



ENVIRONMENTAL, SOCIAL, & GOVERNANCE REPORT

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CEO LETTER

We are pleased to present our first Environmental, Social and Governance (“ESG”) report.

This Report represents a foundational step in Boyd’s ESG journey. It reflects our existing efforts to embed sustainability into our organization and sets the baseline for future performance as we strive to deliver against our mission to *WOW* all of our customers with quality work and best in class service.

We recognize that, as one of the largest operators of non-franchised collision repair centers in North America by number of locations, and as the second largest retail auto glass operator in the U.S., we have the potential to deliver significant, positive impacts to society and the environment, including through adoption of circular economy best practices.

The events of the past few years have demonstrated the importance of ESG in supporting business performance, our workforce, and the communities in which we operate. At the same time, it has provided a new lens that highlights some of the opportunities to increase our resilience and responsiveness to the changing landscape.

Our ESG Report builds on existing strengths to ensure robust environmental, social and governance principles and practices across our operations. Our approach is informed by the priorities of our key stakeholders, including our employees, our investors, our customers, and our communities, as well as the local and global developments that define the context in which we operate.

As we continue to work towards our mission, we recognize that the topics outlined in this report have the potential to shift in nature, scope and scale and we commit to continuing our efforts to embed ESG into the way that we do business and disclose our ESG performance in the years to come.



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

Timothy O'Day

Boyd Group Services Inc., President and CEO



ABOUT THE COMPANY

Boyd Group Services Inc. (“BGSi” or “Boyd Group”) is a Canadian corporation and controls The Boyd Group Inc. and its subsidiaries. BGSi shares trade on the Toronto Stock Exchange under the symbol BYD.TO.

With annual revenues of approximately \$2 billion USD and over 800 locations across the U.S. and Canada, Boyd Group is one of the largest operators of non-franchised collision repair centers in North America. Boyd Group is powered by over 10,000 employees and currently operates 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.

In addition, Boyd Group is a major retail auto glass operator in the U.S. with operations under the trade names Gerber Collision & Glass, Glass America, Auto Glass Service, Auto Glass Authority, and Autoglassonly.com. Boyd Group also operates a third-party administrator, Gerber National Claim Services that offers glass, emergency roadside and first notice of loss services.

ABOUT THIS REPORT

This ESG report shares the establishment and development of Boyd Group’s ESG platform. This report intends to reflect Boyd Group’s priority topics, ambitions, and goals related to our ESG performance. Our assessment of priority topics was informed by global, regional, and industry ESG trends, expectations and priorities highlighted by stakeholders, and recognized standards of best practice such as those defined by Sustainability Accounting Standards Board (“SASB”). In future reports, it is our intention to disclose in accordance with SASB.

The SASB standards and their associated metrics will help communicate our path to long-term value creation and identify areas of focus. SASB guides the disclosure of information sought by sustainability-focused investors. Our alignment to these standards reflects our intent to continuously improve our ESG practices and disclosure. Please see www.SASB.org for more information.

ENVIRONMENT

At Boyd Group, we are committed to driving positive environmental change. We work to mitigate the environmental impact of our business through several initiatives, including strategies to reduce waste, increase energy efficiency, and advance the circular economy.



WASTE & CIRCULAR ECONOMY

Given finite resources, moving towards a circular economy in which we reduce waste production is critical for both business and society. We recognize the opportunity for the collision repair and auto glass industry to support the transition towards lower waste and circular business models, including by minimizing our own waste footprint and exploring opportunities to reduce the volume of materials we use. At Boyd Group, we are focused on waste minimization through our *Repair First* strategy, and by using materials that can be recycled in order to increase the supply of material for future reuse.

“Our ambition is to lead the industry in reducing, reusing and recycling materials to contribute to the circular economy.”

Goals

To measure our progress and demonstrate our commitment to waste and circular economy, we have set the following goals:

- By 2023, we will establish a baseline for waste and recycling against which to collect and measure data, and report on performance in future reports.
- By 2025, we are aiming to increase the number of plastic car parts we repair annually to twice the industry average.



OUR ROADMAP

Waste & Circular Economy

To achieve our ambition, we will focus on waste reduction, waste avoidance, and waste management strategies for all materials, including plastic, metal, glass, and hazardous materials.

