



Sustainability Report 2025

Contents

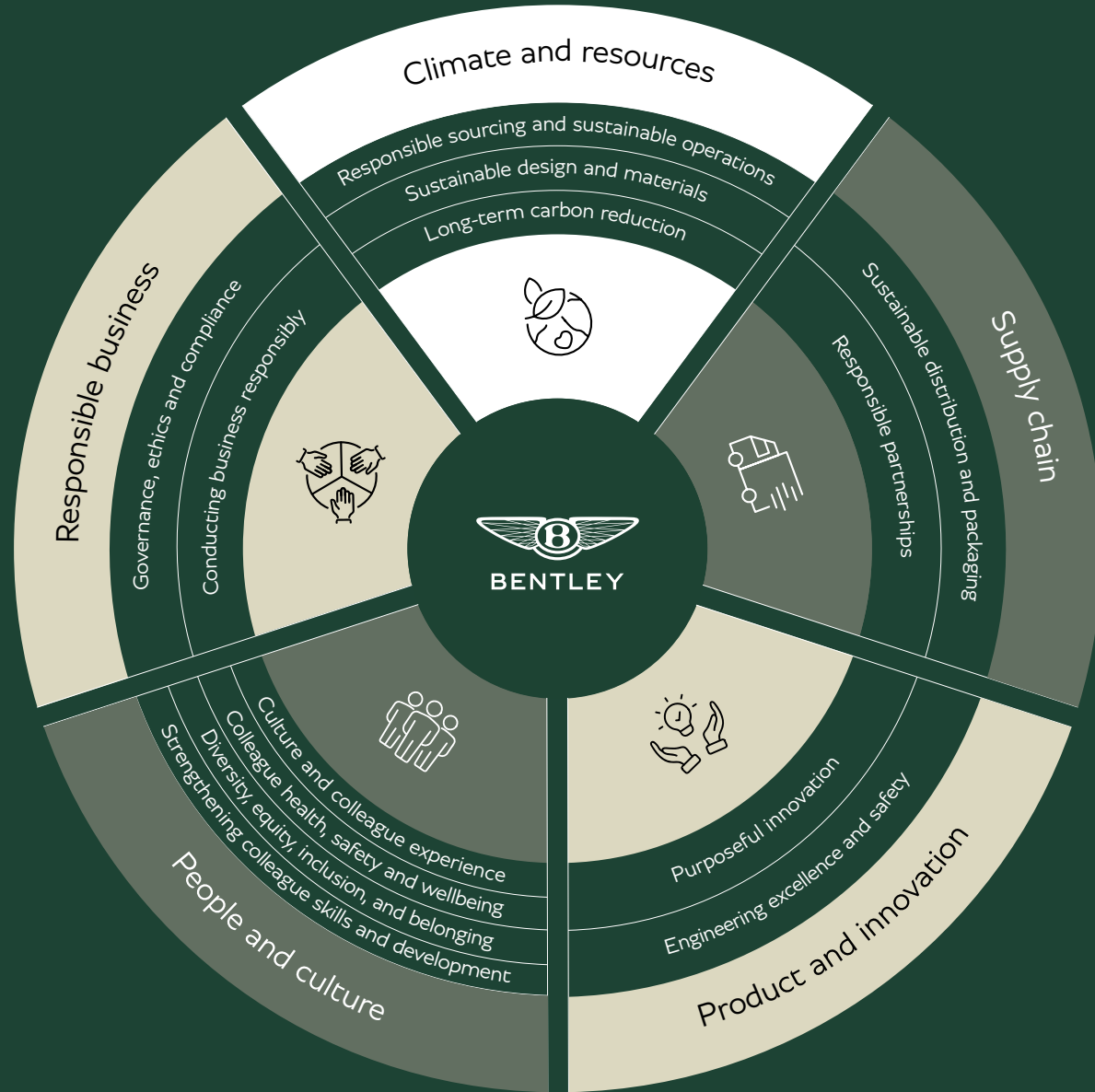


Flying Spur Speed in Brooklands Green by Mulliner at the Drivecenter Arena, Sweden

A message from our Chairman and CEO	5
About Bentley and our report	8
Materiality assessment	10
Business environment and product strategy	16
Sustainability governance	19
Decarbonisation	22
Sustainable manufacturing and resources	29
Sustainable products and materials	34
Sustainable supply chain	39
Logistics and packaging	42
Product quality and vehicle safety	47
Innovation	51
Attractiveness as an employer	57
Future skills and employee development	64
Occupational health, safety, and wellbeing	68
Diversity, equity, inclusion, and belonging	74
Bentley as a responsible business	80
Governance and integrity	87
Appendices	90



What sustainability means to Bentley



At Bentley, sustainability is part of our everyday life. We aim to make decisions and take actions that support our long-term ambitions, underpinned by our Beyond100+ strategy. The image on the right illustrates areas of key focus and shows how these manifest in our activities.



Welcome to the Bentley Sustainability Report 2025

At Bentley, we create iconic, timeless, high-performance luxury vehicles. Our purpose is to advance the boundaries of excellence and our vision is to create the next experience benchmark in performance and luxury for generations to come. Our mission is to achieve this by being relentlessly extraordinary, offering constantly evolving experiences by fusing craftsmanship, innovation, and sustainability.

Continental GT in Barnato (Solid) Green by Mulliner



A message from our Chairman and CEO

Dr. Frank-Steffen Walliser

At Bentley Motors, we believe that true luxury is defined not only by what we create, but by how responsibly we create it. As we reflect on our progress in 2025, I am proud of the determination, craftsmanship, and integrity with which our colleagues continue to advance Bentley's journey toward a more sustainable future.

Evolving our strategy

Our Beyond100+ strategy remains the foundation of our transformation. It sets a clear ambition: to secure the long-term success of Bentley while contributing positively to society and the environment. In the past year, we have continued to embed sustainability in every aspect of our business – from design and engineering, through manufacturing and our supply chain, to the way we support our people and engage with our communities.

“Our Beyond100+ strategy remains the foundation of our transformation. It sets a clear ambition: to secure the long-term success of Bentley while contributing positively to society and the environment.”



Dr. Frank-Steffen Walliser



Ambitions

In a rapidly changing global landscape, we must show that resilience and responsibility can go hand in hand. The past year has been difficult for many businesses. For us, changes in the political landscape, slower than desired progress on technology and infrastructure, and shifting customer sentiment across global markets have posed a significant challenge to our original aim to produce only electric vehicles by 2035. Whilst we continue to develop strategies, technologies, and pathways for long term decarbonisation, we have had to lengthen the timeline for electrification. Since the broader landscape continues to evolve, it is not yet possible to set a new date by which we will complete this transition.

This pragmatic approach allows us to balance progress with excellence, ensuring that every Bentley delivers the performance, craftsmanship and emotional engagement our customers expect, while steadily reducing emissions across the vehicle lifecycle.

As announced in March 2026, we are making some difficult decisions to ensure the long-term competitiveness of the business, including an organisational adjustment potentially impacting approximately 275 positions.

These actions, alongside our investments and Beyond100+ strategy, ensure Bentley remains financially resilient, strategically focused, and well positioned for the next generation of luxury vehicles.

Reducing emissions

Despite the change to our product strategy, we are still on track to reveal the first fully electric Bentley in 2026. This is a milestone in our sustainability journey and signals the beginning of a new era for our brand, building on our Plug-in Hybrid Electric Vehicle (PHEV) offer across our models. In 2025, we achieved our lowest fleet CO₂e emissions to date, reflecting the delivery of our plan including a higher mix of electrified powertrains. Looking ahead, fleet emissions may fluctuate in the near term due to regulatory and market factors however we remain committed to overall long term sustained reductions.

Our decarbonisation approach extends beyond product electrification. We have continued to act to steadily reduce emissions across our operations, logistics, and supply chain, guided by robust measurement and lifecycle analysis. We also test technologies and solutions that have the potential to further reduce emissions, such as direct air capture in the development of eFuels, a project on which we have extended our work in 2025.

This report details the many strategic efforts we make that embed sustainability and innovation into decision-making at every level. We encourage our people to experiment too. This year we developed EXP 15, a design vision all-electric concept car with a physical exterior and virtual reality interior.

Empowering our people

Our people remain at the heart of Bentley's success and their engagement, creativity and pride give me great confidence in our ability to navigate the transformation ahead. In 2025, we further empowered our colleagues

to take ownership of sustainability in their daily work and continued to prepare them for a future of producing extraordinary electric vehicles with more Carbon Literacy training and Adult Apprenticeship opportunities. We continue to invest in their professional development, and encourage them to enjoy the inclusive, high-performance culture that permeates our site in Crewe. We believe in enabling equal opportunities for our colleagues, with two clear ambitions; increasing the number of females in leadership positions, and increasing the ethnic diversity of our leadership team.

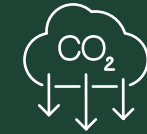
Guiding our growth

As always, strong governance underpins everything we do. Our Board and leadership teams maintain active oversight of sustainability, risk and integrity, supported by independent challenge and expert insight.

The journey to net zero is complex and will require continued innovation, collaboration, and time. I am confident that Bentley is well positioned to be an important part of shaping the future of sustainable luxury – not by compromising on what has always made us extraordinary, but by redefining excellence for generations to come.

I would like to thank my colleagues, partners, and our stakeholders for their continued commitment and support. Together, we are shaping a future where Bentley's legacy of craftsmanship and performance is matched by a lasting, positive impact on society and the environment.

Dr. Frank-Steffen Walliser
Chairman and Chief Executive Officer
Bentley Motors



We continue to develop strategies, technologies, and pathways for long term decarbonisation in line with the 2050 global net zero ambition

KPI: Decarbonisation Index (DKI)



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

As at end of 2025: 20.7 per cent

KPI: Percentage of gender diversity in leadership



Our rolling target is to have 5 per cent ethnic diversity in leadership

As at end of 2025: 3.9 per cent

KPI: Percentage of ethnic diversity in leadership



Highlights and performance

€2.615 billion

2024 - €2.648b

Revenue

£703,421

2024 - £1,857,977

Has been donated to charities globally through our Advancing Life Chances programme and projects globally through the Bentley Foundation

16

New patents submitted

€216 million

2024 - €373m

Operating profit

0.85

2024 - 1.0

Lost Time Accident Frequency Rate for the 2025 reporting period

55.38 tonnes

CO₂e (carbon dioxide and carbon dioxide equivalents) saved in 2025 from air-freighted cars using SAF

8.3%

2024 - 14.1%

Return on sales

2 tonnes

2024 - 1.2 tonnes

Plastics reduction on inbound parts packaging

15

Years running we have been awarded Top Employer

156

2024 - 150

Total early careers intake in August 2025

65

Colleagues certified Carbon Literate

At Bentley we continue to develop strategies, technologies, and pathways for long term decarbonisation in line with the 2050 global net zero ambition. Our goal is to blend our heritage of meticulous craftsmanship and luxury with sustainable solutions wherever we can. We believe that our sustainability ambitions do not merely reflect a responsibility towards people and planet, but are of strategic importance in our long-term resilience and part of our DNA.



Chapter 2

About Bentley and our report





About Bentley and our report

Bentley was founded in 1919 by W.O. Bentley, a former aircraft designer and engineer. His motto was "to build a fast car, a good car, the best in its class". Today we uphold his promise. Our cars are designed, engineered, and hand-crafted at our headquarters in Crewe, Cheshire, in the UK. Crewe is home to all our operations, including design, research and development, production for four model lines, and Mulliner, our personal commissioning division.

The parent undertaking of Bentley Motors Limited is Volkswagen Finance Luxembourg S.A. The ultimate parent undertaking and controlling party is Volkswagen Aktiengesellschaft, known in this report as the Group. Unless otherwise stated, all information in this report refers to Bentley Motors Limited's operations within the UK.

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 Group.

Each brand group has its own unique selling point. For Bentley, this is luxury down to the last detail. Alongside delivering our brand promise, it is a top priority to take advantage of synergies within the Group. This is especially important as the industry moves towards greater electrification, digitisation, and connectivity. Accordingly, our governance structure aligns with the Group, and we share many business systems and the wider supply chain.

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

This report covers a 12-month period from 1st January 2025 to 31st December 2025, aligned with our financial reporting period. The annual report and financial statements for this period will be published in Autumn 2026.

The financial figures presented in this report reflect Bentley's performance as disclosed in the [Audi Report 2025](#) under the Brand Group Progressive.

This report has been prepared with reference to the Global Reporting Initiative (GRI) standards, approved by the Bentley Board of Directors. A materiality assessment was undertaken in 2024, and the report discusses the material topics identified and how our business strategy and initiatives support them. The [GRI Report](#) provides an overview of where disclosures relating to the GRI framework can be found.

Bentley is also subject to UK Climate-related Financial Disclosure (CFD) regulations. These statutory disclosures are included in the 2024 Annual Report for the previous financial reporting period. They discuss sustainability-related risks and opportunities and how these potentially affect Bentley's performance and prospects. This sustainability report discusses how Bentley has an impact on people and planet and, as a result, it complements the CFD disclosures.

We promote the implementation of the UN Sustainable Development Goals (UN SDGs). The 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. Each chapter in the report shows, using a series of icons, the relevant Goals towards which our actions are driving progress.

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



Our new Design Studio in Crewe, UK



Chapter 3 Materiality assessment





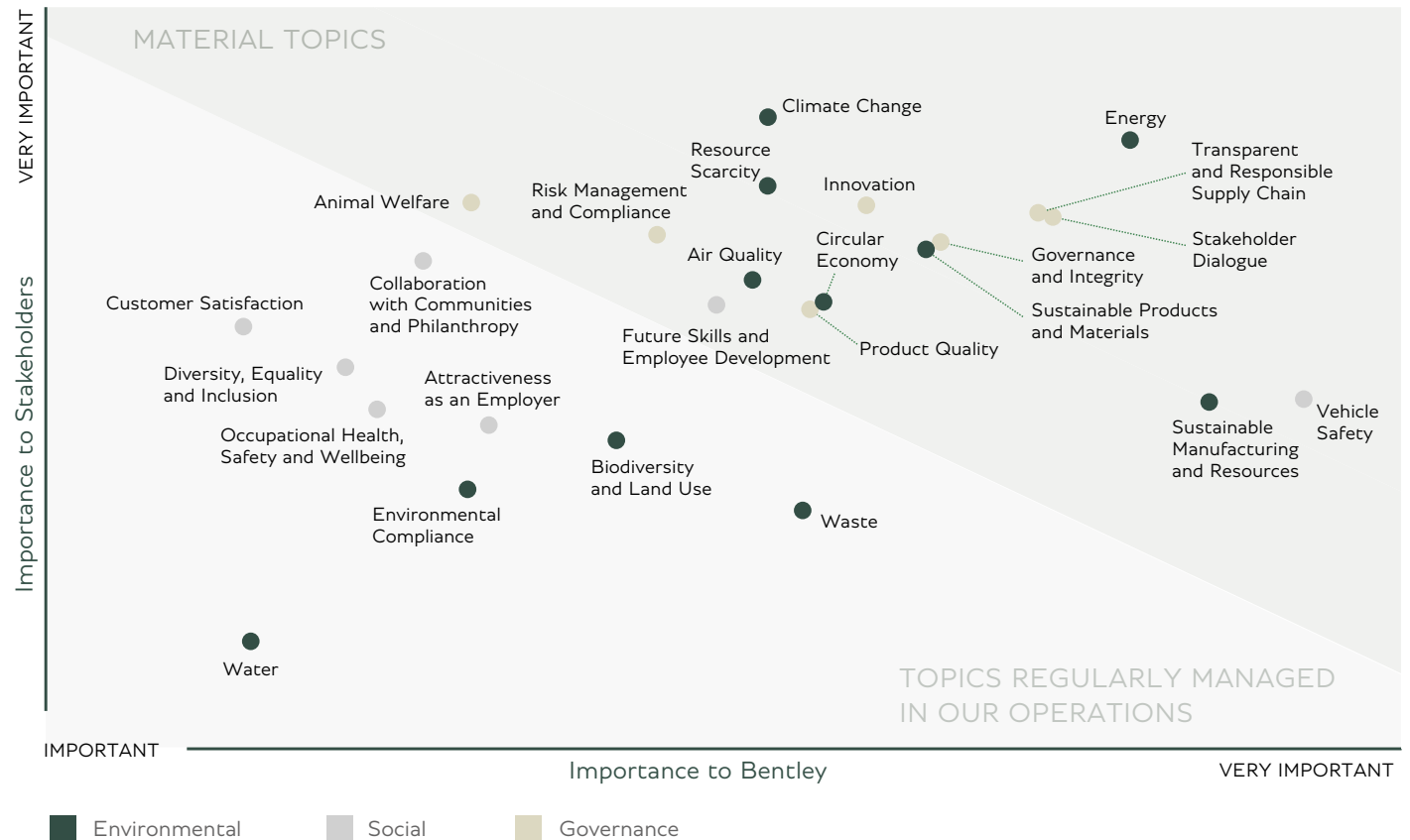
Materiality assessment

In 2024, we undertook a comprehensive materiality assessment to identify the sustainability topics material to us. We were guided by GRI 3: Material Topics 2021 which defines material topics as representing the organisation’s most significant impacts on the economy, environment, and people, including impacts on their human rights. For more information on the process for determining our material topics and the stakeholders we engaged with, please refer to our [Materiality Report 2024](#).

This assessment enables us to understand how we influence our wider stakeholder base across these topics and to appreciate the nuances of each. The insights now guide our sustainability strategy, helping us to structure and monitor our approach, anticipate challenges, and advance our long-term commitment to responsible business practices. We do not believe there have been significant enough changes to warrant altering our material topics.

Relevant sustainability topics that are regularly managed in our operations are 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.

The matrix on the right shows the relative importance of our material topics to us and our stakeholders.





This sustainability report highlights our actions, progress, and plans for each material topic, alongside key initiatives to maximise any positive contribution to sustainability, harness sustainability-related opportunities, and mitigate negative impacts. The effectiveness of our actions is assessed using tracking mechanisms, performance indicators, and stakeholder engagement, ensuring continuous improvement.

The table below outlines Bentley's actual and potential impacts on the economy, the environment, and people for each material topic, together with an overview of the strategic initiatives in place to mitigate negative impacts and enhance positive contributions. It also indicates in which chapter material topics are discussed in more detail.

Material topic	Summary of associated impacts	Our initiatives	Chapter	
Climate change Air quality Energy	Our goal is to significantly reduce emissions, improve air quality, and deliver environmental benefits across the value chain. We recognise that emissions from non-renewable fuels, material extraction, manufacturing, and global distribution impact the climate and air quality, while certain production processes can also pose health risks for workers. We are committed to addressing these challenges.	Our decarbonisation roadmap	Decarbonisation	
		Measuring to manage emissions		Support the development of strategies, technologies, and pathways for long term decarbonisation using a phased roadmap that reshapes how we design, build, and power our cars.
		Our decarbonisation initiatives		Utilise science-based tools, climate scenarios, and Scope 1–3 lifecycle tracking to ensure we remain aligned with a 1.5°C pathway.
		The Bentley electric vehicle		Deliver targeted decarbonisation initiatives across our value chain without compromising craftsmanship, performance, or luxury.
		Life Cycle Assessment		Launch our first all-electric vehicle, a luxury urban SUV.
		Decarbonisation of the use-phase		Calculate emissions and impacts created by a single vehicle across every stage of its life to target decarbonisation efforts.
		Decarbonisation with eFuels		Transition to electric mobility and use of renewable energies in the use-phase by securing long-term renewable energy commitments.
Sustainable manufacturing and resources	By managing substances responsibly and protecting biodiversity, we safeguard human and environmental health, and preserve ecosystems. Any failure to control substances of concern risks contamination, health impacts, and regulatory non-compliance.	Growing manufacturing responsibly	Sustainable manufacturing and resources	
		Carbon-neutral operations		Advance future manufacturing capabilities while carefully managing resource use to strengthen our long-term sustainable footprint.
		Water and waste stewardship		Maintain carbon-neutral operations through the use of 100 per cent renewable electricity and 100 per cent green-certified electricity and gas.
		Biodiversity management		Maintain focus on water consumption through efficient systems and reuse initiatives.
		Environmental compliance		Enhance site biodiversity by expanding habitats and integrating green features where feasible.
		Demonstrate environmental leadership through recognised standards.		



