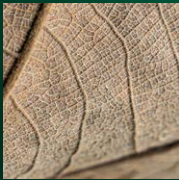
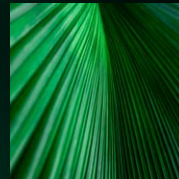
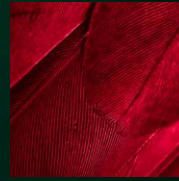
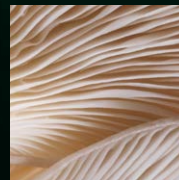


OUR PEOPLE DRIVE THE DIFFERENCE

SUSTAINABILITY REPORT 2024



BENTLEY





WELCOME TO THE BENTLEY SUSTAINABILITY REPORT 2024

At Bentley, we create the ultimate benchmark in performance and luxury for generations to come, seamlessly blending craftsmanship, innovation, and sustainability to deliver ever-evolving experiences. By continuously pushing the boundaries of excellence, we redefine what's possible and set new standards in luxury and performance.

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Bentley Bentayga Atelier Edition in Light Emerald

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MESSAGE FROM OUR CHAIRMAN AND CEO

“Decarbonisation remains a priority for us and our stakeholders. In 2024, as part of our Beyond100+ strategy, we took bold action and made significant changes to our portfolio. The iconic W12 engine has been discontinued and instead, we have plug-in hybrid electric vehicle (PHEV) options for all our models and we remain committed to rapid decarbonisation.”

Dr. Frank-Steffen Walliser



It gives me great pleasure, as the new Chairman and CEO of Bentley Motors, to introduce you to our third Sustainability Report.

Bentley Motors remains the definitive British luxury car company, crafting the world’s most desirable high performance grand tourers. Based in Crewe, England, we export our hand-crafted, luxury products to over 60 markets, and employ over 4,000 highly skilled people who drive the difference that makes us leaders in responsible luxury.

Despite a challenging start to 2025 due to global uncertainties, we remain focused on delivering our key strategic initiatives and investment plans, including for sustainability.

To that end, we have refreshed our strategy which will drive our business forward towards the full electrification of our product portfolio by 2035, a timeline extension of five years. This Beyond100+ strategy will also help us integrate sustainability into all aspects of our business and be more agile in the face of economic, legislative, and market challenges.

At Bentley, we work towards a future driven by new technologies, materials, eFuels, and skills, and pursue a progressive new world in which the highest levels of luxury mobility are achieved with sustainable methods.

In conjunction with over 550 stakeholders, we have refreshed our environmental, social, and governance (ESG) materiality assessment. This is integral to our strategy, and the content of this report is driven by the outcomes of that assessment.

Decarbonisation

Decarbonisation remains a priority for us and our stakeholders. In 2024, we took bold action and made significant changes to our portfolio. The iconic W12 engine has been discontinued and instead, we have plug-in hybrid electric vehicle (PHEV) options for all our models and we remain committed to rapid decarbonisation.

Also in 2024, I confirmed our intention to reveal our first fully electric car in 2026, which is being designed, developed, and produced by our expert craftspeople at our headquarters in Crewe. This will be the world’s first true electric Luxury Urban SUV (Sports Utility Vehicle) and marks the beginning of our journey to release a new PHEV or battery electric vehicle (BEV) product every year for the next decade.

We intend BEVs to be the future for all markets. This means taking a varied customer base on the electrification journey – an aim that will require a supportive ecosystem of renewable energy, state-of-the-art charging infrastructure, and consistent policy messaging around the world.



Bentley Continental GT in Tourmaline Green, featuring two-tone 22" Ten swept spoke wheels

Driving positive impact

We know that our people are the heart of our progress, and we continue to invest in them. In February 2025, we were awarded a UK Top Employer for the 14th consecutive year based on our 2024 activity. Alongside our focus on sustainability, digitisation, and diversity and inclusion, we were commended for our approach to employee wellbeing, values, ethics, and integrity. Investment is essential for our people to develop the skills to be ready for BEV manufacture.

Driving positive impact and social responsibility goes beyond our own people and requires us to work in and with our communities too. Our award-winning Advancing Life Chances programme and Environmental Foundation advance our goal to be a socially responsible employer, committed to 'just' outcomes for our society.

Investing for our future

In addition to our people and communities, we have also invested in our facilities and processes. In 2024, we opened two new state-of-the-art facilities as part of our Dream Factory investment - the Engineering Technical Centre and Excellence Centre for Quality and Launch.

Our new Paint Shop, also part of the Dream Factory, will open in 2025. This facility will set a new benchmark in next-generation, digital, flexible, and high-value manufacturing operations. Work also continued to transform the original Bentley 'front-of-house' building into our new state-of-the-art Design Centre.

For Bentley, our luxury interiors are a key point of differentiation, and we continue to innovate to enhance the sustainability credentials of our materials. We brought in Artificial Intelligence (AI) hide inspection in 2024 to improve the sustainability of our leather use. In 2024, we became the first automotive member of Leather Naturally, the global voice of the sustainable leather industry, further demonstrating our commitment to improving the sustainability of leather.

Despite challenging economic times, we continue to see the value in investing in our future transformation.

Worryingly, in 2024, a climate warming limit was exceeded. The World Meteorological Organisation (WMO) declared this was the first calendar year with a global mean temperature of more than 1.5°C above the 1850-1900 average. It is important therefore that businesses, consumers, and governments stay the course to limit further increases. We recognise that there are still opportunities to elevate our sustainability performance further.

Our [Sustainability Council](#) continues to play a key role in the transformation of our business to fulfil our sustainability ambitions. They guide and support the initiatives under our sustainability strategy and assist us in our transition to a more 'just and regenerative' future. We thank our Council members for being an essential, integral part of our journey.

For Bentley, timelines may extend, but our passion for sustainability and our direction does not change. We know the challenge ahead of us and we continue to make strides towards our goals.

Key commitments

Plug-in Hybrids
in all models
delivered in **2024**



We are aiming
to accelerate
the transition
to net zero



By the end of **2035**,
our ambition is to
produce only BEVs



By the end of **2030**,
our aim is to have
25% gender diversity
in leadership



Image: Bentley Flying Spur in
Tangerine, featuring 22" Ten swept
spoke wheels in black

HIGHLIGHTS AND PERFORMANCE

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

€2.648B

Revenue for 2024.

€373M

Operating profit in 2024.

14.1%

Return on Sales (ROS) 2024.

14

Years running we have been awarded Top Employer.

£1,857,977

Has been donated to charities globally in 2024 through our Advancing Life Chances programme and the Bentley Environmental Foundation.

569

Stakeholders responded to our refreshed materiality assessment.

150

Trainee positions for 2025.

14,500

Applications for trainee positions received.

224%

Increase in female applicants across trainee positions.

65%

Of our graduate hires are returning Bentley alumni.

93%

Of PHEV customers rated 'completely satisfied'.

100%

Of new BEV and PHEV suppliers achieving A or B S-Rating.

663,000

People benefited from the Environmental Foundation in 2024.

DRIVING FORWARD WITH BEYOND100+

*As at 31 Dec 2024. **In Europe, the Americas, the UK, China, Hong Kong, Macau, Asia Pacific, the Middle East, Africa, and India.

STRATEGY

Our ambition is to be leading in sustainability.

We plan to sell only BEVs by 2035 and continue to take bold actions to decarbonise across our manufacturing processes and supply chain too. Our first BEV will be revealed in 2026.

This will be a challenging journey, but we are confident that with investment, innovation, exceptional risk management, and strong governance, we can play our part in limiting global temperature increases and creating 'just and regenerative' outcomes for our society.

Read more:

- [Business environment and strategy](#)
- [Decarbonisation](#)
- [Innovation](#)



RESOURCES

At our carbon neutral renewable energy-powered Dream Factory in Crewe, our approx. 4,000 employees work to make our iconic, high-quality vehicles.

We aim to use products and materials from like-minded suppliers who share our sustainability values and goals for managing resource scarcity and adhering to high ethical standards.

We train our people carefully, look after their health, safety, and wellbeing, and invest in their progress so they feel a true sense of belonging at Bentley.

We aim to have a diverse workforce and in 2024, more women applied to our Early Careers programme, and we increased gender and ethnic diversity in leadership.

Read more:

- [Sustainable products and materials](#)
- [Sustainable operations](#)
- [Our people](#)



PRODUCTION PROCESS

Our vehicles are designed, built, and tested, in our environmentally compliant Dream Factory in Crewe, where we aim to reduce our impact on biodiversity, water consumption, and air quality.

Our teams innovate using sustainable products and materials, and cutting-edge technologies to craft vehicles that meet the highest standards of safety, sustainability, quality, craftsmanship, and luxury.

Our production process is geared towards circularity and waste minimisation, with all teams looking for ways we can manufacture, test and transport our vehicles more sustainably.

Read more:

- [Sustainable supply chain](#)
- [Product quality and vehicle safety](#)



Part of the
VW Group



Bentley Home
in Crewe



Employing
4,255 people*



229 retailers
globally**

STAKEHOLDERS

In 2024, we delivered our hand-crafted vehicles to our customers in over 60 markets.

We engage our stakeholders to help us shape strategy, innovate processes and products, and improve operations.

We talk to our customers and work with our retailers to deliver our sustainability goals.

We also engage with policymakers and industry partners to support our electric mobility transformation.

We are active in our communities too. In 2024 we donated circa. £1.9m to charities globally through our Advancing Life Chances Programme and Bentley Environmental Foundation.

Read more:

- [Bentley as a responsible business](#)
- [Governance and integrity](#)



02

Chapter 2:

MATERIALITY ASSESSMENT

MATERIALITY ASSESSMENT

In 2024, we refreshed our materiality assessment with reference to the GRI 3: Material Topics 2021, part of the Global Reporting Initiative (GRI) Standards. We conduct this assessment biennially to ensure that we accurately capture any shifts in stakeholder perspectives and adhere to best practices.

Our materiality assessment determined which sustainability topics are important for us to report and ensures the emphasis within our report reflects their relative priority.

This process defined, assessed, and validated the most material sustainability topics to our key stakeholders, and then compared these to the view of the company.

To capture the evolving perspectives of our stakeholders and reflect changes in our strategy and the broader sustainability landscape, we placed a strong emphasis on direct stakeholder engagement and sought guidance from our Sustainability Council.

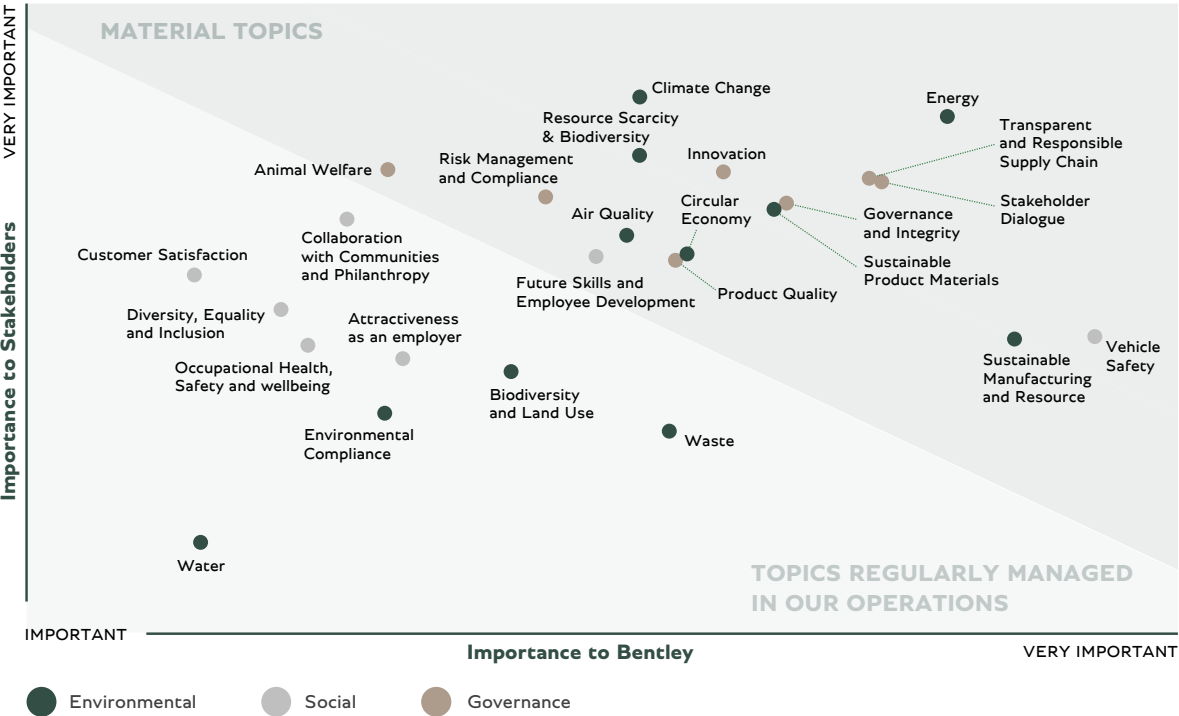


For more information on our Sustainability Council members please click [here](#)

For a detailed description of stakeholders engaged, please refer to the [Appendix](#).



The results of this assessment are illustrated in the matrix below and which reflects the importance of the topics to Bentley and to all other stakeholders.



We have identified relevant sustainability topics that are regularly managed in our operations, in the matrix in a light grey. These are considered important from an operational perspective although not identified as material in our materiality assessment process.

Whilst you will find information on these topics in the body of the report, coverage is not as extensive as for material topics which are the focus of this report.

We will continue to report to best practice and refresh this assessment in accordance with our biennial review timeline, or in response to incoming sustainability frameworks as required.

➔ **For more information on our materiality assessment please read the [Materiality report on our website](#)**



Bentley Wings gleaming in the sun on the bonnet of Continental GT Convertible in Bronze



Chapter 3:

BUSINESS ENVIRONMENT AND STRATEGY

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BUSINESS ENVIRONMENT AND STRATEGY

Over 100 years ago, Walter Owen (W.O.) Bentley created the company with his simple and honest goal to build “a fast car, a good car, the best in its class”. That goal has shaped Bentley into the most sought-after British luxury car brand and it guides us to this day.

To meet that goal, we continuously adapt our strategic objectives to reflect the economic, market, and legislative environment and to keep leading in sustainability. During 2024, we unveiled our Beyond100+ strategy which reiterates our commitment to a decarbonised future while responding to the challenges and market demands associated with BEV adoption.

As we decarbonise and advance towards full electrification by 2035, we aim to balance our product portfolio by producing a new PHEV or BEV product every year over the next decade. Our BEV journey will be kicked off with the reveal of our first fully electric car in 2026, the world’s first true Luxury Urban SUV.

This refreshed strategy is underpinned by a fundamental reinvention of the Crewe manufacturing infrastructure, ensuring our future at Crewe for the next generation of products and colleagues.

We have already made significant strides in reinventing the historic Crewe site, creating an industry-leading, carbon neutral certified facility. We have also continued developing our Dream Factory for an electric future.



You can read more about our Dream Factory

Beyond100+ also reflects a broadening of our sustainability horizons, even as we face challenges. Previously, we focused on becoming carbon neutral. Now, we have evolved our strategy to pursue net zero.

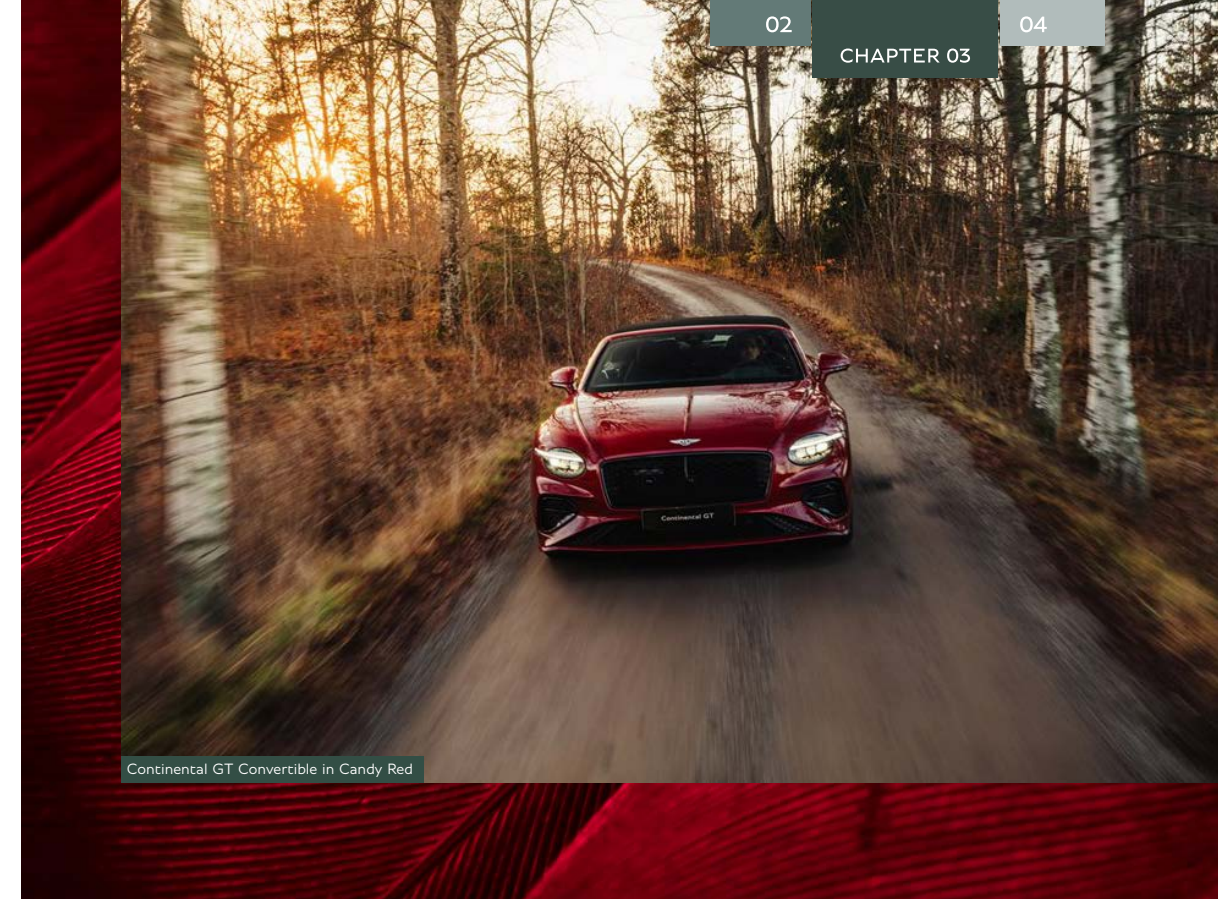
Transitioning from carbon neutrality

Since we set out on our decarbonisation journey, the need for urgent climate action has accelerated, with regulation and expectations for ambitious action to encourage and enable business to transform to meet the 1.5° pathway.

We are committed to delivering the most credible route to support the 1.5° pathway, hence our focus to net zero. For us, this requires a focus on our scope 3 emissions and addressing residual emissions across the vehicle lifecycle.

Our Beyond100+ strategy helps us to pursue net zero by aligning our business with global climate goals and thereby reduce our environmental footprint.

The strategy, with its extended ambition of full electrification by 2035, also gives us the necessary time to more comprehensively respond to challenges such as the need for more internationally available charging infrastructure.



Continental GT Convertible in Candy Red

Beyond100+

Our Beyond100+ strategy with its net zero ambition, aligns us with global climate goals and reduces our whole environmental footprint.

How our strategy works

To deliver our strategy, we have evolved our ‘quadrants’ approach (as reported last year, see [here](#)) and consolidated our strategic priorities and goals into our ‘Strategy House.’

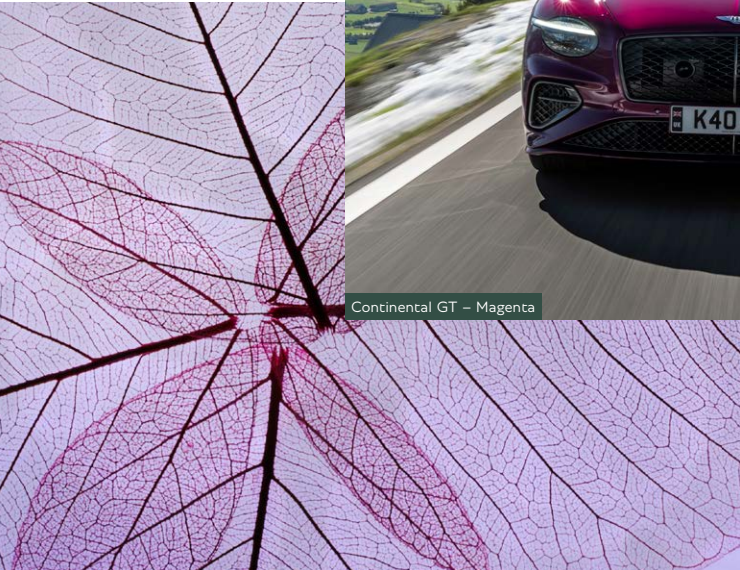
The strategy focuses on seven key ‘Action Fields’, including sustainability. The Sustainability Action Field is a core foundation of Beyond100+ and is underpinned by four main initiatives: decarbonisation, circular economy, responsible supply chain and society and community leaders.

Sustainability in our refreshed strategy means a transition to net zero and taking actions that enable our society and communities to thrive. It extends across every Action Field and is therefore central to everything we do.

Our strategy drives the actions that equip us to address the topics and goals important to us and our stakeholders, as outlined in the materiality assessment.



Continental GT – Magenta



Beyond100+ Strategy House

Beyond100+

Product

Developing a product portfolio that maintains our focus on quality and craftsmanship, while also delivering progressive cars for the future.



Technology

Embedding our DNA in technology, user experience, and innovation.



Brand

Enhancing brand desirability through world-class brand activations with performance and luxury at the core.



Markets and revenue growth

Growth through market expansion and maximisation of revenue potential.



Sustainability

Leading in sustainability, accelerating the transition to net zero, and enabling our society and communities to thrive.



People

An empowered, high-performance, inclusive culture with strong, diversified capabilities across the entire organisation.



Costs and expenditures

Optimising cost for long-term efficiency and supporting the BEV transition.

To read more about the four sustainability initiatives, please click here:



[Decarbonisation](#)



[Sustainable supply chain](#)



[Circular economy](#)



[Communities](#)

Image: Continental GT in Tourmaline Green

How we govern our strategy

We have a robust governance structure which supports and guides our actions to ensure they are consistent with our strategic goals. A range of committees comprised of leaders and experts discuss and direct our work, ensuring high levels of efficiency and risk management as we pursue our ambitions for sustainable luxury.

