



2025 **SUSTAINABILITY REPORT**

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About this Report

In this annual Sustainability report, Boyd Group Services Inc. (TSX: BYD; NYSE: BGSJ) (“BGSJ”, “the Boyd Group”, “Boyd” or “the Company”) summarizes our priority topics, ambitions, goals, and progress related to our sustainability performance.

Our focus has been on topics that we believe directly impact and improve our business and are most important to our stakeholders. These priorities were informed by, and continue to be assessed in relation to global, regional, and industry sustainability trends, as well as expectations and priorities highlighted by stakeholders, and globally recognized sustainability reporting standards.

This Sustainability Report focuses on performance and activities from January 1 to December 31, 2025. In certain instances, where material progress has been made subsequent to December 31, 2025 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: sustainability@boydgroup.com



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Forward-Looking Message

Statements made in this Report, other than those concerning historical information, may be “forward-looking statements” and “forward-looking information” within the meaning of applicable securities laws of the U.S. and Canada, respectively (collectively, “forward-looking statements”) and therefore subject to various risks and uncertainties. Some forward-looking statements may be identified by words such as “may”, “will”, “anticipate”, “estimate”, “expect”, “intend”, “continue”, “will”, “project”, “target”, “plan”, “goal” 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: acquisition and new location risk; employee relations and staffing; operational performance; brand management and reputation; market environment change; reliance on technology; decline in number of insurance claims; low capture rates; corporate governance; supply chain risk; margin pressure and sales mix changes; economic downturn; changes in client relationships; environmental, health and safety risk; climate change and weather conditions; pandemic risk; competition; access to capital; dependence on key personnel; tax position risk; 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; public company costs; foreign private issuer status, intellectual property 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 “Business Risks and Uncertainties” section of Boyd’s Annual Information Form, the “Business 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 and the SEC from time to time, available at www.sedarplus.com and www.sec.gov.

All forward-looking statements presented herein should be considered in conjunction with such filings. Readers are cautioned not to place undue reliance on such forward-looking statements, as actual results may differ materially from those expressed or implied in such statements.



Message from the CEO

I am delighted to introduce the Boyd Group’s 2025 Sustainability Report, which provides an update on our sustainability accomplishments, including improvements in our safety performance metrics, enhanced accuracy in our Scope 1 and 2 emissions data, successful delivery of our inaugural Scope 3 emissions data and establishment of a baseline for both waste generation and recycling output. Furthermore, the report highlights investments in our workforce through further rollout of our Leadership Development Program. We firmly believe that these efforts are vital to fulfilling our mission: to be the best and consistently outperform at every touchpoint in providing collision and glass services.

Safety and accident prevention are key to helping ensure that our employees remain safe on the job. I am pleased to report that our incident investigation and corrective action sharing program has enabled us to reduce our lost time incident rate by 14.5% from 2024 to 2025.

We are proud to have reduced the need for estimation in our GHG Scope 1 and 2 emissions data collection. Our reliance on estimated data for reporting purposes was dramatically reduced from 81% in 2023 to 19% in 2024. Furthermore, we are pleased to introduce our inaugural Scope 3 emissions inventory, representing a pivotal advancement in comprehending our complete value chain impact.

This year marked a major milestone in our waste management mandate with the establishment of a baseline for both waste generation and recycling output. This foundational measurement is critical for comprehensive reporting on and the strategic implementation of future waste reduction initiatives.

People are the engine of our success. We are dedicated to cultivating an environment where every employee can reach their full potential and build a long-term career with the Boyd Group. This commitment is supported by significant investment in training, including our Leadership Development Program, which has trained over 1,140 leaders to date.

On behalf of the executive team, our Board of Directors, and myself, I extend my profound gratitude to every member of the Boyd Group.

Your dedication and hard work are vital to advancing our sustainability ambitions and demonstrating the WOW Operating Way.



Brian Kaner

Boyd Group Services Inc. President & 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.

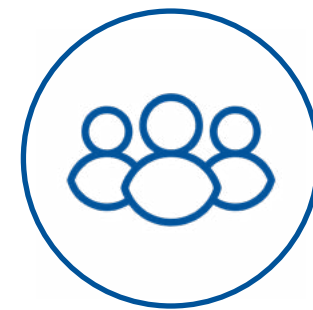
The Company is also a major retail auto glass operator in the U.S. under the trade names Gerber Collision & Glass, Glass America, Auto Glass Service, Auto Glass Authority and Autoglassonly.com. In addition, the Company operates a third-party administrator, Gerber National Claim Services, that offers glass, emergency roadside and first-notice-of-loss services. The Company also operates a Mobile Auto Solutions (“MAS”) in the U.S. and Volta Auto Diagnostics Ltd. (“Volta”) in Canada that offers scanning and calibration services.



