



BENTLEY

SUSTAINABILITY REPORT

2022



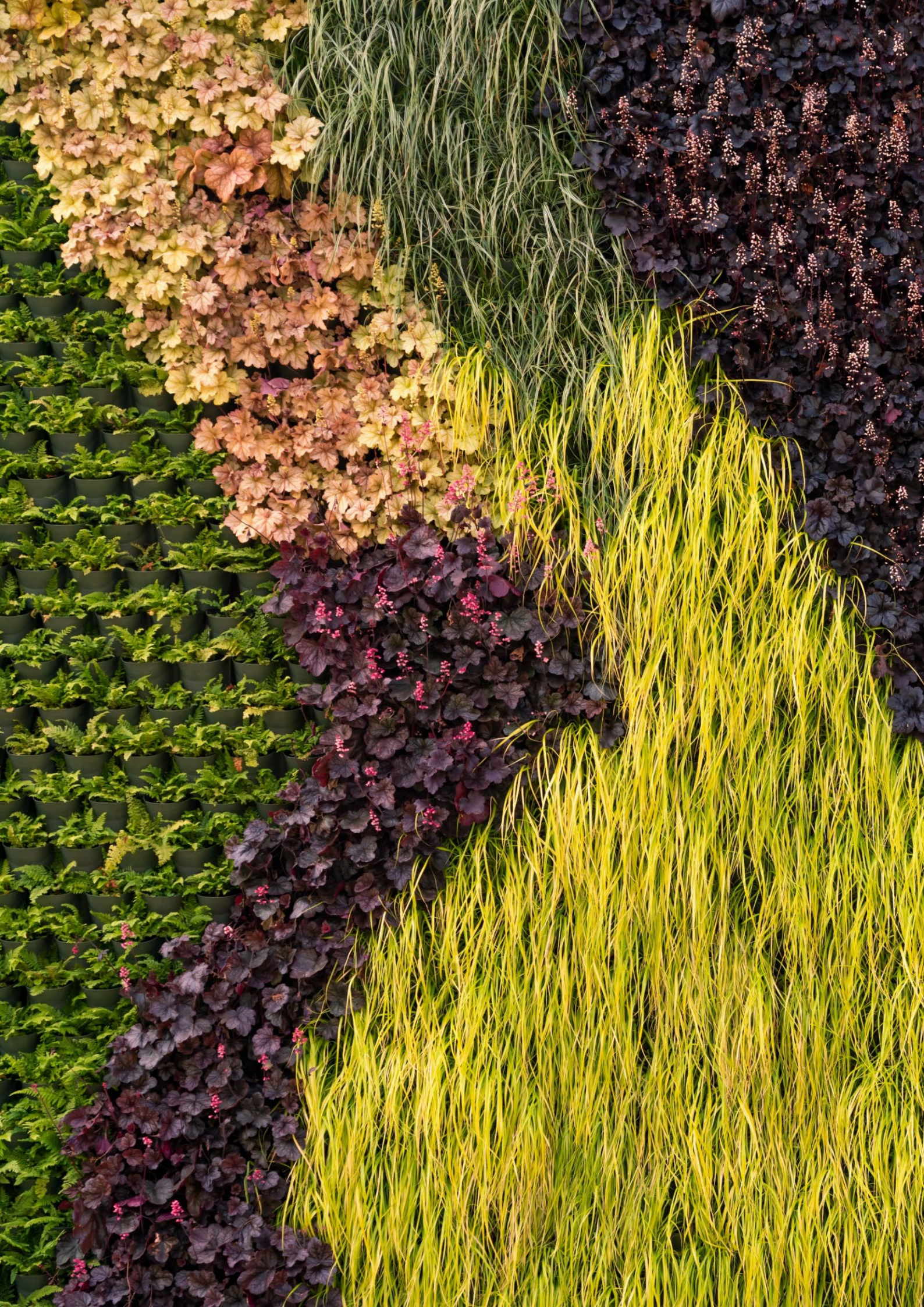


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MESSAGE FROM OUR CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Dear Reader,

I am delighted to be able to share our journey to Sustainable Luxury with you in what is Bentley Motors' first ever Sustainability Report. We have taken this important step to better understand our stakeholders' perspectives, share progress against our Beyond100 strategy and transparently discuss the challenges and opportunities ahead. Our decision to publish this report is reflective of the changes that we have undergone in response to the climate crisis and our purpose of becoming the leader in Sustainable Luxury Mobility. Guided by a materiality assessment of the most important topics to our stakeholders and the Global Reporting Initiative (GRI) Standards, this report contextualises our sustainability actions and demonstrates how our efforts have gained traction in recent years to deliver exciting innovations in both our product offering and our headquarters in Crewe... and this is just the beginning.

We are now two years into Beyond100, our company's vision of our sustainable pathway for the next 100 years, which we announced in our centenary year. We aim to become the world's benchmark luxury car business, a leader in Sustainable Luxury Mobility, that is resilient for every challenge we encounter. Our Crewe manufacturing site and Orion Park warehouse have been certified carbon neutral to PAS 2060 by the Carbon Trust since 2018 and our UK dealer network achieved carbon neutral certified status at the end of 2021. Now, our retailers around the world are focused on this goal, with the whole Middle East, Africa and India (MEA) region also being certified as Carbon Neutral at the end of 2022.

Our core principles, of building the best, most luxurious, performance cars on the market, have remained, but Beyond100 extends this, driving fundamental changes such as the shift from traditional powertrains to electric mobility, and how the company aims to become an end-to-end carbon neutral business by 2030.

In 2022, we encountered challenges in the form of knock-on effects of the Ukraine crisis and potential reorientation of geopolitical relationships which were compounded by supply chain disruptions, and major technological shifts. Despite the challenging times, it was another successful year for Bentley with a record breaking year end operating profit of €708 million and record car sales of 15,174. Bentley announced a £2.5 billion investment which included the great news that the first fully-electric Bentley will be built by our workforce in Crewe.

Our colleagues ensure that every single Bentley is a distinctive piece of art, handcrafted using the finest, authentic materials by a workforce with unique skills, handed down over generations. We began our transition from pure Internal Combustion Engines (ICE) in 2018, when we revealed the Bentayga Plug-in Hybrid Vehicle (PHEV), the world's first luxury PHEV SUV. The Bentayga PHEV proved so popular it is now in its second generation. In 2021, we added the Flying Spur PHEV and by 2024 all Bentley models will be available with PHEV powertrains. Our next major milestone will be the first fully electric Bentley following which, we plan to produce 5 Battery Electric Vehicle (BEV) models in 5 years, radically transforming our product portfolio. Alongside these design changes, our extraordinary craftsmanship is finding new ground in the exploration of sustainable materials.



Importantly, we invest in our people, their wellbeing and development. None of our sustainability ambitions would be possible without our colleagues. We wholeheartedly believe that diversity drives business success as different perspectives drive purposeful decision-making. We have developed a robust D&I strategy to foster a welcoming environment for our colleagues as well as ensuring our recruitment processes are inclusive. We have a wider role to play in society and our local community and actively support charities and non-profit organisations under the banner of our Advancing Life Chances strategy.

Whilst we continue to address the vital climate and societal challenges we face today, we have maintained our place as the most sought-after Sustainable Luxury Mobility brand, the foundations of which have been built over the last 102 years. This places us in a stronger position than ever before to engage in the innovation and collaboration required to become the leader in Sustainable Luxury Mobility. It is no small task, but we are not frightened by it, we are inspired by it and we hope that you are inspired by reading this report too.

Sincerely,

ADRIAN HALLMARK

CHAIRMAN AND CHIEF EXECUTIVE OFFICER



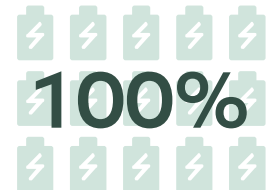
BENTLEY'S OBJECTIVES

Plug-in Hybrids
in all models
from 2024



BEV
5 in 5
from
2026 –
2030

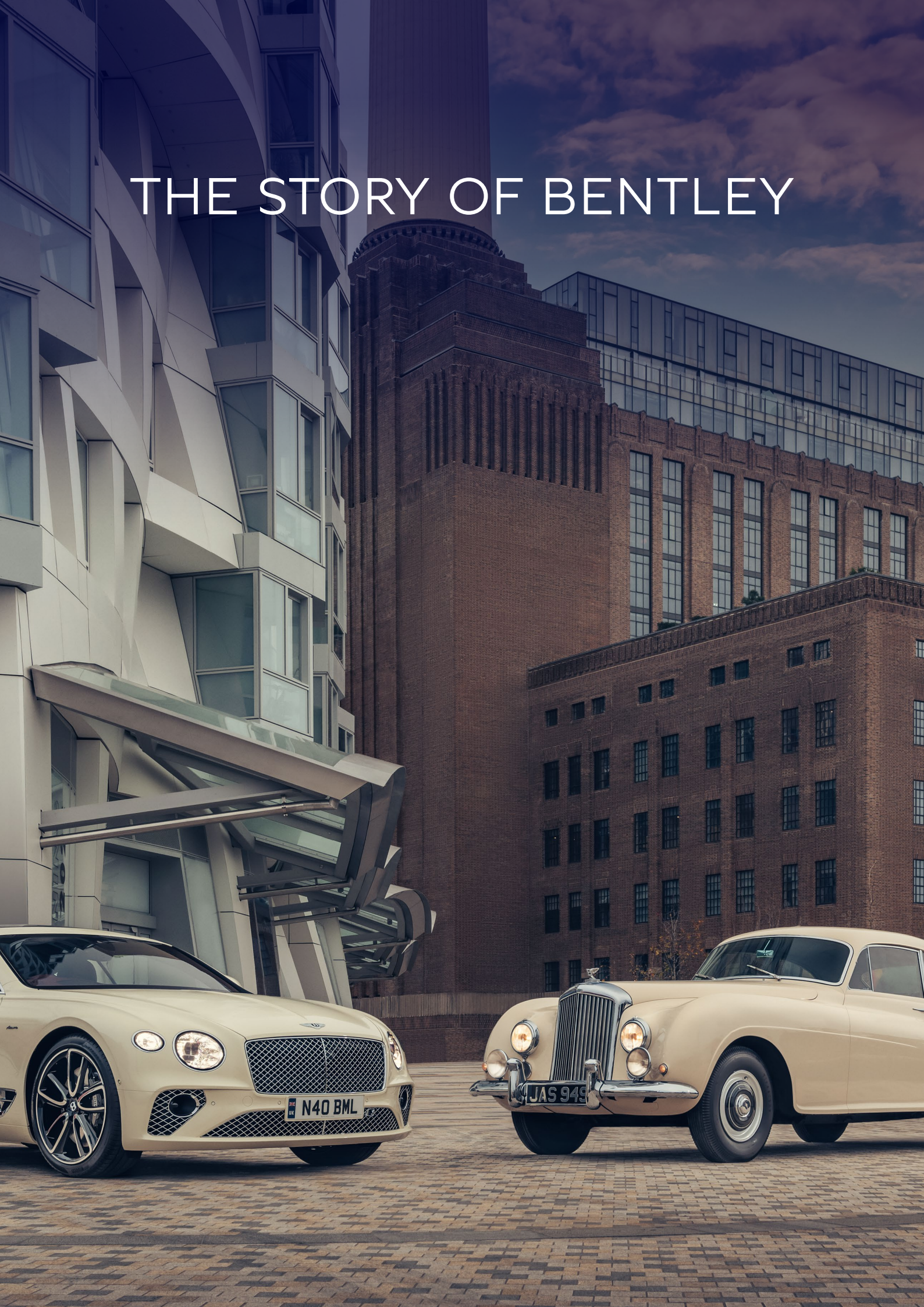
End-to-end
Carbon Neutral
by the end of
2030



100% BEV by 2030



THE STORY OF BENTLEY



ABOUT THIS REPORT

Bentley Motors Limited (hereby referred to as Bentley) has embarked on a journey to become more sustainable. We want to demonstrate our commitment to working transparently by providing stakeholders with information on the topics that are most material to them and the impact we are making in these areas. Part of this transparency is telling our story, which you will see detailed throughout this report.

This report covers the period of the 1st of January 2022 to the 31st of December 2022. To ensure completeness, particularly as this marks our first sustainability report, it may include contextual information from before the reporting period. We also discuss future goals as they are embedded in our strategy. Following this first publication, our Sustainability Reports will be published annually. Unless stated otherwise, all information pertains to Bentley Motors Limited operations within the UK.

Bentley Motors is wholly owned by VW Finance Luxembourg S.A. We are a member of the Volkswagen Group (hereby referred to as the Group), which comprises ten automotive brands from five European countries: Volkswagen, Volkswagen Commercial Vehicles, ŠKODA, SEAT, CUPRA, Audi, Lamborghini, Bentley, Porsche and Ducati.

Within the Group, Audi heads the Premium brand division and as such Audi took oversight of Bentley on the 1st of March 2022. This means that we consolidate our accounts under our parent, Audi, with ultimate oversight from the Group. We internally report progress to the Group and our Governance structure aligns with the Group.

The financial figures presented in this report are for the Bentley Brand as disclosed in the [Audi Report 2022](#).

This report was prepared with reference to the Global Reporting Initiative (GRI) standards, as chosen by the Bentley Board of Directors. Please consult the GRI content index at the end of this report for detail on the location of GRI disclosures within the main body of the text. For any disclosures not located in the main text, please see the GRI content index on page 100.

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



ABOUT BENTLEY

An extraordinary journey

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 our circa. 4,000 dedicated colleagues. Bentley's headquarters in Crewe is home to all of our operations including design, R&D and production of five model lines.

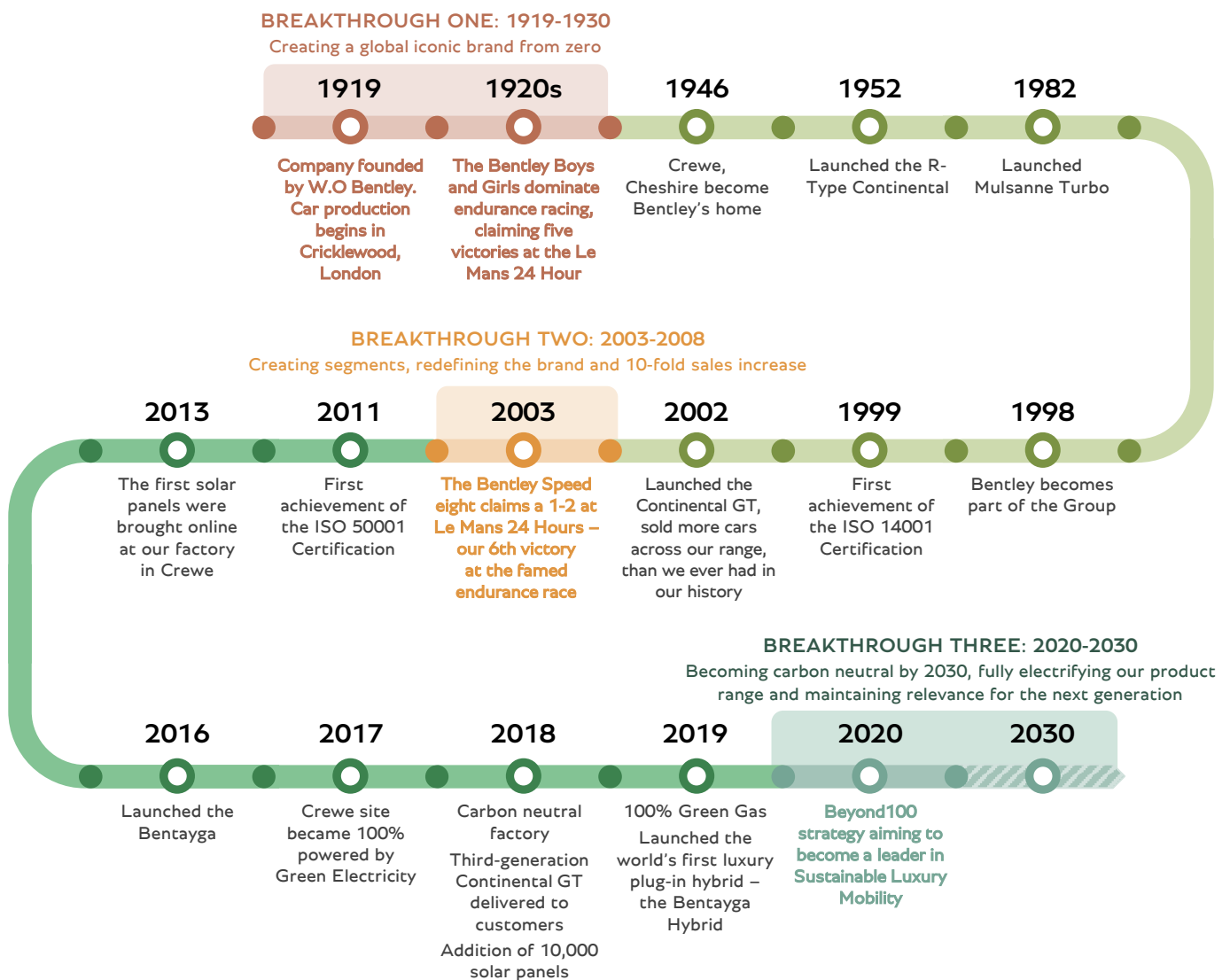
At Bentley, we have been providing extraordinary luxury experiences for our customers for over a century. Our vision is to continue to create extraordinary journeys for our customers and our mission is to inspire our customers with a magical fusion of craftsmanship, innovation and sustainability.

At Bentley, we have for decades been focused on reducing the environmental impact of our factory and operations, with highlights being the achievement of ISO 14001 in 1999 and ISO 50001 in 2011. In 2013, the first solar panels were brought online at our factory in Crewe and we were first certified as carbon neutral in 2019 for 2018. We have also worked collaboratively with our communities taking a philanthropic approach and building close relationships with local charities, schools and colleges.

The next stage of our journey takes us towards an ambitious destination that sees Bentley becoming a leader in Sustainable Luxury Mobility. Our Beyond100 strategy lays out the roadmap to get us there, underpinned by a clear set of values (see page 25) including Sustainability, that are shared throughout Bentley's global network of retailers and colleagues.

Over 100 years of experience

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



Through a global network

AMERICAS

60

retailers

8

countries

UK

20

retailers

EUROPE

60

retailers

32

countries

CHINESE MAINLAND, HONG KONG AND MACAU

47

retailers

MIDDLE EAST, AFRICA AND INDIA

17

retailers

10

countries

ASIA PACIFIC

28

retailers

12

countries

GLOBALLY

232

retailers

64

countries



BEYOND100 STRATEGY

Beyond100: Our strategy for integrating sustainability throughout Bentley.

The Bentley Beyond100 strategy has sustainability at its core, and will reinvent every aspect of our business in order to deliver our purpose of becoming the leader in Sustainable Luxury Mobility. This purpose will be achieved by driving transformation across our entire operations and products along with a paradigm shift throughout the organisation.

The Beyond100 strategy highlights our plans to provide extraordinary mobility for the next century, evolving from the world's largest producer of 12-cylinder petrol engines to having no combustion engines within a decade; reinventing Bentley as a leader in Sustainable Luxury Mobility.

We are making significant progress with our Beyond100 strategy and continue to forge ahead, across the entire business from design and development, manufacturing, use phase and end of life. Sustainability is all encompassing and is a part of everything that we do in order to deliver the required impact. Our strategy interconnects different projects and departments, so we have taken major steps to ensure appropriate alignment across all our business plans and goals.

Agility is crucial in today's fast-moving business environment. We have made sure our strategy can adapt to any material changes, whether internal or external, whilst staying focused on our vision and purpose.

To help us maintain that all-important focus and make the desired impact, we hold quarterly meetings with the Board to check progress against strategy and carry out an annual review.

Bentley's Beyond100 strategy consists of four key quadrants that collectively underpin the future growth of our business: Culture, Capability and Collaboration; Sustainable Luxury; Extraordinary Customer Journeys; and Sustainable Value Creation.

Using these quadrants to ensure that our colleagues maintain the exemplary standards expected in line with our Beyond100 strategy, we aim for high quality throughout our business and thorough integration of sustainable measures into our colleagues' actions.

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, becoming the employer of choice, we have developed a culture characterised by collaboration and underpinned by cutting-edge technology and advanced processes. 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 our 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.



