



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

MAY 2024



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ABOUT THIS REPORT

In this, our third annual ESG report, Boyd Group Services Inc. (“BGS”, “Boyd”, “Boyd Group”, or the “Company”) summarizes our priority topics, ambitions, goals, and progress related to our environmental, social, and governance (“ESG”) performance. Our priority topics have remained consistent in our reporting throughout the years. These priorities were informed by, and continue to be assessed in relation to global, regional, and industry ESG trends, as well as expectations and priorities highlighted by stakeholders, and globally recognized sustainability reporting standards. We continue to follow developments regarding ESG reporting, including the publication of standards 1 & 2 of the International Sustainability Standards Board (ISSB) and the establishment of the Canadian Sustainability Standards Board (CSSB).

This ESG Report focuses on performance and activities from January 1 to December 31, 2023, except where otherwise noted. In certain instances, where material progress has been made subsequent to December 31, 2023 but prior to the publication of this report, information has been included and, where applicable, this information has been identified throughout the document. Unless otherwise noted, information within this report pertains to Boyd Group Services Inc. and all its subsidiaries.

*We welcome your feedback
about our report and
invite you to contact us at:
esg@boydgroup.com*





FORWARD-LOOKING INFORMATION

Statements made in this Report, other than those concerning historical information, may be forward-looking and therefore subject to various risks and uncertainties. Some forward-looking statements may be identified by words like “may”, “will”, “anticipate”, “estimate”, “expect”, “intend”, or “continue” or the negative thereof or similar variations. Readers are cautioned not to place undue reliance on such statements, as actual results may differ materially from those expressed or implied in such statements. Factors that could cause results to vary include, but are not limited to: employee relations and staffing; acquisition and new location risk; operational performance; brand management and reputation; market environment change; reliance on technology; supply chain risk; margin pressure and sales mix changes; pandemic risk & economic downturn; changes in client relationships; decline in number of insurance claims; environmental, health and safety risk; climate change and weather conditions; competition; access to capital; dependence on key personnel; tax position risk; corporate governance; increased government regulation and tax risk; fluctuations in operating results and seasonality; risk of litigation; execution on new strategies; insurance risk; interest rates; U.S. health care costs and workers compensation claims; foreign currency risk; capital expenditures; low capture rates; and energy costs and BGSI’s success in anticipating and managing the foregoing risks.

We caution that the foregoing list of factors is not exhaustive and that when reviewing our forward-looking statements, investors and others should refer to the “Risk Factors” section of BGSI’s Annual Information Form, the “Risks and Uncertainties” and other sections of our Management’s Discussion and Analysis of Operating Results and Financial Position and our other periodic filings with Canadian securities regulatory authorities. All forward-looking statements presented herein should be considered in conjunction with such filings.

MESSAGE FROM THE PRESIDENT & CEO

I take great pleasure in presenting the third edition of our Environmental, Social, and Governance (“ESG”) Report, providing an update on the Boyd Group’s ESG efforts and initiatives over the past year. As one of the largest operators of non-franchised collision repair centers in North America, and one of the largest retail auto glass operators in the United States, we recognize our potential to contribute positive impacts to society, our communities, and the environment. We are committed to exploring innovative solutions and adopting circular economy best practices to fulfill our potential and create meaningful change. We believe our ESG efforts are essential in delivering on our mission to WOW our customers with quality work and best-in-class service.

Since releasing our inaugural ESG report in March 2022 and providing our first update in August 2023, we have continued to advance and make progress against our ESG goals and ambitions.

In 2023, we made incremental progress in diversifying our workforce. We recognize that it will be a long process to reach true representation and remain committed to our goals. In 2023, 35% (2022: 29%) of new hires in entry-level positions in the U.S. were from underrepresented populations.

In 2023, the Company centralized data collection and management, resulting in new Standard Operating Procedures (SoP) for regulated waste management. We communicated and implemented the SoP across all our shops in the United States and Canada. Standardizing our waste management processes and analyzing the data has allowed us to identify the specific types of waste that may be prioritized for future reduction strategies.

To support our Repair First strategy and commitment to plastic repair, we rolled out the plastic repair program in five U.S. states. We have trained 40 plastic repair technicians and have created a pipeline to bring such new talent into the business starting as plastic repair trainees who develop specialized skills and forge their careers as Plastic Repair Technicians. To further support our Repair First Initiative, we have created Boyd’s plastic repair standardization initiatives that will be focused on upskilling our entire body tech workforce with the intent to repair more plastic parts to a high-quality standard and divert parts such as headlights and bumper covers from general waste.

As part of our commitment to our employees, we are working to create a safer working environment. In 2023, we launched an incident reporting policy and procedure that helps us track key health and safety metrics, allowing us to identify areas for improvement to reduce workplace incidents and injuries.

Training and upskilling of our employees is critical to the future of our company. We remain focused on investing in training, which includes the launch of a new leadership development training course in 2023 with further roll-out in our organization expected in 2024.

We are pleased to share the progress we have made thus far on our ESG journey, while acknowledging there is always more work to be done. As we strive to achieve our mission, we understand that the topics addressed in this report may evolve in terms of their nature, scope, and magnitude. We remain dedicated to integrating ESG considerations into our business practices and disclosing our ESG performance. We are committed to continuously improving and look forward to the opportunities ahead.

On behalf of myself, the executive team, and our Board of Directors, I want to thank everyone at the Boyd Group for their efforts in advancing our ESG ambitions. Your hard work and dedication are instrumental in moving us toward a more sustainable and equitable future. Thank you for your valuable contributions and for demonstrating the WOW Operating Way. I look forward to continuing to work alongside each and every one of you.



A handwritten signature in black ink that reads "Timothy O'Day".

TIMOTHY O'DAY

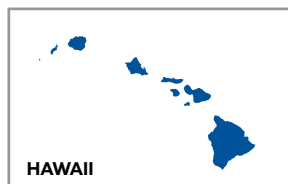
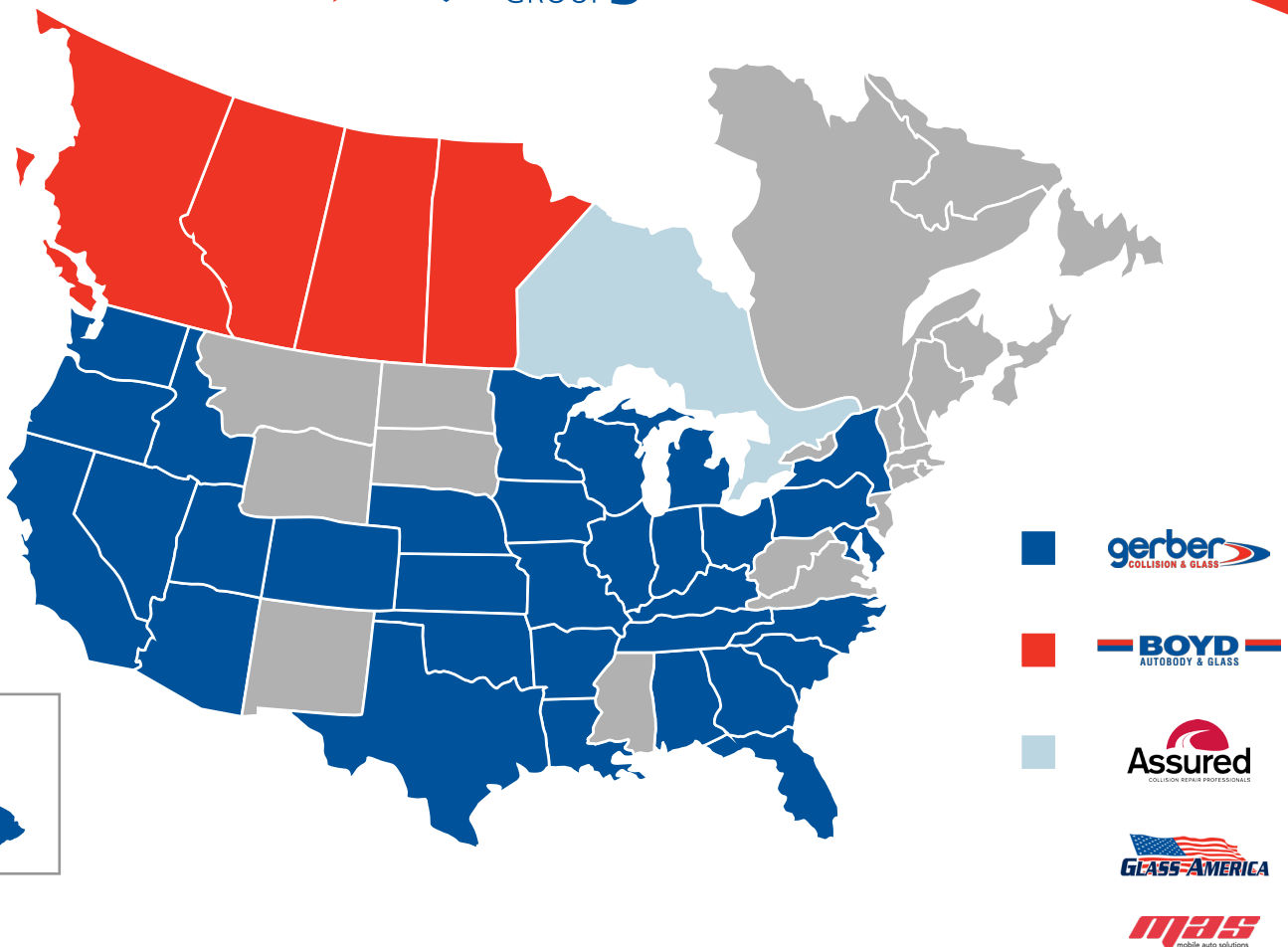
Boyd Group Services Inc., President and CEO