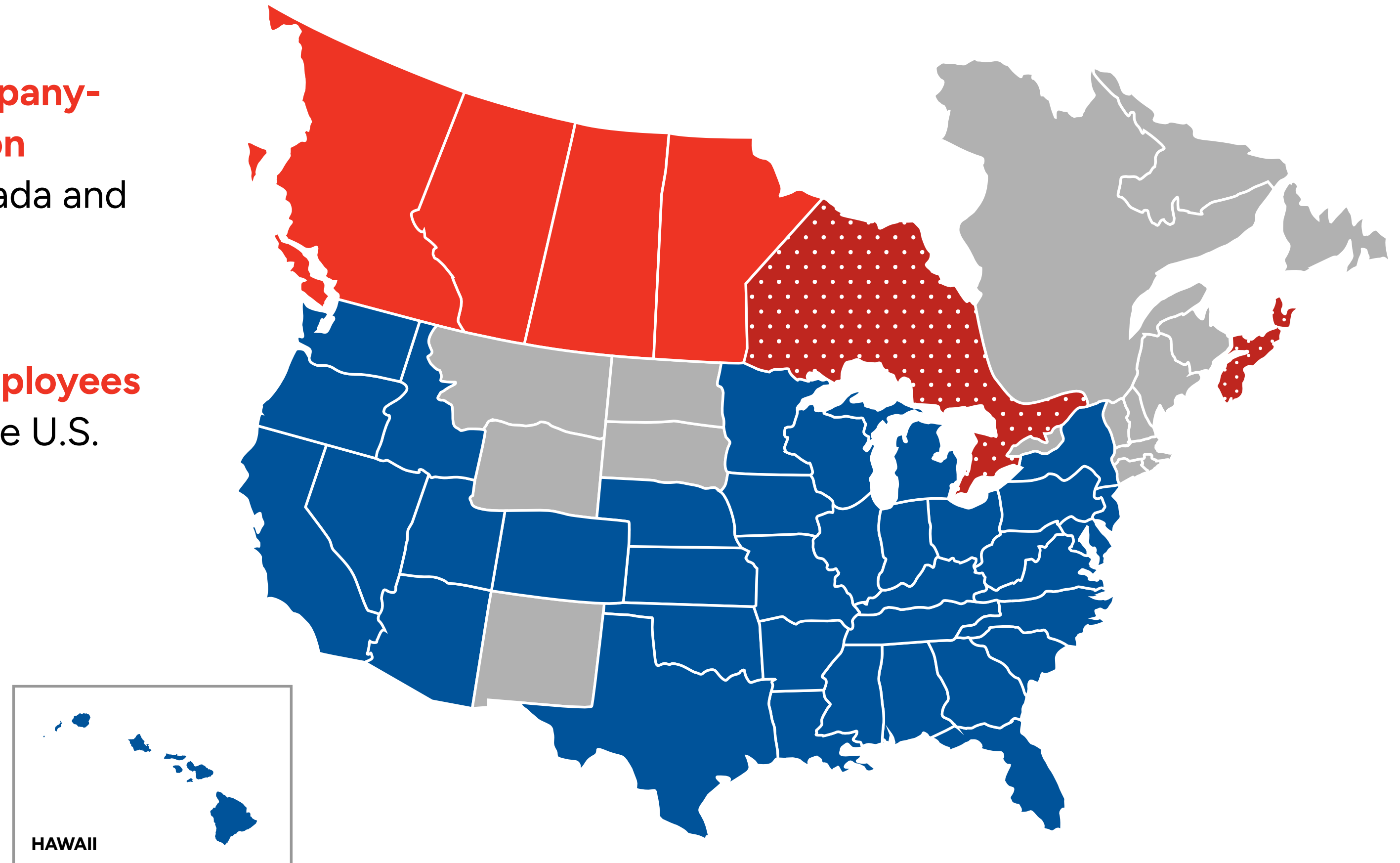
Our Footprint



Over **1,300¹ company-operated collision locations** in Canada and the U.S.



Over **16,200² employees** in Canada and the U.S.



¹ Data as of December 31, 2025 adjusted to include 258 Joe Hudson's Collision Center Locations
² Data as of December 31, 2025 adjusted to include 2,839 Joe Hudson's Collision Center employees

Waste Management

Recycled Waste Streams

Greenhouse Gas Emissions Avoided by Regulated Waste Recycling Program

145
Metric Tons (CO₂e)

Regular (Non-regulated) Waste Streams Diverted from Landfill

Plastic Parts	Corrugated Cardboard
857 Metric Tons	64,279 Metric Tons

Energy & GHG Emissions

GHG Emissions

- We have significantly improved the accuracy of our GHG Scope 1 and 2 emissions data.

Our reliance on estimated data for reporting was dramatically reduced from 81% in 2023 to just 19% in 2024.

81% → **19%**
2023 → 2024

- **2024 Scope 3 GHG emissions** — We are pleased to present our inaugural Scope 3 emissions inventory, a crucial step in understanding our complete value chain impact.

Energy Efficiency

- **Energy Conservation and Efficiency in Curing Cycles** — We have partnered with our paint supplier, PPG, to implement advanced paint technology that significantly reduces the energy required for vehicle refinishing. Traditional curing methods rely heavily on natural gas for extended, high-heat bake cycles. By transitioning to new, rapid-curing coatings, we are reducing energy usage and operating costs while driving higher shop productivity.



Talent, Attraction, Retention & Development

- Leadership Development

1,144 leaders
trained-to-date

149 in 2023 **497** in 2024 **498** in 2025

- Launched a new multi-level organization competency model

- **ERG membership growth** — Our count of unique employee members has grown by 79% this year and each ERG holds quarterly meetings

1,070
unique ERG members

Community Impact



The Boyd Group is proud to partner with the National Auto Body Council to make a difference in the communities we serve through the Recycled Rides program.

13 Recycled Rides
donated in 2025

Donations



Breast Cancer Research Fund
on behalf of the Women at Boyd ERG's Breast Cancer Awareness Steps Challenge



Team Rubicon
Donation in Support of Texas Floods on behalf of the VAFAA ERG



Wounded Warrior Project
Donations on behalf of the VAFAA ERG



Madison Heights Food Pantry
Donation on behalf of the GENSync ERG

Health, Safety & Well-being

Improved Safety Performance

In 2025, we saw

-9%
reduction in recordable incident rate

-14.5%
reduction in lost time incident rate

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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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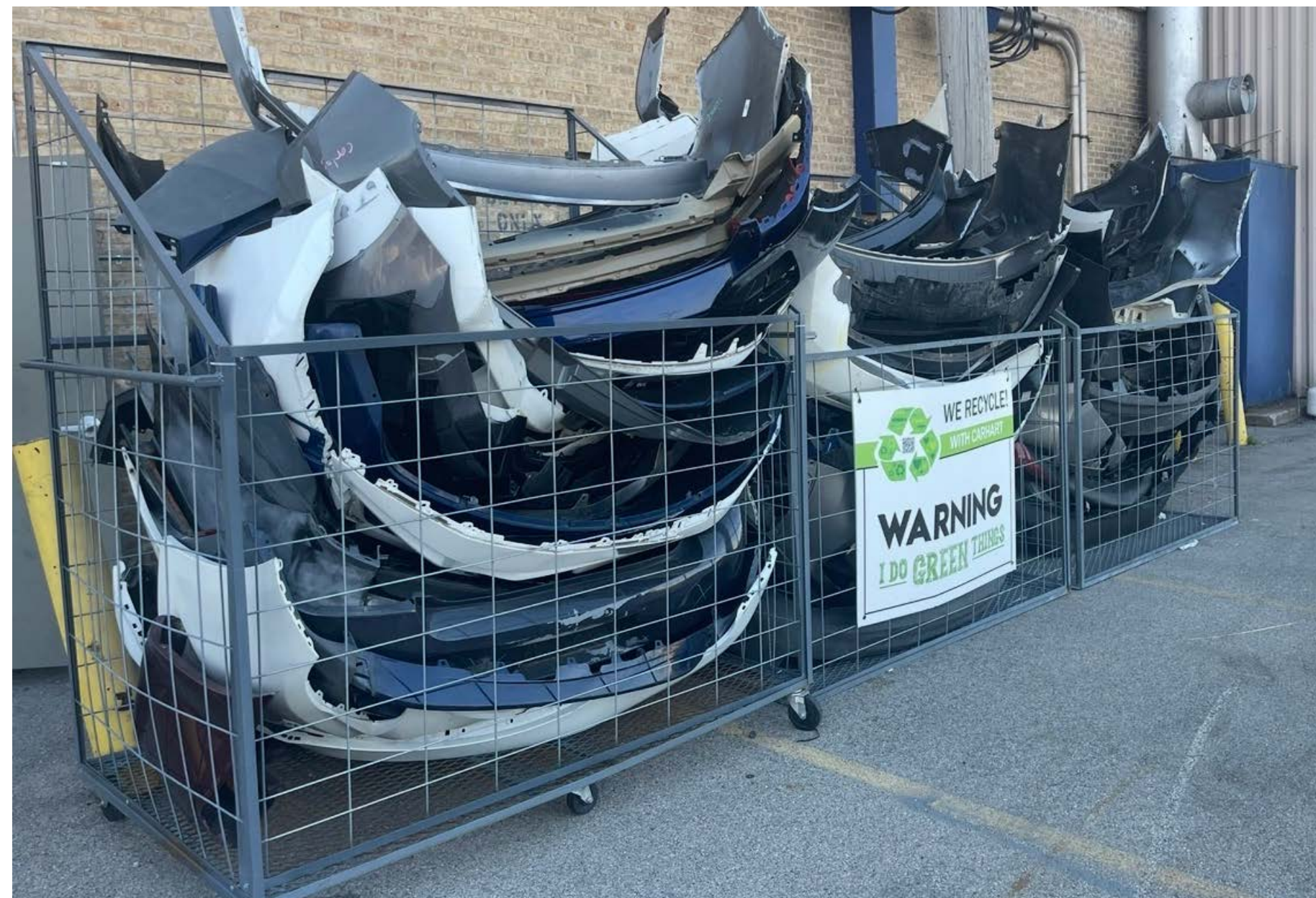
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Waste Management

Our waste management strategy distinguishes between Regulated Waste Streams and Landfill Divertible Recyclable Waste, each requiring a distinct approach to handling and disposal. Regulated Waste Streams—which primarily include waste paint, used oil, antifreeze, and oily water—are materials governed by environmental regulations. We manage these through specialized, traceable disposal processes to ensure full compliance and risk mitigation.