Material topic	Summary of associated impacts	Our initiatives	Chapter	
Sustainable products and materials Resource scarcity Animal welfare Circular economy	By sourcing materials responsibly and advancing circular design, we support resource sustainability, local communities, efficient use of materials across the value chain, and uphold the highest standards of animal welfare. Failure to embed sustainable sourcing and circularity risks resource depletion, environmental harm, and negative impacts on communities and ecosystems.	New era, new requirements	Sustainable products and materials	
		Tyres		Increase sustainable material content in tyres and target readiness for future emissions standards.
		Magnet recycling		Reduce rare-earth metal dependency and strengthen resilience by supporting UK-based magnet recycling.
		Wood sourcing and animal welfare		Introduce new statement / policies that ensure responsible wood sourcing and animal welfare.
		Training initiatives in 2025		Advance circular design through end-of-life innovation, targeted training, and deeper integration of sustainability across product development.
Transparent and responsible supply chain	By partnering with responsible suppliers and upholding human and social rights, we support fair labour practices, ethical conduct, and build trusted supply chain relationships. Conversely, irresponsible or unfair practices risk poor working conditions, weakened supplier trust, and undermine supply chain resilience.	Our sustainable sourcing values	Sustainable supply chain	
		Assessing supplier sustainability		Use of the Group's revised S-Rating to strengthen transparency and oversight across our supply chain, enabling targeted supplier engagement and progress towards higher sustainability performance.
		Supporting our suppliers		Work collaboratively with suppliers at different stages of maturity, building long-term, trusted partnerships.
		Linking sustainability data		Use structured data and feedback to enhance transparency, track performance, and continuously strengthen our sourcing approach.
Product quality Vehicle safety	Our ambition is to deliver vehicles that meet the highest standards of quality and safety. This enhances driver experience, protects lives, and safeguards both our reputation and success. Failure to uphold these standards could compromise safety, lead to legal and regulatory consequences, and damage both brand integrity and financial stability.	Enhancing and protecting product integrity	Product quality and vehicle safety	
		A refreshed quality process for our newest vehicles		Introduced an enhanced launch quality framework during the 25MY vehicle launch, bringing together cross-functional teams to review global retailer feedback daily and resolve issues at pace.
		In-house testing		Transition to a more sustainable testing approach, expanding virtual, automated, and in-house capabilities to enhance quality, efficiency, and regulatory readiness.
		More data driven management		Use monthly Quality Days to assess progress against all quality KPIs.
Innovation	By adopting innovative approaches to developing sustainable products, we support people and the planet by reducing environmental impact while enabling long-term, responsible growth.	Collaborating on innovation	Innovation	
		Virtual-first testing		Prioritise advanced simulation and AI-driven modelling to reduce emissions, cost, and development time while maintaining quality.
		EXP 15		Launch design vision concepts to stimulate innovative thinking and design.
		Additive manufacturing		Expand 3D printing to reduce virgin material use, reuse waste, and accelerate sustainable component development.
		Patents: innovating at pace		We align patent activity with sustainability goals, using digital tools to accelerate invention and protect future-shaping ideas.
Record filings and recognition	Reward patent success to encourage continued innovation.			



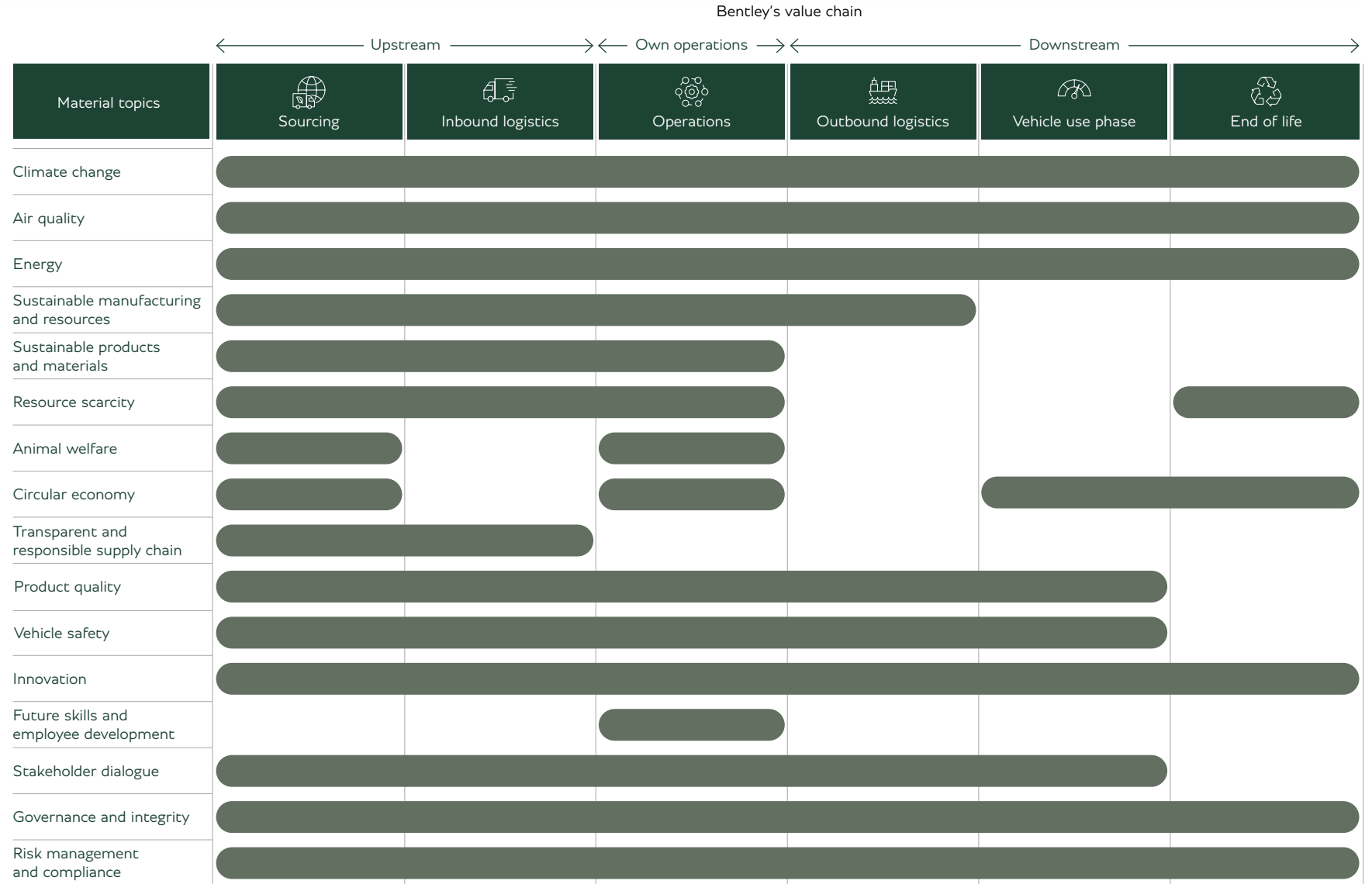
Material topic	Summary of associated impacts	Our initiatives	Chapter
Future skills and employee development	By investing in future skills and career development we strengthen workforce capability and operational performance. Insufficient development opportunities risk reduced efficiency, lower morale, higher attrition, and poor organisational resilience.	New era, new skills	Future skills and employee development
		Manufacturing skills	
		Transforming our product lines teams	
Stakeholder dialogue	Effective dialogue with stakeholders builds trust, strengthens relationships, and supports informed decision making, while poor engagement can create dissatisfaction, weaken confidence, and strain long-term partnerships.	Stakeholder dialogue	Bentley as a responsible business
		Customer experience and satisfaction	
		Building trust and brand resilience	
		Collaboration with communities and philanthropy	
		Our retailers	
Governance and integrity Risk management and compliance	Strong governance and integrity enable us to build trust, encourage ethical behaviour, and support long-term social and economic resilience. Weak governance risks undermining trust, enabling misconduct, and causing operational and financial harm.	Expanding the Bentley Foundation	Governance and integrity
		A new structure and policies	
		Risk management and compliance	
		Whistleblower System	
		Embedding ethical principles and compliance	
		Reporting and disclosure	
Business resilience and cyber security			



Materiality, stakeholders, and our value chain

Once we identified our material sustainability topics, we mapped them across our value chain to understand at which stages positive and negative impacts arise from our own operations as well as from the value chain itself.

As part of the materiality assessment, we also mapped the material topics against our stakeholders to indicate for which group the topic has most impact or interest. For further information on our stakeholders, please see [Appendix 1](#).



■ Bentley's activities under the material topic have a high impact at the relevant lifecycle stage.



Chapter 4

Business environment and product strategy





Business environment and product strategy

At Bentley, we continue to develop strategies, technologies, and pathways for long term decarbonisation in line with the 2050 global net zero ambition, and to take actions that enable our society and communities to thrive. These ambitions power our efforts to embed sustainability across every aspect of our business.

Our strategy

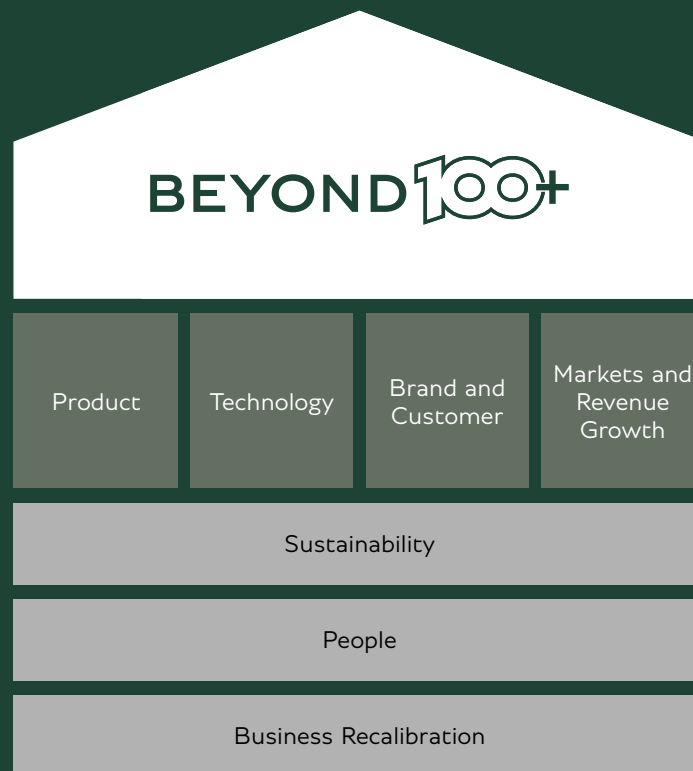
Beyond100+ drives our direction and enables us to create iconic, timeless, high-performance luxury vehicles that fuse incredible craftsmanship and innovation with our passion for sustainability.

In 2025, we announced a series of updates to [Beyond100+](#) that reflect current market and customer perspectives. The most significant update to the strategy was a revised product cadence plan that means continuing to manufacture ICE and PHEV vehicles until at least 2035. Other key aspects of Beyond100+ remain in place and on track. These include revealing our groundbreaking all-electric luxury SUV in 2026 and transforming our Crewe site to produce next-generation luxury BEVs.

The updates to our Beyond100+ strategy will help us to remain agile in the face of legislative, market, and economic challenges while maintaining our course towards full electrification and, eventually, net zero.

Given the many challenges we faced in 2025, Beyond100+ has been thoroughly tested and has served us well. It has helped us advance skills, come up with fresh ideas, and pivot our product strategy to align with widespread and sometimes surprising developments.

The strategy is built around seven Action Fields, including Sustainability.



Phased strategic outlook

Our long-term strategic roadmap brings together product strategy, infrastructure investment for BEV production, and training programmes for our people. It helps guide our activity and has three phases:

- Protection and resilience (0–2 years): Navigating global disruptions and maintaining business resilience.
- Maximising growth (3–6 years): Launching new products and expanding market presence.
- Acceleration (7–10 years): Continuing to pursue our ambition to support long term decarbonisation, leveraging mature technologies and infrastructure.

Purpose, vision and mission in action

In 2025, we focused on deploying our strategy alongside our new purpose, vision, and mission.

Purpose – Advance the boundaries of excellence.

Vision – Create the next experience benchmark in performance and luxury for generations to come.

Mission – Be relentlessly extraordinary. We offer evolving experiences by fusing craftsmanship, innovation, and sustainability.

Our purpose guides our actions, while our vision marks out the goals we want to achieve in a given timeframe. Our mission sets the trajectory – a direction and speed of travel that propels us towards our ambitions through a sequence of coherent actions designed to change perceptions and behaviour.



Left-to-right, top-then-bottom: Supersports, Bacalar, Batur Convertible, Flying Spur

Adapting our product strategy

In 2025, we announced updates to our forward-thinking Beyond100+ business strategy to reflect current customer and market perspectives. Key factors outside of our control, such as global infrastructure readiness, regulation in certain jurisdictions, and customers' emotional engagement with BEVs in the luxury segment, mean that transitioning to an all-BEV lineup by 2035 is no longer feasible.

Our timeline to full electrification is now more flexible. While the overall BEV ecosystem continues to mature, we will apply a portfolio approach that reflects market readiness and customer demand across regions. Instead of producing only BEVs by 2035, we will continue to offer PHEVs in every model, and to manufacture ICE vehicles beyond that date. In 2026, we will reveal our first electric vehicle, ready for launch in 2027.

Our refreshed product strategy means we can ensure that our customers can continue to experience the full breadth of our vehicles' performance and craftsmanship. We understand that in the short-term, our [DKI](#) measure may worsen as we maintain ICE production volumes, but we believe that wider sustainability measures and long-term transition integrity will right the balance in time.

Striking the right balance

Using the Beyond100+ strategy as our guide, we continuously develop targeted [decarbonisation initiatives](#) across our value chain to help meet long term decarbonisation in line with the 2050 global net zero ambition.



Chapter 5 Sustainability governance



Beyond100+ governance

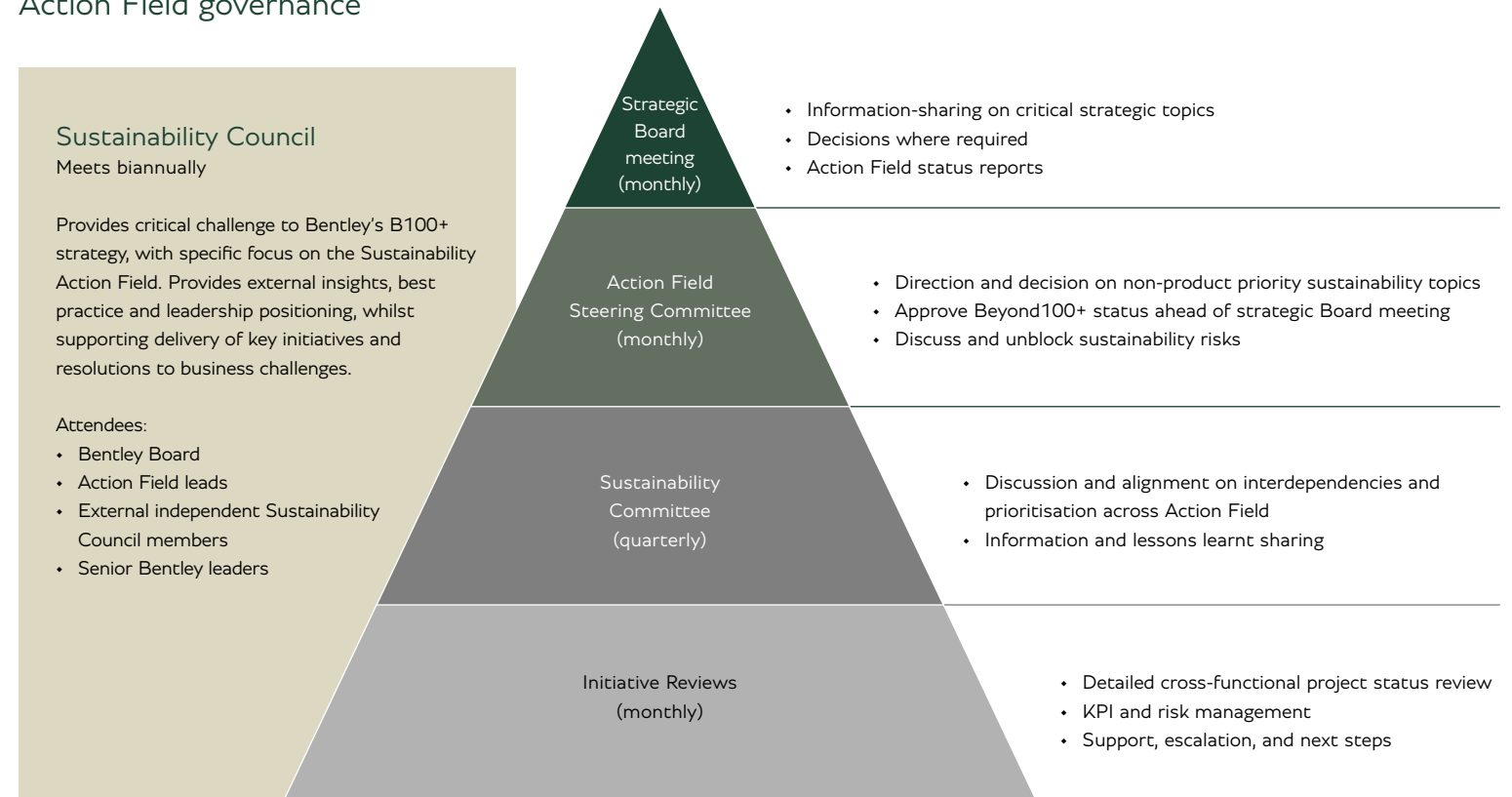
How we govern our strategy

Our Beyond100+ strategy is supported by robust governance and a company-wide culture of responsible business. It is measured against internal KPIs set at the project or initiative level under every Action Field, assessed for risk, and monitored with monthly Board-aligned portfolio reviews, quarterly strategy circles, and monthly Board Steering Committee deep dives into each Action Field.

Our 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 issues.
- Manage dependencies, decisions, and budgets.
- Make sure roles for accountability and responsibility are well defined.

Beyond100+ Sustainability Action Field governance





Sustainability governance

At Bentley, strong governance underpins our sustainability ambitions and ensures that our strategy remains credible, transparent, and aligned with global best practice. In 2025, we continued to strengthen oversight, embed accountability, and integrate sustainability into everyday decision-making.

Our Board and leadership team set the tone on sustainability. A range of committees comprised of leaders and experts, discuss and agree the strategy, ensuring high levels of efficiency and risk management.

Governance structure and roles

Sustainability governance is part of Bentley's overall corporate governance framework. Clear roles and responsibilities ensure that sustainability is not treated as a standalone initiative but as a core element of business performance. The Board, our leadership team, and sustainability experts discuss strategic-level projects, which are prioritised and resourced through a structured process, ensuring ownership and delivery accountability. The Board is supported in its efforts by the Sustainability Council.

Our Sustainability Council

Our Sustainability Council provides advice and critical challenge to our Board and leadership team on our sustainability strategy. The Council undertakes

benchmarking and provides strategic advice and positioning guidance. It meets twice a year for two days with the full Board, members of the leadership team, and our business subject matter experts. These meetings test and strengthen our sustainability approach, ensuring it remains ambitious.

