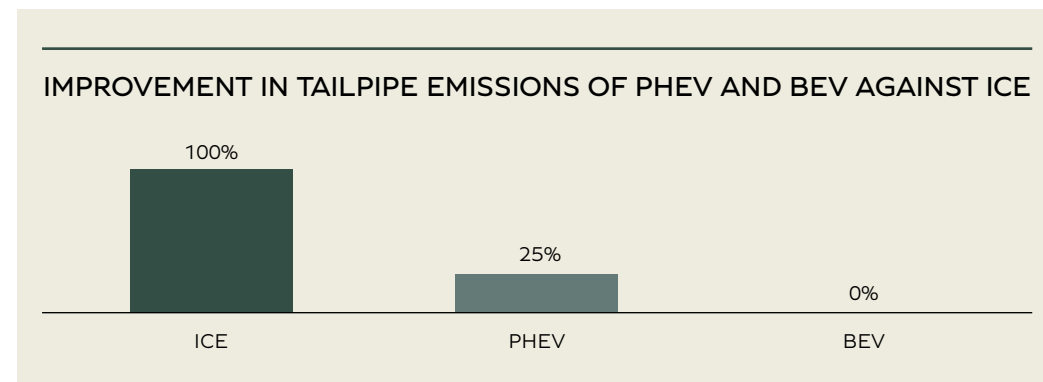
DRIVING

We have always built our cars on the principles of power and luxury. This historically required a high-performance combustion engine. However, we recognise the environmental impact this causes, which is why we are determined to maintain the power and luxury of a Bentley, but in a less impactful way.

Our Beyond100 strategy includes a commitment to transition to a fully electric fleet. Powering luxury will no longer require an engine, and the new fleet will align closely with our historic ideals of power and luxury, while being more sustainable.

Using LCA, we can see that the most carbon intensive aspect of a vehicle's life is when it is being driven. To achieve our sustainability ambitions and 2030 goals, we must influence how vehicles are charged and / or fuelled, without compromising on the driver's emotion and craftsmanship that goes into every Bentley.

The graph below shows running a BEV-only fleet would reduce our tailpipe emissions to zero. As an interim step, if we ran a PHEV-only fleet, we would reduce the tailpipe emissions to 27 per cent.

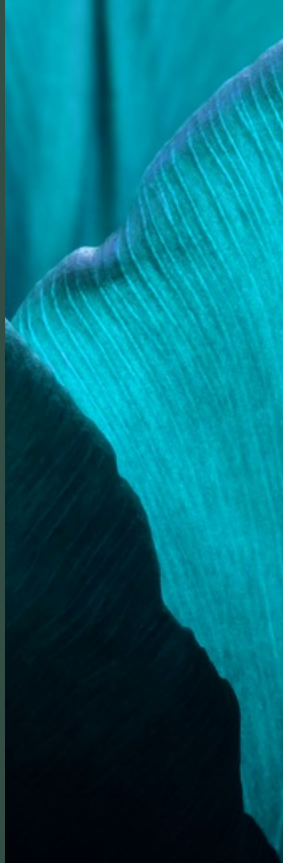


REINVENTION OF A 100 YEAR OLD BRAND



We have had fantastic feedback so far from customers on our PHEV models and global sentiment suggests that 74 per cent of customers surveyed are interested in purchasing a PHEV. We have also had customer feedback asking when we can offer our first BEV.

We have a clear roadmap to get to a fully electric portfolio. We currently have two hybrid vehicles, which are available across nine different models, and plan to launch a third hybrid vehicle in 2024.



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FUEL / CHARGING

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Using the DK1 and LCA methodology our existing product portfolio showed that the energy inputs for petrol and electricity to both fuel and charge our current cars contribute 15 per cent of each car's life cycle emissions. Thus, transitioning to BEVs would reduce customers' reliance on fossil fuel-derived energy and Bentley's environmental impact when cars are driven.

Renewable charging

We know this will be a complex process because of a lack of market availability and access to renewable sources of charging. But we are up to the challenge.

We will combine this electrification plan with solutions for Bentley customers to make sure they can access the most sustainable charging options. These solutions must both embody our values and complement the luxury experience of owning a Bentley.

Transitioning away from ICEs

Alongside switching to BEVs, we are testing biofuels for our current fleet to mitigate driving emissions. Our [tests on the Bentayga at Goodwood](#) were successful.

However, we see the transition to BEVs as the bigger challenge, so we have focussed on this aspect of our business model in this report.

We forecast that a high amount of customer charging will be private (e.g. at home).

Charging: private and public solutions

CHARGING: HOME AND PUBLIC SOLUTIONS



Thus, we want to make sure our customers can have a luxurious private charging experience through effortless access to renewably sourced energy. We are working with start-ups and established businesses in this space, using the power of innovation to achieve this.

Private charging

This year, we have concentrated on developing the next generation of private charging. For example, the development of our smart wall boxes, due to launch in 2024, will give customers more control over their energy management and optimise charging solutions e.g. solar panels and potentially allowing customers to charge at a time that their provider indicates is optimal for renewable energy usage.

This integrated experience will be blended with our Connected Car technology (see page 58 for more information) and our ecosystem of sustainable public charging mobility service providers will help make sure that charging is as sustainable as possible.

Public charging

A luxury public charging experience is vital for our customers. We aim to offer them with easy access to a selection of renewable chargers wherever they go, and give them access to a technologically integrated public charging ecosystem in the future.

Offering customers an excellent public and private charging experience is just part of our commitment to Sustainable Luxury. Another important part is making sure we can offer luxury materials that are more sustainable.

➔ [Learn more in the next section.](#)



SUSTAINABLE PRODUCTS AND MATERIALS

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Building a more sustainable vehicle, piece by piece

For over a century, our dedication to quality and craftsmanship has been the cornerstone of our brand, driving us to seek and utilise the finest materials. This commitment continues with the increased use of sustainable materials in our products. Effectively integrating these materials into our processes requires both our expertise and extensive collaboration with stakeholders.

In realising our ambition, we not only select materials that exude aesthetic appeal and luxurious textures, but also adhere to sustainable sourcing practices. This dedication extends to every aspect of Bentley's design, from assessing purpose to scrutinising manufacturing processes and supply routes. Our approach ensures that every component, visible or hidden, meets our exceptional performance, quality and sustainability objectives.

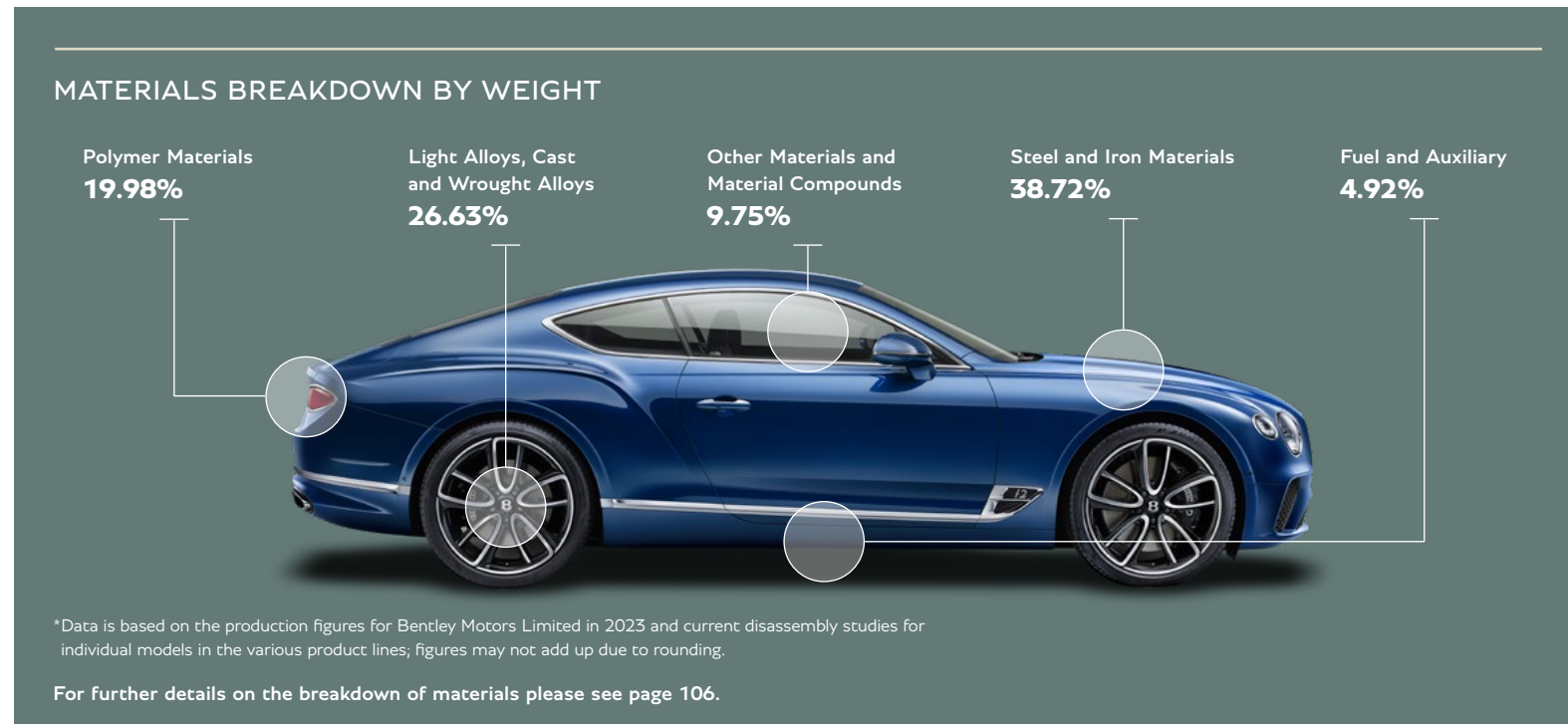
Responsible leather – Leather Working Group (LWG)

Leather is an iconic part of our signature luxury interiors. We have no desire to change this. However, we recognise that historically the industry has been associated with significant environmental and ethical concerns. This includes

resource intensity, greenhouse gas emissions, deforestation, and animal welfare issues. To address this, we have adopted a targeted approach.

In 2021, Bentley became the first ever automotive member of the [Leather Working Group](#) (LWG). LWG is a not-for-profit multi-stakeholder initiative which formed in 2005 to make the global leather supply chain more responsible. LWG is comprised of various stakeholders who share the objective of enhancing sustainability through responsible leather manufacturing. Leather manufacturers are audited independently against monitored and stringent standards, before being certified against the standards and awarded a gold, silver, or bronze medal, or an "Audited" (Pass) rating.

We only work with manufacturers who achieve LWG's prestigious gold rating. This means we only use leather from the European Union that is a by-product of the meat industry. Our sourcing strategy is managed through our suppliers' robust traceability processes, allowing us to mitigate the risk of it being associated with deforestation. Establishing full traceability, from the farm to its use in our vehicles, is a key priority that we began to actively address in 2023.



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Sustainable leather – Olive mill wastewater tanning

Leather tanning is another process that traditionally used a lot of water and created harmful by-products. To address this, we took huge strides to reduce the environmental impact of tanning last year.

We were extremely proud to be the first automotive manufacturer to offer our customers a leather option that uses sustainable Olive Mill Wastewater technology. The process uses wastewater extracted during olive pressing, meaning the tanning agent is organic and remains free of harmful metals, minerals and aldehydes. The technique also requires less water than a conventional tanning process and offers a higher concentration of renewable chemicals. None of this affects the product’s quality, which remains incredibly soft.

Sustainable wood

The wood in our vehicles brings a unique finish to our interiors. Customers personalise their vehicles by selecting their desired colour and type of wood from a curated collection. We take great pride in our wood craftsmanship, with dedicated specialists examining approximately 25,000 square meters of veneer during the selection process.

This meticulous selection, preparation and processing of veneer at our headquarters in Crewe ensures not only that each car is unique, but that it is using this precious raw material in the most optimal way. A fantastic showcase of this customisation is the remarkable finish we crafted for the [Flying Spur Hybrid Mulliner](#), in collaboration with The Surgeon.

Our wood procurement strategy is guided by our commitment to sustainability and ethical sourcing. For example, we only use wood that has fallen naturally, and we only obtain it from non-endangered species located in non-tropical regions, primarily in North America and Europe. The strategy is compliant and goes beyond mandated legislation (EUTR [995/2010]) by exercising due diligence checks to demonstrate the supply chain is responsibly trading sustainable wood.

Our suppliers are all FSC-accredited, verifying the chain of custody by auditing sustainable forestry practices. We monitor all woods we use and regularly assess them against trusted sources for any change to a protection designation (CITES), threatened vulnerability status (IUCN) or socio-economic conflict.

Sustainable wool

In 2022, we introduced renewable wool fibre for the tweed panels in our Odyssean limited-edition vehicles. Building on this success, we have now introduced an optional set of deep pile carpet mats for the interior of the vehicle, crafted from 100 per cent wool and using a traditional Wilton weave construction. This remarkable feature is now available across all our models.

Using sustainable natural products is the start of many of our vehicles’ stories, and many of them go on to live long lives.

➔ **There’s more information in the next section.**

END OF LIFE RECYCLING

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Bentley cars are built to last a very long time – 84 per cent of Bentleys registered in the UK in the last 20 years are still on the road. This reliability is down to the quality of every single part and our whole team’s dedication to craftsmanship. We pride ourselves on producing cars that are associated with a luxury brand and that have a well-deserved reputation for longevity.

However, despite their longevity, we know end-of-life recycling is important and are developing our knowledge in this area as a critical part of our Circular Economy Strategy, which we discuss in more detail on page 14.

Batteries – designed for eternity

We will source the batteries for our electric fleet from the Group. But we believe in ‘designing for eternity’, so we want them to last longer than the typical 10–15 years. We are therefore focussing how we can repair, replace, reuse and recycle them effectively.

The three main drivers for our batteries in this current development stage are customer, technology and sustainability.

One of the drivers for ensuring that our products are more sustainable is nurturing biodiversity. Through sourcing more sustainable wood products, reducing our impact through sustainable leather sourcing and reducing our water output we can tangentially reduce our broader impact on the natural world.



NURTURING BIODIVERSITY

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Bentley is proud to support nature and biodiversity. We do this in three main ways: through our Environmental Foundation, our support through the Crewe Town Board and through the biodiversity initiatives at our campus in Crewe.

Bentley Environmental Foundation

Recognising the importance of nurturing biodiversity, we have partnered with charities through our £3 million Bentley Environment Foundation (BEF). One of the BEF's first projects is our partnership with Sustainable Surf, where we supported the planting of seagrass off the coast of Mallorca. The BEF also supports the Biomimicry Institute to help create nature-inspired solutions. You can read more about these initiatives and our upcoming initiatives below, on page 76 and on our [website](#).

Crewe Town Board

Bentley is an active member of the [Crewe Town Board](#), a public body made up of representatives from the community, public, private and voluntary sectors. The board was set up to manage the Towns Fund bid and to produce Crewe's 10-year Town Investment Plan. As part of this support, we helped to secure £22.9 million of funding for the town to deliver large-scale projects in Crewe.

The Crewe Towns Fund bid was aimed at supporting local town projects, some of which are focused on biodiversity. For example, a local partnership led by Cheshire East Council, the Environment Agency and

Crewe Town Council is working to develop the Valley Brook Green corridor. Valley Brook forms a natural corridor across the south of Crewe, an area which is in parts either hidden, overlooked or impassable.

The project aims to revitalise the area, creating a new public space and improving the watercourse and wildlife habitats.

Crewe campus

Our Crewe campus is the beating heart of Bentley. The site has grown alongside our company, and despite its limited green space, we have sought to create an environment that promotes biodiversity through several initiatives:

EXAMPLES OF OUR ON-SITE ACTIVITIES



A place to nest

Our facilities at Crewe are home to many endemic species, including bats and birds. To protect them, we have provided dedicated hand-made boxes for them.



A lot on the allotment

Our colleagues support our efforts to promote green growth at our site by helping with the upkeep and development of our allotments, which are very popular.



Honey I'm home

Our campus is now home to over one million British Apis mellifera honey bees. We installed seven new hives to host these important insects, bringing the total number of hives to 17. The bees help pollinate both our site and the surrounding area, and we collect their honey and give it away as gifts.

We also strive to protect the environment when using natural products in our vehicles. There is more information about this on page 24 - 25.

Promoting biodiversity is part of how we are making life better for the plants and animals living around our campus. We also make sure it is a great place for our people.

➔ Find out how in the next section.



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.