Reminder of the key commitments as part of our Beyond100 strategy:



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

By the end of 2025, our goal is for each member of the global retailer network to be carbon neutral



By the end of 2030, we intend to be end-to-end carbon neutral

By the end of 2030, we aim to produce only BEVs



BEYOND100

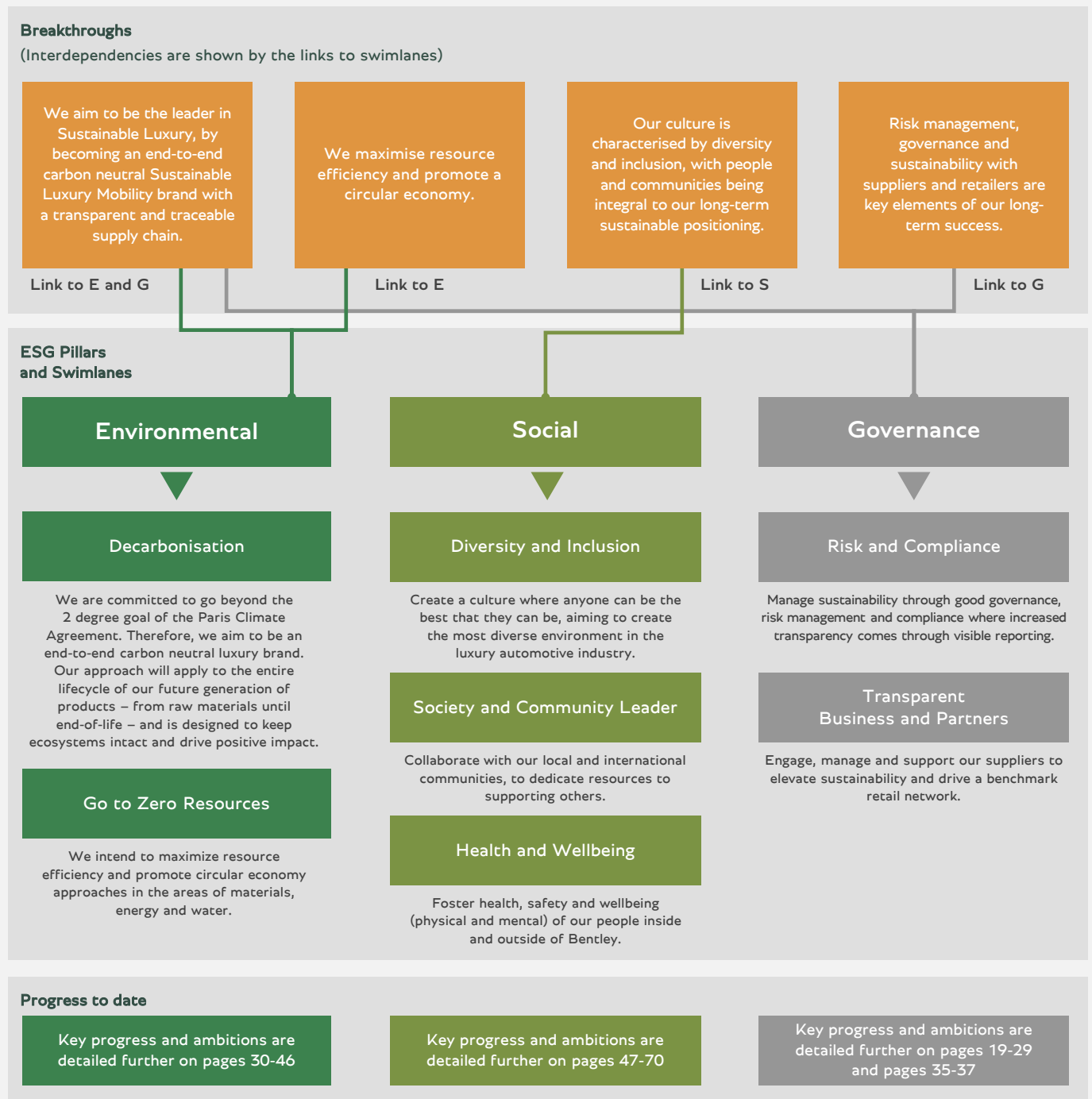
“Beyond100 is the boldest plan in Bentley’s illustrious history. It’s an ambitious and credible roadmap to carbon neutrality of our total business system, including the shift to 100 per cent BEV in just eight years.”

ADRIAN HALLMARK
CHAIRMAN AND CHIEF EXECUTIVE OFFICER

SUSTAINABLE LUXURY STRATEGY

Our focus on integrating sustainability into all aspects of our operations is driven by our Sustainable Luxury Strategy. To achieve full integration of our strategy across the company, we have identified many interdependencies and cross-departmental collaborations through projects to help us deliver on our goals.

The diagram below illustrates our governance and strategy, which comprises our key objectives, known as breakthroughs. They are linked to specific projects over the environmental, social and governance pillars to help us operationalise our vision across the company. Our progress on each of these projects, referred to as swimlanes, can be found throughout this report.



HIGHLIGHTS AND PERFORMANCE

15,174

Cars delivered to customers in 2022

346%

Increase in operating profit
since 2018

99%

Reduction in factory waste that goes
to landfill since 2010

44.6%

Increase in the number of cars
delivered in 2022 compared to 2018

20.9%

Return on Sales (ROS) 2022

65.5%

Reduction in energy consumption
per car since 2010

€3.38 billion

Revenue for 2022

£2.5 billion

Of sustainable investment to electrify
Bentley's entire product portfolio,
and transform our site in Crewe into
a world-leading 'Dream Factory'

11

We have been awarded Top Employer
for 11 years running

45%

Increase in sales since 2018

£750,000

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

€708 million

Operating profit in 2022

2030

We are aiming to be end-to-end
carbon neutral by the end of 2030



Our sustainable transformation

Not only do we accept the challenges we are presented with, we thrive on them. Our sustainable transformation represents a pivotal moment in our history as we seek to overcome the immediate challenges posed by climate change and the need to transition to a low carbon economy. Simultaneously, we are planning for the transition to BEVs in the future.

We are extremely proud of our 2022 financial performance results and the progress we have made since 2018, when we experienced our record loss. It has been challenging to come back from; however, in 2022 we have recorded our highest ever operating profits at €708 million.

This operating profit exceeded our 2021 year end operating profit record by over €319 million, delivering a 20.9% return on sales, which is our highest ever recorded in Bentley history. We have made significant efforts to optimise the cost base and create captivating vehicle programmes for our customers. We have developed new, innovative and effective processes to enhance our operations and improve performance, so that we continue to bring a unique driving experience to customers around the world.

This has made our business more resilient, and created a strong financial foundation, from which we can invest in the future of Bentley. We have set ambitious targets to drive performance, sustainability and innovation.

£2.5 billion of sustainable investment, secured and announced in 2022, will support our transformation into a leader of the Sustainable Luxury Mobility sector, reflected by our Beyond100 strategy, delivering exceptional cars that are sustainable for our customers now and in the future.



The results of the materiality assessment demonstrate that our current commitments, as set out in the Beyond100 strategy, clearly align with the priorities of our stakeholders and our business impacts. We have used the identified material issues to help shape the coverage of our Sustainability Report and identify our relevant and material GRI disclosures.



Stakeholder engagement

Through our global markets and supply chain, our business activities have a wide reaching impact. This manifests itself differently for each stakeholder group, be they our colleagues, customers or distanced stakeholders, such as the media. Regardless of the type of stakeholder and their interaction with Bentley, they are all invaluable to us. This is expressly represented in our Bentley Values and Behaviours. One of our core values is 'Collaboration', driving our approach both internally and externally with stakeholders. Day-to-day our 'Collaboration' value is represented through our Behaviour of 'Understanding' which requires us to be considerate towards others and work collaboratively to get things done. More information on our Values and Behaviours can be found on page 25 of this report.

Our business exists to provide a luxury product to our customers, achieving this relies on the actions of stakeholders such as our colleagues and suppliers and is enabled by the role of the media and regulators. Building and maintaining close relationships with our stakeholders is critical to achieving our sustainable ambitions. Throughout this report many stakeholders are mentioned in greater detail, including their particular importance to Bentley and our interactions with them.

We are proactive in our interactions with these stakeholders, utilising communication methods such as surveys, conferences, website, working groups and social media, to maintain regular contact and gather feedback. Creating clear channels of communication flowing in both directions is critical to maintaining strong partnerships.

Each of our stakeholder groups matter to us for a particular reason, just as each of our stakeholder groups identify a different set of priorities within our business.



SUSTAINABILITY PROGRAMME GOVERNANCE

Strong governance ensures the consistent delivery of Sustainability throughout the business.

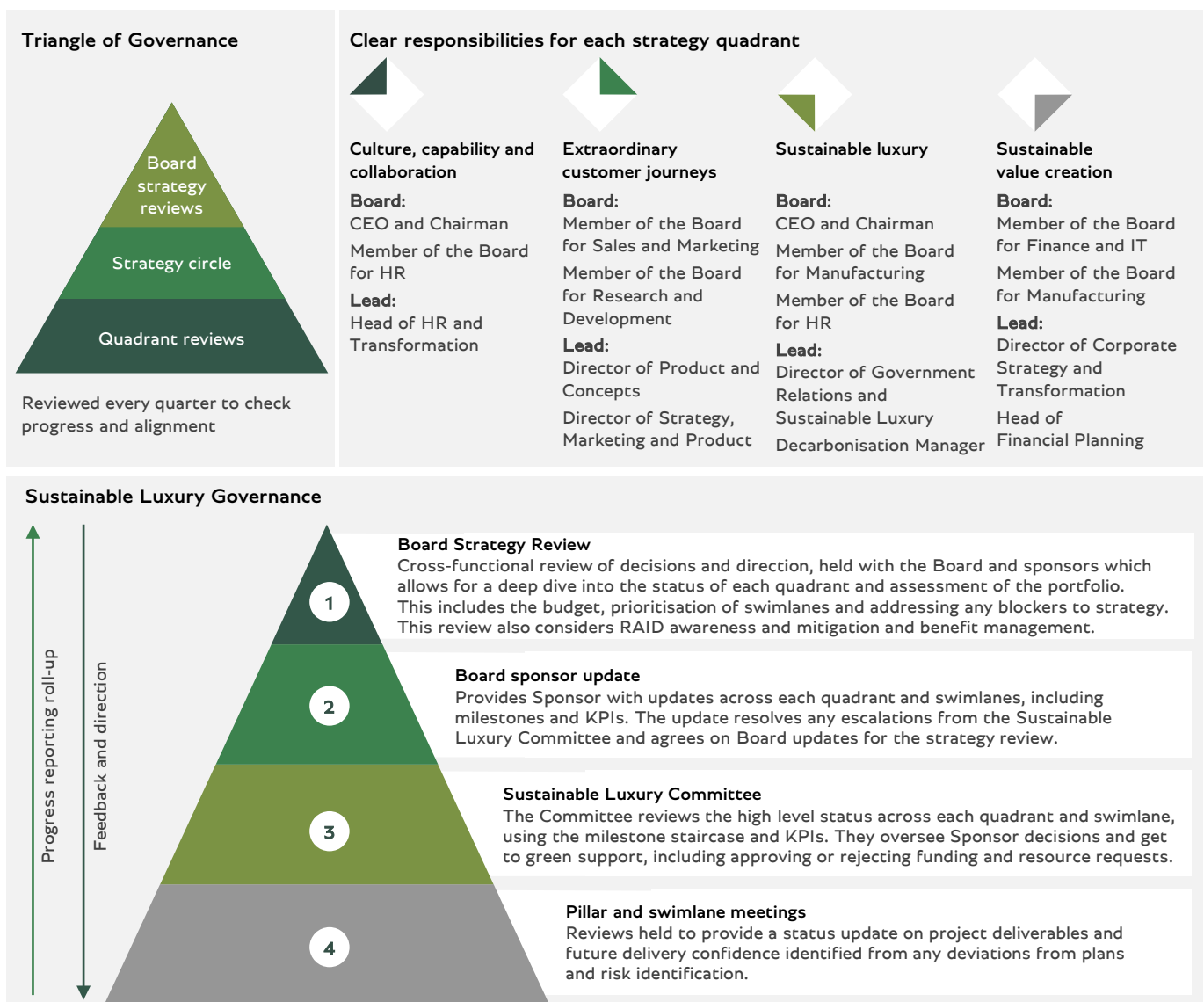
Integrating sustainability governance

Sustainability sits at the heart of our Beyond100 strategy with Sustainable Luxury as one of the strategy's key quadrants. Our sustainability governance has provided a structure which seeks to embed sustainability throughout the organisation. Effective collaboration and communication between leadership and the broader business allows for transparency and a clear allocation of responsibilities.

The Governance committees set out below, are the specific Sustainable Luxury forums that enable the right people to make the right decisions at the right time. The 'hard-wiring' of sustainability across all of our business units enables the integration of sustainable decision-making, where we can push for further development towards our Beyond100 strategic achievement.

The governance structure below enables:

- Clarity and transparency in relation to progress across the quadrant and swimlanes;
- Consistent reporting and information flow throughout the business (up to Board, down to Projects);
- Early identification of risks to prevent escalation into issues;
- Improved management of dependencies, change requests, budget control; and
- Clear roles for accountability and responsibility.





Board Strategy Reviews

The Board Strategy Review is led by our Chairman and Chief Executive Officer, Adrian Hallmark, and represents the highest authority within Bentley in relation to sustainability. The Board Strategy Review meets fortnightly and comprises all Board members and relevant directors. They have ultimate decision-making responsibility for matters of strategic significance, including topics related to the ESG pillars. Each pillar is managed by a member of the Board. The Board member responsible for manufacturing leads on climate change and other environmental topics, the Board member responsible for Human Resources supports our colleagues and local communities under social, and the Chief Executive Officer oversees governance and economic impact.

Sustainable Luxury Committee

The Sustainable Luxury Committee comprises director and manager level sustainability leads who meet every six weeks. The Committee determines strategic priorities and monitors projects and commitments linked to the Sustainable Luxury agenda. It reports quarterly to the Board of Management allowing the timely escalation of any relevant topic and significant risk. This Committee operates as a decision forum to a defined financial or risk threshold, accelerating the decision-making process and escalating when needed to the Board. This Committee is also an approver for internal and external sustainability communications. Our Sustainable Luxury Committee is underpinned by robust Terms of Reference which outline its objectives, responsibilities, agenda and expected input and outputs.

Sub-committees

Sub-committees are structured under each ESG pillar and are overseen by the Sustainable Luxury Committee. Within the sub-committees there are working groups focusing on ESG projects and initiatives which are responsible for the timely delivery of commitments, such as decarbonisation. The sub-committees meet on a regular basis and are chaired by the heads of function who also sit on the Sustainable Luxury Committee.

Strengthening governance through communication

Communication plays a critical role in promoting strong governance within Bentley. We publish weekly bulletins prepared by our internal communications team who liaise with the Sustainable Luxury Committee to ensure relevant information is communicated within the organisation in a timely manner. We provide quarterly updates to our colleagues and stakeholders on the delivery of our Beyond100 strategy, including the Sustainable Luxury quadrant. This keeps them informed about quarterly results and our priorities for the upcoming quarters.

Leadership briefings and workshops are available to our top-level, mid-level and first-line management colleagues, with all functions across the business represented. Leadership briefings are held monthly and updates provided on areas such as progress against targets and emissions reduction plans. Leadership workshops provide a forum for a deep dive into Bentley's strategic priorities and the actions taken.

Leaders of each function give regular updates to their teams. This provides an opportunity for them to give feedback on the subjects discussed at the leadership updates and within other committees, ensuring transparency within the organisation. We have established forums, such as our Environmental Champions forum, to actively engage and communicate across all functions of the business. This allows for sharing of sustainability knowledge and best practices between different teams and colleagues.

Sustainability governance that is fit for purpose

We have undertaken a number of initiatives to ensure our governance regime is fit for purpose and that we achieve the best performance possible. One such initiative has been to optimise the sustainability expertise we have within the business. Harnessing the collective knowledge and skills of our own subject matter experts has played a crucial role in tailoring additional upskilling and training in order to fill specific knowledge gaps.

All of our colleagues, including the Board, have undertaken mandatory sustainability-focused training which is supplemented with 'Project 1hr' focus sessions throughout the year. The latter is also mandatory and used to educate colleagues on topics such as the importance of sustainability initiatives to Bentley and the actions we have taken on this topic as part of our Beyond100 strategy. Environmental and Energy Compliance Management System (ECMS) training is also provided to appropriate colleagues on an annual basis.

The power of being connected

Being an active voice within the Group is important to us. We are members of a number of working groups and management teams within the Group, including the Group Steering Committee and Sustainability Core Managers Committee. We participate in the 'working groups' which offer a wider knowledge-sharing platform and we consult with other members of the Group on challenges that they are navigating, such as new sustainability regulation in Europe.

We are currently on a journey to strengthen our communication with external stakeholders. The Bentley Media website is our main hub for external communication, where we share important news and updates and announce our performance results. In creating this 2022 Sustainability Report, our aim is to create a new and impactful pathway to increased transparency for both our internal and external stakeholders.



Bentley Sustainability Council

To support and challenge our Beyond100 strategy, Bentley has launched a Sustainability Council. The Council is the next step on Bentley's journey aimed at bringing in an external voice and ideas to quickly drive forward towards our 2030 goals. Bentley has brought together a group of highly informed experts to challenge our plans and debate ideas with a focus on achieving existing 2030 ambitions.

The Council will act in an advisory capacity for the Bentley Board of Management and the company's Sustainability Committee.

Members of the Bentley Sustainability Council will play a key role in guiding our transformation. The Council will individually and collectively drive our thinking, our strategy and the decisions we make on our sustainability journey.

The members of the Bentley Sustainability Council are:

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



RISK MANAGEMENT

At Bentley, we define risks as internal and external events that may have a negative impact on our business objectives, the ability to comply with regulatory requirements and the adherence to, or viability of, company processes – including ESG related risks.

We have a responsibility as a member of society, as a business partner and employer to identify, assess, manage, control and communicate risks, including all risks linked to the environmental, social and governance agenda. We identify, assess and treat all risks promptly, at every level of the organisation and adopt new solutions and tools as necessary. Our culture of continuous improvement has resulted in increased visibility and enhanced risk and compliance management systems which underpins all our business processes.





Reducing our risk

A strong risk management framework is key to the resilience and success of our business and is fundamental to the implementation and maintenance of our management systems. These include the International Standards Organisation (ISO) 14001 and the International Automotive Task Force (IATF) 16949:2016. The management and control of risks at Bentley is supported by a comprehensive Risk Management System (RMS) and Internal Control System (ICS). The RMS sets out the principles, procedures and measures to identify, assess, manage, control, communicate and monitor risks, while the ICS is used to safeguard the principles, procedures and measures introduced by Bentley. The aim of the ICS is to ensure the effectiveness and economic efficiency of business processes.

Part of this strong management and internal control system is the departmental management of local risk registers, where each individual risk is recorded and assessed to determine impact and probability. If a risk reaches a certain financial, legal, reputational or overall score threshold, it must be escalated to the Global Risk System. Risks requiring escalation are reviewed by the Risk Steering Committee on a quarterly basis to ensure mitigating actions are being addressed. Significant risks and the related mitigating actions are then reviewed by the Bentley Board and escalated to Audi and /or Group as appropriate.

Risk management at Bentley includes processes for operational risk, process risk and strategic risk. Operational and strategic risks are monitored and reviewed on a quarterly basis. Process risks are recorded in the ICS and are externally tested for effectiveness on an annual basis.

Data privacy

Data privacy legislation, such as General Data Protection Regulation (GDPR), is of the utmost importance to us, protecting personal information and safeguarding an individual's legal rights in relation to it. Following the core principles of the GDPR ensures we are handling the personal information of our colleagues, customers and other stakeholders in both a lawful and ethical way.

Bentley's data protection policies outline our principles, values and standards in relation to the processing of personal information. They set out how we will adhere to privacy legislation in practice, and put the interests of anyone who interacts with our brand at the forefront of our business actions and decisions. A supporting data protection management framework has also been developed, facilitating the introduction of appropriate technical and organisational measures and controls.

We ensure that our colleagues are fully trained in both GDPR and Cyber Security to equip them to work in a business environment that embraces a digital approach and new technologies. Colleagues are provided with tailored GDPR training, equipping them with an understanding of the core principles of the legislation. A mandatory annual eLearning module has been developed for all colleagues with IT access, supported by a face-to-face briefing pack for Manufacturing colleagues. Completion of the training is recorded and tracked as part of our compliance learning suite and mandatory training is typically required for completion within the first 90 days of employment. In conjunction with the GDPR eLearning, additional awareness and training material is provided to colleagues as part of a communication plan developed against a training needs analysis. For example, in 2022 an eLearning module was created to provide line managers and our HR Community with a more detailed understanding of Data Subject Access Requests.

GOVERNANCE, COMPLIANCE AND INTEGRITY – DRIVING A WINNING CULTURE

Encouraging a mindset of integrity





At Bentley, we believe that a strong foundation of governance and integrity is critical in supporting our ambition to be the leaders in Sustainable Luxury Mobility. Integrity is one of our five core values and inherent in building trust with our stakeholders, to maintain long-term economic success. We have ensured that integrity is central to our people processes and the way we interact with business partners and customers, by linking it to our internal behaviours of honesty and transparency.

Bentley Behaviours

We operate to a set of standards which help us focus on how we get things done and drive our winning culture. Key activities, ranging from recruitment to colleague recognition and development, are embedded in our Behaviour Indicator Guide, which, in turn, is structured around the 10 *Bentley Behaviours*.

Our values

Our behaviours

Innovation	 Curious	We are Relentlessly Curious . We ask questions to find out more and consider alternative points of view, focusing on possibilities.
	 Entrepreneurial	We Act Like Owners . We look for smarter and better ways of doing things and work well with others to make improvements.
Sustainability	 Judgement	We have Great Judgement . We have a logical approach to solving problems and fully evaluate situations before committing to a course of action.
	 Improving	We are Always Improving . We look after ourselves and our resources and are aware of our strengths and development areas.
Collaboration	 Understanding	We are Understanding . We are considerate towards what our colleagues are trying to achieve and work collaboratively with others to get things done.
	 Empowering	We are Empowering . We plan and prioritise our workload and work effectively with others to deliver positive outcomes.
Authenticity	 Accountable	We are Accountable . We take responsibility for the results we deliver and the decisions we make, seeing things through to completion.
	 Engaged	We are Engaged . We listen, are respectful towards others and are able to adapt our style or approach in order to connect with people.
Integrity	 Honest	We are Honest . We have the courage to share our views and opinions with our colleagues are willing to have challenging conversations – no more ‘gently Bentley’.
	 Transparent	We are Transparent . We willingly share information with others and spend time with our colleagues in order to build trust.

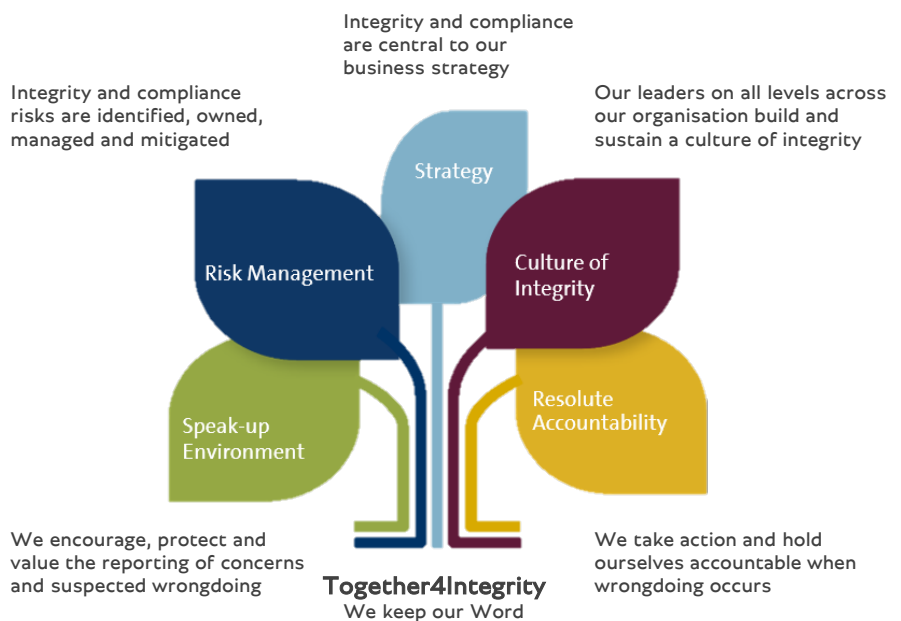


Together4Integrity

Through the Group, we are part of the *Together4Integrity* programme. We have embedded the principles of the *Together4Integrity* programme to help us integrate compliance and integrity into the basis of our corporate culture and provide foundations for the way we conduct our day-to-day business. This programme provides the opportunity for our colleagues to vote annually on integrity statements which later feeds into our annual *Integrity Perception Workshop®*, which supports our 'Speak-up Culture'.