The Council members are global experts selected for their credentials and relevance. Since inception, the Council has comprised Dr Sally Uren OBE, Dr Andrew Dent, and Dr Nicholas Garrett. Their expertise spans sustainability strategy and climate change, materials innovation, and responsible sourcing.



Bentley Sustainability Council meeting

Progress since 2023

The Council has now been operating for three years and, after a three-year review was carried out in 2025 covering approach, benefits, process and members, it has been decided to continue for another three years. This is recognition of the significant value the Council brings through one-to-one Board interactions and strategic alignment.

Its key achievements include embedding sustainability into everyday culture through benchmarking of competitors, luxury brands, and global trends to inform strategic direction, providing external validation, and guiding the transition from carbon neutral to net zero; a shift which has impacted almost every part of our Beyond100+ strategy. Since inception, the Council has helped shape over 30 initiatives that have advanced our sustainability maturity.



Chapter 6

Decarbonisation





Decarbonisation

Sustainable Development Goals



Further information on the UN SDGs can be found on page 9

Decarbonisation roadmap

At Bentley, we have long been committed to decarbonisation and, in 2024, in response to the need for more urgency on climate action we broadened our efforts and aligned with the push for net zero. We are now progressing on an externally verified pathway aligned to below 2.0°C (see next page).

Guiding our action

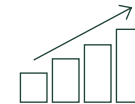
Long term decarbonisation is an essential part of our Beyond100+ strategy and we continue to use and update a roadmap of measures to support this. The roadmap guides us from immediate actions to our long-term ambitions, with innovation at its heart. It requires us to reshape the way we design, build, and power our products, and is split into three complementary phases: 'Implementing', 'Maximising', and 'Accelerating'. Adherence to the roadmap is, to a certain extent, contingent on external factors outside of our control.



Implementing Short-term

Navigating global disruptions whilst maintaining business resilience and reducing our business emissions

- First Bentley BEV to be revealed in 2026
- Development of sustainable products and materials to reduce supply chain emissions
- Continued options for hybrid powertrains
- Investing in renewable energies in the use phase
- Continued reduction of our Scope 1 and 2 emissions at our Crewe site



Maximising Mid-term

Launching new products, adapting to market requirements, and maximising emissions reductions through innovation

- Adaptable product strategy
- Design and material innovation
- Supply chain material advancements
- Reduction of our Scope 3 emissions
- Continued focus on increased use of renewable energy and eFuels



Accelerating Long-term

Minimising business emissions related to long term decarbonisation in line with the 2050 global net zero ambition

- Implementation of innovation concepts in future Bentleys



Measuring to manage emissions

Our long-term strategic ambition is to decarbonise in line with the 2050 global net zero ambition. To advance this, we have used the “XDC Model” by Right° to understand our compatibility with a 1.5°C trajectory. The XDC Model compares the current and future absolute emissions (Scope 1 to 3) of a company’s plan with its economic performance. The resulting emissions intensity is then compared with a sector-specific 1.5°C target value based on emission budgets, which is used to derive the company’s climate impact.

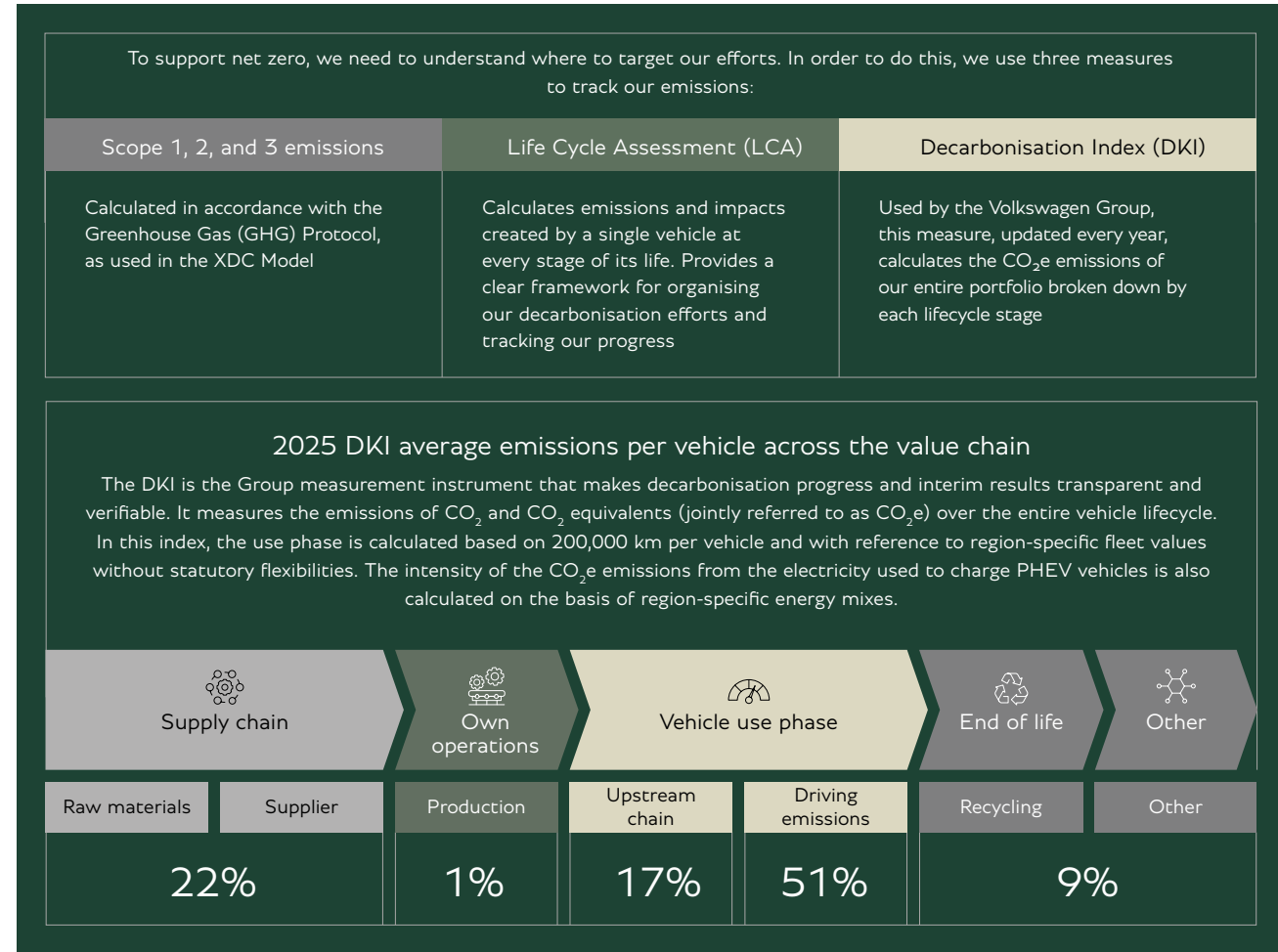
According to the XDC Model and the reporting year, our target trajectory aligns with the 1.5°C requirement. This calculation used 2022 as the base year and 2035 as an end point.

Nevertheless, our risk assessments indicate that external factors could potentially increase this trajectory and approach the 2.0°C threshold. To mitigate this risk, we will continue to evaluate and assess climate-related risks, integrating scenario analysis into our business planning processes to ensure informed decision-making and resilience across the value chain. These actions are important in reinforcing our commitment to limiting global temperature rise and achieving long-term climate resilience.

As disclosed in our 2024 Annual Report and in line with the 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. These assessments help us identify, assess, and control our exposure and resilience to climate risk. They have also informed our materiality assessment and therefore our identification of impacts, our strategy, and decarbonisation initiatives.

Our climate-related goal affects every part of our business. While electrification of our product portfolio will eventually have the largest effect on our overall carbon emissions, we must also continue to decarbonise across our supply chain and processes, and to change behaviours to support net zero.

Tracking emissions across the value chain

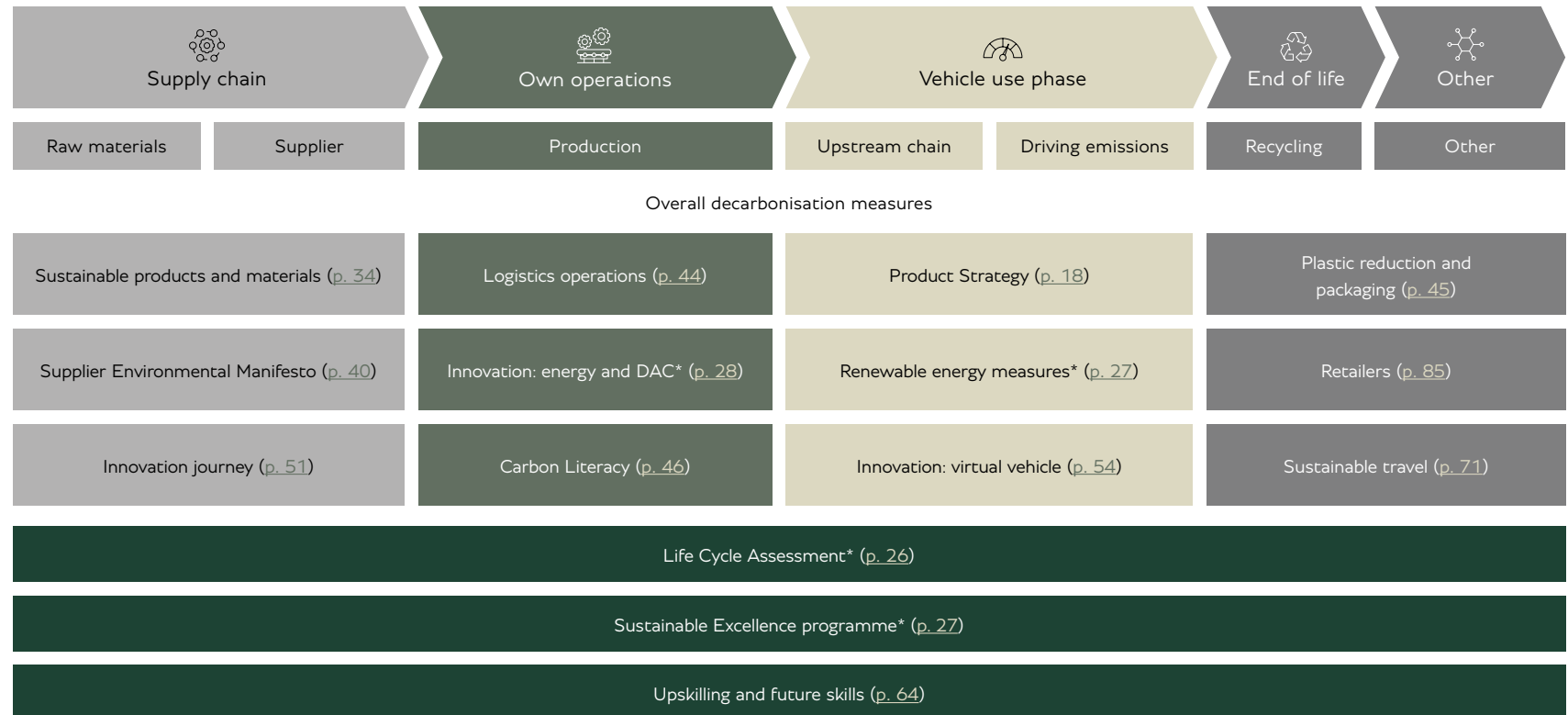




Our decarbonisation initiatives

Each of our decarbonisation initiatives belongs to a stage of the roadmap (Implementing, Maximising, or Accelerating) and sits under a particular phase of the LCA (supply chain, own operations, vehicle use phase, end of life, or other).

Our decarbonisation initiatives are detailed throughout this report. Click on the relevant topic or follow the page number in the diagram to the right to read more about our plans and activities. Those initiatives marked with an * are explained in this chapter.



The Bentley electric vehicle

We are currently on track to reveal our first BEV in 2026, a luxury urban SUV. This milestone vehicle will be a Bentley first and foremost: authentic, crafted with the highest quality materials in a modern design language, and built to meet our customers' continuing demand for craftsmanship and luxury. The vehicle's all-electric powertrain marks an iconic step forward for us and will be the single biggest vehicle decarbonisation step we take.

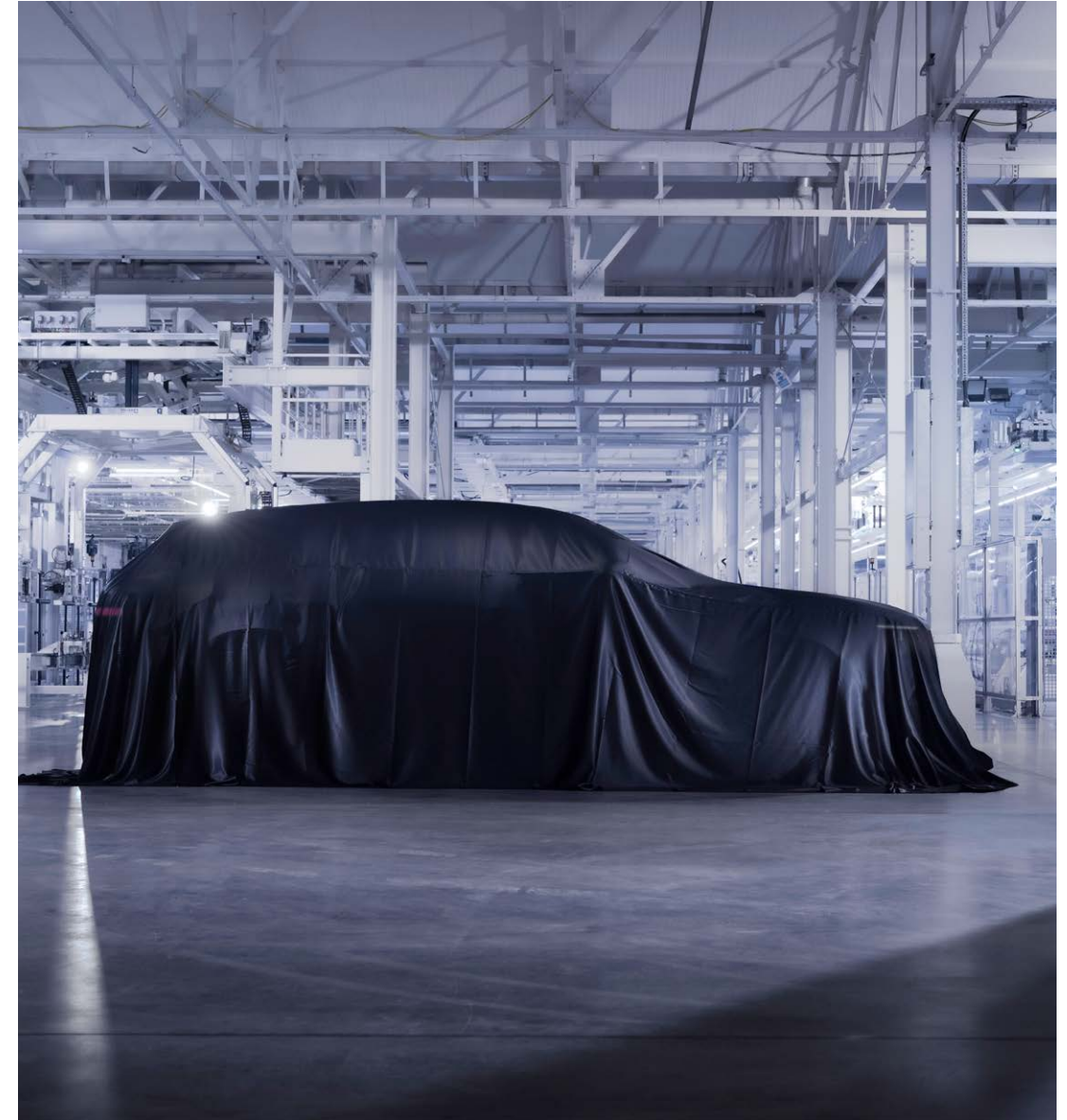
While a significant step, even eventual full electrification of our vehicle portfolio is not enough to achieve net zero emissions by the UK Government's target of 2050, hence our focus on broader emissions across the business and supply chain. Additionally, there are considerable challenges to electrification itself that are outside of our control. These include the availability of global charging infrastructure, customer sentiment, broader market and economic uncertainties, and regulation. While we advocate for and influence solutions to these challenges, our strategy is dependent on overcoming them.

As part of broader BEV readiness, we have also turned our attention to global charging solutions, advancing our plans, including a home charging referral programme and a public charging service for the UK and Europe. Scheduled for launch in 2026, this service will provide access to over one million conveniently located chargers including Plug & Charge where available.

Life Cycle Assessments

We are making progress on our first LCA for a current PHEV model and are using the insights to inform future reduction measures and supplier improvements, increasing integration of sustainability into procurement and product development processes. We also plan to complete an LCA on the BEV in time for its launch. We are already using supplier data for high-impact components, and the BEV has been designed with lower-carbon metals and more recycled content.

Our targets for supply chain decarbonisation, which are informed in part by LCAs, are otherwise based on internal benchmarking and material analysis.



Our first BEV, to be revealed in 2026



Decarbonisation of the use-phase

Our decarbonisation programme follows a clear hierarchy of actions.

Our highest priority is to avoid CO₂e emissions wherever possible. The aim here is to decarbonise our vehicle product portfolio, and the transition to electric mobility is a focal point in the reduction of emissions.

Secondly, to take actions that gradually shift the energy supply to renewable sources across the value chain and throughout all phases of a vehicle's lifecycle. This includes the vehicle use phase. The CO₂e footprint of an electric vehicle depends on the type of electricity used in charging. Renewable energy sources such as wind and solar power can be used to further improve the greenhouse gas balance in this regard. As new electric vehicles increase the demand for electricity in the markets, we are working with the Group, via long-term indirect commitments with operators of wind and solar plants, to promote the expansion of renewable energies. The energy attribute certificates (EACs) of the installations are obtained for 10 years under long-term contracts and provide guarantees of origin for the renewable electricity.



Case study: Sustainable Excellence

It is essential that we ensure our people are equipped to deliver long term decarbonisation in line with the 2050 global net zero ambition. Throughout the report, you can read more about how our colleagues' innovations and efforts are driving progress towards net zero across the business. In 2025, this included the launch of our new Board-sponsored Sustainable Excellence network. Driven by sustainability champions across multiple functions, the network is based on the principle that small shifts can drive cultural change. The aim of the network is to engage and educate colleagues to inspire cultural change to act sustainably and to increase innovation and tangible impact to start making positive changes in sustainability.

Our Sustainable Excellence network has driven heightened awareness of, and greater action on, sustainability across the business. The focus areas in 2025 were:

1. Setting up the network and identifying champions
2. Rolling out Carbon Literacy across the business
3. Identifying more sustainable modes of travel to work
4. Raising awareness of the impact of digital practices on carbon emissions
5. Encouraging responsible on-site behaviour supported by digital reminders

To find out more, click [here](#).



Decarbonisation with eFuels

Since full electrification will take time to scale, we are currently pioneering the use of eFuels, or electroFuels. These are synthetic fuels produced from renewable electricity, hydrogen, and CO₂, meaning they offer a lower-emission alternative to conventional fossil fuels. We believe they are a critically important solution for reducing the use-phase emissions of ICE and PHEV vehicles. Bentley cars are designed and built to be passed down through generations, and combustion engines account for approximately 68 per cent of an ICE vehicle's total lifecycle emissions. This means that finding ways to decarbonise the use phase will have a significant impact on overall emissions from existing vehicles on the road.

Over the past three years, we have confirmed via tests that eFuels are fully compatible with Bentley

engines, requiring no modification, while maintaining the extraordinary level of performance expected of our vehicles. Challenges stand in the way of a broader uptake of eFuels by customers though. These fuels remain four to five times more expensive than regular fuels and their production volume is low. Additionally, there is no global refuelling network for customers and, since eFuels are not widely recognised as a decarbonisation solution, there is a policy vacuum and little investment in, or incentives for, their broader adoption. As a result, we are focusing on partnerships to break the no-demand-no-scale-high-cost cycle by supporting small-scale producers to accelerate their growth. Through our customer engagement at events and heritage demonstrations, we are encouraging Bentley owners to consider eFuels for their vehicle.