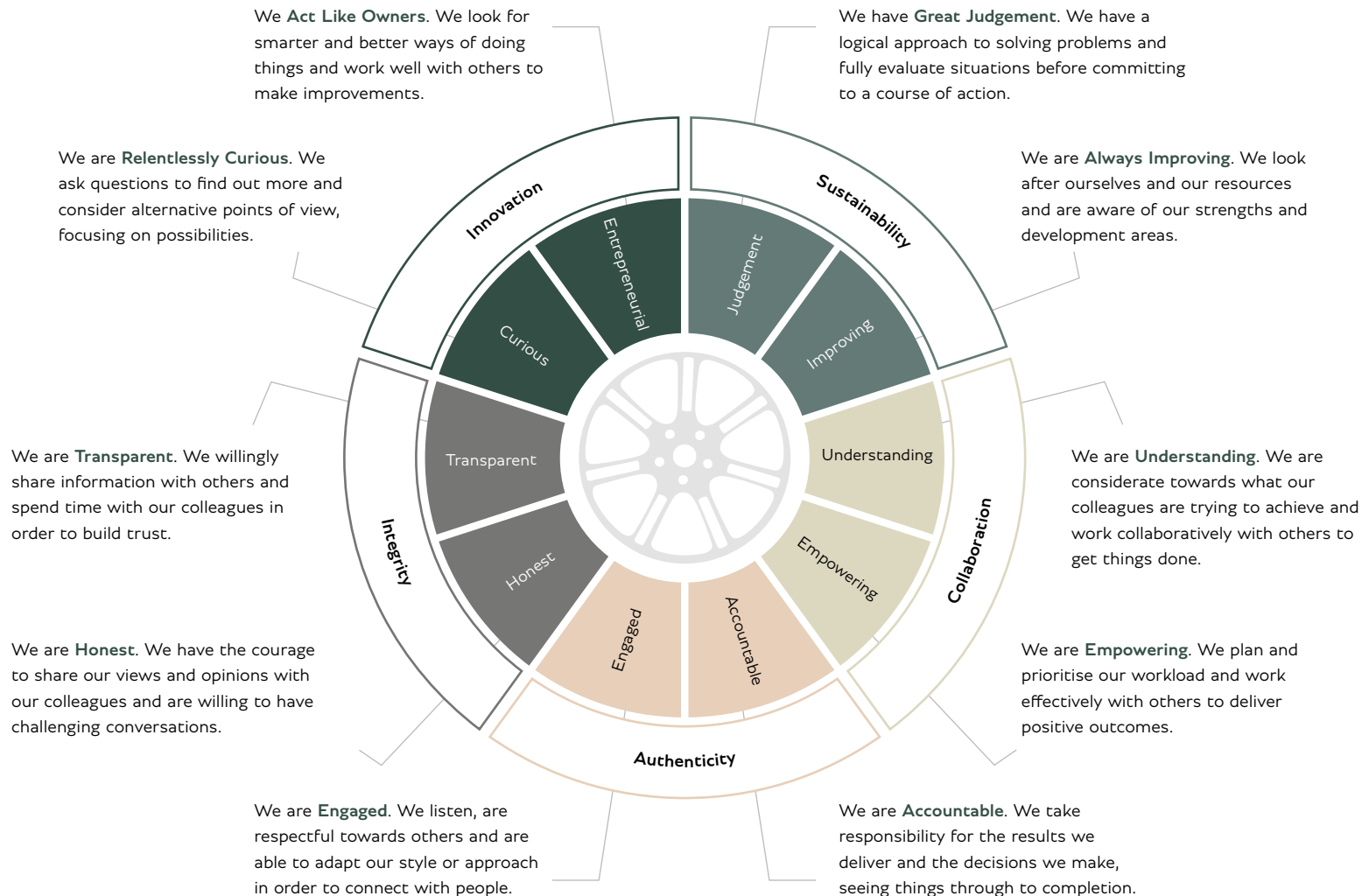
Our values and behaviours

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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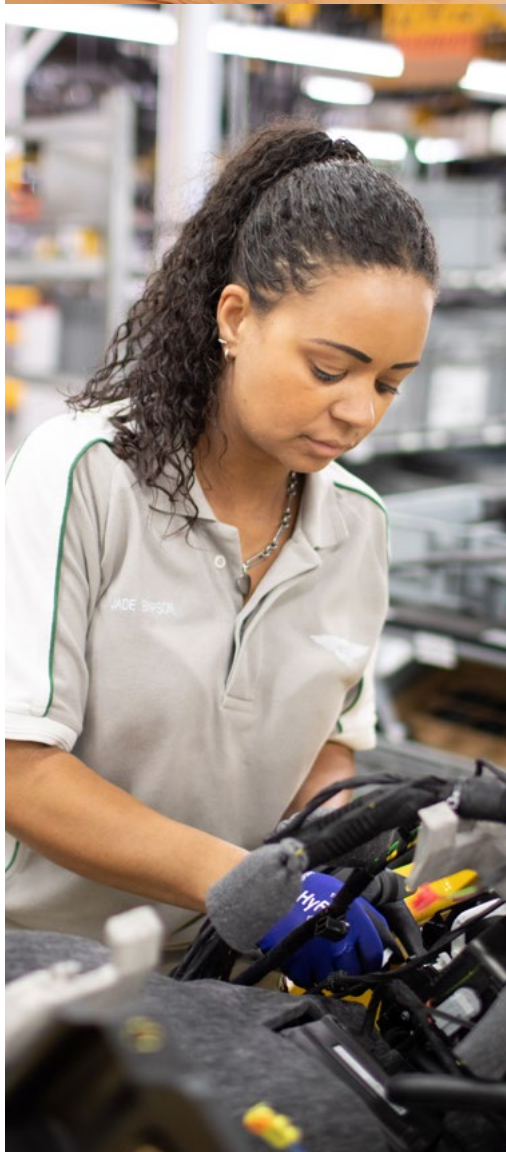
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Colleague engagement

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 CO₂ 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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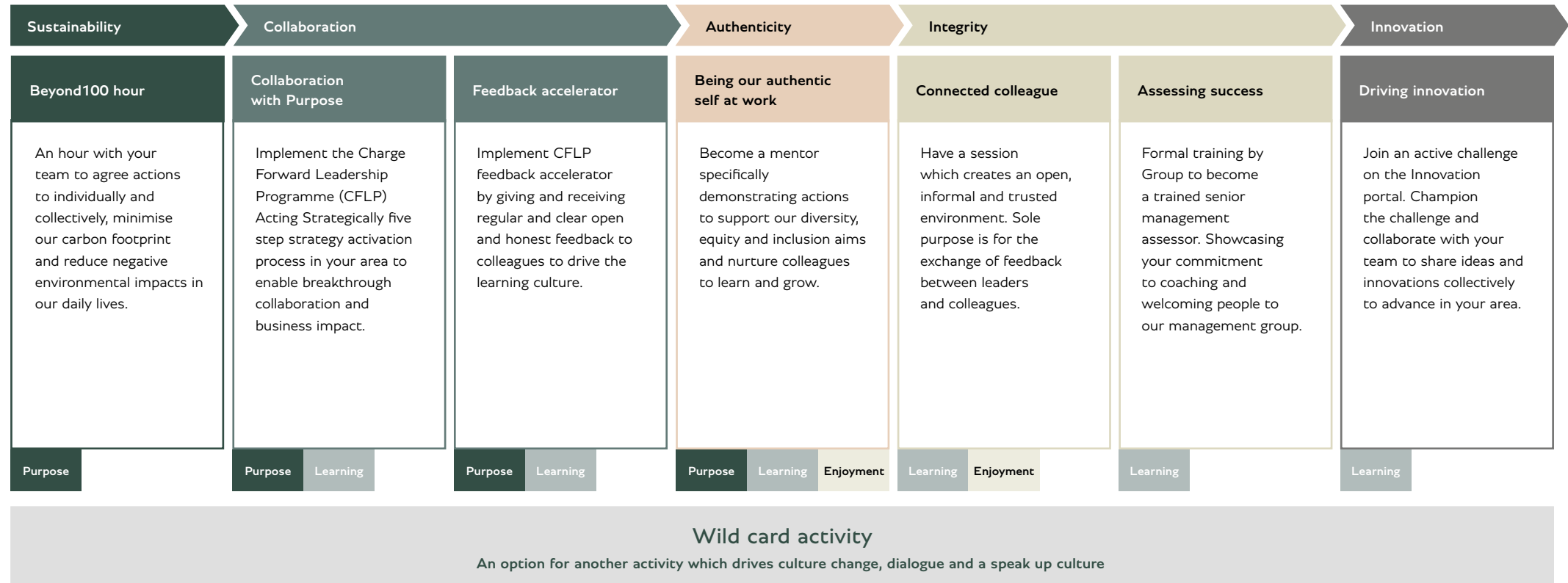
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ROLE MODEL PROGRAMME



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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

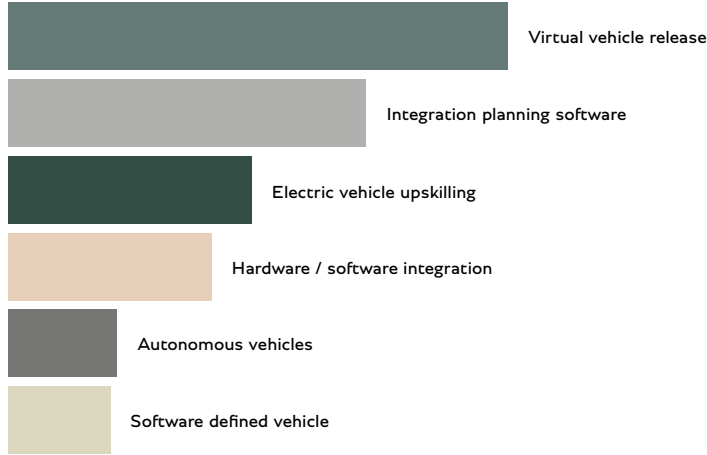
This analysis helped us understand the skills we need to advance our Beyond100 strategy and create our BEV range of cars. **We have responded with the most significant investment in skills transformation in our history.**



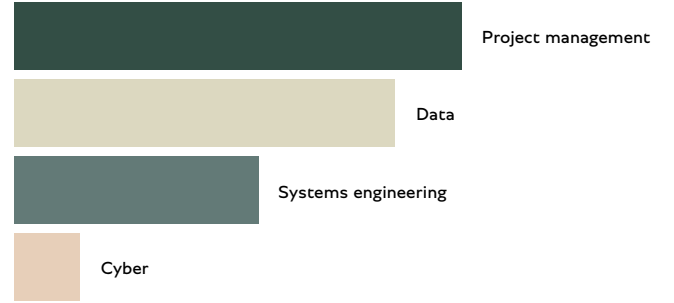
FUTURE SKILLS TRAINING NEEDS ANALYSIS

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

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.

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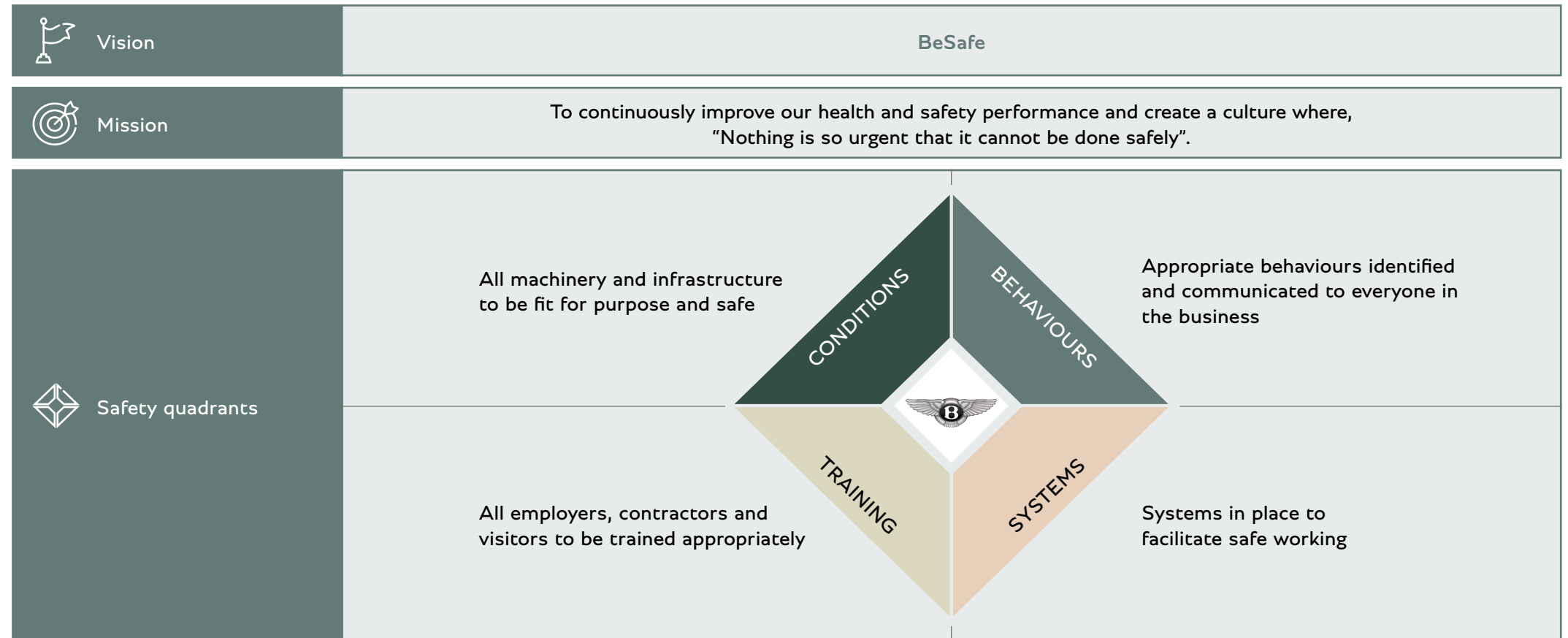
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Our approach to promoting health, safety and wellbeing

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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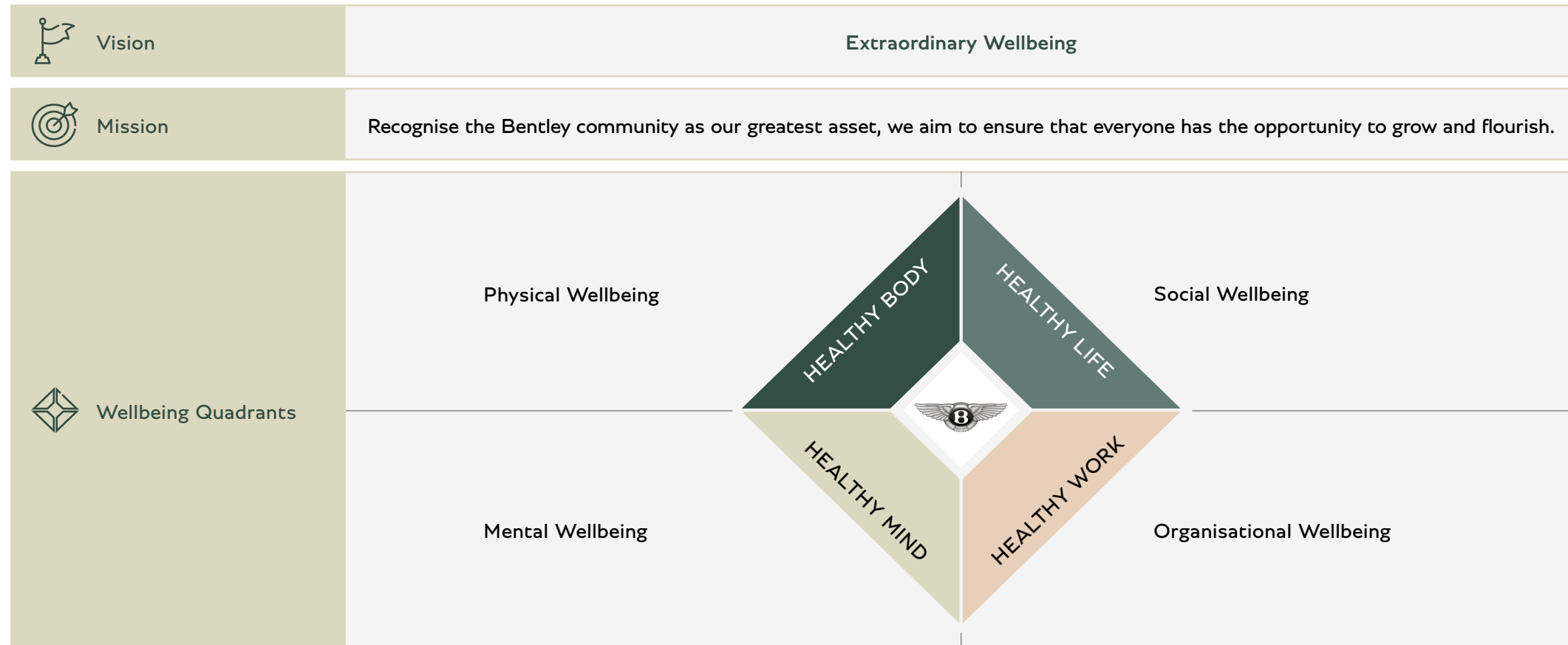
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WELLBEING STRATEGY



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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.



DIVERSITY, EQUITY AND INCLUSION STRATEGY

CONSULT AND ADVISE

OUTREACH

Position Bentley internally and externally as a diverse brand and employer to increase diversity in future talent (e.g. Gender, Ethnicity, LGBTQ+, SEN).

RECRUITING

Exploring and identifying new routes to attract diverse established talents and build talent pools.

DEVELOPMENT

Enable and develop existing talent from all walks of life to perform and grow to achieve their full potential.

TALENT

Early identification / regular review of talent to promote diversely balanced pipeline and remove barriers.

BELONGING

Regular Board-led engagement activities, to highlight inclusive behaviours and tackling unconscious bias to help everyone fulfil their potential and be who they want to be.

DEI NETWORKS

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.

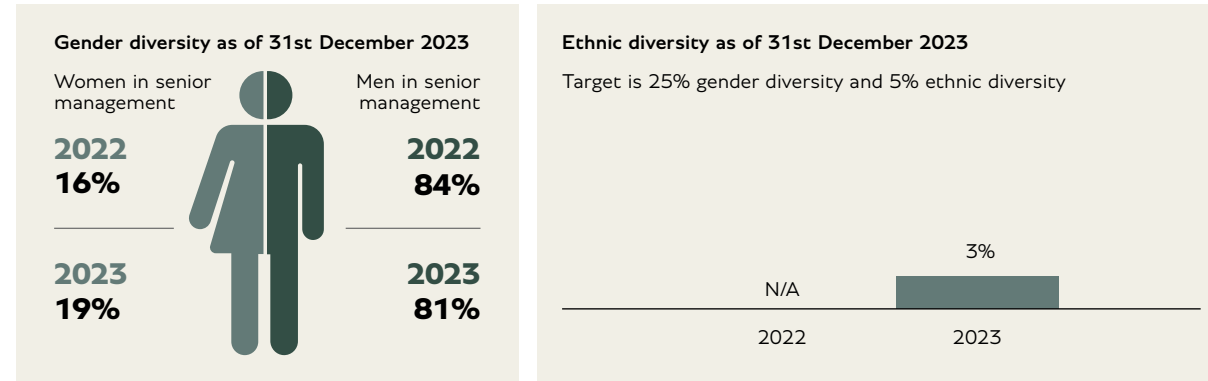
Notably, the survey revealed a higher proportion of females that felt included at Bentley than their male counterparts. Inclusion was also found to be particularly strong at the team level.

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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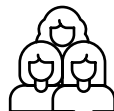
BEINSPIRED

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.

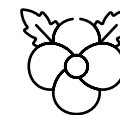


Diwali celebrations

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.

QUALITY IN MOTION

Exploring ahead in electric automotive advancements



As we progress on our sustainability journey, we embrace a culture of continuous improvement. Feedback from customers and stakeholders is meticulously gathered and analysed, driving ongoing enhancements, digital innovation and refinements to our sustainability initiatives.

To enhance our impact, we've formed strategic collaborations with suppliers, research institutions, and tech firms. This collaborative approach speeds up the creation of innovative solutions, pooling diverse expertise and resources, and propelling automotive excellence forward.



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Throughout our history, we have always prioritised customer wellbeing, inviting them to join us on a journey towards enhanced health. Our goal is to create an oasis of wellbeing in our cars so that drivers and their passengers feel even better after a journey than before it began.

Comfortably positioned to meet wellbeing needs

Luxury and comfort have been at the heart of our brand for over 100 years, demonstrated through our award winning in-cabin noise refinement and passenger experience. All products offer best-in-class options including massage features, cabin noise refinement and heated and cooled seats, arm rests and cup holders. Our focus on technology and design means that we have been able to create exceptionally comfortable vehicles to drive or be driven in.

Bentley airline seat specification

In 2022, we released our pinnacle wellbeing offering, the [Bentley Airline Seat Specification](#). With its advanced postural adjustment technology and 22 ways of adjustment, it is the most advanced seat ever fitted to a car. Wellbeing and user experience factored into everything from design to manufacturing, with our team making sure the seat's colour, texture and tactility all helped customers relax and unwind, as well as looking at ergonomics, temperature, gravity and acceleration.