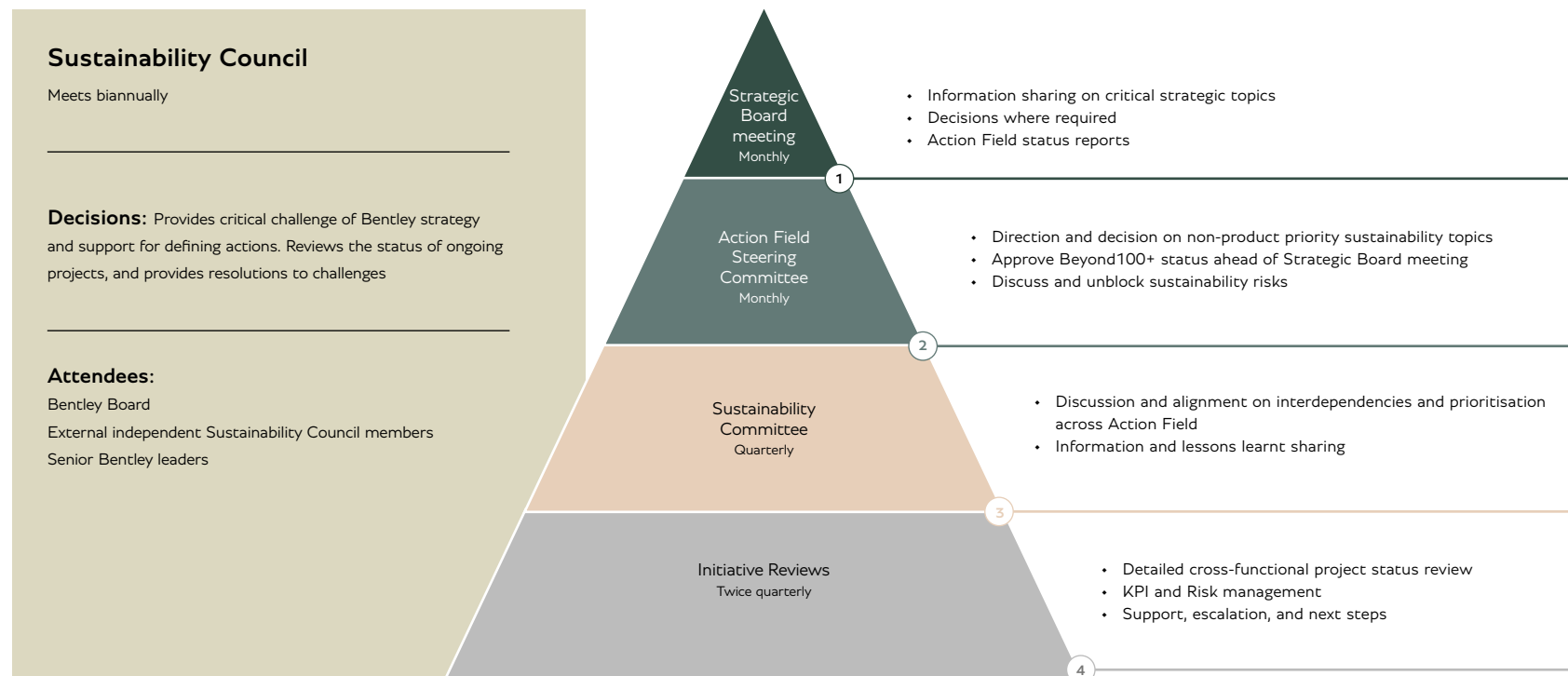
Our Beyond100+ governance structure enables us to:

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



For more information, please read the governance and integrity section

Beyond100+ Sustainability Action Field governance



Business environment

In recent years, the business environment has been influenced by several critical factors. Evolving government timeframes and policies have impacted our strategic approach, however we continue our transformation towards electric mobility.

To enable this transition, an international, rapid, and interoperable charging network is required. This is essential for consumer confidence and convenience, both fundamental to enable customer adoption.

Renewable energy is required across our operations, supply chain, and vehicle use-phase. This remains a key priority to minimise carbon footprints and contribute to environmental sustainability. Our collaboration with stakeholders, including policymakers, industry partners, and customers, aims to foster an ecosystem that supports renewable energy initiatives and promotes a greener future.

We are mindful of broader issues in the business environment that impact operations, notably the geopolitical landscape which can influence supply chains and market access, with international relations and trade agreements playing a crucial role. Maintaining strong relationships with global partners and navigating these complexities with agility and foresight is essential.






Adapting and thriving in this evolving business environment involves embracing government timeframes and policies, advocating for infrastructure development, supporting renewable energy solutions, and engaging in governments' evolving industrial strategies. Our proactive approach will ensure that we continue to focus on leading in sustainability while staying abreast of developments that influence the industry and our operations.

Initiative leads for the Sustainability Strategy

From left to right – Sally Hepton, Mark Cooke, Aimee Kelly, Abbie Brown, Marine Godot, Allison Christou



KEY COMMITMENTS IN OUR BEYOND100+ STRATEGY

Commitments	KPIs	2024 performance
 PHEVs in all models from 2024	Integration of PHEVs in all models in 2024	Target achieved - PHEV options now available in all models
 By the end of 2035, our ambition is to produce only BEVs	Relevant milestones achieved in BEV production planning	We continue with the transformation of our site, people, and supply chain to achieve an all-electric future
 We are aiming to accelerate the transition to net zero	Decarbonisation Index (DKI)	Our Crewe manufacturing site and Orion Park warehouse continue to be certified carbon neutral to PAS 2060 by LRQA*. The introduction of PHEVs across all models supports the reduction of tailpipe emissions and an all-BEV portfolio by 2035 will eliminate tailpipe emissions. We continue to use our DKI to track progress towards reaching our CO ₂ equivalent reduction targets in our supply chain and use-phase. We are also investigating the use of eFuels to mitigate emissions
 By the end of 2030, our aim is to have 25% gender diversity in leadership	Percentage of gender diversity in leadership	20.1% of employees in leadership are gender diverse
 By the end of 2025, our aim is to have 5% ethnic diversity in leadership	Percentage of ethnic diversity in leadership	4.46% of employees in leadership are ethnically diverse

*Bentley Motors Limited has achieved carbon neutrality related to the calendar year 2024 application period and is committed to ongoing carbon neutrality of the carbon footprint for their UK operations (Scope 1+2, Scope 3 – Business Travel and voluntary working from home emissions). LRQA certified that the company has satisfactorily offset the residual emissions to achieve carbon neutrality, in accordance with PAS2060:2014 Specification for the demonstration of carbon neutrality.

Chapter 4:

DECARBONISATION

TRANSITIONING TO NET ZERO

The need for urgent climate action has intensified since our site was first certified as carbon neutral in 2019. Also, our 2024 materiality assessment showed that climate change remains a high priority topic for our stakeholders.

We have responded to the need for this urgency by broadening our action on decarbonisation to align our sustainability efforts with the push for net zero. We are committed to taking the most credible route to support the 1.5° C pathway and this is an essential part of our Beyond100+ strategy of 'leading in sustainability'.

As disclosed in our 2023 Annual Report and in line with the UK Climate-related Financial Disclosures (UK CFD) requirements, we performed an assessment of our key climate-related risks under three potential climate scenarios – temperature increases of 1.5° C, 2.5° C, and 4° C. The four subject areas considered for this assessment were: customer, supply chain, regulation and funding, and technology and infrastructure.



An overview of this assessment can be found in the 2023 Annual Report

In response to this risk assessment and as part of our transition to net zero, we have set internally ambitious decarbonisation goals and have developed a roadmap of measures to support this.

The roadmap brings together our product strategy, the development of our Dream Factory to manufacture BEVs, and training programmes for our people. We are currently ensuring our ambitions and roadmap are aligned with best practice, robust methodologies, and sector-specific challenges.

Meeting our internal decarbonisation goals requires us to innovate and act to eliminate emissions in the long-term. This includes taking action to mitigate emissions from existing Internal Combustion Engine (ICE) vehicles as we move towards our goal of full electrification by 2035.

To advance our commitment to decarbonising the use-phase of our electric vehicles, we are committed to expanding the use of renewable energy. We intend to enter indirect commitments with operators of wind and solar plants to promote the expansion of renewable energy. These plants provide new capacities to generate enough electricity from renewable energy to match the vehicles' inputted energy requirements.

Despite significant regulatory turbulence, we continue to progress towards our goals.



EV mode in the Flying Spur Speed

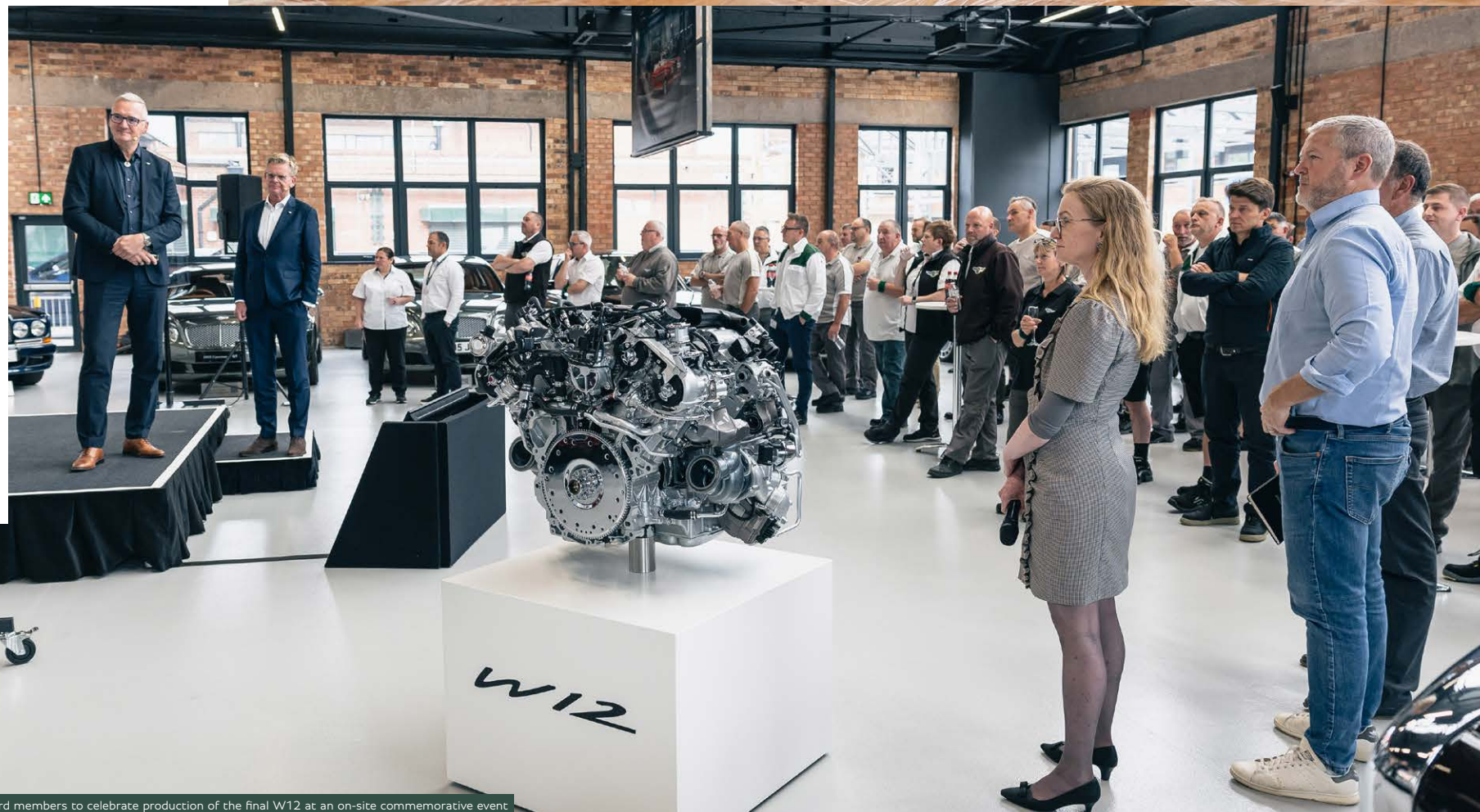


A new electric era

The very last hand-built iconic Bentley W12 engine was produced at our Crewe site and sold in April 2024. This marks the end of an era after years of success and an exciting new chapter of electrical innovation and craftsmanship.

Full electrification will play a key role on our journey to net zero, but due to slower market adoption and regulatory changes, we have extended the timeline for BEV-only production to 2035.

Despite the timeline adjustment, in 2024, we made all models available in a PHEV option, demonstrating lower tailpipe emissions. These are a valuable part of a fleet progressing towards full electrification. We aim to release a new PHEV or BEV product every year and will reveal our first fully electric car in 2026, demonstrating our commitment to responsible luxury.



Bentley colleagues join Board members to celebrate production of the final W12 at an on-site commemorative event

MEASURE TO MANAGE BETTER

Cutting emissions, improving air quality, and reducing pollution are an important part of our Beyond100+ strategic push to meet our decarbonisation goals and to be a socially responsible business. Emissions and poor air quality contribute to climate change but also have an impact on peoples' health and enjoyment of open spaces.

We use three measures to calculate our emissions carefully:

- **Scope 1, 2, and 3:** developed by the Greenhouse Gas Protocol (GHG), this measure calculates all upstream and downstream emissions.
- **Life Cycle Assessment (LCA):** calculates emissions and impacts created by a single vehicle at every stage of its life.
- **Decarbonisation Index (DKI):** used by the Volkswagen Group (Group), this measure calculates the CO₂ emissions of our entire portfolio.

Together, these allow us to see where we need to take action to reduce and eliminate emissions.

You can read more detail about our measurement and management approach to emissions in our 2023 Sustainability Report

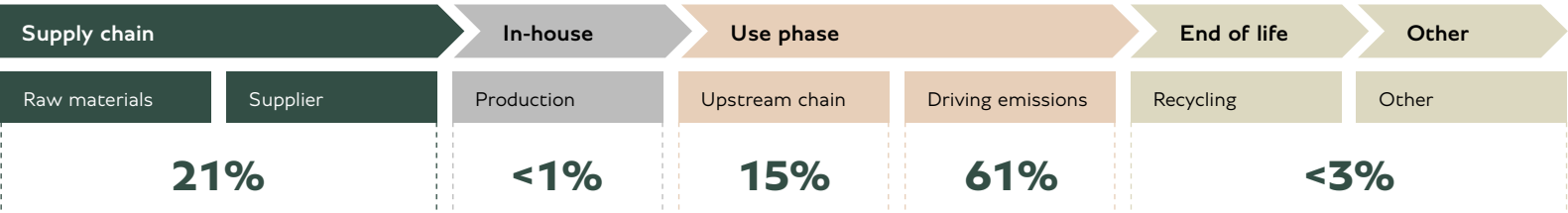
We collaborate with stakeholders including the Group to standardise methodologies for reporting DKI. This is aligned with the Greenhouse Gas (GHG) Protocol reporting standard. We have used the DKI to prognose the carbon footprint of our future vehicles and have agreed an internal target for our first BEV. By implementing this vehicle-specific target, we can better manage our decarbonisation projects across the vehicle lifecycle and fleet to limit climate change.

We have continued to develop test cases internally for product LCAs and expect to deliver them in 2025. We have also expanded the use of LCA and supplier data collection for high-impact components to ensure we meet our sustainability goals.



Continental GT Convertible in Extreme Silver Satin by Mulliner

Decarbonisation Index (DKI)



CUTTING EMISSIONS AND IMPROVING AIR QUALITY

Fleet electrification is the single biggest action we are taking to reduce vehicle emissions, but tailpipe emissions are not the only emissions associated with vehicles. Under our LCA and DKI decarbonisation approach, we also consider the emissions from the materials and processes required to produce the vehicle.

In 2024, we introduced new sustainable material sourcing requirements for most major materials, such as green steel, green aluminium, leather, glass, and plastic, to reduce the CO₂ impact of key materials, helping us to meet our decarbonisation and circularity goals.

In 2024, we installed our Compact Full Spectrum Driving Simulator. This will reduce the need to test physical vehicle prototypes and has the potential to save 85 tonnes of CO₂ and 350 days of road testing per vehicle prototype, further improving air quality. Use of the simulator for testing means that we no longer need to transport as many vehicles between our sites, cutting our emissions further.



You can read more about our virtual testing innovation [here](#)



Brand-new Paint Shop, currently being constructed on-site, featuring a vibrant and colourful exterior



Compact Full Spectrum Driving Simulator

In summer 2025, we will open our new Paint Shop, part of our [Dream Factory transformation](#). This new state-of-the-art facility will emit fewer volatile organic compounds (VOCs) compared to the existing Paint Shop.

Additionally, our investment in new equipment and processes for the Technical Conformity Centre (TCC) means our experts can now test meticulously for emissions and interior air quality. For example, our new monitor system aims to make Bentley best-in-class for interior air quality by analysing and reducing particulates in the vehicle cabin.

The TCC building itself uses environmentally friendly methods, including maintaining temperature through ammonia systems that eliminate harmful CO₂ emissions. It also has a regenerative dynamo that recycles energy in the building. This helps us to reduce emissions from operations and improve air quality.

RENEWABLE ENERGY

We aim for all new cars we sell from 2035 to be BEV but there will still be Bentley ICE vehicles on the road. Given our ambitious decarbonisation goals, it is important that we continue our efforts to make all our vehicles, no matter their age, as sustainable as possible.

Transitioning from internal combustion technologies and eliminating emissions presents a range of challenges that require us to maintain a powerful focus on renewable energy solutions.

Progress on sustainable fuels

We have made progress on sustainable fuels, with efforts to integrate second-generation biofuels and eFuels into our strategy. We are considering a mass balancing approach for renewable fuels, to ensure that equivalent renewable energy is added to the grid or supply chain.

In our own logistics operations, the certified biofuels we use in our vehicles to move parts between our factory and the Winsford warehouse help us to achieve an 83 per cent reduction in greenhouse gas emissions compared to non-bio alternatives. Our biofuels are also used on our heritage fleet and we continue to explore the use of eFuels for our R&D fleet in the next three to five years.

In 2024, we forged new partnerships with fuel suppliers to investigate and promote the use of renewable fuels such as eFuels and biofuels. While the focus remains on electrifying our fleet, our strategy encourages the adoption of sustainable fuels as a transitional measure to support PHEVs and existing ICE vehicles still on the road. There are already some early adopters of renewable fuels, including private collectors. These eFuels are part of a sustainable portfolio and we would only recommend using sustainable fuels produced from locations where renewable energy is abundant. We promote the use of eFuels through world-first Bentley events like our eFuel powered [Global Media Drive](#), which aim to encourage their adoption, and advocate for legislative support for them.

Additionally, we have established partnerships with external developers of renewable fuels and continue to provide feedback to help improve compatibility and performance.

We have successfully tested R75 (75 per cent renewable) eFuels and engaged customers on their merits. We will continue with customer events that educate on the potential for renewable fuels to support CO₂ reduction and sustainability efforts.

Internally, we have promoted collaboration across teams to ensure that renewable energy efforts align with our strategic goals. This has included emphasising the need for cross-function input into renewable fuel testing, product launches, and customer engagement events. Teams have also increased their research on and forecasts for mileage and energy usage, for better alignment with our renewable fuel strategy.

KEY FACTS FROM BENTLEY'S GLOBAL MEDIA DRIVE EVENT

93% 

drop in vehicle emissions over the course of the event, due to eFuel and renewable electricity*

Environmentally focused



100% renewably-powered hotel, sustainable charging, no single-use plastic, recycled paper, and food waste monitoring

Carbon offset



CO₂ from international flights to be offset using carbon credits

*Comparison of the total tonnes of CO₂ incurred via vehicle emissions on the drive route between the launch of the Bentleyga EWB in 2022 (3.42) and the launch of the fourth generation Continental GT Speed (0.24).

Bentley Team Blower being fuelled up by on-site biofuel tank



Robert Savin

Product Line
Director, Connected
Car and Services

Sebas Fernan Pisonero

Strategy / Innovation
Technical Expert



OUR ENERGY CONSUMPTION AND EMISSIONS IN NUMBERS

Location-based emissions



9,260 tonnes

2023: 9,902 tonnes

In 2024, we reduced total Scope 1 and 2 (location-based) emissions by 6 per cent, from 9,902 tonnes in 2023 to 9,260 tonnes, driven by energy efficiency improvements, operational enhancements, and reduced on-site fuel consumption. Scope 1 emissions fell by 18 per cent, reflecting efforts to cut fuel use, while Scope 2 emissions dropped three per cent, aided by a cleaner electricity mix and energy-saving measures. However, emissions intensity (location-based) increased from 0.77 tCO₂e per vehicle to 0.82 tCO₂e, due to a 13 per cent drop in vehicle production, spreading emissions over fewer cars. Our market-based emissions remained stable, reflecting a continued commitment to lower-carbon electricity. Meanwhile, biogenic CO₂ emissions fell by seven per cent, reinforcing our focus on energy efficiency. We remain committed to further reducing our carbon footprint, expanding renewable energy use, enhancing production efficiency, and advancing our long-term sustainability goals.

[Click here for more data](#)

Total energy consumption



113,824 MWh

2023: 119,884 MWh

In 2024, we reduced our total energy consumption by five per cent, from 119,884 MWh in 2023 to 113,824 MWh, reflecting ongoing efficiency improvements and sustainable energy management. Our reliance on non-renewable fuels continued to decline, with petrol consumption down six per cent and natural gas use falling by 39 per cent. Diesel and diesel oil usage also decreased, and Liquefied Petroleum Gas (LPG) was no longer used in 2024.

[Click here for more data](#)

Renewable energy



67,771 MWh

2023: 73,206 MWh

Renewable energy remains a key focus, with biogas continuing to form a major part of our energy mix. While its consumption decreased by seven per cent to 67,771 MWh, we remain committed to maximising renewable energy use.

[Click here for more data](#)

Electricity consumption



41,172 MWh

2023: 41,181 MWh

Electricity consumption remained stable at 41,172 MWh, suggesting that overall reductions were driven primarily by lower fuel use rather than changes in power demand. We will continue to focus on improving energy efficiency, reducing fossil fuel dependency, and advancing our decarbonisation strategy.

[Click here for more data](#)

Chapter 5:

PRODUCT QUALITY AND VEHICLE SAFETY

PRODUCT QUALITY

The quality and craftsmanship of our vehicles is what makes the Bentley brand. Product quality is a foundational pillar of our Beyond100+ strategy and in 2024, it ranked higher in our materiality assessment, indicating its increased importance to stakeholders.

Our commitment to product quality is embedded in our Quality Mindset, which prioritises excellence at every touchpoint across the Bentley lifecycle. At Bentley, quality means influencing the process earlier and faster.

Investment in world-class facilities, such as the Excellence Centre for Quality and Launch (ECQL) and the Technical Conformity Centre (TCC), enhances testing, durability, and product assurance capabilities. You can read more about these facilities on the next page. Core processes like the Product Emergence Process (PEP) and Built-in Customer Quality streamline the journey from development to delivery.

Our commitment to product quality requires an equally strong commitment to training and upskilling our people who play an important role in meeting product quality goals.

→ **You can read more about this in the Our people chapter of the report**

The results of our investment in quality are clear. We have seen a 30 per cent reduction in claims on warranty in 2024 compared to 2023.

New facilities for superior quality

Our Beyond100+ strategy drives our efforts to make progressive cars for the future. To support these efforts, over the last three years, we have made large-scale investments in new facilities as part of our Dream Factory concept.

The investment in these facilities also strengthens our ability to meet and exceed global quality standards and reinforces our position as a high-quality, responsible luxury brand.

Our people bring to bear the full weight of their passion for craftsmanship, expertise, and excellence in these new, industry-leading centres.

Bentley Bentayga Atelier Edition in Light Emerald.



“Working at Bentley is a real privilege. The culture, collaboration, and strong sense of family make it a place that people join and don’t want to leave. The job is exciting, the standards are high, and the people make it truly special.”

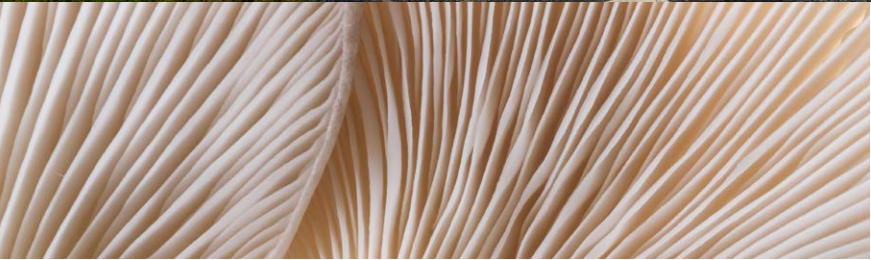
Simon Riden

Head of Central Quality Management and Product Integrity





P31 The Excellence Centre for Quality and Launch (ECQL)



The Technical Conformity Centre (TCC)

Certification and conformity are the last points of vehicle testing and are witnessed by the relevant authorities to confirm compliance with relevant regulations. The TCC, commissioned in 2021, plays a pivotal role in product quality and compliance with environmental legislation.

We have reduced the amount of testing that we do in the US and mainland Europe. Instead, we undertake these tests in Crewe. Our goal was to bring testing as close to manufacturing as possible and forge closer links between development and testing. This helps reduce the need to ship vehicles around the world for testing, which has a positive effect on our emissions.

Investment in new equipment and processes for the TCC means our experts can continue to test meticulously to ensure product compliance, aligning us more closely with our quality strategies under Beyond100+.

The Engineering Technical Centre (ETC)

The ETC strengthens collaboration between the engineering and workshop teams, improving vehicle integration and overall quality. The facility is a site for innovation, including virtual simulators, and brings together whole-vehicle engineering activities including, airbag and electrical features testing, and measurement facilities.