Case study: Direct Air Capture Unit

We innovate, explore, enable, and demonstrate leading sustainability solutions. To that end, in 2025, we continued with the phased implementation of Direct Air Capture (DAC) projects. DAC technology extracts CO₂ directly from the atmosphere and stores it to use in a range of applications which we are evaluating. This includes the production of eFuels. We have also installed and now operate a DAC unit at our Crewe site. This will be used for CO₂ capture for eFuel, CO₂ refrigerant production to replace fluorinated gas (to be banned under the EU's F-Gas Regulation), and for other possible industrial applications that support our decarbonisation goals.

To find out more, click [here](#).



Chapter 7 Sustainable manufacturing and resources





Sustainable manufacturing and resources

Sustainable Development Goals



Further information on the UN SDGs can be found on page 9

Managing resource consumption needs to be efficient, innovative, and responsible. To this end, we have maintained the carbon neutrality of operations and activities at our main campus and satellite locations in Cheshire, and focus on circular economy initiatives, as well as ensuring environmental compliance.

In 2025, we continued to invest in strategic infrastructure upgrades, including the new paint shop, Integrated Logistics Centre (ILC), and BEV assembly facility, all designed to future-proof our site and prepare for the next generation of Bentley vehicles. While we acknowledge these investments may increase overall resource consumption in the short term, they are necessary to ensure the continued development of our site.

Our environmental performance is measured using the Group's UEP metric, which assesses energy use, water consumption, VOCs, waste creation, and CO₂e emissions on a per-car basis. We continue to meet the mandated UEP target, achieving an approximate 65 - 68 per cent reduction in 2025 compared to the 2010 baseline. From 2026, the Group will retire UEP and use Impact Points supported by a Site Checklist, as detailed in their [report](#).



Bentley site in Crewe, UK



Our new Paint Shop in Crewe, UK

Growing manufacturing responsibly

Our commitment to producing BEVs while continuing to manufacture ICE and PHEV vehicles has required us to invest in processes and facilities. As we bring new facilities more fully online in 2026, we expect energy consumption will increase, whilst we temporarily run two paint shops in tandem. This was a natural outcome of our drive to enhance product quality and expand capacity. For example, the new Paint Shop requires more water for washing and more energy for drying.

Our processes and facilities are being developed with sustainability in mind. In 2025, we installed Volatile organic compounds (VOC) abatement technology in the new Paint Shop. This technology converts hydrocarbons into CO₂ and water, resulting in cleaner emissions compared to direct release. Although the new paint facility is not yet fully operational, we anticipate significant improvements in VOC abatement in 2026.

Our reuse of existing structures instead of constructing new buildings further demonstrates our commitment to minimising construction emissions and promoting resource efficiency. Our BEVs, for example, will be assembled in a repurposed and refitted 85-year-old building.

Carbon-neutral operations

Despite our increased resource use, we maintain carbon neutrality across all operations through our continued consumption of 100 per cent renewable electricity and 100 per cent green-certified gas. In 2025, 16.43 per cent of our electricity came from solar systems via power purchase agreements (PPA), with the remainder supplied by the Grid and certified under the Renewable Energy Guarantees of Origin (REGO) scheme. All gas consumed is similarly REGO-certified green, although not matched in real time. Limits on Grid export capacity currently constrain further on-site solar expansion, as export capability is typically required for PPA and influences the viability of additional investment.

Water and waste stewardship

We aim to use water efficiently and responsibly in all our facilities. Our main monsoon car wash facility uses a recirculating system and has significantly reduced water consumption for over 15 years. We equip all newly constructed buildings with sensor taps and low-flush toilets.

We continued to explore the reuse of leather offcuts from production in 2025, with potential applications in new product ranges and composite materials. All leather offcuts are currently processed by a third party and we remain focused on increasing second life utilisation where possible. We are also investigating future plastic segregation initiatives and have introduced biodegradable vehicle covers to reduce single-use plastics.

Biodiversity management

In 2025 we installed additional living walls and made incremental landscaping improvements. Existing initiatives, such as bat boxes, beehives, and wildflower planting remain, contributing to the ecological value and aesthetic appeal of our campus. Additional landscaping is planned for 2026. While site constraints limit the scale of biodiversity enhancements, we aim to nurture green spaces and support local wildlife whenever we can.

Environmental compliance

We have long demonstrated leadership in environmental compliance. Our production site and aftersales warehouse in Crewe has been ISO 14001 certified since 1999 and ISO 50001 certified since 2011, reflecting our long-term commitment to environmental and energy management respectively. We achieved PAS 2060 certification again for carbon neutrality in 2025 for the 2024 reporting period. The PAS 2060 standard is being withdrawn.



Excellence Centre for Honey Production at Bentley in Crewe, UK



Total site energy consumption

109,939 MWh
2024: 113,824 MWh

In 2025, total energy consumption fell to 109,939 MWh, a three per cent reduction from 2024. Petrol and LPG use continued to decline, and natural gas consumption fell to zero. Diesel-oil consumption temporarily increased during our redevelopment of an 85-year old building which will house our BEV assembly line. Biogas remained the dominant renewable fuel supporting our carbon-neutral operations.

Renewable energy

61,369 MWh
2024: 67,771 MWh

Renewable energy remained a major component of our energy mix, with biogas contributing 61,369 MWh in 2025. Although at a lower level than 2024, biogas continues to form the majority of our fuel-based consumption.

Electricity consumption

44,209 MWh
2024: 41,172 MWh

Electricity consumption rose slightly to 44,209 MWh, driven by commissioning of upgraded facilities. 16.43 per cent of our electricity is supplied through a PPA from solar panels, with the balance sourced from REGO-certified renewable supply.

Emissions (CO₂e tonnes)

In 2025, our operational emissions continued to decline across Scopes 1-3, reflecting efficiency improvements, reduced business travel, and the fact that we manufactured fewer vehicles in 2025.

Total Direct Scope 1 emissions

2025

1,907 7% ↓

2024

2,051

Baseline year

2018

17,482

Total Direct Scope 2 emissions

2025

6,540 9.3% ↓

2024

7,209

2018

10,179

Scope 3 emissions

Business travel

2025

3,177 46.5% ↓

2024

5,938

2020*

1,753

*2020 was a particularly low year due to Covid-19 lockdowns and travel restrictions.



Chapter 8

Sustainable products and materials



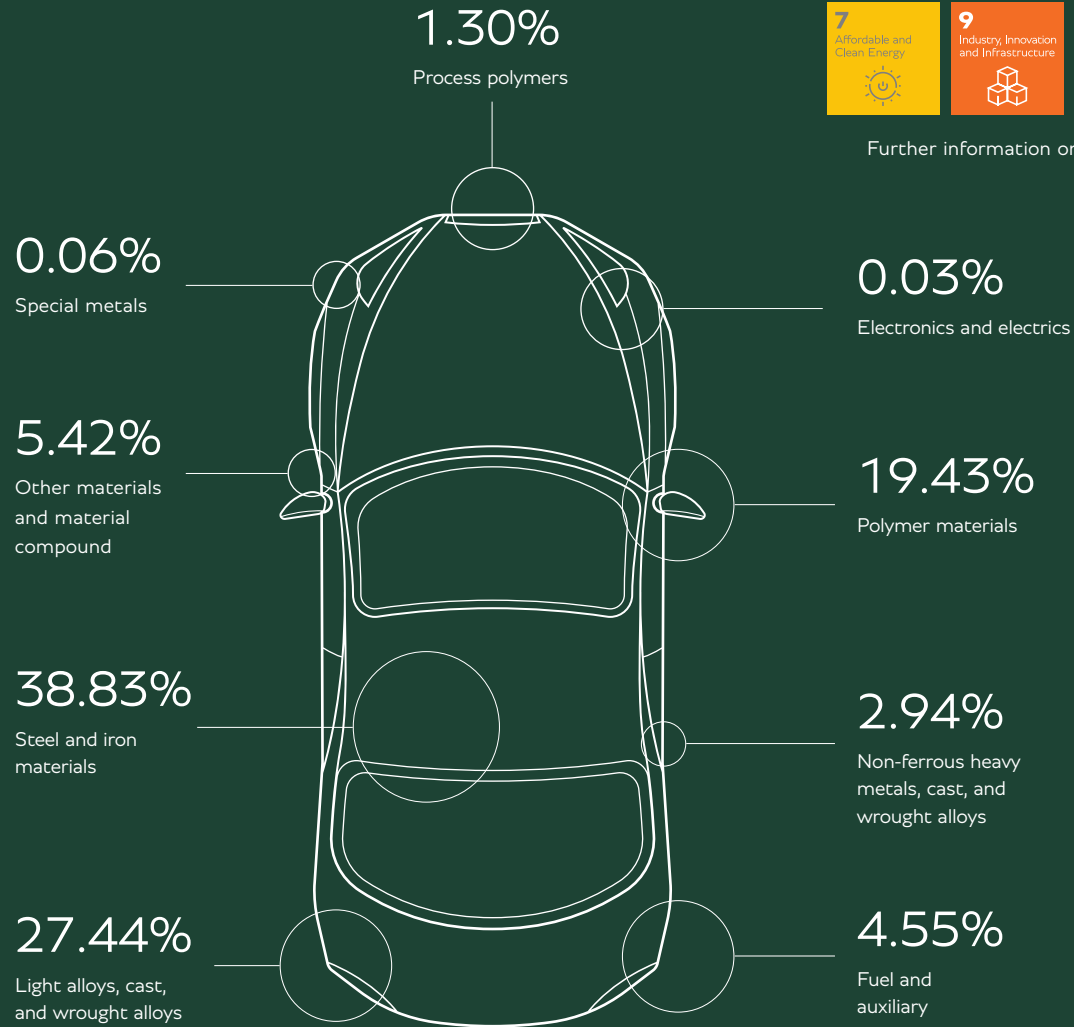


Sustainable products and materials

Sustainable Development Goals



Further information on the UN SDGs can be found on page 9



This figure shows the material composition of our 2025 manufactured vehicles, expressed as the percentage share of each non-renewable material used across our vehicles. Development vehicles are not included in the material usage data reported.

At Bentley, our continuing ambition is to deliver products that meet our brand-defining standards for extraordinary craftsmanship while delivering measurable environmental progress. In 2025 we strengthened our commitment to sourcing sustainable, traceable, and ethical products and materials through several initiatives. We advanced supplier evidence validation for our BEV programme, embedded circularity and decarbonisation requirements earlier in the vehicle development cycle, and expanded our work on recycled content, innovative materials, and sustainable design practices. The aim of all our initiatives is to support our long-term resilience, help conserve finite resources, and prepare us for emerging regulations.



Bentley dashboard in EV Drive mode

New era, new requirements

In 2024, we set ambitious sustainability targets for supplier nominations for the BEV. Suppliers responded by reviewing and aligning their activities with our targets. In 2025 we have worked to validate the accuracy and robustness of the sustainability information they provided. This will inform the full vehicle-level [LCA](#) we intend to complete ahead of launch.

We will apply what we learn from the BEV LCA across the business and to other models. This means that certain decarbonisation and circularity targets will be embedded into supplier nominations for other models, thereby supporting long-term decarbonisation.

In addition, we are focusing on critical environmental aspects of our products, setting luxury sector-leading targets for circular content, starting with our first electric vehicle and then progressing the same approach across all other future models. This helps ensure that we will be compliant when ambitious circularity-driven legislation comes into force, for example the EU's new End of Life vehicle Directive.

To that end, we have aligned our metrics and KPIs to the proposed measures. Where we are engaged in new sourcing discussions, we ask that suppliers do the same using the new specification documentation and standards.

Over the past five years, we have proactively worked to achieve higher levels of circular material content, beginning with a strong focus on Post-Industrial Recyclate (PIR).

This journey started before any regulatory proposals were introduced and reflects our ambition to lead on this issue rather than simply comply. As draft European legislation emerged with specific targets for recycled plastics (15 per cent within six years of entry into force and 25 per cent within ten years), we expanded our approach to include Post-Consumer Recycled (PCR) content and introduced clear PCR requirements for each new vehicle programme. What began as an internal, ambition-driven initiative has now become a structured supplier deliverable with defined PIR and PCR expectations.

Importantly, our circularity strategy extends beyond the scope of proposed plastic-focused regulations. We are also applying circularity requirements to other key materials such as metals, to drive wider reductions in resource use and embodied emissions across our products. We are working closely with suppliers to ensure we are collectively prepared.

For vehicles launched after 2028, product and part specifications will include explicit PCR targets alongside

our broader circularity requirements. These steps support our ambition to advance closed-loop systems and increase recycled content across all our products and materials.

Our emphasis on weight reduction in components and testing virtualisation in 2025 has enabled a lower prototype count, saving material and reducing emissions. We use 3D printing to support faster early-stage testing for aerodynamics and interiors. The printing uses recycled fibres and reuses internal scrap for printed parts, further advancing our sustainability goals. Additionally, this all happens on site in Crewe, further reducing the need to transport materials.

Our teams continue to work at the leading edge of sustainable materials, for example, we have reduced the ratio of solvent thinners used in our open pore wood lacquer process by 50 per cent thus improving the processing of VOCs. We continue to collaborate with suppliers to explore emerging ideas such as developing paint pigment from recycled tyres, which has the potential to both reduce waste to landfill and reduce our reliance on virgin pigment materials. We are also investigating new ways of reducing brake emissions.

Tyres

Pollution from the production and use of tyres is a concern, so increasing segregated recycled or bio-based content in tyres remains a focus for us. We ensure our tyres meet strict sustainability requirements with 31 per cent bio-based and recycled material content.

We continue to work with suppliers on targets and measurement methods for the Euro7 Particle Emissions from Tyres Regulation, ensuring our readiness for its phased implementation from November 2026.

Magnet recycling

In 2025, we joined the Advanced Propulsion Centre DRIVE35 consortium, a UK Government-funded project to demonstrate magnet recycling at scale. We supply scrap material in the form of PHEV transmissions or EDUs (Electric Drive Units) to EMR (European Metal Recycling) to develop a cost effective solution to liberate scrap magnets from the end of life vehicles for circularity. The magnets are then sent to Ionic Technologies who extract the rare earth oxides. The goal is to eventually produce recycled magnets that match the performance of those made of virgin material. This initiative addresses two critical challenges: reducing the carbon intensity of rare-earth oxide mining and building broader UK resilience against supply chain dependency and resource scarcity.



Bentley 22" ten-spoke swept wheels

Wood sourcing and animal welfare

Bentley is strengthening its approach to responsible sourcing. It is important to us that the wood, leather, and wool used in our vehicles is responsibly sourced and traceable. In 2026, we introduced a Responsible Raw Material Sourcing Policy Statement, focused on Animal Welfare and Wood Sourcing, which defines sustainability criteria that go beyond compliance. An 18-month project led to internal policy and process changes in addition to an extensive training programme for relevant colleagues, with the aim of helping the wider team understand and implement the new guidelines that support the traceability and sustainability of our leather and responsible sourcing of wood.

Bentley is committed to sourcing all animal derived materials responsibly, meeting both mandatory requirements and higher aspirational standards for sustainability, ethical practice, and traceability across its supply chains. All leather used in Bentley interiors complies with EU or equivalent national animal welfare legislation. It is reinforced through certification schemes such as, Leather Working Group (LWG) Gold-rated tanneries and is sourced from suppliers that upload robust animal welfare policies aligned with the Five Freedoms.

Wood sourcing is not currently covered by the Group Raw Materials Report, so we are introducing a new framework based on the Group's Raw Materials Due Diligence Management System (RMDDMS) with bespoke requirements. This framework requires our

suppliers to assess themselves against a number of topics, many of which go over and above current standards required by sustainability regulations. As a result every wood species will be periodically reassessed and monitored by Bentley. The Statement sets out three phases of assessment: a check at pre-development, a check at sourcing, and then 12-monthly monitoring in production.

This wood sourcing approach promotes responsible sourcing including the prohibiting of materials from species listed as Vulnerable, Endangered, or Critically Endangered by the International Union for Conservation of Nature (IUCN) or in Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Appendices I or II, and by classifying Near Threatened species, those listed in CITES Appendix III, and wood from higher risk countries as high risk requiring additional due diligence.

For more information on our Responsible Raw Material Sourcing Policy Statement please click [here](#).

Training initiatives in 2025

In 2025, we delivered targeted product sustainability training sessions and began work to shift the training approach to online modules for broad sustainability upskilling, complemented by Carbon Literacy training. So far, 65 colleagues, representing 1.5% of total employees, have completed online end-to-end product sustainability training, and specialised training for our research and development (R&D) team began in January 2026.



Wood sourcing and animal welfare team

Chapter 9 Sustainable supply chain





Sustainable supply chain

Sustainable Development Goals



Further information on the UN SDGs can be found on page 9

A transparent and responsible supply chain is essential to deliver on Bentley's sustainability ambitions and to maintain the integrity of our brand. Our success depends on working with suppliers who protect human rights, uphold fair and safe working conditions, and operate with strong environmental stewardship. In 2025, this focus has become even more important as we continue to build collaborative, future-ready partnerships, strengthen resilience across our value chain, and progress towards our ambition for long term decarbonisation.

Our sustainable sourcing values

The [Group Code of Conduct for Business Partners](#) applies to all suppliers to our company. In addition, the Supplier Environmental Manifesto (SEM), designed for direct suppliers to Bentley, further sets out values and principles for sustainable sourcing. This governs how we source Bentley-specific products and materials and enhances our engagement with our unique supplier base.

Across 2025 we have consulted our suppliers to inform our revision of the SEM. Our goal is to make sure it is realistic and remains aligned with supplier capabilities. We aim to always set achievable baselines for our suppliers and to help raise their sustainability ambitions over time.

Assessing supplier sustainability

We continue to apply the [Group's Sustainability Rating \(S-Rating\)](#) in our supplier assessment process. This Group-wide tool evaluates how well direct suppliers comply with the Group's environmental, social, and integrity requirements, based on the sustainability standards set out in the Group Requirements for Sustainability in Relations with Business Partners.

In 2025, we improved our ability to monitor and track compliance with the sustainability requirements using Volkswagen AG revised Sustainability Rating (S-Rating). Before entering into a business relationship, suppliers must be assessed based on their risk exposure and minimum requirements to achieve the S-Rating. The assessment scope includes environmental, social, and corruption risks. The rating is determined based on the DUNS number. For the evaluation of sustainability risks, the rating generally refers to the production site or the location of the last value-added process. A positive S-Rating is necessary for all suppliers for relevant procurement volumes to enter into a business relationship with Bentley or Volkswagen AG.

Encouragingly, we have observed a cultural shift among suppliers, who are increasingly ambitious about improving their S-Rating and actively working with us towards it.