This led to the seat having automatic climate control, which senses and adjusts temperature and humidity with an accuracy of 0.1°C, and six independent pressure zones that can provide 177 adjustments every three hours. Alongside other features, this will improve comfort, help with travel sickness and increase blood circulation.

These features have proved popular with Bentley EWB customers and are selected by approximately half of our customers.

In 2023, we continued this focus on customer wellbeing by including our customers and wider stakeholder groups in conversations about wellbeing.

We are keen for our products to provide a luxury experience that improves wellbeing, but never at the expense of customers' safety,

→ Which we cover in the next section.



PRODUCT QUALITY AND CUSTOMER HEALTH AND SAFETY

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We are keen for our vehicles to not only comply with the relevant regulations and keep our customers safe, but also to be sustainable. To do this, we are involved in the development and use of sustainable materials in various components of our products that continue to meet our high-quality standards and requirements.

Testing our future materials

As we develop our campus, we are investing in facilities that support innovation for future products. This includes facilities for testing sustainable materials, as well as vehicle testing facilities so we can test and validate all aspects of our products, including protection of our assets supported by investment in our cyber security capabilities.

Quality policies and processes

Our engineering safety development and certification follows our internal and Group processes and policies. For example, we comply with the International Automotive Task Force (IATF) standards, the highest quality management systems available for the automotive industry. The standards cover design, development and manufacture of luxury motor vehicles. We have held IATF certification since 2003, audited by the [British Standards Institution](#), an accredited audit body. This certification verifies our quality management system to the different markets in which we operate.

We also follow statutory, administrative and other legally binding standards. In line with the Bentley Operating Policy, BOP 004 Product Safety and Compliance policy and BOP 045 Automotive Cyber Security Management System, we maintain a system

for active and passive product monitoring for items released to the market. The system includes a Product Safety Committee and Cyber Security Board, providing a structured approach to Field Action Decision Making. It allows us to proactively identify and address potential hazards associated with our products, ensuring they are safe.

The Product Safety Committee is supported by other committees, including the TCG (Technical Forum), EG-Circle (R&D Approval Committee) and Technical Conformity Steering Committee. This ensures that topics escalated have a clear direction and receive appropriate input for decision making.

All our vehicles align with ISO 26262, which covers possible hazards present in electrical and / or electronic safety-related systems, including malfunctions resulting from interactions between these systems. This area will become increasingly important as we transition to BEVs and increase the interconnectivity of our in-car systems.

Group product safety policies

We also adhere to Group's Product Safety policy and operate a rigorous process to manage product safety. We apply the Group's Design Failure Mode and Effect Analysis process, which we have adopted at a

component level and which we use when testing our charging process. As we transition to a BEV fleet, we will extend the principles and processes we use to test ICE cars accordingly.

We inspect all of our vehicles throughout the manufacturing process. When they reach the end of the production process, we complete a rigorous and extended quality audit to ensure continual improvement.



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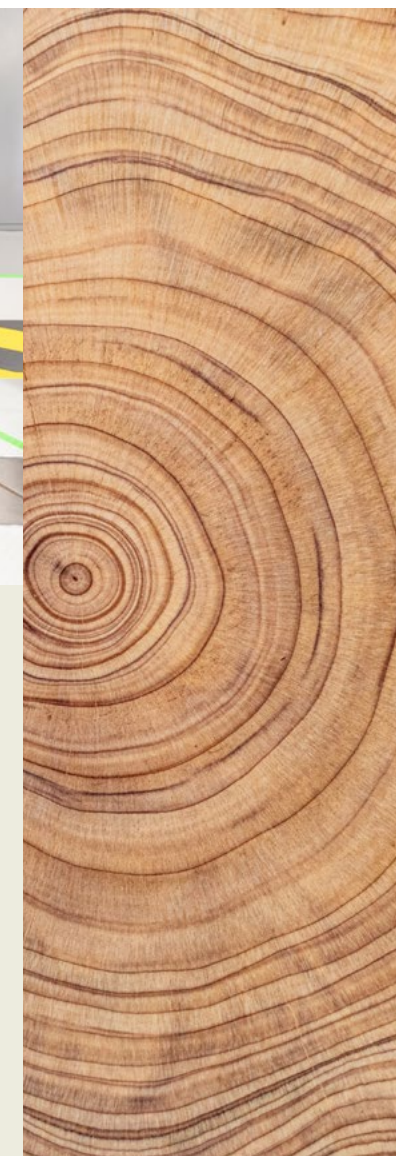
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Product safety testing

We test our products in a range of ways:

- We carry out daily sample quality testing as part of our product audit, to make sure our vehicles are of the required quality and conform with regulations
- We use our rolling road facility ahead of road testing the vehicles
- We carry out product safety tests on-site where possible, including for: crashes, seatbelts, child restraint anchorages, tyres, braking and pedestrian protection. This reduces the amount of external quality testing required across the world, ensuring a more sustainable approach

- We use sunshine testing to explore the durability of our products by evaluating the impact of high temperature, UV levels and humidity on the vehicle's components. This ensures that our vehicles are not adversely affected by harsh environmental conditions
- Our vehicle reliability process verifies our vehicles' lifetime performance and reliability in a compressed time period, to simulate the vehicles' life cycle
- Our on-site vehicle emissions and certification centre has capability to test all major worldwide emissions standards including internal and external emissions, which allows us to test the full emissions of our cars and component parts. This allows us to comply with regulations on volatile organic compounds (VOCs) that come into force in any jurisdiction without the need for external testing

- Across our vehicle production processes, we carry out both 100 per cent and sample inspections for all aspects of the vehicle's parts and processes. We also carry out sample checks (Conformity of Production) across all models on an annual basis, thus ensuring that our products meet our high standards as well as any mandatory certification standards. This control plan is audited by relevant authorities worldwide as required.

Testing our vehicles comprehensively will only become more important as they integrate technology more deeply.

➔ **Learn more about how we are doing this in the next section.**

DESTINATION DIGITAL

We are increasingly becoming a technology company rather than just a manufacturing one. As we embrace the exciting opportunities of integrating technology more deeply into our vehicles, we must stay alert to overcome the challenges that stem from it, from customer data to self-driving cars.

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Cyber security – measures

Our Product and IT Security team are responsible for making sure we have the right controls in place, and that we operate them effectively and in line with policy. To ensure this happens effectively, they have rolled out online product cyber security training and other IT security and cyber courses for all colleagues.



Cyber security – product security

To fully integrate cyber security into our complete product life cycle, we have set up a dedicated Product Security team within R&D. It is made up of 46 colleagues from across our functions and is closely aligned to Audi, Porsche and Group.

We have also invested in resources to create a Virtual Security Operations Centre to deal with the first point on contact Product Cyber Security Incidents in IT, under the Chief Information Security Officer.



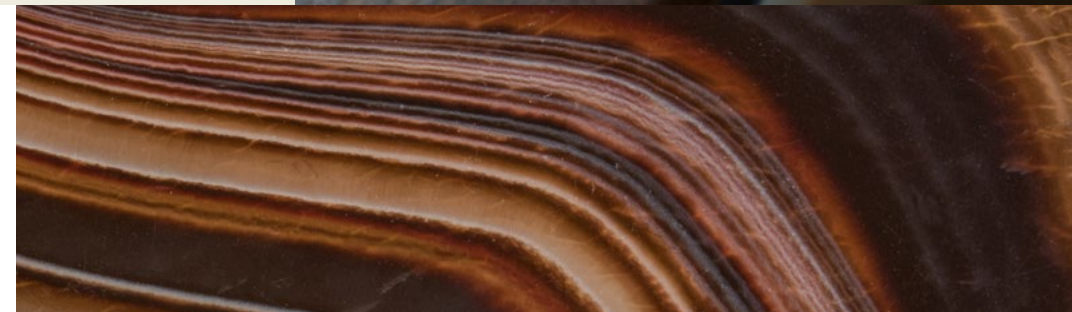
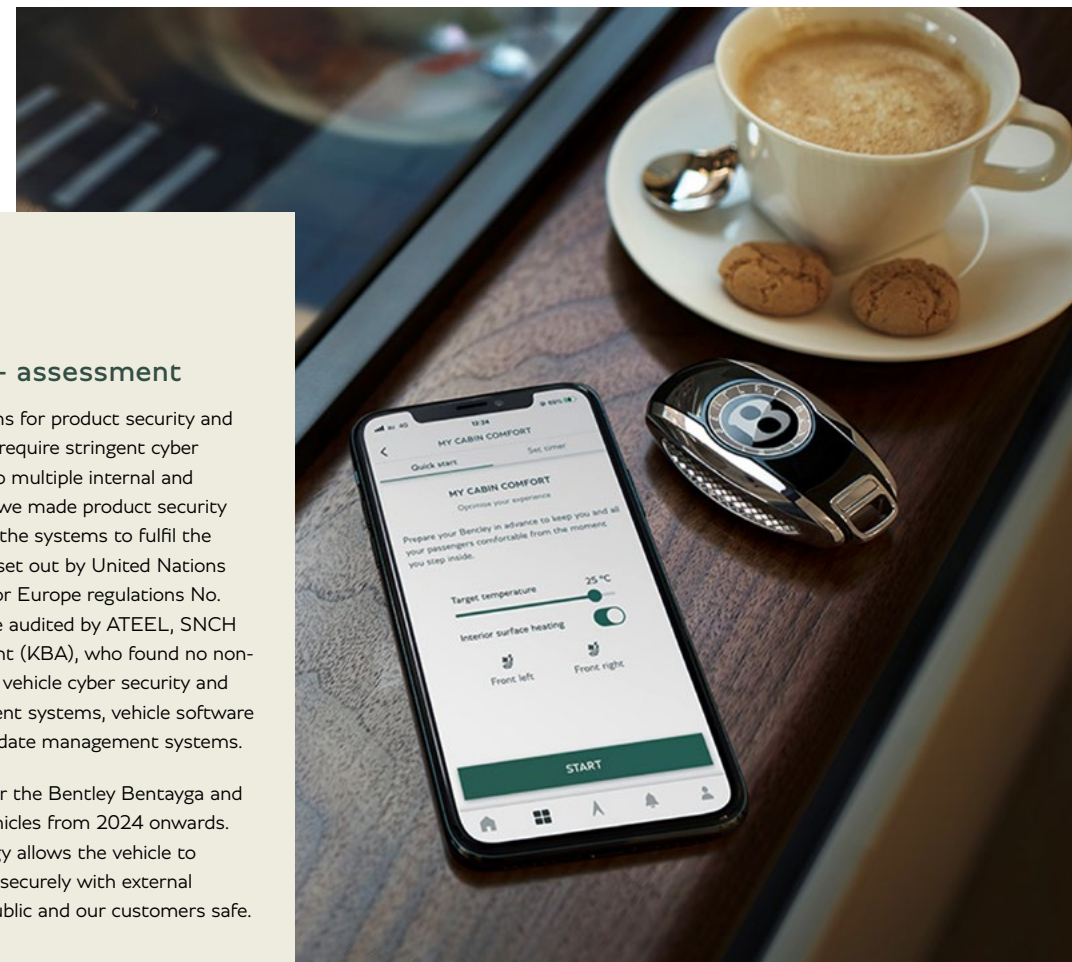
Cyber security – assessment

Our management systems for product security and software updates, which require stringent cyber security controls, undergo multiple internal and external audits. In 2023, we made product security and software updates to the systems to fulfil the regulatory requirements set out by United Nations Economic Commission for Europe regulations No. 155 and 156. These were audited by ATEEL, SNCH and Kraftfahrt-Bundesamt (KBA), who found no non-conformities. This covers vehicle cyber security and cyber security management systems, vehicle software updates and software update management systems.

This first approval was for the Bentley Bentayga and will be extended to all vehicles from 2024 onwards. Connected Car technology allows the vehicle to integrate seamlessly and securely with external interfaces, keeping the public and our customers safe.

Although our IT systems are self-contained within Bentley, we have also closely aligned our cyber due diligence with Audi, Porsche and the Group.

We had our first 2024 Model Year type approval for R155 and R156 and a successful surveillance audit with ATEEL to demonstrate our successful completion of operationalising all our processes. We also had a single surveillance audit with ATEEL.



Improving sustainability through technology

We are continuously looking for innovative ways to use technology to increase the sustainability of our business. Our initiatives in 2023 covered four main areas:

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IT estate

The costs and complexity of our IT systems landscape has been analysed and we have set a target to reduce the complexity of this by 55 per cent by 2025. This will ensure we are aligned to deliver the capabilities that our business needs, through simplified end-to-end data flows for key processes, upskilling our people, consolidating our systems landscape, modernising our infrastructure and streamlining our data solutions and apps.



Vehicles

In 2023, we began work to enhance our charging ecosystem and develop intelligent data solutions to help customers optimise the performance of their vehicles while maintaining sustainability.



Connected car

Our cars interface with the world in multiple ways and Connected Car is our software solution for bringing external data points into our vehicles. Over the coming years, we will further integrate the communication and connections within our cars, which will allow customers to plan their journeys in our charging ecosystem and book charge points to optimise routes and vehicle charging throughout their journeys.



Pilot testing rig

Previously, we shipped our cars to various markets for testing, which was inefficient and costly. To address this, we are developing a novel concept that uses a mobile testing rig, enabling us to remotely verify the data integrity of our cars. This concept will undergo testing throughout 2024 / 25 to validate data readiness for the 2026 Model Year.

Integrating technology into our cars is just one part of how we are innovating at Bentley.

[↪ Find out more in the next section.](#)



INNOVATION

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For over a century, innovation has propelled Bentley forward. This will continue for the next 100 years and beyond. Research and collaboration have been the catalysts for our exploration of new production techniques and materials, as well as our adoption of sustainable solutions, including BEVs.

Innovation is at the heart of Bentley, demonstrated by our culture of continuous improvement and collaboration, by our timeless new designs, and brought to life in every car we create.

Customer-focussed innovation

For us to be the most sustainable luxury brand, innovation must be an integral part of everything we do. It must also focus on our customers, and we must ensure that the new ideas we adopt are solely aimed at enhancing what we do and how we do it for them. We determine our priorities based on the themes that distinguish our products and align with our values. There are some examples of innovation for customer wellbeing on page 54.

Sharing ideas with customers

We believe that innovation cannot happen in isolation. We encourage all our colleagues to collaborate, not only with each other but also with external partners. This approach strengthens and enriches the collective knowledge accessible to all. Our Research and Development department and Product Strategy team are entrusted with the responsibility of fostering open innovation.

We use our innovation portal to crowdsource ideas to tackle our strategic business challenges. The portal is supplemented by innovation immersion events with our Board and senior colleagues in every region where we operate.

Externally, we have tested new concepts directly with High Net Worth Individuals (HNWI) around the world, to gather valuable insights to better shape our innovation. In 2024 and beyond, we will continue with this approach and we also plan to introduce hackathons with trusted partners, to find innovative ways to enhance our products and services. We will also use 'design thinking' workshops to explore strategic opportunities, especially for sustainability.

Our main innovation channels are:

- Our Research and Development department
- The Group's Innovation network, including the individual brands of the group
- Open Innovation using Plug and Play and Group investment arms

Challenges USP's

- Design
- Sustainability
- Comfort, health and wellbeing
- User Experience

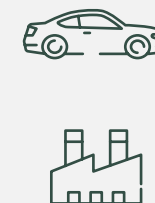
Channels



Innovation projects

- Sustainability Inno. Project #1
- Sustainability Inno. Project #2
- Sustainability Inno. Project #3
- Sustainability Inno. Project #4
- Sustainability Inno. Project #5
- Sustainability Inno. Project #6

Transfer to products and business



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Assisted and autonomous driving

In 2023, we introduced the remote parking function within the MyBentley app, a technological leap forward which will enhance the customer experience of our entire range in 2024. The user-friendly app allows customers to seamlessly park and unpark their vehicles (from the outside of the vehicle) using their smartphones.

Anticipating new regulations in the UK and EU, including the General Safety Regulation 2, we are proactively integrating features to meet forthcoming industry standards into our vehicles. These may include visual and auditory warnings to alert drivers if they go over the speed limit, emergency braking systems and advanced driver monitoring.

As we look to the future, we are exploring autonomous driving for our new BEVs. However, we remain committed to safety over convenience, so we will only use technologies that have been proven to keep our customers, their passengers and other road users safe.

Exploration through collaboration

2023 marked the third year of our collaboration with the [Hypromag](#) and [Innovate UK](#) on our Rare-earth Recycling for E-machines research project. This initiative is working to sustainably source rare-earth magnets by recycling battery materials for use in BEVs and PHEVs.

This circular economy approach to urban mining – extracting rare metals from electric / electronic waste – is a more sustainable and environmentally friendly exploration than mining ore.

The OCTOPUS research project

The OCTOPUS (Optimised Components, Test and simulatiOn, toolkits for Powertrains which integrate Ultra high-speed motor Solutions) research project concluded in 2023, marking the end of a three-year study. The study aimed to develop a highly efficient, compact, rare-earth magnet and copper-free motor to help address the challenges of raw material supply sustainability, supply chain, unit cost and end-of-life recyclability that electric vehicles face. The outcome of the project was a demonstrator powertrain for a BEV based on innovative and sustainable motor technology.

The project, funded by the Office for Low Emission Vehicles (OLEV), now known as the Office for Zero Emission Vehicles, demonstrates how collaboration between Innovate UK, Bentley Motors, UK small and medium-sized enterprises, and research institutions is improving the sustainability of the UK automotive industry. Bentley presented the OCTOPUS Project and technology to the wider Group, leading to several commercial projects for consortium partners with other Group brands.

For more information please [click here](#).

Although the project has concluded, we are committed to continuing our work in this area, and together with Audi and Porsche, we have continued to work with [Advanced Electric Machines](#) (AEM).

Driving towards electrification

A major milestone on our electrification journey was building and launching the Engineering Test Centre, christened 33 Pyms Lane, in Crewe. This state-of-the-art facility allows us to certify against global emissions standards, such as those set by the United Nations Economic Commission for Europe, for some of the most stringent test regimes in-house, delivering reliable and high-quality certification more efficiently.

The two-storey, 4,600-square metre facility began operations in December 2021 and testing in mid-2022. The new structure includes 773 square metres of office space, and 1,550 square metres for the installation of a climate-controlled chassis dynamometer. It houses over 100 colleagues in our Technical Conformity department, which is responsible for the compliance of all our products.

Highlights of the facility include the ability to conduct ‘real world’ simulations across temperatures ranging from -20°C to +50°C, and a highly-advanced rolling road that will allow our engineers to simulate different hill steepnesses, and measure exhaust emissions from ICE cars and electricity consumption for PHEVs and BEVs.

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Travelling even farther

The Engineering Technical Centre is another major investment and exciting stepping stone on our way to creating our Dream Factory. But we are not done yet. In 2023, we broke ground on two major, new, state-of-the-art facilities to help us make the transition to an electric future.