We have also conducted an external benchmarking exercise called the *Integrity Index®*. Having achieved a result of 'Good' in April 2021, we have invested time to assess and review actions required to help us achieve the index's highest level of integrity in our next benchmarking exercise.

We have an orientation guide: The five Ethics and Compliance Initiative principles



Our Code of Conduct

We believe an organisation can only find long-term success by acting with integrity, complying with statutory provisions worldwide, and standing by its voluntary undertakings and ethical principles, even when this is the tougher choice. Compliance needs to be second nature to all our colleagues. The Bentley Code of Conduct (CoC) outlines the ethical principles and behaviours which we expect from all our colleagues. It serves as binding guidance for our day-to-day business activities and is supplemented by internal guidelines and provisions in employment contracts, as well as compliance with national and international statutory provisions.

We expect our business partners to adopt the standards which are set out in our Code of Conduct for Business Partners. Ongoing monitoring of our business partners is carried out to ensure that all risks are captured in real time and corrupt practices are identified, managed and where possible, prevented. Comprehensive training on the CoC for both colleagues and business partners is mandatory and provided on a regular basis.

Protecting Bentley as a business

Bentley takes a proactive approach to compliance by increasing colleague awareness and knowledge in order to prevent regulatory violations. Our compliance management system provides a framework to identify compliance risks, such as corruption, human rights abuse and money laundering. We implement mitigating controls which include a comprehensive compliance training curriculum, and through a risk based approach, carry out due diligence processes on business partners. We have policies and procedures in place to support colleagues in effectively managing risks.

Online training helps our colleagues understand the importance of compliance and how to comply with processes and policies, as well as guidance on how to flag concerns. Processes and controls owners receive targeted training based on the particular risks they are exposed to, for example how bribery occurs and the risks to consider when dealing with Public Officials in our Anti-Corruption training.

The Anti-Corruption Policy applies to all colleagues and they are required to declare any conflict of interest and update this if circumstances change. In the event that a conflict of interest is identified Bentley will work with the colleague to mitigate any risks.





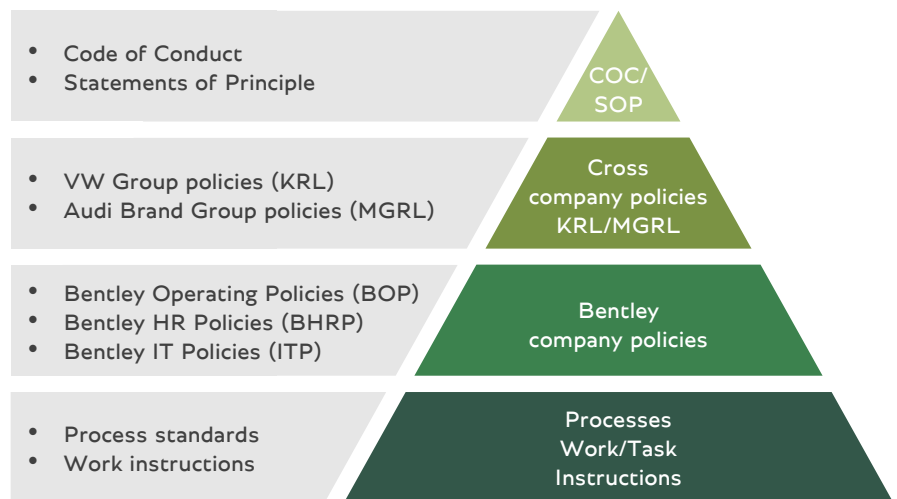
Bentley policies

Our policies define binding standards that are applicable to all colleagues supporting responsible business conduct. They address corporate risks by informing colleagues of expected business practise within Bentley. There are three different types of policy: Bentley Operating Policies (BOPs), Human Resources Policies (BHRP) and IT Policies (ITP). Bentley Policies are signed off by the relevant Board Sponsor before implementation. All Policy documents are held in a document management system alongside other essential documents such as the Governance, Risk and Compliance (GRC) Manual. A web-based training platform, the e-Academy, contains resources and training modules that are updated on a regular basis to ensure relevance and applicability.

Our Governance

Bentley is committed to considering all parties who might be impacted by our decisions. We use our integrity and compliance statements for all Board decisions to ensure that every choice we make has considered Bentley, our customers, our products, our partners and society. The actions we are taking should not only have a legal basis, but also a clear connection with our values and ethical principles, including keeping customers safe, creating innovation, upholding standards of compliance with suppliers and contributing to social cohesion.

Policy hierarchy



Robust governance for us comes in many forms, including our key decision-making committees. Each Committee is empowered to share information and reach out for further support. The Compliance Committee is a forum that contributes to ensuring good governance at Bentley. It meets on a monthly basis and is composed of members from across the organisation, including our Chief Compliance Officer and General Counsel, to review non-compliant behaviour in accordance with the CoC and Bentley Policy. Relevant audit findings are also considered to identify trends and facilitate any necessary identified steps to be undertaken that will prevent harm to the company and our colleagues.

As part of the Compliance Management System, the Bentley Board are informed regularly of integrity and compliance activities, and statistics relating to: colleague sanctions, completion of compliance training, and the number of reports made to the Whistleblower System.

Our approach to governance provides opportunities for collaboration with the other brands in the Group, such as the regular Compliance Officer meetings with the Group and the annual GRC conference for all senior risk and compliance personnel. Being part of the Group means that issues are not dealt with in isolation and support is available when needed.

Whistleblower policy

Complying with statutory regulations and internal rules is taken seriously at Bentley. We can only avoid damage to our company, colleagues and business partners if rules and standards are respected, maintained and abided by. Any misconduct must be identified swiftly, processed efficiently and rectified immediately.

This requires everyone in the organisation to be vigilant and to nurture a culture where colleagues are comfortable and willing to speak up, flagging potential serious regulatory violations based on reasonable suspicion. Reports can be made by colleagues, business partners, customers or third-parties, at any time and in any language, through different channels to our Whistleblower System that is managed by Audi. An independent Ombudsman reporting channel provides additional confidence to raise concerns.

An investigation is only initiated after careful examination of the facts and consensus as to reasonable suspicion of a regulatory violation. Information will be reviewed fairly, promptly and in a sensitive manner, with the strictest confidentiality. The Whistleblower System is pivotal to our 'Speak-up Culture' and a structured Root Cause Analysis is conducted where Serious Regulatory Violations are substantiated. Statistics are published internally on a bi-annual basis to share the types of misconduct in the workplace, which helps to build foundations of trust and transparency throughout.

Protecting Human Rights in the supply chain

We consider the protection of Human Rights throughout our production activities and our supply chain to be of paramount importance. We are guided by international conventions and declarations, in particular the International Human Rights Charter and the core labour standards of the International Labour Organisation (ILO).

The ten principles of the UN Global Compact are crucial guiding pillars for the activities of Group and Bentley in our campaign for the preservation of human and environmental rights in the supply chain. We use a hotspotting approach to identify materials within our supply chain that may require additional attention, for example, cobalt in batteries. This allows us to effectively monitor the sourcing of raw materials.

When the Modern Slavery Act was introduced in the UK, a Bentley specific operating policy was implemented (BOP 169) and a Steering Committee initiated. To incorporate the requirements of the new German Supply Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetz – LkSG) as part of the Group, the Bentley Policy was updated and the scope and membership of the committee evolved to reflect Business Human Rights with the new legislation.



LOOKING AFTER
OUR PLANET: TODAY,
TOMORROW AND BEYOND



CLIMATE CHANGE

The effects of climate change on the planet and people around the world are undeniable.

As outlined by the United Nations and re-established at the UN Climate Change Conference (COP27), urgent action is required to address climate issues, as set out in the Paris Agreement. Countries, companies and policymakers are focused on the instruments to make this happen. We recognise that the automotive industry has an impact on emission production and that as a business, we have a responsibility to our stakeholders 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 is to achieve end-to-end carbon neutrality by 2030 which will be achieved through carbon offsetting our emissions. Whilst we offset, we are also working to decarbonise and reduce our emissions across our operations. We are driving change through the biggest channel that we can: changing our portfolio of cars to one that consists of PHEVs and BEVs, and by the end of 2030, we aim to be fully electric. We are investigating every aspect of our business to succeed in our goal and reduce our carbon emissions end-to-end.

Our strategy to reduce our emissions is built on five principles: understand, measure, reduce, contribute and report.

We believe that the more we do to understand our environmental impact, the further we progress and innovate to deliver sustainable reductions that set the precedent for a more sustainable future. To do so, we have considered our whole value chain and identified the activities that have an impact on our carbon emissions. By understanding where our emissions are coming from, we have been able to explore means to reduce our impact on the environment, including our current offsetting strategy. This is further supported by step two, measure. We are using life cycle analysis (LCA) to measure our emissions and environmental impacts across the value chain. LCA works by calculating the emissions and environmental impacts created by a vehicle at every stage of its life. This includes the sourcing of materials to produce a vehicle, the emissions created in the factories where it is produced, the impact of transporting the vehicle to our customers, the energy used to fuel / charge vehicles, the emissions created by driving it and finally the emissions created by processing a vehicle at its end of life stage. It creates a full picture of a product's impact and is therefore an important tool to use when considering how to reduce our product impact. Using the results of our LCA to drive our carbon footprint reduction, we are putting in place multiple action plans tailored to each stage of the value chain.

We have shown good progress in measuring emissions across Scope 1 and Scope 2 of our lifecycle and we are working towards measuring our Scope 3 emissions. At this stage, we are able to disclose our business travel emissions (see page 89).

We calculate our impact on global warming using the Group's Decarbonisation Index (DKI). This key performance indicator (KPI) operationalises the commitment to achieving a well-below 2 degree Celsius target in line with the Paris agreement and covers the CO₂ equivalent emissions of the portfolio over the entire life cycle. It is the strategic KPI used for tracking progress towards our CO₂ reduction targets and for projecting future performance based on the planned portfolio and reduction measures. It is used to assess progress against climate targets and is integral to our sustainability journey. Calculating emissions in this way offers a comprehensive view of equivalent CO₂ emissions throughout the value chain, both up and downstream. It also takes account of other emissions within the value chain including the energy and fuel emissions of products. To calculate our DKI, we follow the Group standardised DKI methodology. The calculation premises of the DKI are updated annually in the Group DKI premises review considering the latest and most accurate methodologies and information. The DKI target is calculated based on the methodology and approved by the Science Based Targets initiative (SBTi).

Decarbonisation Index (DKI)

Supply chain		In-house	Service life		End of life	Other
Raw materials	Supplier	Production	Upstream chain	Driving emissions	Recycling	Other
Material extraction and processing.	Energy expenditure for supply chain further processing.	Energy expenditure for vehicle manufacture.	Upstream chains for fuel extraction and refining CO ₂ equivalent emissions caused by power generation.	CO ₂ equivalent emissions from fuel combustion during vehicle's service life.	Energy expenditure for vehicle recycling.	Energy and fuel at non-production sites. Employee mobility, waste, logistics, etc.

As we continue our work to reduce our environmental impact, we look forward to steps 4 and 5 of our strategy: contribute and report. As a business taking active steps to reduce emissions and create innovative solutions to doing so, we seek to be a part of a wider effort to reduce global emissions. We are raising awareness to our contribution to the process and the challenges and opportunities that we are identifying through our reporting process.

This allows us to share our progress so far with our stakeholders and outline our future approach and plans.

In the following section, we work through each stage of our business emissions across the life cycle to further elaborate on the actions that we are taking towards our goal of being a Sustainable Luxury automotive company.

Current emissions across the life cycle

Supply Chain	Production	Fuel/Charging	Driving	Recycling
21%	<1%	15%	61%	<3%



Production

For the past 20 years, the drive to increase Bentley's sustainability has been focused on reducing the environmental impact of our production site. In 1999, we became the first automotive company certified to the ISO 14001 environmental management standard. In 2011, we achieved the ISO 50001 energy management standard, proudly being the first automotive company in the United Kingdom to achieve this accreditation.

10 years ago, the UK's biggest at the time, rooftop installation of solar panels was installed on our site. A second phase followed with further panels placed on the factory car park, bringing the total number to 31,500 panels. At peak time, up to 40% of the factory's electricity needs are now met by solar power. The additional electricity and all of our gas is certified green.

In 2018, our site became carbon neutral with external verification from the Carbon Trust to the PAS 2060 carbon neutral standard in 2019.

Refinements to our infrastructure such as new boilers, better insulation and an increase in production volumes have reduced the energy consumption per car by 65.5% compared to 2010. Now we are ready to take our efforts to the next level, with the commitment to create a new 'Dream Factory' in Crewe which will transform production operations and facilitate the manufacture of our BEV range.

We have also deployed projects which focus on responsible resource use on-site and reducing the amount of energy required to process them.

Up to 40% of the factory's electricity needs are now met by solar power at peak times.





Water management is important to reducing our impact on the environment during production. We have made significant investments into water capture which includes the installation of a water capture tank and water recycling systems. In 2022, a second rainwater capture tank, with the capacity to hold up to a further 1,800 litres of rainwater was installed on the roof of our new Excellence Centre for Vehicle Finish.

The new tank is attached to the waste output of the reverse osmosis water system. Overall, since 2010, the amount of water the site uses per car manufactured has reduced by 55.9%, this is a saving of nearly 12 cubic metres per vehicle, with 2022 results showing 1.3 million litres of water captured and saved.

We are increasingly minimising our waste and repositioning this waste as a valuable resource. Reducing waste aids us in reducing our emissions as we avoid sending waste to be processed. We work closely with our waste management providers to divert waste away from landfill, wherever possible. As a result, the very small amount of waste material that cannot be recycled and is sent to landfill fell by 99.1% in 2021 compared to 2010, to just 3.57 kg per vehicle.

Supply Chain

Our supply chain is fundamental in reducing our environmental impact, in particular reducing our impact on global warming. Our LCA showed that our supply chain represents 21% of emissions within the value chain, the second largest segment. We understand the complexities of the supply chain and are working hard across multiple areas to reduce our impact and emissions.

As the sourcing of our materials is a crucial aspect of reducing our Scope 3 greenhouse gas emissions, we have been working closely with the Group to address emissions in the supply chain.

With a complex and globally distributed supply chain this presents a challenge, however, we are utilising our Sustainability-Rating (S-Rating) and external partnerships, for example, with the Leather Working Group (LWG) to exert influence on our first-tier suppliers. We use a 'hotspotting' approach to conduct due diligence requirements in the raw material supply chain, allowing us to identify materials that have the highest carbon impact. This aids us in determining materials to focus on for emission reduction, after which we can scrutinise the supply chain and in some cases work to explore alternative materials and production methods.

Engaging with our supply chain

Our S-Rating process focuses on assessing and improving our supply base to ensure all suppliers operate to the highest level of ethical and sustainability standards. By working hand-in-hand with our key suppliers, we take reduction of our emissions right to the root of resource management by addressing harmful processes at a granular level.





The S-Rating process

Creating a more sustainable vehicle starts in the supply chain and we are pursuing greater responsibility in our supplier relationships, working with them to ensure our materials come from fair practices that reduce negative environmental or social impacts. Bentley adopted the Group's S-Rating in July 2019 alongside the Group's Code of Conduct for Business Partners. The Group's sustainability requirements, as outlined in the Code of Conduct, 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 (ILO). The Code of Conduct builds on such standards, integrating the objectives, rules and policies of the Group.

The S-Rating is an alphabetical ranking system used to verify a supplier's performance in the areas of sustainability, the environment and social responsibility. We issue the S-Rating based on a supplier's performance responding to the self-assessment questionnaire (SAQ). In the instance that an SAQ is not satisfactory, Bentley will arrange for an independent sustainability assessor to visit the company and perform an on-site inspection. These inspections include investigations into the economic use of resources in production and industrial safety. For us, the S-Rating is more than a mandatory requirement, we consider it an important core criteria alongside cost, quality and technological expertise.

Encouraging better environmental and social standards throughout our supply chain is central to achieving our enterprise-wide sustainability aspirations. Any supplier hoping to enter a business relationship with Bentley must have an S-Rating of B or higher; however, we aim to work

with suppliers who score on the upper end of an A-Rating. In the event that an on-site assessment has taken place, follow-up checks are conducted to ensure that the contractor has rectified any improvement areas identified in the initial inspection. We set high standards for our suppliers, taking into account areas ranging from corruption prevention, safe and healthy working environments to waste disposal. We require our business partners to draw up official guidelines to integrate these actions into their corporate code of conduct and communicate them to their colleagues.

The S-Rating system seeks to ensure that not only does Bentley, and the Group, have the support of high quality supply chains, but those suppliers have a collaborative system in which to flourish and achieve an A-Rating. Suppliers are permitted to undergo a repeat evaluation, following the completion of improvement measures.

Supplier Environmental Manifesto

In 2023, Bentley plans to Pilot a new Supplier Environmental Manifesto (SEM) as part of our sourcing processes. The SEM sets out a number of mutual manufacturing principles and goals, such as use of renewable energy, which suppliers will be asked to achieve by 2025 and beyond. Following what is hoped to be a successful pilot, Bentley will look to implement the Manifesto as a standard requirement for all future sourcing activities, which will help to reduce the environmental impact of our supply chain dramatically. We understand that supply chains are an important part of reducing our emissions and reaching our target of becoming end-to-end carbon neutral.

Lowering the impact of Logistics

One of our initiatives to reduce our carbon footprint focuses on our transport logistics. To transport vehicle parts between our factory and our warehouse storage facility, which is 10 miles away, we use a fleet of Heavy Goods Vehicles (HGVs). Fuel produced from hydro-treated vegetable oil (HVO), known as Green D+, has provided an ultra-low emission alternative to diesel for our in-house Logistics vehicles. We power our fleet through a 34,000-litre tank of Green D+ which has helped us to reduce greenhouse gas emissions.

This has led our factory to become the first luxury automotive plant to run all of its in-house operations on renewable fuels or green electricity.

Due to the success of the biofuel, we are also investigating the viability of it for domestic inbound and outbound transport in a bid to further support the decarbonisation of our supply chain.

More widely within Logistics, we are expanding multi-modal transport: switching from road to rail, where possible. Rail transport is more efficient than road transport as it produces lower carbon emissions. As of 2022, we now transport materials from 7 suppliers on multimodal rail transport from our European supplier base which has removed 39,000 miles from the road onto rail each week, helping us to reduce our carbon emissions.

In 2021, our Logistics team started to consider their paper consumption in current processes, switching to digital wherever possible. As a result, prints per car from Logistics areas reduced by 19% between first and last quarter for 2022. By digitalising our operations, which is an on-going process, and challenging current practices we continue to reduce our paper consumption. Our reduction in paper consumption furthers our efforts to minimise resource use and waste processes, contributing towards our aims of emission reduction.

Green Week and colleague engagement

At Bentley, we also believe that a culture change is a key enabler to bring on the sustainable transformation we need. Within our Logistics department, a Green Week was organised for the team in October 2022 to raise awareness and educate colleagues on key sustainability topics such as climate change, waste and pollution, energy efficiency, and responsible consumption. Additionally, we have monthly sustainability information sessions for our Logistics colleagues who share news across Bentley and the Group, helping to educate and discuss important topics. Previously, discussions have included topics such as COP27 highlights, climate tipping points, biodiversity loss and COP15.

“Longer term, the £2.5 billion investment we announced in January 2022 will help us further transform our products, facilities and logistics, combining our unique fusion of craftsmanship, customer interaction and colleague experience to build the platform for our first Bentley BEV.”

PETER BOSCH
MEMBER OF THE BOARD RESPONSIBLE FOR MANUFACTURING

Driving

Historically, our cars were built on the principles of power and luxury, and now by adding the principle of sustainability we are looking to enhance the driving experience for our customers. Luxury automobiles have commonly been associated with an environmental impact. We are decoupling a luxury experience from an environmental impact by incorporating a sustainable outlook into our existing approach, focusing on reducing our carbon footprint in the driving phase without compromising on the emotion and craftsmanship behind the cars that we produce and sell. This regenerated offering of cars is just as exciting, if not more exciting, as it supports our vision and goal of sustainability and zero tailpipe emissions.

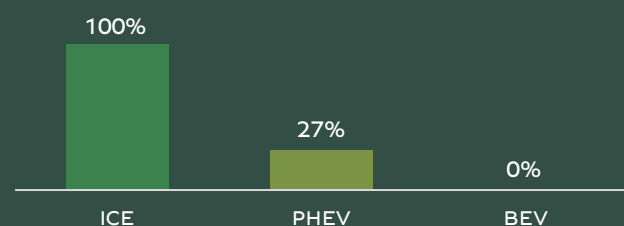
As shown in our LCA, driving is the most emission intensive area. It is, therefore, the area that we have the biggest ambition in and have already taken decisive steps. Our 5-in-5 plan will help us develop the next generation of cars that continue to provide true luxury whilst embracing a new age of sustainability, as they produce no tailpipe emissions. By committing to change our whole product portfolio, we can positively impact the overall CO₂ emissions through the production and use of PHEVs and BEVs. Creating a new portfolio of cars will help us to fulfil our ambition in reducing our environmental impact, whilst reinventing luxury mobility to be sustainable, yet uniquely Bentley.

Reinvention of a 100 year old brand



The first step is the movement to PHEVs, which will be followed by the final transition to BEVs. By doing this, we see a reduction of 100% of tailpipe emissions.

Improvement in Tailpipe emissions of PHEV and BEV against ICE



*Average tailpipe emissions for ICE and PHEV are calculated from the EU27+3 (Norway, Iceland and UK) 2022 retail volumes

We have a clear roadmap to get to a fully electric portfolio. Currently, we have two hybrid vehicles, which are available across nine different models.