Bentley engraving on tread plate

Supporting our suppliers

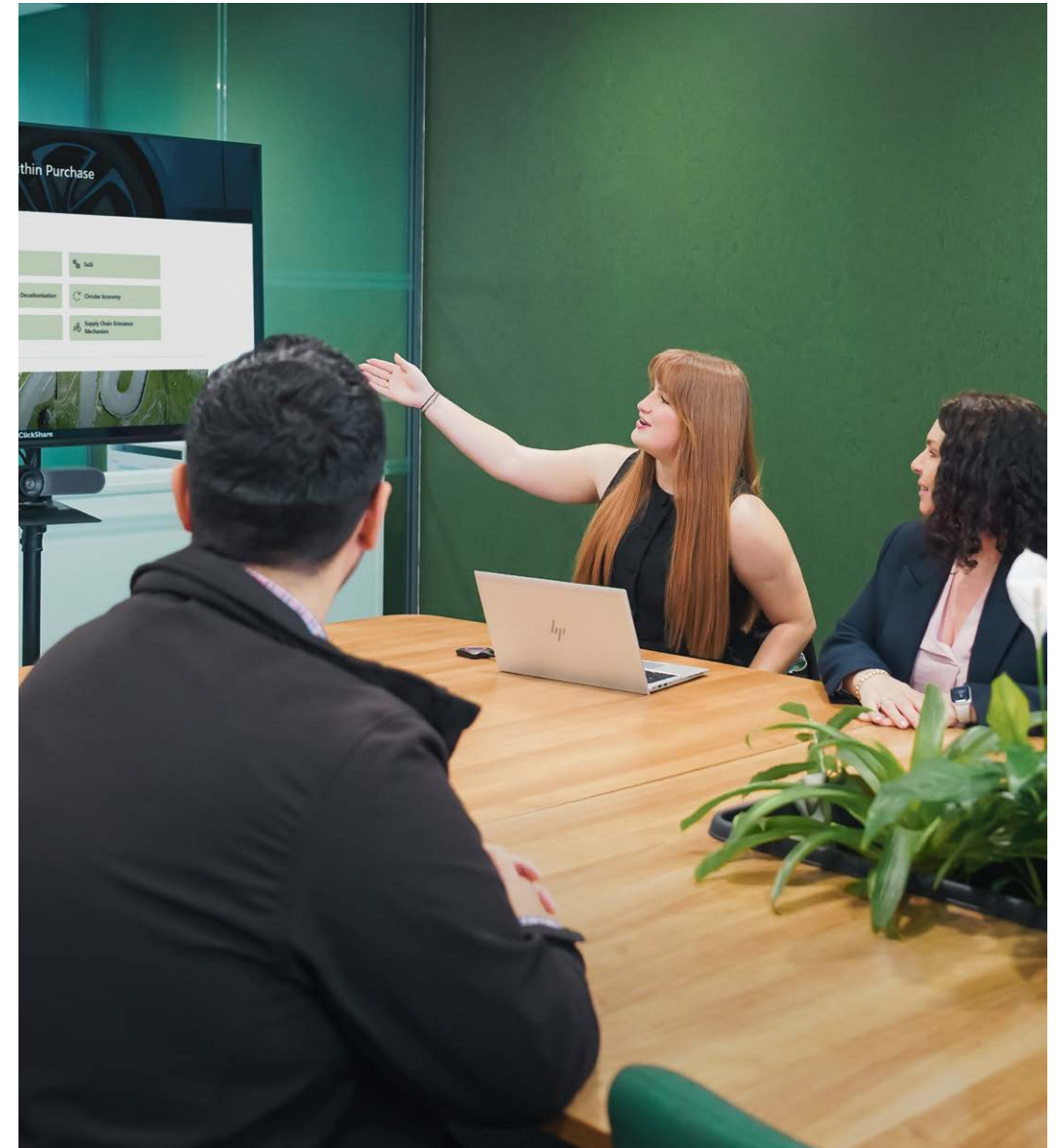
Since suppliers vary in sustainability maturity and capability, we have prioritised tailored support according to supplier size and resources. In 2025, we developed the responsible supply chain roadmap. This covers topics across ESG and embeds key elements of the Bentley sustainability strategy. As part of the roadmap we introduced the concept of 'Sustainability Days'. Our first event will be held in 2026 where we will showcase best practice and encourage peer learning and networking. Sustainability Days will help guide suppliers to embrace their sustainability journey and build and scale capability. We support those suppliers facing challenges on their sustainability journey with differentiated and personalised targets and assistance, in a partnership approach. We also set targets that stretch those suppliers already ahead of the sustainability curve.

While our focus is primarily on Tier 1 suppliers (direct suppliers into the Group or Bentley), we have further developed relationships with some Tier 2 (suppliers to Tier 1) in 2025, particularly plastics suppliers. This effort aims to drive closed-loop recycling and compliance with the End-of-Life Vehicles Directive.

Linking sustainability data

In 2025 we connected the sustainability metrics collected through the mandatory S-Rating process to the Group's RMDDMS. The RMDDMS serves to identify, assess and avoid actual and potential negative impacts and potential human rights risks in the upstream raw material supply chains and to develop and implement mitigation actions. Linkage between the two ensures that high-risk material procurements are aligned with stewardship standards, such as the Aluminium Stewardship Initiative. [The Group Raw Materials Report](#) contains more detail on how integrating the RMDDMS with S-Rating metrics helps with this alignment.

Our range of initiatives has sparked sustainability conversations and actions across suppliers, as well as influencing our internal procurement and buying teams. Suppliers have the opportunity to learn from one another, to innovate, and to feed into Bentley's own understanding of sustainability.



Purchase meeting



Chapter 10 Logistics and packaging

A person wearing a high-visibility yellow safety jacket with reflective silver stripes. The jacket has "BENTLEY LOGISTICS" printed on the back in black capital letters. The person is standing in front of a red truck, looking into the open back of the truck. The scene is lit with warm, golden light, suggesting late afternoon or early morning.

**BENTLEY
LOGISTICS**



Logistics and packaging



Logistics colleagues in the warehouse

At Bentley our ambition to decarbonise is reflected in our logistics operations, from the fuels we use to move parts and vehicles, to the packaging materials we select, right through to how we train our people to integrate sustainability in their work. We optimise our routes and logistics fleet and ask suppliers to develop green options when we tender. Our logistics team takes a holistic approach to sustainability and is passionate about delivery of new initiatives.

Transporting parts and finished vehicles

Moving parts and vehicles around the world remains a significant source of emissions. As a result we innovate, experiment, and take action to reduce our transport emissions as much as possible. In 2025 this included introducing low-carbon hydrotreated vegetable oil (HVO) biofuel for one inbound route from Germany that makes up 24 per cent of our inbound logistics emissions. HVO is one of the cleanest commercially available fuels and eliminates a significant proportion of CO₂ while also cutting harmful particulate and nitrogen oxide emissions. This initiative led to a CO₂e reduction of 86 per cent on the tested route and we plan to expand this to other routes in 2026. To support our overall ambition to reduce emissions, we now require all logistics suppliers to provide quotes that include a Go Green tariff option alongside their standard pricing structure.

Given that emissions from air freight are significantly higher than those from sea freight, we mandate sustainable aviation fuel (SAF) adoption for all new tenders, and from 2026, all air deliveries of customer cars will be 100 per cent SAF. Due to the additional cost of SAF, there is an expectation that this will drive a behavioural shift away from air freight towards the standard sea freight offer. All final outbound vehicle deliveries to the UK and EU are by road. For shipments to the rest of the world, we use sea freight. Other planned initiatives include tracking emergency transport emissions more closely and reducing the frequency of emergency shipments through improved planning and enhanced supplier coordination.

Multimodal transport, route optimisation, and load maximisation are embedded as business-as-usual practices, delivering both cost and sustainability benefits.

HVO biofuel

86%

CO₂e reduction for one route

1,156

tonnes of CO₂e saved using HVO fuel in 2025

Air freighted cars

55.38
tonnes

CO₂e saved in 2025 from air-freighted cars using SAF (based on 70-95% reduction in CO₂e compared to standard fuel)



Plastic reduction and packaging

Our focus on plastic reduction in packaging is embedded across the supply chain, and we work with the Group's logistics team, under the goTOzero Impact Logistics initiative, and attend its No Plastics working group, where Group brands share best practices and provide guidance. Our efforts also focus on maximising plastic recycling and minimising incineration.

We operate a model-specific approach to plastic, with a focus on reduction for current models, and avoidance for future models. We prioritise replacing plastic with paper-based or recyclable alternatives wherever possible, conducting trials to ensure that new materials do not compromise part quality. We are redesigning packaging to fit more parts per box, reducing both packaging material and transport emissions.

A dedicated full-time colleague focuses on analysing inbound supplier packaging. They record data to identify opportunities to reduce, remove, and reuse supplier

packaging and perform a quality check to ensure there is no compromise on quality. They use these findings to engage with and educate suppliers, helping to direct them to alternatives and to connect them to partners. This enables suppliers to apply sustainable packaging practices across their wider customer base. We aim to consolidate all packaging-related data on a single enterprise resource planning platform which will track weight, volume, usage, and the benefits of plastic reduction centrally. This will help deliver future reductions in packaging.

In 2025, our logistics team led improvements in packaging for 232 parts and engaged with 125 suppliers as part of our active review pipeline of 702 parts.

In 2024, we achieved a reduction of 1.2 tonnes of plastic in inbound parts packaging and increased this to two tonnes in 2025.



Case study: Material Handling Equipment Fleet

In 2025, we completed the transition of our logistics Material Handling Equipment fleet to lithium-ion battery units, replacing lead-acid technology across our entire fleet of 160 units. This upgrade has delivered longer battery life, cut electricity consumption, and enhanced safety through pedestrian awareness technology that uses cameras and wearable bands to trigger automatic truck slowdown near untrained personnel and visitors. Our original fleet will be repurposed by the provider for a second life.

To find out more, click [here](#).



Carbon Literacy

As part of our [Sustainable Excellence programme](#), we aim to increase the percentage of our workforce certified as Carbon Literate. Our logistics team leads in Carbon Literacy at Bentley, and their success has led to us rolling it out more widely across the business. In 2025 within logistics, 98 per cent of team members have been trained in Carbon Literacy, and 45 certified; certification requires pledging two carbon reduction actions post-training. The programme, sponsored by Board member Andreas Lehe, who has also completed the training, has been extended across the business to teams in procurement, engineering, and strategy and includes some on-site suppliers. We have been awarded the Bronze Carbon Literacy Organisation accreditation, and look to target Silver accreditation, which requires 950 certified colleagues, in the future.



Carbon Literacy training presentation and Member of the Board for Manufacturing Andreas Lehe participating in the training

Case study: Logistics Green Day 2025

The logistics and early careers teams hosted a Green Day event in 2025. This brought together over 70 participants from across the logistics industry including packaging suppliers, truck manufacturers, logistics companies and education providers. The day's interactive events focused on decarbonisation, plastic reduction, and sustainability activities. Participants enjoyed a packaging redesign challenge, adding ideas to a green pledge tree, and taking part in an art project featuring sustainability messages. The day also promoted awareness of charitable organisations such as Veterans into Logistics and Transaid. Green Day fostered intra-industry collaboration, promoted Carbon Literacy, and leveraged our influence to unite and excite our stakeholders. Attendees have expressed an interest in making it an annual event.

To find out more, click [here](#).



Chapter 11

Product quality and vehicle safety





Product quality and vehicle safety

Sustainable Development Goals

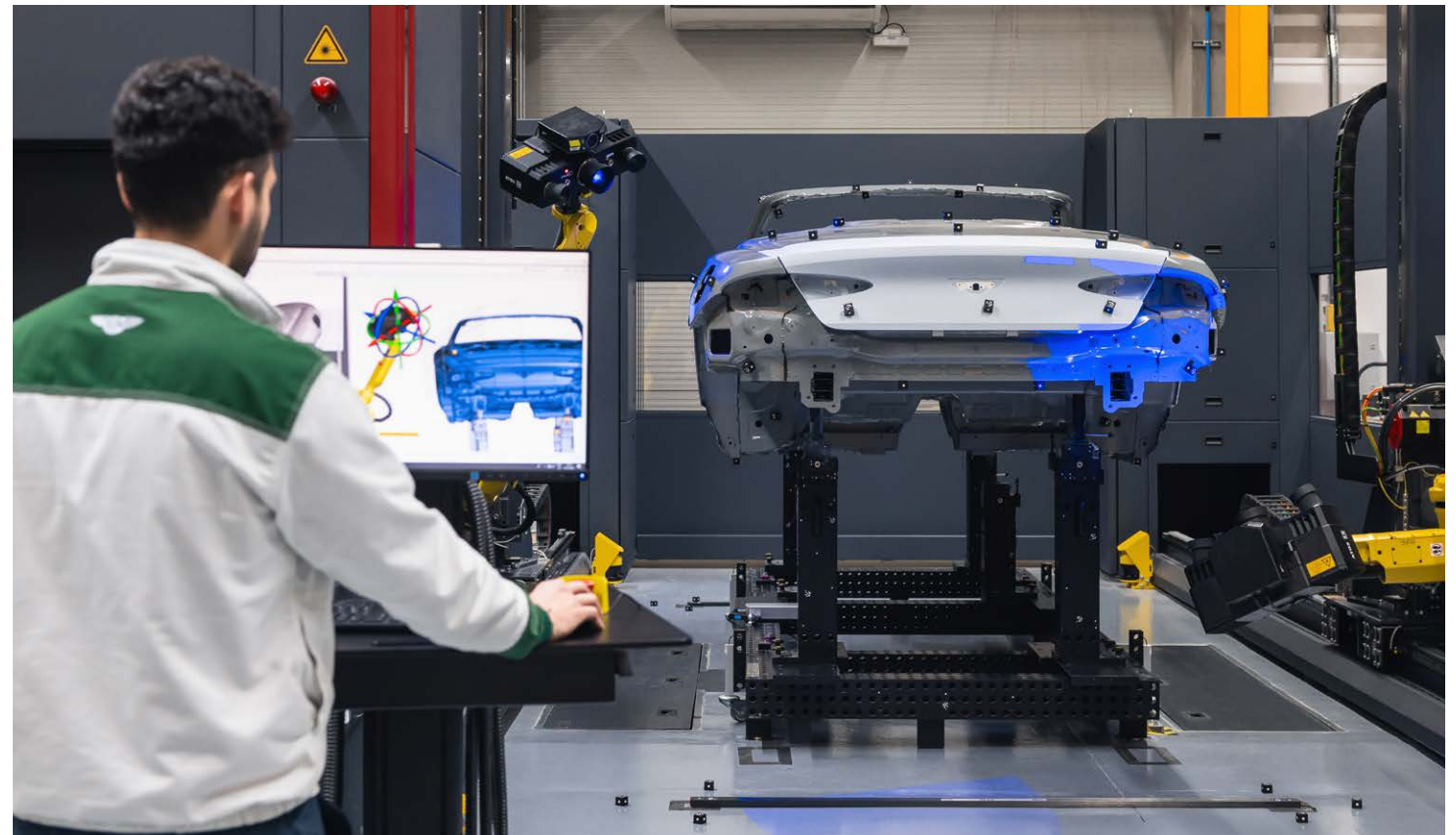


Further information on the UN SDGs can be found on page 9

The success of the Bentley brand is built on our people designing and manufacturing vehicles of exceptional performance, craftsmanship, luxury, and safety. In 2025, we continued to deliver on this brand promise while adapting to the necessity of operating ICE, PHEV, and new BEV architectures in parallel. Product quality and vehicle safety remain central to our Beyond100+ strategy, and in 2025 we have advanced the systems, structures, and processes that shape every stage of development, testing, and production.

Preparing for parallel operation of ICE, PHEV, and new BEV powertrains on two architectures presents technical, financial, strategic, and compliance challenges. Both architectures must meet diverse regulatory and cybersecurity standards globally, requiring robust systems and agile processes. As a result, we have had to innovate across quality and safety processes to keep pace with evolving requirements.

Throughout the year, we have also taken action to enhance our structure and processes to better support all stages of product development and manufacturing. We have better integrated customer feedback into corrective action on quality and safety, rolled out more sustainable testing, adapted to evolving legislation, and adopted a more proactive approach to data-driven management and compliance.



Body measurement in our Excellence Centre for Quality and Launch

Enhancing and protecting product integrity

In 2025, we improved efficiency and accountability across the product lifecycle by merging the Product Conformity and Product Safety functions into a unified Product Integrity function. This created stronger synergies across processes and resources, accelerating communication and better aligning conformity checks, compliance, and integrity processes.

To protect vehicle integrity and maintain customer confidence as vehicles become increasingly software-driven and automated, we further developed our Product Compliance Management System (PCMS) and Environmental Compliance Management System (ECMS).

To ensure vehicle safety, security, and global regulatory compliance we unified two safety domains – Functional Safety (FuSA) and Safety of the Intended Functionality (SOTIF) into a single, integrated process. This is supported by Design Failure Mode and Effects Analysis (DFMEA) for safety risks and Threat and Risk Analysis (TARA) for security risks to identify risks early in the design phase so the product design is robust and reliable before production begins.

Our 2025 vehicles demonstrated improvements in quality and reliability. One key improvement was our introduction of a unified software baseline for all Bentley vehicles. This provides a common foundation for efficiency and improved customer response, meaning that we can solve faults more efficiently.

Our PCMS process scans for legislation not originally intended for vehicles, ensuring compliance with often complex and evolving market-specific regulations. Compliance efforts now focus on management system audits and process controls, emphasising traceability and prevention of manipulation, thereby enhancing compliance.

To protect our vehicles from cyber threats and make them capable of future secure over-the-air software updates, we successfully re-certified to the United Nations Economic Commission for Europe automotive cybersecurity standards (R155 and R156).

We are also targeting compliance and certification to the China Cyber Standard and South Korean standards in 2026. This is essential for manufacturing BEVs which, per the standards, must be cyber-secure at the start of production.

A refreshed quality process for our newest vehicles

Our 25MY new vehicle launch was our most powerful and successful to date. A strong cross-functional team drew on diverse experience across vehicles, processes, and global markets, and undertook daily collaborative sessions to quickly review feedback gathered from our worldwide retailer network. They then addressed queries rapidly and robustly, and provided weekly Board-level reports on progress.

The broader process helped foster new networks and development opportunities and we have already adopted it for our next vehicle launch.



Central Quality Management and Product Integrity meeting

In-house testing

In 2025 we made significant investments in the Technical Conformity Centre (TCC), expanding our in house testing capabilities to strengthen readiness for next-level and evolving legislation across global markets. This reduces our reliance on external facilities, lowers costs, and improves customer lead times. More in-house testing has also improved our environmental impact and cut both damage risk during transit and delivery delays. Our investment in data science and infrastructure enables real-time, comprehensive quality data analysis.

Plans are in place to reduce the proportion of cars we physically test from 100 to 90 per cent, making the process more sustainable by reducing emissions from transport and travel, and preventing damage, especially in winter conditions. Alternative methods include virtual testing using advanced tools such as SoundCam for noise, vibration, and harshness (NVH) analysis, and using robot drivers for dyno testing and extended battery vehicle tests. Robots help reduce human fatigue and therefore improve safety, as well as helping to cut lead times.



Q-Day Board review framework

More data-driven management

Our monthly Quality Day (Q-Day) remains a key touchpoint for assessing our progress against all quality KPIs. Q-Day includes Board-level scrutiny of quality data from development all the way through production to customer use. To help us better understand our customers and specific regional challenges we extended Q-Day to regional teams and retailers in 2025, with quarterly roundtables in major markets.

Q-Day Board reviews have four sections, as shown in the diagram to the right.

In 2025, we have also invested in specialist data scientists to automate analysis of large amounts of product-related data and connect it across engineering, manufacturing, and customer touchpoints. This enables faster root-cause analysis and proactive fixes.

To support this effort, we also collected comprehensive data from our retailers, required mandatory fault reporting during the 25MY launch period, and undertook cross-function fault ticket reviews. This led to retailers and customers reporting fewer faults overall and enhanced vehicle performance across key metrics. We also fixed reported faults faster than ever before by rapidly deploying new software packages. We have plans to expand online remote update capabilities for major electronic control units (ECUs). By sharing fault and correction action metrics weekly with manufacturing teams, and by breaking down targets from the whole-vehicle level to the system level, we are creating more granular accountability among shop floor teams.