Costing £35 million to construct, our new Launch Quality Centre and Engineering Technical Centre form part of a £2.5 billion, 10-year investment programme in our future products and factory.

The new Launch Quality Centre has two 4,000-square metre floors. Our Metrology team will work on the ground floor, and the second floor will be home to a complete production proving ground, with a laboratory for future materials testing and a mini assembly line to test future BEV assembly.

The Engineering Technical Centre is even larger, with two floors covering a total of 13,000 square metres. It will house a prototype workshop for models of the future, materials development and a software integration centre.

Virtual 3D to real life

Since 2017 we have invested £4 million in Additive Manufacturing (also known as 3D printing), including £1 million on new metal and resin printing machines in 2023. The Additive Manufacturing team's new home in the Engineering Technical Centre will increase the team's capacity significantly by giving them three times as much floor space and the ability to operate 12 printers for six different technologies, including metal.

Metal 3D printing uses metal powder dispersed in an organic binder instead of the pure powder of a more traditional metal printing process. Our new machine will allow us to design, print and test metal parts ourselves for the first time, increasing sustainability, and decreasing delivery time and cost for a wide range of development applications and, in the future, vehicle parts too.

We can currently produce functional parts for prototype vehicles, as well as jigs, fixtures and manufacturing aids for our in-house manufacturing operations. In 2024 we will be starting to use our existing printers to personalise parts using recycled polymers. This will help us minimise waste, cut development time and avoid transporting parts from off-site locations. It also cuts CO₂ use, as we no longer need to create, use and dispose of tooling.

Finally, the new machines allow our Aftersales team to offer parts that we could previously no longer manufacture for older models. This will keep vehicles on the roads for longer, contributing to the circular economy.

2023 was our most productive year for material throughput. Our production of car parts was around the same as in 2022, but we processed a slightly higher volume of materials (about 2.279 million cubic centimetres which is equal to the size of 35 solid W12 engines). We were pleased to do this more efficiently as well, with fewer production runs than in 2022.

In 2023, we unlocked our ability to offer printing with recycled polymers for certain applications on some of our machines. This will be a big step for us in sustainability for 2024. Our intention will be to switch a large portion of parts we print that would ordinarily use virgin plastic to use recycled polymers instead. More information will be included in our 2024 report.

Virtual tools and simulation

We continue to lead on using virtual tools and simulation techniques to not only streamline product development but do it sustainably. By completing some vehicle builds and tests virtually instead of physically, we have substantially reduced the need for resource-intensive construction and operation of physical prototypes, cutting our environmental impact.

In 2023, we continue to deliver all vehicle programmes with reduced physical properties and maximised virtual tools. We remain committed to further developing and applying virtual tools, especially in the early phases of development, for future products.

We always design our vehicles around our most important stakeholders: our customers

➔ Learn more about how customer experience in the next section.

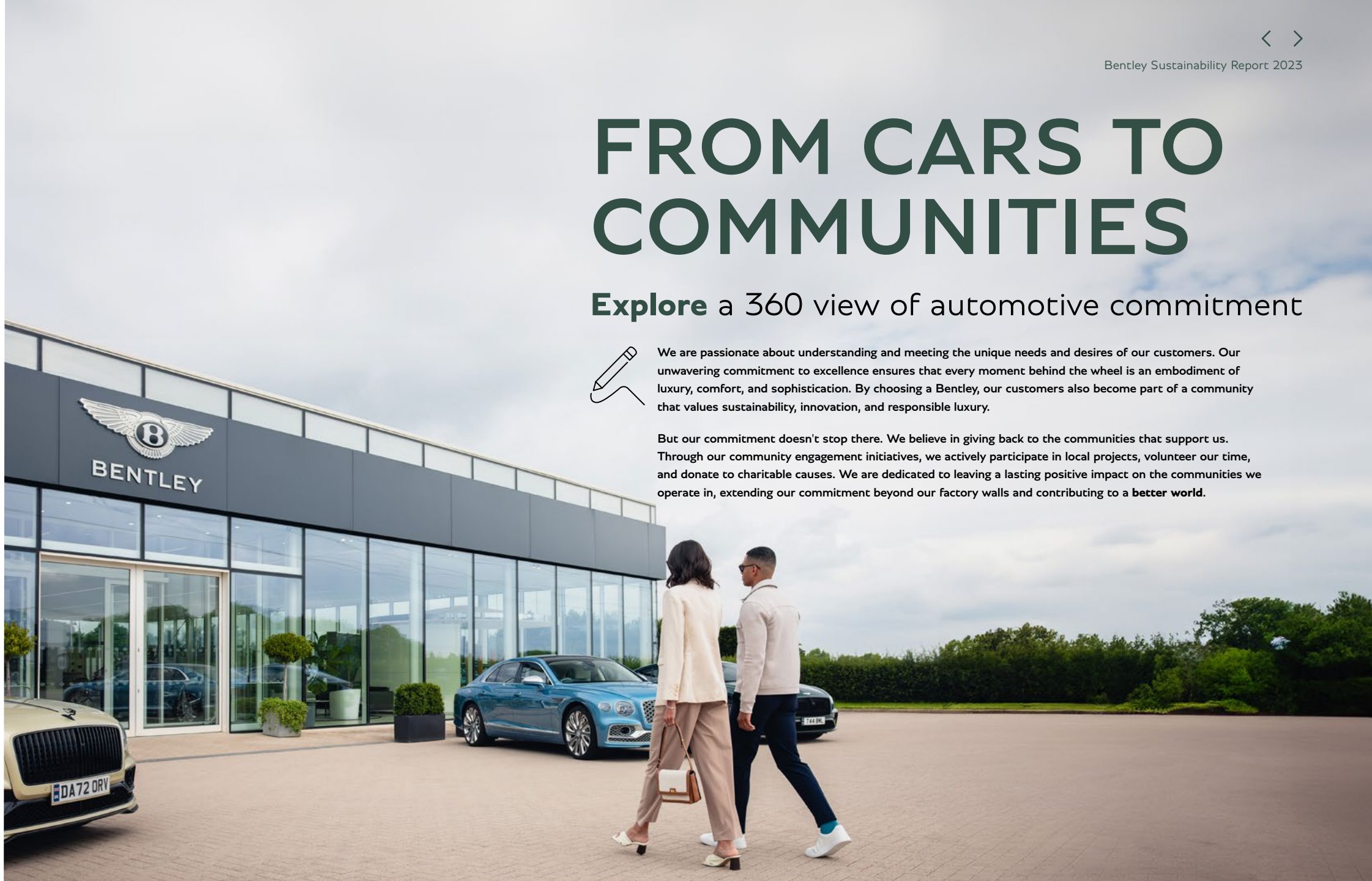
FROM CARS TO COMMUNITIES

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.

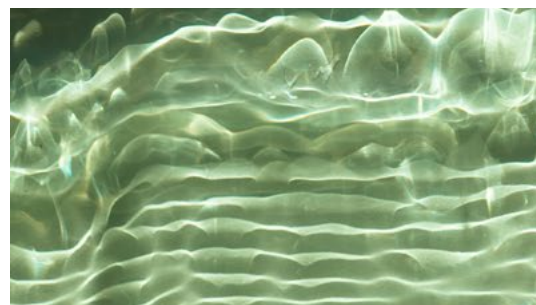
Engaging with our supply chain

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

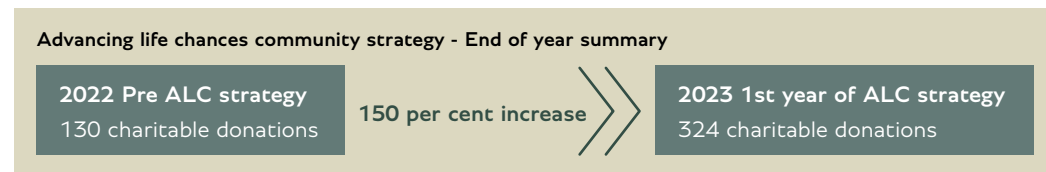
Internal: Colleagues

		
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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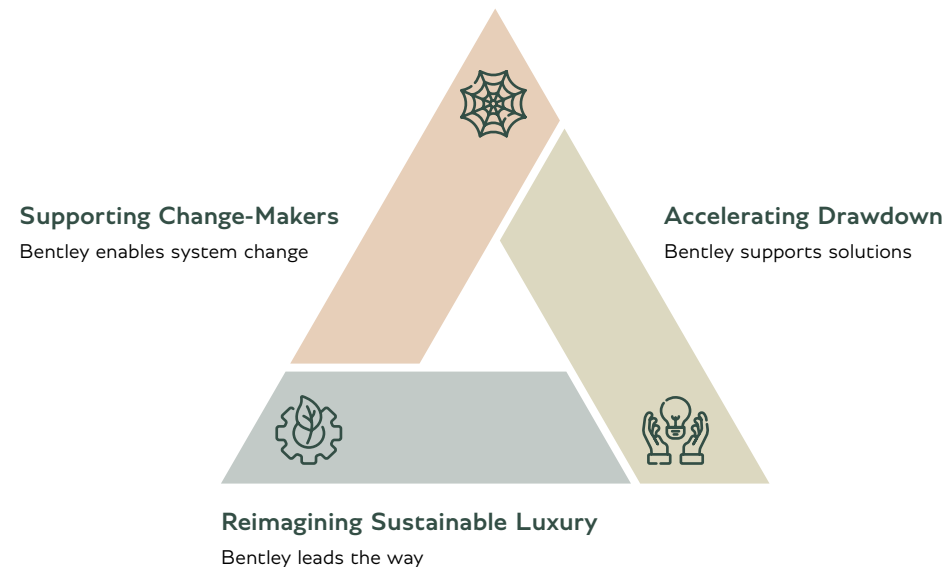
THE BENTLEY ENVIRONMENTAL FOUNDATION

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.

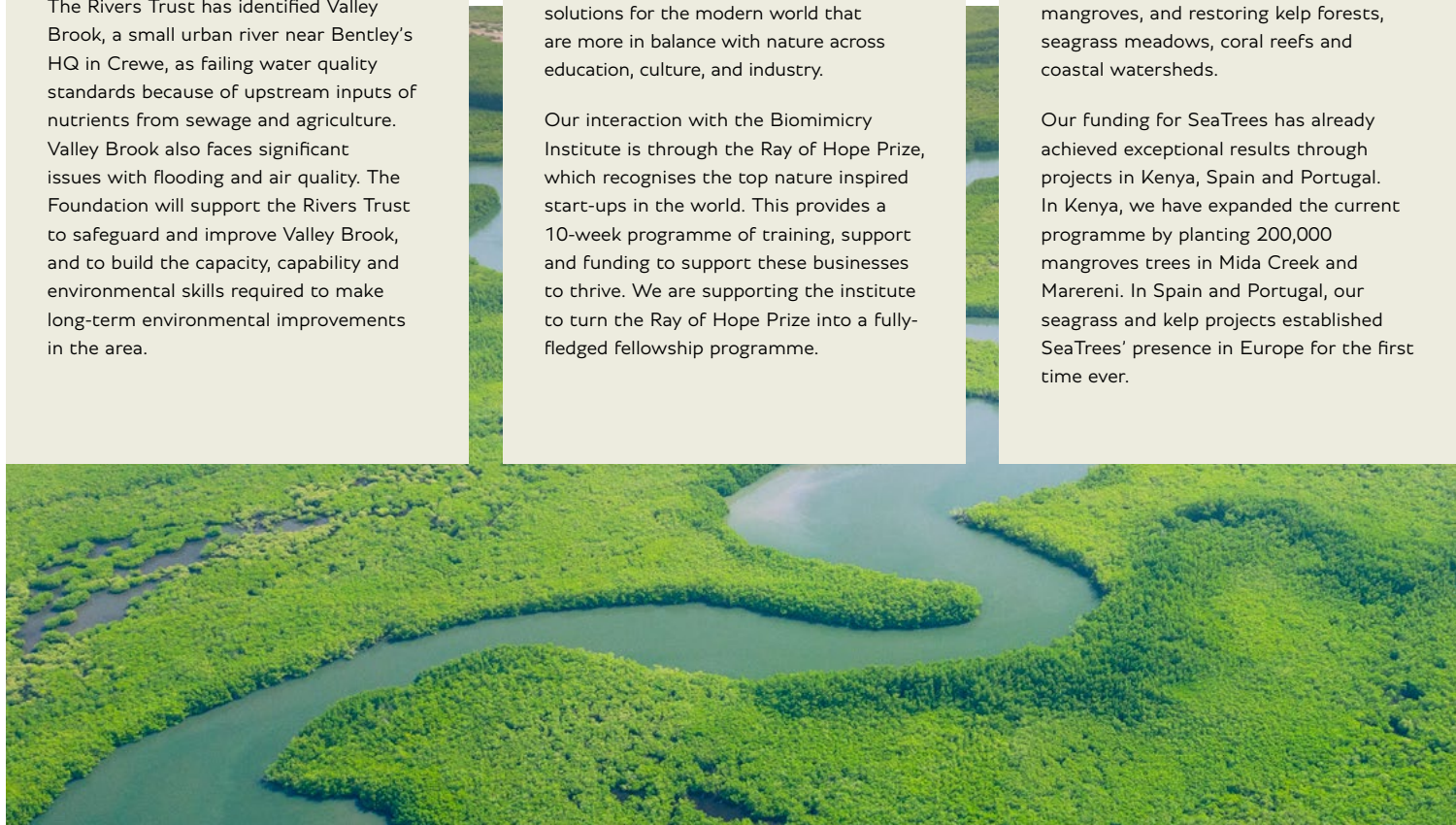
Looking ahead to 2024

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.



BENTLEY FIRST
RESPONSE TEAM

GOVERNANCE AND RISK MANAGEMENT

Explore how we put policy to practice



Our robust governance approach serves as the cornerstone of this transformative journey, ensuring effective implementation and accountability at every level of our organisation. This approach is not static, but rather, evolves continuously to remain in lockstep with our unwavering commitment to sustainability, our rich heritage, and our relentless pursuit of innovation.

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Sustainability is very important to us, and the strong governance we have set up reflects that. This governance helps make sure we consider sustainability throughout the business in everything we do. It makes sure we are transparent and accountable when it comes to sustainability topics and reporting. And, with the Board leading from the front by owning sustainability, it makes sure our commitment is clear not just to our colleagues, but to our customers and other stakeholders.

Integrating sustainability governance

Sustainability is central to our Beyond100 strategy, with Sustainable Luxury being one of its key quadrants. To make sure this is integrated throughout our organisation in our everyday work, we use our sustainability governance framework.

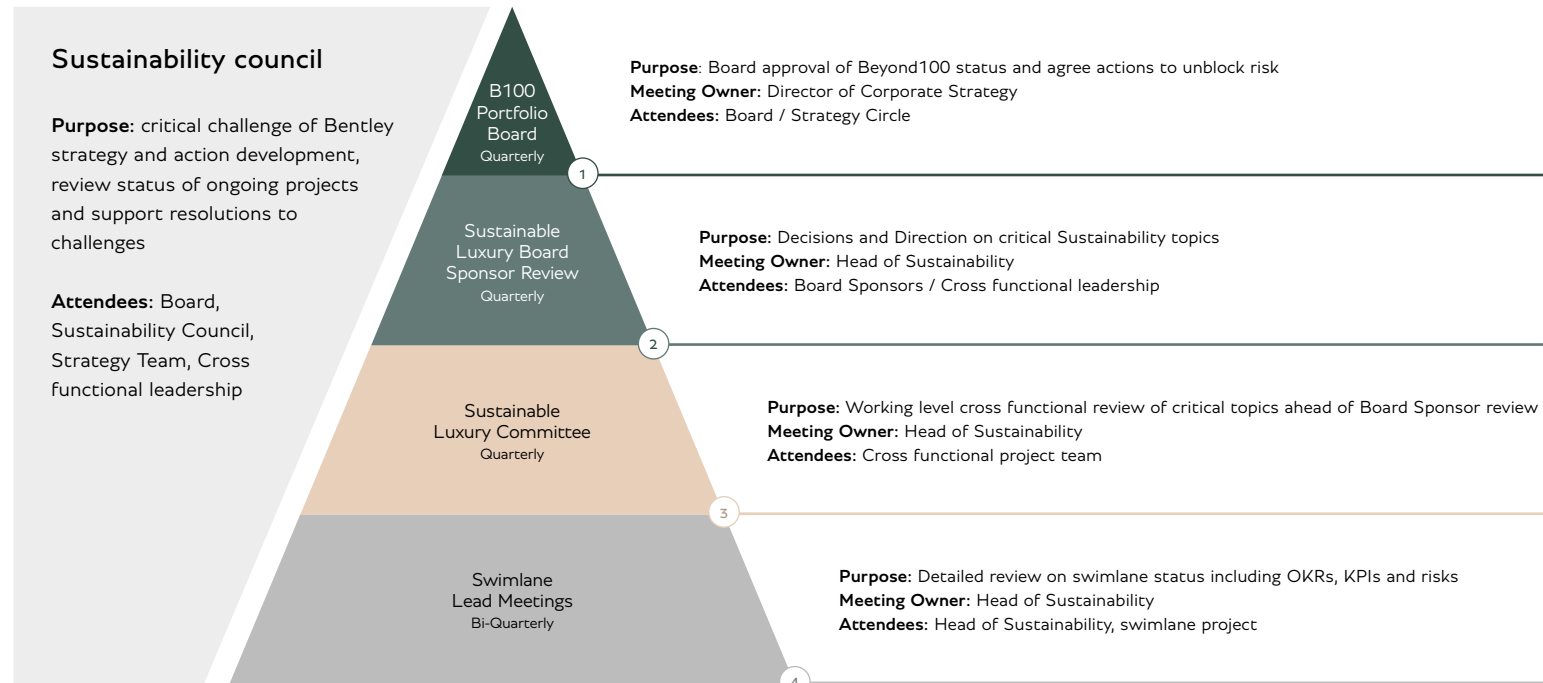
Governance structure

We want our governance to help our colleagues make informed decisions quickly, rather than being a tick-box exercise or a lengthy approval process.