Waste Reduction & Waste Avoidance

Our *Repair First* approach promotes reuse of existing materials and reduction of new materials (including packaging associated with replacing parts), therefore avoiding waste to landfill. To further support these key areas, we are exploring opportunities to recycle glass and metals.

Waste Management

To manage our waste, we segregate, recycle, and properly dispose of hazardous and non-hazardous materials such as antifreeze, oil, and rubber tires. Where possible, we have opted to use non-hazardous materials such as waterborne paints to advance circular economy initiatives within the organization. We will continue managing our waste and material use through clear and consistent communication of policies and practices throughout the organization, as well as setting targets for plastic recycling in our shops. Additionally, we aim to formalize a framework for collection of data and metrics related to waste management so as to better track and reduce our waste.

HIGHLIGHT

Repair First Strategy

The automotive industry is a major user of polypropylene plastic, a key component of most plastic car parts. Currently, when these plastic car parts are damaged, the overwhelming majority are replaced with a new part, resulting in the damaged part being sent to the landfill. We aim to change this through our innovative approach to repairing these parts, while following OEM (Original Equipment Manufacturing) repair guidelines.



HIGHLIGHT

Waterborne Paints

We have committed to the use of environmentally friendly, low emission coatings for color toners at all locations. In addition, all new locations are converted to use these materials, resulting in reduced emissions and volatile organic compounds (“VOCs”). This effort also reduces the release of this hazardous air pollutant at all locations.

ENERGY & GHG EMISSIONS

Climate change is a critical global challenge which requires individual, organizational, and global response. The Boyd Group recognizes the importance of taking action to reduce our climate impact, protect the environment, and ensure sustainable economic growth. We are committed to measuring and reducing our energy consumption as well as increasing our energy efficiency throughout the value chain.

“We aim to improve our energy efficiency practices and reduce our GHG emissions throughout our company.”



HIGHLIGHT

LED Lighting

Across our operations, Boyd Group has begun to implement LED lighting retrofits. Since 2019, we have invested over \$8 million USD in environmental initiatives, including upgrading the lighting in our shops to high-efficiency LED to reduce energy consumption and enhance the shop work environment for our employees. We are now using LED lighting in over 60% of our U.S. locations, resulting in an estimated annualized savings of over 19,000,000 kWh. Boyd Group plans to continue to invest in LED lighting where we can have a positive environmental impact and improved working conditions.

60%

of our U.S. locations are now using LED lighting

Goals

To measure our progress and demonstrate our commitment to increasing our energy efficiency and reducing our GHG emissions, we have set the following short- and medium-term goals:

- During 2022, we will aim to establish a baseline for Scope 1 and Scope 2 emissions to measure and report on performance in future disclosures.

- In 2022, we will look at energy management within our locations and determine the most effective and practical ways that we can maximize our efficiency while maintaining a safe and comfortable working environment for our employees.
- We will begin to evaluate opportunities around implementing technology solutions to understand and manage our energy consumption.
- We will assess our options for transitioning our fleet to hybrid and/or electric vehicles to drive down our Scope 1 emissions.



OUR ROADMAP

Energy & GHG Emissions

To achieve our ambition, we are establishing strategies to measure, reduce, and report on our climate impact.

GHG Emissions

To understand our impact, we will conduct a baseline assessment of our current energy practices and our GHG emissions, including Scope 1 emissions. We will work to establish a strategy and action plan to reduce our GHG emissions, including setting goals and targets. To meet these reduction targets, we will assess opportunities to convert our fleet to vehicles which minimize emissions such as hybrid and/or electric vehicles and implement energy efficiency retrofits across our facilities.

Energy Management

Energy consumption is a main source of emissions for many companies in the automotive industry. Across our operations, we have begun to implement LED lighting retrofits, develop energy management policies and best practices, and are seeking opportunities to utilize renewable energy where available. Boyd Group continues to seek opportunities to improve our energy management and increase our use of renewable energy sources. This will be achieved through a more robust understanding of our energy use and outputs to develop energy efficiency targets.

SOCIAL

Our success is dependent on all our Boyd Group team members and the communities where we live and work. We are committed to fostering a culture of inclusivity in the workplace and aim to better serve our communities through our philanthropic efforts, including employee volunteerism and investment in infrastructure.