In contrast, materials like cardboard and plastic are classified as Divertible Waste; these are non-hazardous materials that we prioritize for landfill diversion through recycling programs.

By standardizing our collection and measurement of both streams, we are able to establish a baseline to accurately track our progress toward our future waste reduction goals.



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Regulated Waste Streams

The Boyd Group is firmly committed to maintaining the highest standards of environmental compliance and responsible waste management across all operations. Our comprehensive strategy to manage regulated waste is built upon the following pillars:



Rigorous Standard Operating Procedure (SOP)

We have implemented a stringent Standard Operating Procedure (SOP) for the management of regulated waste streams generated at our facilities ensuring consistent and compliant handling.



Mandatory and Ongoing Staff Training

All shop employees participate in annual training focused on the proper handling and disposal of wastes. This instruction is supplemented by proper waste handling content incorporated into many of our weekly toolbox talks.



Third-Party Auditing for Accountability

To validate adherence to our SOPs, we engage an independent, third-party environmental health & safety consulting firm to conduct quarterly, unannounced audits of all waste storage and handling areas.



Single National Disposal Partner

We utilize a single, nationally recognized waste disposal partner for regulated waste stream management across both the continental United States and Canada. This unified approach guarantees consistent service quality and fully traceable, compliant waste disposal management throughout our network.



Transparent Reporting and Corrective Action

The outcomes of external audits are disseminated via a centralized dashboard. This mechanism ensures transparency, allowing all operational leadership to review performance data and implement corrective actions for any non-compliance issues identified.



Emphasis on Recycling

We collect and recycle a substantial portion of our regulated waste streams, ensuring that materials such as used oil, antifreeze, and spent solvent are reclaimed and available for reuse, reducing our overall environmental impact.

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Waste Streams Diverted from Landfill



Plastic

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.

We currently repair more plastic car parts than the industry average and continue to train team members across our locations to effectively utilize specialized tools and equipment to repair plastic car parts.



Corrugated Cardboard—Recycled

Our commitment to the circular economy extends beyond vehicle components to the materials used in our supply chain. Many of the parts we incorporate into our repairs arrive in substantial corrugated cardboard packaging.

To address this, we have implemented a robust collection and recycling program across all of our collision repair shops.

Through this coordinated effort, we collected and diverted a total of 64,279 metric tons of corrugated cardboard from landfill disposal in 2025.

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Recycled Waste Stream— Regulated Waste

2025

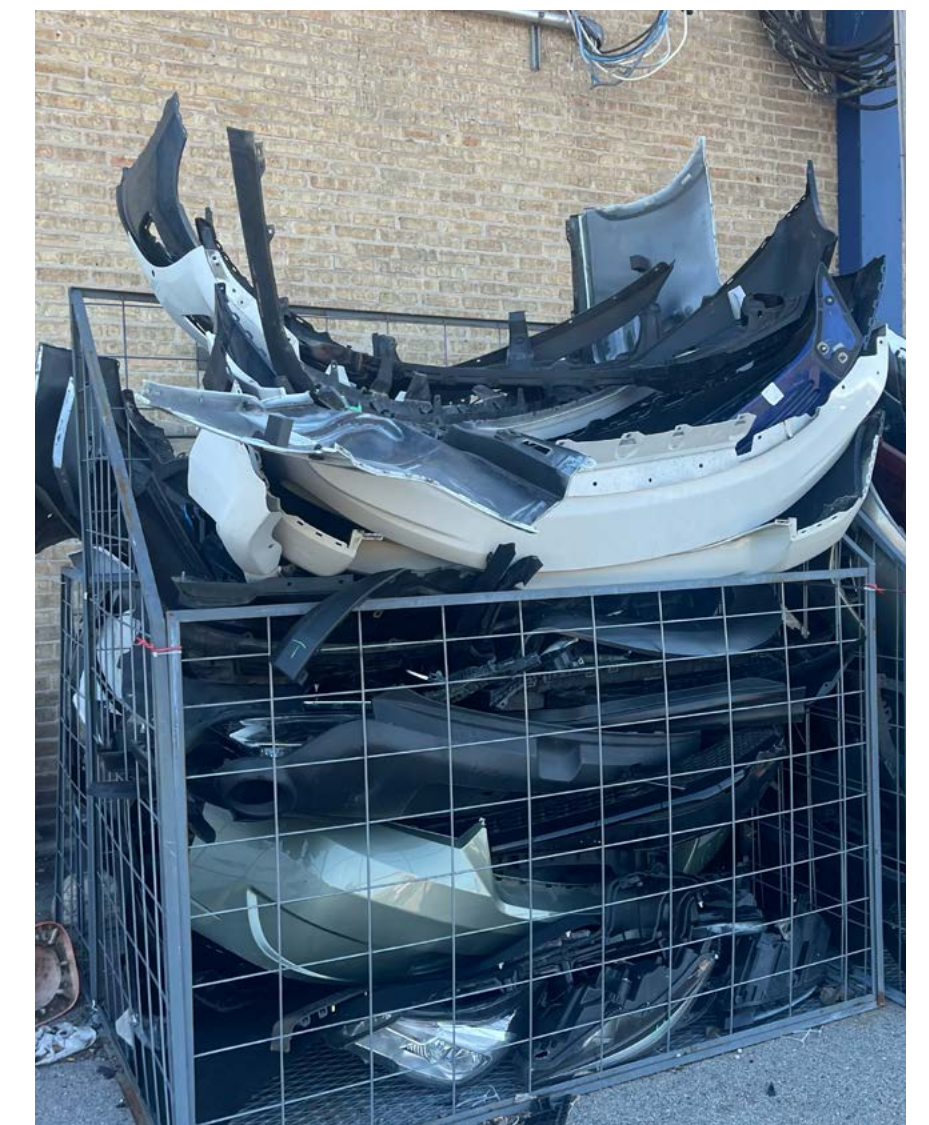
Used Oil	29,682 Gallons
Used Antifreeze	45,318 Gallons
Spent Solvent	14,757 Gallons
Oily Water	175,023 Gallons
Greenhouse Gas Emissions Avoided by Regulated Waste Program	145 Metric Tons (CO ₂ e)