ABOUT US

Boyd Group Services Inc., through its operating company, The Boyd Group Inc. and its subsidiaries, is one of the largest operators of non-franchised collision repair centers in North America in terms of number of locations and sales. The Company currently operates locations in Canada under the trade names Boyd Autobody & Glass and Assured Automotive, as well as in the U.S. under the trade name Gerber Collision & Glass. The Company is also a major retail auto glass operator in the U.S. under the trade names Gerber Collision & Glass, Glass America, Auto Glass Service, Auto Glass Authority and Autoglassonly.com. In addition, the Company operates a third-party administrator, Gerber National Claims Services, that offers glass, emergency roadside and first notice of loss services. The Company also operates a Mobile Auto Solutions (“MAS”) service that offers scanning and calibration services.

OUR FOOTPRINT

- Over **900 company-operated collision locations** in Canada and the U.S.
- Over **13,000 employees** in Canada and the U.S.



ENVIRONMENT

In recent years, the concept of environmental stewardship has transitioned from being an aspiration to becoming a stakeholder expectation—from governments and investors to our customers and employees. We are proud to have made progress on our journey to understand and begin to reduce our environmental impact.

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Waste and Circular Economy

Waste Management

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Energy and GHG Emissions

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WASTE AND CIRCULAR ECONOMY

The circular economy paradigm places sustainability at its core, emphasizing the development of closed-loop systems where materials are consistently reused or repurposed while creating value. It revolves around the concept of viewing by-products and “waste” materials as usable material inputs to minimize the consumption of new resources by promoting the repair, reuse, and recycling of materials, thus diverting them from landfills.

The Boyd Group is implementing innovative ways to reduce the volume of raw materials we use while maintaining the highest of quality standards for our customers.

By embracing circular business models, we can create a sustainable future where resources are used more efficiently, benefiting the environment and the economy alike.



Waste Management

OUR APPROACH

The Boyd Group promotes circular economy principles by reusing materials, recycling, and ultimately, working to reframe what the collision industry considers as waste.

Realizing this ambition requires collaboration and support from all levels of our business. At the corporate level, our Environmental, Health, and Safety (“EHS”) Director leads our initiatives on waste management and recycling. We have also established a standard operating procedure (“SoP”) for regulated waste management that guides all our shops’ waste procedures. General Managers (“GM”) and shop employees are responsible for reducing waste and properly segregating materials.

Our waste management protocols require shops to segregate and safely dispose of hazardous materials such as antifreeze and oil. Materials like rubber tires and metals are recycled, where possible. We have also opted to use environmentally friendly materials, where feasible. For example, all our shops use waterborne paints which emit less volatile organic compounds (VOCs) and reduce water pollution risks relative to solvent-based paints.



OUR PROGRESS

Establish a Waste Baseline

In 2023, the Company centralized our data collection and management approach, resulting in our new SoP for regulated waste management. We communicated and implemented the SoP across all our shops in the United States and Canada. Standardizing our waste management processes and analyzing the data has allowed us to identify the specific types of waste to prioritize for reduction strategies.

Waste Management


THE ROAD AHEAD

In 2022, we achieved our goal to establish a SoP for regulated waste management. In 2023, we evaluated adherence to the SoP as part of shop-level independent quarterly health and safety audits. The results will be shared with all levels of management through a new internal EHS dashboard. We aim to complete this work prior to establishing our baseline for waste and recycling.

We partnered with a third-party waste service provider in 2023 to further support our endeavor to standardize data collection. This data will allow us to identify shops that may need additional support related to waste management including recycling, waste reduction, and waste segregation. We began to capture this data in the second half of 2023. We anticipate establishing a complete waste baseline by the end of 2024. A consistent approach to waste collection and measurement will result in increased accuracy and confidence in our waste generation baseline which will enable comparison of our year-over-year data.

GOALS

We will establish a baseline for waste and recycling against which to collect and measure data, and report on performance in future reports.

TIMELINE¹: 2024² **STATUS:** 

NEW  **ACHIEVED**  **ON-TRACK**  **DELAYED** 

1 Some goals have been restated to improve clarity. All goals now refer to the end of the calendar year, to align with our reporting periods.

2 The target year for this goal was previously 2023. It has been adjusted to 2024. Based on this revision, the goal is on track for the completion of the waste baseline by the end of 2024.



Repair First

OUR APPROACH

Our Director of Circular & Repair Innovation manages our plastics repair-related programs and initiatives.

We acknowledge that diverting plastic from waste disposal sites plays a crucial role in supporting the circular economy.

This is why we have focused our efforts on the repair of plastic vehicle components. Our Repair First approach enables us to reduce the time required for vehicle repair by avoiding waiting times from parts providers. It also facilitates a more seamless repair for vehicles because the existing component is used. This results in faster and better services for our customers, reduced costs, more vehicles serviced, and reduced impact on the environment.



Repair First

OUR PROGRESS

To support our Repair First strategy and commitment to plastic repair, we piloted an advanced plastic repair program in Chicago.

2022

We established specialized entry-level Plastic Repair Technician roles and recruited an initial class of trainees for the plastic repair program.

2023

We rolled out the plastic repair program in five U.S. states.

We trained 40 plastic repair technicians...

and have created a pipeline to bring such new talent into the business starting as plastic repair trainees who develop specialized skills and forge their careers as Plastic Repair Technicians.

To further support our Repair First Initiative, we have created Boyd's plastic repair standardization initiatives that will be focused on upskilling our entire body tech workforce with the intent to repair more plastic parts to a high quality and divert such plastic parts as headlights and bumper covers from general waste.



THE ROAD AHEAD

We will continue to advance our waste reduction efforts on our plastic Repair First strategy. While we currently repair more plastic car parts than the industry average in locations where we have implemented the Repair First strategy, we also continue to train team members across our locations and to develop the new specialized tools and equipment needed to repair more types of plastic car parts.

GOALS

We will increase the number of plastic car parts we repair annually to twice the industry average in locations where we implement the Repair First Strategy.