Internal production quality

- Review of key quality numbers from the factory
- A closer look at any major issues and what action is being taken to fix them



Field data review

- Look at how products perform after customers start using them (over three and 12 months)
- Review failure reports and actions planned to prevent future problems



Aftersales perspective

- Hear from regional service teams about customer experience via real stories from the market that quantitative data alone cannot capture
- Understand what action can be taken to address the root causes of these experiences



Financial review

- Understand the cost impact of quality issues
- Review budget pressure across regions (for example, higher warranty claims in certain regions)



Chapter 12

Innovation



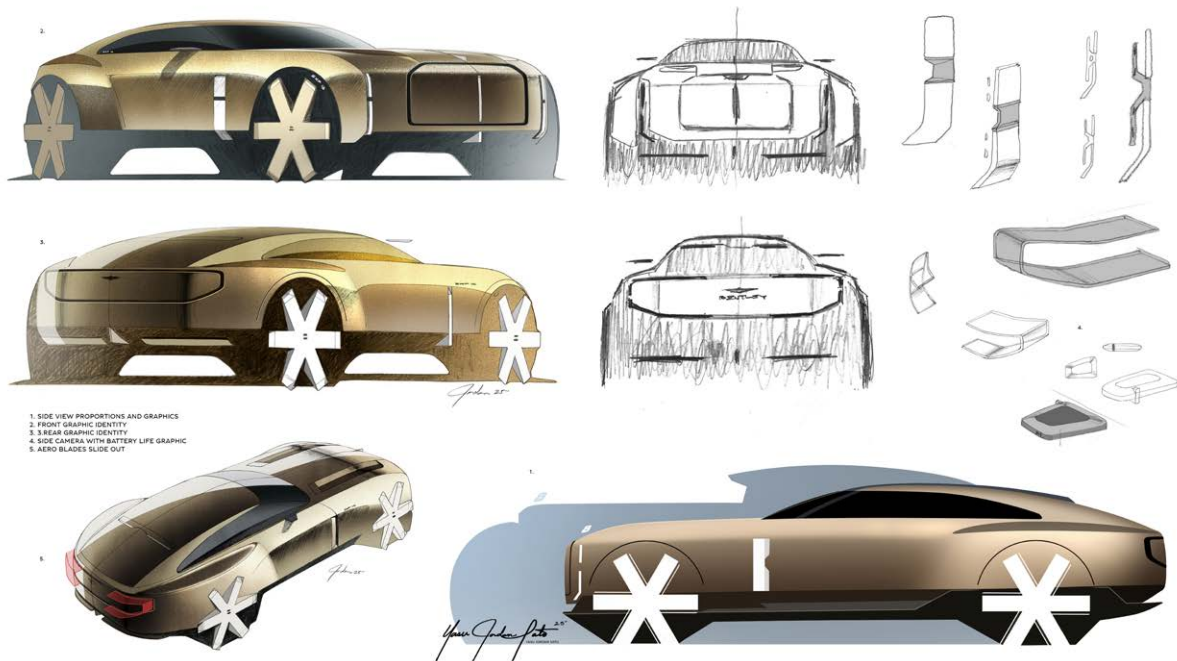


Innovation

Sustainable Development Goals



Further information on the UN SDGs can be found on page 9



1. SIDE VIEW PROPORTIONS AND GRAPHICS
2. FRONT GRAPHIC IDENTITY
3. REAR GRAPHIC IDENTITY
4. SIDE CAMERA WITH BATTERY LIFE GRAPHIC
5. AERO BLADES SLIDE OUT

Bentley EXP 15 sketch

Desirability and sustainability are the two key pillars of our innovation approach. In 2025, we adapted our innovation model from a closed approach to an open innovation ecosystem. While internal research and development remain essential, we are now complementing them with external collaboration, leveraging ideas from start-ups, partners, and other brands in the Group. This shift accelerates proofs of concept and brings fresh thinking, enabling us to deliver extraordinary products and services faster and more efficiently.

Collaborating on innovation

Innovation at Bentley is not confined to engineering. It spans legal, manufacturing, design, and quality, and is supported by internal consultants and cross-functional workstreams. This open and inclusive approach ensures that innovation remains a shared responsibility and a source of inspiration across Bentley.

All colleagues can now contribute innovative ideas, and comments and outcomes are visible to all through our Innovation Portal, launched in 2025 and accessible

from the intranet homepage. The Portal supports the design-led Bentley Materials Strategy Forum and is the mechanism by which product innovation teams capture ideas.

At the strategic level, the focus of the business innovation operating model is to standardise and improve how we execute innovation across functions, aiming for more value-add decision-making. We are developing an AI-based value tool to compare diverse ideas, weigh benefits, and align with strategy and external megatrends. We intend to use this across the business when ready. The Materials Strategy Forum helps evaluate potential innovations using Technology Readiness Levels and the criteria of desirability, feasibility, business case strength, and risk score.

Our approach to product-level sustainability includes collaborative innovation. In 2025, we participated in a circular design workshop with Audi, led by the Ellen MacArthur Foundation, where we looked at headlamp design to enable end-of-life recovery, defining design requirements for dismantling.



Virtual-first testing

By shifting from physical to virtual testing, we are reducing our emissions, improving air quality, cutting costs, and accelerating development timelines. Virtual-first development has rapidly become an important part of our product validation and net zero journey.

By using simulators, we can identify and resolve issues earlier in the design cycle. Our driving simulators can potentially test as many ride comfort tuning scenarios in a single morning as we are able to test over a much longer period using physical prototypes. Simulators can provide the opportunity to conduct 100 days' worth of on-road testing in approximately 20 days of simulator usage, based on industry benchmarks.

The Full Spectrum Simulator has the capability to cover around 40 per cent of the vehicle dynamics and comfort use cases we assess.

In 2025 we started a physical vs virtual correlation study with preliminary results indicating that we could expect to eliminate 100 physical test days per vehicle project, delivering significant sustainability and cost benefits. This study will continue in 2026.

We also introduced AI-assisted aerodynamic simulation, enabling our design teams to assess surface changes in seconds rather than weeks. Our generative multi-physics simulation for wheel design is in proof-of-concept phase. It aims to balance aerodynamics, weight, and noise requirements.

These advancements in virtual testing support our ambition to reduce prototype builds, cut emissions from testing, and improve design stability.



Virtual vehicle testing



Case study: Innovation EXPO 2025

Our Innovation EXPO, first held in September 2025, will become an established annual event. It provides a platform for our colleagues to showcase their projects and connect with the Board. Feedback on the 2025 EXPO was overwhelmingly positive, with calls for larger, multi-day events to deepen engagement. The Board's presence at these sessions reinforces the need to dial up environmental ambitions while maintaining the luxury and desirability of our vehicles.

In 2025, at least half the exhibits at the EXPO featured 3D-printed elements. This has been a key focus for sustainability innovation recently. Our goal is to accelerate the production of components that use less virgin material. To support that ambition, we have made the 3D printing technology available to all employees.

To find out more, click [here](#).



EXP 15

In July 2025 we launched EXP 15, a design vision concept for the future. This full-size exterior vehicle model, with a virtual reality interior has an all-electric, all-wheel drive powertrain and design elements inspired by the legendary 1930 Bentley six-speed, nicknamed "Blue Train". Though never intended for sale, the combination of physical and virtual elements offers some immediate insights into the upcoming BEV model launch.



Bentley EXP 15 design vision concept

Additive manufacturing

At Bentley, 3D printing is becoming a key innovation enabler. The on-site 3D printing facility is open to all colleagues to encourage the sharing of ideas and is part of our new open approach to innovation. A circularity project in 2025 achieved an innovative breakthrough by converting waste powder into extruded filament for reuse. The first successful part from this material was printed in late 2025.

We are developing our 3D metal printing capabilities. Full deployment of this technology will continue into 2026 and we intend to use it for product features in the next one to two years.



Powder Material Recycling Project in Additive Manufacturing

Patents: innovating at pace

Patents are essential to our innovation strategy, supporting both environmental sustainability and business resilience. They will be a key enabler as we continue to explore technologies that make our vehicles even more appealing to drive. In 2025, we strengthened the link between intellectual property and our sustainability ambitions by designating environmental sustainability as a formal criterion in deciding whether to pursue a patent. Other criteria include Group interest and ease of detecting infringement. Each application is assessed not only for technical merit but also for its contribution to our sustainability ambitions, ensuring that intellectual property aligns with our Beyond100+ strategy.

Record filings and recognition

In 2025, we broke our previous record for patent activity, filing 16 patents in the latest round, compared to the usual five or six. This increase was largely driven by filing for our new projects including the EXP 15 concept car, launched in July. This surge in activity reflects the creativity and technical excellence of our teams, the importance of innovation across the organisation, and underscores the importance of protecting ideas that define Bentley's future. We celebrate our successful innovations at our annual Patents Award Ceremony. The award structure now includes the Patent Application Award for everyone who files a patent, the Extraordinary Innovator Award for exceptional innovation or bridging engineering with our heritage, and the new Innovation Ally Award, for non-inventors who played a critical support role. The Ally Award received positive feedback and so will continue in future years.



Patent Awards 2025



Chapter 13

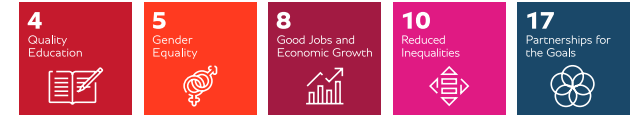
Attractiveness as an employer





Attractiveness as an employer

Sustainable Development Goals



Further information on the UN SDGs can be found on page 9



UK Top Employer Awards 2025

At Bentley, our people are the foundation of our continued success and transformation. This means that we must attract and retain the very best talent and ensure that every colleague can participate in and enjoy our inclusive, high-performance culture. We were again recognised as a UK Top Employer in 2025, for the 15th year in a row and achieved Gold level in the Investors in Apprentices accreditation.



ChargeForward Behaviours

Governing our people strategy

To better govern our people strategy, in 2025 we rebranded human resources to 'people and culture'. This change more closely mirrors our strengthened focus on impact and transformation. We also aligned all promotion assessment pathways, recruitment, annual Relentlessly Extraordinary Recognition Awards, and people processes to our ChargeForward Behaviours, ensuring consistency and clarity across the organisation.

Our Company Council, comprising seven leaders and seven senior union representatives, helps implement our purpose, vision, and mission. It informs, consults, and negotiates on strategic high-level business matters. To address operational issues arising from the Council meetings, and to share company information, we hold weekly two-on-two meetings with union leadership. These meetings are also an opportunity for unions to raise issues. All issues raised are considered and, in most cases, leadership and unions reach a resolution.

Union representation

At Bentley we recognise two trade unions, Unite and GMB. Both unions are the recognised collective bargaining bodies for the Tariff (non-management) population. This means the Company discusses and negotiates collective matters with the unions on behalf of the bargaining unit as a whole.

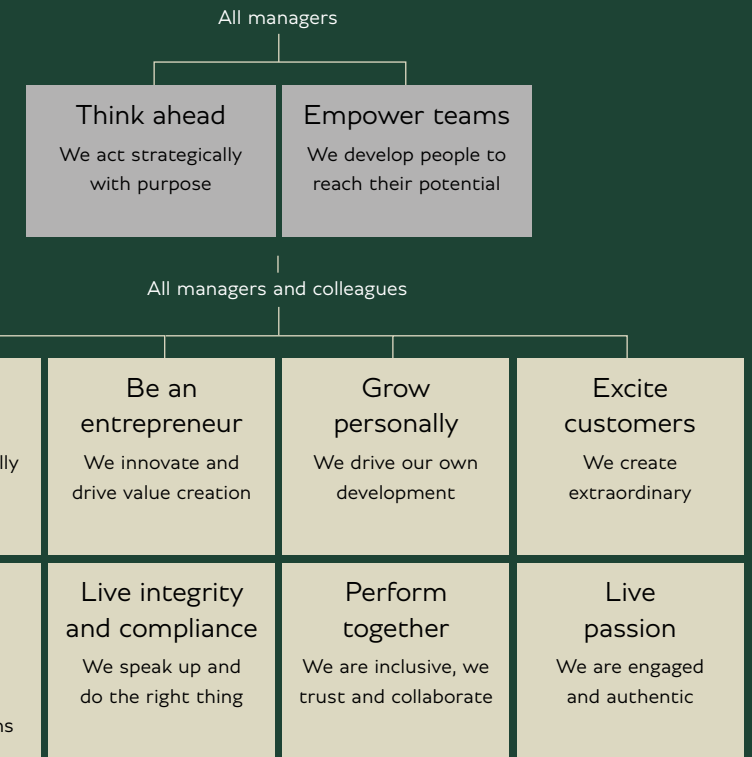
Individual representation is available only to union members. Colleagues who are not members are not individually represented by a union, although they remain part of the wider bargaining unit for collective topics.

Union membership is encouraged as it provides access to individual support, strengthens collective voice, and allows colleagues to take a more active role in consultations and ballots. Information about both unions is provided in onboarding packs for new starters, including apprentices and graduates.

In order to promote early engagement and enhance relations, we have developed a 45-minute Manager Awareness training session about trade unions, with plans to roll this out to all managers in 2026.

Supporting colleague redeployment

Our redeployment process is designed to help colleagues remain in employment when they cannot carry out their normal duties. A fortnightly redeployment meeting jointly addresses cases where colleagues cannot perform substantive duties due to medical restrictions or physical capabilities; the aim is to keep people in employment by finding alternative roles and training. In 2025, we redeployed 19 colleagues (10 new redeployments, nine carried over from 2024). Since 2022, 53 colleagues have been successfully redeployed.





High-performance culture

An open and inclusive environment is essential for successful transformation and for pursuing the company's goals, whilst providing an environment where colleagues can speak up. To this end, our colleagues use the Bentley ChargeForward Behaviours to help guide their actions, decisions, and interactions.

In 2025, to build even more openness in our culture, we expanded the Inclusive Leadership training to include a new Inclusive Leadership management requirement with a 93 per cent completion rate. To emphasise the importance of collective ownership, we also developed the ChargeForward Management programme ready for a 2026 launch. The programme, which is linked to the ChargeForward Behaviours, will aid colleagues in supporting our culture transformation.

Our leadership-grade colleagues continue to participate in the Group's Role Model programme and this, along with a Board podcast on culture and sustained leadership, means that our leaders are visible and involved at all levels.

To ensure we keep making the right decisions on people and culture, we regularly gather and analyse colleague opinions through high-frequency micro-surveys and the in-house MyVoice survey, in which 58 per cent of colleagues participated in 2025.

The MyVoice survey results in 2025 showed that many colleagues feel proud to work for Bentley and to contribute to its long-term success. Some responses included valuable suggestions for improvement, including clearer communication on big decisions, or ways to enhance wellbeing. These suggestions are being addressed with targeted action plans.

Our first Culture Pulse survey in 2025 achieved an overall score of 3.2/5, exceeding the target of 3.0. Colleagues show growing confidence in Bentley's direction and feel more connection to our purpose, providing a solid foundation for progress as we move into 2026.

Our top strengths were:

- Purpose and ownership.
- Empowerment and decision-making.
- Collaboration and customer focus.

Our areas for improvement were:

- Speaking up and innovation.
- Leadership consistency.
- Learning and growth.

We will continue to survey our colleagues as part of our goal to provide a leading workplace environment where talent can thrive.

Culture Pulse 2025 survey highlights

Overall score:

3.2/5

exceeding the target of 3.0.

Top Strengths:



Purpose and ownership



Empowerment and decision-making



Collaboration and customer focus



Michael Gunning with Bentley colleagues at Manchester PRIDE 2025



Early Careers cohort 2025

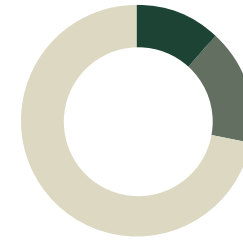
Shaping the talent pipeline

In 2025, we headhunted 423 people and boosted candidate conversion from 'awareness' to 'engaged' by 14.3 per cent, and from 'engaged' to 'considering' by 13.9 per cent compared to 2024. Over half the headhunting approaches we made were engaged with by candidates.

We have actively expanded our original focus on core automotive skills in recruitment to a broader focus incorporating technology skills, which reflects our drive to electrification and helps prepare us for a future of designing and manufacturing more autonomous vehicles.

In August 2025, the early careers intake included 19 graduates, 25 apprentices, and 112 industrial placements. Female representation in manufacturing is at 14 per cent, with targeted campaigns such as Women in Engineering aiming to increase female representation. We have continued our early careers outreach, with school outreach and university engagement focused on future skills alignment. We have initiated improvements to onboarding across teams, supported by an early careers onboarding pack designed to connect and engage trainees through a mix of virtual and in-person activities before they join Bentley.

August 2025 early careers intake



- 19 graduates
- 25 apprentices
- 112 industrial placements

2026 roles opened



- 11 graduates
- 25 apprentices
- 41 industrial placements

Applications received

Apprentices

4,630

Industrial placements

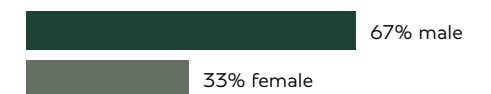
5,834

Gender split of applications received

Apprentices



Industrial placements





Loyal Service Awards 2025

Enhancing the colleague experience

Our people and culture team works across Bentley to improve day-to-day experiences for our colleagues and develop programmes and benefits to help them make sustainable choices. The infographic to the right highlights key colleague-focused initiatives in 2025.



Colleague recognition

Reward and recognition are an important part of colleague retention and experience. In 2025 we launched the newly titled Relentlessly Extraordinary Recognition Awards with quarterly celebration events that both reflect our purpose, vision, and mission, champion our ChargeForward Behaviours, and help build a culture of excellence. There are five tiers of recognition from a simple thank you badge, to recognition at our annual awards event. In 2025, an impressive 71 colleagues were honoured for their remarkable achievement of 25- and 40-year service.

Engagement with and among our colleagues also flourished in 2025, with our thought-provoking Extraordinary Talks drawing around 50 attendees per session and our Connected Colleague sessions with Board members proving particularly popular. We also aligned our employer brand with the Bentley corporate brand for consistency of message, and we undertook research for the new Employee Value Proposition, to be launched in 2026.

Our colleague retention is remarkably strong and only five per cent of our losses were identified as regrettable. We have increased our focus on succession planning and have re-launched the exit survey and launched a pilot of face-to-face exit interviews to identify areas where we might have done better.



Relentlessly Extraordinary Recognition Awards at the Mews



Chapter 14

Future skills and employee development





Future skills and employee development

Sustainable Development Goals



Further information on the UN SDGs can be found on page 9

It is essential that all our colleagues have the relevant skills and the opportunity to keep learning. This means developing new skills to support our electrification goals, while retaining the craft skills that have made Bentley vehicles iconic for generations.

Our five-year skills transformation programme, which focuses on electrification, high voltage, connected cars, and software-enhanced cars exceeded expectations, achieving 51 per cent of outcomes in 2025, against a target of 50 per cent. In 2024, we achieved 37 per cent of outcomes, 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.

New era, new skills

Training has accelerated and more colleagues are engaging as we prepare for the reveal of our first BEV in 2026. In 2025, we developed foundation training for the BEV facility to help scale capabilities for shop floor colleagues.

To further support with the BEV production transition we shared new frameworks to help functions map future skills learning to roles. We actively encourage colleagues to enrol on Apprenticeship Levy-funded courses and currently have 139 colleagues enrolled. We have a further 103 apprentices on apprenticeship programmes across the business, supporting personal development and upskilling required in role.

We have moved our sustainability skills training from 'awareness' to 'champion' level training, supporting our colleagues to identify and analyse processes to make them more sustainable.

By the end of 2025, sustainability training completion reached 90 per cent among leaders and 95 per cent among non-leaders.



Early Careers skills development and training



Manufacturing skills

To deliver on our ambitions we have expanded training and improved its accessibility. We also opened our new Excellence Centre for Manufacturing Training (the Centre) in February 2025, which has enabled more on-site, mission-critical learning and is a visible investment in our people. The Centre was originally conceived for manufacturing only but is now a multifunctional space for all areas across the business to develop their people. It has three classrooms, office space for the team, a large workshop, and a separate high-voltage training area.

Our goal is to increase the number of colleagues using the Centre. To an extent this will happen naturally as we build BEV production capability and begin to grow skilled pipelines in priority areas.