It also houses the 3D printing facility and 2024 was the first year we have used recycled 3D-printed materials to make new parts. Metal 3D printing is scheduled to begin later in 2025, after the installation of a new furnace. Fast BEV chargers to support the development of our BEV fleet will also be installed.

Overall, investment in the ETC supports our Beyond100+ strategy and, more specifically, our electrification goal.

The Excellence Centre for Quality and Launch (ECQL)

The work we do at our new ECQL enables us to ensure that every product is analysed and verified to meet our high standards. The ECQL houses a production proving ground to test future BEV assembly. It also includes a technical centre for future materials testing, high-precision dimensional measurement, vehicle analysis, and reliability. All of this is dedicated to ensuring the quality, performance, and longevity expected of every car we make.

We also develop new ways of testing in the ECQL. For example, teams have begun to use AI to directly link testing data to manufacturing data, a process which reduces the length of the R&D cycle.



State-of-the-art facilities in the new ECQL, designed to uphold Bentley's commitment to Quality Excellence



Strengthened quality policies and processes

Our ambition is to achieve flawless quality standards across all products, from manufacturing to end-of-life usage. Over the year we have improved our policies and processes and embedded more stringent quality and compliance gates to meet this goal.

We continue to build a 'Plant Quality Mindset' that aims to ensure that every vehicle is perfect on leaving the facility. We have introduced Q-Day – a monthly quality day – for measuring all quality KPI output. We have also refined our internal KPIs for quality assessment, to make them more measurable and actionable.

Our Product Emergence Process (PEP) now includes new Quality Gates (Q Gates) for all stages for the first BEV and will be applied for all models by 2029. Q Gates play an important role in early issue detection and resolution, aligning us more closely with our 'Quality Mindset' of influencing quality earlier and faster. This proactive quality assurance approach allows us to maintain the highest manufacturing standards while reducing the likelihood of costly post-production modifications.

In 2024, we have further strengthened our Quality Management System (QMS) to align with evolving regulatory requirements and sustainability objectives. This includes enhancements to the Product Compliance Management System (PCMS), the Environmental Compliance Management System (ECMS), and the Automotive Security Management System (ASMS). These ensure that every product meets not only our internal quality benchmarks but also global safety and environmental standards. In addition, we adopted the newly simplified VDA 220 (Verband der Automobilindustrie) to enhance supplier identification and set higher quality benchmarks.

Other initiatives aimed at improving our policies and processes on quality include integrating the customer feedback loops into development and production processes, customer-representative testing, and enhanced post-production performance tracking processes to maximise product quality and meet our strategic goals under Beyond100+. In 2024, we have performed better against all major Quality KPIs compared to the last five years.

Reliable luxury

Luxury should last, and durable, reliable vehicles have a positive impact on a range of sustainability concerns. In 2024, we have focused our attention on enhanced reliability testing to improve field warranty and the longer-term sustainability of our vehicles.

Our new world-class laboratory, housed in the ECQL, supports our push for durability and reliability as components of sustainability. The laboratory supports the business through the development and testing of materials. This enables our team of scientists to produce analytical data quickly and efficiently, employing state-of-the-art techniques and equipment to keep in step with industry developments.

Whole-vehicle testing in highly corrosive and high temperatures is conducted in collaboration with our R&D team to ensure new concepts and materials are fit for purpose and demonstrate the longevity expected in a Bentley, to be enjoyed for generations to come.

Customer representative testing is extremely thorough. We run our vehicles as the customer would, driving them in different environments (e.g., urban, rural), with different fuels, and under different conditions (cold, hot). The results of these tests feed into the three-month and 12-month warranty quality reviews.

Post-production testing is focused on service issues from customers and retailers, supported by the field marketing team who collate warranty claims and identify the key issues to steer back to the engineering team and other affected departments. The aim of this process is to investigate issues and faults and pass the information on to the R&D team for swift issue resolution. We are pleased to report that the number of faults per vehicle has decreased year-on-year over the last six years.

We have relied more on virtual techniques to reduce the need for physical testing and increase efficiency and streamline processes and we continue to invest heavily in data analysis. For example, we have adopted computer-aided engineering to reduce load cases for crash and safety tests and have pioneered the use of AI in hide inspections for leather in our vehicles.

→ **You can read more about AI hide inspection in the Innovation section**

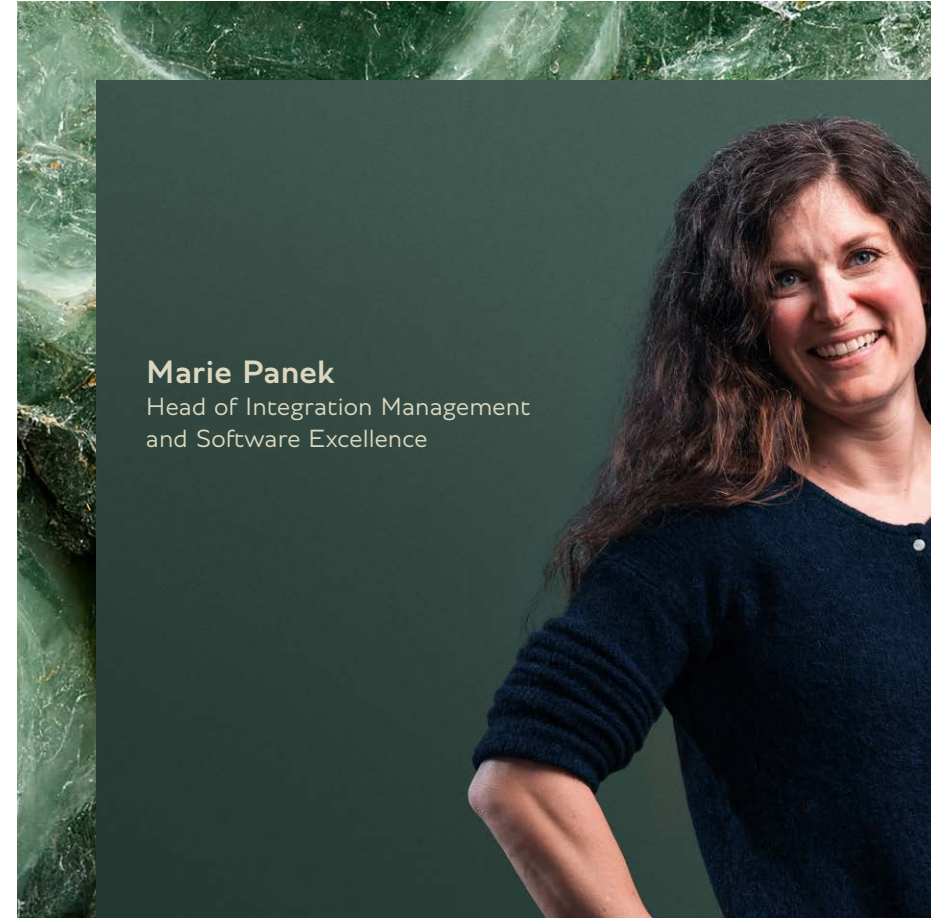
Reliance on virtual techniques can help cut the use of parts, energy, or chemicals, and can reduce emissions.

Software Integration

Building on our core competence and in-house skills and ensuring future readiness and capability, we recognise the increasing complexity of software integration in modern vehicles.

We have implemented new software processes to support a vehicle baseline. This allows compliance for all current software update standards and ensures our customers receive software quality updates as required. Software updates are now tested with a more integrated viewpoint, following new industry best practices such as UN Regulations 155 and 156.

We are getting ready for our first BEV, with new electronic architecture developed jointly with [CARIAD](#). This new electronic architecture provides a future-oriented foundation, new functions, and an improved user experience. It is based on a high-performance domain computer network and high-power connectivity. To implement the new architecture, we have developed new processes and systems with a first integration point in 2024. Further development and integration will continue to be a high priority leading up to our BEV launch.



Marie Panek

Head of Integration Management and Software Excellence

VEHICLE SAFETY

Vehicle safety ranked higher in our materiality assessment refresh in 2024, highlighting its increasing importance to our customers and other stakeholders.

Our Beyond100+ strategy prioritises proactive safety measures. Meeting our strategic goals requires a shift from reactive issue resolution to embedding safety throughout our design and development stages. This helps us create safer products by integrating safety protocols early in the process, thereby mitigating potential risks before they arise. We fulfil all requirements worldwide for the publication of recalls and safety campaigns.

Safety first

Our investment in new facilities and our enhanced Quality Management System, means that compliance with safety standards is embedded at every stage of the vehicle design and manufacturing process. Similarly, the enhanced Q Gate methodology means we identify and resolve issues earlier.

We apply the Group's Design Failure Mode and Effect Analysis process at a component level and maintain compliance with global safety standards, including Driver and Vehicle Standards Agency reporting and on-board diagnostics compliance.

Our new strategic and quality approaches have led to reduced product recalls in 2024.

Product testing

Throughout our vehicle engineering process, we pay meticulous attention to design for function and safety. Our product design and development has been further enhanced by the continued use of extensive Computer-Aided Engineering (CAE) simulation techniques. More recently, we have utilised virtual development validation and verification activities such as virtual simulators, software-in-the-loop, and AI-supported tools to improve vehicle safety.

We have introduced new active systems such as driver assistance, radars and cameras, which in addition to the previous passive systems, support our vision of increased safety for our passengers and other road users.

As part of the full vehicle design and development process, from early simulation sub-system component testing to full vehicle crash testing, our validation ensures extremely high levels of occupant safety.

We also aim to maximise accuracy and use legally mandated 50th percentile male crash dummies as well as fifth percentile female crash test dummies, which are not legally mandated in all markets, but support our desire to explore safety parameters further.

Crash validation is carried out to meet global legislative requirements, Due Care Standards, Group Standards, and our own Standards. The results are shared with the relevant certification authorities.



Driver system checks on a GT at the end of the production line

Full vehicle testing

To ensure final quality for our customers, we thoroughly test the parts and processes that make up our vehicles. This includes both 100 per cent testing of finished vehicles, road tests and sample inspections for all parts.

In line with our sustainability goals, we aim to minimise waste as part of the testing process. This includes an increased reliance on advanced simulation technologies and virtual testing as well as utilising vehicles multiple times where possible, testing simulator vehicles rather than off-line vehicles, and recycling unusable test parts through our scrap process.

06

Chapter 6:



INNOVATION



INNOVATION

Constant competition and headwinds in the automotive industry demand that sustainable innovation form a key part of our culture, product, and operational strategies. Innovation underpins both our effort to be leading in sustainability and our aim to improve efficiency year-on-year. It helps us to respond to changes in market conditions too, and to turn challenges into opportunities.

From virtual vehicle development to AI-driven quality control, we are harnessing cutting-edge technology to improve efficiency, reduce waste, and elevate our sustainability credentials. Our innovation is not only shaping the future of our products—it is revolutionising the way we design, manufacture, and deliver sustainable luxury.

The ETC is a key site for innovation with future development for new equipment underway, including virtual vehicles, a virtual driver-in-the-loop simulator, a light room for headlamp testing, and high voltage bays for electric vehicles.

A prime example of this transformation is our [Compact Full Spectrum Driving Simulator](#), purchased in 2023 and now operational. This high-tech investment in innovation replicates real-world driving conditions. This innovation reduces the need for physical testing, improves efficiencies, and enables us to identify issues earlier in the design process.

Additionally, our AI-driven Aerodynamics Project has enabled instant aerodynamic performance evaluations during the design process, supporting traditional Computational Fluid Dynamics (CFD) processes, which previously took circa. one week. By leveraging machine learning models developed with AI and trained on our proprietary data, we have significantly improved

design efficiency while reducing the energy consumption associated with high-powered data centres.

We have enhanced and embedded the use of Virtual Series Testing - an approach that divides the vehicle development process into eight 'checkpoints' where we freeze data and test it virtually. This identifies issues earlier and enables iterative improvements.

These innovations are reshaping the way we develop, test, and refine our products.

Innovation for sustainability is a mindset, and we know that it is not easy. We continue to support our engineers to make the big cultural shift to virtual testing and have invested in training and integration to support their use of the driving simulator and AI technology.

Patents at Bentley

Innovations at Bentley are driven by our colleagues and are funnelled through the patent process, led by our R&D department. All colleagues are welcome to submit their ideas to this process. Sustainability is one of the core innovation areas in our patent process, meaning a greater focus is given to innovations that enhance our sustainability performance. Recent protected innovations have included ways of using existing elements of the vehicle in new and exciting ways, ideas to reduce part installation and rework time, and innovations which reduce vehicle weight. Our innovations are aimed at delighting our customers and keeping Bentley at the forefront of technology and innovation.

In September 2024, we hosted the biennial Patent Award Ceremony, where we celebrated with colleagues who have had their inventions submitted to the UK Patent Office, or have had their patent specification granted. Inventors receive a certificate, a 'Bentley Inventor' pin badge, and a monetary reward. As part of this event, we were also pleased to award three colleagues with 'Extraordinary Innovator' recognition, for their work in spearheading 'innovative thinking' within their functions.



Charlie Smith
CAD Verification Engineer




Bentley Inventor Badge




Patent Awards 2024

Virtual reality

We have made significant strides in virtual vehicle development and testing, enabling faster, more efficient testing while dramatically reducing reliance on physical prototypes. Through advanced simulation technologies, we are:



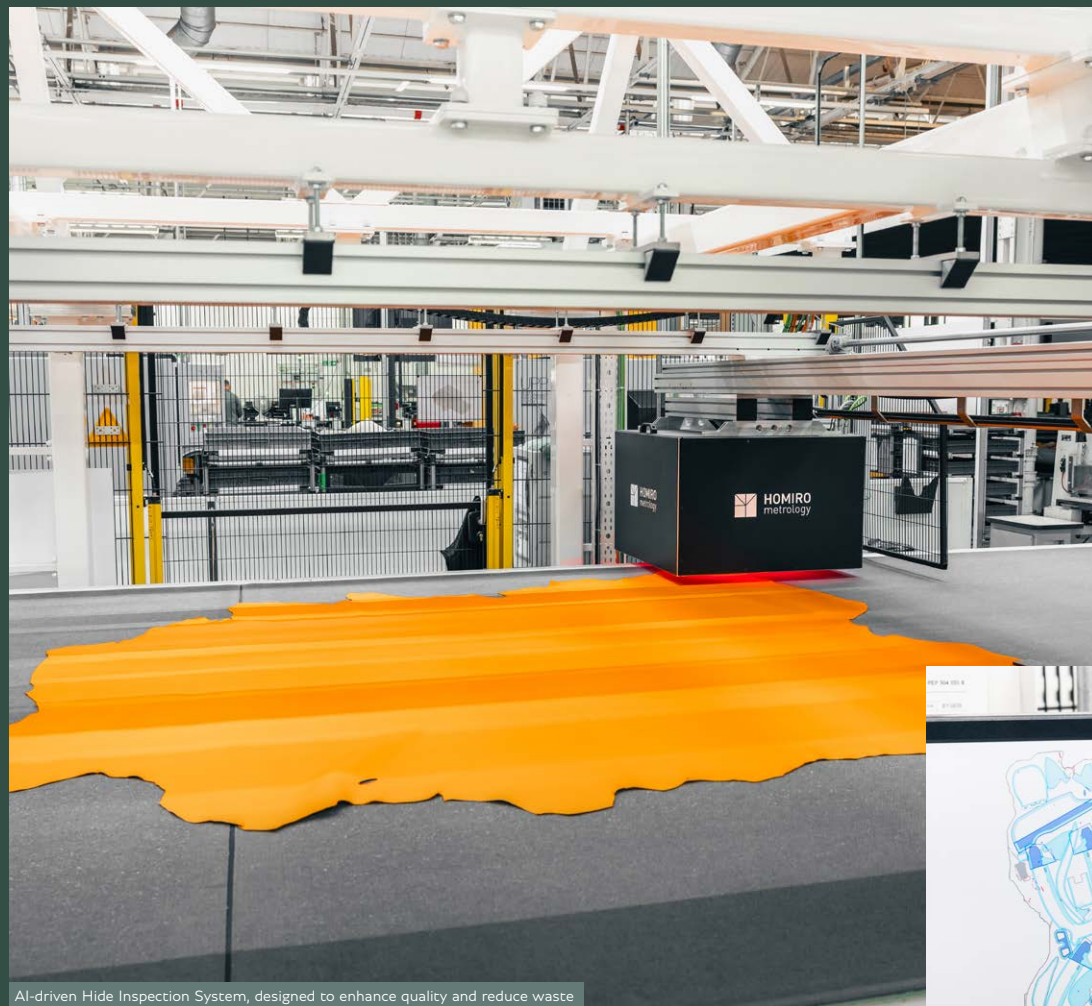
Minimising the number of physical test vehicles, reducing associated emissions and material waste (scraps)



Accelerating the design phase, allowing earlier issue identification and refinement



Enhancing vehicle safety and performance through precise, data-driven testing methodologies



AI-driven Hide Inspection System, designed to enhance quality and reduce waste

INNOVATION CASE STUDY: AI HIDE INSPECTION

Leather is an essential part of the Bentley brand and one of our most exciting advancements in 2024 is the AI-driven Hide Inspection System, an industry-leading technology designed to enhance leather quality while reducing waste.

Detecting leather defects in hides for our seats is challenging and expensive. Overlooking defects is even costlier, since it results in wasted resources and a requirement to use more leather.

Our innovative AI Hide Inspection System – a Group first – inspects every hide digitally for all possible defects at a microscopic level. This solution is faster, more accurate, and better for the environment compared to manual inspection.

The system picks up minuscule defects such as growth lines, healed scars, and insect bites. It delivers live quality data and grades leather defects based on part usability requirements. This improves hide utilisation, and the system can better calculate the positioning of the trim parts, further reducing waste.

Previously, vehicles commonly required more hide than the amount provided by logistics. The results of AI hide inspection has cut our leather waste, spend, and reduced our carbon emissions, since we require fewer hides. Early data shows a 5.9 per cent improvement in hide utilisation, equating to a 135.7 kg reduction in CO₂ emissions per car.



AI computer-generated image

CHARGING SOLUTIONS

Providing a comprehensive charging portfolio aligned with the BEV rollout timeline is essential to the achievement of our decarbonisation goals.

While supply chain issues – including changes in partner commitments – has had an impact on the rollout of charging solutions, we remain committed to our goal to develop a comprehensive charging portfolio for our customers globally.

Given the challenges of the charging solutions market, we have opted for a people-centric approach alongside our integration with Group infrastructure. We must understand our customers' needs and develop solutions that are adapted to the unique requirements of different markets, ensuring local relevance and customer convenience.

The people-centric approach also encourages stakeholder collaboration with cross-brand workshops and global visits to investigate and better meet customer needs.

In 2024, we focused on understanding the charging solutions market better and planning more closely for market entry. We made market visits to China and hosted workshops with Group brands to refine the charging plans and global outlook. As a result of our collaboration and research our understanding of customer needs and global charging market dynamics has been further enhanced.

Also in 2024, we secured a partner to support the introduction of a high-quality UK home charging solution, with deployment expected in 2025. We improved our alignment within the Group to ensure seamless rollout of public and home charging solutions. Our integration with Group-level infrastructure to provide seamless plug-and-charge technology to enhance customer experience aligns with our Beyond100+ strategy.

Additionally, we will introduce charging solutions to our retail network – utilising it as the primary customer touchpoint for education and support.

Ideation workshops

We rely on our teams to drive the strategic and product innovation required for us to develop and source the most sustainable products and materials possible. To that end, we encourage innovation with structured ideation workshops and innovation challenges. We have integrated new processes to capture and prioritise the sustainability-focused ideas from these workshops and have enabled a systematic approach to identifying high-impact sustainability projects.



Continental GT in Tourmaline Green on charge

Chapter 7:

SUSTAINABLE PRODUCTS AND MATERIALS

07

SUSTAINABLE PRODUCTS AND MATERIALS

To be leading in sustainability and responsible luxury, we must use the highest quality, most sustainable materials possible in our vehicles. We are committed to this goal and our people relentlessly innovate and research new materials to help us meet it.

Our focus is on sustainable design, sourcing, and manufacturing. Our goal requires that we understand our supply chain in detail and collaborate with responsible suppliers to integrate sustainable materials into our processes.

In 2024, our material composition remained stable despite a 13 per cent reduction in vehicle production. Steel and iron materials accounted for 38.9 per cent, slightly up from 38.7 per cent in 2023, while light alloys and polymer materials remained steady at 26.9 per cent and 19.8 per cent respectively.

We have also removed restricted chemicals and are planning for the upcoming fluorinated gas (F-gas) ban.



[Click here to see all data](#)

We have made efforts to shift towards recycled materials, as detailed in this section, as well as in the Circular economy section. At present, it is not yet possible to break down and quantify non-renewable and renewable materials. Systems and processes are being developed both internally and in collaboration with the Group to enhance data quality and traceability.

Natural material management

Leather

We use leather in our vehicle interiors and our commitment to ethical practices ensures that the leather we use is sourced responsibly and sustainably. You can read more about this in the [Animal welfare section](#) of the report.

We continue to use olive mill wastewater to tan some of our leather. This reduces the amount of harmful chemicals and volume of water used in the typical tanning process. We have also expanded its use too, with [Olive Tan Leather](#) now available across Mulliner Bentayga EWB, GT, GTC and Flying Spur models.

As a result of our efforts to pursue sustainability, in 2024, we became the first automotive member of Leather Naturally, the global voice of the sustainable leather industry. We look forward to sharing ideas with our fellow members, lending our voice to promote sustainable leather, and pursuing new heights of sustainability together.

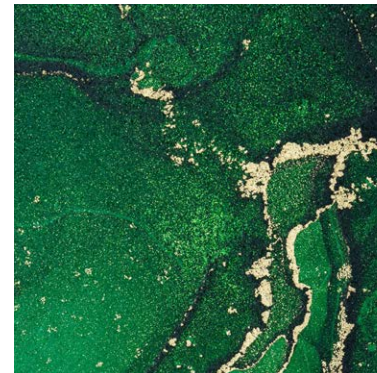
Wood

We take sustainability further than compliance with regulatory requirements. For example, not only will we ensure we meet pending EU Regulation on Deforestation-free products (EUDR), but also source and select suppliers who actively support sustainable forest management practices and ethically uphold the rights of communities at the harvesting location.

Upholding our values for sustainability and meeting EUDR legislation will impact wood sourcing for some veneers in our vehicles. However, we rely on wood from valuable and increasingly fragile ecosystems for many of our products, so it is paramount we take the first step towards a more regenerative approach in the species and suppliers that we select.

To achieve this, we will use the Group Raw Materials Due Diligence Management System (RMDDMS) that sets supplier specifications to match our values and legislative requirements. These specifications are already in place for materials such as mica, aluminium, and battery products across the Group, but as the predominant user of wood, Bentley is perfectly positioned to set new wood RMDDMS specifications. We aim to have this in place by May 2025.

In the future, we will complete our Supplier Sustainability Roadmap to steer our internal approach to sustainable sourcing and aim to revise the Supplier Manifesto that sets out our values and principles for sustainable sourcing.



Chris Thompson

Technical Manager -
Wood technologies



Plastics reduction

In 2024, our colleagues' passion for sustainability and innovation has driven further progress on single-use plastics reduction.

In pursuit of our Beyond100+ goals, colleagues from across the business have explored opportunities and taken action to successfully and significantly reduce single-use plastics.

To support our plastics reduction efforts, experts in our logistics team developed a new Sustainable Plastic Management System (SPMS), a database of 5,000-plus parts to help monitor and reduce plastic usage.

Within logistics itself, we have reduced plastic packaging for production parts, with over 4,000 parts being assessed to either, reduce, reuse, or remove packaging. We have sought out additional opportunities to replace plastics shrink wrap with reusable straps. Within our aftersales function, we have replaced plastic tape, introduced cardboard alternatives, and recycled plastics balers.

We use bubble wrap and polyethylene (PE) in parts protection and have targeted this for reduction, achieving a plastics saving of circa. one tonne in 2024.

We have replaced plastic lids, plastics wrapping, and plastic food boxes in our on-site restaurant areas and introduced new recycling stations to allow colleagues to segregate waste at source.