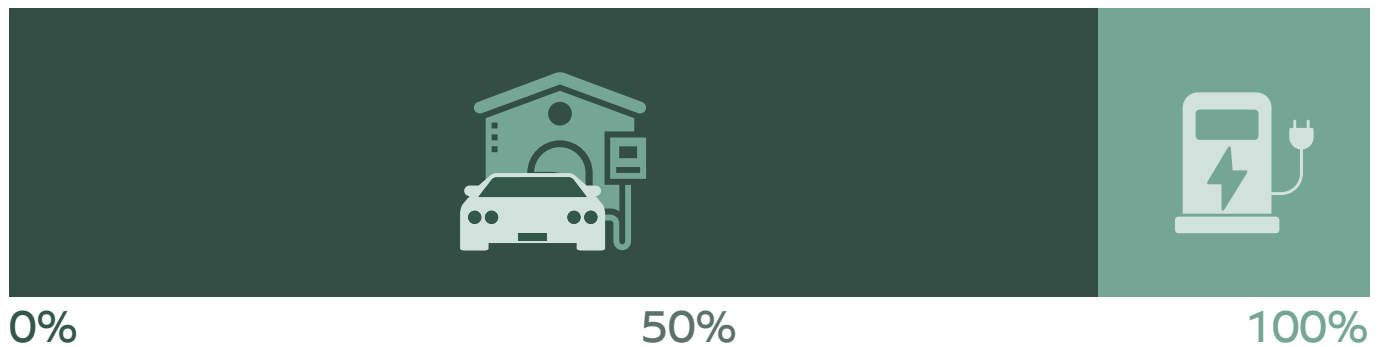
Making the driving experience as sustainable as possible, comes hand-in-hand with the charging of the cars. We are targeting the incorporation of renewable charging into the use phase of our products, as well as exploring how we can collaborate with innovators within this space to truly maximise impact.

Fuel / Charging

Our LCA calculation based on our existing product portfolio demonstrates that the energy used to fuel and charge our cars contributes to 15% of our emissions across the lifecycle. Transitioning our product to electric vehicles reduces our customers' reliance on fossil fuel derived energy and reduces our environmental impact in the driving phase of the product. However, we recognise that the move from petrol powered to electric vehicles is complex due to market availability and access to renewable sources of charging.

In order to align with our mission of being leaders in Sustainable Luxury Mobility, it is critical that we combine our 5-in-5 plan with solutions for Bentley customers to have access to the most sustainable charging options. These options need to embody our key values of the brand and be part of a luxury experience we offer to our customers.

Charging: home and public solutions



Home and Public forecast is based on customer research and usage today of BEV owners. The above diagram is for illustrative purposes only.

We forecast that home charging will account for more than 80% of charging. Whilst looking to keep a high level of sustainability, we also want to continue to provide our customers with a luxurious charging at home experience, by making access to renewable sourced energy at home effortless.

By working with startups and established businesses prioritising sustainable electric provision, we can support true innovation for the future to bring that luxury experience right into the home of each customer. We will look to promote and provide the best offering to support our customers in their homes through their private energy supply.



At our Crewe site we are supporting this culture shift with our colleagues, having installed 30 electric chargers, which are free and accessible to all. They are powered by renewable energy and allow us to make our colleagues' journeys more sustainable.

Although on the go charging is a lower proportion of overall charging, it is arguably the most important as it allows our customers to reach their destination smoothly whilst travelling. It is essential that whilst our customers are on the move, they have access to information to help them make informed decisions about charging. We aim to provide our customers with easy access and a selection of renewable chargers wherever they may be travelling. We are working with global partners who can quantify the amount of energy that our Bentley customers are using and then re-introduce the same amount of energy back into the grid using renewable sources. Through collaboration with innovative companies and engaging with governments across the world and locally, we strive to enable the shift towards renewable charging.

Helping our customers to charge their cars sustainably provides a significant opportunity for Bentley as we recognise that 15% of our emissions is in our Fuel and Charging Phase and we acknowledge that this will increase as we transition to BEVs.

End of life recycling

We can only imagine how a young W.O. Bentley felt when his first engine roared into life in 1919 – or whether he had any inkling of the extraordinary journey on which he was about to embark. But neither did he imagine that those cars produced in the 1920s would still be on our roads over a century later. Evidenced in our unique Bentley Heritage Collection, which includes the oldest Bentley in the world (the second Bentley ever built) and three other 1920s-built cars, all of which are still roadworthy. We can say with some confidence that Bentley cars are built to last a very long time – 84% of Bentleys ever registered in the UK are still on the road.

We recognise the importance of recycling at the end of life because our products are built to last. The quality of every single part, even those unseen, are critical to our product. Our dedication to craftsmanship and use of robust materials has led to a long use phase of our product's lifecycle. We pride ourselves on producing cars that are associated with a brand, a luxurious item that will last for many years to come.

Despite the longevity of our products, we place importance on furthering our understanding of end of life recycling around our new portfolio. We have recently completed a project on prototyping and investigation of how new parts within our portfolio can be repurposed. One example of this is a project which explored the recycling of PHEV batteries into a fast home charging unit.

Working with the Group, we are seeking solutions that are appropriate for our Bentley cars and we understand that this is key to our future portfolio lasting longer. We will continue to collaborate together to repurpose the batteries and remanufacture them into new Bentley products, putting materials back into the feedstock loop.

ENVIRONMENTAL COMPLIANCE

Policies to protect the planet

Our Environmental and Energy Compliance Management System supports us in factoring critical environmental considerations into our key business processes and decision making.

We operate to the required standards of environmental compliance and continuously strive to be a leader in environmental transparency and integrity. Our Environmental and Energy Compliance Management System sets out our approach to environmental management and compliance, covering our operations and obligations in relation to leadership principles, compliance, environmental protection, stakeholder collaboration and continual improvement of our facilities.

We understand that our company is now presented with a number of significant risks and opportunities brought about by climate change. In line with the Group, we are aligning to the principles of the TCFD. Further, this will position us to comply with the UK's Mandatory Climate-related Financial Disclosures, applicable to our business from 6th April 2022.

Air quality and pollution

Emission-free cars are a crucial step towards Bentley becoming a leader in Sustainable Luxury Mobility. Bentley has a long history of manufacturing petrol cars and we continue with this approach in our development of PHEVs, but as outlined in our Beyond100 strategy our future will see our transformation from Internal Combustion Engines to Battery Electric Vehicles, supporting our zero emission tailpipe aim.

SUSTAINABLE PRODUCTS AND MATERIALS

Building a more sustainable vehicle piece by piece

Creating enduring luxury synonymous with a Bentley, has always required a carefully considered combination of materials to be luxurious and sustainable. We examine vehicles through a lens of sustainability so that we can explore the sourcing of new materials and ensure the responsible procurement of our existing materials.

Lowering the impact of the product on the environment also requires a careful assessment of every system's purpose, the raw materials they are made of, their manufacturing process and the complex supply routes they come from. This is paramount to ensure that the materials that our customers see and love are representative of our luxury brand, but also that all of the structural or hidden parts made of various grades of metals, plastics, glass or any other resource intensive materials are carefully selected and optimised to meet the Bentley performance and quality expectations and align to our sustainability ambitions.

Joining the Leather Working Group

Leather is an integral component of our interiors and a primary element in creating our signature luxury finish. We recognise that the leather industry is a high source of greenhouse gas emissions and has an impact on the environment and climate change.

In 2021, Bentley became the first ever automotive member of the Leather Working Group (LWG), aligning to the sustainability commitments set out in our Beyond100 strategy. The LWG brings together a multi-stakeholder community of companies to improve the sustainability of leather processes and audits leather manufacturers against stringent benchmarks and standards, which are independently monitored. As a member of the LWG 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. Our membership will enable us to get involved with decisions around standard setting and the subsequent auditing process, through a number

of working groups, thereby giving us a role in improving the standards of the leather industry and challenging suppliers to improve their operations to achieve LWG approval.

Additionally, by only using leather that is a by-product of the meat industry, managed through our suppliers traceability processes, and by sourcing from within the European Union, we also avoid hides linked directly to deforestation. Actions like this are reflective of the work within our supply chain to encourage greater green processes. We are working on a number of other initiatives to improve our leather supply chain and reduce CO₂ emissions from the leather we use. We are collaborating with our suppliers to improve the traceability of the hide to a specific farm or local area. Additionally, we are working with our leather suppliers to ensure our hides are only sourced from ethical farms with independently audited and verified animal welfare standards. We have also begun investigating processes which demonstrate potential for furthering the sustainable treatment of our leather, including tanning and the increased use of green chemicals and the reduction of energy and water waste.



Sustainable harvesting of wood

The use of wood in our vehicles brings a unique finish to our cabins. Customers are free to choose the colour and type of wood from a selection of carefully identified species. We only source wood from non-endangered species located in non-tropical areas, primarily in Northern America and Europe, under

specific sourcing criteria. The control we have by selecting, preparing and processing our veneer in Crewe helps to ensure that every single car is unique and the utilisation of this precious raw material maximised. True to our values, we work hard on every single wood species we introduce to ensure we find the best balance of natural

characteristics and durability while limiting the treatments we take our veneers through. In 2021, for example, we introduced an open pore finish to all product ranges as an optional choice for customers, which reduces the amount of chemicals and waste used in the process.

Our quest for new alternatives

We are currently in the process of developing alternative choices to leather as a customer option.

An example of this is the exclusive coffee based coated textile which has currently only been offered in our limited edition Mulliner Batur model. It is our ambition to offer similar alternatives for customers in the future.

Additive Manufacturing is an innovation which minimises waste. In our Mulliner Batur range, we collaborated with a specialist jeweller in Birmingham (UK) to use recycled gold in Additive Manufacturing.

The 3D printed recycled gold replaced chrome detailing and we have also introduced lightweight, easily recyclable titanium into window switches.

As part of our ongoing research into sustainable materials, we are also evaluating several renewable materials that can both be used unseen where high performance is needed or as decorative features. The most recent example of this is the introduction of natural fibre composites to replace carbon fibre materials in areas such as interior trims.

We have integrated British sourced wool, also a renewable fibre, into our tweed panels in our Odyssean limited-edition vehicles. This tweed uses a high content of British wool in conjunction with a Global Recycle Standard (GRS) certified Polyester (PES). The tweed material offered in the Mulliner Personal Commissioning Guide is produced within the Scottish Borders using British wool, where they go to extraordinary lengths to ensure that the tweed is produced in an ethical and environmentally friendly way.



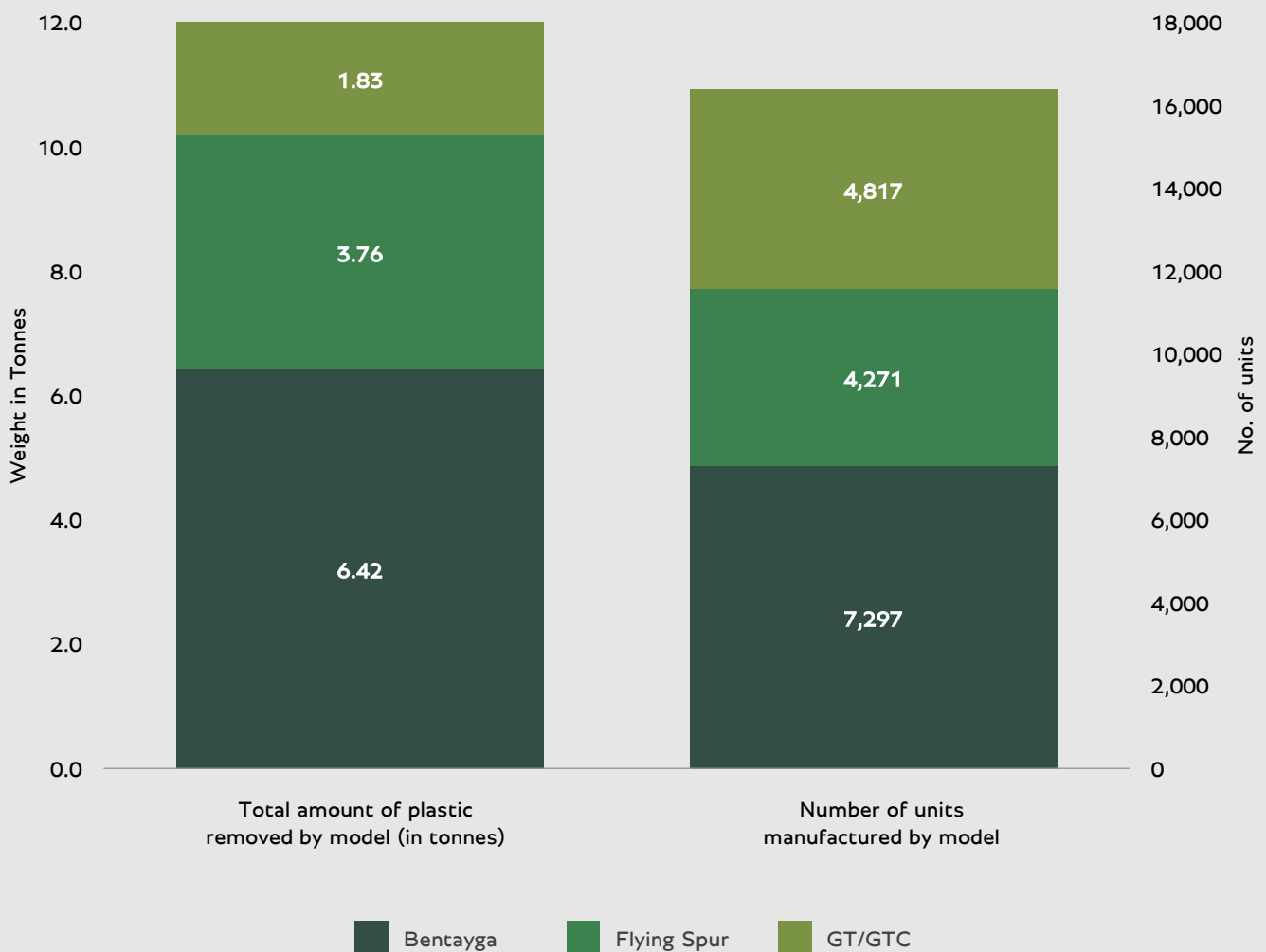
Our commitment to craftsmanship

Our commitment to quality and craftsmanship means finding and using the finest materials, which has been at the heart of our brand for 102 years. This drives the requirement for sustainable innovation in new materials. As we continue our search for environmentally-friendly materials and processes that can improve our sustainability, we remain focused on maintaining the quality of our products and ensuring our commitment to craftsmanship remains central to our brand. Determining the application of such materials and processes in the context of luxury manufacturing requires our expertise and craftsmanship in collaboration with other stakeholders.

Outbound plastic reduction

Creating a sustainable vehicle also means reducing the overall plastic that is required during the manufacturing of the car. In 2022, outbound distribution worked in partnership with our Quality Series improvement team with the objective to remove plastic protection from areas of the car that are no longer deemed necessary in finished vehicle distribution. Following a succession of quality trials, we successfully depleted the following items from each car without having any detriment to quality:

Total Amount of Transit Protection Plastic removed in 2022



Circular economy and recycling

Implementing the principles of circular economy at Bentley will enable us to make the best use of available resources. We work in close collaboration with the Group to explore how materials produced using recycled content can be incorporated into the manufacture of our cars. We look to test the limits of where we can use these materials without affecting the overall luxury of our vehicles. This work is ongoing and our hope is that we can take even bigger, bolder steps as we find opportunities to integrate those materials into our new portfolio over the coming years.

We are introducing mechanically recycled plastic grades in our cars, which we aim to increase the use of over the next few years, where technically possible. Utilising chemically recycled plastic offers opportunities for growing the amount of truly circular content in our cars. The quality of chemically recycled plastic is as high as virgin plastic, allowing us to overcome previous limitations of safety critical and aesthetic concerns. Together with the Group, we have now introduced chemically recycled plastic seat belt buckles into a number of models with all recycled content coming from the Group waste, creating a truly closed loop use of resources.

The material meets all required safety standards. Another example of our investment in more sustainable polymer solutions is the replacement of the nylon in our carpets, with 100% recycled PA6 fibres, which we aim to do progressively from 2023, we can increase circularity without compromising on luxury.



NURTURING BIODIVERSITY AT BENTLEY

Creating a harmonious balance between our production site and the biodiversity and ecosystems around it.

At Bentley, we work to minimise the impact that our production site at Crewe has on the natural environment. In the summer of 2022, a team of local wildlife experts reviewed the production site and provided us with recommendations on the adjustments that we could make to protect and enhance the natural wildlife.

Our initiatives

Bat and bird boxes

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

Growing greener

Our efforts to promote green growth at our site are supported by our colleagues who participate in the upkeep and development of our allotments.

Going green on site

To support biodiversity, we have installed a green wall at our factory. It contains over 2,600 plants spanning 28 different species of ferns, grasses and evergreens. An automated irrigation system eliminates water wastage by ensuring the plants receive exactly the right amount of hydration all year round.

Making life sweeter

Our production site is now home to over 600,000 British Apis Mellifera honey bees who occupy hives that we have installed on our site. This year our bees have been exceptionally fruitful, producing 1,000 jars of honey.



OUR EXTRAORDINARY PEOPLE AND COMMUNITIES



AN EMPLOYER OF CHOICE

We have been recognised for the eleventh consecutive year as a UK Top Employer.

Our colleagues are central to our success as a business. Without them we cannot fulfil our goal of becoming leaders in Sustainable Luxury Mobility. It is imperative that we make Bentley a rewarding place to work and delight our colleagues with the latest technology, so that we attract and retain the best and most diverse talent across all aspects of our business. The Top Employer accreditation helps Bentley to be attractive to candidates. This means offering a smart workplace with the latest technology and fully digitised processes.

For us this also means that our values guide every decision we make, which we do at all levels across Bentley through our company behaviours. The combination of Top Employer and our focus on technology really supports our Early Careers attraction and engagement too. We know that having this award complements our wider efforts to reach and attract new talent and demonstrates our commitment to continuous improvement.

Colleague engagement

Our colleagues' views are critical to creating a positive and productive workplace. We have developed several channels for colleague feedback, each of which is important to the creation of action plans.

Surveys are carried out to gain input from colleagues on various topics such as colleague benefits and new ways of working. The survey results help us to identify where improvements are needed and to measure the success and impact of new initiatives. We have a Functional Engagement Champion Network in place, with colleagues from across Bentley who act as an extension of our colleague engagement team within their respective functions to ensure engagement is happening at ground level and initiatives are shared. This network meets with our Colleague Engagement Manager once a month to share updates and ideas as well as ensuring they know what is happening centrally.





We monitor colleague engagement through the annual Stimmungsbarometer (opinions barometer). This anonymous survey, which is part of the Group programme, is conducted annually. The Group aims to promote dialogue about common values such as mutual respect, honesty, integrity, appreciation, accountability and fairness. Results are collated into an overall index score with a breakdown of scores generated across different topics and business areas to enable more focused discussion and action planning. The results are shared with all managers and colleagues at a business and team level which start the key phase of this activity; to engage teams to discuss and make improvements.

Managers, along with their teams, analyse the data to identify opportunities for improvements. In our 2022 survey we achieved a response rate of 84% and an index score of 81.5, increasing our index score by 2.2 index points compared to the 2021 survey. This gave us our best result since 2014, providing an important endorsement of Bentley's work culture. Colleagues' responses saw improvements in a range of areas, in particular when answering questions about their work-life balance, managing stress, receiving recognition and seeing sustainable improvements in their team. This recognises the commitment Bentley is making to support overall colleague wellbeing and our wider commitment to sustainability across the business.

We encourage colleagues from across the organisation to be curious in relation to how our business works. We hold a monthly *Connected Colleague* forum where twelve colleagues meet with a member of the Board. Anyone in the business, from placement students to managers, can register to attend, giving them the opportunity to engage with senior management in open and honest conversations, voice suggestions or feedback and learn about the broader strategy. This creates a learning opportunity for all colleagues and acts as a catalyst for new ideas and actions. As with all of our initiatives, we collect feedback from attendees to ensure our *Connected Colleague* sessions remain an effective way to engage with our colleagues.

A grand day out

Our colleagues are passionate about the cars we produce and we love to share the driving experience with them. In May 2022 we launched our first *BeConnected* driver day for over 400 colleagues. Hosted at the Oulton Park racetrack in Cheshire, colleagues had the opportunity to drive a selection of cars both on and off road. The event was successful in creating an important connection between our colleagues and our cars, both new and our heritage model collection.

Pyms Lane Festival

July 2022 was a time for Bentley to say thank you with an on campus festival for colleagues and their families. This festival celebrated our colleagues achievements towards Beyond100 so far and their hard work in securing BEV production in Crewe. This was an opportunity to bring our colleagues back together again and look ahead to our electrifying future.

The festival explored our Dream Factory, showcased our sustainability journey, looked at our future vision and prepared us all for our third breakthrough, whilst giving colleagues an opportunity to share their achievements with families and friends. Our Sustainability Hive, created a walk-through experience to bring our sustainability journey to life across the ESG Pillars with interactive activities. The festival offered something for everyone, including a factory tour, international street food, diverse performances, product immersion and children's activities.

Extraordinary Talks

Bentley strives to cultivate a well informed and inspired workforce. Closely linked to our diversity and inclusion strategy, our *Extraordinary Talks* provide knowledge-building opportunities on a wide range of topics. For example, we held a talk focused on Earth Day concentrating on our environmental impact and decarbonisation journey, sustainable products of the future, Carbon Neutral Crewe and hints and tips on how to reduce your carbon footprint. We welcome an impressive roster of speakers, both internal and external to the company, to highlight their experiences and provide insight into a diverse range of skills and experience. We ensure that all colleagues have access to these events by allowing both in-person and digital participation and providing recordings of the talks that can be accessed on-demand after the event.



Colleague benefits

We provide colleagues with a wide range of colleague benefits enhanced by the latest technology and informed by feedback from the business. In 2022, we carried out a benefits survey, the results of which provided insights into the ones that colleagues valued the most and has provided feedback for future benefits. We also conduct a benefit proposition benchmarking exercise periodically, which aids market understanding, supporting the recruitment and retention of our colleagues.

One of the most important elements of our benefits package is the Crewe campus itself, which offers a number of onsite amenities including restaurants, coffee shops, modern open outdoor seating spaces and a subsidised gym programme through our Legends Health and Leisure centre. Our campus offers further wellbeing opportunities such as walking routes, tennis courts, a football pitch and allotments where we encourage teams to adopt a space. We also support our colleagues with their personal decarbonisation efforts by offering a Cycle to Work scheme and access to 30 complementary electric charging stations in our colleagues' car park. We encourage the use of car sharing to and from the workplace with the establishment of a Liftshare app which enables colleagues to link together to car share. Drivers who liftshare also receive access to priority parking. We provide further transport benefits in the form of car leasing and purchase discount schemes, which now offer a range of PHEVs and BEVs.