TALENT ATTRACTION, RETENTION, & DEVELOPMENT

The global COVID-19 pandemic has shifted the way businesses operate and interact with their employees. As the demand for talent increases, the need for innovative attraction and retention strategies also increases. Here at Boyd Group, we recognize that in a rapidly changing sector, our employees are central to our business performance.

“We aim to continue being a leading employer in the Collision and Glass industry through our best-in-class leaders and their ability to attract, develop, and retain team members.”





OUR ROADMAP

Talent Attraction, Retention, & Development

Establishing strong employee engagement practices, cultivating a healthy culture of work-life balance (including flexible work options and competitive benefits), and providing employees with development opportunities are some of the key focus areas that are critical to our success.

Total Rewards

The COVID-19 pandemic has placed a greater focus on the need for comprehensive benefits and compensation packages. We understand that health and job security are critical elements of employee wellbeing and retention, therefore, as part of our Total Rewards strategy, we will undertake a competitive review and evaluation of our benefits and compensation in relation to the market. We will continue to build on our compensation framework and processes to review pay structures to ensure we stay competitive.

Training & Development

In order to support our people and encourage career development within Boyd Group, we will strengthen our employee value proposition framework, including setting goals with employees at the early stage of their careers, having ongoing performance conversations, providing constructive feedback, and ensuring employee training programs are robust and relevant to the job.



HIGHLIGHT

Technician Development Program (TDP)

Our flagship Technician Development Program (“TDP”) is a comprehensive 18-month program which guides trainees from the basics such as vehicle tear down to structural welding through I-CAR[®][1] classes and hands-on learning. Technicians who complete the program are welding certified in plastic, resistance, rivet bonding, and steel structural. Graduating trainees also receive a full set of tools and secure a position with the Boyd Group. Since launching in 2018, our program has trained hundreds of technicians who continue to pursue their careers at our company. Due to our sustained growth, we are doubling the number of technicians participating in this program by 2023. The TDP underscores our commitment to our employees, developing our skilled workforce, and building lasting careers at Boyd Group.

We also offer other notable employee development programs supported by our dedicated team of Technical Trainers, who deliver I-CAR[®][1] training to develop employee skills and assist them in achieving training certifications; as well as training on specific Original Equipment Manufacturer (OEM) repair requirements.

[1] I-CAR[®], the Inter-Industry Conference on Auto Collision Repair, is an international not-for-profit organization dedicated to providing the information, knowledge and skills required to perform complete, safe and quality repairs. Learn more at www.info.i-car.com/about-us



DIVERSITY, EQUITY, & INCLUSION

Events of the past few years, including the COVID-19 pandemic and social justice movements have increased awareness of existing social inequalities around the globe. This has resulted in diversity, equity, and inclusion (DE&I) issues taking center stage in conversations in the boardroom and beyond.

“At Boyd Group, we believe that diversity and equity cannot be attained without first achieving inclusion.”

We strive to reflect the unique communities we serve with a diverse workforce and equal opportunities, an inclusive culture, and equitable treatment of our employees. These are keys to our success—and while it is no small feat for an organization that is continually growing, we pride ourselves on the progress we have made so far.

Goals

We want to embed inclusion, diversity, and equity principles into who we are and how we do business. We believe ongoing education is critical in this journey. In 2022, we will continue to build on the foundation that was previously laid. In an effort to track our progress while remaining flexible to evolving DE&I approaches, we have set the following goals:

- By Summer 2022, we will require Unconscious Bias training for all managers.

- By 2025, we will aim to have 35% of our new hires in entry level positions to be from underrepresented populations in order to better reflect the populations in the communities that we serve.

Total U.S. Workforce Race / Ethnicity (%)

RACE / ETHNICITY	2021
Asian	1.3%
Black or African American	4.9%
Latino or Hispanic	18.2%
White	67.9%
Two or more races	1.7%
Other	0.9%
Not disclosed	5.0%

Total U.S. Workforce Gender Identity (%)

GENDER IDENTITY	2021
Male	81.0%
Female	18.5%
Non-Binary	0.0%
Not disclosed	0.5%



HIGHLIGHT

Women's Industry Network (WIN)

At the Boyd Group, we support the Women's Industry Network ("WIN"), a non-profit organization designed to support and enhance the role of women in the collision repair industry, promoting education, professional advancement and networking. Our company has also formed an internal Boyd WIN Council, an employee resource group (ERG) established and led by women.