These initiatives will be extended beyond our own operations as we work within our supply chain to encourage a collective effort that ensures a year-on-year reduction in single-use plastics.

We expect innovation to play a key role in further sustainable developments in product and materials and encourage our people to collaborate to that end.

INNOVATION CASE STUDY: REDUCING PLASTIC USAGE

A great example of this, which demonstrates the power of collective thinking is an initiative we trialled to replace low-density polyethylene body covers with a more sustainable alternative, Braskem's 'I'm Green™ bio-based PE,' which we selected for its reduced carbon footprint and quality.

We first procured and tested 400 bioplastic body covers in an SUV trial to see if quality standards could be maintained. Following successful results, we undertook a full-scale test


with 200 covers, for use in vehicle transport to our site in Crewe. The initiative will reduce our plastic waste by one tonne annually.


Further, the bioplastic initiative can now be used as a sustainable alternative across the Group, showcasing the ability of our innovative people to have sustainable impact beyond Bentley.





The Logistics Team at Bentley have been trialling sustainable car covers to reduce plastic usage

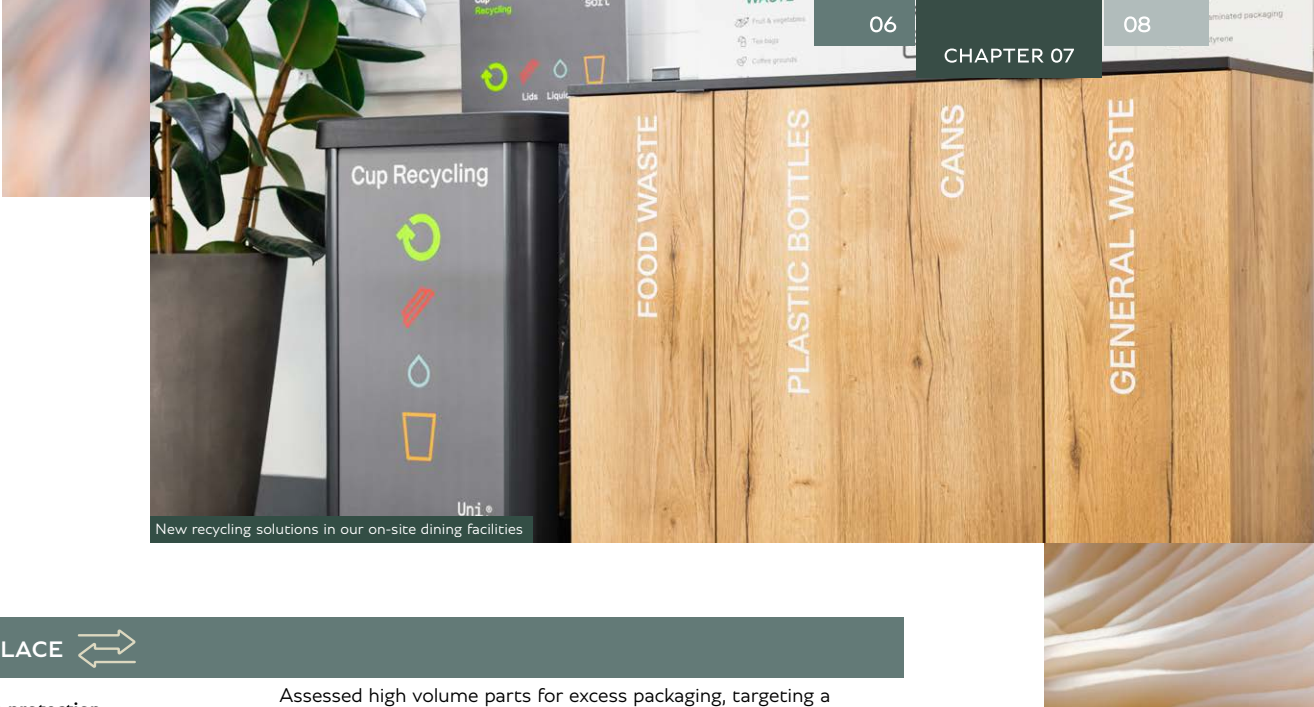
SINGLE-USE PLASTICS REDUCTION PROGRAMME

REMOVE 	
Take away coffee cup / lids	Introduced ceramic cups for dine-in customers, replaced plastic lids on paper cups at on-site cafés.
Dessert pots and lids	Reusable plastic containers for dine-in meals and replaced dessert pots with glass alternatives.
Shrink wrap	Replaced four tonnes of shrink wrap used in internal operations with reusable straps.

RECYCLE 	
New recycling solutions	Implementing a full recycling solution at the on-site restaurant, for colleagues to segregate food and general waste.
Hard plastic chopper recycling	Introduced to reduce space usage from half a skip to a small bag.

REPLACE 	
Parts protection	Assessed high volume parts for excess packaging, targeting a 2000kg annual reduction.
Bubble wrap and PE foam replacement	Trial phase underway for replacing plastic packaging across 758 recorded part numbers.
Car body covers	Transition from polyethylene covers with 30 per cent recycled content to waste-derived bioplastic within a closed waste loop.

REDUCE 	
Cling film	Identification of opportunities to replace cling film with reusable covers.
Cardboard and recycled plastics balers	Introduced cardboard and recycled plastic balers to reduce general waste skips from one per week to one every two months.



CIRCULAR ECONOMY

We are committed to the principles of a circular economy, and it is one of the core priorities underpinning the sustainability Field of Action in our refreshed Beyond100+ strategy.

This means that we are opposed to a 'take-make-dispose' economy and instead focused on making our luxury vehicles repairable, durable, and sustainable. Along with the Group, we aim to decouple resource consumption from economic growth.

Resource scarcity

Our commitment to circularity requires us to consider resource scarcity too, and to make efforts to control and reduce our use of certain resources, in particular leather, metals, plastics, rare earth magnets, and rare wood veneers. Wherever possible, and where there is no negative impact on quality and performance, we continue to increase the use of circular (recycled and renewable) materials.

We aim to avoid undue stress on fragile resource systems and ensure the availability of the materials we use. Our strategic commitment to a circular economy will allow us to decarbonise in a socially responsible manner.

Presently, our highest priority for circularity is materials. We want to remain compliant with the End-of-Life Vehicles Regulation and are also assessing and implementing opportunities to use higher percentages of circular materials in our future electric cars.



Marine Godot
Functional Manager
Materials Development

We know that our current vehicles contain materials that may not always be abundant and the production processes for our vehicles draw on resources that require protection. Meeting our BEV-only goal by 2035 will require batteries containing materials that are rapidly becoming essential in a wide range of applications, and we will monitor their availability.

Progress and plans

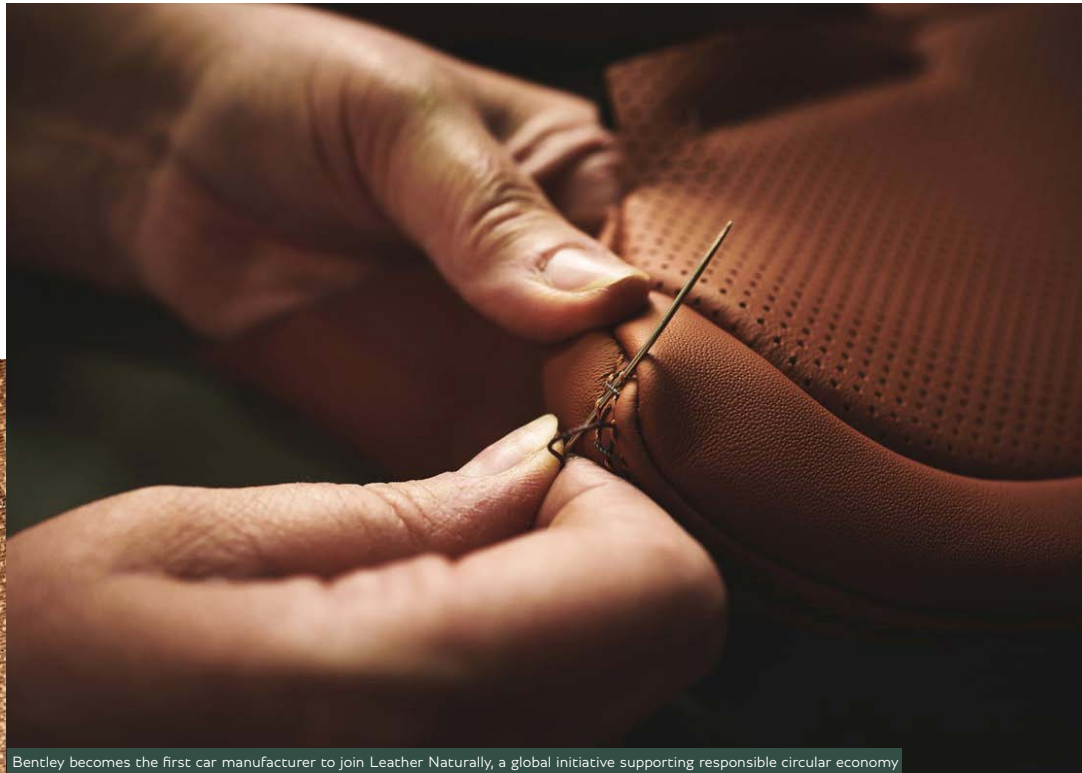
We use the Circular Materials Index (CMI) to determine the quantity of recycled and renewable materials in cars. We have agreed an internal target for our first fully electric vehicle, and we are on track to achieve this goal. Presently, we can assess and quantify sustainability CMI targets in detail at a vehicle to component level.

These CMI targets will support the design and sourcing strategies for the cars and help to protect resources where they are scarce.

Supplier nominations for BEVs now include CMI and DK1 targets. With 90 per cent of suppliers nominated for the first BEV, we are pleased to say that it has now achieved green status at a whole-vehicle and product level. This will be monitored through to the production of the final vehicle.

Our ambition is to rapidly increase the CMI of all our vehicles in the next 10 years, which will include growing amounts of post-consumer and automotive closed-loop raw materials, while maintaining the highest quality standards.

How we approach battery design and recycling will form a key part of our BEV goal under the Beyond100+ strategy. We plan to incorporate circular economy principles into other design elements of the BEV, ensuring that products can be designed with end-of-life recycling in mind.



Bentley becomes the first car manufacturer to join Leather Naturally, a global initiative supporting responsible circular economy

In 2024, in line with our circularity ambitions, we have progressed the narrative of our vehicles as durable and repairable assets with a long lifecycle. After-sales repair options support our customers to keep vehicles on the road longer and reduce environmental impact. Communicating our sustainability goals clearly to our customers and retailers is essential.

Minimising waste

As part of our circular economy goal, we continue to work closely with our waste management providers to divert waste away from landfill wherever possible. As a result, there is still only a very small amount of waste material that cannot be recycled and that goes to landfill, linked to the development of our site in Crewe.

Our ambition remains to reduce waste generation and increase the rate of recycling in support of our circular economy approach. To this end we have worked with new suppliers to minimise packaging waste. As an example of this, you can read more about efforts to eradicate single-use plastic vehicle wrap in favour of bioplastic wrap in the Sustainable products and material section of this report.

In 2024, the logistics team developed the SPMS to help us monitor and reduce our use of single-use plastics.

[You can read more about the SPMS in the Sustainable products and material section](#)

We continue to recycle test parts where this practice can be balanced with safety requirements. We try to re-use high value, production-intensive parts such as seats and interior trim parts. We can also recycle exterior or chassis components depending on their involvement in the previous test and their role in any future test. For example, following a frontal crash test, we could remove and reuse an unaffected rear light cluster for electrical testing.

This was the first year in which we used recycled 3D printing materials to make new parts. We are also installing a furnace so we can 3D-print metal parts.

Keeping our focus on high quality is essential to maintain our success in minimising waste. Only the highest quality components will last, and we must innovate to balance quality and sustainability in new ways.

We continue to make efforts to encourage the kind of innovation that leads to fresh ideas that help us minimise waste, increase circularity, and conserve resources, since we know that our people are essential to our progress towards this goal.

ANIMAL WELFARE

High-quality leather and wool are essential to our vehicles' luxury interiors and an iconic part of our brand. We have no plans to change this but recognise that high standards of animal welfare are important to us and our stakeholders – and critical to our ambition under Beyond100+ to be leading in sustainability and socially responsible.

In conjunction with the RMDDMS for wood sourcing, we are further improving our standards for animal welfare not only for leather but also wool. The RMDDMS for these set out our ethical sourcing standards which recognise animals as sentient beings, capable of experiencing joy, pleasure, pain, and fear, and deserving of respectful treatment.

100%



We guarantee that 100 per cent of leather used by Bentley is sourced within the EU, traceable to the slaughterhouse, and used as a by-product of the meat industry.

Ensuring animal welfare

All leather must be compliant with EU legislative and regulatory requirements. Wool must be from suppliers who are audited by a recognised animal welfare certification scheme. Further, all suppliers must have published an animal welfare policy that is aligned with the internationally accepted 'Five Freedoms' of animal welfare, as used by the World Organisation for Animal Health (WOAH).

We guarantee that 100 per cent of leather used by Bentley is sourced within the EU, traceable to the slaughterhouse and used as a by-product of the meat industry, which helps eliminate waste. Traceability helps mitigate the risk of the leather we use being associated with deforestation.

We achieve our sourcing goals by only working with Leather Working Group (LWG) Gold-rated tanneries. The LWG is a not-for-profit organisation responsible for the world's leading environmental certification for the leather manufacturing industry.

We are working on a solution to trace leather all the way back to the farm level.

To further support sustainable leather and wool sourcing, we will enhance our RMDDMS with the updated Supplier Manifesto.



Marc Stang

Technical Expert - Leather



Chapter 8:

SUSTAINABLE OPERATIONS

08

SUSTAINABLE MANUFACTURING AND RESOURCE

At Bentley, we are committed to transforming our manufacturing processes to support the transition to net zero, and we believe that luxury should be built responsibly. Our approach to sustainable operations is rooted in efficiency, innovation, and responsibility, ensuring that our Dream Factory in Crewe serves as a model for luxury automotive sustainability. By prioritising energy efficiency, water stewardship, responsible material sourcing, and biodiversity preservation, we are setting new benchmarks for sustainable manufacturing and reinforcing our role as a leader in the industry's shift towards a more sustainable future. Our efforts ensure that our extraordinary vehicles continue to be crafted with care for both our customers and the planet.

The design and manufacture of vehicles is always going to require energy and natural resources, but we are committed to minimising our impact. This commitment stems from our Beyond100+ strategy to be leading in sustainability and socially responsible luxury. It requires that we consider [circular economy](#), [emissions](#) and [energy use](#), [waste](#), [biodiversity](#), [water](#), and [communities](#). Each of these plays a role in moving our sustainability agenda forward.

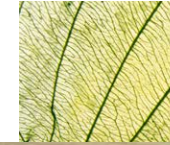
Renewable energy on site

We have long been committed to energy efficiency and the Dream Factory transformation will support this by ensuring that our production processes align to our decarbonisation goals. In 2024, we strengthened our focus on resource efficiency and sustainability in manufacturing processes.

Since 2017, Bentley has operated on 100 per cent green electricity, and since 2019, we have sourced 100 per cent green gas. All electricity used to manufacture our vehicles is solar or certified green and our site has now been 100 per cent carbon neutral for five years, externally verified in accordance with the PAS 2060 carbon neutral standard.

Our certification for carbon neutrality has now transitioned to LRQA, reinforcing commitment through robust and credible verification processes.

Our environmental and energy certifications demonstrate that we follow effective environmental practices, manage energy efficiently, and comply with internationally recognised standards for sustainability and responsible business operations.



Michael Lang
Production
Planning Director



Our manufacturing site in Crewe, UK



Preserving biodiversity

Beyond reducing emissions and resource consumption, Bentley is also investing in biodiversity initiatives to protect and restore the natural environment. Large, industry-focused spaces do not immediately suggest biodiversity. At our Crewe site, though, we continue to make efforts to nurture biodiversity and reduce the impact of our campus, including our beehives, allotments, and nesting sites for birds and hedgehogs. In 2024 we also planted 25 trees to celebrate the 25th ISO 14001 anniversary, reinforcing our commitment to maintaining green spaces within our operational footprint.

Through the Bentley Environmental Foundation, we are actively supporting global projects that enhance biodiversity, including the restoration of mangrove forests in Kenya. The Foundation also supported river clean-up initiatives in partnership with the Rivers Trust. These projects help protect critical ecosystems while aligning with Bentley's broader commitment to sustainable land use and responsible resource management.

→ You can read more on the Foundation in the Communities section

Optimising water use

We remain committed to minimising water usage during manufacturing and mitigating the effect of our site on local water bodies.

Our goals for the future include improving water efficiency and consumption in operations.

→ You can read more about how our olive tanning initiative reduces the amount of water used during the tanning process in the Sustainable products and materials section

As we continue to expand our site, our water consumption will increase, but we remain committed to optimising water efficiency and implementing measures to reduce consumption.

Bentley planted 25 trees to celebrate the 25th ISO 14001 anniversary



Production Planning Environmental Operations Team



INVESTMENT IN OUR DREAM FACTORY

A vision for the future

Our Dream Factory is more than just a production site, it is the foundation of Bentley's vision for the future of responsible luxury manufacturing. Located in Crewe, England, this state-of-the-art facility embodies our commitment to craftsmanship, innovation, and environmental responsibility, ensuring that every Bentley vehicle is produced with passion, precision, care, and a minimal environmental footprint. As part of our Beyond100+ strategy, we are investing significantly in the modernisation of our Dream Factory to prepare for our transition to BEV-only production by 2035.

Our investments focus on efficiency, digitisation, and environmental impact reduction, ensuring that our production processes are as advanced as the vehicles we create. Our investment in the Dream Factory this year included the new ETC and the EQCL.

Bentley's Dream Factory is evolving to accommodate reimagined production processes and next-generation BEV architecture. Our ongoing investments in battery technology, charging infrastructure, and high-voltage vehicle testing ensure that our facility is fully prepared to manufacture the next era of Bentley models.

Paint Shop

In 2024, we broke ground on a new state-of-the-art paint shop, part of a decade-long investment that will enable our transition to BEV manufacturing. This 12,460-square-metre facility is designed to redefine sustainable vehicle painting with best-in-class efficiency, reduced emissions, and nearly 100 custom colour options for our customers. It will be fully operational in 2025.

Bentley Design Centre

The new Bentley Design Centre, set to be completed in 2025, will double the size of our creative capacity. Housed in the historic 'Front of House' building from 1939, this expanded facility will bring together 50 designers specialising in exterior, interior, and material innovation. With an emphasis on digital design and virtual prototyping, the designers in the centre will drive new standards in luxury, craftsmanship, and sustainability.

Manufacturing leaders on the BEV assembly line



CEO Frank and Board member Andreas signing the foundations of the new Paint Shop

INVESTING IN OUR PEOPLE TO SHAPE THE FUTURE

The transformation of our Dream Factory is not just about structural investment in plant and operations, it is about our people. Our workforce is at the heart of Bentley's evolution, and we are committed to ensuring that they are equipped with the knowledge, skills, and tools needed to drive the future of responsible luxury. We are also committed to the health, safety, and wellbeing of our colleagues.



You can read more about this in the [Occupational health, safety and wellbeing section of the report](#)

Our training aims to ensure that colleagues understand the role they play in Bentley's sustainability strategy. In 2024, we expanded our learning and development programmes, integrating training on sustainable manufacturing, carbon literacy, electrification, and advanced digital design techniques.



You can read more in [Future skills and employee development](#)



Training the next generation in exceptional craftsmanship

ENVIRONMENTAL COMPLIANCE

Our environmental compliance is maintained by our continued adherence to our Environmental Policy. This ensures that we make the right commitments, update them when necessary, and take actions to adhere to them.

In 2024, we have sustained compliance across all operations and expanded efforts to integrate new international standards expected in 2025. We also continue to hold our PAS 2060 certificate for carbon neutrality.

Our production site and aftersales warehouse in Crewe are environmentally compliant with ISO 14001 and 50001 and we hold all the legally required emissions permits.

All our staff undertake basic environmental compliance training and are aware of our [Environmental Mission Statement](#) that defines our direction of travel and targets.



Pyms Lane, Crewe, UK

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Chapter 9:

SUSTAINABLE SUPPLY CHAIN



SUSTAINABLE SUPPLY CHAIN

Responsible supply chain is one of the initiatives underpinning the sustainability Field of Action in our Beyond100+ strategy. We need our supply chain to be transparent, traceable, and ethical, both for the vehicles we currently produce and the BEVs we intend to produce.

In 2024 we have worked to ensure our suppliers reflect our sustainability practices and priorities. This means that we can be confident about the extent to which our supplier choices reflect our decarbonisation goals. You can read more about our approach to sustainable products and resources in the Sustainable products and materials section.

Furthermore, in 2024, we introduced the RMDDMS, to identify, assess and prevent actual and potential human rights risks in our upstream supply chains. The system ensures that a clear set of raw material specification sheets are issued to our suppliers to outline our requirements of them as a Bentley supplier.

Supplier sustainability standards

We continue to use the [Group's S-Rating](#) to assess our suppliers' sustainability performance and enforce high standards.

This means that all new suppliers in 2024 (100 per cent) were screened using environmental criteria. No new suppliers were identified as having a significant actual or potential negative environmental impact.

All new PHEV and BEV suppliers now meet A or B sustainability ratings, and in 2024 there was an overall higher proportion of A and B-rated suppliers generally. Those with A or B-ratings have high ethical and sustainability standards.

For product suppliers who engage directly with Bentley, we also introduced our Environmental Manifesto to help us enhance sustainability and engage at a more in-depth level with our suppliers. It is now included as a standard document in our sourcing inquiry packs and stipulates higher sustainability standards and measures for CO₂ reduction. Some suppliers have even adopted our Environmental Manifesto, thereby spreading our sustainability well beyond our own practices.

We are committed to ensuring sustainability at the product level throughout our supply chain. Standards vary by part, but all have minimum requirements for sustainability of raw materials and CO₂ emissions. Extended collaboration between commodity leads and procurement teams has improved supply chain sustainability.

Material traceability

We constantly work to improve the traceability of the materials we use. We continue to align with the German Supply Chain Due Diligence Act, which imposes heightened environmental and human rights monitoring, and we are proactively preparing for the upcoming EU Due Diligence Directive (EUDDR). In 2024, we have improved traceability in our leather supply chain. You can read more about this in the [Animal welfare section](#) of the report.

Social responsibility and supplier diversity

We have strengthened our commitment to social responsibility in our supply chain with internal teams driving renewed focus on supplier diversity, actively engaging smaller businesses and companies, and targeting those with inclusive employment practices for approval.

The use of S-ratings helps us to maintain the social responsibility of our supply chain. All our suppliers (100 per cent) are screened using social criteria. In 2024, every nominated supplier met the mandatory requirements, which include human rights, freedom of association and collective bargaining, prevention of forced or compulsory labour,

elimination of child labour, and protection of indigenous rights. There have been no reported incidents of violations among our suppliers in 2024.

We require all suppliers to meet our standards for human rights. If a supplier cannot demonstrate adherence to the standards, this is an automatic 'fail,' and we will work with the supplier to improve the processes, thereby supporting them to improve their own sustainability practices.

This highlights our continued positive influence on our suppliers and supports our goal to play a role in creating a more just society.



Continental GT Speed Convertible in Candy Red

LOGISTICS

As with every part of our business, we are committed to making logistics as sustainable as possible. This means efforts to improve sustainability in certain areas such as logistics fleet fuel, but also efforts to reduce the need for certain activities in the first place.

In 2024, we have continued to use renewable biofuels in logistics and fleet operations. Our logistics team led the research into sustainable bioplastics in vehicle wrap and built the SPMS which holds information on 5,000 parts. You can read more about this [here](#).

To ensure we work with suppliers of sustainable products and materials, we have updated all logistics transport tenders to include sustainable options.

Our use of computer-aided engineering in 2024 has also eliminated the need for certain logistics activities. You can read more about our progress with CAE in the Innovation section and more about its impact on logistics in the [Decarbonisation section](#).