Our governance structure enables us to:

- Clearly and transparently monitor progress across the quadrant and swimlanes. Please see pages 11 and 13.
- Ensure reporting and information sharing is consistent throughout the organisation, both up to the Board and down to projects
- Identify and mitigate risks quickly, before they become problems
- Manage dependencies, change requests and budget
- Make sure roles for accountability and responsibility are well defined

SUSTAINABLE LUXURY GOVERNANCE STRUCTURE



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Sustainable luxury governance key changes since 2022 report

We have a new rationale behind governance:

- Our new Board sponsorship represents the importance of product sustainability to achieve our ambitions
- We hold four sustainability-focussed Board sponsor reviews a year to discuss status, risks and resolutions to achieve ambitions
- Our strategic goal setting framework includes OKRs (Objectives and Key Results), clear KPIs and Risk Management

Sustainable luxury governance meetings

- Beyond100 Portfolio Review – full Board-level review of progress of Beyond100 corporate strategy, including breakthroughs; objectives and KPIs; and key strategic risks requiring support or escalation
- Sustainable Luxury Board Sponsor Review – detailed review of the Sustainable Luxury strategy ahead of the Portfolio review, including overall status of project activity; objectives and KPIs; risks requiring escalation to the Board; and priority topics requiring Board sponsor approval or direction
- Sustainable Luxury Committee – checkpoint meetings before Board reviews to review progress towards objectives; share information on priority sustainability topics and facilitate progress
- Swimlane Lead Meetings – meetings with the project leads to ensure we meet quarterly targets and can understand any topics which require cross-functional support or escalation



The Bentley Board, Sustainable Luxury Committee and Sustainability Council meet twice-yearly.

The nomination and selection processes for the highest governance body and its committees, including the criteria used to nominate and select members, takes into consideration stakeholders' views, diversity, independence and relevant competencies.

Bentley Sustainability Council

The Bentley Sustainability Council (the Council), which was launched in May 2023, reinforces and challenges the effectiveness of our Beyond100 strategy by advising the Board and the Sustainable Luxury Committee. The Council are change agents, responsible for guiding us on the next phase of our journey, evaluating our sustainability performance, and incorporating external perspectives and ideas to help us reach our 2030 goals. The Council critically evaluates our plans and engages the rest of the company in discussions about how to achieve these goals. It also shapes our thinking, strategy and decision-making when it comes to sustainability.

The members of the Council are:

- **Dr Sally Uren**, OBE, Chief Executive, Forum for the Future
- **Dr Andrew Dent**, EVP of Materials Research, Material ConneXion
- **Dr Nicholas Garrett**, Director and Co-Founder, RCS Global Group – An SLR Company

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Key responsibilities:

- Independently challenge our overall sustainability strategy to ensure it is relevant, suitable and future-proofed
- Encourage us to take a cutting-edge, thought leadership approach to sustainability
- Guide us on best practice, trends and medium to long-term issues

The Council's focus areas include decarbonisation, sourcing sustainable materials, establishing a carbon-neutral and transparent supply chain, and implementing a circular economy. They are also helping us to transition to a more just and regenerative approach.

The first Council meeting was held in April 2023, where the team discussed several key topics for Bentley, the automotive industry and the wider businesses community in depth. This included a future-focussed 2030 scenarios session, where the Council, Board and colleagues across multiple functions explored the implications of different future scenarios, the potential impact and actions that Bentley could take. As part of the 2023 Council Meetings, we have also explored circular economy, supply chain transparency and sustainable materials, resulting in many new projects and activities in these areas.

Strengthening governance through communication

Strong governance requires effective communication. Our internal communications team publishes weekly bulletins, collaborating with the Sustainable Luxury Committee to share relevant information. The Communications team also produces quarterly updates on the delivery of the Beyond100 strategy, including the Sustainable Luxury quadrant, to colleagues and stakeholders to keep them informed about results and upcoming priorities.

We hold monthly leadership briefings and workshops for top-level, mid-level and first-line management across all business functions. The briefings update colleagues on progress towards business targets, and the workshops give them the chance to discuss our strategic priorities and their related actions in depth.

Sustainability governance and training

To maintain effective governance and strong performance, we have implemented ongoing processes. These include using our in-house experts' knowledge to develop training to enhance sustainability expertise across the organisation and address knowledge gaps.



To promote sustainability awareness across our workforce, including the Board, we run annual Project1hour focus sessions, covering topics such as the importance of sustainability initiatives for Bentley and actions taken under the Beyond100 strategy. Learn more about Project1hour on page 40.

We also run annual Environmental and Energy Compliance Management System training for relevant colleagues, emphasising our dedication to compliance and environmental responsibility.

Connecting across the Group

Active participation on sustainability within the Group is essential, which is why Bentley is part of working groups and management teams, such as the Group Steering Committee, Sustainability Core Managers Committee, the Decarbonisation Project House and the DK1 Working Group.

Our participation in these forums allows us to learn from our peers, and work together to share knowledge on challenges, such as navigating new sustainability regulations in Europe.

To uphold ethical supply chain practices, we adhere to the German Supply Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetz – LkSG) as a subsidiary of Group. Learn more about LkSG on page 90. We collaborate with Audi and the Group on the Corporate Sustainability Reporting Directive (CSRD) for improved sustainability reporting.

Our commitment to sustainability, including our work with the Group, reflects the integrity of Bentley.

➔ Find out more in the next section.

RISK MANAGEMENT

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We take risk seriously and are committed to responsibly identifying, assessing, managing and communicating environmental, social and governance risks at all levels of our organisation. Sustainability risks are part of our overall risk management framework.

Our risk management framework

Our risk management framework makes sure we navigate risks appropriately, while upholding our commitments to sustainability and working towards our strategic goals. Our framework aligns with the ISO 14001 and IATF 16949:2016 standards.

We use two systems to identify, assess and control risks: the Risk Management System (RMS) and the Internal Control System (ICS):

- RMS is a quarterly process we use to identify, assess and manage operational risks to our business. Through RMS, our functions evaluate the impact and likelihood of operational risks, allowing us to prioritise them. RMS also includes clear escalation routes for larger or deteriorating risks.
- ICS is a yearly test of our control environment run by a third party. It checks that our business processes are effective and economically efficient.

Risk governance

Reflecting the importance of risk to Bentley, our Board is ultimately responsible for risk management. The Board defines our risk strategy, evaluates our risk tolerance and oversees our risk exposure (including for sustainability). This is managed in the context of the Group-wide risk management framework and procedures.

To do this, the Board is supported by four committees:

- The Joint Health and Safety Committee reviews health and safety risk management
- The Sustainable Luxury Board Sponsors Review determines strategic priorities and monitors projects and commitments linked to the Sustainable Luxury agenda
- The Product Committee reviews cross-functional risks relating to product development
- The Risk Steering Committee manages the RMS and ICS, monitoring operational risks and how we prioritise and mitigate risks

Every quarter, the Risk Steering Committee reviews risks that have been escalated to check that mitigating actions have been taken. It then further escalates significant risks and related mitigating actions to the Bentley Board and on to Audi or the Group as appropriate.

Internal control system

The Internal Control System (ICS) is a Group-wide initiative that actively monitors material process risks across all business functions. It is a standardised control framework integral to our annual monitoring process, ensuring we seamlessly integrate process risk management into our business operations.

ICS takes the form of a thorough annual assessment. We are pleased to report a significant improvement in our ICS score in 2023, which increased to 89 per cent (compared to 69 per cent in 2022). This assessment was conducted by an external audit firm, who rigorously tested 282 out of 508 identified controls.



THE RISK MANAGEMENT SYSTEM (RMS)

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Strategic risks	Internal control system (ICS)	Quarterly risk process
<ul style="list-style-type: none"> • Identification of internal and external risks that may impact Bentley's ability to achieve its objectives. • Recorded in Quarterly Risk Process (RQP) if criteria met. • Quarterly Strategy Forum assesses top RQP risks against corporate strategy landscape. 	<ul style="list-style-type: none"> • Yearly recording of control activities to manage process risks. • Testing of effectiveness of control activities. 	<ul style="list-style-type: none"> • Quarterly recording and reporting of the acute and operational risks and counter measures. • Local risk registers are managed and where appropriate based on risk threshold, the risks may be escalated for inclusion into the quarterly process. • Monitoring of the counter measures.

Sustainability risks

Our primary risks and corresponding mitigating actions are outlined in the table to the right. They are not listed in any order.

These risks are material to our current strategy. Risks are considered material where they are likely to significantly impact our operations. Each risk is monitored by the relevant function owner. There may be other risks that are currently unidentified or immaterial that could become primary risks in the future.

Sustainability Risks	Mitigating actions
<p>Transition challenges: Our customers may not transition to more environmentally sustainable products at the same speed as Bentley.</p>	<p>We continue to highlight the benefits in terms of performance, functionality, and environmental impact, whilst working with partners to ensure appropriate and sustainable public and private charging options will be in place.</p>
<p>Slow infrastructure development: The development of infrastructure to support electric vehicles is slow, which may affect customer demand.</p>	<p>We are liaising with industry bodies to promote investment in infrastructure from both the private and public sectors.</p>
<p>Lack of supplier alignment: Our suppliers' plans to transition from combustion engines to battery electric vehicles may be behind ours, which may lead to shortages or higher costs.</p>	<p>We will work with the Group supply chain to make sure they are developing the right parts for our future fleet.</p>
<p>Poor material availability: Recycled materials meeting our specifications may not be available in sufficient volumes through our supply chain, slowing production or restricting use.</p>	<p>We will evaluate sources of materials and processes to help us develop a circular economy. We will also secure key materials through the Group's supply chain.</p>
<p>Environmental impact: Extreme weather events and environmental changes could disrupt our production or affect our supply chain.</p>	<p>We will design our operating environment to cope with more volatile weather, including extreme heat and rain.</p>
<p>Regulatory changes: Changes or divergence in environmental legislation and standards at the regional or country level may result in complex requirements, affecting our ability to support demand in specific markets.</p>	<p>We will develop structures to monitor changes in regulatory environments within our key markets. By identifying changes early, we can respond promptly and challenge regulators where divergence occurs between regions.</p>

GOVERNANCE, COMPLIANCE AND INTEGRITY

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Encouraging a mindset of integrity

We firmly believe that to become leaders in sustainable luxury mobility, we must work from a solid foundation of governance and integrity. Integrity is one of our core values and plays a pivotal role in stakeholder trust, which, in turn, paves the way for long-term economic success. That is why it is embedded in our people processes and interactions with business partners and customers, aligning with our internal values of honesty and transparency.

The Bentley Compliance Management System

Our Compliance Management System (CMS) is built on the foundations of the Group CMS.

Our CMS covers seven areas:

- Compliance and Integrity Culture
- Compliance Objectives
- Compliance Risks
- Compliance Programmes and Processes
- Compliance Organisation
- Compliance and Integrity Training and Communication
- Compliance Monitoring and Improvement

The CMS helps make sure we establish and uphold codes of conduct, policies, processes, training, communication, monitoring, improvement and risk measures for various compliance topics, including:

- Compliance and Integrity
- Prevention of Money Laundering
- Anti-Corruption
- Business Partner Due Diligence
- Business Human Rights
- Whistleblower System
- Code of Conduct

Additionally, we comply with Group-wide policies including antitrust and insider dealing, we adhere to the German Supply Chain Due Diligence Act and we have integrated Business Human Rights into our compliance strategy.

Together4Integrity

Our annual Internal Compliance Risk Assessment and the group-wide integrity and compliance programme come together as Together4Integrity (T4I), which we recently integrated into the CMS.

In 2023, we made substantial progress to embed integrity into our business operations. During 2023, integrity and compliance was included in our routine compliance review cycle, establishing more effective oversight of our integrity and compliance processes. This helped us update several of our compliance training modules, as well as integrate T4I into the CMS.

Protecting our business

We try to proactively prevent regulatory violations by increasing colleague awareness of the risks. The CMS both identifies risks (e.g. corruption and human rights violations) and implements controls to prevent them (e.g. comprehensive training and due diligence on business partners). Our policies then provide a supportive framework to manage the risks effectively.

Our online training modules help colleagues to understand our compliance processes and policies, and how they can flag concerns. Process and control owners undergo more tailored training on the specific risks they are likely to encounter.

Our Anti-Corruption Policy applies to all colleagues, who must disclose potential conflicts of interest. If we identify a potential or actual conflict, we proactively collaborate with them to comprehensively mitigate any associated risks.

Governance and decision-making

When making decisions, we are guided by our values and ethical principles, our integrity and compliance principles and what is best for our stakeholders. This commitment goes beyond legal compliance to consider customer safety, innovation, supplier compliance and social cohesion.

Our governance processes are managed through key committees, including the monthly Compliance Committee. To prevent harm, the committee reviews behaviour against the Code of Conduct and Bentley policy, incorporating relevant audit findings.

The CMS keeps the Board updated on integrity and compliance metrics, including colleague sanctions, compliance training completion and Whistleblower System reports.

We collaborate within the Group via regular Compliance Officer meetings and the Governance, Risk and Compliance (GRC) conference to strengthen our governance approach. This makes sure we address issues collaboratively and get support from other parts of the Group if needed.

Our codes of conduct

The Bentley Code of Conduct outlines the ethical principles and behaviours we expect from our colleagues. It is supplemented by internal guidelines and provisions in employment contracts. The Code of Conduct guidance for daily business activities is binding, and compliance with national and international statutory provisions is also mandatory.

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At the end of 2023, we updated the Code of Conduct, adding a section on ethical leadership and enhancing the areas of human rights, business partnerships, data protection, dealing with Public Officials and our 'Speak-up Culture'. This was launched in January 2024.

Our Speak-up Culture is about encouraging all colleagues to speak up and raise concerns promptly.

Our business partners must adopt our Code of Conduct for Business Partners, which requires them to operate with integrity and to prevent human rights violations. We monitor our partners to capture risks in real time, and identify, manage and prevent corrupt practices (where possible).

We provide regular mandatory training for both colleagues and key business partners on the Codes of Conduct.

Whistleblowing

We take statutory regulations and internal rules seriously. The best way to avoid damaging our company, colleagues or business partners is to respect, maintain and abide by these rules and standards. We believe in identifying misconduct quickly, processing it efficiently and rectifying it immediately.

To do this, colleagues must feel comfortable speaking up about potential serious regulatory violations if they have reasonable suspicions. Colleagues, business partners, customers or third parties can report these at any time and in any language through different channels, enabling our Speak-up Culture.

Reports go to our Whistleblower System, which is managed by Audi. Anyone can also use a separate, independent ombudsman reporting channel to raise concerns.

We will only initiate an investigation of whistleblowing after carefully examining the facts and if we have a reasonable suspicion of a regulatory violation. We review all information fairly, promptly, sensitively and strictly confidentially, and therefore, the Whistleblower System is pivotal to our Speak-up Culture. If we substantiate a serious regulatory violation, we always conduct a structured root cause analysis.

Grievance mechanisms

We also use the Whistleblower System to address the continued risk of modern slavery, environmental and other business human rights violations. This covers anyone working for or on behalf of Bentley in any capacity, including all contractors, agency workers, third-party representatives and any other person associated with the company, wherever they are located.

All employees, suppliers, retailers and authorised repairers have access to an ombudsman service and can make reports anonymously should they wish. They can also raise grievances via a dedicated email address.

Data protection

Upholding GDPR principles is part of our commitment to data privacy. We recognise that we must handle personal data lawfully and ethically, and have a responsibility to safeguard colleagues', customers' and stakeholders' data, while respecting their legal rights.

Our data protection policies define principles, values and standards that make sure we comply with GDPR and other privacy legislation. We use a supporting Data Protection Framework to manage our data (see page 88).

DATA PROTECTION FRAMEWORK (DPF)

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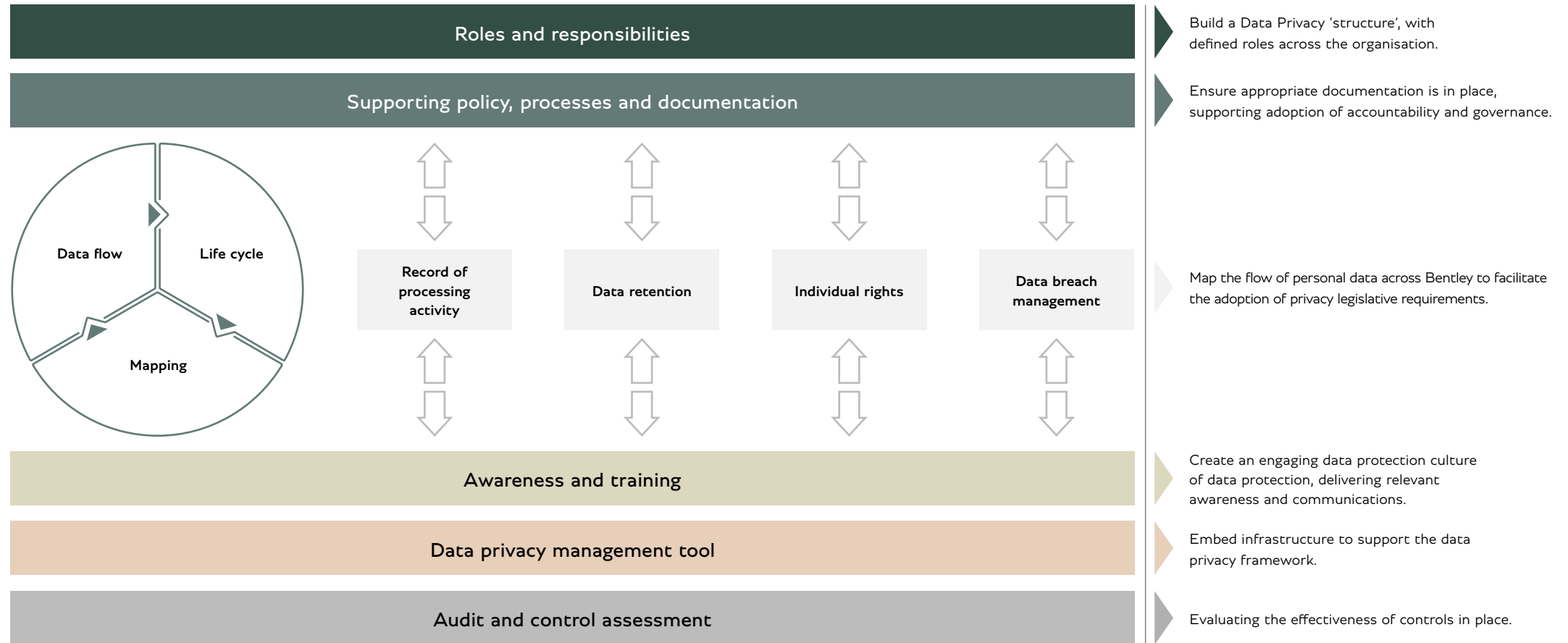
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To make sure we always manage personal data responsibly, specific roles throughout our organisation support data protection using the DPF. It is also integrated into our Beyond100 strategy. On top of this, our policies outline the responsibilities Bentley as an organisation and our employees have concerning personal data. In line with these policies, we have implemented procedures to uphold individual rights and manage data breaches effectively.

In 2023, we invested in a privacy management platform to improve our data protection processes and enhance data governance.

To embed the concept of data protection as an enabler of our Beyond100 strategy, we have introduced a Data Protection Target Operating Model (see page 89), which sets out the fundamental building blocks of a positive data protection culture, and how it links to our organisational strategy.