The WIN Council connects women in the company to help cultivate a diverse and inclusive workplace, serving as a safe space for employees to share their experiences with peers and mentors. Membership to our women-led ERG has more than doubled in the past 12 months, and the positive impact created by our members is rippling through the organization.

"The WIN Council has helped me feel more connected with team members that I might have not had the opportunity to meet or work with. I absolutely love the 'team' culture that WIN provides."



OUR ROADMAP

Diversity, Equity, & Inclusion

Creating an Inclusive Environment

We believe that starting with an inclusive environment is key to the success of our DE&I ambitions. Our leadership framework, education initiatives, and organization-wide competencies support inclusive action. As part of our DE&I strategy, we will continue building on our Employee Resource Group (ERG) model.

We also believe that change starts with our leaders. To enhance our efforts on DE&I, we will develop training for our leadership focused on DE&I and how leaders can drive it throughout our organization. We will then expand this training to include non-management levels.

Talent

We are taking a broader approach to recruitment, with our efforts focusing on expanding our pools of talent.

We are reviewing our talent selection processes to ensure that they are inclusive, consistent, and free of bias and to ensure that they support the identification of candidates who demonstrate the core competencies needed for success at Boyd Group.

We will develop our career pathways and processes to recognize and promote diverse talent within our organization from entry level to senior level positions.

Organizational Structure

We are committed to learning more about best practices and understanding how best to define our governance structure and key leadership roles which drive ownership of DE&I work. Strong and focused leadership is necessary to drive impactful change. We have established a steering team that is cross-functional to embed DE&I throughout our organization.



COMMUNITY IMPACT

Businesses play an integral role in society and hold the responsibility of being good community members. Maintaining active community involvement has been a core focus for Boyd Group since our inception. We assess our impact through our philanthropy, employee volunteerism, disaster relief, support of local economies, investment in infrastructure, and stakeholder engagement.

“At Boyd Group, our aim is to be a company that makes a positive impact in the communities we serve, as well as in our industry.”

Goals

We have set the following goals and commitments to help us achieve greater impact within our communities.

- In 2022, we will launch our Team Member Volunteer Challenge to support and encourage our employees to volunteer in their communities.
- We are committed to growing our Technician Development Program through increased recruiting efforts in local schools across the U.S.
- Our leadership team will continue to donate their time, talent, and resources to further developing the collision industry and the communities we serve.



OUR ROADMAP

Community Impact

Contributions to Charitable Organizations

Boyd Group provides monetary contributions to charitable organizations across Canada and the U.S. Boyd Group selects organizations to support based on a variety of factors, such as local relationships and industry partnerships. We will continue to seek opportunities to better leverage our resources and charitable opportunities and to increase our support throughout the communities in which we operate.

Employee Engagement

At Boyd Group, we are committed to creating a community where our employees can share their perspectives and be engaged. Our WOW Weekly News for You provides the opportunity for employees to share stories, submit WOW reviews, and read the featured Weekly Good News. As part of our goals for 2022, we are launching our Team Member Volunteer Challenge to encourage employees to give back to their communities through volunteering.



HIGHLIGHT

Collision Repair Education Foundation (CREF)

The Boyd Group supports CREF, a non-profit organization dedicated to supporting schools in training students to be qualified, entry-level employees in collision repair and connecting them with career opportunities upon graduation. To date, we have donated nearly \$400,000 to CREF and actively participate in CREF's career fair events around the country. We believe our partnership with CREF is integral to contributing to the future diversity of the collision repair workforce.

“Boyd Group has been an incredible partner to CREF; not only through their monetary support and serving on our Board of Trustees, but many of their staff collaborate with CREF to stay involved with local high school and college collision programs in their markets.”

— CREF Director of Development Brandon Eckenrode

HIGHLIGHT

Partnerships With Local & National Organizations

Boyd Group is proud of the relationships and partnerships we have developed with both local and national organizations. Within the collision industry, we support the Inter-Industry Collision Repair Education Foundation (CREF), the Conference on Auto Collision Repair (I-CAR), the National Auto Body Council (NABC), the Collision Industry Conference (CIC), and the Canadian Collision Industry Forum (CCIF).

We also support a variety of initiatives across all our locations that support our local employees' passions. For example, through considerable donations to the Rock River Valley Pantry, Boyd Group has assisted in providing food to children and families in over 100,000 households.