Carbon literacy training

So that our people understand the key role they play in cutting emissions, in 2024 we initiated a programme to roll out carbon literacy training to over 175 employees in logistics. We are aiming for 100 per cent of our logistics team to be carbon-literate by the end of 2025. Further, we aim to expand carbon-conscious training across all departments to support our focus on repair, servicing, and recycling to keep vehicles on the road sustainably, cutting emissions and improving air quality further.

Parts assessment by our logistics team



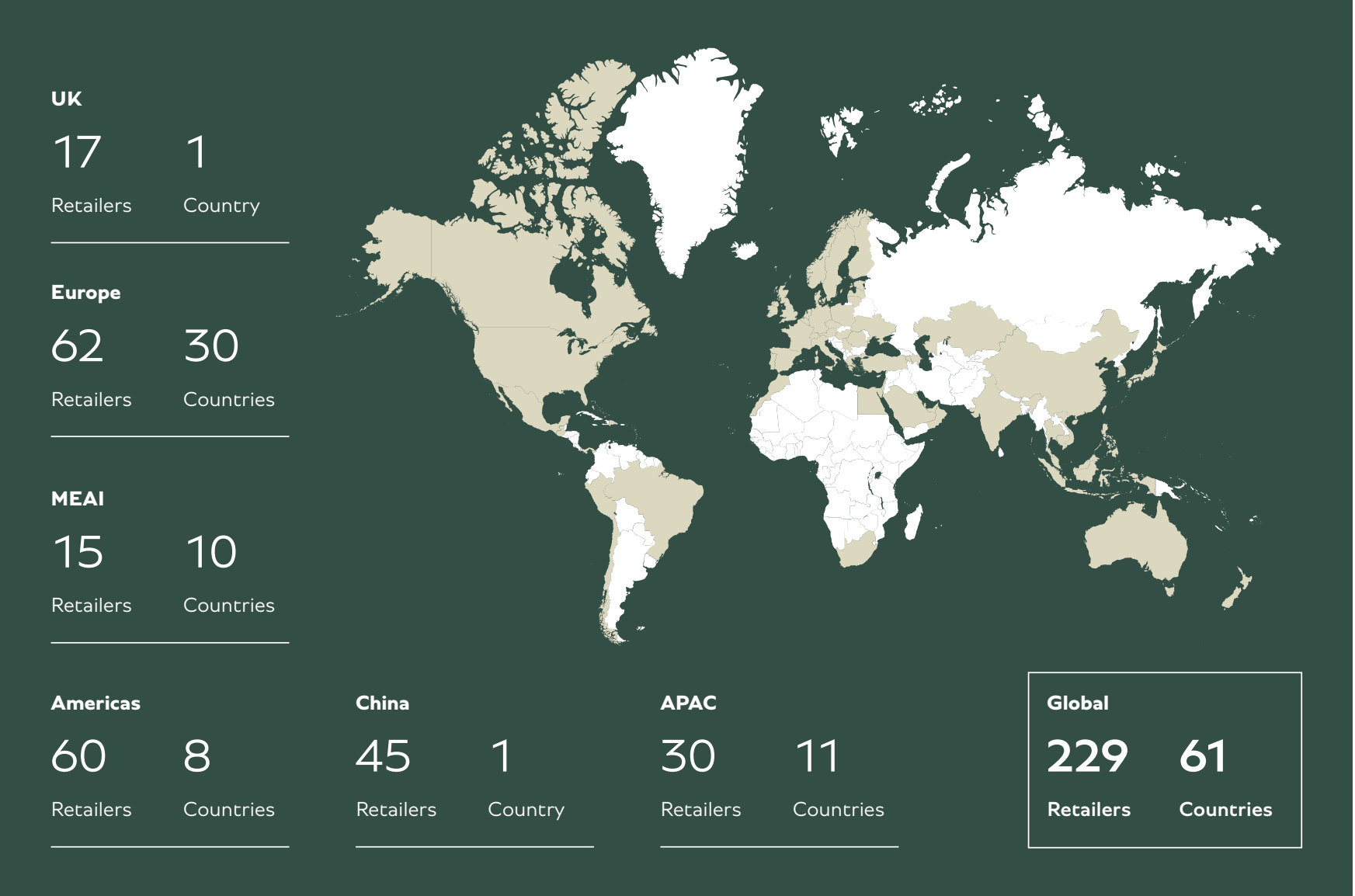
Logistics colleagues participating in carbon literacy training



RETAILERS

Our retail network plays a pivotal role in supporting Bentley’s sustainability transformation, extending our Beyond100+ strategy beyond manufacturing to the customer-facing experience. Recognising the importance of aligning our retailers with our ambitious environmental goals, we continue to work closely with partners across regions to implement innovative and impactful sustainability initiatives. From energy efficiency upgrades to circular economy practices, our global network actively contributes to the transition towards a more sustainable future.

Our retailers are supporting us in our sustainability ambitions and continue to deliver their own sustainability initiatives. They play an essential role in communicating the same ambitions to our customers. In 2023, approximately three quarters (74 per cent) of our retailers were certified carbon neutral. Our new Beyond100+ strategy means that we are now encouraging retailers to further enhance their sustainability performance.



Retailer sustainability initiatives



Bentley Tunbridge Wells (part of Cambria Group) is now seeing the results of the £1.4 million investment in solar panel-derived electricity in previous years. Additionally, they have introduced programmes to switch off equipment when not in use. This has led to the Cambria Group's energy consumption declining by 10 per cent in 2024.



Bentley Denver has introduced a bottle filler drinking fountain as part of its renovation. This will reduce single-use plastic bottles. They have also installed light harvesting sensors to turn off interior lights during the day to save on energy consumption.



Bentley expands retailer network in Europe with the appointment of Bentley Tbilisi



Bentley Singapore is another standout example, having installed over 1,200 solar panels in 2024 to power its showroom. Unconsumed solar energy is exported back to the grid, ensuring zero-carbon electricity consumption. Further sustainability measures include eliminating single-use plastic water bottles by replacing them with water dispensers and glasses, as well as introducing monthly recycling of scrap metals in workshops. Staff are actively engaged in energy efficiency practices, such as switching off lights and air conditioning after hours, further reducing environmental impact.



Bentley Bangkok, introduced plastic bottle recycling bins in showrooms and at the 2024 Motor Show, allowing customers to dispose of used Bentley water bottles.

Collected plastic is repurposed into sustainable gifts, reinforcing our commitment to circular economy principles. This initiative has already collected over 400 plastic bottles, demonstrating the impact of customer engagement in sustainability efforts.



Bentley Ho Chi Minh has focused on energy conservation within showrooms, implementing radar microwave and passive infrared motion sensors for automatic lighting control, along with smart timers for outdoor signage lighting. Air-conditioning settings have been optimised to reduce energy consumption, resulting in a decrease of 2,644 kWh in 2024 compared to the previous year.

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Chapter 10:

OUR PEOPLE

OUR PEOPLE

Our people are the driving force behind our success, and their wellbeing, development, and sense of belonging are at the core of our strategy. We recognise that a thriving workforce is not only essential for innovation and excellence but also for sustaining long-term business success.

These principles are reinforced by external recognition, such as our Top Employer certification for the 14th consecutive year, which reflects our dedication to fostering a workplace culture that supports and empowers every individual.

We are committed to offering an inclusive and high-performance workplace so we can attract and retain top talent. Through continuous learning and development, we provide our colleagues with the tools and opportunities to grow, take care of their wellbeing, and foster career longevity.

Our investment in wellbeing ensures our people feel physically and mentally supported, enabling them to perform at their best. Additionally, we believe that prioritising Diversity, Equity, Inclusion and Belonging (DEIB), is not only a moral imperative but a business necessity. Diverse perspectives drive better decision-making, innovation, and success.

As we continue to evolve, our Beyond100+ strategy ensures that sustainability is embedded in our people-focused initiatives. Whether through career development, wellbeing programmes, or inclusive leadership, we remain dedicated to building a workplace where our colleagues can thrive. The following sections explore how we bring this vision to life.



Blower Continuation Series build completion

Top Employer



These principles are reinforced by external recognition, such as our Top Employer certification for the 14th consecutive year, which reflects our dedication to fostering a workplace culture that supports and empowers every individual.

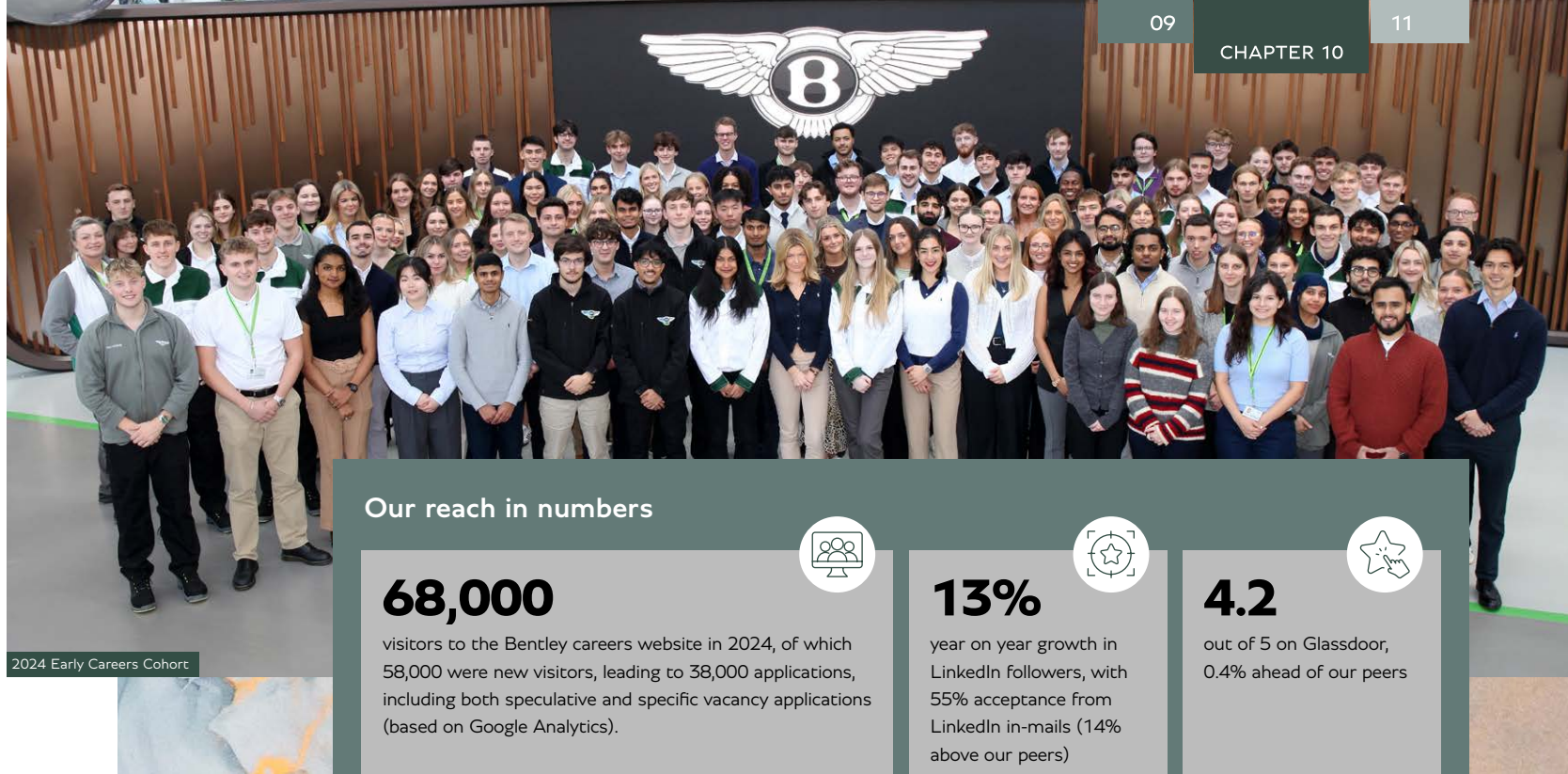
ATTRACTIVENESS AS AN EMPLOYER

At Bentley, our people define who we are, and our ability to attract, nurture, and retain top talent is fundamental to our success. Our people drive our purpose and are the engine of the innovation that enables us to be leading in sustainability. Our Beyond100+ strategy requires that our attractiveness as an employer be strongly linked to sustainability.

To maintain our position as a leading employer, we continue to introduce initiatives that enhance work-life balance, promote sustainability, and create an engaging workplace experience.

A dynamic, diverse and supportive workplace is key to attracting and retaining top talent. This year we have prioritised diversity in recruitment, paying particular attention to increasing female representation, through fair and inclusive attraction and recruitment practices. We have seen particular success in our early careers programmes.

Our Early Careers Programme plays a pivotal role in developing the next generation of innovators. In 2024 for our 2025 intake, we opened 150 positions for apprentices, graduates, and industrial placements, receiving 14,500 applications - a 39 per cent increase from the previous year. Notably, applications from women surged by 224 per cent, reflecting Bentley's reputation as an inclusive and progressive employer. Female representation in industrial placements increased from 44 per cent in 2024 to 56 per cent in 2025, and 65 per cent of our graduate hires are returning Bentley alumni, reinforcing our ability to develop and retain talent long-term.



2024 Early Careers Cohort

Our reach in numbers

68,000

visitors to the Bentley careers website in 2024, of which 58,000 were new visitors, leading to 38,000 applications, including both speculative and specific vacancy applications (based on Google Analytics).



13%

year on year growth in LinkedIn followers, with 55% acceptance from LinkedIn in-mails (14% above our peers)



4.2

out of 5 on Glassdoor, 0.4% ahead of our peers



Our work with The King's Trust

Supporting our early careers programmes and aligning to our company values, we continue to support The King's Trust programme, delivered by the Cheshire Fire and Rescue Service, by hosting individuals for a one-day Employability Skills Workshop. This day includes an insight into Bentley's operations and culture and provides an introduction to our Early Careers colleagues and programmes. The day typically includes some practical hands-on tasks, a site tour and an employability workshop including CV and interview skills. The day is organised and facilitated by members of our Early Careers committee and supported by our trainees.

Recognising and retaining talent

A strong employer brand is built on more than just recruitment, it is sustained by a culture of appreciation, development, and continuous engagement. In 2024, we introduced a five-tier recognition programme to celebrate outstanding contributions across the business. This includes quarterly recognition events, reward vouchers, and digital SuccessFactors badges linked to ChargeForward behaviours, allowing colleagues to recognise each other's efforts. Long-term service is also celebrated, with milestones such as 25- and 40-year anniversaries formally recognised.

Employee communication

We actively seek our people's views to shape our workplace culture. We do this through surveys and Connected Colleague sessions with Board members and senior leaders, and biannual Board-led colleague briefings.

We held 11 connected colleague sessions in 2024 to hear our people's voices and gather their feedback and insights. Looking ahead, we plan to capture further employee perspectives through Qualtrics surveys in 2025, ensuring that we continue to evolve in response to our workforce's needs.

Sustainable mobility for employees

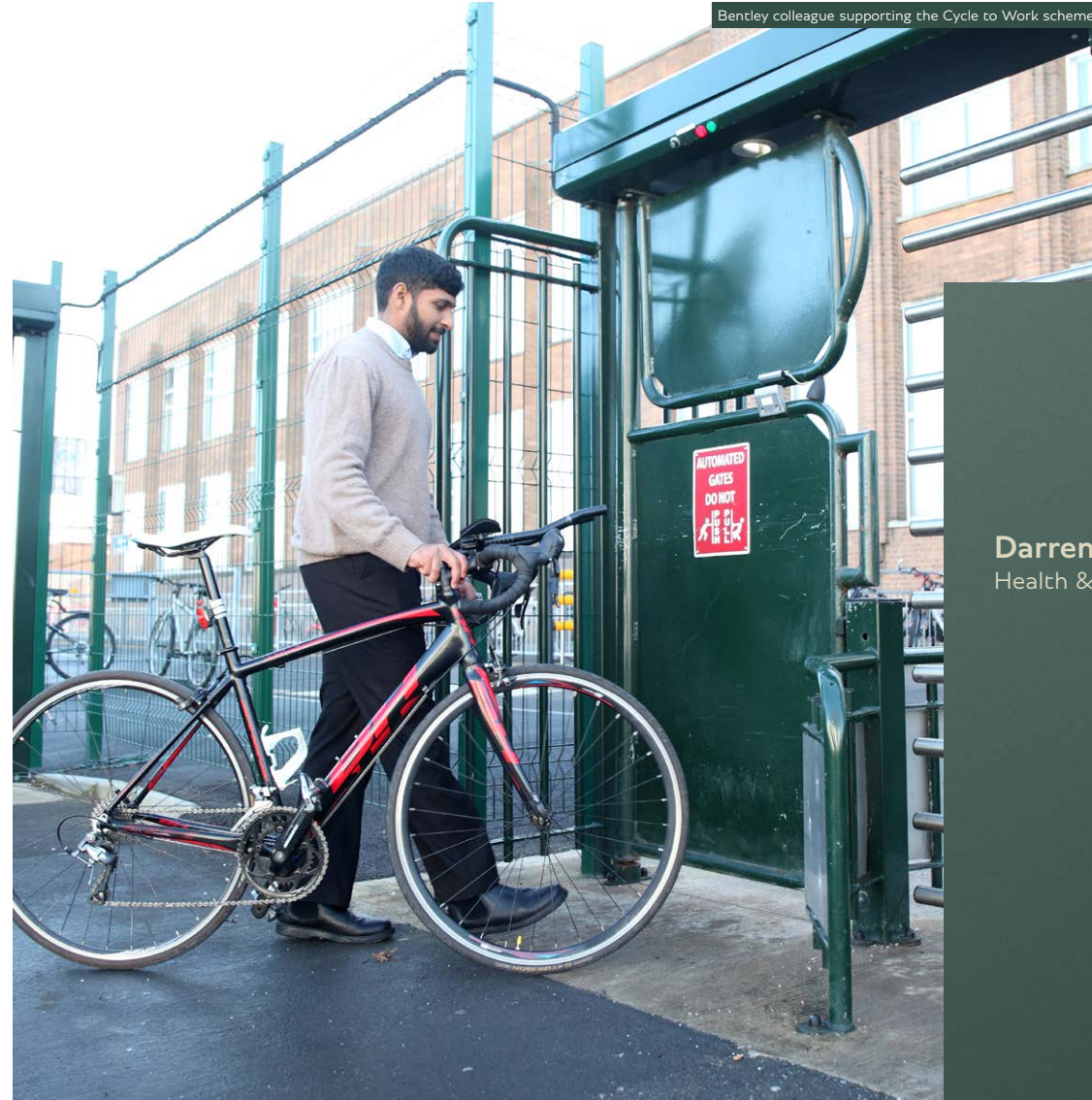
Beyond professional growth, we support our employees in making sustainable lifestyle choices. In 2024 we expanded our lift-sharing programme, which now includes 971 colleagues in 348 lift-share teams, saving over 205 thousand miles and circa. 40 tonnes of CO₂ in 2024. It has also saved our colleagues' money – circa. £60,000 in 2024. The calculation supporting this achievement incorporates averages for the working week, vehicle specifications and running costs, and statistics on CO₂.

To further promote sustainable commuting, we expanded our Cycle to Work scheme and registered 240 colleagues for 2024. We have also expanded the use of electric response vehicles on site, cutting fuel consumption from 1,125 to just 116 litres.

Recognising the role of company vehicles in promoting sustainability, we launched a new colleague car scheme, offering BEVs to managers as part of our commitment to decarbonisation. In response, 400 managers signed up to transition from their ICE vehicle to a fully electric car by the end of 2024.

A workplace built for the future

We also offer several benefits as part of our wellbeing and future skills programmes, which serve to make us a more attractive employer. Read more about our initiatives including a shop, gym, and training apps in the [Occupational health](#) and [Future skills](#) sections.



Darren Rogers
Health & Fitness Manager



FUTURE SKILLS AND EMPLOYEE DEVELOPMENT

Upskilling our people is critical to our innovation and electrification goals. Our people form a key initiative under our Beyond100+ strategy and our investment in their training and development is significant.

Our five-year skills transformation programme, which focused on electrification, high voltage, connected cars, and software-enhanced cars exceeded expectations in 2024, achieving 37 per cent of outcomes in 2024, against a target of 25 per cent.

By 2027, our ambition is to deliver 10,000 learning outcomes, ensuring that our workforce remains at the forefront of industry innovation.

Preparing for an electric future

To prepare our engineers for an electrified future, we launched an EV learning programme which reskills R&D engineers to work with electric powertrains. We also launched broader programmes for EV learning and software-defined vehicles.

To accelerate our drive to electrification, we plan to continue to focus our training on electrification, PHEV vehicles, virtual vehicle development, and sustainability. We have also enhanced our cybersecurity training with programmes to address software-hardware integration and cyber responsibility for component and function areas.

Accessibility to training has also been a focal point, with enhancements made to our Percipio training platform to make it more intuitive and mobile-friendly. Neurodiverse colleagues now benefit from tailored learning approaches,

ensuring that all employees have equitable access to professional growth opportunities. In 2024, we launched 24 new e-learning modules.

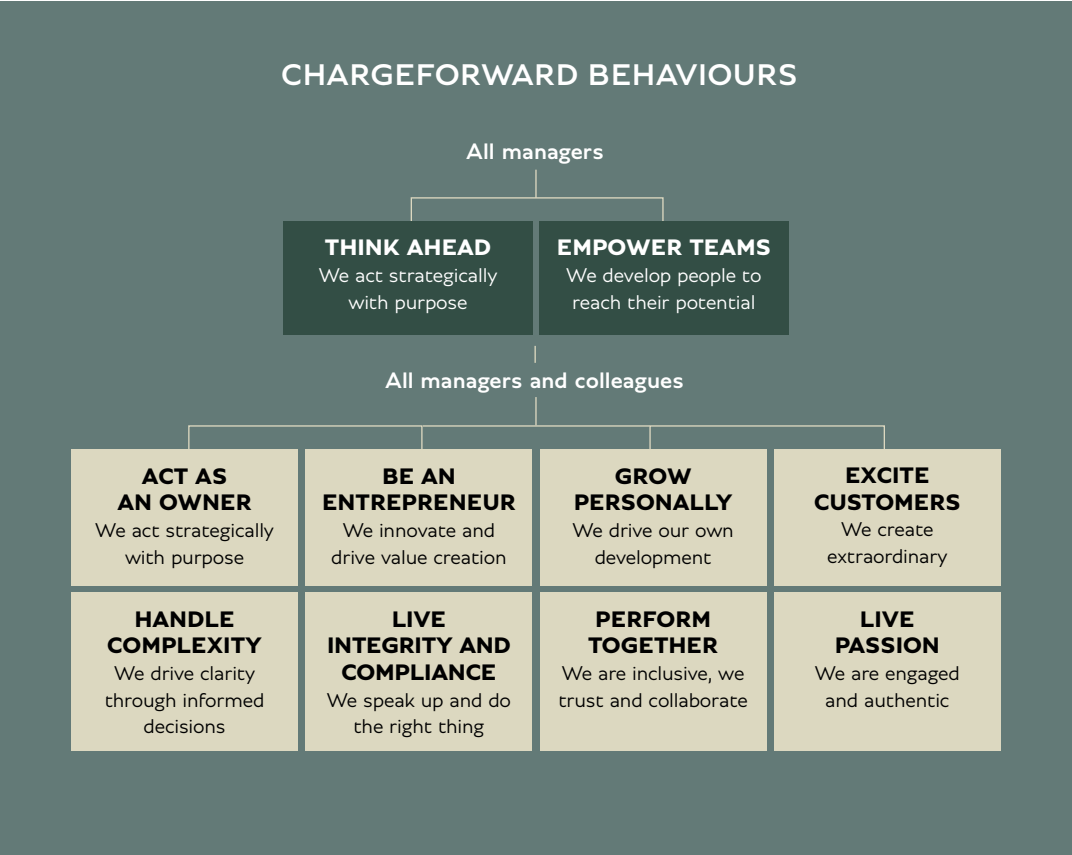
Broader colleague development

Beyond technical expertise, we have prioritised leadership development through our culture transformation. Our ChargeForward leadership program implemented in 2023 and measured by 360° feedback, has proved very successful. In 2024 it was refreshed with our new behaviours and incorporated into a wider culture transformation, including workshops, mandatory leadership role model activities, Extraordinary Talks, and reverse mentoring programmes, with eight leaders forming a pilot group to be reverse mentored by colleagues from across the organisation. The new behaviours will be fully aligned with all HR practices, including performance objectives from 2025, and we intend to roll out leadership development programs to our operational leaders. These efforts reinforce our commitment to fostering a workplace culture that encourages learning, collaboration, and continuous development.