TIMELINE¹: 2025

STATUS:



NEW

ACHIEVED

ON-TRACK

DELAYED

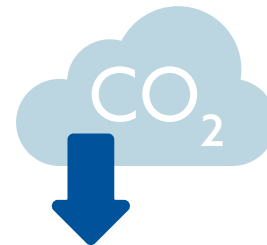
1 Some goals have been restated to improve clarity. All goals now refer to the end of the calendar year, to align with our reporting periods.

ENERGY AND GHG EMISSIONS

Businesses are increasingly taking a leading role in mitigating climate change and aligning to a net-zero pathway.

The Boyd Group acknowledges our responsibility in addressing the climate crisis and is committed to reducing our climate impact, protecting the environment, and shaping a sustainable future.

Addressing climate change can be beneficial through realizing cost savings from energy efficiency measures and staying ahead of stakeholder expectations in an increasingly environmentally conscious market.

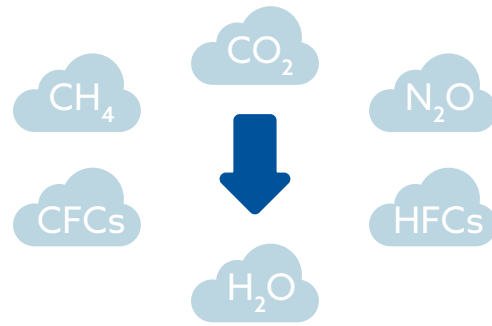


Energy and GHG Emissions

OUR APPROACH

We aim to reduce our greenhouse gas emissions (“GHG”) footprint by implementing energy efficiency measures within our operations.

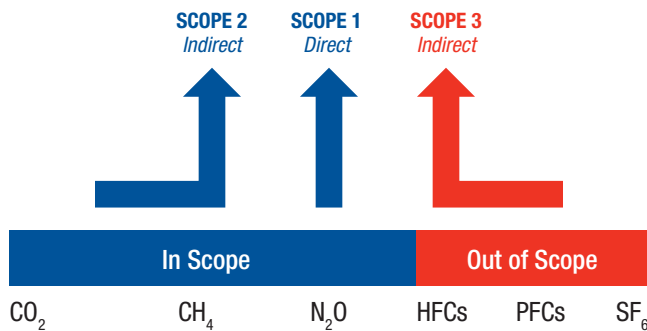
In 2022, we conducted a GHG baseline assessment as part of our commitment to better understanding and managing our GHG emissions. This assessment aimed to gather data on the company’s emissions sources and quantify our GHG footprint. In 2023, we expanded our source data and calculated scope 1 and 2 GHG emissions.



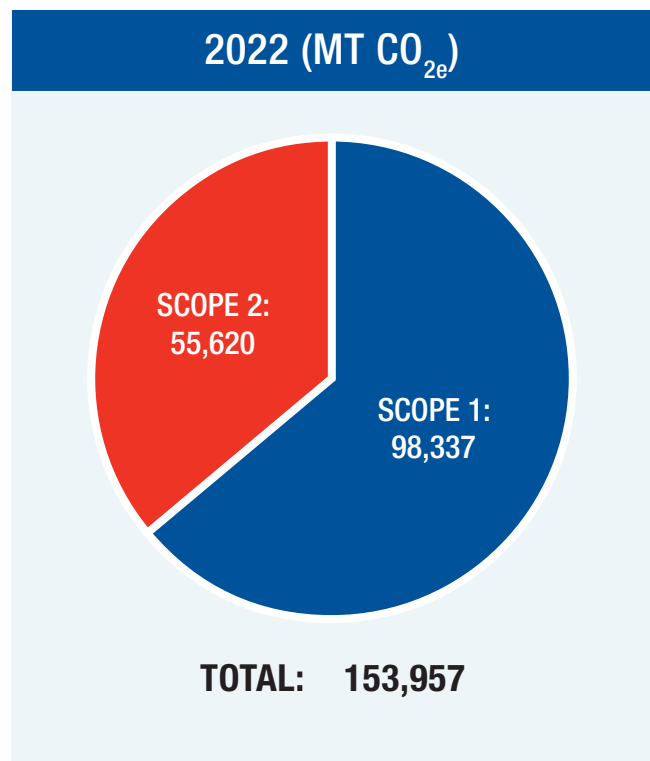
OUR PROGRESS

GHG Emissions Inventory

We are excited to have completed the GHG emissions inventory for 2022, in line with the World Resources Institute (WRI) and World Business Council for Sustainable Development’s (WBCSD) GHG Protocol Corporate Accounting and Reporting Standard. As a company with hundreds of locations across two countries, this was a significant undertaking with many challenges related to data collection from different utilities and sites in leased buildings. Therefore, we relied on estimated data for a portion of our operations.



In 2022, Scope 1 emissions were our largest source of emissions, accounting for 64% of our operational emissions. For the Boyd Group, Scope 1 emissions include the emissions from the fuel used to power our vehicle fleets and natural gas used in our production facilities. Our Scope 2 emissions accounted for 36% of our footprint in 2022. Our Scope 2 emissions are attributed to the electricity required to run our shops and repair equipment. The results of our 2022 GHG emissions assessment are presented to the right.



Energy and GHG Emissions

Fleet Decarbonization Strategy

Our fleet of vehicles in the U.S. enables our mobile glass repair and replacement service offering. In 2023, we focused on developing a strategy to reduce our Scope 1 emissions from fleet vehicles. We assessed our options for transitioning our fleet of approximately 600 service vans within our Glass America operations to hybrid and/or electric vehicles (“EV”). To ensure a thorough understanding of the emerging dynamics of the EV market environment, we collaborated closely with our fleet management partner. This partnership facilitated an in-depth analysis of commercial vehicle performance capabilities and the constraints within the vehicle manufacturing and supply chain. This detailed analysis was key to understanding our risks and opportunities related to transitioning to EVs and determining required capital investments.



Aligned with our strategy, we purchased two EVs to join our Glass America fleet. These EVs serve as a pilot for our longer-term plan to transition our fleet to more environmentally friendly vehicles. The EVs were outfitted for mobile glass repair and replacement. The pilot program launched in 2023, providing mobile glass repair and replacement service in Denver, Colorado. Running the pilot in Denver enabled us to understand the EV's performance in a market with dynamic weather conditions.

THE ROAD AHEAD

In calculating our 2022 emissions, we increased the number of locations where actual GHG scope 1 and scope 2 emissions data was collected by 85% with plans to expand our sources of actual data, minimizing the need for estimation in future years.

2023

We launched our EV pilot program providing mobile glass repair and replacement service in Denver, Colorado.

We evaluated the data from the pilot project in Denver, Colorado and concluded that based on the current technology available in the industry and based on EV capabilities at this point in time, we will not pursue this initiative.

GOALS

We plan to gather and report data for scope 1 and scope 2 emissions with minimal need for estimation in future years.

TIMELINE²: 2024

STATUS:



Assess our options for transitioning our fleet to hybrid and/or electric vehicles to drive down our Scope 1 emissions.

TIMELINE²: 2023

STATUS:



NEW

ACHIEVED

ON-TRACK

DELAYED

² Some goals have been restated to improve clarity. All goals now refer to the end of the calendar year, to align with our reporting periods.

SOCIAL

At the Boyd Group, we recognize that our success is linked with the well-being of our communities and employees. Our business has direct and indirect impacts on the well-being of our employees, customers, and communities. We are focused on creating positive impacts by incorporating social responsibility into our business practices and contributing to our communities through our initiatives.

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EMPLOYEE ATTRACTION, ENGAGEMENT AND DEVELOPMENT

The desire for meaningful work and values-aligned work environments is on the rise, and organizations are rethinking their relationships with employees and recognizing the need to adapt to create environments that foster purpose and fulfillment.

Our people drive the success of our business, and we strive to create an environment where our employees can reach their full potential and build long-term careers at the Boyd Group.

Our goal is to be a top employer in the collision and glass sector by attracting, developing, and retaining the strongest talent in the industry.



Employee Attraction, Engagement and Development

OUR APPROACH

We have achieved rapid growth through acquisitions and opening of new locations. Alongside this, managing human resources and integrating employees is a top priority. Our Vice President and Chief Human Resources Officer leads the management of our talent strategy and initiatives and is supported by our Human Resources (“HR”) Department.