Recycled Waste Stream— Regular (Unregulated) Waste

2025

Plastic Parts	857.29 Metric Tons
Corrugated Cardboard	64,279 Metric Tons



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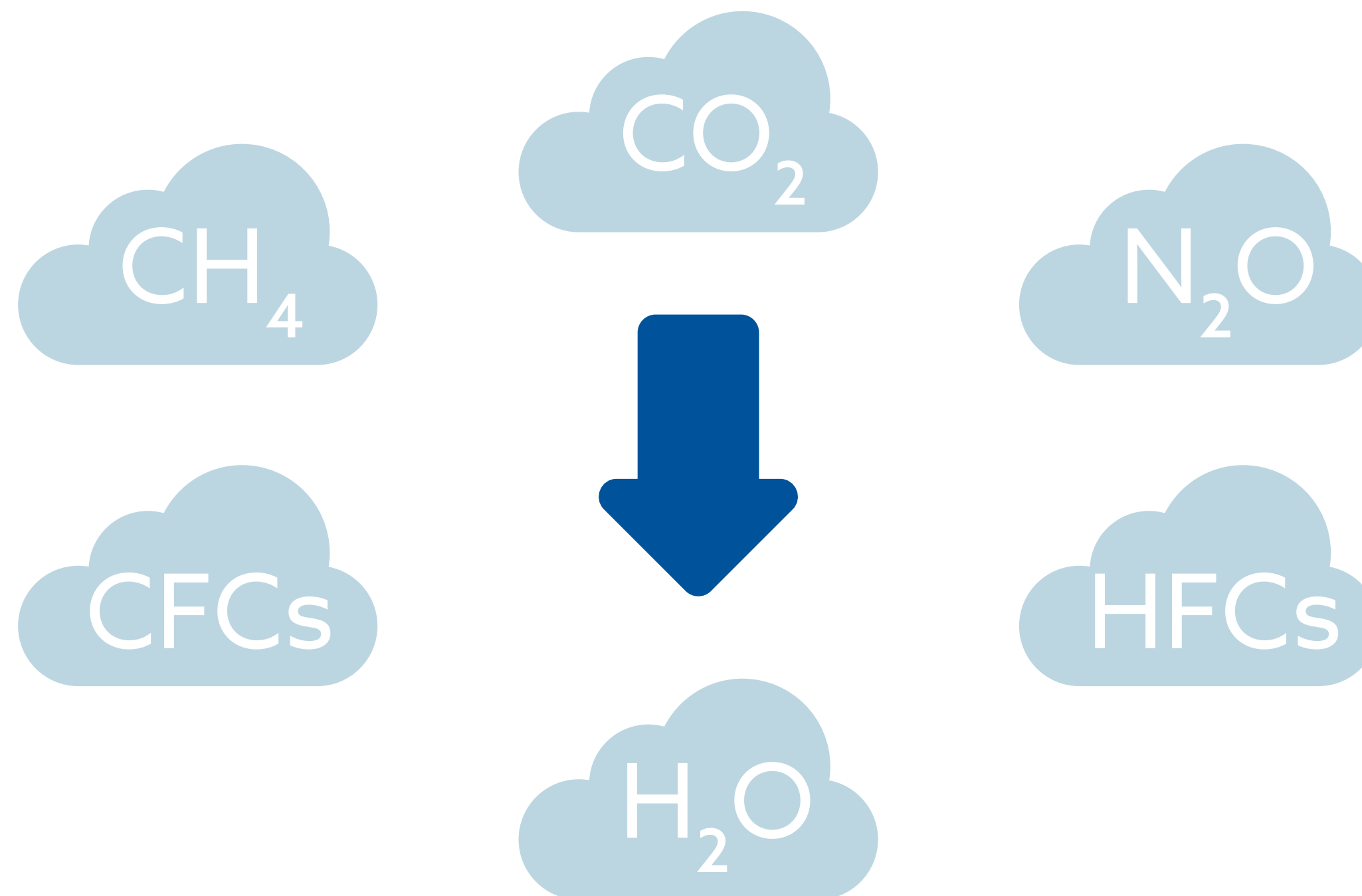
We aspire to reduce our greenhouse gas emissions (“GHG”) footprint by implementing energy-efficiency measures within our operations.

GHG Emissions Inventory

We are pleased to have completed our GHG emissions inventory for 2023 and 2024, 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. We continue to reduce the need for estimation each year.

For the 2024 reporting year, we significantly reduced our reliance on estimated data.

81% 2023 → **19%** 2024





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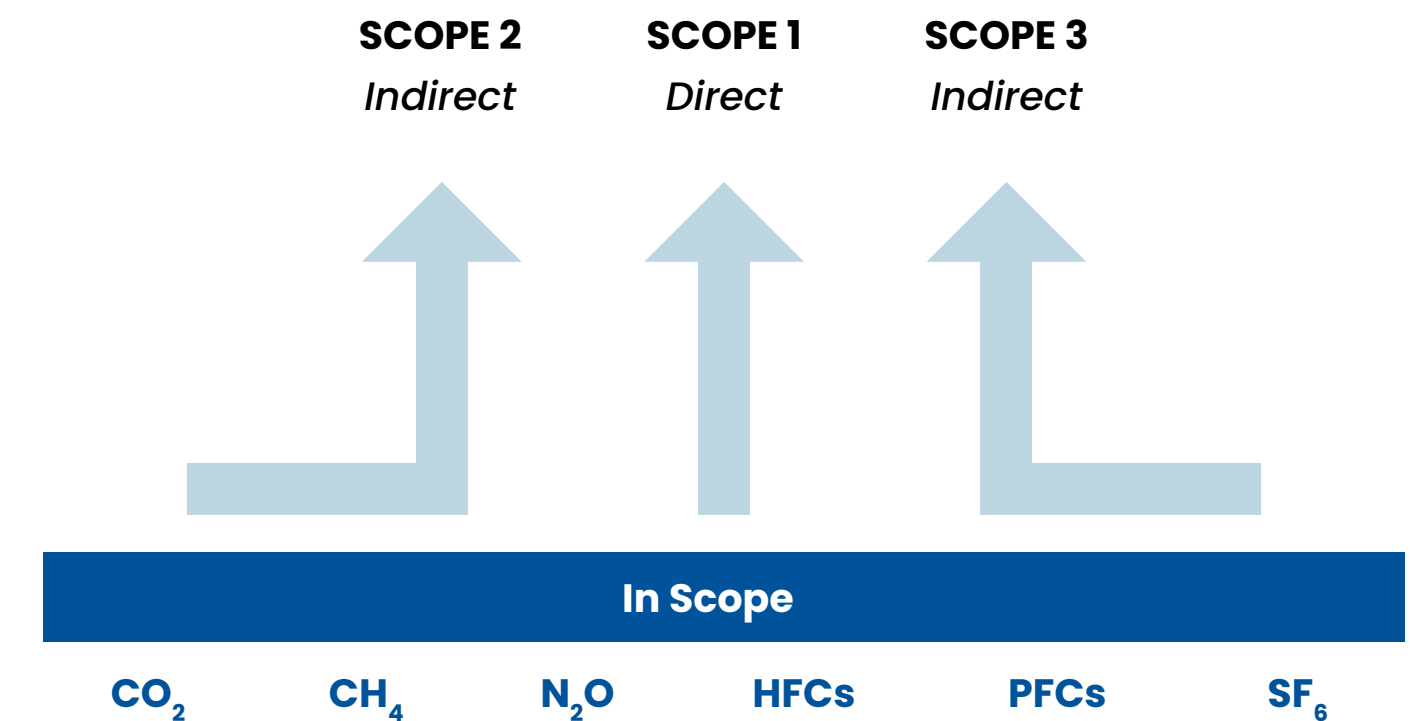
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In 2024, Scope 1 emissions constituted 24% of our operational emissions. For the Boyd Group, Scope 1 emissions encompass the fuel consumption of our vehicle fleets and the natural gas utilization within our production facilities. Our Scope 2 emissions accounted for 16% of our 2024 environmental footprint. Our Scope 2 emissions are primarily attributed to the electricity required for the operation of our shops and repair equipment.