Through these initiatives, we are not only ensuring that our employees remain future-ready but also strengthen our position as leading in sustainable luxury and automotive innovation.

Production Academy

Going beyond these initiatives, we also continue to extend and grow our Production Academy (P-Academy), originally established in 2021. The Academy was initiated to work alongside HR, with a specific technical skills focus, ensuring that our manufacturing colleagues have the right skills, at the right time, and supportive learning pathways to enable them



to manufacture future vehicle models. We have developed the academy to cover 11 skill categories, recognised as essential for future development, with supporting roadmaps to develop colleague skills from a working knowledge to expert level.

In 2024, we extended the scope of the P-Academy to include 36 adult apprenticeships, developed in conjunction with the City of Wolverhampton College.

These apprenticeships cover electrical, paint, and wood, and will be extended in 2025 to cover our trim department.

To ensure our adult apprentices can maximise their time to focus on training and new skills development, we have appointed a new multi-skilled team of 10 colleagues who provide dedicated cover and support.

Extraordinary Talks

Our Extraordinary Talks series offers informal, engaging, and inclusive sessions designed to share ideas and spark inspiration.

As part of our ChargeForward initiative, we host a new topic each month, featuring a mix of talks by colleagues and exciting external speakers.



Candice Braithwaite



Professor Green



Jason Fox



Abigayle André

Ongoing training

In line with our commitment to career-long learning, we continue to invest in training and development across all levels of the organisation. In 2024, we enhanced the accessibility of our training offer, introducing new learning modules tailored for neurodiverse employees and expanding upskilling opportunities, including the launch of carbon literacy training to support our transition towards net zero.

The average number of training hours per employee was lower than in 2023, which reflects the exceptional investment made in leadership development in 2023, when we delivered an extensive leadership training programme. In 2024, the focus for leadership was to embed and sustain those skills, resulting in a decrease in formal training hours to 17 hours annually. For the wider workforce, we recorded an average of 12.3 training hours for male employees and 14.2 hours for female employees. This year's approach reflects our shift towards targeted, accessible, and purposeful learning.

[Click here to see more data](#)

Our learning and development programmes are continuously evolving to ensure equitable access to training, skills enhancement, and leadership growth opportunities. We remain committed to supporting our employees, fostering a culture of continuous learning and professional development, and ensuring that our workforce is future-ready.

Strengthening ethical and human rights awareness

At Bentley, we recognise that responsible business conduct is integral to our reputation as a global luxury brand. Our commitment to ethical standards extends beyond regulatory compliance to fostering a culture where human rights, fair labour practices, and supplier responsibility are embedded into our operations.

To reinforce this, we have introduced mandatory human rights training for all employees, ensuring that they understand their role in upholding ethical labour standards, promoting diversity, and making responsible business decisions. This includes 100 per cent of the security staff who work on our sites. This initiative aligns with our broader commitment to supplier responsibility.

Whistleblowing

In parallel, we have enhanced our whistleblowing training, equipping employees with the knowledge and tools to confidentially report concerns related to ethical misconduct, supplier practices, or compliance issues. This reinforces our dedication to integrity, transparency, and accountability at every level of the organisation.

By embedding human rights awareness and whistleblowing into our culture and holding both ourselves and our partners to the highest ethical standards, we further our ambition to lead in sustainability and responsible business practices.



Early Careers Training



Early Careers Onboarding

OCCUPATIONAL HEALTH, SAFETY, AND WELLBEING

At Bentley, we believe that the health, safety, and wellbeing of our colleagues is fundamental to our success, and we have a strategic approach to support this. First, we design the work environment to minimise the likelihood of health consequences for our colleagues. Then, we encourage our colleagues to proactively manage their health and wellbeing by making use of facilities like our gym, sports clubs and allotments and through our extensive BeFit activities, and support networks. Lastly, we have a range of measures and support options to help those colleagues who do become unwell. Our approach is to foster a culture of care, support, and proactivity, which puts our people in the best position to drive our leading sustainability agenda forward.

In 2024, we expanded our health and wellbeing initiatives to provide employees and their families with greater support. Our Thrive app continues to be a cornerstone of our wellbeing strategy, offering resources for physical and mental health. Additionally, we will introduce a new Health and Wellbeing Room in our new Paint Shop and create a new Rest & Recovery Room in our main production building, providing dedicated spaces for colleagues' wellbeing.

We continue to invest in colleagues' fitness with the refurbishment of our on-site gym, which now supports 500

members and includes a new outdoor gym area. We also continue to promote the benefits of outdoor activity with the extension our colleague allotments, now providing 40 spaces, and the promotion of our outdoor sporting clubs.

Recognising the importance of family-friendly policies, we have introduced paid leave for fertility treatment, miscarriage, and neonatal care, ahead of the Government's regulations. A new phased return-to-work option for parents following maternity, shared parental, or adoption leave has also been implemented to ease the transition back into the workplace, and we published our first Health and Wellbeing Policy.

Predicting and preventing poor health

Predicting and preventing poor health means we take a proactive approach to the health and safety of our colleagues. In 2024, we carried out significant work to reduce our colleagues' exposure to tasks which involve Hand Arm Vibration Syndrome (HAVS) in our paint and wood functions, and additional ergonomics assessor training was delivered to colleagues by our occupational health provider. We carried out our annual noise survey, which did not identify any new areas requiring ear protection. Health surveillance across our manufacturing employees is greater than 95 per cent.

To enhance access to medical services, we have launched a dental cash plan for which 120 colleagues have already registered, and an online GP service via Zurich Insurance. To proactively protect our colleagues' health, we have run drop-in health events to detect conditions early and supply NHS referrals where necessary. In 2024 we vaccinated more than 1,000 staff against flu, launched a mental health e-learning programme, and established a new Health and Wellbeing Forum to help our staff prevent or get ahead of potential health problems.

We have enhanced our occupational health facilities with a dedicated nurse, physiotherapist, and mental health counsellor, through our occupational health provider, Optima and rolled out advanced first-aid training and an on-site ambulance. As a result of improved training and vigilance, lost time to accidents (LTAs) is at a record low. In Bentayga production alone, we achieved a milestone of 500,000 hours without LTAs. It is our goal to reduce this further across every model and process.

Looking ahead, we will continue to prioritise health, safety, and wellbeing while embedding a culture of care and accountability across every level of the organisation.



On-site counselling facilities support the mental wellbeing of our colleagues

The Bentley Run Club



Bentley Wellbeing Forum

From left to right - Amy Collins, Sasa Posavec, Emma Humphries, Lawrence Jones, Allison Christou, Marta Price

DIVERSITY, EQUITY, INCLUSION, AND BELONGING

In 2024, we have enhanced and expanded our DEI focus to add 'Belonging' to our efforts. DEIB is at the heart of our culture and ensures that every colleague feels valued and heard and has a sense of belonging. Our Beyond100+ strategy underscores the critical role DEIB plays in fostering innovation, driving business success, and creating a workplace where people from all backgrounds can thrive.

Gender diversity success

We are pleased to have achieved increased female representation in recruitment processes and offers, with notable gains especially in Early Careers intake. Gender diversity among applicants is nearing 50:50. You can read more about this in the Attractiveness as an employer section.

In 2024, we achieved 20.1 per cent female representation in leadership roles (an increase from 19 per cent in 2023) and 4.46 per cent ethnic diversity in leadership (an increase from three per cent in 2023), marking progress towards our 2025 target of 5 per cent ethnic diversity and revised 2030 target of 25 per cent female representation. We are currently updating our SuccessFactors system to support the publication of gender and ethnicity pay gap reports.

Living our values

DEIB is everyone's responsibility, including leaders'. This helps make sure our culture is broadly shared and understood internally.

We have five DEIB networks at Bentley, run by committed colleagues. These promote diversity, equity, inclusion and belonging and foster a culture of allyship across the organisation. Over 600 colleagues from diverse backgrounds participate in the networks where they collaborate to identify and break down barriers at Bentley. These networks play a crucial role in shaping us into a more inclusive organisation where colleagues provide the mutual support to one another that builds belonging and creates the conditions for excellence.

We have introduced monthly safe spaces under our 'Be Accessible' initiative and made new partnerships with influential and educational groups such as Northern Power Women. We continue to provide a focus for menopause support, with our monthly menopause support group and our updated family-friendly policies are an important part of our DEIB efforts in 2024.

In 2024, we achieved Bronze status for our Race Equality Matters benchmarking and joined the Armed Forces Covenant Bronze Award in March. We also introduced a new neurodiversity workstream, encouraging more people to speak up about their experiences.

In 2025 we will continue to embed DEIB into all organisational processes, systems and leadership frameworks, to ensure inclusivity becomes an inherent part of our culture and behaviours.



Show Racism the Red Card 2024



Colleagues celebrating Bentley's third year at Manchester Pride in 2024.



Bentley signs the Armed Forces Covenant, reaffirming our continued support for the Armed Forces Community

Chapter 11:

BENTLEY AS A RESPONSIBLE BUSINESS

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CUSTOMERS

Our customers are among our most important stakeholders. To drive responsible luxury, it is important that our commitment to sustainability is supported by our customers. If we are unable to bring our customers with us on our sustainability journey, we will not be able to meet our Beyond100+ goals.

Our challenge then, is to maintain our status as a leading luxury brand with high-quality, hand-crafted products, and to increase our reputation as a leading sustainable brand.

Our ambition is that, as the whole automotive industry transitions towards electrification and sustainability, Bentley is the first and last word in responsible luxury.

To that end, we use two key approaches to ensure the satisfaction of our customers in relation to our products and our related sustainability agenda. First, we communicate our sustainability credentials and plans, so that customers can better understand the work we do to meet legislative requirements and deliver on brand promises. Secondly, we work intensively to secure customer feedback that we can integrate into new product design and new sustainable approaches.

Engaging with customers

To make sure we understand our customers, we regularly conduct several studies and customer satisfaction surveys, including the Internal Luxury Car Buyer Survey and the Interbrand Brand Valuation Study. Our customer satisfaction surveys receive around 5,000 responses a year and are aimed at gaining customer feedback across three

important touchpoints: at the end of the sales process; after a service or warranty interaction; at three months of new vehicle ownership.

In 2024, we engaged with our customers as part of our materiality assessment, ensuring priority sustainability topics are aligned to this report and our Beyond100+ strategy.

Customer surveys

We pay close attention to the findings of the Internal Luxury Car Buyer Survey, where results show that while we place a growing emphasis on sustainability in our communications, customers tend to associate our brand with prestige, design, and reputation first. This is an excellent baseline, and we plan to highlight our sustainability credentials and efforts even further. We will do this directly with customers at events and with retailers too, since hybrid customers now comprise an essential segment of buyers. Positively, the Interbrand study revealed that the value of our brand has increased by 127 per cent since 2020.

There was no Internal Luxury Car Buyer Survey in 2024, but one is planned for 2025. The 2023 study showed that sustainability concerns among customers were largely linked to vehicle range and availability of charging solutions. The Survey showed that while there is increased alignment between our sustainability goals and brand positioning, there is more opportunity to highlight sustainability proof points to our stakeholders.



Customer beach dinner hosted by Bentley Environmental Foundation during Monterey Car Week



Customer beach dinner hosted by Bentley Environmental Foundation during Monterey Car Week



Customer feedback

In 2024, an impressive 93 per cent of customers who opted for a PHEV model, have reported that they are “completely satisfied”. This is further supported by numbers from our order bank that show that 50 per cent of GT hybrid models ordered in 2024 were from customers entirely new to Bentley.

These results are a positive sign for us: customers appreciate the design and performance of our hybrid vehicles, and we believe it augurs well for our planned transition to BEVs. We will continue to focus on offering longer battery ranges and further CO₂ reduction to align with our customers’ priorities, as communicated in their positive survey feedback.

Historically we have achieved a high Net Promoter Score, and we have seen this increase over the last three consecutive years. This score measures customer experience satisfaction with sales or aftersales processes at the retailer.

A priority for the future will include close engagement and education of our retailer network to enhance customer understanding of hybrid benefits in performance and sustainability. Our aim is to leverage feedback from our customers on PHEVs to adapt strategies for retail and product sustainability education.

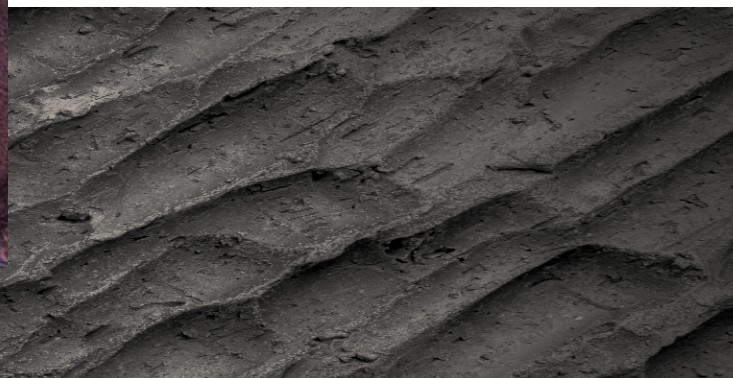
Protecting customers’ data

Customer trust and legislative adherence are essential for the long-term sustainability of our business and data protection is therefore a key part of all leading ESG frameworks.

Investing in data protection shields our customers and reputation, and ensures that we are a socially responsible business. Protecting customer data is therefore a key part of vehicle safety.

We continuously evolve our data protection policies and practices in line with legislative developments. We maintain alignment with the [General Data Protection Regulation](#) in the UK and EU and we continue to strengthen our compliance with global data protection legislation so that we continue to offer our products and services globally while adhering to regional laws.

Protecting customer data is a key priority for Bentley, and we continue to strengthen our data security measures to safeguard personal information. In 2024, there were no externally reported data breaches relating to customer personal data, reflecting our commitment to robust cybersecurity practices and regulatory compliance. We continuously monitor and enhance our data protection systems, ensuring alignment with industry standards and evolving privacy regulations.



STAKEHOLDER DIALOGUE

We aim to communicate regularly with our stakeholders, both sharing information and seeking and listening to feedback. Our stakeholders' ideas help us shape strategy, innovate processes and products, and improve operations, affecting all aspects of our effort to be leading in sustainability.

An essential part of our stakeholder dialogue is with our Sustainability Council. They play a key role in guiding us through the biggest transformation the automotive industry will have ever seen. The Council advises the Board on the decisions it makes to drive sustainability across every aspect of the business.

The Council is made up of external experts with significant practical knowledge and experience who provide thought leadership and challenge to our sustainability strategy to ensure its relevance, fitness for purpose, and future proofing.

Studies we use

We conduct or rely on a range of studies and surveys regularly, including the Internal Luxury Car Buyer Survey, Brand Health Monitor, and Interbrand Study. You can read more about results from these studies in the Customer section of the report. We have increased our customer engagement through new tools like our Customer Relationship Management (CRM) platform. Results from this group of methods reveals where our successes lie and provide direction for our efforts.

For example, our Internal Luxury Car Buyer Survey, revealed that while PHEVs are increasingly popular, there is work for us to do to educate retailers further to enhance customer understanding of their performance and sustainability benefits.

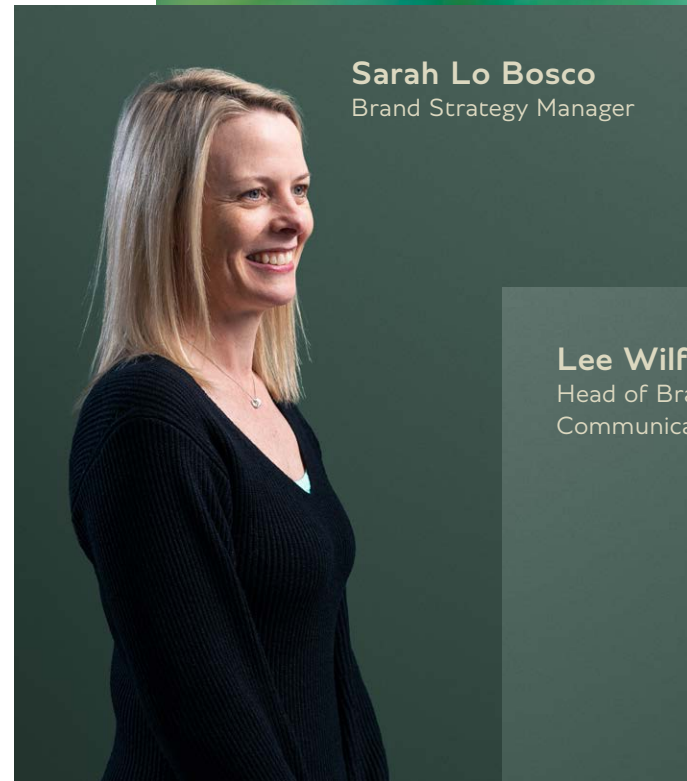
This finding was reflected in the Brand Health Monitor, in which responses showed only 47 per cent of luxury vehicle customers are aware of our PHEV options, but interest in PHEV ownership is at 68 per cent.

Consumers and retailers are not our only stakeholders. Our employees form a very important group with whom we must communicate clearly. You can read more about how we do this in the People section.

We have also worked extensively to communicate with and work alongside broader communities. You can read more about our local work and our Environmental Foundation in the Communities section of the report.

Additionally, we sit on and engage with several industry and local boards including the Northern Automotive Alliance, Crewe Town Board, the Society of Motor Manufacturers and Traders, the South Cheshire Chamber of Commerce, Walpole (the official body for British luxury) and the Confederation of British Industry.

Sarah Lo Bosco
Brand Strategy Manager



Lee Wilford
Head of Brand
Communications



COMMUNITIES

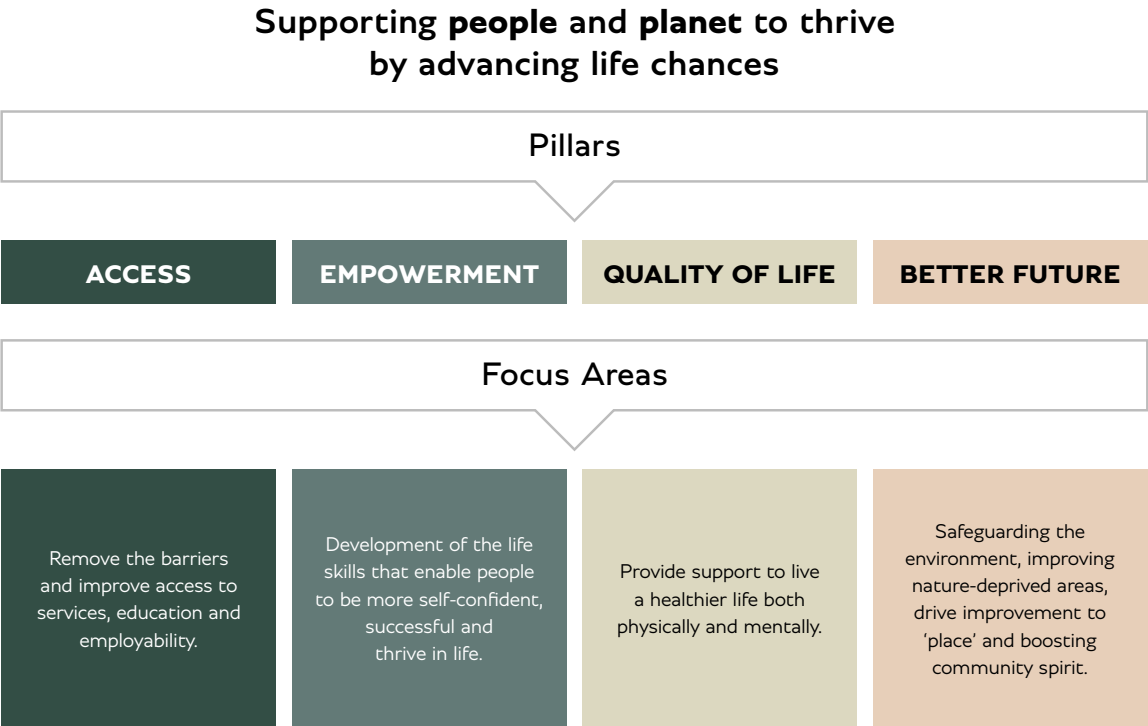
We consider collaboration with our communities and philanthropy to be an important part of our business. Society and community leaders is an initiative within the Sustainability Field of Action in our refreshed Beyond100+ strategy.

Working with our communities is both the right thing to do and activity that contributes positively to our licence to operate. Our approach to community investment is demonstrated through our Advancing Life Chances strategy, managed with our two key charity partners: locally, the Cheshire Community Foundation (CCF), and nationally, the Charities Aid Foundation (CAF).

Our colleagues' efforts in volunteering and community initiatives demonstrates their commitment to, and passion for, making an impact locally.

In 2024, we supported more than 450 interventions through national and local programmes. Our work has been awarded the CSR Excellence Award for Best Social Sustainability in Luxury Automotive and the International CSR Excellence Award for Community Commitment.

Bentley is committed to supporting local communities through targeted social impact initiatives and strategic partnerships. An annual impact assessment is conducted by the Cheshire Community Foundation (CCF) for the three funds managed on behalf of Bentley Motors, ensuring our community contributions are effectively directed. Additionally, a quarterly impact questionnaire is completed for all donations made through the National Small Grants Programme, managed by Charities Aid Foundation (CAF).



In 2024, as part of our Advancing Life Chances strategy, we strengthened our commitment to youth provision in Crewe by becoming a founder patron of The Dome Youth Zone, further supporting young people in the community.

Our charitable activities and grants are overseen by a cross-functional Charities Committee, which includes representatives from Corporate Social Responsibility,

Human Resources, Governance, Risk and Compliance, and Communications. The committee ensures that decisions are made consistently, fairly, and impartially, following structured policies and processes.

Sally Hepton
Director of Government Relations and Sustainable Luxury



OUR PROGRAMMES IN 2024



Advancing Life Chances Fund

Distributed across 12 local projects in Crewe benefitting over 10,000 people.

- Delivered in partnership with Cheshire Community Foundation (CCF)
- Supports 12-month projects addressing local needs in Crewe



National Small Grants Programme

Distributed to 296 charities benefitting 43,000 people nationwide.

- Managed by Charities Aid Foundation. Focuses on vulnerable, disadvantaged, and under-represented communities
- Linked to our retail geographies, grants from £150-£500



Crewe Fund

Bentley is part of a collaborative fund, which contributed to grants aiding 1,257 beneficiaries.

- Managed by CCF, a collaborative fund which pools resources from local businesses and donors to fund projects which tackle Crewe-specific challenges



Endowment (Crisis) Fund

Funds generated in support of five local charity partners.

- Bentley's first endowment fund, providing sustainable support for urgent local needs
- Lump sum investment generates interest which is used to donate to charity. £250 limit per donation



The Dome Youth Zone

Supported with funds and ongoing commitment as Founder Patron.

- Investment will help provide state-of-the-art facilities with dedicated youth support and opportunities for young people in Crewe



Bentley Charities Committee

Donations made through match funding and miscellaneous grants, managed by Bentley



Payroll giving

Our employee payroll giving scheme is rated Gold standard by the Government Payroll Giving Quality Mark.



Employee volunteering

Two paid days off a year to volunteer for non-manufacturing staff



£350,250

Total donations in 2024

Supporting local Crewe Youth Zone, The Dome



BENTLEY ENVIRONMENTAL FOUNDATION

In line with our ambition to be leading in sustainability, we have also made a commitment to preserve and regenerate the planet by funding and scaling innovative and impactful solutions for a sustainable future. Our Environmental Foundation is an important part of our philanthropic work in service of this commitment. As a result of the Foundation's work in 2024, it won the Auto Trader Sustainability Initiative of the Year award.

The Foundation collaborates with non-governmental organisations and charities to focus on transformative environmental projects. It also works to engage with communities, customers and our own people.