To strengthen our recruitment process, we increased the number of recruitment support staff to improve lead generation, follow-up and support our hiring managers.

Recognizing that robust compensation and benefits packages are essential for retaining our talent, we continue to review our Total Rewards program for our employees to align with the overall well-being of our workforce. We are also prioritizing creating strong employee engagement procedures, promoting work-life balance, and providing opportunities for employee development.



Employee Attraction, Engagement and Development

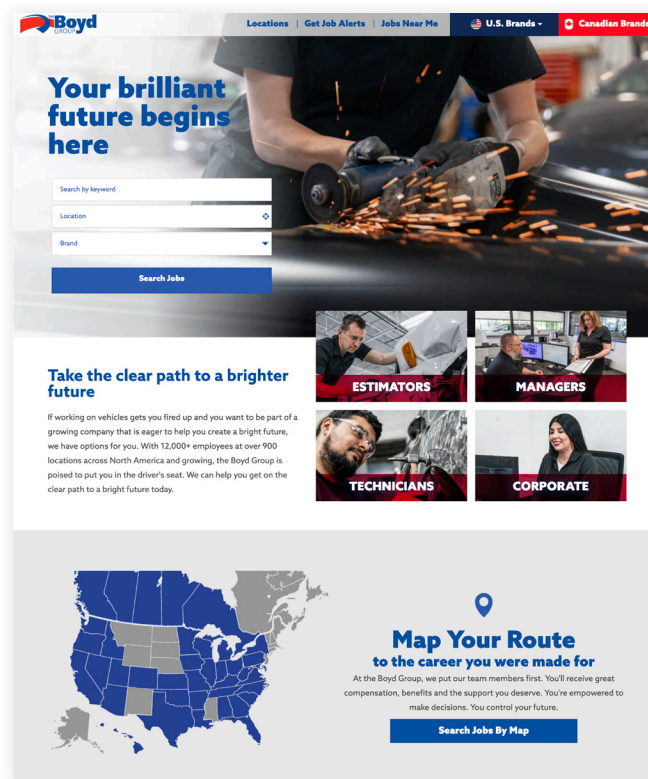
OUR PROGRESS

Our industry continues to face challenges around labor shortages and talent retention which impact our business. In response, we implemented several measures to enhance our talent attraction and employee retention strategies. To improve talent attraction, we updated our job descriptions to promote a more clear and welcoming experience for potential candidates and communicate our company's future direction and what we value in our employees.

In addition to enhancing the talent attraction process, we recognize the importance of retaining our existing workforce.

2022

We completed a competitive review and evaluation of our benefits and compensation. We will continue to review our compensation framework and processes to ensure that we remain competitive in the market.



2023 and Beyond

We are building from our Compensation Analysis and shifting toward building our internal talent capabilities and driving employee retention and engagement.

One example includes developing and implementing an industry first Top Technician Long-term Incentive Program that recognizes and rewards our most productive Technicians.

In addition to the financial reward, the program is designed to showcase our employees and encourage them to be ambassadors for new technicians joining our organization.

Employee Attraction, Engagement and Development

Technician Development Program

Our flagship Technician Development Program (“TDP”) is a comprehensive 18-month program which guides trainees through different skills such as vehicle teardown and structural welding through Inter-Industry Conference on Auto Collision Repair® (I-CAR®) classes and hands-on, practical learning supported by a mentor.

Technicians who complete the program are welding certified in:



Plastic



Resistance



Rivet Bonding



Steel Structural

Graduating trainees receive a full set of tools and secure a position with the Boyd Group as a full-time Auto Body Technician. This program demonstrates our commitment to building a skilled workforce and plays a critical role in supporting talent development to address the technician shortage within our industry.



In 2023, we committed to maintaining the scale of our TDP program through increased recruiting efforts in local schools and through our new partnership with the NHRA Youth Employment Service (YES) events across the U.S.



In 2023, we began to focus on internal candidates with the objective of moving more current employees into the program.



At the end of 2023, more than 40% of new apprentices came from our key frontline positions of porter, prepper and parts coordinator.

Employee Attraction, Engagement and Development

THE ROAD AHEAD

We prioritize leadership and career development at the Boyd Group, and plan to focus on building internal talent toward the General Manager level.

To enhance career knowledge, we are developing formalized programs on career paths, development, performance reviews, and talent management.

A new multi-day leadership development program for all people leaders was launched in 2023, and we will continue to support our current training and development pathways. Apprenticeship opportunities and training programs, including I-CAR® training initiatives, will continue to be provided to employees.

To help us develop the most effective programs and processes for our employees, we launched our first employee engagement survey in 2023. Through the survey, we gathered baseline data and gained a deeper understanding of our employees' needs so that we can better support them and their careers at Boyd. A second employee engagement survey will take place in 2024.



GOALS

Launch a new leadership development program

TIMELINE: 2023 **STATUS:**

Launch our first employee engagement survey and action plans

TIMELINE: 2023 **STATUS:**

Maintain scale of Technician Development Program

TIMELINE: 2023 **STATUS:**

NEW **ACHIEVED** **ON-TRACK** **DELAYED**

INCLUSION, DIVERSITY AND EQUITY

We believe that diversity and equity cannot be attained without first achieving inclusion.

For this reason, we frame this topic as inclusion, diversity and equity (ID&E). Our organization is committed to creating a welcoming and supportive environment for all employees and serving the expectations and needs of our customers and communities by fostering ID&E in our company culture. As part of our ongoing journey, we aim to integrate ID&E into our business practices and continuously assess and enhance our practices to ensure we are meeting our goals and the expectations of our employees and community members.



Inclusion, Diversity and Equity

OUR APPROACH

Effective ID&E practices start with our leadership prioritizing ID&E so that it becomes second nature to all members of our company. We have a cross-functional steering team that works to embed ID&E throughout our organization. We continue to learn from best practices and update our governance and management structures to support our efforts of creating impactful change around ID&E.

We have policies to guide and support our ID&E approach such as:

- [Board Composition, Diversity and Renewal Policy](#)
- [Reporting and Anti-Retaliation Policy](#)
- [Non-Discrimination and Anti-Harassment Policy](#)
- [Diversity Policy](#)
- [Human Rights Statement](#)



We know that ID&E is an integral part of our employees' experience at the Boyd Group. We have built a framework for how we integrate an ID&E perspective more deeply into every step of our employees' career journey at Boyd. One of the ways we are doing this is by creating a roadmap that includes career paths and processes to ensure that we recognize and promote talent within our organization from entry to senior-level positions.



To facilitate effective communication and engagement with our employees, we created a new internal web page dedicated to ID&E. This web page serves as a centralized platform where employees can access information about the ongoing work of our ID&E team and find opportunities to get involved. In addition to our ID&E internal web page, we roll out regular communications to our shop employees through monthly newsletters. These newsletters share important announcements, employee stories, and highlight more opportunities for employees to actively participate in our ID&E initiatives.

In 2024, to continue to effectively engage with our employees, we started sending monthly newsletters. These newsletters share important announcements, employee stories, and share information about our Employee Resource Groups ("ERGs") and how to join them. We also recognize ID&E champions in each newsletter by sharing how employees incorporate ID&E into their work.

Inclusion, Diversity and Equity

OUR PROGRESS

ID&E Training and Education

We believe ongoing education at all levels of our organization is critical for our ID&E journey.

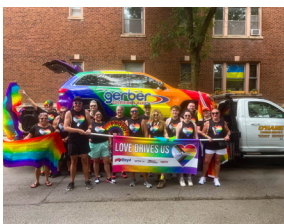
In 2023, as part of our continued efforts to create a welcoming and inclusive environment from day one, we launched an all-new onboarding experience for our new hires which includes a New Hire Orientation Program, revised Role Specialization training, and began working to create a formal career path to demonstrate growth opportunities. We implemented a multi-day leadership development program (“LDP”) that was built with ID&E in mind. In each LDP session, we share information about our ID&E work and why it is important to effective leadership. Information is provided to participants about our Employee Resource Groups (“ERGs”) and how to join.