DATA PROTECTION TARGET OPERATING MODEL

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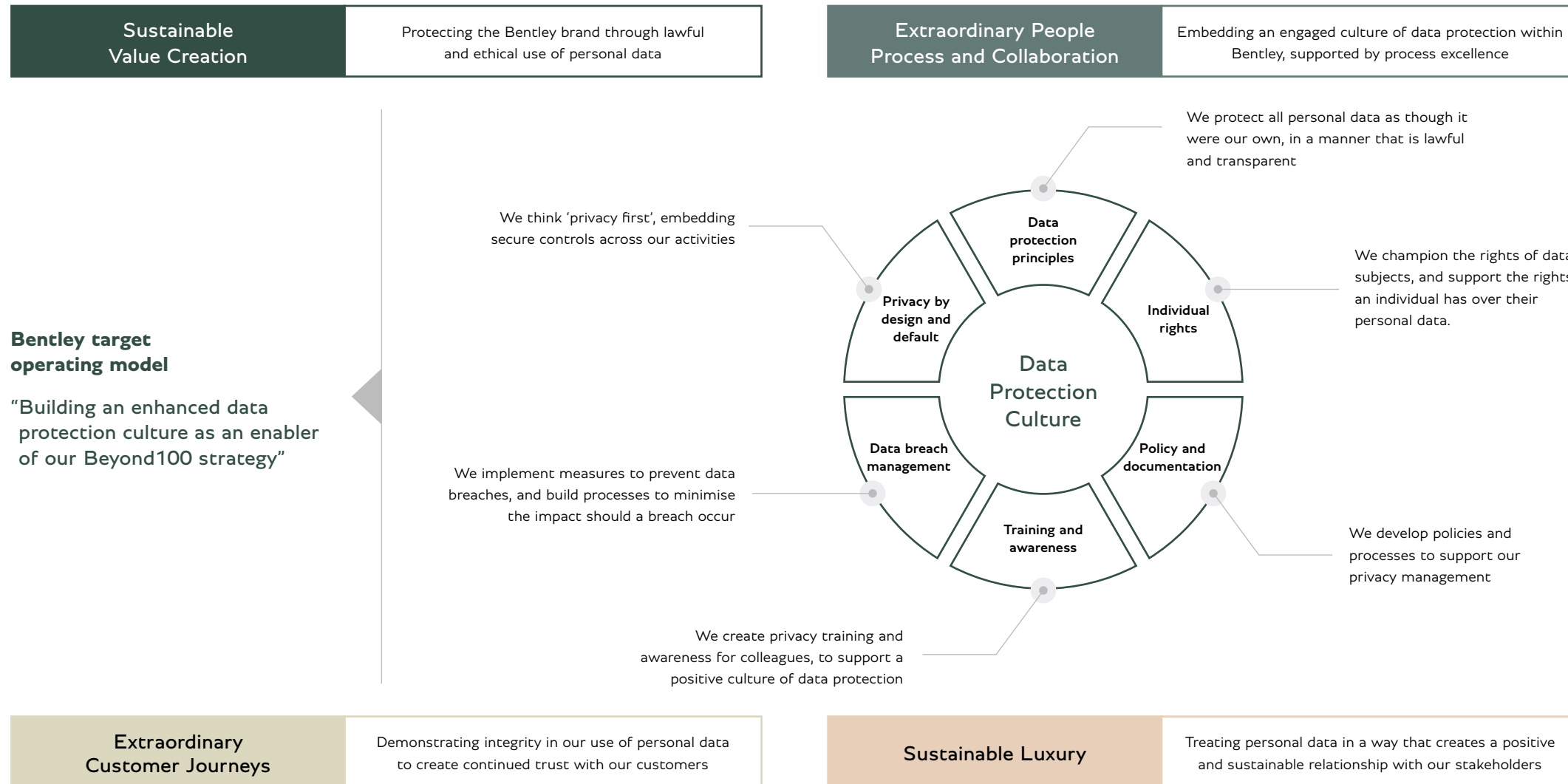
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Data privacy training

We have fostered a positive data protection culture among our employees by developing tailored training programmes to help them understand data protection comprehensively. This culture, centred on handling personal information with integrity, is instrumental in promoting the sustainable use of data to achieve our Beyond100 objectives, while maintaining the trust of both colleagues and customers.

Colleagues undergo comprehensive GDPR and Cyber Security training to equip them for our digital business environment. Tailored GDPR training helps colleagues understand the core principles of data protection and is mandatory for all colleagues. All new colleagues must complete this training in their first 90 days at Bentley and then an update of this training annually.

Colleagues in office-based roles complete an online e-learning module, while colleagues in Manufacturing have face-to-face briefings.

Our human rights commitments and governance

Our commitment to upholding human rights is reflected in all our production activities and supply chain. It is set out in our Code of Conduct, which is 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 Labour Organisation](#). The UN Global Compact's Ten Principles serve as guiding pillars to make sure we respect human rights and protect the environment within our supply chain.

For human rights in the supply chain specifically, our Code of Conduct for Business Partners defines our sustainability expectations for suppliers, retailers and authorised repairers, and addresses topics like modern slavery, human trafficking, child labour and discrimination.

Modern slavery

In 2015, in response to the Modern Slavery Act in the UK, we implemented a Bentley-specific operating policy and established a Modern Slavery Committee. The Committee evolved in 2023 to incorporate LkSG and is now called the Business Human Rights Steering Committee, which meets quarterly. The committee meets quarterly to address and discuss issues related to human rights.

The committee ensures that we fulfil our legislative reporting requirements for modern slavery every year. It also oversees the development of guidance and training to support stakeholder awareness, providing assurance, and escalates significant risks as they arise. The committee also represents Bentley at the Group level.

You can read our [Modern Slavery Statement](#) on our website.

German supply chain due diligence act

The German Supply Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetz – LkSG) came into force on 1st January 2023 as part of the German federal government's commitment to safeguard and enhance human rights and environmental standards within the supply chains of companies operating in Germany.

As Bentley Motors is a subsidiary of Group and has a control agreement in place with Audi AG, Bentley supports Group and Audi to comply with their obligations by expanding the Human Rights Steering Committee's scope and membership, focussing particularly on human rights.

LkSG is not a UK regulation, it's important to highlight that the standards we uphold go beyond the minimum requirements.

Supplier risk assessments – S-Rating and Drive Sustainability

We proactively conduct supplier risk assessments using the S-Rating, a ranking system used to verify a supplier's sustainability performance and that its working environment is safe and healthy. The S-Rating is based on suppliers' responses to a self-assessment questionnaire (SAQ).

We assess all production suppliers using the S-Rating. There is more information about the S-Rating process on page 66 - 67.

As part of the Group, we are members of Drive Sustainability, an industry initiative to improve the social, ethical and environmental performance of automotive supply chains.

We ask all of our production suppliers to complete the [Drive Sustainability SAQ](#), which is then used to determine 80 per cent of the aforementioned S-Rating score. The SAQ evaluates their social and environmental practices and includes a large number of questions on topics such as human rights policy, governance, grievance mechanisms, due diligence systems to manage human rights and

working conditions issues, human rights training and responsible sourcing.

Supplier risk assessments – raw materials

To assess the risk beyond our first-tier suppliers, we use 'hotspotting' techniques, identifying potential issues such as the cobalt in the batteries in our supply chain. There is more about hotspotting on page 66.

The Group follows the [OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas guidelines](#) and has implemented a robust raw material due diligence system since 2020. Covering 16 high-risk materials, the system ensures we source raw materials ethically and sustainably, emphasising our commitment to responsible business practices and making the automotive industry more sustainable.

Supplier monitoring

As well as risk assessing human rights in our supply chain, we also audit first-tier suppliers if their SAQ responses are not satisfactory. We arrange for an independent sustainability assessor to visit the supplier and perform an on-site check.

The expert team responsible for the supplier's region, reviews the audit report and, if necessary, puts in place a corrective action plan to address shortcomings.

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If we have concerns about second or third-tier suppliers, we investigate the case with the first-tier supplier with the closest relationship to Bentley.

Supplier monitoring – Leather Working Group (LWG)

We audit our leather supply chains as part of our membership of the [Leather Working Group](#), who aim to improve sustainability with responsible leather manufacturing, audited against stringent benchmarks. LWG is the standard owner of a global leather manufacturer audit standard. The LWG Leather Manufacturer Audit (P7) has a section on social audits and certifications.

We only work with leather manufacturers who have been independently monitored against the LWG’s benchmarks and standards and have been certified as gold rated.

↻ For more information on the LWG see page 24

Human rights violations

In 2023, we investigated allegations of human rights violations, and following investigation, these were unsubstantiated. However we remain vigilant in monitoring operations and suppliers.



ENVIRONMENTAL COMPLIANCE

Policies to protect the environment

Our [Environmental Policy](#) provides the framework that governs everything we do, ensuring that we not only comply with our environmental obligations and make the right commitments, but also take the actions needed to achieve them.

Part of that is making sure our colleagues have the right tools and skills for environmental compliance. We provide basic environmental training which makes them aware of the policy and targets, as well as more advanced training on the operational impacts.

Our Environmental Mission Statement defines our direction of travel, targets and objectives. Published both internally and externally, it focuses on climate change, resources and environmental compliance.

Our production site and aftersales warehouse in Crewe are environmentally compliant to the ISO 14001 and 50001 standards (see page 7). We also hold several emissions permits, which are legal compliance requirements.



ABOUT THIS REPORT

Explore what sets us apart



Through our unwavering dedication to sustainability we aspire to become an industry leader, inspiring others to follow suit. Through our actions we aspire to show the world that the automotive industry can indeed drive positive change and create a better, more sustainable future for generations to come.



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ABOUT THIS REPORT

Bentley is continuing its journey to become the leader in sustainable luxury mobility.

We want to demonstrate our commitment to this goal by providing information on our sustainability efforts and the impact they are making. We believe that the snapshots we have included throughout this report come together to tell our exciting sustainability story.

This report covers a period of 12 months commencing on 1st January 2023 and ending on 31st December 2023, which is aligned with our financial reporting period. We also discuss our future goals, as they are embedded in our strategy. Unless otherwise stated, all information refers to Bentley Motors Limited operations within the UK.

The financial figures presented in this report are for the Bentley Brand as disclosed in the [Audi Report 2023](#) under the Brand Group Progressive.

This report was prepared with reference to the Global Reporting Initiative (GRI) standards, chosen by the Bentley Board of Directors. You can consult the GRI content index at the end of the report to find out where GRI disclosures are located in the main body. For any disclosures not located in the main text, please see the GRI content index on page 115.

For any questions or further information on this report, please contact communications@bentley.co.uk.



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APPENDIX 1: UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS AND BENTLEY

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The United Nations Sustainable Development Goals (UNSDGs) are a set of 17 standards that require immediate action from both developed and developing nations in a global partnership. These goals serve as a universally recognised framework that defines sustainability and outlines the characteristics of a sustainable society.

Bentley continues to act at the forefront of cutting-edge technologies, innovative materials, sustainable fuels, and skilled professionals and in so doing continue to address several of the Sustainable Development Goals (SDGs).


MATERIAL TOPICS	RELEVANT UN SDGS
Risk management and compliance	   
Governance and Integrity	
Transparent and responsible supply chain	
Climate change (decarbonisation)	  
Sustainable manufacturing and resources	
Sustainable product and materials	
Circular economy	
Resource scarcity	



MATERIAL TOPICS	RELEVANT UN SDGS
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<p>04 Leading the way</p> <p>05 Quality in motion</p> <p>06 From cars to communities</p>	<p>Air quality and pollution</p> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; width: 45%;"> <p>3 Good Health</p>  </div> <div style="border: 1px solid black; padding: 5px; width: 45%;"> <p>11 Sustainable Cities and Communities</p>  </div> </div>
<p>07 Governance and risk management</p> <p>08 About this Report</p>	<p>Attractiveness as an employer</p> <div style="display: flex; justify-content: space-between;"> <div style="border: 1px solid black; padding: 5px; width: 15%;"> <p>4 Quality Education</p>  </div> <div style="border: 1px solid black; padding: 5px; width: 15%;"> <p>5 Gender Equality</p>  </div> <div style="border: 1px solid black; padding: 5px; width: 15%;"> <p>8 Good Jobs and Economic Growth</p>  </div> <div style="border: 1px solid black; padding: 5px; width: 15%;"> <p>10 Reduced Inequalities</p>  </div> <div style="border: 1px solid black; padding: 5px; width: 15%;"> <p>17 Partnerships for the Goals</p>  </div> </div>
<p>09 Appendices</p> <p>Future skills and employee development</p> <p>Occupational health, safety and wellbeing</p> <p>Collaboration with communities and philanthropy</p>	<div style="display: flex; justify-content: space-between;"> <div style="border: 1px solid black; padding: 5px; width: 15%;"> <p>3 Good Health</p>  </div> <div style="border: 1px solid black; padding: 5px; width: 15%;"> <p>4 Quality Education</p>  </div> <div style="border: 1px solid black; padding: 5px; width: 15%;"> <p>8 Good Jobs and Economic Growth</p>  </div> <div style="border: 1px solid black; padding: 5px; width: 15%;"> <p>10 Reduced Inequalities</p>  </div> <div style="border: 1px solid black; padding: 5px; width: 15%;"> <p>17 Partnerships for the Goals</p>  </div> </div>

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<p>Diversity, equality and inclusion</p>	  
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<p>Vehicle safety</p>	
<p>Product quality</p>	
<p>Customer satisfaction</p>	

<p>Innovation (new mobility options)</p>	 
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<p>Stakeholder dialogue</p>	
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APPENDIX 2: STAKEHOLDERS

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A materiality assessment was undertaken in 2022, when these top priorities were identified. The next assessment will take place in 2024.

STAKEHOLDER GROUP	WHY DO THEY MATTER?	TOP PRIORITIES	CHANNEL OF COMMUNICATION
Customers	Customers are fundamental to our business and central to our ability to be a sustainable organisation. Ensuring our customers develop a strong connection to the Bentley brand is key to them understanding and enjoying the full Bentley experience.	<ul style="list-style-type: none"> • Product quality • Customer satisfaction • Attractiveness as an employer • Future skills and colleague development • Vehicle safety 	<ul style="list-style-type: none"> • Bentley Network • Email, Text and WhatsApp • Surveys and feedback • Events, workshops and launches • Personal meetings • Customer Clinic
Retailers	Working directly in partnership with our retailers helps us to understand our customers' needs and support our retailers in creating a unique customer experience. They are also the face of our brand in our markets globally.	<ul style="list-style-type: none"> • Customer satisfaction • Product quality • Climate change (decarbonisation) 	<ul style="list-style-type: none"> • Retailer conference • Global Monthly Sustainability Forum • Meetings
Suppliers	We remain committed to sourcing high-quality, sustainable materials. Building and maintaining strong, trusted relationships with our suppliers is key to us delivering on this commitment.	<ul style="list-style-type: none"> • Vehicle safety • Occupational health, safety and wellbeing • Product quality 	<ul style="list-style-type: none"> • Contractual documents • Meetings • Website
Colleagues	Our colleagues are the people who make Bentley work on a day-to-day basis. Without them there would be no business. Creating a welcoming environment where everyone feels supported, motivated and able to be themselves is of paramount importance.	<ul style="list-style-type: none"> • Climate change (decarbonisation) • Transparent and responsible supply chain • Occupational health, safety and wellbeing 	<ul style="list-style-type: none"> • Weekly bulletins • DEI Networks / Colleague led support Groups • Surveys • Recognition Awards • Training • Colleague Lunches with Board members

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STAKEHOLDER GROUP	WHY DO THEY MATTER?	TOP PRIORITIES	CHANNEL OF COMMUNICATION
Group (Volkswagen and Audi) Investor Relations	Being part of the Group offers a unique opportunity to engage, collaborate and share knowledge. This works to the mutual advantage of both parties, enabling us to learn from each other's experience and share information with investors.	<ul style="list-style-type: none"> • Climate change (decarbonisation) • Sustainable product and materials • Sustainable manufacturing and resources • Circular Economy • Future skills and colleague development • Innovation • Transparent and responsible supply chain 	<ul style="list-style-type: none"> • Working groups • Regular meetings • Website • Exchange forums • Investor Analysts
Government and Regulators	Our relationships with government and local authorities are essential to Bentley securing and sustaining a voice in the market. It allows clear communication and enables us to support local action on critical business agendas. It is important to note that we do not have any interactions or affiliations with political parties. Regulators are critical to helping us remain compliant with laws and regulations to maintain our license to operate.	<ul style="list-style-type: none"> • Climate change (decarbonisation) • Collaboration of communities and philanthropy • Diversity and inclusion • Environmental Compliance • Innovation • Product quality • Resource Scarcity • Stakeholder dialogue • Vehicle safety • Legislation 	<ul style="list-style-type: none"> • Meetings • Website • Dialogues concerning regulations • Site Visits • Ministerial Round Tables • Automotive Council
Communities	Our impact extends beyond the workplace to the broader community in which we operate. Working closely with local communities, we can ensure that our impact continues to be positive helping them to thrive by supporting them in advancing life chances.	<ul style="list-style-type: none"> • Air quality and pollution • Collaboration of communities and philanthropy • Diversity and inclusion • Governance and integrity • Occupational health, safety and wellbeing • Stakeholder dialogue 	<ul style="list-style-type: none"> • Volunteering • Partnerships with local communities and universities • Website • Social Media • Meetings and interviews • Mentoring

STAKEHOLDER GROUP	WHY DO THEY MATTER?	TOP PRIORITIES	CHANNEL OF COMMUNICATION
<p>Media</p>	<p>We communicate with external stakeholders in a way that is honest and transparent. The relationships we have developed with the media enables us to communicate effectively with a wider variety of stakeholders.</p>	<ul style="list-style-type: none"> • Transparency • Collaboration 	<ul style="list-style-type: none"> • Website • Social Media • Meetings and interviews • 1:1 conversations / emails • Interviews • Press conferences • Factory visits • Global media drives • Social media channels / influencers
<p>NGOs</p>	<p>Clear and open communication with NGOs is crucial to enable Bentley to have a greater and more sustainable impact.</p>	<ul style="list-style-type: none"> • Local and national initiatives • Collaboration 	<ul style="list-style-type: none"> • Meetings and interviews • Memberships
<p>Sustainability Council</p>	<p>Supporting Bentley to challenge our Sustainability Strategy and act as critical friends in guiding change and influencing action.</p>	<ul style="list-style-type: none"> • Not part of 2022 Materiality Assessment 	<ul style="list-style-type: none"> • Twice Yearly Board led Council Meetings • Monthly Touch point Meetings • Adhoc deep dive sessions • Workshops

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APPENDIX 3: FACTS AND FIGURES

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SCOPE 1 AND SCOPE 2 EMISSIONS

Direct (Scope 1) and Indirect (Scope 2) emissions CO₂ equivalent (tonnes)

	2023	2022	2018 (BASELINE YEAR)
Total Direct Scope 1 Emissions¹	2,498	2,215	17,482
Total Indirect Scope 2 Emissions²(Location based)	7,404	7,614	10,179
Total Indirect Scope 2 Emissions²(Market based)	4	59	0
Total Scope 1 and Scope 2 Emissions (Location based)	9,902	9,829	27,661
Total Scope 1 and Scope 2 Emissions (Market based)	2,502	2,274	17,482
GHG emissions intensity³ (Location based)	0.770	0.600	3.009
GHG emissions intensity³ (Market based)	0.190	0.139	1.902
Number of cars manufactured (Denominator)	12,941	16,385	9,193
Biogenic CO₂ emissions⁴	13,351	14,837	0

SCOPE 3 EMISSIONS

Other Indirect (Scope 3) GHG emissions in CO₂ equivalent (tonnes)

CATEGORY	2023	2022	2020 (BASELINE YEAR) ¹
Business Travel	6,534	2,032	1,753

Methodology: The methodology to calculate Scope 1, 2 and 3 GHG emissions was developed to be in accordance with the requirements of The UK Government Environmental Reporting Guidelines (Including streamlined energy and carbon reporting guidance) for unquoted large companies and was used to measure the GHG emissions and baseline of Bentley Motors Limited's UK Operations.