Alongside annual leave, we offer enhanced maternity, adoption, paternity and shared parental leave policies. Additionally, we provide a competitive pension scheme and also offer support to our colleagues for life after Bentley, including workshops on 'Planning for the Future' and 'Financial Planning'.

Other benefits include childcare vouchers, personal accident insurance cover, income protection and sick pay. We hold a monthly prize draw, provide occupational health facilities and the provision of workwear (subject to role).

Colleague benefits: our ways of working

In 2022, we implemented new working models focusing on giving flexibility to where, when and how colleagues work. As part of this we launched our *New Ways of Working* framework. This includes a new Hybrid Working policy offering colleagues the choice of mixing in-office and remote working, where suitable to their role requirements. We do ask that colleagues spend some days in the office, as we know this helps to build relationships, aids collaboration, maintains team links, and boosts connection with our brand and products.

In our mid-2022 New Ways of Working survey, we saw a very positive response with over 87% of colleagues surveyed, being happy with this new approach. This was also reflected in our *stimmungsbarometer* survey where we saw an improvement in topics relating to the new ways of working; especially regarding work-life balance. Although hybrid working is here to stay, as it is a critical factor in attracting talent to our business in roles that are suitable, we know that as we learn, adapt and evolve along the ways of working journey we still have further work to do. In the mid-2022 survey, colleagues felt that collaboration and team feeling had decreased since the introduction of hybrid working so as we move into the next phase we will be focussing on how to boost in-person collaboration with purpose, both within teams and across the wider business.

All colleagues have access to a flexibility offering, be that flexi-time or Time Off In Lieu (business area dependent). Flexible working is also available to all colleagues from day one of employment, which allows them to request a pattern that is most productive for them, taking any additional personal responsibilities into account (subject to business needs being met). Additionally, we have redesigned some of our workspaces. We now offer fewer areas of traditional desk space and more agile and informal collaboration spaces where colleagues can meet and work together in a creative and inspirational setting. This [new open plan layout](#) has improved communication, by removing perceived barriers and allowing for more informal discussions.



Colleague recognition

We take pride in our colleagues' work. As such, we aim to foster an environment in which our colleagues feel acknowledged for their work, encouraging our people to praise their colleagues' contributions. We have developed our Colleague Recognition Programme and recognition portal, which allows everyone from across the business to nominate colleagues and acknowledge positive actions.

Once a year, we recognise our colleagues through the Beyond100 Recognition Awards. By living our values and behaviours and driving our winning culture, the Awards aim to recognise and celebrate individuals and teams who drive our strategy forward and role model our values and behaviours. The awards categories range from *Sustainability Pioneer* to *Extraordinary Team of the Year* and all nominations are reviewed by our management team. Ten finalists in each category are sent to a cross functional judging panel and the winners are announced during a ceremony attended by the Board and senior management team. We also have recognition coordinators who represent various functions across Bentley and act as an extended part of our colleague engagement team to ensure recognition is at the forefront of what we do. Our *Long Service Awards* celebrate and honour the commitment of colleagues after 25 and 40 years of service.

Colleague representation

Bentley's interactions with trade unions are important to our colleagues and our business; our Company Council forms an integral part of our labour relations at Bentley and meets on a monthly basis. The Council comprises 14 members, seven of which are senior trade union representatives, including a chair and convener. The remaining membership comprises leaders from across the business. Within the Council's remit is negotiation, consultation and information sharing. Topics that are brought to the Company Council include, but are not limited to, topics such as restructuring, financial updates and negotiations on pay and holiday allowance.

Local elections are conducted every three years to nominate shop stewards from the trade unions, from which the seven senior trade union representatives are chosen; this ensures fair representation of our colleagues.

The Council meets with the Board twice a year and the two Union Leaders meet monthly with our Chairman and CEO and Board Member for HR.

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



Early careers, development and outreach

We offer early career opportunities for apprentices and graduates and opportunities for students to join Bentley on an industrial placement. We run an extensive outreach effort to promote our Early Careers opportunities. In 2022, we welcomed our biggest ever intake of 124 trainees, with 23 Graduates, 31 Apprentices and 70 Industrial placements.

Graduate programme

We develop Graduates in all of our functions, where they learn their home department in depth and then gain experience of how it interlinks with other functions through a series of placements across the business. Our graduate programme spans 24 months, with opportunities across the business including Engineering, Digital, and Project Management.

Industrial placements

We operate an industrial placement programme over 12 months for university students. This provides students with a placement to enhance their understanding of business. During the 12 month placement, students are empowered to take ownership and lead on projects whilst developing academic and technical skills. After the placement, there is an opportunity to be nominated onto our Graduate programme for the following year.

Apprenticeship programme

We offer Apprenticeship pathways across Production, Engineering, Digital and Project Management, over a period of 2 to 4 years. Trainees work towards an externally recognised qualification through our network of leading training providers, whilst developing their skills and experience with on the job training and experiences.

The packages we offer are competitive, enabling our trainees to relocate to Crewe in order to take part in this programme. Our commitment to providing a meaningful experience for our apprentices has earned us a silver Investor In People (IIP) award. We have ambitions to achieve platinum status and in 2022 underwent an assessment with IIP to ensure we are on track to achieve our goal. We are using the feedback received to direct our areas of focus for 2023.



Outreach

Through university and school outreach programmes we develop a pipeline for talent to enter the business, both locally and nationally. We collaborate with a number of universities across the UK on initiatives that range from raising brand awareness and research activity to training opportunities. We also deliver in-person and virtual work experience sessions for schools and colleges, which equip young people with the exposure they need to get into the sector as well as educating students on the possibilities of Science, Technology, Engineering and Mathematics (STEM) subjects and design.

To celebrate National Apprenticeship Week, we engaged in both in person and online activities. Our 2022 vacancies went live and we ran an online campaign to promote awareness of these and encourage applications. The team conducted a roadshow around local schools in which colleagues talked to students directly about apprenticeships as a pathway and sought to inspire them in pursuing a career in STEM subjects. We involved our own trainees in these visits and took some of our products with us to get the students excited about car manufacturing. As a member of Manchester Digital, a trade body which has created a community of businesses in the tech and digital sector, we supported their Digital Apprenticeship Day. Working with Manchester Digital helps us to inspire future colleagues in the Greater Manchester area and be part of the conversation in breaking down barriers to the sector's growth.

Mentoring extraordinary women

Creating an environment that encourages and empowers our trainees and colleagues is important to us. A principal area of focus is the introduction of female students into STEM subjects through mentoring. In 2022, ahead of International Women's Day, we organised an *Extraordinary Women* event at our Crewe headquarters. The event launched our mentoring programme in which students from some of our partner universities are selected to benefit from work experience in the fields of Technology, Engineering, Design and Business. This female-focused initiative is run along similar lines to our wider *BeMentoring* programme, in which any colleague can enter into a confidential partnership with a mentor, who will guide and support them through their progression at Bentley.



FUTURE SKILLS AND COLLEAGUE DEVELOPMENT

At Bentley we want to drive even greater transformation over the next 10 years, than we have seen in the last 100. A focus on upskilling our people will be key to achieving our ambitions to transition to BEV manufacturing and to decarbonise our operations.

A decade for action

We are committed to fostering our colleagues' development and continued growth throughout their careers with Bentley. This contributes to the maintenance of the highly trained workforce needed to support us in the execution of our strategy, amplifying productivity and creating an engaging and appealing workplace. Our use of continuous performance management is enabled by the *Management by Objectives* (MBO) programme. This successful and established annual programme is closely aligned to our Bentley Behaviours. It encourages colleagues to support their performance and career aspirations through self-reflection, informed by those behaviours.

The programme also creates focus and enables clear measurement of progress, identifying target objectives to work towards with line managers. Our MBO programme creates additional opportunities for colleagues to evaluate where they require upskilling to support career progression and specialisation with a particular focus on aligning to areas that will help our organisation grow capability and achieve our skills development goals. We support our people with a comprehensive and varied suite of training solutions to underpin their Personal Development Plan.



A partnership between skills and strategy

Upskilling is focused on major areas of business need, reacting to changes in our strategy and directing our colleagues towards maintaining quality and driving innovation. We encourage and empower colleagues to retrain and tailor their development to address areas of personal interest alongside business needs. This has increased colleague motivation and improved Bentley's retention rates.

To support our Beyond100 strategy and specifically our plans to develop 5 electric vehicles in 5 years, we have been focusing on skills development in this space. We have created a 5-year Capability and Resource programme which focuses on the major skills transformation needed to produce BEVs. In 2021, we began training 800 engineers to adapt to techniques required for the manufacturing of BEVs. This training has continued throughout 2022 to ensure our engineers develop a high level of expertise in this area. We have worked with the Group and Audi to ensure that all roles impacted by the Beyond100 strategy, such as the introduction of electrification requirements, have access to an appropriate training curriculum.

Prioritising progression

Our *Talent Promotion Pathways* reinforce the importance we place on supporting colleagues' progression by offering relevant development support at every stage of their career.

Once nominated for a *Talent Promotion Pathway*, colleagues are supported through pathways focused on growth, innovation, inspiration and impact. In developing these programmes, we are closely aligned with the colleague development strategy of the Group.

In addition to the training offered to support colleagues who are following a Talent Promotion Pathway, we have an extensive catalogue encompassing both mandatory and elective training on core topics such as induction, compliance, technical and non-technical skills development. This training is administered through our digital platform, *e-Academy*, which houses over 19,000 materials. These courses equip our people with the skills required for their roles. Over 56,150 hours of training have been provided to colleagues in 2022 on topics ranging from on-boarding and compliance for new joiners, to fundamental knowledge transfer on broader business topics such as sustainability, environmental compliance and diversity and inclusion training.

We encourage all colleagues to increase their level of expertise by obtaining external professional qualifications, such as those offered by the Chartered Institute of Personnel and Development. We also support colleague development through a range of levy-funded qualifications, which allow existing colleagues to enrol in courses from the Register of Apprenticeship Training Providers. We believe it is important to encourage our people to pursue a range of courses, up to Master degree level, to support their own development and the future skills needs of the business.

Leading the charge

Strong and effective leadership are central to achieving our Beyond100 strategy. Our *Charge Forward Leadership Programme* (CFLP), which launched in 2021, focuses on colleagues in middle to senior leadership roles as well as 'future talent'. These are colleagues who have displayed the leadership potential to shape our teams into the driving force that will take Bentley to the next level of our transformation. The CFLP programme is focused on building and intensifying leadership capability and the programme links strong group leadership criteria, including a focus on strategic thinking, collaboration, influencing and innovation, as well as our Bentley Behaviours. Using diagnostic tools, such as interviews and capability analysis, we assess overall current capability against set criteria. Based on their results, colleagues build a development plan to demonstrate their leadership qualities and support their progression through the leadership capability pathways.

Leadership Criteria:

What does a successful future Bentley Leader look like?

Innovation

- Looking ahead strategically
- Developing and implementing new ideas

Team

- Promoting a learning culture
- Working together
- Empowering and leading people

Results

- Managing complexity
- Being effective

Reflection

- Living integrity
- Acting responsibly
- Realising self-correction and self-development
- Living personal stability

Continued employability

Part of our upskilling offering addresses the continued employability of our colleagues throughout their career. In instances where colleagues' careers have ended as a result of their employment being terminated, we have worked with an outplacement service to help equip colleagues at risk, with the skills likely to be useful for their next position. For example, IT skills and interview techniques. We also support them by helping to evaluate career options and key skills; and assisting with CVs and applications. For our colleagues who are planning for retirement, we hold workshops to prepare them for life after Bentley.



OCCUPATIONAL HEALTH, SAFETY AND WELLBEING

Having already begun the process of aligning our policies and processes to ISO 45001 certification, Bentley is working towards accreditation.

Our approach to promoting the health, safety and wellbeing of our people

Occupational health, safety and wellbeing is of paramount importance to Bentley as we seek to provide the best possible work environment and support for our colleagues.

Bentley's Health and Safety Management System comprises procedures, processes and risk control systems. These are based on the principles of Health and Safety Guidance 65 (HSG65), the Group standards and Audi Brand Group standards, aligned to ISO 45001. HSG 65 is guidance from Britain's Health and Safety Executive containing the 'Plan, Do, Check, Act' approach which integrates Health and Safety into good best practice management processes, rather than treating it as a standalone area. Our health and safety processes and procedures apply to all colleagues, agency workers, contractors and visitors to Bentley, and across all business activities including work on and off site.

Our Joint Health and Safety Committee and its representatives are trained to a standard defined by the trade union and are responsible for challenging unsafe behaviours, resolving health and safety issues and escalating more serious matters to managers where necessary.

Supplementary to this, the chairperson, deputy chair, deputy site senior safety representative and the Head of Occupational Health and Safety, engage in 2 on 2 (2 managers and 2 safety representatives) meetings every fortnight to review progress and ensure all agreed actions from the Committee are being implemented.

The Joint Health and Safety Committee meets at least six times a year to review performance and ensure health and safety matters are kept in line with company policy and legal requirements. The Committee takes appropriate action on health and safety issues following assessments of performance, reviews of incidents and health and safety programmes. The Committee is composed of both occupational and non-occupational health and safety managers, as well as senior managers representing all areas of the business. If needed, senior health and safety representatives, appointed by the trade union members, may participate at the Joint Health and Safety Committee meetings to carry out formal consultation between the trade union and our Health and Safety function.

As part of our efforts to provide the most robust occupational health support for our colleagues, including onsite physiotherapy and mental health consultation, we have outsourced our occupational health management enabling us to build a multidisciplinary approach focused on developing effective and comprehensive solutions.



Colleague benefits: health and wellbeing

We have tailored our benefits to support improvements in our colleagues' health and wellbeing, adopting a holistic approach to achieving a work-life balance. Over 1,400 colleagues subscribe to our *BeFit* programme which runs an annual calendar of webinars, health checks and group activities. Our *BeFit* programme aims to cover all aspects of health and wellbeing from talks on nutrition, to mindfulness sessions to walking clubs. The programme caters for our colleagues in both office and manufacturing roles, through workshops that are specific to the physical demands of particular roles.

Health and safety in the workplace

Bentley complies with the Health and Safety at Work Act 1974. We conduct regular Risk Assessments to identify any instances requiring health surveillance. This is particularly necessary for our colleagues involved in the manufacturing process, who might be exposed to a number of hazards. These may include but are not limited to, hand transmitted vibration, noise.

We have reduced the Lost Time and Accident Frequency Rate (LTAFR) year-on-year for the past seven years, with 2022 seeing a score of 2.2. We achieved this through the use of rigorous risk assessment and investigation tools, strong internal controls, weekly health and safety scorecards and the introduction of a safety management audit tool. In the event of an accident, our manufacturing management team initiates an investigation, completes an accident report and communicates with our manufacturing colleagues. This is to understand the root-cause and raise awareness in order to prevent future incidents. Colleagues involved in an accident are immediately referred for an occupational health assessment and, if necessary, are supported at work through the creation of reasonable adjustments. Our colleagues in manufacturing are encouraged to take personal responsibility for health and safety matters and proactively raise safety concerns through our online data system, *Evotix*. Managers involved in the manufacturing process are trained by our Safety team and perform weekly check-ins with their teams to identify potential safety concerns and raise awareness of the safety policies and processes in place.

Covid-19 response

During the Covid-19 pandemic Bentley demonstrated an agile and thorough response, not only to the needs of our workforce, but also those of our wider communities. As early as March 2020, we developed an internal track and trace system and during all lockdown periods we ensured that every manufacturing site and office was Covid-19 safe. This included the establishment of a testing centre, which is still being used in 2022. Together with Imperial College London, we took part in research into testing processes and since 2020, have administered over 10,000 tests. We continue to advise our colleagues to test after travel or in cases of contact with anyone who has tested positive for Covid-19.

Physical wellbeing

Physical wellbeing is important across our business, particularly for colleagues in Manufacturing. In 2022, the takt time (the amount of time a colleague is in contact with each vehicle during the manufacturing process) was reduced to nine minutes. This has the potential to place those in Manufacturing under greater physical strain. In response to this, Bentley focused on the ergonomic health of colleagues and provided physiological support. Together with our third-party occupational health specialist, we have established an in-house ergonomic assessment team. This network receives specialist training and regularly consults with the in-house physiotherapy team. This enables them to identify and address ergonomic stressors throughout the business.

In 2020, our office-based colleagues were advised to work from home during the Covid-19 pandemic. In 2022, many of our colleagues continued to work from home through a hybrid-working arrangement. We have prioritised ergonomic health, supporting our colleagues through home display screen equipment (DSE) assessments and the provision of office equipment such as ergonomic chairs and keyboards.

Within our *BeFit* network we run sessions to improve the general fitness of the workforce. We also hold workshops to address specific concerns, such as maintaining and improving back health. At our site in Crewe, we provide a number of facilities to maintain health including our Legends gym complex, open to all our colleagues. We also publish weekly newsletters and bulletins providing colleagues with physical and mental health advice and encouraging them to reach out to our Occupational Health experts whenever needed.

We ensure that all colleagues have access to an annual flu vaccine, with 1,250 flu vaccinations administered in 2021 and 1,000 in 2022.



Mental wellbeing and colleague benefits

Our mental health support is closely tied to our Inclusion policies and the work done by our *BeAccessible* network to consider the workplace challenges associated with different health scenarios.

We focus on an early intervention system, where initial support is given by mental health first aiders. Colleagues are then referred to our mental health counsellors for further support, where required. Additionally, we aim to equip all our people managers with mental health awareness training so that, as an organisation, we are identifying any cases of concern as early as possible and providing full support to our colleagues. Everyone in Bentley has access to support from a counsellor, both in person and virtually. We firmly believe that being better informed about instances of poor mental health will aid us in supporting our colleagues more effectively and maintaining the performance of our workforce.

We believe that feeling welcome in the workplace is indispensable to our colleagues' mental wellbeing. Our *BeAccessible* network, in conjunction with our Health, Safety and Wellbeing team, seeks to identify areas in which we can improve accessibility for our colleagues.

Better together

We are proud of what we have achieved to date in relation to occupational health, safety and wellbeing, but we cannot allow ourselves to become complacent. As such, we are revisiting our Health and Wellbeing strategy bringing together our mental, physical, social and organisational health initiatives into one integrated model. This will help with alignment and the identification of synergies and efficiencies. In doing so, supporting us to make organisational changes needed and alleviate any wellbeing challenges faced by our workforce.



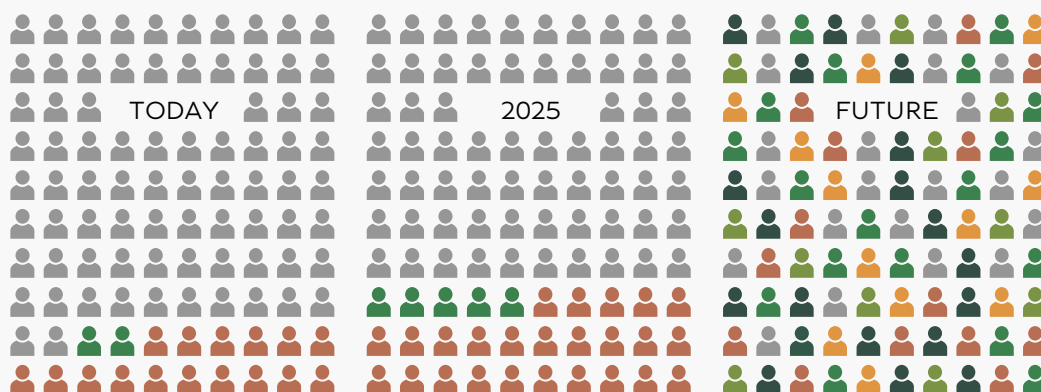
Supporting Show Racism the Red Card

DIVERSITY AND INCLUSION

Work that works for all

We are fully committed to the promotion of diversity and inclusion (D&I) across every aspect of our business and the development of a culture that maximises potential through fair and equal treatment of all colleagues. We believe that everyone, regardless of their background or beliefs, is entitled to respect and dignity and we positively celebrate the differences between people.

We encourage colleagues to treat everyone equally and to judge all contributions on merit, which is demonstrated through our 5 D&I networks, led by our colleagues who take a proactive approach to promote and raise awareness of topics important to each network (see page 64).



TARGET FOR 2025 – 30% DIVERSITY IN MANAGEMENT

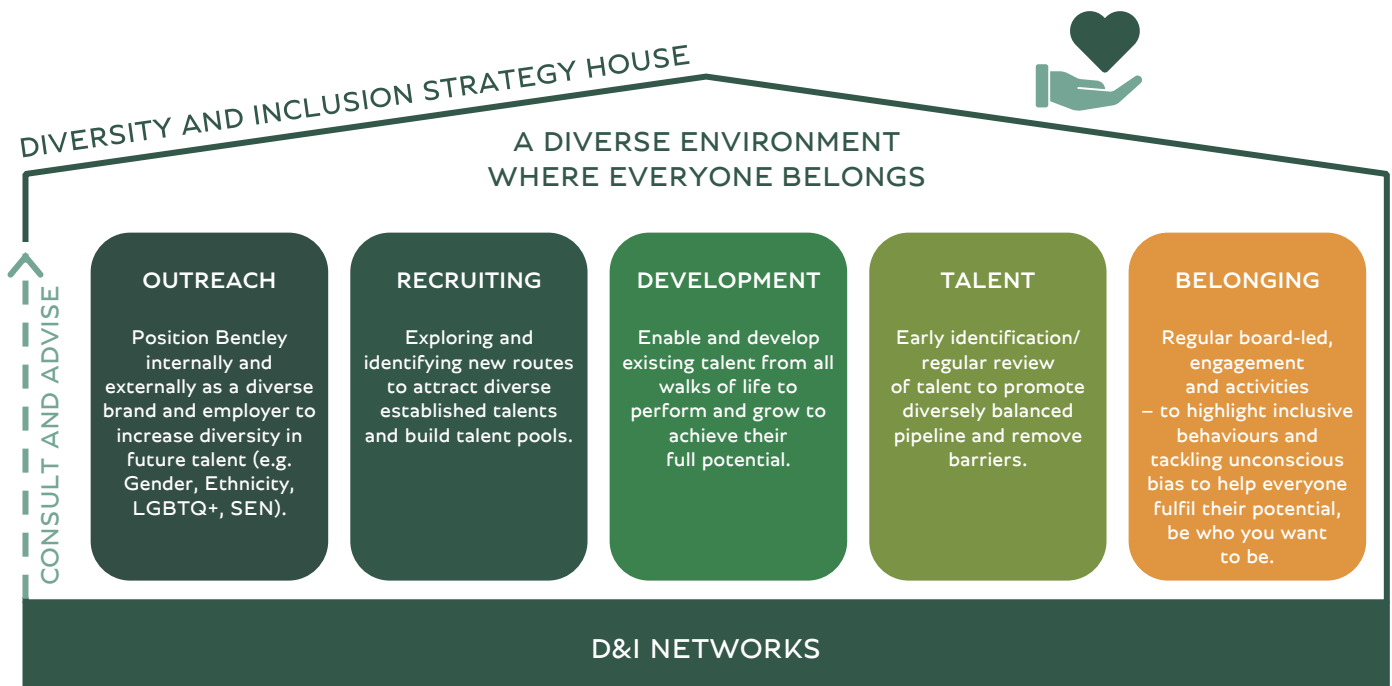
We take a zero tolerance stance on racism and any other form of prejudice or discrimination. We are proud to employ colleagues from 52 different nations and we support D&I in all its forms.