Employee Resource Groups

In 2023, we have continued our efforts to grow our Employee Resource Group offerings, adding two new ERGs: Veterans and Armed Forces Allies and Advocates (VAFAA) and EnABLE and Empower CapABLE Connections (EECC).

This now brings our total number of ERGs to four, including the previously established ERGs, Women at Boyd and Driving Pride.



Driving Pride



Women at Boyd



Veterans and Armed Forces Allies and Advocates (VAFAA)



EnABLE and Empower CapABLE Connections (EECC)

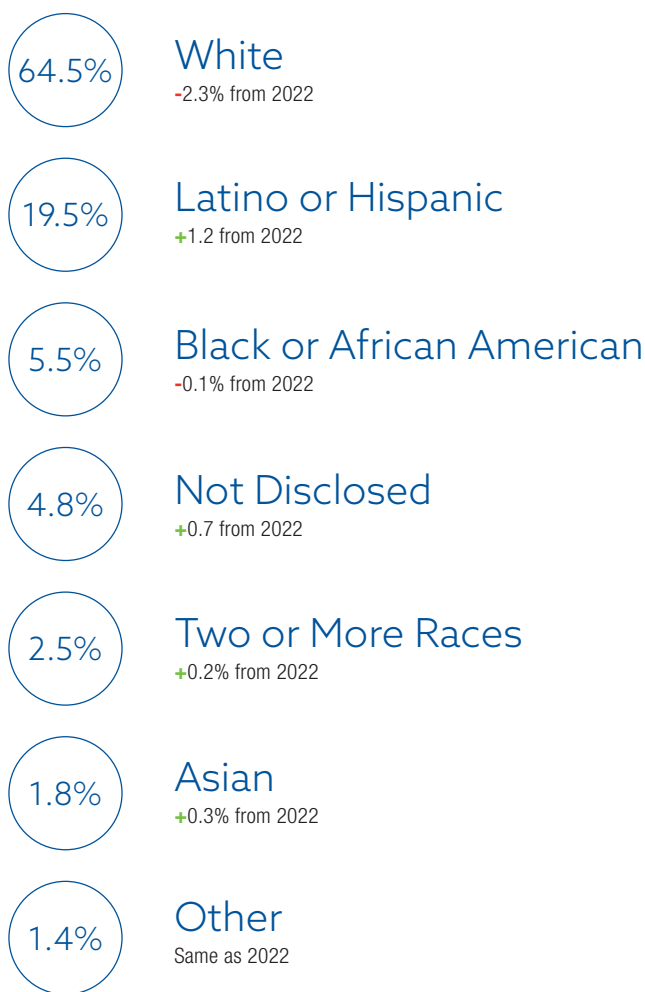
Inclusion, Diversity and Equity

Our Metrics on Diversity

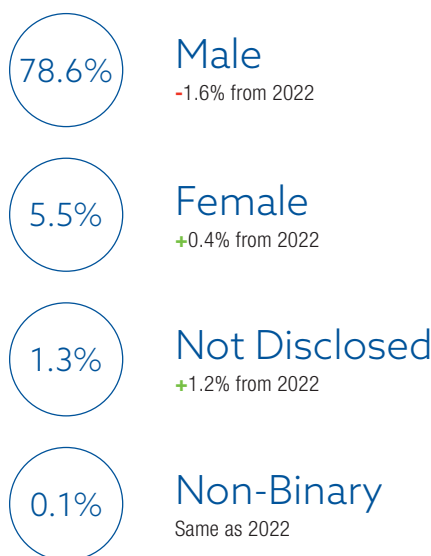
In 2023, we made incremental progress in diversifying our workforce. We recognize that it will be a long process to reach true representation and remain committed to our goals. In 2023, 35% (2022: 29%) of new hires in entry-level positions in the U.S. were from underrepresented populations.

In 2023, we continued to focus additional efforts on increasing gender diversity in our U.S. workforce. This was driven by intentional efforts to include women as our representatives in our Technician Development Program (“TDP”) hiring efforts, allowing potential recruits to see themselves in the collision repair industry.

TOTAL U.S. WORKFORCE RACE³/ETHNICITY (%)



TOTAL U.S.⁴ WORKFORCE GENDER IDENTITY (%)



³ Data is representative of Boyd's U.S. Collision and Glass business.
⁴ Data is representative of Boyd's U.S. Collision and Glass business.

Inclusion, Diversity and Equity

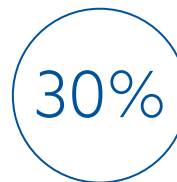


Board Demographics

In May of 2023, a new female Director was elected to our Board, which brought our Board composition to 30% female.

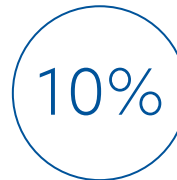
The Board has a policy to maintain a Board composition in which at least 30% of the Directors are female.

Our Governance and Sustainability Committee and People, Culture and Compensation Committee are both chaired by women on our Board.



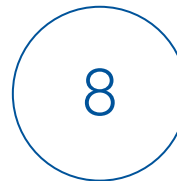
Female

+0.8% from 2022



Visible Minority

-1.1% from 2022



Independent

+1 from 2022



Non-Independent

Inclusion, Diversity and Equity

THE ROAD AHEAD

ID&E Training and Education

We continue to seek out opportunities to diversify our workforce to better reflect the communities we serve, and are working to incorporate ID&E into our employee life cycle.

We will continue educating our people by providing more training, tools, communication and programs around ID&E in the workplace.

GOALS

35% of our new hires in entry level positions in the U.S. are from underrepresented populations.

TIMELINE⁵: 2025 **STATUS:** ●

Continue to grow our ERG program during 2024.

TIMELINE⁵: ONGOING **STATUS:** ◐

NEW ★ **ACHIEVED** ● **ON-TRACK** ◐ **DELAYED** ●

⁵ Some goals have been restated to improve clarity. All goals now refer to the end of the calendar year, to align with our reporting periods.

EMPLOYEE RESOURCE GROUPS

An Employee Resource Group (ERG) is a voluntary, employee-led organization that brings together individuals who share common characteristics, experiences or interests.

ERGs play a crucial role in fostering employees' sense of belonging and inclusion. Creating a safe space for dialogue and understanding contributes to a more inclusive and accepting workplace culture. These groups are designed to be inclusive and open to all employees, regardless of whether they identify with the group's primary focus.

- EnABLE and Empower CapABLE Connections (EECC)**
Dedicated to cultivating a culture of acceptance, support and understanding for individuals with disabilities, both visible and invisible.
- Women at Boyd**
To facilitate professional and personal development opportunities that connect, support and inspire our members and allies while creating awareness around issues women face in the workplace.
- Driving Pride**
Aids in building a company that recognizes and supports LGBTQ+ employees, brings to life efforts to promote inclusion and diversity and helps identify best practices in a variety of areas affecting LGBTQ+ team members.
- Veterans and Armed Forces Allies and Advocates (VAFAA)**
The mission of Veterans and Armed Forces Allies and Advocates (VAFAA) is to embrace our proud community of veterans, active-duty military, reservists, military families and allies who support and encourage each other through shared experiences.

JOIN THE ERGS NOW!

COMMUNITY IMPACT

We contribute to the well-being of our communities through various initiatives such as philanthropy, volunteerism, disaster relief, and investment in infrastructure.

By engaging in these initiatives, we strengthen our relationships with the communities in which we operate and build a sense of trust and goodwill. Our commitment also extends to making a positive impact on our industry by contributing to its development and growth through various programs.



Community Impact

OUR APPROACH

Our marketing team leads the management of our community impact initiatives. We are proud of the relationships and partnerships we have with both local and national organizations. At the corporate level, we partner with industry organizations that allow us to deliver impact through our specialized knowledge and skills. We also encourage our employees to volunteer through our Team Member Volunteer Challenge.