In 2024, after a year of operation and learning, we commenced a review of the Foundation's strategy. This new strategy will align the Foundation's work more closely with Beyond100+ and we will communicate more about this in 2025.

One of our projects in 2024 was undertaken with our Group partners, Audi and Porsche alongside Everwave, a startup that uses AI and camera-equipped boats and drones to tackle refuse pollution in rivers. This 'smart

boat' removed 160 tonnes of refuse from the Chao Phraya River in Thailand, with employees of the TerraCycle Thai Foundation sorting it further for recycling.

The project had a new educational goal too, with a school initiative that takes children on a canal cleanup to teach them the impact of river pollution and the dangers of plastic waste ultimately destined for the ocean.

We also expanded our projects with SeaTrees, launching a new kelp restoration project in Monterey through an awareness-raising dinner during Monterey Car Week. The Foundation continued to attend and speak at high-profile sustainability events, including the Green Tech Festival where we joined a panel alongside Audi and the Rivers Trust to talk about collaborating for a sustainable future.

[Read more about the work of the Foundation on our website](#)

2024 Everwave Project



HIGHLIGHTS



Winner of the Auto Trader Sustainability Initiative of the Year award



Projects located in 14 countries across the globe, working with 10 charities to tackle 18 environmental challenges

663,000

1622+ activities directly benefited over 663,000 people in 2024



Over 25 colleagues volunteered through our partner the Rivers Trust and our project regenerating the Valley Brook River

£1,507,727

Total donations made in 2024

Chapter 12:

GOVERNANCE AND INTEGRITY

12

GOVERNANCE AND INTEGRITY

Corporate Governance

Our governance structure and approach ensure that we meet our goal to be leading in sustainability, by integrating the consideration of sustainability at every stage of our work.

In 2024, we updated our corporate governance framework to enhance clarity and accountability, and to align better with our Beyond100+ strategy. Otherwise, our governance structure and approach remain largely unchanged, and you can read more about it and related governance bodies in the Appendix in our [2023 sustainability report](#). We want our governance structure to help our colleagues make informed decisions quickly.

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

Our governance processes are managed through key committees including the monthly Compliance Committee. We collaborate with the Group via regular Compliance Officer meetings to strengthen our governance approach. This ensures we address issues collaboratively and get support from other parts of the Group if required.

There have been no changes in the year as to the members or function of the Sustainability Council who have been on-hand as an external voice to help guide us through our sustainability journey.

Integrity

Stakeholder trust is essential to the success of our business and to our goal to be leading in sustainability. We win that trust in part with a strong demonstration of our values through our integrity.

- In 2024, we launched new values and behaviours, which make integrity and ethical leadership foundational to our culture.
- We developed our [Anti-Corruption Policy](#) with improved guidance and documentation requirements for handling the granting or accepting of business partner benefits, as well as a new section on Public Officials.
- We extended our [Code of Conduct](#), to integrate German Supply Chain Due Diligence Act requirements. These included appointing a human rights coordinator, instituting risk management and prevention measures, enhancing accountability and documentation requirements and reporting, and ensuring all employees complete mandatory compliance training to be repeated every three years.

Moving forward our aim is to reinforce integrity further through updating and refining policies, enhancing training available to our colleagues, and rolling out new tools. We also aim to enhance Board accountability and align governance strategy with identified material topics, helping us to embed sustainability as a core component of governance and decision-making.

We are committed to upholding the highest standards of ethical business conduct through a robust Compliance Management System (CMS). Our CMS helps identify and mitigate risks such as corruption and human rights abuses, ensuring compliance with regulatory requirements and corporate governance principles.

Corruption risks are assessed on a case-by-case basis under Bentley's Operating Policies, including Anti-Corruption, Risk Management, Business Partner Due Diligence, and Sponsorships & Donations Policies. This structured approach enables us to proactively manage risks, ensure ethical business practices, and maintain integrity across our operations and value chain.

Emma Perriman-Rabone

Head of Governance, Risk and Compliance



RISK MANAGEMENT AND COMPLIANCE

We take sustainability risks seriously. Such risks threaten our ability to meet the goals of our Beyond100+ strategy. That is why sustainability risks form part of our overall risk management framework.

Our framework aligns with ISO 14001 and IATF 16949:2016 standards. Our overall approach to risk management has remained unchanged from 2023. You can read about it in either our [2023 sustainability report](#) or in our [2023 Annual Report](#).

We also operate a compliance management system (CMS) that ensures we establish, update, and uphold codes of conduct, policies, processes, training, communication, monitoring, improvement, and risk measures for various compliance topics including, but not limited to:

- Compliance and integrity
- Prevention of money laundering
- Anti-corruption
- Business partner due diligence
- Business human rights
- Whistleblower system
- Code of Conduct

The CMS system ensures the Board are informed on key compliance topics and updated on metrics including colleague sanctions, compliance training completion, and Whistleblower reports.

Our sustainability risk management focuses on three key areas: climate-related risk, operational risk, and social risk. We regularly hold sustainability and strategic meetings with our internal governing bodies to uphold strong risk management and compliance as core pillars of our strategy and culture.

Stephen Blanchard
Corporate Risk Manager



Lou Gibson
Compliance and Integrity Manager



Continental GT Speed with a Damson leather cabin, Light Blue accents, Carbon Fibre fascias, and contrast stitching

DEVELOPMENTS IN 2024



Climate risk

In 2024 we updated our risks aligned with UK CFD disclosures. You can read more about this in the Climate change section of this report. Briefly, current scenarios include potential impacts from a 1.5°C, 2.5°C or 4°C global temperature increase and changes to supply chains and regulation.

We have also incorporated Task Force on Climate-related Financial Disclosures (TCFD) aligned climate risk disclosures into the [Annual Report](#).



Operational risk

In 2024 we have focused on environment-specific risks such as potential chemical bans with an impact on production. We have also advanced our compliance with human rights legislation and supply chain transparency.

All our operational risks are tracked as part of our Risk Management System (RMS).



Social risks

In 2024 we embedded people-related risks alongside our other identified risks in our general operational risk processes. We have also advanced our compliance with human rights legislation and supply chain transparency.



Compliance initiatives

2024 was a busy year for our compliance team. They updated the Code of Conduct with sections on ethical leadership and gender diversity and introduced additional reporting channels to our Whistleblower system to promote a safe and transparent environment

for reporting concerns. The [Code of Conduct](#) training is for all employees and partners.

The emphasis in 2024 has been on leadership and communication, with Board members actively involved in communications and training videos. We hope that leadership

involvement will empower employees further to identify and manage compliance risks.

A new Group-aligned Anti-Corruption Policy is now in place. Our Human Rights Policy has also been updated in 2024. You can read more about both policies on page 68.

Customer data protection

With connected and ever more digitally complicated cars now the norm, our protection of customers' privacy in line with regional legislation is paramount. In 2024, we have undertaken a significant amount of work to comply with data protection legislation globally, for example in South Korea where the Personal Information Protection Act (PIPA) places stringent requirements on the collection and processing of personal data.

Our refreshed Beyond100+ strategy supports our commitment to compliance with the requirements of data protection legislation, and our focus on protecting customers privacy. The strategy supports the continual evolution of our data protection policies and practices to retain customer trust. In 2024, we conducted a review of our personal data retention schedules in our CRM system. The system supports our compliance with core data protection legislation by enhancing data quality and ensuring more up-to-date and accurate data.

Our colleagues receive biennial GDPR training, to support knowledge and understanding of this important topic.

We continue to prepare for forthcoming broader data legislation, with the EU Data Act coming into effect in September 2025, and the EU AI Act. While these are not specific data protection laws, they will interact with EU GDPR legislation and so must be monitored. We have also continued to monitor the UK Government's potential reform of data protection laws.

Connected car services

Bentley customers deserve and expect the latest capabilities and technologies in their vehicles. Since 2016, Bentley vehicles have offered connected car services in the EU, UK, USA, and Canada. In doing so, our protection of customers privacy, in doing so, our protection of customer privacy, in line with local legislation, remains of paramount importance.

To protect our customers' privacy, maintain competitiveness, and remain relevant, we continually expand our suite of in-car and remote connected services, and the markets in which they are available. This requires us not only to achieve and maintain compliance with existing legislation in markets in which we currently deploy connected services, but to monitor and prepare for new potential territories. In readiness for each market, we apply our global experience, supported by local expertise, to deploy compliant and secure solutions.

In 2024, we expanded our connected services to operate in Japan and we plan to expand our connected services in more areas, so this remains a key area of focus.



Flying Spur in Mandarin



Chapter 13:

ABOUT THIS REPORT

13

ABOUT THIS REPORT

In this report, we aim to demonstrate our commitment to sustainability by being transparent about our impact and our progress against key initiatives.

The insights in this report reveal how our refreshed Beyond100+ strategy drives our progress towards a more sustainable, responsible, and 'just and regenerative' future. It outlines both our achievements in 2024 and our future ambitions for the sustainability of our business.

This report covers a 12-month period from 1st January 2024 to 31st December 2024, aligned with our financial reporting period. Unless otherwise stated, all information in this report refers to Bentley Motors Limited's operations within the UK.

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

The Group has strong brands distributed across its Volume, Sport and Premium brands, groups that are equipped to answer all mobility needs. Audi, Bentley, Lamborghini and Ducati all form the Brand Group Progressive and are consolidated into the Audi subgroup.

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



Batur Convertibles in Hyperactive and Dark Emerald

The financial figures presented in this report reflect Bentley's performance as disclosed in the [Audi Report 2024](#) under the Brand Group Progressive.

This report has been prepared with reference to the Global Reporting Initiative (GRI) standards. The GRI content at the end of this report provides an overview of where GRI disclosures can be found.



For any questions or further information, please contact us at communications@bentley.co.uk

Chapter 14:










APPENDICES

APPENDIX 1: UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS AND BENTLEY








The United Nations Sustainable Development Goals (UN SDGs) outline 17 key areas for urgent global action, calling on both developed and developing nations to collaborate in building a sustainable future. These goals provide a universally recognised framework for defining sustainability and a sustainable society.

At Bentley, we are shaping the future through advancements in technology, materials, fuels, and skills. As a result, we are making meaningful progress across multiple SDGs. The interconnected nature of these goals amplifies our impact—progress in one area often drives positive change in others. Below, we highlight how our initiatives are contributing to the SDGs.

MATERIAL TOPICS	RELEVANT UN SDGs
Risk management and compliance Governance and Integrity Transparent and responsible supply chain	<div> <div>8</div> <div>Good Jobs and Economic Growth</div> <div></div> </div> <div> <div>10</div> <div>Reduced Inequalities</div> <div></div> </div> <div> <div>12</div> <div>Responsible Consumption</div> <div></div> </div> <div> <div>16</div> <div>Peace, Justice and Strong Institutions</div> <div></div> </div>

MATERIAL TOPICS	RELEVANT UN SDGS				
Environmental compliance	<div><div>13</div><div>Climate Action</div><div></div></div>	<div><div>15</div><div>Life on Land</div><div></div></div>			
Biodiversity and land use	<div><div>15</div><div>Life on Land</div><div></div></div>				
Air quality	<div><div>3</div><div>Good Health</div><div></div></div>	<div><div>11</div><div>Sustainable Cities and Communities</div><div></div></div>			
Attractiveness as an employer	<div><div>4</div><div>Quality Education</div><div></div></div>	<div><div>5</div><div>Gender Equality</div><div></div></div>	<div><div>8</div><div>Good Jobs and Economic Growth</div><div></div></div>	<div><div>10</div><div>Reduced Inequalities</div><div></div></div>	<div><div>17</div><div>Partnerships for the Goals</div><div></div></div>
Future skills and employee development	<div><div>3</div><div>Good Health</div><div></div></div>	<div><div>4</div><div>Quality Education</div><div></div></div>	<div><div>8</div><div>Good Jobs and Economic Growth</div><div></div></div>	<div><div>10</div><div>Reduced Inequalities</div><div></div></div>	<div><div>17</div><div>Partnerships for the Goals</div><div></div></div>
Occupational health, safety and wellbeing					
Collaboration with communities and philanthropy					

MATERIAL TOPICS	RELEVANT UN SDGS		
Diversity, equality and inclusion	<div><div>5</div><div>Gender Equality</div><div></div></div>	<div><div>8</div><div>Good Jobs and Economic Growth</div><div></div></div>	<div><div>10</div><div>Reduced Inequalities</div><div></div></div>
Vehicle safety	<div><div>3</div><div>Good Health</div><div></div></div>	<div><div>9</div><div>Industry, Innovation and Infrastructure</div><div></div></div>	
Product quality			
Customer satisfaction			
Innovation (new mobility options)	<div><div>8</div><div>Good Jobs and Economic Growth</div><div></div></div>	<div><div>9</div><div>Industry, Innovation and Infrastructure</div><div></div></div>	
Stakeholder dialogue	<div><div>17</div><div>Partnerships for the Goals</div><div></div></div>		

MATERIAL TOPICS	RELEVANT UN SDGS	
Water	<div><div>6</div><div>Clean Water and Sanitation</div><div></div></div>	
Waste	<div><div>11</div><div>Sustainable Cities and Communities</div><div></div></div>	<div><div>12</div><div>Responsible Consumption</div><div></div></div>
Energy	<div><div>7</div><div>Affordable and Clean Energy</div><div></div></div>	<div><div>13</div><div>Climate Action</div><div></div></div>
Animal welfare	<div><div>12</div><div>Responsible Consumption</div><div></div></div>	<div><div>15</div><div>Life on Land</div><div></div></div>

APPENDIX 2: STAKEHOLDERS

STAKEHOLDER GROUP	WHY DO THEY MATTER?	TOP PRIORITIES	CHANNEL OF COMMUNICATION
Colleagues	Bentley thrives because of our colleagues, who keep the business running every day. Their dedication is the foundation of our success. That’s why fostering a welcoming environment—where everyone feels supported, motivated, and free to be themselves—is our top priority.	<ul style="list-style-type: none"> • Energy • Climate change • Resource scarcity 	<ul style="list-style-type: none"> • Weekly bulletins • DEIB networks / colleague-led support groups • Surveys • Recognition awards • Training • Beconnected colleague sessions with Board members and senior leaders • Intranet • Colleague Briefings
Customers:	Our customers are at the heart of our business and essential to our long-term success. As we move towards an all-electric future, fostering a strong connection with the Bentley brand ensures that customers can fully appreciate and enjoy every step of this journey and the evolving extraordinary experiences which being part of the Bentley community provides.	<ul style="list-style-type: none"> • Product quality • Vehicle safety • Innovation • Customer satisfaction 	<ul style="list-style-type: none"> • Bentley Network App • Email, text and WhatsApp • Surveys and feedback • Customer events, workshops and launches • Personal meetings • Customer clinics • Our Extraordinary Experiences
Bentley Sustainability Council	Supporting Bentley in challenging our sustainability strategy, serving as trusted external partners to drive change, and shaping meaningful action.	<ul style="list-style-type: none"> • Stakeholder dialogue • Climate change • Transparent and responsible supply chain 	<ul style="list-style-type: none"> • Twice-yearly Board-led Council meetings • Monthly Touchpoint meetings • Adhoc deep dive sessions • Workshops

STAKEHOLDER GROUP	WHY DO THEY MATTER?	TOP PRIORITIES	CHANNEL OF COMMUNICATION
Retailers	Working directly in partnership with our retailers allows us to better understand our customers' needs and assist in delivering a unique customer experience. They are also the face of our brand in markets around the world.	<ul style="list-style-type: none"> • Product quality • Vehicle safety • Customer satisfaction • Innovation 	<ul style="list-style-type: none"> • Annual Retailer Conference • Global monthly Sustainability Forum • Regional meetings • Events
VW/Group	Being part of the Group provides a unique opportunity to engage, collaborate, and share knowledge. This benefits both parties, allowing us to learn from each other's experiences and share valuable insights with investors.	<ul style="list-style-type: none"> • Climate change • Customer satisfaction • Circular economy 	<ul style="list-style-type: none"> • Working groups • Regular meetings • Exchange forums • Investment analysts • Functional conferences
Government organisation	Our relationships with government and local authorities are crucial for Bentley to secure and sustain a voice in the market. It enables clear communication and allows us to support local action on key business issues. It's important to emphasise that we have no interactions or affiliations with political parties.	<ul style="list-style-type: none"> • Vehicle safety • Energy • Waste • Stakeholder dialogue 	<ul style="list-style-type: none"> • Meetings • Website • Dialogues concerning regulations • Site Visits • Ministerial round tables • Automotive council
Trade associations	Collaborating with trade bodies is vital for Bentley to stay informed, influence industry standards, and support the development of sustainable practices within the sector.	<ul style="list-style-type: none"> • Stakeholder dialogue • Future skills and employee development • Product quality 	<ul style="list-style-type: none"> • Meetings • Website • Dialogues about regulations • Site visits • Conferences
Non-governmental organisation / Not for profit	Clear and open communication with NGOs is essential for Bentley to have a greater and more sustainable impact.	<ul style="list-style-type: none"> • Air quality • Sustainable product and materials • Communities • Climate change 	<ul style="list-style-type: none"> • Meetings and interviews • Memberships

STAKEHOLDER GROUP	WHY DO THEY MATTER?	TOP PRIORITIES	CHANNEL OF COMMUNICATION
Charities	Clear and open communication with charities is essential for Bentley to contribute meaningfully and have a positive, lasting impact on society.	<ul style="list-style-type: none">• Climate change• Communities	<ul style="list-style-type: none">• Meetings and interviews• Memberships• Volunteering• Website• Social media
Universities / colleges	Building strong partnerships with universities allows Bentley to foster innovation, share knowledge, and support research that drives forward-thinking solutions in the automotive industry. Our apprenticeship, industrial placements and graduate schemes provide talented students with invaluable opportunities to develop their careers and contribute to our journey towards a sustainable future.	<ul style="list-style-type: none">• Resource scarcity• Sustainable manufacturing and resource	<ul style="list-style-type: none">• Partnerships with local communities and universities• Meetings and interviews• Mentoring• Site visits• Early careers programmes

APPENDIX 3: FACTS AND FIGURES

SCOPE 1 AND SCOPE 2 EMISSIONS

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

GRI 305: EMISSIONS	2024	2023	2022	2018 (BASELINE YEAR)
Total Direct Scope 1 Emissions ¹	2,051	2,498	2,215	17,482
Total Indirect Scope 2 Emissions ² (location-based)	7,209	7,404	7,614	10,179
Total Indirect Scope 2 Emissions ² (market-based)	3.24	4	59	0
Total Scope 1 and Scope 2 Emissions (location-based)	9,260	9,902	9,829	27,661
Total Scope 1 and Scope 2 Emissions (market-based)	2,054	2,502	2,274	17,482
GHG emissions intensity ³ (location-based)	0.82	0.77	0.600	3.009
GHG emissions intensity ³ (market-based)	0.18	0.19	0.139	1.902
Number of cars manufactured (denominator)	11,224	12,941	16,385	9,193
Biogenic CO ₂ emissions ⁴	12,356	13,351	14,837	0

SCOPE 3 EMISSIONS

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

GRI 305: EMISSIONS	2024	2023	2022	2020 (BASELINE YEAR) ¹
Business travel	5,938	6,534	2,032	1,753

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

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

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

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

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

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

ENERGY REDUCTIONS

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

GRI 302: ENERGY	
YEAR	REDUCTIONS IN ENERGY CONSUMPTION
2024	9,603
2023	8,757
2022	8,039
2010 (baseline year)	23,289
Reduction in per cent	59 per cent

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

ENERGY CONSUMPTION

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

GRI 302: ENERGY				
TYPES OF FUELS		TOTAL WEIGHT / VOLUME - 2024	TOTAL WEIGHT / VOLUME - 2023	TOTAL WEIGHT / VOLUME - 2022
Non-renewable fuels	Diesel oil	29	35	29.78
	Petrol	3,948	4,199	2,860.12
	Diesel	824	831	1,066.88
	LPG	-	1	-
	Natural gas	80	132	-
Renewable fuels	Biogas	67,771	73,206	88,257.33
Total electricity consumption (MWh)		41,172	41,181	44,751.27
Total energy consumption within the organisation ¹ (MWh)		113,824	119,884	136,965.37

¹Conversion factors used as from VW 980000 and UK government guidance on GHG reporting: conversion factors for 2024 (<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2024>).

ENERGY INTENSITY

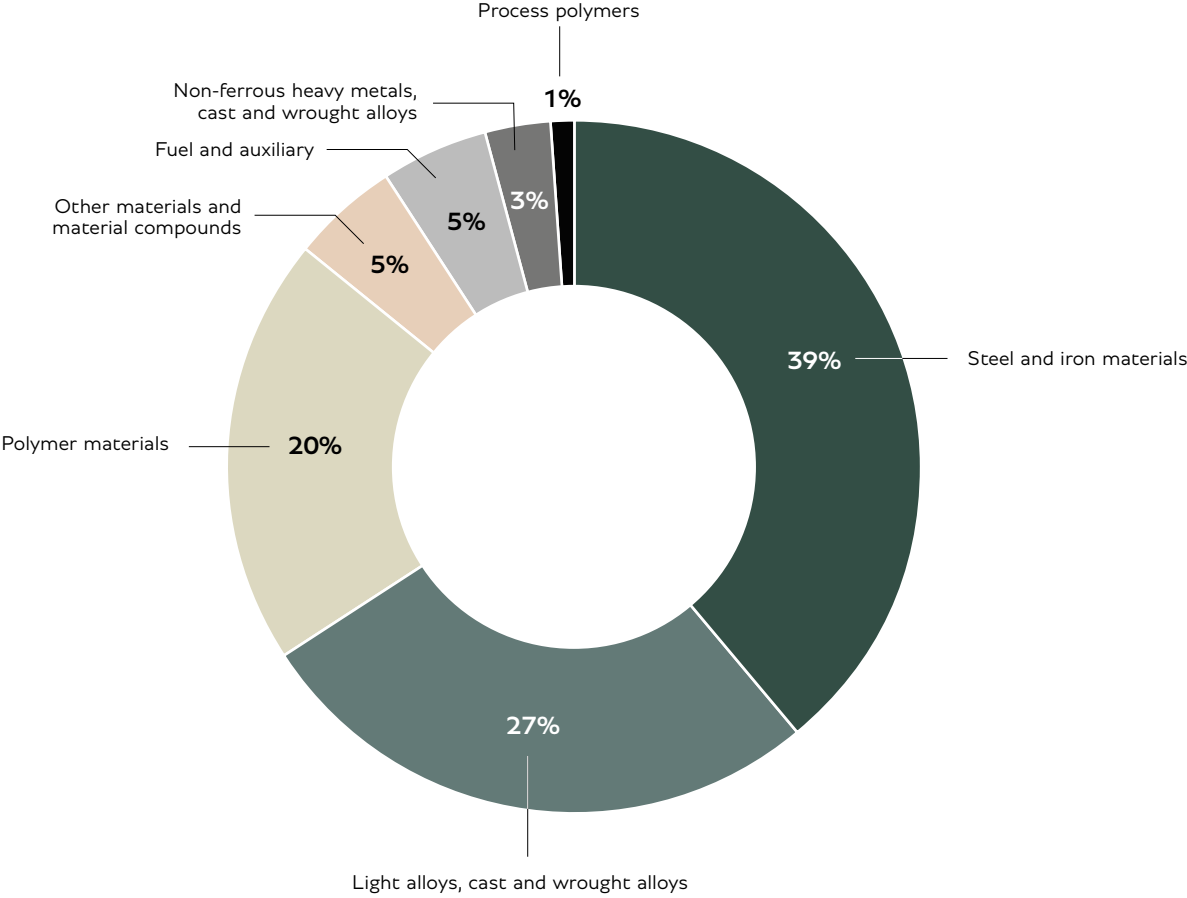
GRI 302: ENERGY	
ENERGY INTENSITY RATIO FOR THE ORGANISATION ¹ (MWH/VEHICLE) 2024	10.14
ENERGY INTENSITY RATIO FOR THE ORGANISATION (MWH/VEHICLE) 2023	9.26
ENERGY INTENSITY RATIO FOR THE ORGANISATION (MWH/VEHICLE) 2022	8.36
TYPES OF ENERGY INCLUDED IN THE INTENSITY RATIO ²	
Fuel	All fuel for UK sites
Electricity	All fuel for UK sites
Heating	Covered in fuel and electricity
Cooling	Covered in fuel and electricity
Steam	Covered in fuel and electricity

¹The organisation-specific metric (denominator) used is the number of cars produced in 2024; 11,224.