For us this means irrespective of race, age, gender, background, sexual orientation, nationality or ethnicity, mental or physical disabilities, or beliefs. We know these topics matter to our colleagues and that as a global organisation, we have a responsibility to drive positive change in the community around us and beyond.

Our D&I journey started with a focus on females in management as early as 2017, and additional focus came in 2020 with the development and implementation of a mandatory Diversity Wins training programme delivered to all people managers focusing on unconscious bias and inclusive leadership.

In 2021, we set out our ambitious D&I strategy, marking the launch with our Unifying Spur Car. Aligned to our company strategy, Beyond100, our D&I strategy consists of five pillars, each focusing on a different aspect of the D&I agenda and including activities that underpin an inclusive and diverse environment. These can be seen in the infographic below:

In 2022, to test the integrity of our strategy we undertook an external diversity lifecycle audit, delivered by The Clear Company. This audit included a review of over 300 documents, stakeholder interviews, cross-functional and cross-hierarchical focus groups, as well as several colleague surveys. The audit recognised the actions in place and their impact, recommending improvements to fine tune our D&I strategy. These recommendations were integrated into our strategy in 2022 helping to make targeted improvements to our inclusive workplace culture.



"We are focused on fostering a diverse and inclusive culture, attracting and developing our talented workforce as well as supporting our local communities to thrive."

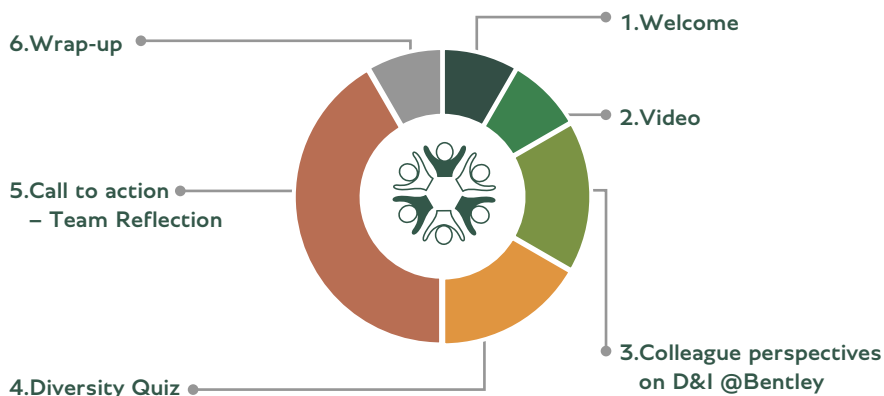
KAREN LANGE
MEMBER OF THE BOARD FOR HUMAN RESOURCES

Our D&I journey

We understand that achieving success at Bentley requires the attraction of future talent from a diverse range of backgrounds to drive innovation and positive change. We strongly believe that we will maximise our chances of attracting and securing the best talent if we embrace a truly diverse workforce. This is more than just our culture though, we believe this is our business responsibility. It also means creating a culture of inclusion and developing processes that ensure each of our colleagues feel comfortable in bringing their true selves to work and are empowered to speak up.

We have made it a priority to increase awareness of the D&I agenda within the organisation. In 2021, we made an unprecedented decision to halt the whole businesses' activity for a compulsory activity to all employees. During this time we celebrated our first Diversity day with a one hour focus on D&I. The aim of these 'one hour' sessions was to create thought provoking and honest discussions at a team level, understanding the impact we can all have and the breadth of this topic. This started with a colleague video which shared voices from colleagues throughout the business on why D&I mattered to them, bringing theoretical topics to life with their personal stories.

Concept diversity day 22 July 2021 – 60 minutes



In 2022, we celebrated We-Together; a week of D&I activities and conversations supported by a wider interactive communications campaign. The campaign allowed us to ensure all our colleagues were heard and gave us a vehicle for two-way communication in the business. This was successful in creating a sense of belonging across the organisation.

At Bentley, we have intensified our approach to D&I with the development of core mandatory training on unconscious bias for all our leadership and people managers. Over 450 colleagues have taken part in our *Diversity Wins* programme focused on changing behaviours and reinforcing the importance of D&I. Recognising the importance of continuous learning, we have facilitated follow up sessions for our leadership, allowing time for essential reflection.

Our Board members are at the forefront of our D&I mission with a critical role in ensuring that everyone feels a sense of belonging.

They take part in all of our training, such as the *Diversity Wins* programme and reflective sessions. They were a key part of our *WeTogether* Week and took part in interviews for our diversity audit with The Clear Company. Our Board members are fully integrated into our D&I networks, ensuring two-way communication and exchange and enabling them to stay close to matters that our colleagues consider important.

To ensure we continually commit to and drive forward our D&I strategy, in late 2022, we formed a cross functional senior management team called Diversity and Inclusion Breakthrough Action Team (DIBAT), whose role through 2023 is to champion D&I and drive functional ownership and engagement. Building on this in 2023, we will be focusing on enhancing an inclusive culture and diversifying our talent pipeline.



Our Diversity & Inclusion networks

Our colleagues are taking personal responsibility for championing diversity and minority topics and causes both internally and externally. In 2021, Bentley supported colleagues to form five networks aligned to our company strategy and involving over 410 colleagues. The networks engage colleagues from all backgrounds to help identify and remove barriers, provide peer support and build networks of allies to improve understanding and awareness to drive positive change in the business. Our Head of Diversity & Inclusion, works closely with these networks, inviting them to act as a critical friend providing feedback on our D&I measures.

The networks operate under three principles: inform, include and improve.

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
- Forum for our colleagues to share and discuss topics openly

IMPROVE

Consult and advise the business on working activities



Here are just some of the highlights from our Networks in 2022:

Bentley's BeProud network took part in the Manchester Pride parade, supported by friends and family. Bentley also took part in Cheshire pride, after having attended virtually last year.

The work of our BeAccessible network has led to the adoption of the Sunflower Lanyard initiative. This initiative allows our colleagues to wear lanyards or wristbands that make their colleagues aware of any hidden disabilities which may require consideration in interactions or work allocation.

Our BeInspired network introduced the BeBuddy programme which offers support to parents in relation to topics such as returning to work after parental leave and this network's work led Bentley to sign the Menopause Workplace Pledge, which commits to creating an open and supportive workplace for colleagues affected by the perimenopause and menopause.

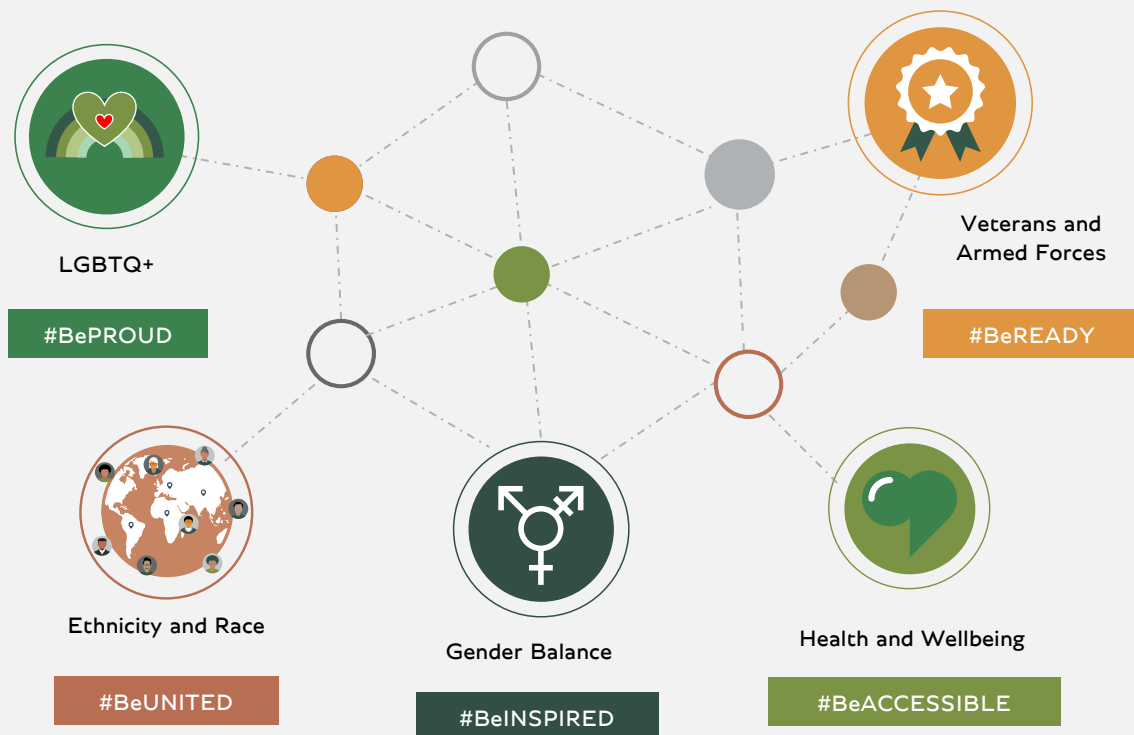
Our BeUnited network, which focuses on ethnicity and race, was the catalyst for Bentley signing the Business In The Community (BITC) Race at Work Charter.

We became a signatory in 2022 and made a public commitment to promote equality in the workplace and complete the Charter's required key actions, including enabling our HR system to track ethnicity data of our colleagues. We have also upgraded our HR system to capture diversity data such as gender identity, preferred pronouns and many other diversity identification factors. This allows us to measure our progress and prepare the business for a future Ethnicity Pay Gap report.

Collaborations with the BeReady network, which engages with veterans and the armed forces, enabled the creation of our Poppy car marking Remembrance Day on site.

Beyond our internal networks, our D&I strategy feeds into a wider network within the Group. This wider network comes together to discuss initiatives and actions throughout the Group and in 2022, saw our colleagues take part in the international WeTogether Week. This initiative aimed to connect the Group across the world, creating an international D&I coalition and developing a collective ambition for inclusive organisation. The week consisted of a programme of 80 individual sessions covering diversity, inclusion and wellbeing and was delivered in nine languages.

Our five networks





Shining a light on D&I

To support our D&I strategy and to promote and encourage open dialogues, we have been delighted to welcome a number of external guests and role models to join us at Bentley to inspire our colleagues with their journey and experience.

Some of the D&I highlights were our inaugural talk with Dr Darren Styles OBE, owner of Attitude Magazine, one of the leading LGBTQ magazines globally who spoke about his sexuality and workplace experiences.

John Barnes, ex professional football, who joined us to talk about unconscious bias and Dame Kelly Holmes who spoke about themes of gender, sexuality, race and identity, relating these to the story of her career in the Olympics and the Army, and her work in championing mental health.

One of our colleagues reflected on Dame Kelly's visit as

"an incredible experience – truly reflective, wholesome and thought-provoking to an unexpected degree. The output has been really beneficial to those who attended"

COMMUNITIES, COLLABORATION AND PHILANTHROPY

At Bentley, we have a rich history of supporting communities, particularly around our home in Crewe and the surrounding Cheshire area. We have a clear social mission, with communities at its heart. This social mission is brought to life through our Advancing Life Chances Strategy which focuses activity on the themes of access, empowerment, quality of life and a better future. Being a positive and active member of our local community is an integral part of our corporate strategy enabled by our values and colleagues.

A proud history of collaboration

Bentley has been active in the community for many decades. In 2012, we formed a long standing partnership with the Cheshire Community Foundation (CCF), becoming a founding partner. CCF helps businesses to understand the local challenges facing communities and connect them with charities who are tackling these issues and affecting real change. In the last decade, we have worked each year with CCF to offer financial and other forms of support to the local communities in and around Crewe. In doing so, we have donated over £750,000 through various Bentley funds providing opportunities and critical support for communities.

When Covid-19 struck in 2020, we acted quickly to help our communities. In addition to the action we took within Bentley for colleagues, we provided over 90,000 essential pieces of PPE equipment to over 260 organisations, including the NHS, care homes and local charities. During that time, we worked closely with Cheshire East Council to identify the areas where we could have the greatest impact.

In 2021, we engaged with the community to understand the secondary impacts of Covid-19 and create a community fund to address the most prevalent issues brought about by the pandemic. We partnered with CCF to establish the Covid Impact Fund. This fund directed financial support towards charities for a 12-month period to tackle issues such as food poverty, debt advice and mental health. Overall, the Covid Impact Fund supported 11 key projects across Crewe, which upon completion in 2022, delivered support to 5,912 beneficiaries directly across all projects and supported an estimated 11,258 people indirectly through family connections with direct beneficiaries.

The success of the Covid Impact Fund highlighted a specific need in the immediate area, prompting CCF to create a new Crewe Fund with support from Bentley and other like-minded businesses in the area. This combined effort has enhanced support for a greater number of people through increased project funding in the town.

We also support BEN, which is focused on providing support to anyone who works or has worked in the automotive industry. BEN helps people navigate life's challenges, supporting them with their mental and physical health and their overall wellbeing and enabling them to make positive, lasting changes to their lives. We operate a scheme in which a small contribution from every Bentley car sale in the UK is donated to this cause.

Debt Advice case study – Covid Impact Fund

- 107 households in financial crisis accessed the service.
- Advisers dealt with £244,450 of problem debt on behalf of clients accessing the service.
- A total of 429 non-financial outcomes were secured: e.g. 22 household budgets balanced, 29 debt repayment plans agreed, 40 eligibility for disabled benefits identified, 11 energy bill makeovers completed, and 35 household budgets created.



Advancing Life Chances – a strategy for lasting positive impact

Conscious of our role and responsibility to society, we wanted to ensure our resources were targeted to address crucial social issues, tackling both local and systemic level changes. Our community support activity during Covid has been a catalyst for the development of our new community investment strategy, Advancing Life Chances (ALC), which focuses on our collaborations with communities and our philanthropic efforts more broadly.

To ensure the principal social issues were identified and aligned across the strategy, we conducted a social audit in 2022, in partnership with the Charities Aid Foundation (CAF).

The social audit involved a number of stakeholders including our Board, colleagues, local council, local and national partners and community groups, to gain a true reflection of the most prevalent issues in society. We engaged with key stakeholders through a roundtable in November 2022. The purpose of this roundtable was to present the findings, recommendations and ALC Strategy to stakeholders and gain insight, feedback and drive discussion on any topics or issues that were potentially missed, as well as understand the suitability of the ALC Strategy for tackling need in society. This was focused on supporting vulnerable people, disadvantaged, isolated and/or under-represented communities, which are at the heart of our ALC Strategy.

The social audit reviewed social issues at a Crewe ward, Cheshire County and three retailer locations – London, Birmingham and Newcastle to capture impacts at a national level, using a number of different approaches.

The insights gathered by the social audit identified four pillars of focus: Improving Access to equal opportunities for all, Empowerment of individuals and communities, improving Quality of Life and building a Better Future. The actions under these four pillars will guide the strategy and selection process for projects that challenge the most pressing social issues affecting people and communities. Our overall aim is to 'support people and the planet to thrive by advancing life chances' through a focus on levelling the playing field for those who are vulnerable, disadvantaged or under-represented.

Advancing life chances strategy

Supporting people and planet to thrive by advancing life chances

Pillars

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.

New programmes established in 2022

Working with CCF, we sought to bring our new strategy to life by launching the Bentley Advancing Life Chances Fund for Crewe, focusing our support on projects aligned to our new Advancing Life Chances strategy. We donated £186,000 to fund 10 initiatives that will deliver support over a 12-month period, reaching into 2023, with an estimated 2,795 people set to benefit locally from the projects.

To extend our community investment reach nationally, we launched our Bentley Advancing Life Chances Small Grants Programme at the end of 2022. This programme gives charities and not-for-profit organisations access to small grants funding of up to £500 to support organisations working with vulnerable, disadvantaged or under-represented communities. It aims to offer support to communities in 19 locations across the UK within a 20-mile radius of both our Crewe Head Office, and 18 of our third-party Bentley retail partners. This localised approach maximises the impact of the programme, allowing grants to improve outcomes for multiple local communities. Our small grants programme can be accessed through our corporate website, and we look forward to reporting our first year of community impact in our next Sustainability Report.

Our Community Investment Governance

The Advancing Life Chances strategy seeks to capture all Bentley's community investment and charitable contributions under our new umbrella strategy. As such, we have moved to align all our activities under its framework.

Our charitable activities and grants are governed by a cross-functional Charities Committee made up of representatives from Corporate Social Responsibility (CSR), HR, Governance, Risk and Compliance (GRC) and Communications. The Committee adheres to policies and processes enabling consistent, fair and impartial decision making. In 2022, we established with CAF a Bentley Advancing Life Chances Company Account Fund, enabling us to direct all of our funding through CAF and ensure robust due diligence over every donation whether large or small.

"Bentley takes its social responsibilities very seriously and these are integrated into our Beyond100 strategy."

KAREN LANGE
MEMBER OF THE BOARD FOR HUMAN RESOURCES

Colleague-led initiatives

Our colleague-led programmes provide a number of avenues through which our colleagues can get involved in charitable giving and volunteering. Our Payroll Giving Initiative – a collaboration with CAF – allows colleagues to donate to causes directly from their pay. We also offer a colleague match-funding programme through which Bentley matches a proportion of colleagues' fundraising. Applications are monitored by the Charities Committee.

To further encourage colleagues' contributions to charitable causes, we launched a pilot Volunteering Leave Initiative which gives office-based colleagues up to two days paid leave per year to volunteer in the community. Colleagues are free to choose the charity for which they volunteer, and we encourage them to align to our Advancing Life Chances pillars.



Education and outreach

We have decades of experience working with local schools to attract and develop young talent into the automotive sector. To concentrate our efforts 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). The UTC is a great example of the impact of cross-sectoral collaboration where private and public sectors work together to secure a positive impact for the local area. As a founding partner, we helped to secure the partnership and expertise required to enable the £10.6 million government investment in the UTC. The UTC is a specialist engineering and design college for 14–19 year olds focused on making sure that students develop the best technical skills and qualifications for apprenticeships and university pathways.

The UTC allows us to play our part in supporting young people through a tailored curriculum, which includes expert input from the Bentley team, helping to reduce the number of young people Not in Education, Employment or Training (NEET). We were delighted to see the UTC receive a 'Good' Ofsted rating in its first inspection. We continue to work closely with the college to ensure we are providing the relevant experts and that the curriculum stays aligned to current and future manufacturing requirements.

Increasing our impact through further collaborations

Bentley recognises the importance of collaborating across the public and private sectors to maximise impact and achieve the best outcomes for the town. The UTC and the new Crewe Fund are both strong examples. In addition, Bentley also sits on the Crewe Town Board. This group of committed volunteers helps to set a vision for Crewe, secure funding and help deliver projects across the town.

Bentley is a member of the Northern Automotive Alliance (NAA) and works with them to promote the North of England as a primary business location. In doing so, we create opportunities for employment and social mobility. Bentley is also on the Board of the Automotive Council which sets the UK automotive industry's strategy through collaboration with the UK government and industry. In 2022, we signed the Automotive Council's Diversity and Inclusion charter, joining a collective commitment that is the first of its kind within the automotive sector.

We actively engage with trade bodies such as the Society of Motor Manufacturers and Traders (SMMT) on leading issues that are relevant to Bentley. We also engage at a local level with Cheshire and Warrington LEP, in addition to the Crewe Town Board. We do not make any financial or in-kind contributions to political parties, politicians or causes.



EXTRAORDINARY JOURNEY: FROM CAR TO CUSTOMER



CUSTOMER CENTRICITY

Bentley prides itself on delivering a luxury customer experience based on the close relationships we have nurtured with our customers and prospects. Owning a Bentley is much more than just owning a car, it opens the door to a world of unique customer experiences and a community of Bentley customers who share similar mindsets and passions.

An experience tailored to our customer

Being part of the Bentley family is more than routine surveys. We often reach out to customers on a 1:1 basis to learn more about them and their requirements. Through this approach we have spoken to thousands of luxury car owners from Bentley and other automotive brands, to learn about their vehicles, their buying motivations and their levels of satisfaction. We are interested in hearing their views on specific topics such as future powertrains, in-car innovations, and sustainability to name but a few. This feedback is crucial to us and helps us shape not only our products but also our brand direction; our research into electrification enabled us to become the first luxury brand to launch a hybrid vehicle, the Bentayga Hybrid and helped shape our Beyond100 strategy.

Customer satisfaction monitoring starts as early as the design process where feedback is sought in dedicated customer research clinics.

In 2019, to celebrate Bentley's centenary, we launched our concept car, the EXP 100 GT. The EXP 100 GT was a vision for the future and incorporated new directions for the brand such as electrification, sustainable materials and processes, personalised technology and autonomous driving. We welcomed customers from all over the world to see the car and share their feedback. Insights on these topics and emotional benefits in general were particularly important, as a priority for the engineering team developing our BEV portfolio, is to maintain the heightened emotion that many enjoy from driving combustion engine cars.

A second research milestone in our journey towards electrification was in 2022 when Bentley held dedicated customer research clinics in the USA and China to share the first Bentley BEV to a small number of Bentley owners and prospects. We sought feedback on design, features, functionality and also key electrification topics including BEV acceptance, range and charge time expectations. By welcoming customers behind the scenes and into the design process, this creates an exceptional experience and allows Bentley to excite customers throughout the entire journey; from product concept through to product launch and product ownership.