Employees that participate in the challenge can vote in the distribution of donations to charitable organizations. At the local level, individual shops support local organizations of their choosing, enabling employees to contribute and participate in initiatives they are passionate about and matter to them.

We communicate our impact through our WOW weekly news and monthly newsletters where employees can share stories, submit WOW reviews, and read the featured Weekly WOW Good News.



Collision Industry Support Partners:



Community Impact

OUR PROGRESS

In 2023, we continued the Team Member Volunteer Challenge, a company-wide initiative that encourages our employees to volunteer and give back to their communities. The program launched through a number of quarterly leadership calls, our back-of-shop huddle boards at the shop level and via our Weekly WOW News email communication. We also expanded the program to include and encourage participation in charity walks, bike rides, etc. Our team members participated in a number of activities including donating blood, making cards for our troops, picking up trash in their local communities, packing food for food banks and even leading a history walk. Our Summer interns also partnered with the United Way to plan and provide a day of games for children in their school program.



Our leaders actively contribute to collision industry initiatives, generously donating their time and expertise. Several of them hold positions on various boards and committees within the industry. Our President & Chief Executive Officer received the Founder's Award to recognize his outstanding service as the I-CAR® Board Chair from 2018-2020. Our Vice President of Marketing was the Vice Chair of Women's Industry Network (WIN), an organization that supports the advancement of women in collision repair. Our Director of Circular & Repair Innovation continued his work as a member of the International Bodyshop Industry Symposium (IBIS), an organization committed to providing insights and resources to the industry. Our Glass COO recently joined the Automotive Glass Experts (AGE) board of directors as well.



Our partnerships with local schools offer a pathway for young people to develop skills and build a rewarding career. The Boyd Group partnered with over 100 schools and organizations across the U.S. in 2023. These relationships support our commitment to recruit and attract talent from local schools to the TDP program and other relevant roles in the organization. We have also participated in over 60 events and panels such as SkillsUSA Nationals, National Hot Rod Association (NHRA) Youth and Education (YES) Events, and career visits at the Great Lakes Naval Base.



Community Impact

THE ROAD AHEAD

The Boyd Group provides monetary contributions to charitable organizations across the U.S and Canada. We select organizations to support based on a variety of factors, such as local relationships and industry partnerships.

In 2024, we will continue to provide a monetary donation based on the number of team member volunteer hours achieved in 2023.

This allows us to acknowledge the dedication and contribution of our volunteers. To engage our workforce, volunteer participants are involved in selecting the charitable cause that our donation will support.



GOALS

Our leadership team will continue to donate their time, talent, and resources to further developing the collision industry and the communities we serve.

TIMELINE⁶: ONGOING **STATUS:**

We will continue our Team Member Volunteer Challenge to support and encourage our employees to volunteer in their communities.

TIMELINE⁶: ONGOING **STATUS:**

NEW **ACHIEVED** **ON-TRACK** **DELAYED**

⁶ Some goals have been restated to improve clarity. All goals now refer to the end of the calendar year, to align with our reporting periods.

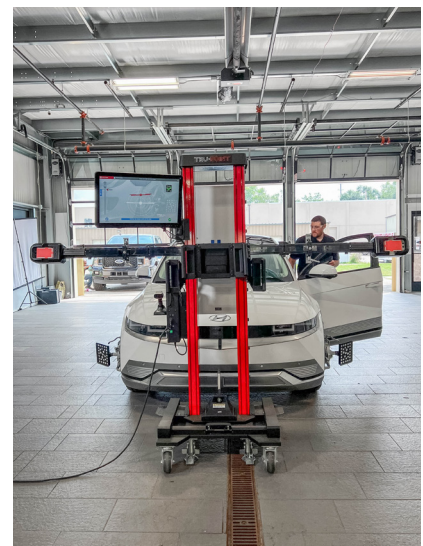
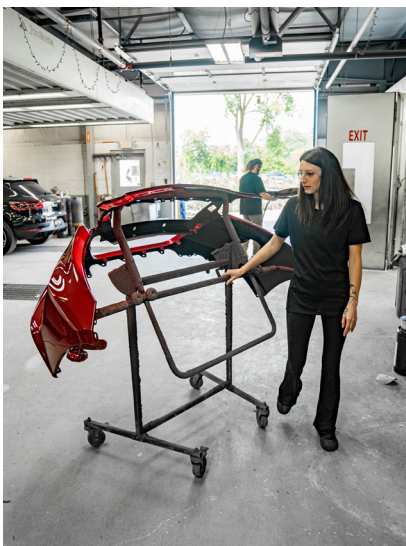


HEALTH, SAFETY AND WELL-BEING

We hold a firm belief that creating a safe and healthy working environment is of utmost importance. It serves as a foundation for fostering employee satisfaction, well-being, and productivity. Furthermore, it is a fundamental element for us to operate as a responsible and ethical company.

We are fully committed to fostering a strong culture of safety and accident prevention through the implementation of improved management and operating procedures, and by rigorously enforcing our policies and procedures.

Our ambition is to foster a strong culture of safety and accident prevention at the Boyd Group and help ensure that our employees remain safe on the job.



Health, Safety and Well-being

OUR APPROACH

Our EHS Director leads the management of our environmental health and safety initiatives and compliance, along with various aspects of mechanical safety at the Boyd Group. The Safety Committee supports the implementation and enforcement of all current health, safety, and well-being-related policies and procedures.

Our culture of health and safety is supported by several policies including our:

- [Occupational Health and Safety Policy](#)
- Incident Reporting Policy



Employee engagement is a key priority for cultivating our safety-conscious culture.

Safety is integrated across all levels, with EHS topics featured on leadership calls.

Through weekly safety moments, team members share learnings and discuss corrective and preventive actions. Safe behaviors are reinforced through our weekly WOW news and our newly developed online library of Toolbox Talks, which provides employees with access to safety resources.

We actively promote employee wellness through our Accident Return-to-Work Program and Employee Assistance Program, which are available to support employees that may be experiencing difficulties.

Supplier Engagement

Maintaining a robust safety culture extends to our business partners, who play a crucial role in our operations. We communicate our safety expectations to suppliers through our Business Partner Code of Conduct. As part of our onboarding process, new suppliers are required to acknowledge and adhere to this Code of Conduct.

Health, Safety and Well-being

OUR PROGRESS

Incident Investigation and Corrective Action Sharing Program

Underpinning our commitment to a robust health and safety culture at the Boyd Group is our goal to formalize and implement an incident investigation and corrective action sharing program. We took significant actions to develop this program and achieved this goal ahead of plan. The program aims to socialize corrective actions that emanate from safety investigations in the hopes of preventing future incidents.

In the interest of furthering employee well-being, we subscribed to a nurse line service to guarantee immediate care in the event of a work-related injury. The nurse line ensures that injured employees receive real-time medical guidance from a nurse who can recommend the appropriate level of care using evidence-based medical guidelines. The service is available 24 hours a day, 365 days a year, and is staffed by both English- and Spanish-speaking nurses.

We also instituted a process to conduct formal investigations of all lost time and recordable incidents to identify corrective actions that will improve safety in the workplace. We continue to monitor injury trends through various analysis tools and as a result of our efforts, we have seen a reduction in our lost time days from 2022 to 2023.



Environmental, Health, and Safety Partnership

We recognize the well-being of our employees, customers, and communities as a top priority. In 2022, we partnered with a third-party EHS advisor to help improve the health and safety across our entire organization. Through various methods and processes, this advisor supports us in identifying, monitoring, and improving our health and safety performance.

To ensure consistent safety standards across all operational locations, a third-party consulting partner conducts external environmental, health and safety audits of all our collision centers in the U.S. and Canada on a quarterly basis. Each audit receives a score and recommendations for improvement around environmental compliance and health and safety, which we work diligently to address. Recommendations extend to critical compliance elements like respirator fit testing, medical evaluations, and other safety compliance tasks. In addition, we prioritize equipping our internal personnel with the necessary knowledge and skills to uphold strong safety protocols. Our consulting partner provides training, safety alerts, and bulletins on essential elements of our EHS program, empowering our team to implement effective safety practices.