The increase in our shop count by 49 locations during 2024 contributed to the rise in overall emissions. Furthermore, the enhancement of our data quality also accounts for a portion of this increase. A comparative analysis of the results from our 2024 and 2023 GHG emissions assessment is presented below.

	2024	2023
Total Energy Consumed (GJ)	1,996,112 Gigajoules	1,845,723 Gigajoules
Percentage Grid Electricity	31.36%	31.05%
Percentage Renewable	0.0014%	0.0002%

For the 2024 reporting year, we are pleased to present our inaugural Scope 3 emissions inventory, a crucial step in understanding our complete value chain impact. The data, primarily calculated using spend-based methodologies in this initial phase, indicates that Scope 3 emissions constitute approximately 60% of our total emissions profile. This foundational assessment has been instrumental in identifying material data sources, establishing a clear roadmap for enhancing data quality and for future reporting cycles.



	2024	2023 ⁴
Scope 1	82,881 Metric Tons (CO ₂ e)	76,068 Metric Tons (CO ₂ e)
Scope 2	53,807 Metric Tons (CO ₂ e)	50,867 Metric Tons (CO ₂ e)
Scope 3	207,512 Metric Tons (CO ₂ e)	Not Calculated

⁴ The 2023 Scope 2 emissions have been restated in this report from 40,242 tCO₂e to 50,867 tCO₂e. The Boyd Group is dedicated to continually improving our performance and aligning with emerging climate disclosure requirements. In completing the 2024 calculation, we made adjustments to the 2023 inventory including gap filling of missing invoices identified during 2024 for electricity and a correction made to process gas data where previously omitted canisters containing 24% CO₂ are now included.

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The Boyd Group is committed to integrating sustainable practices across our operations to minimize environmental impact, conserve resources, and promote a healthier workplace and community. Our initiatives are focused on reducing energy consumption, improving air quality, and minimizing waste through the strategic adoption of advanced technology and processes.

Energy Conservation and Efficiency in Curing Cycles

We have partnered with our paint supplier, PPG, to implement advanced paint technology that significantly reduces the energy required for vehicle refinishing. Traditional curing methods rely heavily on natural gas for extended, high heat bake cycles. By transitioning to new, rapid-curing coatings, we are reducing operating costs while driving higher shop productivity.



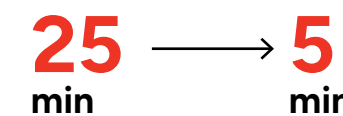
UV Cured Primer

The UV-cured primer has replaced a traditional 20-minute heated cure time with a 2-minute UV light exposure, drastically reducing energy demand for this step. Following a successful pilot, this product is now deployed across all shop locations.



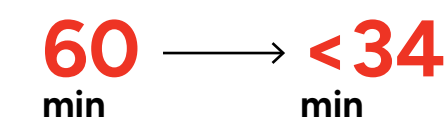
High-Efficiency Clear Coat

We are currently piloting a high-efficiency clear coat, “DELTRON® NXT Premium Glamour Speed Clearcoat,” which reduces the bake time from 25 minutes to just 5 minutes. This represents an approximately 80% reduction in natural gas requirements for the clear coat application process.



Overall Booth Efficiency

These new paint technologies are cumulatively reducing the traditional four-step paint booth running time—which typically required approximately 60 minutes of total bake time—by more than 45% to a running time of less than 34 minutes.



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Commitment to Clean Air and Water-Based Solutions

The Boyd Group Collision shops exclusively utilize the PPG ENVIROBASE® High Performance paint system. This water-based paint line significantly reduces the environmental impact of our paint process:

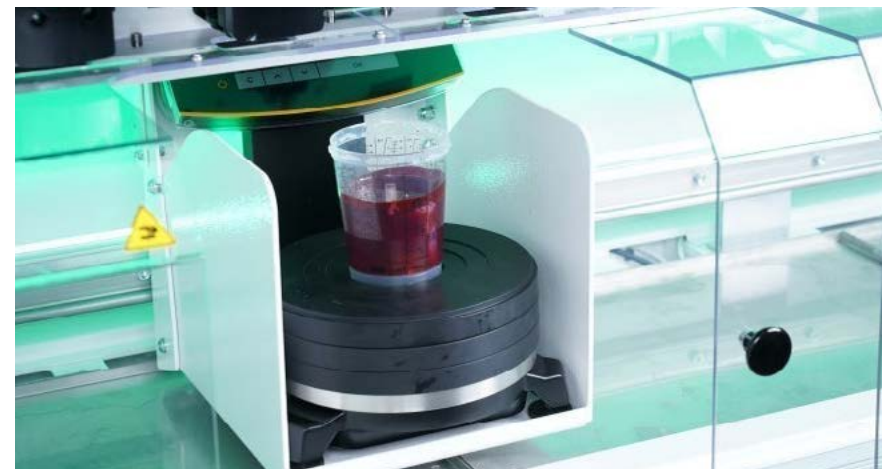
Reduced Volatile Organic Compounds (VOCs)

The Envirobase High Performance system reduces VOCs by up to 80% compared to traditional solvent-based systems.



Waste Minimization Through Precise Technology

To reduce paint waste, The Boyd Group has installed PPG MOONWALK® automated mixing systems throughout our collision centers.



Accurate Mix Technology

The MoonWalk mixing system uses an ultra-precise scale that is 10 times more accurate than a standard scale, ensuring exceptional quality and consistency in paint measuring.

Reduced Discarded Waste

This system enables our painters to mix paint in exact quantities required for a job, significantly reducing the need for rework and minimizing the amount of excess paint that would otherwise be discarded as regulated waste.





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WASTE MANAGEMENT

ENERGY & GHG EMISSIONS

Timeline	Goal	
2025	We will establish a baseline for waste and recycling against which to collect and measure data, and report on performance in future reports.	
2026	We will publish recycling rates of used oil and antifreeze.	
2026	We intend to identify and report on potential waste reduction initiatives.	
2025	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.	
2026	We will measure and report on plastic waste and corrugated cardboard diverted from the landfill.	
2025	We will plan to gather and report data for Scope 1 and Scope 2 emissions with minimal need for estimation in future years.	
Ongoing	We will partner with our suppliers to identify opportunities to reduce our emissions footprint and to quantify the impact new technologies will have on our GHG Emissions.	