¹**Scope 1** represents direct GHG emissions that occur from sources that are owned by Bentley Motors Limited in the UK.

²**Scope 2** accounts for GHG emissions from the generation of purchased electricity consumed by Bentley Motors Limited in the UK.

³Our emission intensity calculations include both **Scope 1** and **Scope 2** emissions per vehicle, but do not include any biogenic emissions.

⁴We report our biogenic emissions (CO₂ emissions from the burning of biogas), which we purchase to power our operations, separately from our Direct **Scope 1** emissions. This is in accordance with guidance from the Greenhouse Gas Protocol.

¹For Business travel our baseline year is 2020 as this was the first instance in which we measured emissions for this **Scope 3** category.

ENERGY REDUCTIONS

Amount of reductions in energy consumption¹ achieved as a direct result of conservation and efficiency initiatives (kWh/veh)

YEAR	REDUCTIONS IN ENERGY CONSUMPTION
2023	8,757
2022	8,039
2010 (Baseline year)	23,289
Reduction in %	62.4%

¹The Types of energy included in these reductions are fuel (natural gas) and electricity. The reductions were calculated based on the Group UEP (see Glossary), taking number of kWh per vehicle produced.

ENERGY CONSUMPTION

Total fuel consumption within the organisation including fuel types used (MWh)

TYPE OF FUELS		TOTAL WEIGHT / VOLUME - 2023	TOTAL WEIGHT / VOLUME - 2022
Non-renewable fuels	Diesel Oil	35	29.78
	Petrol	4,199	2,860.12
	Diesel	831	1,066.88
	LPG	1	-
	Natural Gas	132	-
Renewable fuels	Biogas	73,206	88,257.33
Total electricity consumption (MWh)		41,181	44,751.27
Total energy consumption within the organisation¹ (MWh)		119,884	136,965.37

¹Conversion factors used as from VW 980000 and UK government guidance on [Greenhouse gas reporting: conversion factors for 2023](#).

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ENERGY INTENSITY

ENERGY INTENSITY RATIO FOR THE ORGANISATION ¹ (MWH/VEHICLE) - 2023	9.26
ENERGY INTENSITY RATIO FOR THE ORGANISATION (MWH/VEHICLE) - 2022	8.36
TYPES OF ENERGY INCLUDED IN THE INTENSITY RATIO²	
Fuel	All fuel for UK sites
Electricity	All fuel for UK sites
Heating	Covered in fuel and electricity
Cooling	Covered in fuel and electricity
Steam	Covered in fuel and electricity

¹The organisation-specific metric (denominator) used is the number of cars produced in 2023: 12,941.

²The energy intensity ratio uses energy consumption for all UK sites.

WATER MANAGEMENT

TOTAL WATER CONSUMPTION ¹ FROM ALL AREAS ² (ML) - 2023	7.83
TOTAL WATER CONSUMPTION FROM ALL AREAS (ML) - 2022	7.42
TOTAL WATER WITHDRAWN FROM ALL AREAS¹ (ML)	
By third-party water² - 2023	85.35
By third-party water - 2022	101.14

¹Water consumption = Total water withdrawal - Total water discharge.

²None of the areas of Bentley's production operations included in this calculation are located in areas with water stress.

¹None of the areas of Bentley's production operations included in this calculation are located in areas with water stress.

²All water withdrawn was Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids).

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TOTAL WATER DISCHARGE TO ALL AREAS¹ (ML)

By third-party water - 2023	77.52
By third-party water - 2022	93.72

¹None of the areas of Bentley's production operations included in this calculation are located in areas with water stress.

WASTE MANAGEMENT

WASTE GENERATED (TONNES)

WASTE COMPOSITION BREAKDOWN (TONNES)	2023	2022
General	2229.54	2,886.41
Construction	2786.78	2,235.29
Hazardous	1637.41	1,001.33
Metals	1023.33	1,429.14
Total waste generated (tonnes)	7677.06	7,552.17

WASTE DIVERTED FROM DISPOSAL (TONNES)

WASTE COMPOSITION BREAKDOWN (TONNES)	2023	2022
General	906.61	1,395.27
Construction	2,514.89	1,819.51
Hazardous	866.06	275.22
Metals	1,023.33	1,429.14
Total waste diverted from disposal (tonnes)¹	5310.88	4,919.14

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WASTE TYPE BREAKDOWN ² (TONNES)	2023	2022
Hazardous waste	866.06	275.22
Non-hazardous waste	4,444.83	4,643.92

¹All waste diverted from disposal was offsite.

²All waste diverted from disposal was recycled.

WASTE DIRECTED TO DISPOSAL (TONNES)

¹All waste diverted to disposal was offsite.

WASTE COMPOSITION	2023	2022
General	1,322.93	1,491.4
Construction	271.89	415.78
Hazardous	771.36	726.11
Metals	0	0
Total waste directed to disposal (tonnes)¹	2366.18	2,633.03

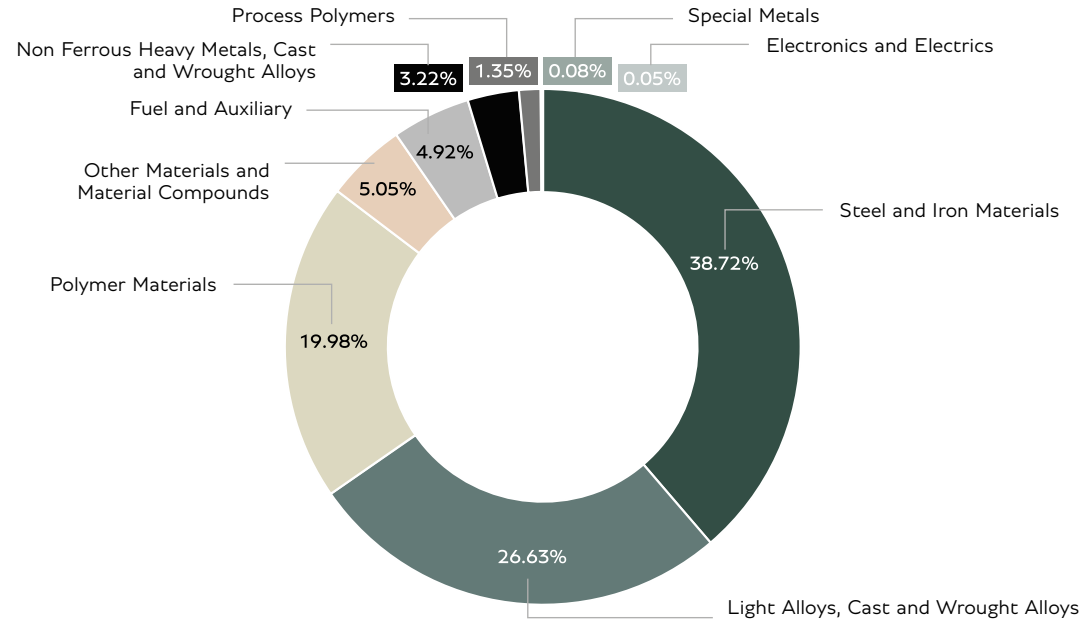
WASTE DIRECTED TO DISPOSAL¹ BY CATEGORY (TONNES)

¹All waste directed to disposal was offsite.

CATEGORY	TOTAL WEIGHT PER CATEGORY 2023 (TONNES)	TOTAL WEIGHT PER CATEGORY 2022 (TONNES)	
Hazardous	Incineration (with energy recovery)	383.30	668.57
	Incineration (without energy recover)	310.86	56.14
	Landfilling	77.20	1.4
	Other disposal operations	0	0
Total hazardous waste	771.36	726.11	
Non-Hazardous	Incineration (with energy recovery)	1,594.82	1,906.92
	Incineration (without energy recovery)	0.00	0
	Landfilling	0.00	0
	Other disposal operations	0.00	0
Total non-hazardous waste	1594.82	1,906.92	

All waste management occurred through a third-party. These numbers are for the year 2023.

MATERIALS USED BY WEIGHT (KG)



*Data is based on the production figures for Bentley Motors Limited in 2023 and current disassembly studies for individual models in the various product lines; Figures may not add up due to rounding.

PARENTAL LEAVE

GENDER	NUMBER OF EMPLOYEES ENTITLED TO PARENTAL LEAVE	NUMBER OF EMPLOYEES THAT TOOK PARENTAL LEAVE
Male	3,407	80
Female	846	78
Other	0	0
Total	4,253	158

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GENDER	EMPLOYEES RETURNED TO WORK AFTER PARENTAL LEAVE	EMPLOYEES THAT RETURNED TO WORK AFTER PARENTAL LEAVE ENDED THAT WERE STILL EMPLOYED 12 MONTHS AFTER THEIR RETURN TO WORK	RETURN TO WORK RATE	RETENTION RATE
Male	80	78	100%	96%
Female	76	23	97%	96%
Other	0	0	0%	0%
Total	156	101	99%	96%

Supporting information for table:

78 females took parental leave in 2023.

76 females returned in 2023 but this may have started in 2022.

23 females were still employed 12 months after parental leave ended where parental leave started in 2021 and 2022.

97% of females returned to work in 2023.

96% of females who returned from parental leave in 2022 were still employed 12 months later in 2023.

TRAINING AND CAREER DEVELOPMENT

Average hours of training that the organisation's employees have undertaken during the reporting period

GROUP	SUB-GROUP	2023	2022	2021
By gender	Male	16.8	13.5	7.6
	Female	15.9	14.0	9.2
	Other	0	0	0
By employee category	Trainees	21.3	17.5	16.5
	Non Management	15.1	10.5	5.3
	Management	15.7	14.9	13.0
	Leadership	33.3	44.4	13.4

These figures include the hours we have dedicated to the Charge Forward Leadership, Diversity, Equity and Inclusion, and our Earth Day Project1Hour initiative.

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PERCENTAGE OF TOTAL EMPLOYEES BY GENDER AND BY EMPLOYEE CATEGORY WHO RECEIVED A REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEW DURING THE REPORTING PERIOD (%)

GROUP	SUB-GROUP	2023	2022	2021
By gender	Male	99	97	98
	Female	99	96	98
	Other	0	0	0
By employee category	Trainees	97	88	96
	Non Management	99	96	99
	Management	100	100	100
	Leadership	100	100	100

EMPLOYEES

NEW EMPLOYEE HIRING DURING THE REPORTING PERIOD

GROUP	SUB-GROUP	TOTAL NUMBER
By Gender	Male	263
	Female	110
	Other	0
By Age	Under 30 years old	125
	30-50 years old	207
	Over 50 years old	41
By region	Region (Within UK)	366
	Region (Outside UK)	7

TOTAL NUMBER OF LEAVERS AND RATE OF EMPLOYEE TURNOVER DURING THE REPORTING PERIOD

GROUP	SUB-GROUP	TOTAL NUMBER	RATE OF EMPLOYEE TURNOVER
By Gender	Male	88	3%
	Female	15	2%
	Other	0	0%
By Age	Under 30 years old	19	3%
	30-50 years old	59	3%
	Over 50 years old	25	2%
By region	Region (Within UK)	101	2%
	Region (Outside UK)	2	3%

EMPLOYEE TYPE

	FEMALE	MALE	OTHER (GENDER SPECIFIED BY EMPLOYEES)	TOTAL
Total number of employees (head count / FTE)	846	3,407	0	4,253
Number of permanent employees (head count / FTE)	744	3,247	0	3,991
Number of temporary employees (head count / FTE)	102	159	0	261
Number of non-guaranteed hours employees (head count / FTE)	0	1	0	1
Number of full-time employees (head count / FTE)	765	3,375	0	4,140
Number of part-time employees (head count / FTE)	81	31	0	112
				4,253

This data was compiled using a headcount methodology.

Please note that the total number of employees in 2022 is revised to 4,121 due to change in reporting boundary (only considered headcount for UK last year).

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TOTAL NUMBER OF EMPLOYEES

	REGION: UK	REGION: OUTSIDE UK
Total number of employees (head count / FTE)	4,179	74
Number of permanent employees (head count / FTE)	3,923	68
Number of temporary employees (head count / FTE)	255	6
Number of non-guaranteed hours employees (head count / FTE)	1	0
Number of full-time employees (head count / FTE)	4,067	73
Number of part-time employees (head count / FTE)	111	1

This data was compiled using a headcount methodology.

Please note that the total number of full time employees and part-time employees (outside UK) in 2022 is revised to 70 and zero respectively due to error in reporting.

TOTAL NUMBER OF WORKERS WHO ARE NOT EMPLOYEES AND WHOSE WORK IS CONTROLLED BY BENTLEY

CONTRACTUAL RELATIONSHIP	TYPE OF WORK BEING PERFORMED	TOTAL NUMBER OF WORKERS
Third party –Agency	Contractor	510

This data was compiled using a headcount methodology.

WORK-RELATED INJURIES

For all employees and for all workers who are not employees but whose work and / or workplace is controlled by the organisation in 2023.

THE NUMBER AND RATE OF FATALITIES AS A RESULT OF WORK-RELATED INJURY

YEAR	2023	2022	2021
Number	0	0	0
Rate*	0	0	0

THE NUMBER AND RATE OF HIGH-CONSEQUENCE WORK-RELATED INJURIES (EXCLUDING FATALITIES)

YEAR	2023	2022	2021
Number	0	0	0
Rate*	0	0	0

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THE NUMBER AND RATE OF RECORDABLE WORK-RELATED INJURIES

YEAR	2023	2022	2021
Number	10	16*	17*
Rate*	1.35	2.20*	1.0*

These rates were calculated based on 1,000,000 hours worked.

THE MAIN TYPES OF WORK-RELATED INJURY

Slips, trips, falls

THE NUMBER OF HOURS WORKED FOR ALL EMPLOYEES

YEAR	2023	2022	2021
Number	7,398,333	7,289,105	6,982,589

WORK-RELATED ILL HEALTH

For all employees and for all workers who are not employees but whose work and / or workplace is controlled by the organisation in 2023

THE NUMBER OF FATALITIES AS A RESULT OF WORK-RELATED ILL-HEALTH

YEAR	2023	2022
Number	0	0

THE NUMBER OF RECORDABLE WORK-RELATED ILL-HEALTH CASES

YEAR	2023	2022
Number	10	16

EMPLOYEE GOVERNANCE

PERCENTAGE OF INDIVIDUALS WITHIN THE ORGANISATION'S GOVERNANCE BODIES (%)

GROUP	SUB-GROUP	2023	2022	2021	2020
By gender	Male	80	83	83	83
	Female	20	17	17	17
	Other	0	0	0	0
By age range	Under 30 years old	0	0	0	0
	30-50 years old	0	17	17	17
	Over 50 years old	100	83	83	83

PERCENTAGE OF EMPLOYEES PER EMPLOYEE CATEGORIES BY EMPLOYEES WHO ARE NON UK NATIONALS (%)

YEAR	EARLY CAREERS	NON-MANAGEMENT	MANAGEMENT	SENIOR MANAGEMENT / LEADERSHIP
2023	13	7	17	20
2022	19	5	10	22
2021	13	5	9	22
2020	4	5	10	20

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PERCENTAGE OF EMPLOYEES PER EMPLOYEE CATEGORY (%)

GENDER	YEAR	EARLY CAREERS	NON-MANAGEMENT	MANAGEMENT	SENIOR MANAGEMENT / LEADERSHIP
Male	2023	58	82	79	81
	2022	65	83	79	84
	2021	69	83	80	86
	2020	73	83	80	86
Female	2023	42	18	21	19
	2022	35	17	21	16
	2021	31	17	20	14
	2020	27	17	20	14
AGE RANGE	YEAR	EARLY CAREERS	NON-MANAGEMENT	MANAGEMENT	SENIOR MANAGEMENT / LEADERSHIP
Under 30 years old	2023	99	14	4	0
	2022	98	14	5	0
	2021	99	16	4	0
	2020	99	18	3	0
30-50 years old	2023	1	53	71	59
	2022	2	52	70	62
	2021	1	53	72	63
	2020	1	53	74	65
Over 50 years old	2023	0	33	25	41
	2022	0	34	25	38
	2021	0	31	24	37
	2020	0	29	23	35
	2020	0	29	23	35

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GRI 2 2-4 RESTATEMENTS FROM PRIOR PERIOD

	REPORTED IN 2022 REPORT			ADJUSTED FIGURES		
	2022	2021	2020	2022	2021	2020
Number of recordable workrelated injuries	6	7	6	16	17	15

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EMPLOYEES BY GENDER	TOTAL REPORTED 2022		ADJUSTED FIGURES	
Total number of employees (head count / FTE)	4,051		4,121	
Number of permanent employees (head count / FTE)	3,809		3,878	
Number of temporary employees (head count / FTE)	241		242	
Number of non-guaranteed hours employees (head count / FTE)	1		-	
Number of full-time employees (head count / FTE)	3,931		4,001	

APPENDIX 4: GRI CONTENT INDEX

Bentley Motors Limited has reported the information cited in this GRI content index for the period 1st January 2023 to 31st December 2023. The reporting is with reference to the GRI Standards. Below is the content index relating to our disclosures. We have used GRI 1: Foundation 2021 throughout.