We continue to utilize a EHS software platform that helps us better manage and track information, such as site assessment scores and completed safety training. This new EHS dashboard provides site-specific metrics and is accessible to all GMs and leaders. The dashboard also provides the top areas for improvement in EHS for every site to help GMs prioritize actions.

In 2023, we introduced an expanded health and wellness program that takes a more holistic view of what wellness means to our employees.

For example, we provided prescription safety glasses for all employees who require them and continue to invest in new shop equipment to help reduce injuries related to strains and sprains. In addition, a new EHS Coordinator was hired to assist with incident reporting and monitoring.

Health, Safety and Well-being

THE ROAD AHEAD

In 2024, we plan to expand current incident investigation protocols to include involvement from regional and market leadership in investigation and completing corrective actions in response to safety incidents.



GOALS

Implement formalized incident investigation and corrective action sharing program.

TIMELINE⁷: 2023

STATUS: ●

Expand incident investigation responsibilities for all recordable injuries.

TIMELINE⁷: 2024

STATUS: ★

NEW ★ ACHIEVED ● ON-TRACK ◐ DELAYED ●

7 Some goals have been restated to improve clarity. All goals now refer to the end of the calendar year, to align with our reporting periods.



GOVERNANCE

The Boyd Group strives to uphold high standards of corporate governance practices, which reflects our values of Integrity, Appreciation, Inclusion, Innovation, Performance, and Teamwork. We have established high expectations for the way we conduct and govern our business and are continuously striving to improve our performance and maintain accountability. Our organization is guided by the WOW Operating Way, which is a series of systems, processes and measurements that drive excellence in customer satisfaction, repair cycle times and operational metrics.

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ESG LEADERSHIP AND ACCOUNTABILITY

Robust ESG practices are increasingly important for businesses to maintain a strong reputation and trust with stakeholders including customers, investors, employees, communities, and regulators.

By incorporating ESG considerations into our strategies, we can identify and manage potential risks related to environmental, social, and governance issues and regulations as well as changing market dynamics.



ESG Leadership and Accountability

OUR APPROACH

Our proactive approach to ESG allows us to remain competitive, reduce risks, and unlock new business opportunities.

We strive to promote a comprehensive understanding of ESG across all levels of our organization, from leadership roles to shop floor employees, emphasizing its significance to our performance and how we manage and maintain accountability.

Our Risk and Sustainability Committee, composed of senior leadership members, including our President & CEO and Executive Vice President & CFO, and Executive Vice President & COO, provides oversight and is accountable for the success of ESG strategy.

As we advance on our ESG journey, it is of utmost importance to establish clear commitments and goals. They serve as guiding principles, providing a sense of direction for our ESG efforts. Monitoring progress and tracking achievements allows us to evaluate our performance, make informed decisions to drive continuous improvement, and ultimately achieve our objectives.



ESG Leadership and Accountability

OUR PROGRESS

Following our inaugural ESG report and topic prioritization exercise in 2021, we were able to identify the topics that were most important to our operations and the ones where we could make the largest impact. To be able to better track our ESG performance, our efforts in 2023 continued to be focused on improving our understanding of our operations through improved tracking of ESG metrics, including GHG emissions, waste, and health and safety data.

Board and Committees

In 2023, our Board of Directors consisted of 10 members. The Board has three standing committees: the Governance and Sustainability Committee, the Audit Committee, and the People, Culture and Compensation Committee.



The Governance and Sustainability Committee

Chaired by:
Sally Savoia

Includes:
Robert Espey
and William Onuwa



The Audit Committee

Chaired by:
William Onuwa

Includes:
Christine Feuell
and John Hartmann



The People, Culture and Compensation Committee

Chaired by:
Violet Konkle

Includes:
Robert Gross
and John Hartmann

ESG Leadership and Accountability

The Governance and Sustainability Committee of the Board completed a skills, experience, and attributes assessment. Topics related to ESG are outlined in the matrix below. The matrix is not an exhaustive list of each Director's skills, experiences and attributes.

BOARD	<i>Brock Bulbuck</i>	<i>David Brown</i>	<i>Robert Espey</i>	<i>Christine Feuell</i>	<i>Robert Gross</i>	<i>John Hartmann</i>	<i>Violet Konkle</i>	<i>Tim O'Day</i>	<i>William Onuwa</i>	<i>Sally Savoia</i>
Public Company Board Experience	✓	✓	✓	✓	✓	✓	✓	✓		
Corporate Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Executive Compensation	✓	✓	✓	✓	✓	✓	✓	✓		✓
Environment & Social			✓	✓						✓
FUNCTIONAL										
Accounting/Audit	✓	✓		✓	✓	✓	✓	✓	✓	
Finance	✓	✓		✓	✓			✓	✓	
Legal/Regulatory		✓								
Human Resources	✓				✓	✓	✓		✓	✓
Risk Management	✓					✓	✓	✓	✓	✓
Community Affairs/Investor Relations	✓	✓	✓		✓					✓
Marketing			✓	✓	✓	✓	✓	✓		
Corporate Communications	✓			✓	✓	✓	✓	✓	✓	✓
Industrial Technology						✓	✓			✓
Information Technology			✓			✓				
Cybersecurity			✓			✓				
GROWTH										
Investments/Mergers and Acquisitions	✓	✓	✓	✓	✓	✓		✓		
Business Development and Value Creation	✓	✓	✓	✓	✓	✓	✓	✓		✓
Strategic Planning	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Global/International Commerce			✓	✓		✓			✓	✓


ESG Leadership and Accountability

THE ROAD AHEAD

In 2024, we will continue to provide all of our employees with ESG information through company-wide communications.

GOALS

Provide ESG information to all employees through company-wide communications.


TIMELINE⁸: ONGOING **STATUS:** 

Establish a baseline to track and review key ESG metrics.

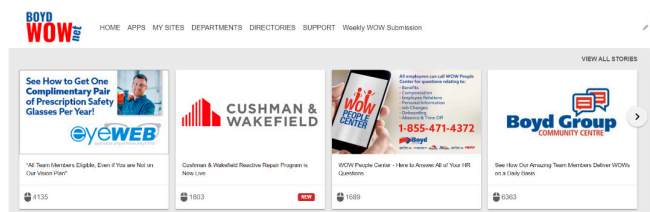
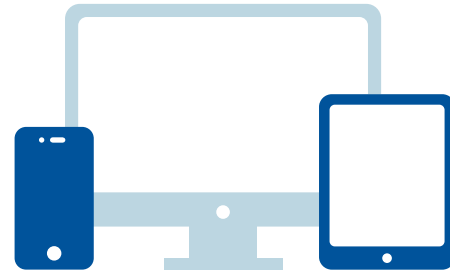
TIMELINE⁸: 2023 **STATUS:** 

Track and review key ESG metrics compared with baseline data.

TIMELINE⁸: 2025 **STATUS:** 

NEW  **ACHIEVED**  **ON-TRACK**  **DELAYED** 

8 Some goals have been restated to improve clarity. All goals now refer to the end of the calendar year, to align with our reporting periods.