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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

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 industry by attracting, developing, and retaining the strongest talent in the industry.

The Boyd Group has various programs in place to attract and retain the strongest talent in the industry and these include:



Technician Development Program

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

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.

Technicians who complete the program are welding-certified in:



Plastic



Resistance



Steel Structural



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Leadership Development Program

A multi-day leadership development program for all people leaders was launched in 2023. Over 1,140 leaders have been trained from 2023 to the end of 2025. More sessions are planned for 2026. A complementary program, Operations Excellence, was rolled out in 2023 as well. This is a foundational program for recently promoted or hired general managers. The program trains leaders to run a repair center and reviews the necessary fundamentals to understand Boyd Group culture, processes, and systems, resulting in the skills needed to be a successful operational leader.

The Operations Excellence program has evolved to include sessions geared toward Market Managers. The Continuous Improvement Management team has also added estimatics and parts training as part of the program.



Employee Engagement Survey

During 2025, we completed our third annual survey. We remain committed to using the survey results as a guide to future actions in order to improve our employee engagement and continue to make Boyd a top employer in the industry.



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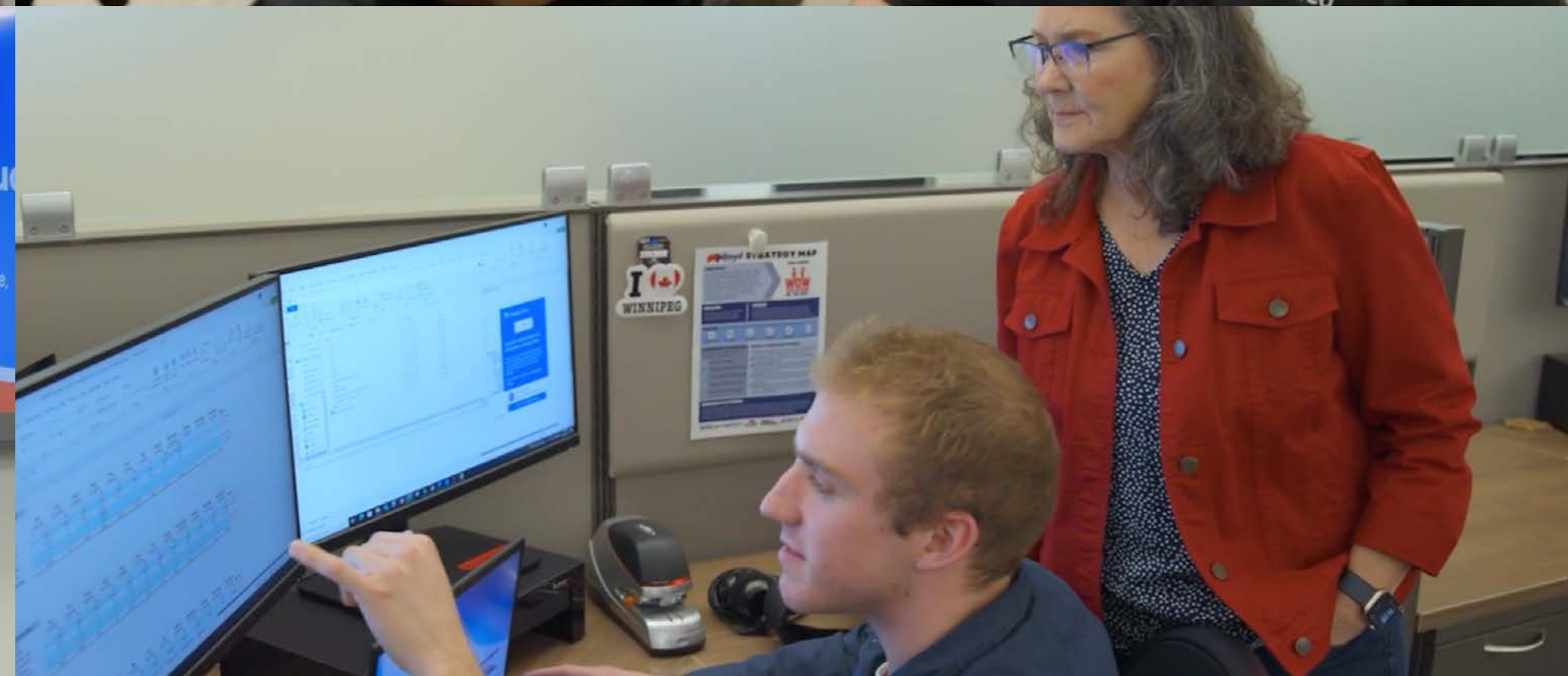
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Multi-level Organization Competency Model

In 2025, we introduced a revised organizational competency model leveraging a leading management consulting partner.

This model is built upon years of research and provides a set of leadership competencies that are specific, measurable behaviors and abilities that define what great leadership looks like in action. They include interpersonal skills, leadership capabilities, business management skills, and personal attributes that can be observed and developed.

This model will be the backbone of our development initiatives and will be weaved throughout the employee lifecycle including employee selection, development and succession planning.



Employee Resource Groups

Employee Resource Groups (“ERGs”) at Boyd are voluntary and help foster an inclusive workplace by bringing together people with similar interests, values or affinities.

During 2025, we had the following ERGs:

Women at Boyd (WAB)



Veterans and Armed Forces Allies and Advocates (VAFAA)



The Culture Connect



Driving Pride



EnABLE and Empower CapABLE Connections (EECC)



GENSync



We leverage our HR systems to implement the ERG Management and enrolment process for our ERGs. Our count of unique employee members has grown by 79% this year and we have 1,070 employees in our ERGs.

All of our ERGs have been active in 2025 and have offered opportunities to engage in our areas of focus: community involvement, professional development, and inclusion.

Employee Attraction, Engagement and Development

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Below is a recap of these opportunities in 2025:

Employee Engagement/Celebration



Monthly Click & Connect Employee Highlights

Canada Day Celebration

Folklorama



Back to School Employee Highlights



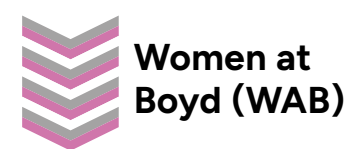
Employee Celebrations



Employee Veterans Highlights



Professional Development



Fundamentals of understanding P&L statements

Communicate with Confidence



Career Development Event

Mental Health Awareness Resource Calendar in support of Mental Health Awareness Month (May)



Navigating Life in the Sandwich Generation



Mentor Match—The Power of Guidance and Growth



Community Events



Halsted Pride Event



Easterseals Superhero Hustle 5k Event

Feed My Starving Children Volunteer Event



Olive Chapel Elementary School Backpack Giveaway



Donations



Breast Cancer Research Fund on behalf of the Women at Boyd ERG's Breast Cancer Awareness Steps Challenge