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GRI STANDARDS	PAGE REFERENCE AND / OR ADDITIONAL INFORMATION
GRI 2: GENERAL DISCLOSURE 2021	
THE ORGANISATION AND ITS REPORTING PRACTICES	
2-1 Organisational details	pp. 7 - 9 Our headquarters are registered at Pyms Lane, Crewe, Cheshire, CW1 3PL, England, UK.
2-2 Entities included in the organisation's sustainability reporting	p. 7, p. 93
2-3 Reporting period, frequency and contact point	p. 93 The annual reporting period for Bentley's Sustainability report aligns with our financial year of 1st January 2023 to 31st December 2023.
2-4 Restatements of information	We have made two restatements in our GRI's from prior periods. These are in GRI 2-7, employees and in GRI 403-9, work related injuries. GRI 2-7: On inspection we found that last year we did not include non-UK employees in the GRI data. GRI 403-9: On inspection we found some inconsistencies with the data we have previously presented. Please see restatement data within the facts and figures section of Appendix 3, p. 114.
ACTIVITIES AND WORKERS	
2-6 Activities, value chain and other business relationships	pp. 6 - 9, pp. 66 - 68 We are a manufacturer of luxury cars and SUVs. We design, engineer, hand-build and market our cars.
2-7 Employees	pp. 109 - 110
2-8 Workers who are not employees	p. 110
GOVERNANCE	
2-9 Governance structure and composition	pp. 81 - 83, p. 84
2-10 Nomination and selection of the highest governance body	p. 81 The highest governing body at Bentley Motors Limited is our Board of Directors. These members are appointed through the Group selection process.
2-11 Chair of the highest governance body	p. 81 and p. 84 For the year ending 31st December 2023, Adrian Hallmark was the Chairman and CEO of Bentley. The following functions reported directly to Adrian Hallmark, Quality, Mulliner and Motorsport, Corporate Strategy and Transformation, Communications, Corporate Audit, Product Strategy and Delivery, Government Relations and CSR and Purchase.

	GRI STANDARDS	PAGE REFERENCE AND / OR ADDITIONAL INFORMATION
	GOVERNANCE (CONTINUED)	
Contents	2-12 Role of the highest governance body in overseeing the management of impacts	pp. 81 - 91
Message from our board member for finance	2-13 Delegation of responsibility for managing impacts	pp. 81 - 91
	2-14 Role of the highest governance body in sustainability reporting	p. 16, pp. 81 - 83
01 Our business	2-15 Conflicts of interest	pp. 86 - 87 Any conflicts of interest are disclosed to the relevant parties involved. If situations change colleagues are invited to update their conflict of interest forms.
02 Strategy	2-16 Communication of critical concerns	pp. 86 - 87
03 From power to purpose	2-17 Collective knowledge of the highest governance body	pp. 82 - 83
	STRATEGIES, POLICIES AND PRACTICES	
04 Leading the way	2-22 Statement on sustainable development strategy	pp. 3 - 4, pp. 11 - 15
05 Quality in motion	2-23 Policy commitments	pp. 66 - 67, pp. 86 - 91 Please see our policy commitments . Any policies that are not included on our website are for internal purposes only and therefore not publicly available.
06 From cars to communities	2-24 Embedding policy commitments	pp. 86 - 91
	2-25 Processes to remediate negative impacts	pp. 87 - 90 and cross reference to GRI 413-1 disclosure
07 Governance and risk management	2-26 Mechanisms for seeking advice and raising concerns	pp. 86 - 90 and cross reference to GRI 413-1 disclosure
	2-27 Compliance with laws and regulations	Any known cases of actual and suspected compliance violations are isolated cases without a systemic cause. The total number of cases in not considered for confidentiality reasons.
08 About this Report	2-28 Membership associations	Bentley has membership associations with the following entities: <ul style="list-style-type: none"> • SMMT • CBI • Northern Automotive Alliance • Crewe Town Board • Automotive Council • South Cheshire Chamber of Commerce

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Appendices

	GRI STANDARDS	PAGE REFERENCE AND / OR ADDITIONAL INFORMATION
Contents	STAKEHOLDER ENGAGEMENT	
	2-29 Approach to stakeholder engagement	p. 6, p. 16, p. 24, p. 31, pp. 50 - 52, p. 54, p. 61, p. 69, p. 74, pp. 82 - 83, pp. 98 - 100
Message from our board member for finance	2-30 Collective bargaining agreements	p. 35 67.9% of total employees are covered by collective bargaining agreements. Some elements of the employment relationship apply to all colleagues at Bentley. With respect to management / leadership colleagues, conditions outside of the collective bargaining agreement are determined through a blended approach considering UK legal requirements, market conditions to attract and retain, and alignment to the Group.
01 Our business		
02 Strategy	GRI 3: MATERIAL TOPICS 2021	
	3-1 Process to determine material topics	p. 16, pp. 98 - 100
03 From power to purpose	3-2 List of material topics	p. 16
	GRI 201: ECONOMIC PERFORMANCE 2016	
04 Leading the way	3-3 Management of material topics	pp. 5 - 6, p. 93
05 Quality in motion	201-1 Direct economic value generated and distributed	p. 5, p. 93
	201-2 Financial implications and other risks and opportunities due to climate change	pp. 19 - 20
06 From cars to communities	201-4 Financial assistance received from government	p. 93 Bentley utilise research and development tax credits. The most recent year with a formal claim submitted to the UK government is in relation to the year to 31st December 2022, accounted for in the year ended 31st December 2023 with a value of £9.9m, offset against corporation tax charge.
07 Governance and risk management	GRI 202: MARKET PRESENCE 2016	
	3-3 Management of material topics	p. 5 - 9, p. 16, pp. 62 - 79, pp. 98 - 100
08 About this Report	202-1 Management of material topics	In the UK all employees and workers are subject to minimum wage rules, which is consistent across all regions and applicable to our significant location of operation, which is Crewe. Bentley does not have a standard entry level wage and all employees and workers are compensated above the minimum wage level. This is consistent across all genders. All suppliers sign our Terms and Conditions to confirm their obligations to adhere to relevant laws, ensuring that any contractors at our Crewe site would be paid in accordance with UK law.
09 Appendices	GRI 203: INDIRECT ECONOMIC IMPACTS 2016	
	3-3 Management of material topics	p. 6, pp. 69 - 76
	203-1 Infrastructure investments and services supported	p. 6, pp. 69 - 76

	GRI STANDARDS	PAGE REFERENCE AND / OR ADDITIONAL INFORMATION
Contents	GRI 204: PROCUREMENT PRACTICES 2016	
	3-3 Management of material topics	p. 6, p. 25, pp. 66 - 68, p. 83, p. 86, pp. 90 - 91
Message from our board member for finance	GRI 205: ANTI-CORRUPTION 2016	
	3-3 Management of material topics	pp. 86 - 87
01 Our business	GRI 206: ANTI COMPETITIVE BEHAVIOUR 2016	
02 Strategy	3-3 Management of material topics	Please refer to the Bentley Code of Conduct , section 3.
	GRI 207: TAX 2019	
03 From power to purpose	3-3 Management of material topics	
	207-1 Approach to tax	Please see our management approach with regard to our Tax Strategy on the Bentley website .
04 Leading the way	207-2 Tax governance, control, and risk management	Any concerns regarding tax can be reported to any member of the tax department, whose names and contact details are provided on the intranet. There is also a whistleblowing hotline, which can be used for tax matters. Please see p. 2 of our Tax Strategy available on the Bentley website .
	207-3 Stakeholder engagement and management of concerns related to tax	Bentley seeks to build transparent and collaborative relationships with HMRC to create and maintain "Good Corporate Citizenship". Bentley participates in number of industry bodies and is active in responding to Government consultations on tax.
05 Quality in motion	207-4 Country-by-country reporting	Bentley is included within the Country by Country Report from Group which is submitted to the German Tax Authority.
	GRI 301: MATERIALS 2016	
06 From cars to communities	3-3 Management of material topics	pp. 24 - 26, p 55, pp. 66 - 67, p. 83
	301-1 Materials used by weight or volume	p. 106 Bentley is working with Audi and Group on the definition of renewable materials. For this year's report, it is not possible to break down this information into renewable and non-renewable material.
07 Governance and risk management	GRI 302: ENERGY 2016	
	3-3 Management of material topics	pp. 18 - 23
08 About this Report	302-1 Energy consumption within the organisation	p. 21, p. 102
	302-3 Energy intensity	p. 103
	302-4 Reduction of energy consumption	p. 5, p. 21, p. 102
09 Appendices		

	GRI STANDARDS	PAGE REFERENCE AND / OR ADDITIONAL INFORMATION
Contents	GRI 303: WATER AND EFFLUENTS 2018	
	3-3 Management of material topics	p. 21
	303-3 Water withdrawal	p. 103
	303-4 Water discharge	p. 104
	303-5 Water consumption	p. 103
01 Our business	GRI 304: BIODIVERSITY 2016	
	3-3 Management of material topics	p. 27, pp. 75 - 76
	GRI 305: EMISSIONS 2016	
	3-3 Management of material topics	pp. 18 - 26, pp. 66 - 68, pp. 77 - 79
	305-1 Direct (Scope 1) GHG emissions	p. 101
02 Strategy	305-2 Energy indirect (Scope 2) GHG emissions	p. 101
	305-3 Other indirect (Scope 3) GHG emissions	p. 101
03 From power to purpose	305-4 GHG emissions intensity	p. 101
	GRI 306: WASTE 2020	
04 Leading the way	3-3 Management of material topics	p. 21
	306-3 Waste generated	p. 104
	306-4 Waste diverted from disposal	p. 104 - 105. All waste is diverted from disposal offsite.
	306-5 Waste directed to disposal	p. 105. All waste is directed to disposal offsite.
05 Quality in motion	GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	
	3-3 Management of material topics	p. 6, pp. 19 - 20, pp. 66 - 68, p. 83, p. 86, pp. 90 - 91
06 From cars to communities		
07 Governance and risk management		
08 About this Report		
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	GRI STANDARDS	PAGE REFERENCE AND / OR ADDITIONAL INFORMATION
Contents	GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016 (CONTINUED)	
	308-1 New suppliers that were screened using environmental criteria	100% of new Production Suppliers are in scope for S-Rating (see pp. 66 - 67).
Message from our board member for finance	308-2 Negative environmental impacts in the supply chain and actions taken	100% of Production Suppliers are in scope for S-Rating (see pp. 66 - 67). None of our suppliers are identified as having actual and significant negative environmental impacts in the supply chain.
01 Our business	GRI 401: EMPLOYMENT 2016	
02 Strategy	3-3 Management of material topics	pp. 29 - 41
03 From power to purpose	401-1 New employee hires and employee turnover	pp. 108 - 109
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	pp. 32 - 37
04 Leading the way	401-3 Parental leave	pp. 106 - 107
	GRI 402: LABOR / MANAGEMENT RELATIONS 2016	
05 Quality in motion	3-3 Management of material topics	pp. 32 - 37
	402-1 Minimum notice periods regarding operational changes	We engage in both collective and individual consultation about operational changes to allow for discussions and consideration of concerns raised by individuals; all proposed changes are discussed in a timely manner before implementation. We adhere to all statutory and contractual requirements as a minimum with respect to notice period and provisions for consultation and negotiation.
06 From cars to communities	GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	
	3-3 Management of material topics	pp. 42 - 46
07 Governance and risk management	403-1 Occupational health and safety management system	pp. 42 - 43
	403-2 Hazard identification, risk assessment, and incident investigation	pp. 42 - 44, p. 84
08 About this Report	403-3 Occupational health services	pp. 42 - 46
	403-4 Worker participation, consultation, and communication on occupational health and safety	pp. 42 - 43
09 Appendices		

	GRI STANDARDS	PAGE REFERENCE AND / OR ADDITIONAL INFORMATION
	GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018 (CONTINUED)	
Contents	403-5 Worker training on occupational health and safety	pp. 42 - 46
Message from our board member for finance	403-6 Promotion of worker health	p. 33, pp 42 - 46, pp. 51 - 52
01 Our business	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	pp. 42 - 43, p. 84
02 Strategy	403-8 Workers covered by an occupational health and safety management system	pp. 42 - 43
	403-9 Work-related injuries	pp. 42 - 43, pp. 110 - 111
03 From power to purpose	403-10 Work related ill-health	pp. 42 - 43, p. 111
	GRI 404: TRAINING AND EDUCATION 2016	
04 Leading the way	3-3 Management of material topics	pp. 38 - 41, pp. 47 - 49, p. 57, p. 77, pp 86 - 87, pp. 90 - 91
	404-1 Average hours of training per year per employee	p. 107
05 Quality in motion	404-2 Programs for upgrading employee skills and transition assistance programs	pp. 38 - 41
	404-3 Percentage of employees receiving regular performance and career development reviews	p. 108
	GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	
06 From cars to communities	3-3 Management of material topics	pp. 47 - 52
07 Governance and risk management	405-1 Diversity of governance bodies and employees	pp. 112 - 113
08 About this Report	405-2 Ratio of basic salary and remuneration of women to men	Our Crewe site is our 'significant locations of operation'. This is our campus site in which all aspects of design and manufacturing take place alongside our offices. Our ratio of basic salary and remuneration can be seen in our 2023 Gender Pay Gap Report . These figures follow the gender pay gap reporting methodology.

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	GRI STANDARDS	PAGE REFERENCE AND / OR ADDITIONAL INFORMATION
Contents	GRI 406: NON-DISCRIMINATION 2016	
	3-3 Management of material topics	pp. 49 - 50
Message from our board member for finance	406-1 Incidents of discrimination and corrective actions taken	p. 49
	GRI 408: CHILD LABOR 2016	
01 Our business	3-3 Management of material topics	p. 67, p. 90
02 Strategy	GRI 409: FORCED OR COMPULSORY LABOR 2016	
	3-3 Management of material topics	p. 67, p. 90
03 From power to purpose	GRI 413: LOCAL COMMUNITIES 2016	
	3-3 Management of material topics	pp. 5 - 6, p. 16, pp. 18 - 27, p. 32, p. 35, pp. 42 - 44, pp. 47 - 52, pp. 69 - 76, p. 83, p. 87, p. 91, pp. 98 - 100
04 Leading the way	413-1 Operations with local community engagement, impact assessments, and development programs	pp. 69 - 76, pp. 98 - 100 Our local community and customers are able to contact us through our communications email address, or directly through our general company telephone number. Any grievances reported will then be addressed by the relevant departments.
	GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	
05 Quality in motion	3-3 Management of material topics	p. 6, pp. 66 - 68, p. 83, p. 86, pp. 90 - 91
	414-1 New suppliers that were screened using social criteria	100% of new Production Suppliers are in scope for S-Rating (see pp. 66 - 67).
	414-2 Negative social impacts in the supply chain and actions taken	100% of Production Suppliers are in scope for S-Rating (see pp. 66 - 67). No social impacts have been identified. None of our suppliers are identified as having actual and significant negative social impacts in the supply chain and no relationships with our suppliers have been terminated as a result of having actual or significant social impacts in the supply chain shown in their assessment.
06 From cars to communities	GRI 415: PUBLIC POLICY 2016	
	3-3 Management of material topics	pp. 69 - 76
07 Governance and risk management	415-1 Political contributions	We do not make any financial or in-kind contributions to political parties, politicians or causes.
08 About this Report		
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	GRI STANDARDS	PAGE REFERENCE AND / OR ADDITIONAL INFORMATION
	GRI 416: CUSTOMER HEALTH AND SAFETY 2016	
Contents	3-3 Management of material topics	p. 6, pp 54 - 56, p 58, pp. 86 - 87
Message from our board member for finance	416-1 Assessment of the health and safety impacts of product and service categories	pp. 55 - 56 100% - All vehicles receive testing and monitoring for performance and safety and the results are fed back into the design process.
01 Our business	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Bentley has no externally reported incidents in 2023. We follow the appropriate processes and declare any incident items in the correct forums.
02 Strategy	GRI 418: CUSTOMER PRIVACY 2016	
	3-3 Management of material topics	pp. 57 - 58, pp. 87 - 90
03 From power to purpose	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	In the year to 31st December 2023 there were no externally reported data breaches relating to customer personal data.
04 Leading the way		
05 Quality in motion		
06 From cars to communities		
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APPENDIX 5: GLOSSARY

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ALC

Advancing Life Chances Strategy

Bentley

Bentley Motors Limited

Bentley Brand

Includes UK, America and Canada operations

Beyond100

Bentley’s ongoing commitment to deliver sustainable luxury for the next century

BEF

Bentley Environment Foundation

BEV

Battery Electric Vehicle

BOP

Bentley Operating Policy

CMS

Compliance Management Systems

CSRD

Corporate Sustainability Reporting Directive

DPF

Data Protection Framework

DKI

Decarbonisation Index – KPI that covers the equivalent emissions of the Bentley portfolio over the entire life cycle

Emissions

Throughout this report the term ‘emissions’ is used to refer to the release of Greenhouse Gas emissions into the atmosphere only. Greenhouse gases are gaseous constituents that both absorb and emit radiation from the Earth’s surface, clouds and the atmosphere. This radiation can lead to warming, which is termed the greenhouse effect. The primary GHGs in the Earth’s atmosphere include Water vapour (H₂O), carbon dioxide (CO₂), nitrous oxide (N₂O), methane (CH₄) and ozone (O₃). Greenhouse gases also include human-made gases such as halocarbons and other chlorine-and bromine-containing substances

End-to-end Carbon neutral

A balance to zero between emitted carbon and absorbed carbon from the atmosphere

GDPR

General Data Protection Regulation

GHG Protocol

A set of global standardised frameworks to measure and manage greenhouse gas (GHG) emissions

GRI

Global Reporting Initiative

IATF

International Automotive Task Force

ICE

Internal Combustion Engine

ICS

Internal Control System

ISO

International Organisation for Standardisation

LCA

Life Cycle Assessment – a methodology to assess the potential environmental impacts associated with the entire life cycle of a Bentley vehicle

LKSG

Lieferkettensorfaltspflichtengesetz (German Supply Chain Due Diligence Act)

LWG

Leather Working Group

PHEV

Plug-in Hybrid Electric Vehicles

RMS

Risk Management System

SBTI

Science Based Targets Initiative

SEM

Supplier Environmental Manifesto

S-Rating

A ranking system used by Bentley to verify a supplier’s sustainability performance

Stakeholders

An individual or group of individuals with interest in Bentley and can either affect or be affected by our operations

Top Employer

A certification programme that enables organisations to assess and improve the workplace environment, recognising excellence in people practices

UEP

Reduction of the environmental impact of production (English)

Vehicle Date

All data detailed in this report is based on the number of manufactured vehicles in the given period, with the exception of financial data, which is based on the number of vehicles delivered to customers in the given reporting period

Group

Volkswagen Group – a group of 10 automotive brands from five European countries (Volkswagen Commercial Vehicles, ŠKODA, SEAT, CUPRA, Audi, Lamborghini, Bentley, Porsche and Ducati)

DISCLAIMER

This report contains certain forward-looking statements that express the way in which Bentley intends to conduct its activities. These statements typically contain words such as 'anticipate,' 'believe,' 'expect,' 'estimate,' 'forecast,' 'intend,' 'plan,' 'project' or similar expressions. Such statements are based on assumptions made using currently available information that is subject to a range of uncertainties that could cause actual results to differ from these projected or implied statements. Any forward-looking statements contained in this report are therefore not promises or guarantees of future conduct or policy, and thus Bentley assumes no obligation to publicly update any statements made in this report. Bentley relies on information obtained from sources believed to be reliable but does not guarantee its accuracy or completeness.