HIGHLIGHT

National Autobody Council (NABC)

We have established a long-term partnership with the National Auto Body Council (NABC) to donate dozens of cars and gifts to families in need. In December 2021, Boyd Group, through our subsidiary Gerber Collision & Glass, partnered with various insurance and industry partners to deliver three vehicles to families in need of reliable transportation through NABC's Recycled Rides® program.

Boyd Group leadership and employees donated their time and materials to refurbish the vehicle to a like-new condition. Vehicles through this program are gifts intended to elevate families to a new level of independence and eliminate the stresses associated with a lack of transportation. This event is a life-changing experience for all who participate in or contribute to NABC Recycled Rides® vehicle donation.



HEALTH, SAFETY, & WELLBEING

The COVID-19 pandemic has reinforced the importance of health and safety in the workplace as well as in broader society.

“At the Boyd Group, we are committed to fostering a strong culture of safety and accident prevention through improved management and operating procedures, as well as ongoing enforcement of systems, policies and procedures.”

We recognize that providing a healthy, safe and secure work environment for all our employees is a top priority:

- We have established a safety committee to support the implementation and enforcement of current policies and procedures.
- We continue to advocate for employee wellness through our Accident Return-to-Work program and Employee Assistance program.

Goals

Underpinning our commitment to a robust health and safety culture at Boyd Group is our goal to make annual progress towards incident investigation and corrective action sharing, with a formalized program implemented by 2025. This program aims to socialize corrective actions that emanate from safety investigations in hopes of preventing future incidents. In addition, we will:

- Develop a communication plan that aligns with our overall Environmental, Health and Safety (EH&S) strategy, and begin executing on this plan in 2022
- Encourage experience sharing via programs such as Toolbox Talks
- Expand our ability to track key health and safety metrics to better manage safety and incident data
- Analyze incident data to identify focused areas for improvement, resulting in a significant reduction in workplace incidents and injuries

HIGHLIGHT

Leadership

Recognizing the importance of health and safety, we have created and filled a new position on our leadership team dedicated to advancing a strong culture of proactive risk reduction that focuses on the wellbeing of all individuals at Boyd Group. Our Director of Health and Safety will lead us in formalizing established best practices, engaging employees, and driving continual performance improvement.



OUR ROADMAP

Health, Safety, & Wellbeing

To uphold our ambition of fostering a strong culture of safety and accident prevention at Boyd Group, we will focus on strengthening several key areas and approaches:

Training

To continually enforce health and safety policies and procedures throughout the company, we will consolidate training programs, drive employee certification and recertification, and further enforce procedures and policies at all levels. We will also routinely assess training programs for relevancy and tailor training to include role-specific information.

Wellbeing

We have various programs to support our employees' wellness, including our Employee Assistance Program and our Accident Return-to-Work program. We are also working to develop an expanded health and wellness program that takes a more holistic view of what wellness means to our employees.

Transparency

To strengthen health and safety enforcement at Boyd Group, we will record and track all health- and safety-related incidents, including corrective actions taken, near-miss incident reports, and injury and lost-time injury rates, as well as initiate the development of a formal process for investigating incidents.

Supplier Engagement

To champion health and safety throughout our value chain and align our key suppliers and partners on Boyd Group's values and practices, we will utilize a Supplier Code of Conduct, which we plan to develop by the end of 2022. We are currently exploring processes and systems that would increase our tracking capabilities to further line up with partners and suppliers.

Audits & Regulatory Compliance

Having a strong health and safety culture means going beyond compliance. In addition to ensuring compliance with all mandatory health and safety components, we will conduct annual health and safety audits through a trusted third party and address audit findings to improve future performance.

GOVERNANCE

At Boyd Group our approach to responsible governance protects the viability of our business and demonstrates our values of Appreciation, Inclusion, Innovation, Integrity, Teamwork and Performance. We hold ourselves to a high standard of governance and are continually taking steps to strengthen our performance and accountability in critical areas.

ESG LEADERSHIP & ACCOUNTABILITY

At Boyd Group, our approach to responsible governance protects the viability of our business and demonstrates our values of Appreciation, Inclusion, Innovation, Integrity, Teamwork and Performance.

To achieve this, we have set a goal to provide ESG education and training sessions for all employees by 2023. We will also establish a baseline against which to track and review key ESG metrics.