Within our manufacturing training department, we use a two-track operating model that combines day-to-day delivery with strategic planning for future capability.

The first track, training at the Centre, focuses on day-to-day capability, mandatory training, and development programmes. The second track, our Production Academy, is more strategic and focuses on future skills and mission-critical topics ensuring the right skills are developed in the right place, at the right time.

Across mission-critical topics, we use a four-rung learning ladder that begins with awareness modules and progresses into deeper training pathways. This is supported by practical delivery at the Centre, including near-the-job and on-the-job sessions. This structure was

inspired by benchmarking with Porsche and Audi, as well as Lamborghini. Our target for colleagues moving from awareness level to a pathway in manufacturing future skills was 90 per cent. At the time of writing, we are on track to achieve 100 per cent.

The Centre is also a space for internal skills transfer. We are investing in softer skills such as problem-solving and continuous development, and focusing on developing talent to support colleagues to progress into managerial roles within manufacturing or other business departments that require their skills. A team of trainers, comprising coaches and dedicated skills trainers helps us deliver our ambition to have the most qualified person, in the right role, when they are needed.

While our BEV production capabilities are a key focus, it is essential we preserve the craft skills in trim, sewing, leather, and paint that deliver the luxury that makes our vehicles so desirable. In 2025, we used internal skills programmes to ensure that our craftspeople can retain and pass on their unique capabilities, while teaching them how to use newer techniques - for example automation and AI in hide inspection - that enhance the product further.

To keep delivering excellence at scale and pace, our colleagues need the opportunity to develop continuously, both learning new foundation skills and sharpening traditional ones. We aim to foster an environment where our colleagues feel supported to do their best to deliver the Bentley ambition of sustainable luxury.



Case study: Adult Apprenticeships and T Levels

In 2025 we launched Adult Apprenticeships and T Levels.

Adult Apprenticeship Programme: Rolled out for 55 (47 male, 8 female) of our colleagues (53 in manufacturing) aged between 20 and 60, enabled by a new 10-person slip team that backfills production while training is taking place. The cohort includes specialisms such as electrical, vehicle damage repair, polymer injection moulding, upholstery, LEAN management methodologies, and production support.

T Levels: Partnered with Crewe Engineering and Design University Technical College (UTC) to select seven students for nine weeks' placement learning over two years. These placements began in 2026. The introduction of T Levels is a new and exciting chapter for us and is a new development in our longstanding relationship with the UTC, which was co-founded by Bentley.

To find out more, click [here](#).

Transforming our product line teams

In 2025 we launched our Product Line Transformation Programme. This is a fundamental part of delivering our Beyond100+ strategy and reshapes how vehicle programmes are delivered, moving us from research / development-centric and technical thinking to more cross-functional leadership.

The new structure establishes three product lines, each led by a product line director, who reports directly to the CEO, supported by a dedicated product line strategy function. Work is now organised into three delivery levels, with “set teams” becoming the core operational units where most activity takes place. This streamlined, systems engineering-aligned model strengthens empowerment, speeds up decision-making, and enables more agile and entrepreneurial ways of working across functions.

To introduce colleagues to the changes, we delivered a two-day immersion event where the mission, vision, cultural expectations, and new ways of working were explained.

To accelerate initial transformation, we partnered with Alliance Manchester Business School to deliver a five-day programme, Mastering Complexity: Leading Projects in Times of Change. Colleagues are further supported in their shift to new ways of working by skills gap diagnostics, mentoring, coaching, and on-demand digital learning tools. Following the initial focus on culture shift, the next phase of the transformation will ensure that the new structure is backed by disciplined, modern ways of working.



Colleagues at the Alliance Manchester Business School

Chapter 15
Occupational health,
safety, and wellbeing





Occupational health, safety, and wellbeing

Sustainable Development Goals



Further information on the UN SDGs can be found on page 9



Reset and Recovery Room

At Bentley, the health, safety, and wellbeing of our colleagues is fundamental to our success and underpins our commitment to a high-performance, inclusive culture.

In 2025, our strategic focus has shifted from compliance-driven safety to enabling greater emphasis on occupational health and wellbeing, supported by robust data.

Under our new department-led approach, each manufacturing section now sets its own safety KPIs, which are tracked and reviewed weekly. This helps foster ownership and continuous improvement.

Targets and ambition

In 2026, we want to reduce our already better than world class Lost Time Accident Frequency Rate (LTAFR) further and to use survey data and improvements in sickness reporting and monitoring to better measure and target wellbeing initiatives. We plan to expand cancer screening and to re-launch the Cycle to Work scheme and other active travel options. This will help support our colleagues to keep healthy, thereby reducing absenteeism.

Getting safer in 2025

In 2025, we shifted from a centralised approach to occupational health and safety to one led at the department level. This enhanced the focus on safety and accountability, encouraged proactive hazard spotting, and drove improvements in safety. We conducted around 2,500 audits with our Safety Management Audit Tool (SMAT) and colleagues identified over 1,000 issues demonstrating a clear culture of speaking up for safety. We have started to use cameras to retrospectively investigate accidents, which we hope will support safety accountability further.

Our accident data for the 2025 reporting period indicate that our department-led approach has cut time lost to accidents from 1.0 LTAFR to 0.85 already. Lost time to accidents reduced from 34 hours per 100,000 hours worked to just four. An LTAFR of 1.2 is considered world class by industry standards.



Vehicle underbody inspection

Wellbeing as a core value

Wellbeing is a central part of Bentley's culture, not an optional add-on. We integrate wellness into our culture through proactive support services, inclusive community networks, and partnerships. In 2025, to ensure greater impact from our holistic wellbeing, accessibility, and fitness initiatives, we brought them under a single umbrella.

The Bentley Wellbeing Forum adopts a strategic approach to wellbeing across BeFit, BeAccessible, and occupational health. Initiatives are shaped by colleague feedback, and our continuing aim is to create a workplace where everyone feels that they belong and are supported. In 2025 we introduced 'Bentley Wellbeing Roadshows' with the wellbeing team delivering five face-to-face briefings across departments. Other initiatives included:

- Menopause support through an Extraordinary Talk, a 58-strong support group, and emergency packs located in toilet and shower areas across our site.
- "Boys need Bins" campaign with Prostate Cancer UK, providing waste bins and dispensers in all men's toilets across the site.

- Price-capped, subsidised healthy meals.
- Promotion of shared car journeys, through our Liftshare scheme.

In recognition of the impact of the Wellbeing Forum, we were awarded the SHINE Awards 2025 Corporate Wellbeing Champion of the Year, for a company that goes above and beyond to ensure their employees' mental health and well-being remains a strategic priority.

Occupational health

Our Occupational Health Centre provides on-site access to a GP and trained counsellors and therapists, ensuring integrated physical and mental health support. In 2025 we:

- Administered 1,000 flu vaccines and both Hepatitis A and B vaccines were rolled out to engineering, maintenance, and first response teams.
- Upskilled our first response team to one level below paramedic and moved them to a new purpose-built facility.



SHINE Awards 2025 Corporate Wellbeing Champion of the Year



Active Break

BeFit

BeFit, Bentley's in-house wellbeing team at the Legends facility, offers expert-led fitness classes, personalised health advice and inclusive programmes for all colleagues. In 2025 we:

- Introduced BeFit [Active Breaks](#) across the entire organisation.
- Opened the new [Reset and Recovery Room](#) for manufacturing colleagues and plan to expand it to other locations (see the case study on the next page).
- Increased attendance to 1,547 across 73 BeFit seminars and workshops covering topics such as sleep and mental health.
- Conducted 517 health checks (86 face-to-face, 431 digital).
- Increased gym membership and sports hall visits by 15 per cent.
- Offered new and ongoing wellness activities such as yoga classes and running groups.
- Agreed the re-launch of the Cycle to Work scheme.
- Offered free weekly swimming sessions for colleagues and families at a local facility.



Reset and Recovery Room



BeAccessible network

The BeAccessible network is a colleague-led network promoting emotional and psychological safety. Many of our colleagues are involved and the network enjoys organisation-wide support. BeAccessible focuses on practical implementation in the areas of disability, neurodiversity, and mental health. Initiatives in 2025 included:

- Neurodiversity and disability workstream monthly meetings to shape inclusive practices across the business.
- The BeAccessible Men's Forum which offers a stigma-free space for discussions on men's mental health and wellbeing, raising awareness and signposting support.
- Time to Talk sessions for confidential peer support and open dialogue.
- New knowledge-based articles and manager / colleague guides on, for example, suicide awareness and domestic abuse awareness.
- A December suicide awareness briefing, targeting high-risk groups.
- Supported financial wellness with an Employee Assistance Programme, partner organisations, and expert in-house teams.
- Continued to support retired colleagues through the Retired Colleagues Association which offers pensions advice, annual trips, and an AGM.



Case study: Active Breaks and the Reset and Recovery Room

In 2025, to support colleague wellbeing, we introduced active breaks. These are short, physical activity sessions across departments. There were over 150 Active Breaks across the whole site in 2025.

To further support our colleagues' health and wellbeing, we introduced the brand new Reset and Recovery Room on the manufacturing shop floor. This was inspired by colleague feedback and is a first for an automotive manufacturer. The space features equipment such as massage guns and leg compression boots to help our manufacturing colleagues continue to work comfortably and to support their longevity. The initiative has received positive feedback so far and earned a SHINE Awards nomination for innovation. Plans are underway to expand the concept to other locations, including the new Paint Shop.

To find out more, click [here](#).

Chapter 16

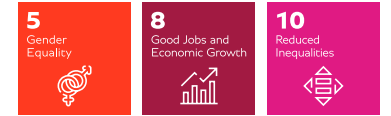
Diversity, equity, inclusion, and belonging





Diversity, equity, inclusion, and belonging

Sustainable Development Goals



Further information on the UN SDGs can be found on page 9



Show Racism the Red Card 2025

At Bentley, diversity, equity, inclusion, and belonging (DEIB) are integral to our people strategy within the Beyond100+ framework. We are committed to fostering a culture where every colleague feels valued, respected, and empowered to thrive.

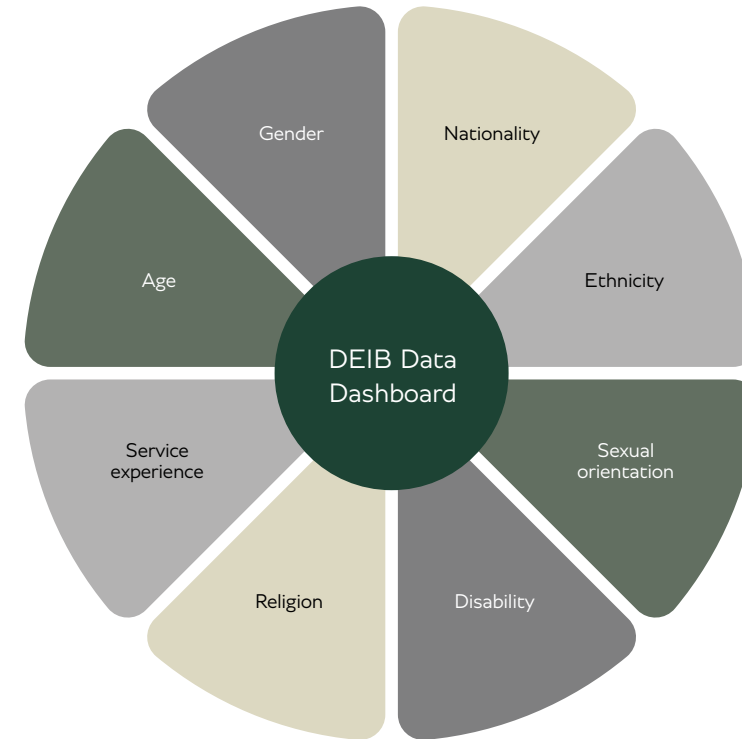
In 2025, we continued to advance our DEIB ambitions and aim to ensure that DEIB is embedded across all levels and functions. We are proud to say that a stronger speak-up culture is emerging, indicating that we are making progress towards our goal of communicating that DEIB is for everyone.

Our targets

Our DEIB targets for 2025 were five per cent ethnic diversity and a revised 2030 target of 25 per cent female representation in leadership – these KPIs are tracked quarterly with the end of 2025 seeing 3.9 per cent and 20.7 per cent respectively.



Bentley at Manchester PRIDE 2025



DEIB data dashboard

To inform our approach to DEIB, we introduced a DEIB Data Dashboard. This tracks all forms of diversity across all levels and functions. It includes legally required categories such as age, gender, and nationality, as well as additional dimensions like ethnicity, sexual orientation, disability, religion, and service experience. Colleagues are encouraged to voluntarily share their diversity data, but disclosure is optional. By exploring the data we collect, we will be able to shape more impactful DEIB initiatives and advance our culture goals.

Women in leadership and STEM

The Dashboard is not the only way in which we gather information to drive more impactful change. In October 2025, to more deeply explore factors influencing women's career progression in management and ethnicity in leadership, we implemented driver trees. Driver trees help isolate, organise, and visualise key components that advance progress for a particular agenda. This process has identified quick actions we can take and long-term investments we can make.

Strategic scrutiny

In preparation for our 2026 DEIB roadmap, we engaged The Clear Company, a specialist DEI provider, to conduct an external audit of our DEIB strategy. This follows the previous audit conducted in 2022. The audit included a company-wide belonging survey, focus groups open to all, and specific focus groups for the Board, diversity teams, and people and culture team, as well as one-to-one interviews with colleagues selected by us and The Clear Company.

- In 2025, 26 per cent of colleagues completed the Belonging survey, up from 11 per cent in 2022.
- The audit rated our DEIB maturity level as 'Strategic' with elements of 'Integrated' demonstrating marked progress from our rating of 'Compliant' in 2022. Our progress shows that as an organisation we see integrating DEIB as critical to overall business performance and act on that belief rather than simply meeting standard DEIB requirements. We continue to drive towards the 'Fully integrated' maturity level.
- We developed a comprehensive action plan with The Clear Company post-audit. Key initiatives include a review and update of DEIB governance and associated terms of reference, which is currently underway.

Training and culture

Learning and development are central to Bentley's DEIB strategy. By providing training on DEIB, we are raising awareness and growing shared understanding of the issues some of our colleagues face, enabling us all to work better together. Pulse checks conducted before, during, and after training show increased comfort and confidence in engaging with DEIB topics. Managers are now more proactive, addressing issues quickly through informal interventions.



Colleague working on a Mulliner project

DEIB maturity level
'Strategic'

with elements of 'Integrated' demonstrating marked progress from our rating of 'Compliant' in 2022.

Belonging survey
26% ↑

In 2025, 26 per cent of colleagues completed the Belonging survey, up from 11 per cent in 2022.

DEIB networks and activities

At Bentley, we encourage transparency and openness. To that end, we have five DEIB networks that advance #BelongingAtBentley. Each has two chairs, up to eight core members, a network sponsor from senior leadership and, in some cases, a Board patron. These networks review workstreams annually, meet monthly, support policy updates, and promote knowledge-based articles. The focus is on removing stigma, starting conversations, and promoting intersectionality. The networks now have over 800 colleagues and are run by colleague volunteers.



BEACCESSIBLE

Health, Wellbeing and Disability Network



BEPROUD

LGBTQ+ and Allies Network



BEINSPIRED

Increasing the gender balance



BEUNITED

Ethnicity and Race Network



BEREADY

Veteran, Armed Forces and Blue Light Network











2025 Remembrance Bentley Bentley



Prizes, awards and recognition



Autocar Drivers of Change: New Talent winner 2025

 <p>Awarded the Diversity Award by The Guild of Motoring Writers</p>	 <p>Top 10 Innovator for our Inclusive Leadership and Management training based on temperature checks before and after the training by Investing in Ethnicity</p>	 <p>Top 30 Organisation 2026 (recognised for our 2025 Maturity Matrix) by Investing in Ethnicity</p>	 <p>Winner of DEI commitment by Reuters DRIVE Honours 2025 awards</p>
 <p>Achieved Silver Employer Recognition Scheme status for commitment to the Armed Forces Covenant.</p>	 <p>Recognised in Great Women: Rising Stars by Autocar</p>	 <p>Winners of Drivers of Change: New Talent by Autocar</p>	 <p>Awarded Advanced Employer Accreditation by Investing in Ethnicity</p>



Autocar Drivers of Change: New Talent winner 2025



Chapter 17

Bentley as a responsible business



BENTLEY MOTORS LIMITED
WINNER 2025



Bentley as a responsible business

Sustainable Development Goals



Further information on the UN SDGs can be found on page 9

To continue acting as a responsible business and to maintain our licence to operate, we must engage with our stakeholders and have a positive impact on our community. To achieve these goals, we ensure that we have regular conversations with stakeholders, conduct and participate in surveys that tell us more about our brand and the effects of our actions, and collaborate to engage in community investment that has a truly positive effect on society.

Stakeholder dialogue

We aim to communicate regularly with our [stakeholders](#), including our [employees](#), through both sharing information, and seeking and listening to their feedback. Our stakeholders' ideas help us shape strategy, innovate processes and products, and improve operations, affecting all aspects of our efforts for long term decarbonisation in line with the 2050 global net zero ambition.

Customer experience and satisfaction

Our customers are among our most important stakeholders, and their satisfaction is essential for the resilience of our business. We therefore make sure that we understand their sentiments and opinions on a regular basis. Our goal is to be the first and last word in sustainable luxury, with a focus on the industry's shift towards electrification, and we work to communicate both of those ideas to potential and existing customers.

Our two-touchpoint retailer survey provides us with information on our customers' satisfaction five days after a vehicle purchase, and after a vehicle service or warranty event. The retailer survey covers sales and service experience, while our separate product survey covers customer experience of the physical aspects of the vehicle. Both the product and retailer surveys remain unchanged to ensure consistency and comparability with previous years and models.

Our primary KPI for customer satisfaction, the Net Promoter Score (NPS), is part of our Beyond100+ strategy to ensure management and Board oversight and helps us set annual targets for our retailers. We use 2022 as the baseline year for comparison, since this was the year in which we transferred to a digital survey platform, a new scoring system, and improved question formats.

Performance trends in 2025 confirm that our customers are more satisfied than ever and reflect strong customer confidence and retention. Our aftersales satisfaction has improved and experience and loyalty remain stable. Positive sentiment for driving dynamics in PHEVs reached 74 per cent, reflecting strong customer approval. The infographic to the right depicts our performance trends.

There is a growing internal demand for data analysis, so to support this, we launched an ad-hoc survey capability within our client relationship management (CRM) platform, used to create and deploy surveys and actively track customer interest. All customer satisfaction survey data is transparent and available on our CRM.

95.3% ↑

Retail satisfaction: Our Net Promoter Score (NPS) rose from 92.5% in 2022 to 95.3% in 2025, well above the 90% target.

92.2% ↑

Aftersales satisfaction: NPS improved from 85.5% in 2022 to 92.2% in 2025, closing historical gaps and again exceeding targets.

Building trust and brand resilience

Our brand strategy is built on our core DNA: combining high levels of comfort, wellbeing, and elegance, with effortless performance that delivers genuine exhilaration, and this positioning is verified by independent studies. The biennial Luxury Vehicle Study (LVS) confirms Bentley leads in combining luxury and performance better than its key competitors, while also leading in other attributes such as emotional design. The LVS is conducted in conjunction with the Group and surveys over 1,000 luxury and premium brand car owners around the world. Interbrand's assessment reported a four per cent increase in brand value, even as the automotive sector contracted by seven per cent, representing the sixth straight year of growth since the study began in 2020. Bentley is now best-in-class in factors such as empathy and being close to customers and their evolving needs.

Collaboration with communities and philanthropy

Our commitment to social responsibility extends beyond the factory gates. As one of the largest employers in Crewe, a town with multiple economically challenged areas, we acknowledge our responsibility to contribute positively to local life.