Putting the engagement into the experience

Customer-centricity is a priority for Bentley which includes listening to our customers and future prospects on a continual basis.

During the product ownership phase, our Customer Experience team routinely surveys customers, via phone, email and SMS. For example, within 10 days after a new car sale, service (up to 10 years old) or warranty activity, Bentley will contact the customer* to measure their level of satisfaction with the retailer. Then 90 days after a new car sale, we will contact the customer again to assess satisfaction with specific aspects of the car and the vehicle overall. The customer feedback gained from the product survey is used by the Engineering and Quality departments, to help shape and improve both the existing and future vehicles.

We also measure satisfaction through our customer lost opportunity survey which is sent out to any potential customers who did not place an order. We want to ensure that the experience received by all customers and prospects meets or exceeds their expectations.

* Subject to the activity / data meeting the survey criteria.

To ensure effective engagement with our customers, we have refined our communication channels, engaging with and receiving feedback through mediums that suit them, both offline and online. In 2022, our telephone surveys were replaced with digital surveys. Within our digital proposition specifically, we use polls and hypothesis testing to check that our customers' needs are being met when they use our website. This has focused our improvements.

In addition to our clinics, surveys and 1:1 research, we use our dedicated customer app, the Bentley Network to research anything from new features to new marketing campaigns. We encourage all our customers and prospects to join the Bentley Network. This platform is hugely successful with over 22,000 members, who are a highly engaged community that we often reach out to when we need more agile responses to research. Recent surveys have asked them about topics such as infotainment upgrades, sustainability priorities and co-creation. Bentley Network members are often the first to see product launches and receive priority notification of special events. We are working hard on the next generation of the Bentley Network which aims to offer customers even more extraordinary access to the world of Bentley.



Satisfaction through a sense of belonging

Owning a Bentley is more than just owning a car. It is a chance to become part of a community of Bentley customers who share a similar passion. Feedback tells us that much of the Bentley customer experience stems, as much from the sense of belonging, as it does from the actual experience of owning one of our vehicles. Our Bentley Experience team and retailers work hard to create unique experiences for this community, for example we offer individual interactive factory tours to our customers and also the opportunity to participate in our Extraordinary Journeys programmes. These events provide an opportunity to interact with our craftsmanship and the performance of our vehicles first-hand. The Extraordinary Journeys programmes include bespoke driving trips incorporating our hybrid powertrains, encompass driving, gastronomy and rare moments, for example our Extraordinary Journey UK starts at the home of Bentley and culminates at our brand partner The Macallan in Speyside, Scotland.

Sustainability is at the core of these programmes and all venues and suppliers are analysed to ensure we are being as sustainable as possible, for example all food products are locally sourced and refillable water bottles are provided to guests to use throughout the trip (and beyond).

The Macallan

The Macallan and Bentley Motors launched their global brand partnership in July 2021. United by a dedication to craftsmanship, creativity, innovation and sustainability, both brands have committed to share learnings from their respective industries while continuing to pursue the uncompromised excellence for which they are renowned.

The Macallan and Bentley are both on a journey to ensure sustainable innovation is at the core of both brands, just one of the reasons that we have such a strong collaborative approach in terms of sharing learnings across both businesses. This leads to innovative thinking and design, as demonstrated in the launch of The Macallan Horizon in 2022, the first horizontal whisky bottle to have been designed in the spirits sector; it also incorporates upcycled materials from both brands e.g. copper from

The Macallan decommissioned stills and waste aluminium from Bentley's manufacturing processes. This allows us to create interesting products for our customers beyond the car, that separately wouldn't have been possible. Partners such as The Macallan provide access to professionals from different industries and disciplines so that we can collaborate, innovate and inspire one another to create new and unique sustainable products, experiences and services to excite and engage our current and future customers.

Working with our customers to help others around the world

In pursuit of our aim to be a leader in sustainable luxury, we have created as part of our Advancing Life Chances strategy, a new Bentley Environmental Foundation with the help of the Charities Aid Foundation (CAF). The Foundation will leverage our reach to help push environmental innovation to support the preservation of our planet with charitable organisations. Bentley has initially committed £3 million as a first step and will be working with our customers globally to help increase the funds available to selected charitable causes tackling environmental issues, to create an even bigger impact.



WELLBEING BEHIND THE WHEEL

At Bentley we prioritise customer wellbeing and bringing our customers along with us on a journey towards enhanced health. Our overall goal is to create a cosseted haven and an oasis of wellbeing in our cars, so that our drivers and their passengers feel even better after a journey in a Bentley than before they stepped into the car.

Comfortably positioned to meet customers' wellbeing needs

Luxury and comfort have been at the heart of the Bentley brand for over 100 years. As we emerge from the Covid-19 pandemic and subsequent lockdowns, 2022 has seen an increase in conversations with our customers about wellbeing. Our longstanding focus on technology and design that makes life easier for our customers, has put us in an optimal position to respond to today's demands for products that promote health and wellbeing. By creating a vehicle with technology that is straightforward to use we have created an effortless experience for our customers. We have created exceptionally comfortable vehicles to drive or be driven in, and recently we have taken this to the next level as we shape our vehicles to contribute towards our customers' wellbeing, as seen with our Azure range. Our ambition is to take this design further to improve the health of our customers, enabling them to end their journey feeling healthier than when they started.

Recognising the need to constantly innovate, Bentley has been exploring new features designed to have a direct impact on customer wellbeing. This is being developed through consultation with a creative neuroscientist to define the 'wellbeing behind the wheel' concept for our Azure range. Acknowledging that cars are a multisensory environment, we have made design choices that take account of the customers' senses as well as the position of their bodies (proprioception), gravity and acceleration (vestibular), temperature and the body's internal sensation (interoception).

Our Design team operates with an exquisite attention to detail, considering the interplay of colour, texture and tactility to create a pleasing atmosphere which encourages the brain to release chemicals such as dopamine. For example, when opting for a rotating display in the vehicle, customers can choose between a digital or analogue display or a full panel of veneer. This offers the option to enjoy a 'digital detox'. A curated lighting palette used throughout the vehicle cabin contributes to a calming interior ambiance.

Collaborating with our customers for the best outcome

Listening to and working with our Bentley community is critical to us being responsive to our customers' wellbeing needs. A good example of this is the world-first piece of technology we introduced into our Azure range*; our unique 'airline seat' specification. This specification includes auto-climate sensing and an advanced postural adjustment system, which senses temperature and humidity and offers seven different comfort levels. *The Postural Adjust System* applies 177 individual pressure changes across six fully independent pressure zones, creating a more comfortable experience for those who find longer journeys challenging. By measuring the surroundings and making necessary adjustments in real-time, the system enables drivers and passengers alike to enjoy continuous comfort.

*The Azure range was developed in response to customer feedback and requests to tailor the packaged features of this model to have more of a wellbeing focus. Approximately 43% of 2023 Model Year ordered in 2022 were Azure derivatives. This demonstrates the success of this proposition and the importance of wellbeing to our customers and to our future innovation.



PRODUCT QUALITY AND CUSTOMER HEALTH AND SAFETY

Our vehicles are designed to comply with all relevant regulations whilst keeping customer safety front of mind. This is made possible by research into and use of materials that are sustainable and able to stand the test of time in multiple conditions and environments across the world.

Our brand complies with the International Automotive Task Force (IATF) standards, the highest quality management systems available for the automotive industry covering design, development and manufacture of luxury motor vehicles. Bentley operates a continuous improvement approach across all functions and processes, enabling every model line to benefit from lessons learnt across the business and from customer requirements.

Built in quality

All our models are inspected at numerous points throughout the complete manufacturing process. These checks are designed to ensure all our products meet the highest quality standards as well as conforming to required regulations and standards. As part of the end of line processes there is a rigorous and extended quality audit. This includes an extended road test, highly detailed inspection and feedback to all process owners to ensure continual improvement across all our products. This audit is in line with the Group processes and selects sample cars for checking on a daily basis.

Every Bentley is All-Wheel Drive (AWD) which includes handling features to increase safety for the customer and enables the driver to use the power of the vehicle in a safer way. As we begin to explore innovations such as self-driving vehicles, we continue to uphold our stringent safety measures. This technology is state-of-the-art, but it will only be offered to our customers when it is safe to do so.

Conformity

Our vehicles are monitored for conformity and both our vehicles and our factory are subject to internal and Group audits as well as external regulatory audits. We have held the IATF certification since 2003, audited by the British Standards Institution (BSI). This standard focuses on customer quality, conformity and continual improvement and encourages the identification of risks linked to products and processes as well as the supply chain. This certification verifies our quality management system to the different markets in which we operate.

We align with ISO 26262 which addresses possible hazards present in electrical and/or electronic (E/E) safety-related systems, including malfunctions resulting from interactions between these systems. We are fully aligned to this standard across all our vehicles, which will become increasingly important as we further our innovations exploration into BEVs and the interconnectivity of our in-car systems.

We adhere to a policy aligned to the Group regarding product safety topics and operate a rigorous process to manage these topics. We also align with the Group regarding the application of the Design Failure Mode and Effect Analysis (DFMEA) process which we have adopted at a component level and which extends to the testing of our charging process. As our range expands into an all-electric offering, our principle and process of testing our Internal Combustion Engine (ICE) vehicles will extend to the testing of our PHEVs and BEVs.

Quality testing across the world

Specific quality testing of our vehicles is performed in several ways. Sunshine Testing explores the durability of our products evaluating the effect of high temperature, High UV levels (and in some cases high humidity) on the robustness of the components that make up the vehicle. The objective of this test is to verify that the testing conducted previously by Engineering, has produced a vehicle that is not affected by these harsh environmental conditions. We also have a vehicle reliability process which verifies our vehicles' lifetime performance during an accelerated period and across various locations to reflect our market base.

Tried and tested

Sample quality testing ensures that our products perform with continued conformity throughout their lifetime. Our processes and our Test Plans are audited by the Vehicle Certification Agency (VCA). We continue to manage conformity with all regulations paying particular attention to vehicle emissions. We sample test our vehicles and carry out factory inspections including assembly testing, airbag testing and road testing. We carry out brake testing on 100% of vehicles in the factory on our rolling road and carry out sample testing on an annual basis in our test facility.



SUSTAINABLE RETAILERS

In 2022, 62% of our global retailer network were certified as carbon neutral and have ambitions to reduce their carbon footprint every year.

Our customers have expectations that we will take a leadership position in relation to sustainability and the first physical touch point for our customers is the retailer network. As such, we recognise the importance of nurturing a close relationship with our retailers to ensure a best-in-class experience.

Bentley has set itself a target to ensure 100% of our global retailers are carbon neutral by 2025, with annual interim targets to monitor progress. Efforts to meet this target are well underway and, in 2022 we overachieved on our interim annual target of 30%, with 62% of global retailers achieving certified carbon neutral status. Having certified 100% of UK retailers as carbon neutral for 2020, we have now re-certified for 2021.

We work in partnership with the Carbon Trust to calculate the carbon footprint of our retailers, including greenhouse gases emissions, refrigerants and any Hydrofluorocarbons (HFCs) emissions. Carbon footprints include both the emissions produced by the electrical power required to operate a showroom, and those created by fleet vehicles, demonstrator and staff 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, if required.

Embedding sustainable practices within our retailers

Our retailers are focused on achieving year-on-year reductions in their carbon footprint to further reduce their impact on the environment. Any residual emissions that are not possible to currently abate are compensated by carbon credits verified to Gold Standard. Our ambition is to reduce our credits by 5% compared to 2020's total credits and yearly thereafter, this goal goes hand in hand with the reduction of our retailers footprint as the smaller the size of their footprint, the fewer carbon credits are required to achieve carbon neutrality. Each year, we ask our retailers to set out a sustainability plan for reducing their carbon footprints. Actions they commit to taking include operational changes such as opting for green energy tariffs and changing fleet vehicles to hybrid or electric. We guide and support retailers in their efforts by sharing best practice examples and offering sustainability-focused training modules, shared through our retailer portal. Our retailers sustainability plans are monitored through a Global Monthly Sustainability Forum and Quarterly Improvement Plans. Additionally, the Bentley field team conducts site visits throughout the year in which they observe progress towards the defined targets.

The sustainability endeavours of our retailers are an important way for us to demonstrate our commitment to the Beyond100 strategy to customers.

Our Hampshire and Sussex showrooms have embarked on an impressive collaboration with the Woodland Trust which allows customers to compensate for the emissions from their journeys by purchasing locally sourced offsets. We are proud to see our sustainability ambitions reflected throughout our operations globally, and equally proud of the high level of engagement our retailers have shown in the Bentley sustainability journey.

To motivate best practice amongst our retailers we introduced a Sustainable Retailer of the Year award in 2021, which forms part of our wider 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 Sustainable Retailer of the Year for 2022 is Bentley Cambridge.

Any new retailer entering the network is introduced to our carbon neutral and sustainable showroom ambitions. In 2022, we welcomed our High Wycombe retailer into the network and have been delighted to see them quickly embrace our aims. After sharing factory best practice and state-of-the-art technologies and ideas with the new retailer team, we have seen High Wycombe install solar panels, an expansive living wall in-store and implement rainwater harvesting.



DESTINATION DIGITAL

A brand new customer experience

Creating a seamless and rewarding experience for our customers across the globe is at the forefront of our digital development.

Putting the customer in the driving seat

We have utilised platforms such as Salesforce to create a more personalised service for customers through smarter data use. This has involved connecting data from across the business and integrating manufacturing and retailer data to improve the customer experience.

As an example, we have digitised our feedback system, making it easier for customers to share suggestions and comment on their experiences. In place of telephone feedback interviews, our customers can now complete a short digital survey online, which they receive via email or SMS. Customer insights are instrumental in tailoring our products and services to provide a truly extraordinary experience. Our digitised data sharing also allows retailers to tailor the experience and recognise customer loyalty through customer authorised retail data. As with all of our customer data this information is handled with high regard to the requirements of data privacy legislation and is retained on a secure system.

We know that buying a Bentley is a personal journey, which involves our customers working very closely with us to commission the car to their specification. Our customers' retail experience is an important part of this process and enhancements that add value to this have been a key focus for our digital developments. To accommodate instances where customers are further afield, or want access to visual content from our factories, we have developed a unique virtual experience. Customers can take a virtual tour of our factory floor and gain a true understanding of the process and the skill required to build their car. This enables us to support our customers in reducing their carbon footprint.



Doubling down on cyber security

Our cars are becoming more intelligent and as the complexity of the technology increases, the need for managing software and security becomes increasingly critical. Like any business operating today, cyber security represents a significant potential threat to our whole value chain. We take this matter very seriously and have undergone multiple internal audits and an external audit, to develop and implement the management systems for product security and software updates, where stringent cyber security controls are required. In 2022, we received accreditation for the United Nations Economic Commission for Europe (UNECE) regulations No.155 and No.156.

These regulations were audited by ATEEL, SNCH and Kraftfahrt-Bundesamt (KBA) with no non-conformities in our initial external audit and a best practice result.

Following the audit, we have entered a phase of operationalising the management system for the product security and softer updates to fulfil the regulatory requirements set out by UNECE regulation No.155 and 156. A dedicated team has been set up within Research and Development and across the business to fully integrate cyber security into our complete product lifecycle. A product security monitoring and response team is also being established to manage any cyber security incidents for all of our vehicles once sold to our customers.

Embracing digital solutions for sustainability

Technological advancements in our in-car Satellite Navigation systems work to provide the most effective deployment of our electric power versus petrol intelligently using the electric powertrain against a programmed route in the Satellite Navigation to maximise sustainable driving. Furthermore, our footprint has been reduced as we improve our digital offering, limiting the need to distribute printed materials to customers.



EVENTS AND EXPERIENCES – REACHING OUR EXISTING AND NEW COMMUNITIES

Events and experiences take place throughout the world of Bentley for a variety of different audiences – from media to retailers and customers to prospects. Event managers across Bentley, in central functions, regional teams and within retailers, are putting sustainability and the Beyond100 strategy at the heart of their events. A set of sustainability standards are being developed to encourage sustainable choices throughout the event planning process and these will be rolled out throughout 2023.

Taking advantage of a hybrid world

Alongside significant challenges, the Covid-19 pandemic also brought opportunities offered by virtual meetings and events, which we still benefit from today. Whilst the option of business travel returned during 2022, we have continued to run many of our meetings virtually and expand our digital capability to improve events such as colleague briefings and car launches. Our Extraordinary Talk events are also run using a hybrid format. To help reduce the impact of business event commuting, we will continue to encourage our colleagues to opt for virtual meetings where possible. When our colleagues do travel for work events we offset their travel miles through Gold Standard offsetting projects.

One of the events we felt it was important to host in-person was our Global Retailer Conference. Held in April 2022, it was our first carbon neutral conference and saw over 200 retailers from across the world travel to the Home of Bentley in Crewe. It was important to bring our retailer network together in person at the home of Bentley to re-engage them with the brand after the Covid pandemic, and to show them all the amazing work being done on site to develop our Crewe Campus into our future dream factory. The conference theme was *'The next journey starts now'* and we are immensely proud of the resourcefulness that enabled the event to be powered by waste cooking oil and renewable energy. Food for the event was locally sourced within a 50-mile radius and any remaining carbon impact from the conference was offset by the purchase of Gold Standard verified carbon credits.



INNOVATION

At Bentley, research and collaboration are catalysts for the innovation that drives today's improvements and anticipates tomorrow's challenges. Our exploration into new production techniques and materials help us identify and improve the viability of sustainable solutions. Innovation also sits at the heart of our Values, promoting behaviours such as Curious and Entrepreneurial, which aims to encourage a culture of continuous improvement and a focus on collaboration to explore new possibilities (see page 25).

Realising our electric dreams

A continual drive for innovation is crucial to achieving our Beyond100 sustainability ambitions. In an increasingly competitive and fast-moving market, the need to provide the highest quality products to our customers is intensified by the need to minimise our impact on the environment. As such, it is critical that we look to make continuous adjustments to our designs and materials.

In order to achieve our ambition to develop the foremost range of plug-in hybrid and electric vehicles, our Research & Design and Manufacturing teams are focused on uncovering insights and innovations that enable improvements to our current vehicles and anticipate tomorrow's design and production challenges. This has led us to invest in new technologies, for example, Additive Manufacturing and to identify future priorities, such as the sourcing of rare-earth metals. Early insight means that we can be agile and launch innovation projects ahead of demand for new materials.

Exploration through collaboration

We have engaged in several collaborations to give additional impetus to our exploratory work into sustainable vehicles. In 2022, we entered the second year of our *Rare-earth Recycling for Emachines* research project, run in partnership with the University of Birmingham and Innovate UK. This initiative focuses on the sustainable sourcing of rare earth magnets, by recycling battery materials for use in battery electric and hybrid vehicles. Bentley has long favoured this type of exploration because it supports a circular economy approach to urban mining. Rare metals are extracted from waste using electrical and electronic equipment (WEEE), rather than being taken out of the earth using traditional ore mining techniques.

OCTOPUS (Optimised Components, Test and simulation, toolkits for Powertrains which integrate Ultra-high-speed motor Solutions) is another collaboration project currently underway, investigating sustainable use of rare-earth materials. In partnership with Innovate UK, this programme is focused on developing a full e-axle powertrain without the need for magnets or copper windings. As part of this work, we are investigating a more sustainable permanent magnet-motor that won't compromise the driving experience.



Supporting our drive towards electrification

Our new, £12.5 million state-of-the-art Engineering Test Centre, based at our headquarters in Crewe, allows Bentley to carry out WLTP (The World Harmonised Light Vehicle Test Procedure) and emissions testing, fuel economy and electric range testing to the highest global standards in-house. The centre has been independently approved by Britain's Vehicle Certification Agency.

The two-storey, 4,600 square metre facility houses a highly-advanced rolling road allowing our engineers to simulate different gradients of hill, measuring exhaust emissions from combustion engine cars, or electrical energy consumption from hybrid and future electric models. The 'real world' simulations can also be completed across a range of temperatures, from -20C to +50C.

This new facility will further enhance our already industry-leading, modern factory headquarters and will enable us to grow as we move towards the electrification of our model range.

Virtual 3D to real life

To date, we have invested £3 million in Additive Manufacturing (also known as 3D Printing), at our Crewe campus, more than doubling our capability to 11 fully operational printers. A further £1 million of investment is planned for 2023. This new equipment has a wide range of applications, including the ability to produce physical components for prototype vehicles and tools such as jigs and fixtures. In 2022, we printed 25,000 parts, 9,000 of which were directly used in the production of cars. This was a 67% increase from 2021. The introduction of the additional Additive Manufacturing machines increases opportunities for the sustainable personalisation of parts. It also helps to minimise waste, save on development time and limit the need for transportation of parts from off-site locations. CO₂ is also reduced, as this process eliminates the need for tool creation, use and disposal. The skills and expertise of our Research and Design and Manufacturing teams form the bedrock of our efforts to innovate in sustainable vehicle design.

Virtual Tools and Simulation

Bentley has a well-developed capability in the use of virtual tools and simulation techniques enabling elimination of certain physical vehicle builds and tests and acceleration of product development. This contributes to our sustainability goals through reduction in construction and operation of physical prototypes and associated test activity and travel. In 2022, we successfully delivered all vehicle programmes with a zero prototype concept through intelligent use of virtual tools and repurposing of existing vehicles for essential physical tests and development. Bentley is committed to the further development and application of virtual tools and future products will be delivered with a continuously increasing application of these methods especially in the early phases.



APPENDIX 1: UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS AND BENTLEY



The United Nations Sustainable Development Goals (UN SDGs) are a set of 17 standards which call for urgent action across developed and developing countries in a global partnership. The SDGs provide a universally accepted framework for what sustainability and a sustainable society should look like.

Bentley is creating a future driven by new technologies, material, fuels and skills. As a result of these efforts, we are making progress against many of the SDGs. The interconnected nature of these goals has also enabled us to make even greater inroads, due to our direct impact on certain areas having an indirect impact on others. The information below shows how we are having an impact on the SDGs.