“As ESG matters continue to rise in importance, we aim to have all employees, from leadership roles to shop floor employees, understand the importance of ESG, its relevance to our performance, and how we manage and hold ourselves accountable.”



OUR ROADMAP

ESG Leadership & Accountability

In creating company-wide awareness on the importance of ESG and how we manage our efforts, we have identified the following areas as key focal points:

ESG Committees

To highlight our ongoing commitment to ESG matters, we have two committees dedicated to overseeing the success of our ESG efforts: Our Governance & Sustainability Committee, consisting of members from our Independent Board of Directors, and the Risk & Sustainability Committee, consisting of many senior leadership members, including our President & CEO and Executive Vice President & CFO. These committees recently formalized the incorporation of ESG into Boyd Group's values, mission, and strategy map, and are currently working to embed ESG within our governance principles and guidelines.

ESG Education

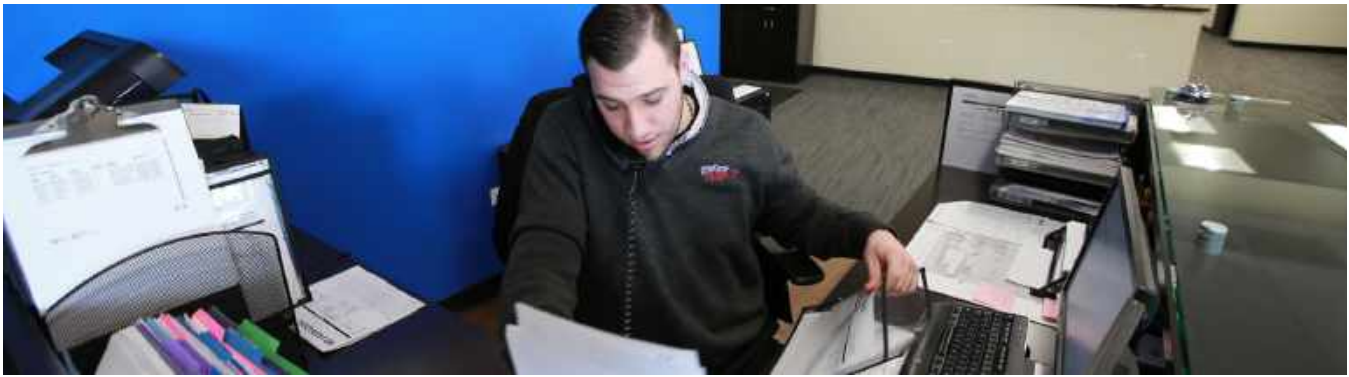
As noted in our goals, we aim to provide the entire organization, from leadership to shop staff, with thorough education and training on ESG. In 2021, we provided ESG education and training to all members of our leadership team at our annual Leadership Conference. We will continue to develop programs and initiatives based on best-in-class information about ESG and its value to all aspects of our business.

Monitoring, Tracking, & Reporting on ESG

The establishment of metrics and measurements related to ESG is a key opportunity. We are committed to making annual progress in this focus area, and by 2023, we will have established a baseline against which to track and review key ESG metrics. We intend to use this baseline to improve our ESG performance and strengthen our disclosure practices.

ESG-Linked Incentives

We know that compensation and incentives tied to ESG performance are a vital way of maintaining transparency and holding ourselves to the highest standard of accountability. Once we achieve our goal of establishing a baseline for key metrics, we will consider a framework for incorporating ESG-linked incentives and compensation.



BUSINESS ETHICS

“We are committed to conducting all aspects of our business with the highest levels of ethics and integrity. The relationships and trust with our employees, suppliers, customers, clients, and investors are of the utmost importance to us.”

We are dedicated to living our values and ensuring ethical conduct throughout our operations and our supply chain.

Goals

We have set the following goals to demonstrate the progress we aim to achieve in the short- and medium-term.

- By the end of 2022, we will develop and publicize a Supplier Code of Conduct that will be used to align our key suppliers and ensure they understand our company standards and values.
- By 2023, all employees will sign off annually on our Code of Business Conduct and Ethics.



OUR ROADMAP

Business Ethics

To support our ambition of conducting business at a high ethical standard at Boyd Group, we aim to focus on strengthening these key areas:

Organizational Ethics

Our Code of Business Conduct and Ethics (“Code”) provides the standards for ethical behavior throughout Boyd Group’s business activities and reflects our commitment to conducting a culture of honesty, integrity, and accountability.