Our overarching community investment programme, Advancing Life Chances, directs our social impact agenda. Its strategy, created with businesses in the area, local charities, and internal stakeholders, is built around four pillars. The strategy is deeply rooted in genuine community needs, identified through a social audit and collaborative engagement with Crewe stakeholders. This ensures our approach is not only effective but also driven by empathy and a profound sense of responsibility.

Our charitable activities and grants are overseen by a cross-functional Charities Committee, which includes representatives from corporate social responsibility, people and culture, governance, risk and compliance, and the communications team. The Committee ensures that decisions are made consistently, fairly, and impartially, and follow structured policies and processes.



Sales and Marketing meeting



Green World Awards – Community Commitment Global Gold Winner 2025

We play an active role on the Crewe Town Board, helping shape and deliver investment strategies for the town. We actively connect local initiatives and stakeholders such as The Dome Youth Zone and Crewe Engineering and Design University Technical College (UTC) to amplify their impact.

In the Christmas period in 2025, our colleagues collaborated with MyCWA, Pure Insight, and South Cheshire CLASP for a Christmas Gift Giving initiative. Managed by Bentley colleagues, dozens of Christmas gifts were donated to help spread joy and make a difference to vulnerable and young people in Crewe and the surrounding area.

We continue to support the Contribution to the Community Award at the annual South Cheshire Chamber of Commerce Business Awards. The award recognises both charities and businesses for their outstanding community programmes. We have led this initiative for over five years, reinforcing our role as a corporate social responsibility leader in the region.

We donated a total of £326,500 across our programmes in 2025 and were proud to be awarded the Green World Awards – Community Commitment Global Gold Winner 2025 for our work in advancing life chances through sustained community programmes in 2024.



Case study: Charity Thank You Event 2025

In 2025, we hosted our first Thank You event for local charities at our flagship showroom in Crewe. Supported by our partners, Cheshire Community Foundation, we welcomed approximately 50 charities and 100 attendees and presented three Bentley Relentlessly Extraordinary Recognition Awards for People, Collaboration, and Innovation. We have plans to make this an annual event.

To find out more, click [here](#).

Our programmes in 2025

Advancing Life Chances National Fund



- Managed by Charities Aid Foundation (CAF)
- Focuses on vulnerable, disadvantaged, and under-represented communities
- Grants to 144 charities in first half of 2025
- Grants range from £150-500
- 18,506 beneficiaries
- Programme reviewed in June and will be re-launched in 2026, with higher grant values available and fewer restrictions

Advancing Life Chances Crewe Fund



- Managed by Cheshire Community Foundation (CCF)
- Crewe-specific community investment fund
- Supported 10 local projects in 2025
- Benefited more than 4,295 people

The Crewe Fund



- Focuses on the Crewe area only
- Collaboration with CCF, local businesses, and donors to pool resources and tackle Crewe-specific challenges
- Supported 14 projects benefitting an estimated 1,300 people
- Donations totalling approximately £70,000

The Bentley Crisis Fund



- Managed by CCF
- Lump sum invested in perpetuity and interest used to donate to charities – limit of £250 per donation
- Donations delivered straight to individuals via five charity partners
- Supported 162 individuals in 2025

The Dome Youth Zone



- We are a founding patron of a youth-focused community space in Crewe
- Addresses poverty and youth engagement in the community, turning challenges into opportunities
- Third year of donating to the project
- Completion of the new building set for 2026

Payroll Giving



- Our employee Payroll Giving scheme is rated Silver standard by the Government Payroll Giving Quality Mark
- New Give a Gift this Christmas initiative launched to buy presents for disadvantaged children
- Gifts were delivered to partner charities: MyCWA – supporting victims of domestic abuse; CLASP – supporting single-parent families, and Pure Insight – supporting children in care and care leavers

Employee Volunteering



- Two paid days off a year to volunteer for non-manufacturing staff
- Introduced a new half-day volunteering option
- Dedicated portal and helpline service to match employees with volunteering opportunities
- A total of 66 colleagues volunteered for a total of 329 hours



Bentley Charities Committee meeting



Our retailers

Retailer engagement in 2025 extended beyond training to immersive experiences. Over 120 retail colleagues visited our Dream Factory for a sustainability and brand immersion day. This emphasises their importance as passionate ambassadors for sustainability and craftsmanship, and prepares them to better share our values with customers. Retailers also play a direct role in sustainability in their own right, so we provide resources for them to audit and reduce energy consumption at showroom sites.

Expanding the Bentley Foundation

In 2025, we advanced plans to expand our Bentley Environmental Foundation into the Bentley Foundation. The name change, launched in 2026, represents a

broadening of the Foundation's priorities to include arts, culture, and global education causes alongside environmental stewardship. The change reflects our understanding that a sustainable future depends not only on technological progress and environmental action, but also on creativity, knowledge, literacy, and cultural connection.

We celebrated the second anniversary of the Foundation with its first [Impact Report](#), which shows that since its inception, the Foundation has supported 21 projects across 15 countries worldwide, benefitting over 636,000 people, and delivering 2,870 targeted activities.

In 2025, the Foundation renewed partnerships with organisations such as The Rivers Trust and Seatrees, with new collaborations based on the Foundation's expanded remit to be announced in 2026.



Case study: Retailer Academy and the Princess Royal Training Award

Retailers remain central to our brand promise and sustainability ambitions. In November 2024, the Bentley Retailer Academy was honoured with the Princess Royal Training Award for outstanding training and skills development. The Award affirms our commitment to mixing traditional and digital learning methods and our efforts to increase our focus on one consistent message globally. Our award-winning training focused on Bentley DNA, our values, craftsmanship, sustainability awareness, batteries, and high-voltage technician training. Our achievement reflects an internal cultural shift toward continuous, values-based learning that reflects our strategy and encourages productivity and skills retention.

To find out more, click [here](#).



The Bentley Foundation Impact



Seatrees

200,000+ mangroves planted in Kenya
 120,000 sq ft of kelp restored across the USA and Australia
 1 hectare (2.5 acres) of seagrass meadows protected in Setúbal, Portugal
 (Half a hectare can support 40,000+ fish and 50 million invertebrates)
 269 sq ft (25 m²) of canopy-forming macroalgae planted in Spain



Rivers Trust

Two apprentices funded, investing in local talent
 25 farms supported with advice on best practice methods to protect the river environment



Hubbub

26 UK community groups supported through Nature Grants, receiving up to £5,000 each to develop or enhance green spaces



Climate Group

Argentina: Established the first air quality monitoring network in Tucumán, with 30+ sensors providing baseline pollution data



Everwave

Thailand: 20 tonnes of waste collected per month from the Chao Phraya River using smart boat technology



Blue Marine Foundation

Dominican Republic: Supported designation of two marine protected areas covering over 100,000 km², aiding the country's commitment to protect 30% of its oceans by 2030
 Uruguay: Supported creation of the 40 km² Isla de Lobos Marine Protected Area, the country's first MPA



Renewable World

Nepal:
 25 e-cook stoves distributed
 3 biogas digesters installed
 1,250 indigenous saplings planted
 28 solar lamps installed
 25,000 litres of water delivered daily by solar pump

Overall programme impact

21

Total projects supported

15

Countries reached

636K+

Total beneficiaries

2,870

Activities delivered

30

Bentley volunteers engaged



Chapter 18 Governance and integrity





Governance and integrity

Sustainable Development Goals



Further information on the UN SDGs can be found on page 9

To remain resilient, transparent, and compliant we must implement strong governance systems and foster a culture where colleagues feel empowered to report concerns, act ethically, and uphold our company values. Governance, integrity, and compliance are central to our Beyond100+ strategy, and we make ongoing efforts to ensure our colleagues do the right thing and that we manage risk and compliance appropriately to secure a stable future.

Our approach

Over the reporting year, we enhanced our compliance frameworks, strengthened oversight, and introduced new policies to ensure resilience and transparency, and to align with evolving global legislation. Our approach is designed to simplify governance for colleagues, to embed ethical principles across the business, and to ensure we can rapidly adapt our systems to regulatory change.

A new structure and new policies

In 2025 we revised our governance structure. We unified corporate, environmental, and product compliance and added clear escalation routes as well as a focus on emerging legislation. The structure comprises the Corporate Compliance Committee and the new Bentley Compliance Steering Committee.

Also in 2025, we implemented a new Prevention of Economic Crime policy, which is more comprehensive in its approach to managing risks associated with corruption, money laundering, fraud, and tax evasion. The policy is supported by mandatory training modules for all colleagues and forms part of a broader strategy to embed compliance into everyday operations.

Risk management and compliance

We take business risks seriously, as they may affect our ability to deliver the Beyond100+ strategy. Risk management is embedded within our governance and decision making, guided by a Bentley Operating Policy which sets out the requirements for our Risk Management System and Internal Controls System.

Our approach continues to align with the ISO 14001 and IATF 16949:2016 standards, supporting consistent identification, assessment, management, and monitoring of risks across the organisation. This framework has remained materially unchanged since our [2024 Sustainability Report](#).

We apply a structured process across all functions, supported by departmental risk registers, regular reviews, escalation routes, and our Internal Control System, which safeguards the integrity of our procedures and controls. Further detail on our risk governance can be found in our [2023 and 2024 Annual Reports](#).

Whistleblower System

Integrity, compliance and transparency are central to how we operate. We remain committed to the principles of the Bentley Code of Conduct and the Volkswagen Group Code of Conduct for Business Partners. This is supported by a Whistleblower System that provides confidential, secure, and anonymous channels to report concerns, including ethical issues, supplier practices, and human rights or environmental risks.

The system is available 24/7 in every language, with guidance published on our intranet and website for colleagues, business partners, and third parties. Key contact points receive regular training to ensure reports are handled consistently.

Procedural fairness underpins the system. All reports are managed sensitively, impartially and in strict confidence, with strong protection for whistleblowers and all individuals involved. This approach remains unchanged and reflects our continued commitment to a robust speak-up culture.



Continental GT Convertible Azure in Light Windsor Blue by Mulliner

Embedding ethical principles and compliance

In May 2025, we published our ethical principles for artificial intelligence internally for our colleagues. These set clear expectations for transparency, security, and responsible decision-making in the use of AI technologies. The principles reinforce our commitment to innovation with integrity.

We achieved compliance with the EU Data Act in 2025. The Act enables individuals in the EU to access data related to connected products. Compliance required significant cross-functional collaboration to build systems and backend processes for data requests, covering categories such as driver behaviour, location data, and other vehicle-generated information. We assigned a Chief Location Information Officer to oversee compliance with global location legislation, including requirements in South Korea.

Reporting and disclosure

Bentley Motors Canada Ltd, a wholly owned subsidiary of Bentley, published its second report on Supply Chain Human Rights in 2025.

For more information on our human rights policies and processes, see page 6 of the [GRI Report](#).

We monitor legislative developments closely and anticipate the application of UK Sustainability Reporting Standards. Our governance approach ensures that material topics, risk mitigation measures, and energy consumption data are reported consistently and transparently.

This report is voluntary, but Bentley complies with the appropriate mandatory reporting requirements including, but not limited to, UK Climate-related Financial Disclosures in our [2024 annual report](#), and [Modern Slavery Statement](#) and [Gender Pay Gap](#) reporting.

Business resilience and cyber security

We maintain robust business continuity plans for operationally critical and time-bound areas.

Our work to strengthen our cyber security posture will always evolve and we collaborate with national agencies to ensure we remain alert to emerging and increasing threats. We maintain robust day-to-day protections and well-practiced crisis and continuity frameworks. Data ownership and classification remain tightly controlled, with special categories of data protected under Group policies. We have strengthened checks on suppliers that handle confidential data and require that they have recognised security certifications. Security requirements are written into contracts and suppliers are audited when required by their agreement or after an incident.

We have revised data retention schedules, launched relevant data protection e-learning for our retailers, and introduced enhanced phishing training for all colleagues. Targeted shop floor audits help establish a baseline for IT security awareness among non-IT users. By remaining cyber-resilient we help protect customers, intellectual property, our vehicles, and ensure the resilience of our business and brand.



Business Continuity and Cyber Security meeting



Appendices



Appendix 1: Stakeholders

Stakeholder group	Why do they matter?	Material topics	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 members of the Board
Customers	Our customers are at the heart of our business and essential to our long-term success. Fostering a strong connection with the Bentley brand ensures they can fully appreciate and enjoy every step of this journey and the evolving Bentley experience.	<ul style="list-style-type: none"> • Product quality • Vehicle safety • Innovation • Customer satisfaction 	<ul style="list-style-type: none"> • Email, text and WhatsApp • Surveys and feedback • Events, workshops and launches • Personal meetings • Customer Clinic
Bentley Sustainability Council	Supporting Bentley in challenging our sustainability strategy, serving as trusted external partners to drive change, and shape meaningful action.	<ul style="list-style-type: none"> • Stakeholder dialogue • Climate change • Transparent and responsible supply chain • Product quality • Vehicle safety • Customer satisfaction • Innovation • Circular economy • Animal welfare • Risk management and compliance • Communities • Resource scarcity 	<ul style="list-style-type: none"> • Twice-yearly Board-led Council meetings • Monthly Touchpoint meetings • Ad hoc deep dive sessions • Workshops



Stakeholder group	Why do they matter?	Material topics	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">• Retailer conference• Meetings
Suppliers	We remain committed to responsibly sourcing high quality materials. Building and maintaining strong, trusted relationships with our suppliers is key to us delivering on this commitment.	<ul style="list-style-type: none">• Vehicle safety• Sustainable products and materials• Product quality	<ul style="list-style-type: none">• Contractual documents• Meetings• Website
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• Website• Exchange forums• Investment analysts
National and local governments	Our relationships with national government and local authorities are crucial for Bentley to maintain a strong presence in the market. They enable clear communication and allow us to support local action on key business issues. It's important to emphasise that we have no 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 about regulations• Site visits• Ministerial roundtables• Automotive Council



Stakeholder group	Why do they matter?	Material topics	Channel of communication
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
Non-governmental organisations / 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 products and materials• Communities• Climate change	<ul style="list-style-type: none">• Meetings and interviews• Memberships
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 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 resources	<ul style="list-style-type: none">• Partnerships with local communities and universities• Meetings and interviews• Mentoring



Appendix 2: Glossary

This Glossary covers both the Sustainability Report and the [GRI Report](#) for 2025.

Action Fields

Focus areas within the Beyond100+ strategy

AI

Artificial intelligence

BDOCS

Bentley's internal repository for controlled policies and compliance documents

Bentley

Bentley Motors Limited

Beyond100+ Strategy (Updated in 2024 from 'Beyond100')

Bentley's refreshed strategy aiming for full electrification, enhanced agility, and broader integration of sustainability into all aspects of business

BEV

Battery Electric Vehicle

BOP

Bentley Operating Procedure

CAF

Charities Aid Foundation

Carbon Literacy

Accredited training that provides awareness of the carbon costs and impacts of everyday activities

Carbon Literate

A term used to describe an individual who has successfully completed Carbon Literacy-accredited training

CBI

Confederation of British Industry

CCF

Cheshire Community Foundation

Centre

Excellence Centre for Manufacturing Training

CITES

Convention on International Trade in Endangered Species of Wild Fauna and Flora

CMS

Compliance Management System

CO₂

Carbon Dioxide

CO₂e

CO₂ and CO₂ equivalents - the standardised unit used to measure the climate impact of various greenhouse gases

CRM

Customer Relationship Management - a software platform

CSDDD

The EU Corporate Sustainability Due Diligence Directive

CSRD

The EU Corporate Sustainability Reporting Directive

DAC

Direct Air Capture - extracts CO₂ directly from the atmosphere and stores it to use in a range of applications

DKI

Decarbonisation Index – KPI that covers the CO₂e emissions of the Bentley portfolio over the entire vehicle lifecycle. Also referred to as DCI in the Group and Audi reports

DEIB

Diversity, equity, inclusion, and belonging - Bentley's approach ensuring an inclusive work environment where diversity is valued and all employees feel they belong

ECMS

Environmental Compliance Management System

eFuel

electroFuel - synthetic fuels produced from renewable electricity, hydrogen and CO₂

Embodied emissions

Total CO₂e emissions released across a product or material's lifecycle up to the point of use

Emissions

Throughout this report the term 'emissions' is used to refer to the release of greenhouse gas (GHG) 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'

ESG

Environmental, Social, and Governance

EU

European Union

EV

Electric Vehicle

F-gas

Fluorinated gas - greenhouse gases commonly used in refrigeration and air conditioning systems, subject to EU bans due to their environmental impact

FTE

Full time equivalent

**GHG**

Greenhouse gas

GHG Protocol

A set of global standardised frameworks to measure and manage greenhouse gas (GHG) emissions. Covers seven GHGs: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃)

Go Green tariff

A Bentley logistics pricing option that incorporates measures to reduce transport related emissions compared with standard services

GRI

Global Reporting Index

HR

Human Resources

HVO

Hydrotreated vegetable oil - used as a biofuel

IATF

International Automotive Task Force

ICE

Internal Combustion Engine

ISO

International Organization for Standardisation

IUCN

International Union for Conservation of Nature

KPI

Key performance indicator

LCA

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

LPG

Liquefied Petroleum Gas

LKSG

Lieferkettensorgfaltspflichtengesetz (German Supply Chain Due Diligence Act)

LTAFR

Lost Time to Accident Frequency Rate – a key safety metric used to quantify how frequently employees have accidents while working, relative to total hours worked

LVS

Luxury Vehicle Study

LWG

Leather Working Group

MWh

Megawatt hours

MY

Model Year

Net zero

Net zero is achieved when an organisation minimises Scope 1, 2, and relevant Scope 3 greenhouse gas emissions in line with science-based decarbonisation pathways, and neutralises remaining residual emissions through verified long-term carbon removals

NPS

Net promoter score – a measure of customer loyalty and the likelihood of customers recommending a company, product, or services to others

ODS

Ozone-depleting substances

PCR

Post-consumer recycled

PCMS

Product Compliance Management System

PHEV

Plug-in Hybrid Electric Vehicles

PIR

Post-Industrial Recyclate

Q-Day

Quality Day – Day-long Board scrutiny of vehicle quality data from development, through production, to customer use

QMS

Quality Management System (BOP 009)

R&D

Research and development

REGO

Renewable Energy Guarantees of Origin

RMDDMS

Raw Materials Due Diligence Management system - the Group system used to identify, assess and avoid actual and potential negative impacts and potential human rights risks in the upstream raw material supply chains

SASB

Sustainability Accounting Standards Board – a non-profit organisation that develops industry-specific standards to help disclose financially material sustainability information to stakeholders

S-Rating

A ranking system used by Bentley (and the Group) to verify a supplier's sustainability performance

**SAF**

Sustainable Aviation Fuel

Scope 1

Direct emissions from owned / controlled sources

Scope 2

Indirect emissions from purchased energy

Scope 3

All indirect emissions in the value chain except Scope 2

SEM

Supplier Environmental Manifesto

Stakeholders

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

SUV

Sport Utility Vehicle

T Level

Two-year technical courses in England for 16 – 19-year-olds, broadly equivalent to 3 A-Levels. These courses have been developed in collaboration with employers and education providers so that the content meets the needs of industry and prepares students for entry into skilled employment, an apprenticeship, or related technical study through further or higher education

Tarif

Non-management grades

TMK / OMK / MK

Leadership grades

TCC

Technical Conformity Centre

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)

UN SDGs

United Nations Sustainable Development Goals - 17 key areas for urgent global action

UTC

Crewe Engineering and Design University
Technical College

Vehicle data

All data detailed in this report is based on the number of vehicles manufactured in the given period, excepting 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

Volkswagen Group or the Group

For more information on the VW Group please refer to their [website](#)

XDC

X-Degree Compatibility - Model Version 2025.08 with the NACE sector 29.10, United Kingdom. A science-based tool that calculates the climate impact of companies, buildings, or portfolios and expresses it as a temperature figure (°C)

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.