Material Topics

UN SDGs

Risk management and compliance

Governance & Integrity

Transparent and responsible supply chain



Climate change (decarbonisation)

Sustainable manufacturing and resources

Sustainable product and materials



Circular economy

Resource scarcity



Environmental compliance



Biodiversity and land use



Air quality and pollution



Attractiveness as an employer



Material Topics

UN SDGs

Future skills and employee development

Occupational health, safety and wellbeing

Collaboration with communities
and philanthropy

Diversity, equality and inclusion



Vehicle safety

Product quality

Customer satisfaction



Innovation (new mobility options)



Stakeholder dialogue



APPENDIX 2: FACTS AND FIGURES



STAKEHOLDERS

Stakeholder group	Why do they matter?	Top priorities	Channels 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.	Product quality Customer satisfaction Attractiveness as an employer Future skills and colleague development Vehicle safety	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.	Customer satisfaction Product quality Climate change (decarbonisation)	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.	Vehicle safety Occupational health, safety and wellbeing Product quality	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.	Climate change (decarbonisation) Transparent and responsible supply chain Occupational health, safety and wellbeing	Weekly bulletins D&I Networks Surveys Recognition Awards Training Colleague Lunches with Board members
Group (Volkswagen and Audi)	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 tackle issues together.	Climate change (decarbonisation) Sustainable product and materials Sustainable manufacturing and resources Circular Economy Future skills and colleague development Innovation Transparent and responsible supply chain	Working groups Regular meetings Website Exchange forums
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 licence to operate.	Climate change (decarbonisation) Collaboration of communities and philanthropy Diversity and inclusion Environmental Compliance Innovation Product quality Resource Scarcity Stakeholder dialogue Vehicle safety Legislation	Meetings Website Dialogues concerning regulations
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 to advance life chances.	Air quality and pollution Collaboration of communities and philanthropy Diversity and inclusion Governance and integrity Occupational health, safety and wellbeing Stakeholder dialogue	Volunteering Partnerships with local communities and universities Website Social Media Meetings and interviews Mentoring
Media	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.	Transparency Collaboration	Website Social Media Meetings and interviews 1:1 conversations/emails Interviews Press conferences Factory visits Global media drives Social media channels/influencers
NGOs	Clear and open communication with NGOs is crucial to enable Bentley to have a greater and more sustainable impact.	Local and national initiatives Collaboration	Meetings and interviews

SCOPE 1 AND SCOPE 2 EMISSIONS

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

	2022	2018 (baseline year)
Total Direct Scope 1 Emissions ¹	2,215	17,482
Total Indirect Scope 2 Emissions ² (Location based)	7,614	10,179
Total Indirect Scope 2 Emissions ² (Market based)	59	0
Total Scope 1 and Scope 2 Emissions (Location based)	9,829	27,661
Total Scope 1 and Scope 2 Emissions (Market based)	2,274	17,482
GHG emissions intensity ³ (Location based)	0.600	3.009
GHG emissions intensity ³ (Market based)	0.139	1.902
Number of cars manufactured (Denominator)	16,385	9,193
Biogenic CO ₂ emissions ⁴	14,837	0

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.

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

⁴ We 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.

SCOPE 3 EMISSIONS

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

Category	2022	2020 (baseline year) ¹
Business Travel	2,032	1,753

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

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.

Emissions of Ozone-depleting substances (ODS) ¹	0
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¹ During this annual reporting period, there were no emissions of substances included in Annexes A, B, C or E to the Montreal Protocol on Substances that deplete the Ozone Layer.

ENERGY REDUCTIONS

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

2022	8.039
2021	8.432
2010 (Baseline year)	23.289
Reduction in %	65.50

¹ The 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
Non-renewable fuels	
Diesel Oil	29.78
Petrol	2,860.12
Diesel	1,066.88
Renewable fuels	
Biogas	88,257.33
Total electricity consumption (MWh)	44,751.27
Total energy consumption within the organisation^{1 2} (MWh)	136,965.37

¹ Total energy consumption within the organisation= Non-renewable fuel consumed + Renewable fuel consumed + Electricity, heating, cooling, and steam purchased for consumption + self-generated electricity, heating, cooling and steam, which are not consumed - electricity, heating, cooling and steam sold.

² Conversion factors used as from VW 980000 and UK government guidance on Greenhouse gas reporting: conversion factors for 2022 (<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2022>).

ENERGY INTENSITY

Energy intensity ratio for the organisation¹ (MWh/Vehicle) 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

¹ The organisation-specific metric (denominator) used is the number of cars produced in 2022: 16,385.

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

WATER MANAGEMENT

Total water consumption¹ from all areas² (ML)

7.421

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.

Total water withdrawn from all areas¹ (ML)

By third-party water² 101.136

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).

Total water discharge to all areas¹ (ML)

By third-party water² 93.715

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

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

All water consumed was third-party water. All data is given for the year 2022 and the source for all data was Bentley's utilities provider.

WASTE MANAGEMENT

Waste generated (tonnes)

Waste composition breakdown (tonnes)

General	2,886.41
Construction	2,235.29
Hazardous	1,001.33
Metals	1,429.14
Total waste generated (tonnes)	7,552.17

Waste diverted from disposal (tonnes)

Waste composition breakdown (tonnes)

General	1,395.27
Construction	1,819.51
Hazardous	275.22
Metals	1,429.14
Total waste diverted from disposal (tonnes)¹	4,919.14

Waste type breakdown² (tonnes)

Hazardous waste	275.22
Non-hazardous waste	4,643.92

¹All waste diverted from disposal was offsite.

²All waste diverted from disposal was recycled.

Waste directed to disposal (tonnes)

Waste composition

General	1,491.14
Construction	415.78
Hazardous	726.11
Metals	0
Total waste directed to disposal (tonnes)¹	2,633.03

¹All waste diverted to disposal was offsite.

WASTE MANAGEMENT (CONTINUED)

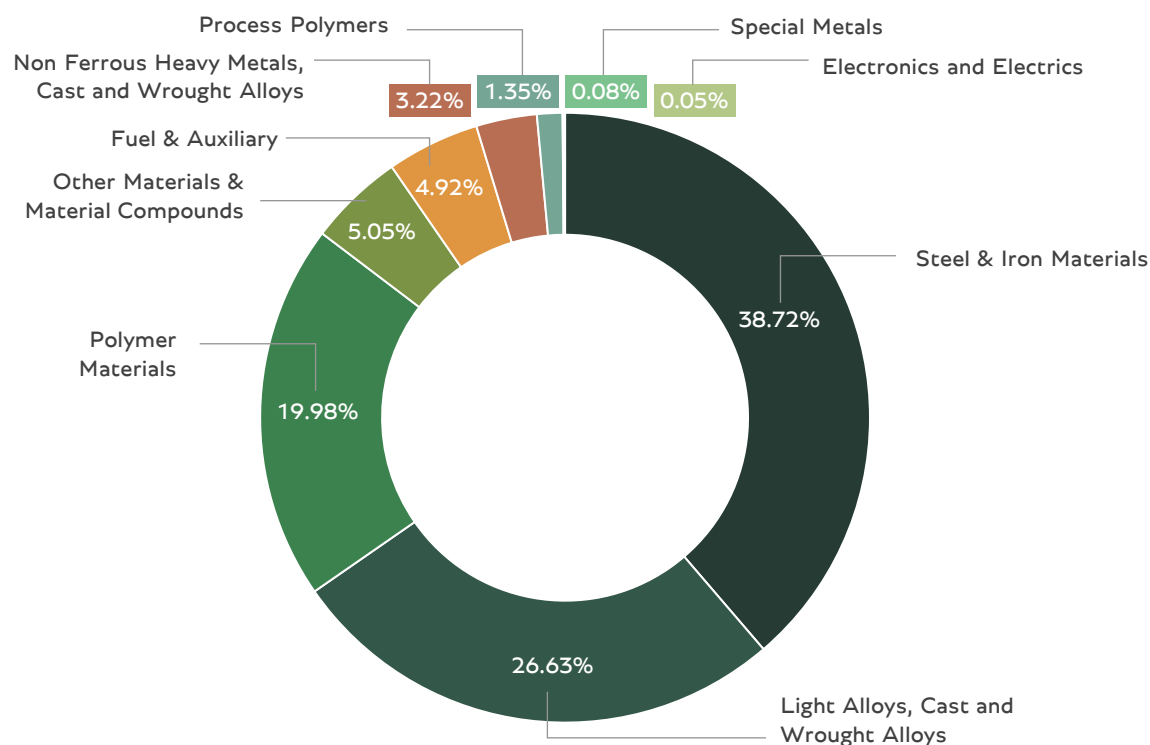
Waste directed to disposal¹ by category (tonnes)

Category		Total weight per category (tonnes)
Hazardous	Incineration (with energy recovery)	668.57
	Incineration (without energy recover)	56.14
	Landfilling	1.4
	Other disposal operations	0
Total hazardous waste		726.11
Non-Hazardous	Incineration (with energy recovery)	1,906.92
	Incineration (without energy recovery)	0
	Landfilling	0
	Other disposal operations	0
Total non-hazardous waste		1,906.92

¹All waste directed to disposal was offsite.

All waste management occurred through a third-party. These numbers are for the year 2022.

Materials used by weight (kg)



*Data is based on the production figures for Bentley Motors Limited in 2022 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	3,296	80
Female	755	45
Other	0	0
Total	4,051	125

The return to work rate and retention rate of employees that took parental leave is currently not measured.

TRAINING AND CAREER DEVELOPMENT

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

Group	Sub-group	2022	2021	2020
By gender	Male	13.5	7.6	5.0
	Female	14.0	9.2	4.5
	Other	0	0	0
By employee category	Trainees	17.5	16.5	3.9
	Non Management	10.5	5.3	3.3
	Management	14.9	13.0	9.0
	Leadership	44.4	13.4	12.1

These figures represent internal training hours only, external training and professional qualifications are not included in the numbers.

The Charge Forward Leadership hours, diversity hour and earth hour are included in the above figures.

Data from 2020 is based on June to December only.

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	2022*	2021	2020
By gender	Male	97	98	99
	Female	96	98	98
	Other	N/A	0	0
By employee category	Trainees	88	96	100
	Non Management	96	99	99
	Management	100	100	100
	Leadership	100	100	100

* This data reflects the position as at the 17 April 2023. The MBO Review process runs from January to March each year to assess the previous year's performance. We would expect these figures to increase over the next couple of months and therefore will be restated in the 2023 report.

EMPLOYEES

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	117	4%
	Female	34	5%
	Other	0	0
By Age	Under 30 years old	41	7%
	30-50 years old	82	4%
	Over 50 years old	28	2%
By region	Region (The UK)	151	4%

Employee type

	Female	Male	Other (gender specified by employees)	Total
Total number of employees (head count / FTE)	755	3,296	0	4,051
Number of permanent employees (head count / FTE)	677	3,132	0	3,809
Number of temporary employees (head count / FTE)	78	163	0	241
Number of non-guaranteed hours employees (head count / FTE)	0	1	0	1
Number of full-time employees (head count / FTE)	669	3,262	0	3,931
Number of part-time employees (head count / FTE)	86	34	0	120
				4,051

This data was compiled using a headcount methodology.

Total number of employees

	Region: UK	Region: Outside UK
Total number of employees (head count / FTE)	4,051	70
Number of permanent employees (head count / FTE)	3,809	69
Number of temporary employees (head count / FTE)	241	1
Number of non-guaranteed hours employees (head count / FTE)	1	0
Number of full-time employees (head count / FTE)	3,931	14
Number of part-time employees (head count / FTE)	120	56

This data was compiled using a headcount methodology.

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	622

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 2022.

The number and rate of fatalities as a result of work-related injury

Year	2022	2021	2020
Number	0	0	0
Rate*	0	0	0

The number and rate of high-consequence work-related injuries (excluding fatalities)

Year	2022	2021	2020
Number	0	0	0
Rate*	0	0	0

The number and rate of recordable work-related injuries

Year	2022	2021	2020
Number	6	7	6
Rate*	1.3	1.0	0.9

*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	2022	2021	2020
Number	7,289,105	6,982,589	6,986,071

EMPLOYEE DIVERSITY

Percentage of individuals within the organisation's governance bodies (%)

Year	2022	2021	2020	2019
By gender				
Male	83	83	83	83
Female	17	17	17	17
Other	0	0	0	0
By age range				
Under 30 years old	0	0	0	0
30-50 years old	17	17	17	17
Over 50 years old	83	83	83	83

Percentage of employees per employee category (%)

Gender	Year	Early Careers	Non-Management	Management	Senior Management/ Leadership
Male	2022	65	83	79	84
	2021	69	83	80	86
	2020	73	83	80	86
	2019	73	82	80	86
Female	2022	35	17	21	16
	2021	31	17	20	14
	2020	27	17	20	14
	2019	27	18	20	14
Age range	Year	Early Careers	Non-Management	Management	Senior Management/ Leadership
Under 30 years old	2022	98	14	5	0
	2021	99	16	4	0
	2020	99	18	3	0
	2019	99	19	4	0
30-50 years old	2022	2	52	70	62
	2021	1	53	72	63
	2020	1	53	74	65
	2019	1	51	71	64
Over 50 years old	2022	0	34	25	38
	2021	0	31	24	37
	2020	0	29	23	35
	2019	0	30	25	36

Percentage of employees per employee categories by employees who are non UK Nationals (%)

Year	Early Careers	Non-Management	Management	Senior Management/ Leadership
2022	19	5	10	22
2021	13	5	9	22
2020	4	5	10	20
2019	18	5	10	20

APPENDIX 3: GRI CONTENT INDEX



Bentley Motors Limited has reported the information cited in this GRI content index for the period 1st January 2022 to 31st December 2022 with reference to the GRI Standards. Below please find the content index relating to our disclosures, throughout we have used GRI 1: Foundation 2021.

GRI Standards	Page reference and/or additional information
GRI 2: General Disclosure 2021	
The organisation and its reporting practices	
2-1 Organisational details	pp. 6-8 Our headquarters are registered at Pym's Lane, Crewe, Cheshire, CW1 3PL, England, UK
2-2 Entities included in the organisation's sustainability reporting	p. 6
2-3 Reporting period, frequency and contact point	p. 6 The reporting period for Bentley's Sustainability report aligns with our financial year of 1 January to 31 December.
Activities and Workers	
2-6 Activities, value chain and other business relationships	pp. 6-8 We are a manufacturer of luxury cars and SUVs. We design, engineer, hand-build and market our cars.
2-7 Employees	pp. 95-96
2-8 Workers who are not employees	pp. 95-96
Governance	
2-9 Governance structure and composition	pp. 19-21
2-10 Nomination and selection of the highest governance body	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	pp. 19-21, pp. 25-29 Adrian Hallmark is the Chairman and CEO of Bentley. The following functions report directly to Adrian Hallmark, Quality, Mulliner & Motorsport, Corporate Strategy and Transformation, Communications, Corporate Audit, Product Strategy and Delivery, Government Relations and CSR and Purchase.
2-12 Role of the highest governance body in overseeing the management of impacts	pp. 19-21, pp. 25-29
2-13 Delegation of responsibility for managing impacts	pp. 19-21, pp. 25-29
2-14 Role of the highest governance body in sustainability reporting	p. 16, pp. 19-21
2-15 Conflicts of interest	pp. 27-28 Any conflicts of interest are disclosed to the relevant parties involved. If situations change colleagues are invited to update their conflict of interest forms.
2-17 Collective knowledge of the highest governance body	p. 21
Strategies, Policies and Practices	
2-22 Statement on sustainable development strategy	pp. 3-4, p. 13
2-23 Policy commitments	pp. 27-29 Please see our policy commitments: https://corporate.bentley/en/bentley-corporate/compliance.html . Any policies that are not included on our website are for internal purposes only and therefore not publically available.

GRI Standards	Page reference and/or additional information
Strategies, Policies and Practices (continued)	
2-24 Embedding policy commitments	pp. 27-28
2-26 Mechanisms for seeking advice and raising concerns	pp. 27-29
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
Stakeholder Engagement	
2-29 Approach to stakeholder engagement	pp. 17-18, p. 68, p. 88
2-30 Collective bargaining agreements	71.6% 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 Volkswagen Group.
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	pp. 16-18, p. 88
3-2 List of material topics	p.16
GRI 201: Economic Performance 2016	
3-3 Management of material topics	pp. 14-15
201-1 Direct economic value generated and distributed	pp. 14-15
201-4 Financial assistance received from government	p. 6 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 2021, accounted for in the year ended 31st December 2022 with a value of £10.3m, offset against corporation tax charge.
GRI 202: Market Presence 2016	
3-3 Management of material topics	pp. 7-8, p. 14, pp. 16-18, pp. 48-70
GRI 204: Procurement Practices 2016	
3-3 Management of material topics	pp. 35-37
GRI 205: Anti-corruption 2016	
3-3 Management of material topics	pp. 25-29
GRI 206: Anti-competitive Behavior 2016	
3-3 Management of material topics	pp. 25-29
GRI 207: Tax 2019	
3-3 Management of material topics	Please see our management approach with regard to our tax strategy on the Bentley website: https://corporate.bentley/en/bentley-corporate/compliance/tax-strategy.html

GRI Standards	Page reference and/or additional information
GRI 301: Materials 2016	
3-3 Management of material topics	pp. 41-45
301-1 Materials used by weight or volume	p. 93 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.
GRI 302: Energy 2016	
3-3 Management of material topics	pp. 31-45
302-1 Energy consumption within the organisation	p. 90
302-3 Energy intensity	p. 91
302-4 Reduction of energy consumption	p. 33, p. 90
GRI 303: Water and Effluents 2018	
3-3 Management of material topics	p. 34
303-3 Water withdrawal	p. 91
303-4 Water discharge	p. 91
303-5 Water consumption	p. 91
GRI 304: Biodiversity 2016	
3-3 Management of material topics	p. 46
GRI 305: Emissions 2016	
3-3 Management of material topics	pp. 31-46
305-1 Direct (Scope 1) GHG emissions	p. 89
305-2 Energy indirect (Scope 2) GHG emissions	p. 89
305-3 Other indirect (Scope 3) GHG emissions	p. 89
305-4 GHG emissions intensity	p. 89
305-6 Emissions of ozone-depleting substances (ODS)	p. 89
GRI 306: Waste 2020	
3-3 Management of material topics	pp. 31-45
306-3 Waste generated	p. 92
306-4 Waste diverted from disposal	p. 92. All waste is diverted from disposal offsite.
306-5 Waste directed to disposal	pp. 92-93. All waste is directed to disposal offsite.
GRI 308: Supplier Environmental Assessment 2016	
3-3 Management of material topics	pp. 35-37
308-1 New suppliers that were screened using environmental criteria	100% of new Production Suppliers are in scope for S-Rating (see p. 36). Non Production Suppliers are either assessed against S Rating or our Business Partner Due Diligence Check, dependant on their business model and allocated risk category.
308-2 Negative environmental impacts in the supply chain and actions taken	100% of Production Suppliers are in scope for S-Rating (see p. 36). No environmental impacts have been identified. None of our suppliers are identified as having actual and significant negative environmental impacts in the supply chain and no relationships with our suppliers have been terminated as a result of having actual or significant environmental impacts in the supply chain shown in their assessment.

GRI Standards	Page reference and/or additional information
GRI 401: Employment 2016	
3-3 Management of material topics	pp. 48-57
401-1 New employee hires and employee turnover	p. 95
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	pp. 48-52
401-3 Parental leave	p. 94
GRI 402: Labor/Management Relations 2016	
3-3 Management of material topics	pp. 48-52
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.
GRI 403: Occupational Health and Safety 2018	
3-3 Management of material topics	pp. 58-60
403-1 Occupational health and safety management system	pp. 58-59
403-2 Hazard identification, risk assessment, and incident investigation	pp. 58-60
403-3 Occupational health services	pp. 58-60
403-4 Worker participation, consultation, and communication on occupational health and safety	pp. 58-59
403-5 Worker training on occupational health and safety	pp. 58-60
403-6 Promotion of worker health	pp. 59-60
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	pp. 59-60
403-8 Workers covered by an occupational health and safety management system	p. 58
403-9 Work-related injuries	pp. 58-60, p. 96
GRI 404: Training and Education 2016	
3-3 Management of material topics	pp. 55-57
404-1 Average hours of training per year per employee	p. 94
404-2 Programs for upgrading employee skills and transition assistance programs	pp. 55-57
404-3 Percentage of employees receiving regular performance and career development reviews	p. 94
GRI 405: Diversity and Equal Opportunity 2016	
3-3 Management of material topics	pp. 61-66
405-1 Diversity of governance bodies and employees	pp. 97-98
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 2022 Gender Pay Gap Report . These figures follow the gender pay gap reporting methodology.

GRI Standards	Page reference and/or additional information
GRI 406: Non-discrimination 2016	
3-3 Management of material topics	pp. 61-62
GRI 408: Child Labor 2016	
3-3 Management of material topics	p. 29, p. 36
GRI 409: Forced or Compulsory Labor 2016	
3-3 Management of material topics	p. 29, p. 36
GRI 413: Local Communities 2016	
3-3 Management of material topics	pp. 67-70
413-1 Operations with local community engagement, impact assessments, and development programs	pp. 17-18, p. 29, p. 52, pp. 58-60, pp. 67-70 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	
3-3 Management of material topics	p. 29, pp. 35-36
414-1 New suppliers that were screened using social criteria	100% of new Production Suppliers are in scope for S-Rating (see p. 36). Non Production Suppliers are either assessed against S Rating or our Business Partner Due Diligence Check, dependant on their business model and allocated risk category.
414-2 Negative social impacts in the supply chain and actions taken	100% of Production Suppliers are in scope for S-Rating (see p. 36). 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.
GRI 415: Public Policy 2016	
3-3 Management of material topics	pp. 67-70
GRI 416: Customer Health and Safety 2016	
3-3 Management of material topics	pp. 76-77
416-1 Assessment of the health and safety impacts of product and service categories	pp. 76-77 100% - All vehicles receive testing and monitoring for performance and safety and the results are fed back into the design process.
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Bentley has no externally reported incidents in 2022. We follow the appropriate processes and declare any incident items in the correct forums.
GRI 418: Customer Privacy 2016	
3-3 Management of material topics	p. 24

APPENDIX 4: GLOSSARY



Bentley

Bentley Motors Limited.

Bentley Brand

Includes UK, America and Canada operations.

BEV

Battery Electric Vehicle.

BOP

Bentley Operating Policy.

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.

GRI

Global Reporting Index.

ICE

Internal Combustion Engine.

PHEV

Plug-in Hybrid Electric Vehicles.

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

Environmental Improvement Production (English).

VOC

Volatile organic compounds.

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.





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.