Wounded Warrior Project Donations on behalf of the VAFAA ERG



Team Rubicon Donation in Support of Texas Floods on behalf of the VAFAA ERG



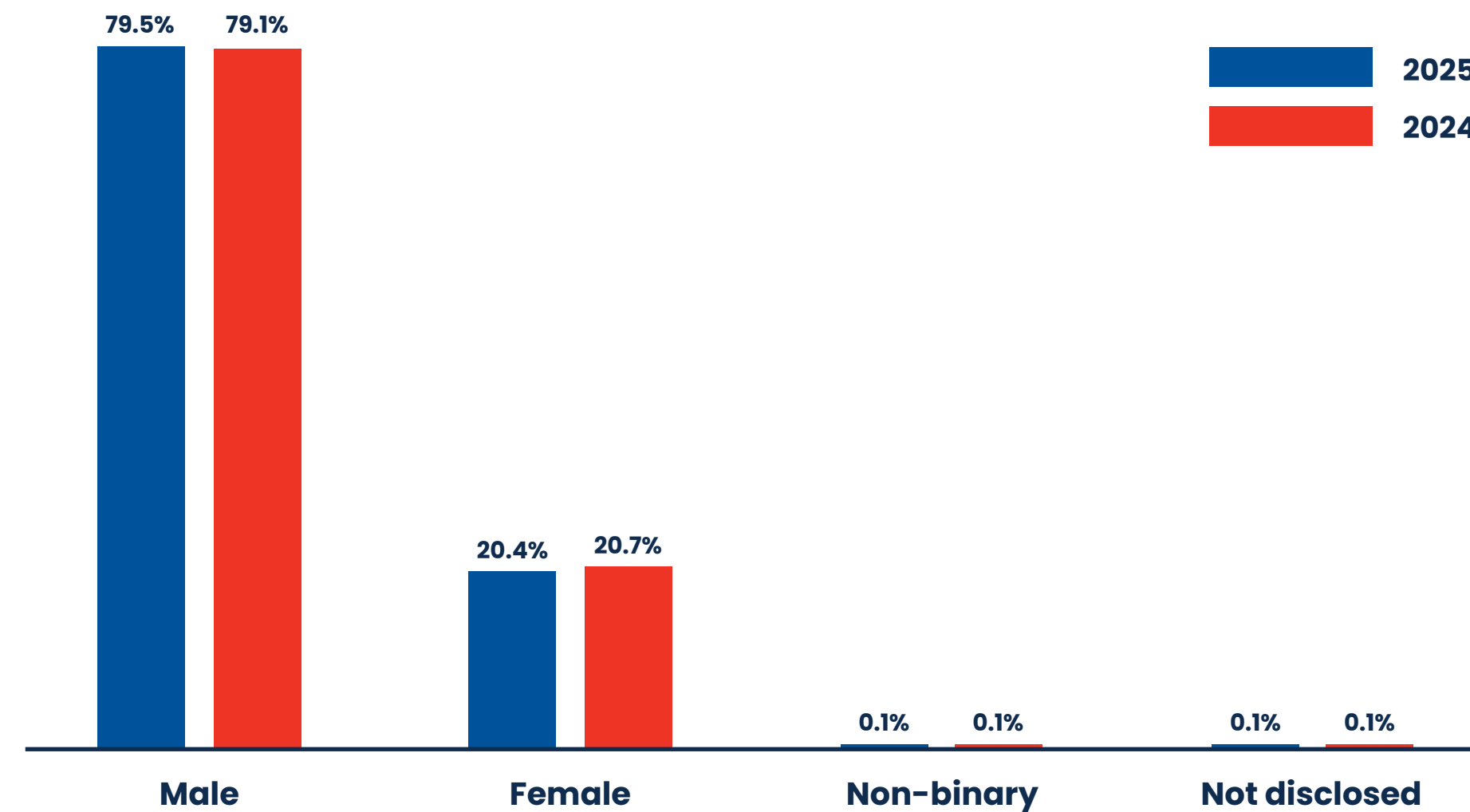
Madison Heights Food Pantry Donation on behalf of the GENSync ERG



Our Metrics on Diversity

In 2025, 38.5% (2024:38.6%) of new hires in entry-level positions in the U.S. were from underrepresented populations.

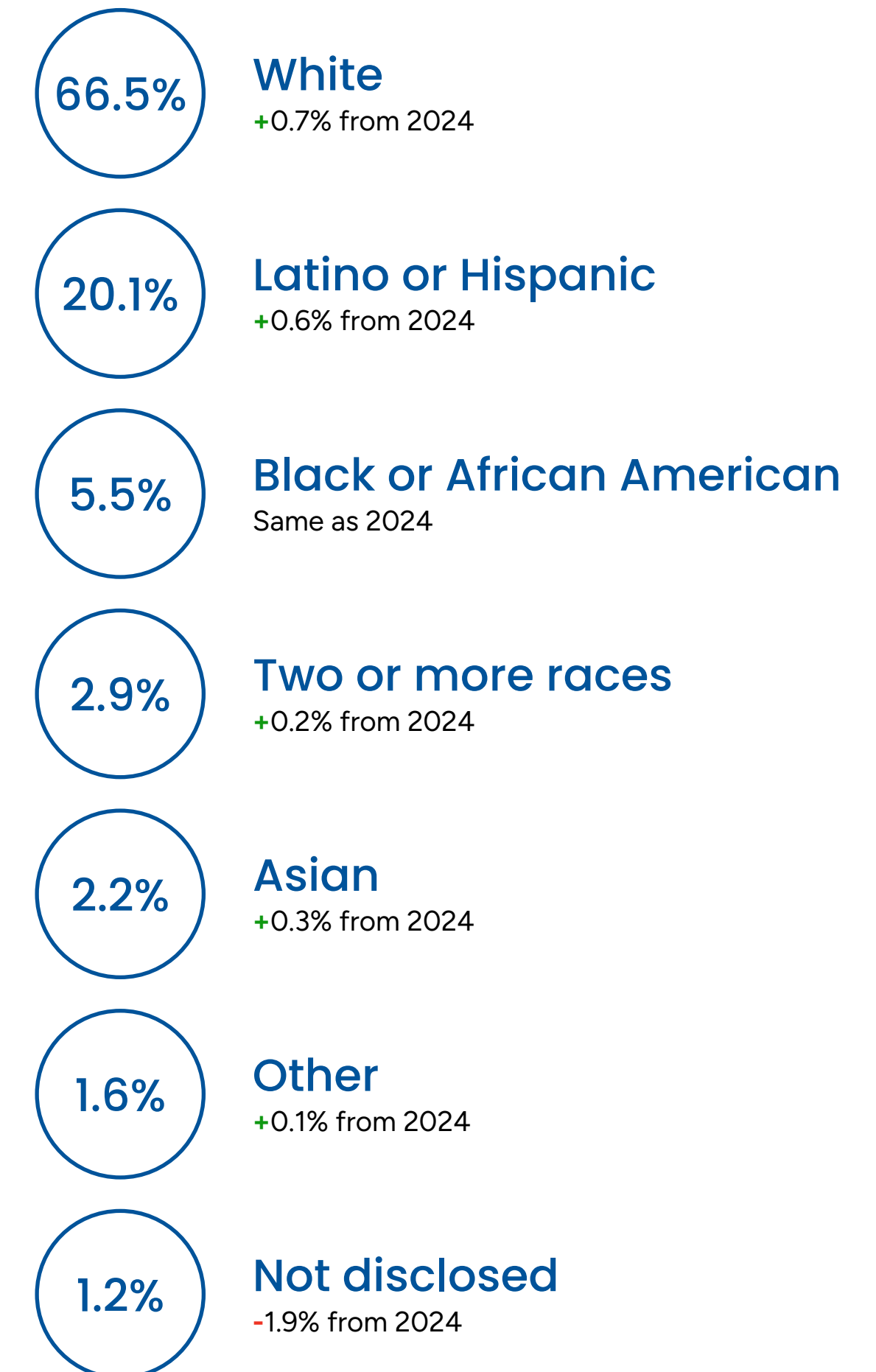
Total U.S.⁵ Workforce Gender Identity (%)



The number and proportion of women in Executive Officer positions during 2025 was 1, or 20%. In 2025, women held 25 positions at the director level and above, representing 26% of leadership roles.