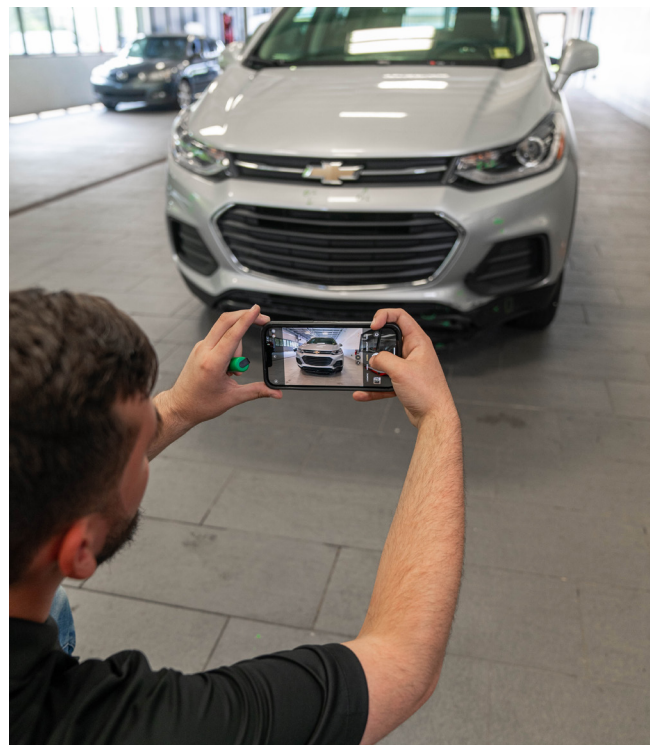


BUSINESS ETHICS

Our success is reliant on our relationship with our employees, suppliers, customers, clients, and investors.

Conducting our business with strong ethics and integrity is a critical part of earning and maintaining their trust.

We do not tolerate any behavior that deviates from our ethical standards.



Business Ethics

OUR APPROACH

Our values guide our business and help ensure that our operations and supply chain are aligned with our ethical standards. Our [Code of Business Conduct and Ethics \(“Code”\)](#) provides the standards for ethical behavior for our employees throughout our business activities and reflects our commitment to maintaining a culture of honesty, integrity, and accountability. This is supported by our [Reporting and Anti-Retaliation Policy](#), our [Anti-Corruption Policy and Procedures](#), our [Non-Discrimination and Anti-Harassment Policy](#), and our [Human Rights Statement](#).

These policies are available on our website at <https://www.boydgroup.com/sustainability>.



OUR PROGRESS

Our business partners and suppliers are critical collaborators in delivering our products and services and we strive to work with partners who are aligned with our values and commitments.



THE ROAD AHEAD

We know that maintaining our ethical standards requires continuous improvement and diligent efforts from our employees, suppliers, and business partners. Our goals reflect this and help ensure a high standard of ethics across our operations.

At the Boyd Group, we prioritize ethical conduct and recognize the critical role of our employees in shaping our company culture and driving our business success. Therefore, we are dedicated to enhancing their understanding of our policies and procedures. In 2021, we established a goal to achieve 100% formal acknowledgement of our Code of Business Conduct and Ethics from all employees annually by 2023 which we have achieved. We will continue to track this goal in 2024.

GOALS

100% formal acknowledgement of our Code of Business Conduct and Ethics from all employees annually.

TIMELINE⁹: 2023

STATUS:



100% formal acknowledgement of our Code of Business Conduct and Ethics from all managers annually and the rest of the employees every two years.

TIMELINE⁹: 2024

STATUS:



NEW ★

ACHIEVED ●

ON-TRACK ◐

DELAYED ●

⁹ Some goals have been restated to improve clarity. All goals now refer to the end of the calendar year, to align with our reporting periods.

DATA PRIVACY & CYBERSECURITY

As business processes continue to digitize and are increasingly reliant on technology advancements, ransomware attacks have become more common, sophisticated and impactful. Therefore, developing and maintaining strong cybersecurity systems is critically important for our business.

Implementing robust cybersecurity policies and procedures protects our business and customers against potential threats and maintains the trust and confidence of stakeholders in our ability to safeguard their data.

Our cybersecurity program also provides protection of our employee and customer personal information in accordance with state and country-specific data privacy regulations, and which aligns to the Corporate Privacy policy.



Data Privacy & Cybersecurity

OUR APPROACH

Our Chief Information Officer is responsible for the management and implementation of our information technology and cybersecurity policies and procedures and reviewing our IT risk register, which is aligned with our corporate risk policy. To ensure effectiveness, independence, and an impartial approach, a dedicated team has been established for enterprise cybersecurity. One of the key elements of this team is to aid our organization in meeting contractual and regulatory compliance requirements and provide visibility and reporting capabilities in the event of security breaches and data loss incidents. Part of our ISO 27001 certification includes demonstrating strong governance of our IT practices. This includes an extensive list of policies which are reviewed annually.

As part of our overall security approach, we align and incorporate concepts from the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) as well as best practice guidance from the Center for Internet Security (CIS).

This approach enhances our cybersecurity posture and positions us well to align third-party compliance efforts with the Boyd Group's cybersecurity standards.

As part of our overall security approach, we align and incorporate concepts from the National Institute of Standards and Technology (NIST) Cyber Security Framework (CSF) as well as best practice guidance from the Center for Internet Security (CIS). This approach enhances our cyber security posture and positions us well to align third party compliance efforts with the Boyd Group's cyber security standards.

To establish an effective cybersecurity practice, it is crucial to proactively assess and address business risks. We prioritize and rank potential threats that may impact our business operations, employee data, or customers to ensure that we focus our efforts appropriately.

In 2022, we achieved our goal of obtaining third-party ISO 27001 certification related to the information security management system (ISMS) that supports the staff, executive leadership, information security policies and procedures, and systems used to deliver services. We reviewed several available certifications and ultimately chose to pursue ISO 27001 because of its wide acceptance and alignment with our business goals and objectives.

As part of the certification, we developed and updated several policies and procedures for cybersecurity including a Security Awareness Training policy. Our cybersecurity policies are reviewed once per year to ensure they are adapted to changing circumstances, address emerging issues, and reflect updated knowledge and best practices.

Data Privacy & Cybersecurity

OUR PROGRESS

In 2023, we maintained our ISO 27001 certification, reviewed our cyber security policies to ensure they reflect best practices, and continued to mature our security capabilities.

THE ROAD AHEAD

2021

We set a goal to implement advanced tools for identity management and data loss prevention by the end of 2023.

2022

We decided to re-evaluate this goal and its completion date.

2023

After careful re-evaluation, we decided to modify this goal to further formalize our Data Privacy Program and continue to mature our existing Cybersecurity Program to better align with our current business practices and strategy.



GOALS

Further formalize our Data Privacy Program.

TIMELINE⁹: 2024

STATUS:

Mature our existing Cybersecurity Program to better align with our current business practices and strategy.

TIMELINE⁹: 2024

STATUS:

NEW ACHIEVED ON-TRACK DELAYED

9 Some goals have been restated to improve clarity. All goals now refer to the end of the calendar year, to align with our reporting periods.

INNOVATION AND TECHNOLOGY

Innovation is critical to the long-term success of any business, especially in today's rapidly changing digital landscape. Embracing ESG practices can foster innovation within a company. Investing in technology and developing responsible and innovative solutions can help companies address modern-day challenges, streamline processes, and identify new opportunities for growth.

At the Boyd Group, we prioritize partnerships and technological development to improve efficiencies, create a better environment for employees, and stay ahead of the competition.

Our culture of innovation enables us to secure our position as a leader in our industry.



Innovation and Technology

OUR APPROACH

We recognize the importance of having well-established structures in place to foster innovation and drive technological advancements.

Integrating data analytics into our shop work is one example of our efforts to advance innovation and supports our efforts to reduce emissions, plastics waste, labor costs, and improve overall workflow. Our Repair First approach also demonstrates our strong innovation capacity as we build partnerships across the value chain to promote the circular economy and advance ESG in our industry.

OUR PROGRESS

2022

We completed significant development and testing of the Boyd Group's enhanced data analytics platform. The enhanced platform can use a wider variety of data sources, such as financial and non-operational data, for future analysis and potential artificial intelligence (AI) applications. These recent improvements will enhance the scalability of our platform and provide us with more robust data for enhanced analytics. The platform is compatible with most systems of our acquired shops which allows for effective integration.

2023

Rollout of the new analytics platform began, and continues in 2024, and serves as the new standard platform that we use to deploy new analytical capabilities.

THE ROAD AHEAD

We are continuing to develop our Technology Roadmap to support our business. This roadmap will include developing our policies and reviewing and updating our approach to remain relevant with advancements and emerging opportunities.



www.boydgroup.com/sustainability

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