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

GRI 301: MATERIALS

MATERIALS USED BY WEIGHT (KG)



*Data is based on the production figures for Bentley Motors Limited in 2024 and current disassembly studies for individual models in the various product lines. Figures may not add up due to rounding.

TRAINING AND CAREER DEVELOPMENT

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

GRI 404: TRAINING AND EDUCATION					
GROUP	SUB-GROUP	2024	2023	2022	2021
By gender	Male	12.3	16.8	13.5	7.6
	Female	14.2	15.9	14.0	9.2
	Other	0	0	0	0
By employee category	Trainees	37.4	21.3	17.5	16.5
	Non-management	10.1	15.1	10.5	5.3
	Management	14.7	15.7	14.9	13.0
	Leadership	17.0	33.3	44.4	13.4

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

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

GRI 2-7					
GROUP	SUB-GROUP	2024	2023	2022	2021
By gender	Male	100	99	97	98
	Female	100	99	96	98
	Other	0	0	0	0
By employee category	Trainees	100	97	88	96
	Non-management	100	99	96	99
	Management	100	100	100	100
	Leadership	100	100	100	100

GRI 2-7 EMPLOYEES				
EMPLOYEE TYPE	FEMALE	MALE	OTHER (GENDER SPECIFIED BY EMPLOYEES)	TOTAL
Total number of employees (head count / FTE)	843	3,412	0	4,255
Number of permanent employees (head count / FTE)	763	3,282	0	4,045
Number of temporary employees (head count / FTE)	80	129	0	209
Number of non-guaranteed hours employees (head count / FTE)	0	1	0	1
Number of full-time employees (head count / FTE)	763	3,383	0	4,146
Number of part-time employees (head count / FTE)	80	28	0	108

The data has been compiled using a headcount methodology in alignment with the Volkswagen Group's approach and in accordance with the Corporate Sustainability Reporting Directive (CSRD) requirements. Industrial placements have been excluded from the employee count, consistent with Group methodology. The only exception is one casual worker included in Bentley's figures but not in the Group's count.

GRI 2-7 EMPLOYEES		
TOTAL NUMBER OF EMPLOYEES	REGION: UK	REGION: OUTSIDE UK
Total number of employees (head count / FTE)	4,181	74
Number of permanent employees (head count / FTE)	3,977	68
Number of temporary employees (head count / FTE)	203	6
Number of non-guaranteed hours employees (head count / FTE)	1	0
Number of full-time employees (head count / FTE)	4,073	73
Number of part-time employees (head count / FTE)	107	1

The data has been compiled using a headcount methodology in alignment with the Volkswagen Group's approach and in accordance with the Corporate Sustainability Reporting Directive (CSRD) requirements. Industrial placements have been excluded from the employee count, consistent with Group methodology. The only exception is one casual worker included in Bentley's figures but not in the Group's count.

GRI 2-8 WORKERS WHO ARE NOT EMPLOYEES		
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	425
GRI 205: ANTI-CORRUPTION		
COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES		
PERCENTAGE OF GOVERNANCE BODY MEMBERS THAT THE ORGANISATION'S ANTI-CORRUPTION POLICIES AND PROCEDURES HAVE BEEN COMMUNICATED TO, BROKEN DOWN BY REGION. (PER CENT)		
Within UK	100	
Outside UK	0	No Board members outside of the UK
PERCENTAGE OF EMPLOYEES THAT THE ORGANISATION'S ANTI-CORRUPTION POLICIES AND PROCEDURES HAVE BEEN COMMUNICATED TO, BROKEN DOWN BY EMPLOYEE CATEGORY AND REGION. (PER CENT)		
Within UK	100	
Outside UK	100	
PERCENTAGE OF BUSINESS PARTNERS THAT THE ORGANISATION'S ANTI-CORRUPTION POLICIES AND PROCEDURES HAVE BEEN COMMUNICATED TO, BROKEN DOWN BY TYPE OF BUSINESS PARTNER AND REGION. DESCRIBE IF THE ORGANISATION'S ANTI-CORRUPTION POLICIES AND PROCEDURES HAVE BEEN COMMUNICATED TO ANY OTHER PERSONS OR ORGANISATIONS.		
Within UK	100	
Outside UK	100	

The data has been compiled using a headcount methodology in alignment with the Volkswagen Group’s approach and in accordance with the Corporate Sustainability Reporting Directive (CSRD) requirements. Industrial placements have been excluded from the employee count, consistent with Group methodology. The only exception is one casual worker included in Bentley’s figures but not in the Group’s count.

PERCENTAGE OF EMPLOYEES THAT HAVE RECEIVED TRAINING ON ANTI-CORRUPTION, BROKEN DOWN BY EMPLOYEE CATEGORY AND REGION.		
Within UK	Permanent	99
	Apprentices	100
	Industrial Placements	100
	Global employee inbound	100
	Global employee outbound	100
	Graduates	100
	Temporary	100
	Undergraduate	100
Outside UK	Permanent	100
	Global employee outbound	100

GRI 417: GRI 417 MARKETING AND LABELLING	
417-1 REQUIREMENTS FOR PRODUCT AND SERVICE INFORMATION AND LABELLING	
b. Percentage of significant product or service categories covered by and assessed for compliance with such procedures.	100
417-2 INCIDENTS OF NON-COMPLIANCE CONCERNING PRODUCT AND SERVICE INFORMATION AND LABELLING	
a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labelling, by:	
i. incidents of non-compliance with regulations resulting in a fine or penalty;	0
ii. incidents of non-compliance with regulations resulting in a warning;	0
iii. incidents of non-compliance with voluntary codes.	0
417-3 INCIDENTS OF NON-COMPLIANCE CONCERNING MARKETING COMMUNICATIONS	
a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by:	
i. incidents of non-compliance with regulations resulting in a fine or penalty;	0
ii. incidents of non-compliance with regulations resulting in a warning;	0
iii. incidents of non-compliance with voluntary codes.	0

APPENDIX 4: GRI CONTENT INDEX

Bentley Motors Limited has reported the information cited in this GRI content index for the period 1 January 2024 to 31 December 2024. The reporting is with reference to the GRI Standards. Below is the content index relating to our disclosures. We have used GRI 1: Foundation 2021 throughout.

GRI STANDARDS	PAGE REFERENCE AND / OR ADDITIONAL INFORMATION
GRI 2: GENERAL DISCLOSURE 2021	
THE ORGANISATION AND ITS REPORTING PRACTICES	
2-1 Organisational details	pp. 4-5 Our headquarters is registered at Pyms Lane, Crewe, Cheshire, CW1 3PL, England, UK
2-2 Entities included in the organisation’s sustainability reporting	p. 73
2-3 Reporting period, frequency and contact point	p. 73
2-4 Restatements of information	There were no restatements of previously reported information during the reporting period.
ACTIVITIES AND WORKERS	
2-6 Activities, value chain and other business relationships	pp. 4 - 7, p. 9, pp. 48-51 We are a manufacturer of luxury cars and SUVs. We design, engineer, hand-build and market our cars.
2-7 Employees	p. 87
2-8 Workers who are not employees	p. 88
GOVERNANCE	
2-9 Governance structure and composition	p. 14, p. 68
2-10 Nomination and selection of the highest governance body	p. 4 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	For the year ending 31st December 2024, Frank Steffan-Walliser was the Chairman and CEO of Bentley. The following functions reported directly to Frank Steffan-Walliser, Quality, Mulliner and Motorsport, Corporate Strategy and Transformation, Communications, Corporate Audit, Product Strategy and Delivery, Government Relations and CSR, Design and Purchase.
2-12 Role of the highest governance body in overseeing the management of impacts	p. 4, p. 14 In 2024 the organisation's vision, mission, and purpose were reviewed and updated to support the new Beyond100+ strategy. The organisation’s vision, mission, purpose and overall B100+ strategy was developed and approved by the Board and senior directors.

GRI STANDARDS	PAGE REFERENCE AND / OR ADDITIONAL INFORMATION
2-13 Delegation of responsibility for managing impacts	<p>pp. 14- 15, p. 68, pp. 79-81</p> <p>The Sustainability Field of Action has three Board sponsors, responsible for strategic sustainability decisions.</p> <p>The Head of Sustainability has the overall responsibility for driving progress of the sustainability strategy and each Initiative under the Sustainability Field of Action has a designated lead accountable for delivering the outcomes.</p> <p>The outcome of the Sustainability Board Steering Committee meeting is reported back to the B100+ Portfolio Board meeting.</p>
2-14 Role of the highest governance body in sustainability reporting	<p>pp. 9-10</p> <p>The Board reviewed and approved the 2024 materiality assessment and the 2024 Sustainability Report. Engagement is managed at each major milestone throughout the process for creating the report and will include a final Board minutes item that the report is approved for publication.</p>
2-15 Conflicts of interest	<p>pp. 68-71</p> <p>Conflicts of interest are governed by Bentley Operating Procedure 39 (BOP 39), the company's Anti-Corruption Policy. All mid-to-senior level managers and above are required to declare any actual, potential, or absence of conflicts of interest upon appointment. Any declarations are assessed by a dedicated Review Committee to determine whether a conflict exists and, if so, whether it can be accepted or must be mitigated.</p> <p>In addition, all colleagues are required to declare any potential conflicts of interest both at the time of appointment and throughout their employment. These disclosures are reviewed by the line manager and Human Resources, in consultation with Compliance and other relevant stakeholders, to evaluate the existence of a conflict and determine appropriate action.</p>
2-16 Communication of critical concerns	<p>pp. 68-71</p> <p>Critical concerns are escalated to the highest governance body through defined committee structures, in line with Bentley Operating Procedure 24 (BOP 24). For example, the Product Safety Committee, which is a high-level governance forum, reports critical concerns directly to the highest governance body, although it operates without a separate management system (as governed under BOP 004).</p> <p>The organisation maintains a comprehensive Compliance Management System (CMS), as confirmed in the 2023 report. The CMS is underpinned by a suite of internal policies and procedures.</p> <p>Additional management systems that facilitate the escalation of critical concerns to the highest governance body include:</p> <ul style="list-style-type: none"> – Sustainability Management in Supplier Relations (BOP 12) – PCMS (BOP 43) – ECMS (BOP 17) – Risk Management System (BOP 33) – HR Compliance Management System (BOP 35) – Automotive Cyber Security and Software Update Management System (BOP 45) – QMS (BOP 9) – Data Protection Framework (BOP 002) <p>Each of these systems incorporates governance and escalation processes that ensure significant compliance and risk issues are communicated to the highest levels of leadership in a timely and structured manner.</p>

GRI STANDARDS	PAGE REFERENCE AND / OR ADDITIONAL INFORMATION
2-17 Collective knowledge of the highest governance body	pp. 14-15, p. 68, pp. 79-81, pp. 88-89
STRATEGIES, POLICIES AND PRACTICES	
2-22 Statement on sustainable development strategy	pp. 4–5, pp. 12-16
2-23 Policy commitments	<p>p. 48, pp. 68-71</p> <p>Compliance and Risk Page</p> <p>Human Rights and Modern Slavery Statement</p> <p>Additional information: Protecting our business: Our Anti-Corruption Policy sets binding standards and regulates the basic principles of conduct in the context of granting and acceptance of benefits to and from Public Officials, Politically Exposed Persons (“PEPs”), business partners and third parties where a corporate interest exists and is justified. It also regulates the requirements for the handling of potential conflicts that exist or arise between private and business interests of Bentley Colleagues and interests of Bentley and Volkswagen (Conflicts of Interests).</p> <p>Our human rights commitments and governance: We provide regular mandatory training for both colleagues and key business partners on Human Rights - Respect and Observance.</p> <p>Our business Human Rights Policy applies to all colleagues and aims to raise awareness of legislation relating to business human rights, including but not limited and of our compliance obligations in this area and supports with Bentley’s commitment to the elimination of modern slavery and abuse of human rights.</p>
2-24 Embedding policy commitments	<p>pp. 68-71</p> <p>Please see our policy commitments. Any policies that are not included on our website are for internal purposes only and therefore not publicly available.</p>
2-25 Processes to remediate negative impacts	pp. 68-71 pp. 63-66
2-26 Mechanisms for seeking advice and raising concerns	pp. 68-71
2-27 Compliance with laws and regulations	<p>Any known cases of actual and suspected compliance violations are isolated cases without a systemic cause.</p> <p>The total number of cases is not considered for confidentiality reasons.</p>

GRI STANDARDS	PAGE REFERENCE AND / OR ADDITIONAL INFORMATION
2-28 Membership associations	<p>pp. 63-66</p> <p>Bentley has membership associations with the following entities:</p> <ul style="list-style-type: none">- SMMT- CBI- Northern Automotive Alliance- South Cheshire Chamber of Commerce- BITC <p>Bentley is also a member of the Automotive Council.</p> <p>Sally Hepton represents Bentley on the Crewe Town Board and we work closely with Cheshire East Council.</p>
STAKEHOLDER ENGAGEMENT	
2-29 Approach to stakeholder engagement	pp. 9-10, p. 48, pp. 63-68, pp. 79-81
2-30 Collective bargaining agreements	<p>The Collective Bargaining Unit covers all Tariff colleagues except IPs and casual workers. It does not cover any Tariff+ and above colleagues.</p> <p>Some working conditions / terms of employment would be standardised for all employees e.g., holidays, sick pay, maternity, parental leave, whilst other working conditions / terms of employment would be excluded from collective bargaining agreements e.g., Tariff+ and above remuneration and other benefits, working hours and working arrangements.</p>
GRI 3: MATERIAL TOPICS 2021	
3-1 Process to determine material topics	pp. 9-10
3-2 List of material topics	p. 10
GRI 201: ECONOMIC PERFORMANCE 2016	
3-3 Management of material topics	pp. 4-7
201-1 Direct economic value generated and distributed	p. 6
201-2 Financial implications and other risks and opportunities due to climate change	p. 18
201-4 Financial assistance received from government	<p>p. 73</p> <p>Bentley utilises 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 2023, accounted for in the year ended 31st December 2024 with a value of £14.5m, offset against corporation tax charge.</p>

GRI STANDARDS		PAGE REFERENCE AND / OR ADDITIONAL INFORMATION
GRI 204: PROCUREMENT PRACTICES 2016		
3-3 Management of material topics		p. 48
GRI 205: ANTI-CORRUPTION 2016		
3-3 Management of material topics		pp. 68-70, pp. 88-89
GRI 206: ANTI-COMPETITIVE BEHAVIOUR 2016		
3-3 Management of material topics		Anti-competitive behaviour is addressed through Bentley's internal governance framework, as outlined in Section 3 of the Bentley Code of Conduct .
GRI 207: TAX 2019		
3-3 Management of material topics		Please see our management approach for our Tax Strategy on the Bentley website.
207-1 Approach to tax		
207-2 Tax governance, control, and risk management		Any concerns regarding tax can be reported to any member of the tax department, whose names and contact details are provided on the intranet. There is also a whistleblowing hotline, which can be used for tax matters. Please see our Tax Strategy on the Bentley website.
207-3 Stakeholder engagement and management of concerns related to tax		Bentley seeks to build transparent and collaborative relationships with HMRC to create and maintain "good corporate citizenship". Bentley participates in number of industry bodies and is active in responding to Government consultations on tax.
207-4 Country-by-country reporting		Bentley is included within the country-by-country Report from Group which is submitted to the German Tax Authority.
GRI 301: MATERIALS 2016		
3-3 Management of material topics		pp. 35-39
301-1 Materials used by weight or volume		p. 85 Bentley is working with Audi and the 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. 18-23
302-1 Energy consumption within the organisation		P. 23 pp. 83-84
302-3 Energy intensity		P. 23 pp. 83-84
302-4 Reduction of energy consumption		P. 23 pp. 83-84

GRI STANDARDS	PAGE REFERENCE AND / OR ADDITIONAL INFORMATION
GRI 305: EMISSIONS 2016	
3-3 Management of material topics	pp. 18-23
305-1 Direct (Scope 1) GHG emissions	p. 23, p. 82
305-2 Energy indirect (Scope 2) GHG emissions	p. 23, p. 82
305-3 Other indirect (Scope 3) GHG emissions	p. 23, p. 82
305-4 GHG emissions intensity	p. 23, p. 82
305-6 Emissions of ozone-depleting substances (ODS)	p. 23, p. 82
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	
3-3 Management of material topics	pp. 48-49
308-1 New suppliers that were screened using environmental criteria	100 per cent of new production suppliers are in scope for S-Rating (see p. 48).
308-2 Negative environmental impacts in the supply chain and actions taken	100 per cent of production suppliers are in scope for S-Rating (see p. 48). None of our suppliers are identified as having actual and significant negative environmental impacts in the supply chain.
GRI 404: TRAINING AND EDUCATION 2016	
3-3 Management of material topics	p. 45, pp. 56-57
404-1 Average hours of training per year per employee	pp. 56-57, p. 86
404-2 Programs for upgrading employee skills and transition assistance programs	pp. 56-57, p. 86
404-3 Percentage of employees receiving regular performance and career development reviews	pp. 56-57, p. 86
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016	
3-3 Management of material topics	p. 48
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	p. 48 This is a mandatory requirement for S-Rating for 100 per cent of production suppliers

GRI STANDARDS	PAGE REFERENCE AND / OR ADDITIONAL INFORMATION
GRI 408: CHILD LABOUR 2016	
3-3 Management of material topics	p. 48
408-1 Operations and suppliers at significant risk for incidents of child labour	The topic child labour and young workers is a mandatory requirement within the suppliers working conditions policy for S-Rating for 100 per cent of production suppliers
GRI 409: FORCED OR COMPULSORY LABOUR 2016	
3-3 Management of material topics	p. 48
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	The topic forced or compulsory labour is a mandatory requirement within the suppliers working conditions policy for S-Rating for 100 per cent of production suppliers
GRI 410 SECURITY PRACTICES 2016	
3-3 Management of material topics	p. 48, p. 57
410-1: Security personnel trained in human rights policies or procedures	All security personnel have received formal training in the organisation’s human rights policies or specific procedures and their application to security.
GRI 411 RIGHTS OF INDIGENOUS PEOPLES 2016	
3-3 Management of material topics	p. 48
411-1 Incidents of violations involving rights of indigenous peoples	None reported
GRI 413: LOCAL COMMUNITIES 2016	
3-3 Management of material topics	pp. 64-66, pp. 9-10
413-1 Operations with local community engagement, impact assessments, and development programs	<p>pp. 64-66, pp. 9-10</p> <p>An impact assessment is carried out annually by Cheshire Community Foundation (CCF) for the three funds managed by CCF on behalf of Bentley Motors. In addition, a quarterly impact questionnaire is completed for all donations made through the National Small Grants programme, managed by Charities Aid Foundation (CAF).</p> <p>Our local community and customers can 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.</p>
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	
3-3 Management of material topics	p. 48

GRI STANDARDS	PAGE REFERENCE AND / OR ADDITIONAL INFORMATION
414-1 New suppliers that were screened using social criteria	100 per cent of production suppliers are in scope for S-Rating (see p. 48). 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.
414-2 Negative social impacts in the supply chain and actions taken	100 per cent of production suppliers are in scope for S-Rating (see p. 48). 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. 68-71
415-1 Political contributions	We do not make any financial or in-kind contributions to political parties, politicians or causes.
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	
3-3 Management of material topics	pp. 25-29, pp. 61-62
416-1 Assessment of the health and safety impacts of product and service categories	pp. 25-29 pp. 61-62 100 per cent - All significant product health and safety impacts are assessed for lessons learned to consider future improvement.
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Bentley has no externally reported incidents in 2024. We follow the appropriate processes and declare any incident items in the correct forums.
GRI 417: GRI 417 MARKETING AND LABELLING 2016	
3-3 Management of material topics	pp. 25-29
417-1 Requirements for product and service information and labelling	100 per cent
417-2 Incidents of non-compliance concerning product and service information and labelling	0
417-3 Incidents of non-compliance concerning marketing communications	0
GRI 418: CUSTOMER PRIVACY 2016	
3-3 Management of material topics	pp. 61-62
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	pp. 61-62 In the year to 31st December 2024 there were no externally reported data breaches relating to customer personal data.

APPENDIX 5: GLOSSARY

ALC Advancing Life Chances Fund	CMI Circular Materials Index	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 (H ₂ O), carbon dioxide (CO ₂), nitrous oxide (N ₂ O), methane (CH ₄) and ozone (O ₃). Greenhouse gases also include human-made gases such as halocarbons and other chlorine-and bromine containing substances	GDPR EU General Data Protection Regulation
ASMS Automotive Security Management System; system ensuring vehicle cybersecurity compliance and protection against digital threats	CMS Compliance Management Systems	EUDDR EU Due Diligence Directive	GHG Protocol A set of global standardised frameworks to measure and manage greenhouse gas (GHG) emissions
Bentley Bentley Motors Limited.	CRM Customer Relationship Management; software platform	EUDR EU Regulation on Deforestation-free Products	GRI Global Reporting Index.
Bentley Brand Includes UK, America, and Canada operations.	CSRD Corporate Sustainability Reporting Directive	ECMS Environmental Compliance Management System	IATF International Automotive Task Force
Beyond100+ Strategy (Updated from ‘Beyond 100’): Reflects the refreshed strategy aiming for full electrification by 2035, enhanced agility, and broader integration of sustainability into all aspects of business.	DKI Decarbonisation Index – KPI that covers the equivalent emissions of the Bentley portfolio over the entire life cycle	ETC Engineering Technical Centre	ICE Internal Combustion Engine.
BEF Bentley Environmental Foundation	DEIB Diversity, Equity, Inclusion, and Belonging; Bentley’s approach ensuring an inclusive work environment where diversity is valued and all employees feel they belong	ECQL Excellence Centre for Quality and Launch	ICS Internal Controls Systems
BEV Battery Electric Vehicle	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 (H ₂ O), carbon dioxide (CO ₂), nitrous oxide (N ₂ O), methane (CH ₄) and ozone (O ₃). Greenhouse gases also include human-made gases such as halocarbons and other chlorine- and bromine-containing substances	EV Electric Vehicle	ISO International Organisation for Standardisation
CAF Charities Aid Foundation		F-gas Fluorinated gas; greenhouse gases commonly used in refrigeration and air conditioning systems, subject to EU bans due to their environmental impact	LCA Life Cycle Assessment – a methodology to assess the potential environmental impacts associated with the entire life cycle of a Bentley vehicle.
CAE Computer-Aided Engineering			LPG Liquefied Petroleum Gas
CFD Computational Fluid Dynamics			LKSG Lieferkettensorgfaltspflichtengesetz (German Supply Chain Due Diligence Act)
CCF Cheshire Community Foundation			

LTAs

Lost Time to Accidents

LWG

Leather Working Group

PE

Polyethylene, a common plastic polymer

PEP

Product Emergence Process

PCMS

Product Compliance Management System

PHEV

Plug-in Hybrid Electric Vehicles

QMS

Quality Management System

R&D

Research and development

RMS

Risk Management Systems

SBTI

Science-Based Targets Initiative

SPMS

Sustainable Plastic Management System; Bentley’s internal system used to monitor, manage, and reduce plastic usage across logistics and operations.

S-Rating

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

Stakeholders

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

TCC

Technical Conformity Centre

TCFD

Task Force on Climate-related Financial Disclosures

Top Employer

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

UK CFD

UK Climate-related Financial Disclosures

UEP

Environmental Improvement Production (English)

VDA 220

Verband der Automobilindustrie standard; German automotive industry standard focusing on supplier identification and quality benchmarking

Vehicle data

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

VOCs

Volatile Organic Compounds; harmful chemicals emitted during certain production processes like vehicle painting, managed through environmental controls

Group

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

WMO

World Meteorological Organisation; an international organisation providing scientific information on global climate and weather patterns

WOAH

World Organisation for Animal Health

THANK YOU
FOR COMING
ON THE
JOURNEY
WITH US



Continental GT Convertible in Bronze

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.