Supplier Ethics

Our suppliers are important partners in delivering our products and services. We are committed to developing a Supplier Code of Conduct to ensure our suppliers meet our organizational standards and requirements.

Employee Ethics

Our leadership team is committed to leading by example when it comes to ethical conduct. As employees drive our culture and are critical to the success of our business, we are invested in building their existing knowledge of Boyd Group policies and procedures. We will also develop annual training programs for our employees on the Code and other related policies and procedures on business ethics such as our Anti-Corruption Policy and Procedures and our Reporting and Anti-Retaliation Policy.



DATA PRIVACY & CYBER SECURITY

In an age of constant technological advancement and an ever-changing threat landscape, it is essential that we keep up with the latest in security management and act proactively to identify areas of further improvement. Given Boyd Group's commitment to protect our computer assets and customer and employee data, we have established a robust data privacy and cyber security framework. This will enable us to further strengthen our cyber security measures while remaining agile in identifying and responding to new developments and threats as they arise.

Goals

We have set the following goals to demonstrate the progress we aim to achieve in the short term.

- Boyd Group will achieve ISO27001 certification by the end of 2022.
- Boyd Group will implement advanced tools for identity management and data loss prevention by the end of 2023.

“We aim to continually embed strong data privacy and cyber security processes throughout the organization to protect Boyd Group assets, and employee and consumer data to maintain strong customer and client trust.”



OUR ROADMAP

Data Privacy & Cyber Security

To support our ambition and to achieve our goals we have identified five focus areas.

Cyber Security Risk Management

Proactively assessing and addressing business risks appropriately is paramount to having a strong cyber security practice. Boyd Group will ensure we have adequate focus on addressing appropriate threats by ranking and prioritizing those that impact our business operations, customer, or employee data.

Policy Awareness & Education

Strong cyber security and data privacy practices require cooperation from the entire organization. Therefore, we will enhance our employees' awareness and understanding of cyber security and data privacy through targeted campaigns and reinforcements. In support of this initiative, all employees that have access to Boyd Group's issued assets or computing environment will complete basic security awareness and privacy training by summer 2022.

Cyber Security Frameworks & Certifications

Boyd Group incorporates best practice guidance from the National Institute of Standards and Technology (NIST) in our cyber security governance framework and the Center for Internet Security (CIS) for our frameworks for development processes and technical maturity.

Cyber Security Technology & Processes

Boyd Group is committed to the protection of our computer assets and sensitive data and will continue to roll out advanced tools and incorporate cybersecurity best practices as part of our IT software development activities.

Enterprise Cyber Security Program

Enterprise cyber security function has been set up as a standalone team to ensure effectiveness, independence, and an unbiased approach. This program supports our organization on processes needed for contractual and regulatory compliance and enables visibility and reporting of incidents related to potential security breaches and loss of data. Through this program we will enhance our cyber security posture to ensure third party compliance with Boyd Group's cyber security standards, which will effectively mitigate any potential risk.



INNOVATION & TECHNOLOGY

In the wake of a digital revolution, it has never been more imperative to invest in technology and develop innovative and responsible solutions to modern-day challenges. At Boyd Group, we aim to establish partnerships to develop our technological capabilities to improve business efficiencies, create a better environment for team members, strengthen internal processes, and identify opportunities for further improvement.

“We aim to maintain our leadership position within the industry through ongoing promotion of a culture of innovation.”



OUR ROADMAP

Innovation & Technology

Relevant Trends

Staying up to date with global and industry trends around ESG is foundational to achieving our ambitions in this area. To stay informed, our Risk & Sustainability Committee will conduct routine reviews of global and industry trends related to ESG and collision repair to better inform future decisions and initiatives.

Investment in Data Engineering & Artificial Intelligence (AI)

We are committed to integrating and analyzing data from various sources using advanced technologies to understand the impact on the company, including the assessment of ESG implications. We aim to complete development of an enhanced data platform by the end of 2022, which will further achieve our ambitions in this focus area.

Governance & Framework to Advance Initiatives

Having structures in place to advance innovation and technological initiatives is key to success. 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 leadership team is committed to continuing development of our Technology Roadmap, including developing our policies and monitoring for changes, advancements, and emerging opportunities in this space.



www.boydgroup.com/sustainability

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