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



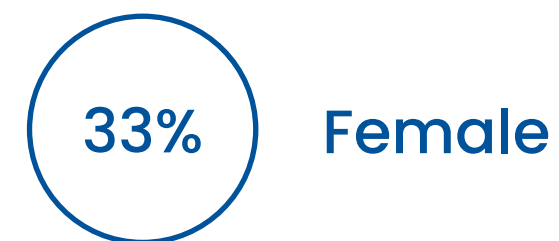
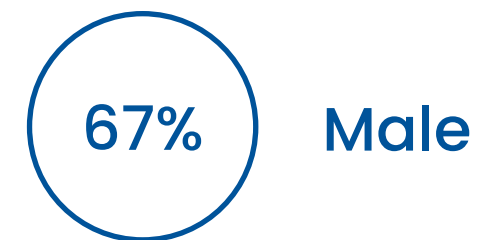
⁵ Data is representative of Boyd's U.S.—Collision and Glass business.

Board Demographics

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

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

Gender Diversity



Race/Ethnic Diversity



Independence



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Community Impact

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



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. 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 share our impact through our intranet, INform, celebrating our employees who make a difference in the communities we serve.

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Recycled Rides Program



The Boyd Group is proud to partner with the National Auto Body Council to make a difference in the communities we serve through the Recycled Rides program.

We have participated in this effort for decades and played a role in gifting dozens of vehicles to those in need, including military veterans.

We are committed to continuing this relationship.

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Recycled Rides
donated in 2025



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School and Workforce Partnerships

In 2025, Boyd continued to strengthen school and workforce partnerships with a focus on early talent development and long-term workforce sustainability. Through career fairs, school-based engagement, and national workforce initiatives, Boyd connected with students and job seekers across multiple regions, helping increase awareness of career pathways within the collision repair industry.



Gerber Week 2025

Boyd hosted Gerber Week, a multi-day virtual and in-person engagement initiative designed to introduce students to automotive career pathways. Through employee-led panels, training program insights, and hands-on learning opportunities, students gained direct exposure to Boyd’s career opportunities while engaging with employees across the organization.



Inclusive Workforce Partnerships

Boyd continued to support inclusive workforce initiatives, including participation in the Military Spouse Employment Partnership (MSEP), which connects military spouses to meaningful, portable career opportunities and supports long-term workforce sustainability.



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NHRA 2025 Event Season

The 2025 National Hot Rod Association (NHRA) event season played a key role in fostering partnerships with 14 educational institutions, organizations, and community groups across 13 events through the NHRA Youth and Education Services (YES) Program.

These efforts strengthened Boyd's talent pipeline while providing students and community members with meaningful career exploration opportunities. Additionally, Boyd established strong relationships with schools and organizations and explored opportunities for long-term collaboration.

Together, these initiatives reflect Boyd's ongoing commitment to building a diverse, resilient, and future-ready workforce through strategic school and community partnerships.



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Health, Safety and Well-being

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.

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 INForm news and our 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.

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

- [Occupational Health and Safety Policy](#)
- Incident and Injury Reporting Policy
- Job Hazard Assessments
- Written Safety Programs





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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.

Incident Investigation and Corrective Action Sharing Program

Underpinning our commitment to a robust health and safety culture at the Boyd Group is our incident investigation and corrective action sharing program. The program aims to socialize corrective actions that emanate from safety investigations in the hopes of preventing future incidents. We conduct formal investigations of all work-related injuries to identify corrective actions that will improve safety in the workplace. The results of these injury investigations, including root cause and corrective actions, are shared across our operations.

We subscribe 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.

Significant progress has been made in reducing serious injuries at our operating locations. We track and measure all injuries and calculate key performance indicators including Total Recordable Incident Rate (TRIR)⁶ and Lost Time Incident Rate (LTIR)⁷. The Total Recordable Incident Rate (TRIR) is a safety metric commonly used in workplaces to measure the number of recordable incidents, which include injuries, illnesses, and fatalities, per a certain number of hours worked by all employees within a specific time frame. A Lost Time Injury refers to incidents that result in an employee missing work due to a work-related injury.

In 2025, we reduced our recordable incident rate by 9% and our lost time incident rate by 14.5%.



Total Recordable Incident Rate



Lost Time Incident Rate

⁶ TRIR = (Total Recordable Incidents/Total Hours Worked) x 200,000.

⁷ LTIR = (Lost Time Injuries / Total Hours Worked) x 200,000.



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Social Goals

Timeline	Goal	
Ongoing	Continue availability of leadership training by regularly offering our Leadership Development Program (LDP).	
Ongoing	Conduct annual employee engagement survey action plans.	
2025	Launch and imbed new multi-level organization competency model describing success behaviors from individual contributors to executives.	
Ongoing	Continue to grow our ERGs.	
Ongoing	Our leadership team will continue to donate their time, talent, and resources to further developing the collision industry and the communities we serve.	





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GOVERNANCE

The Boyd Group strives to uphold high standards of corporate governance practices. 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.

Sustainability Leadership and Accountability

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

Board Sustainability Experience and Committees

In 2025, our Board of Directors consisted of nine members. The Board has three standing committees: the Nominating, Governance and Sustainability Committee, the Audit Committee, and the People, Culture and Compensation Committee.



Brian Kaner
President & CEO



Jeff Murray
Executive Vice President & CFO



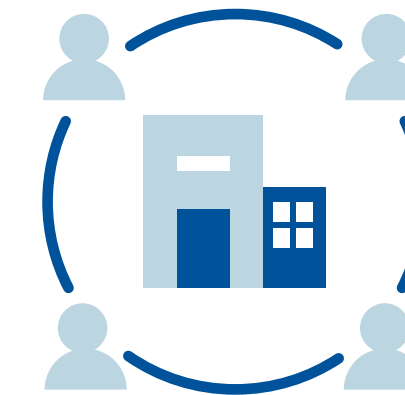
Kim Morin
Vice President & Chief Human Resources Officer



Nominating, 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:
David Brown and John Hartmann





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

	Brock Bulbuck	David Brown	Robert Espey	Christine Feuell	John Hartmann	Brian Kaner	Violet Konkle	William Onuwa	Sally Savoia
BOARD									
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			✓	✓	✓	✓		✓	✓

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.

Boyd Policies and Procedures

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>.

Boyd Business Partner Policies

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. Our [Business Partner Code of Conduct](#) guides our key suppliers and ensures that they understand our company standards and values.

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



Data Privacy & Cybersecurity

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.

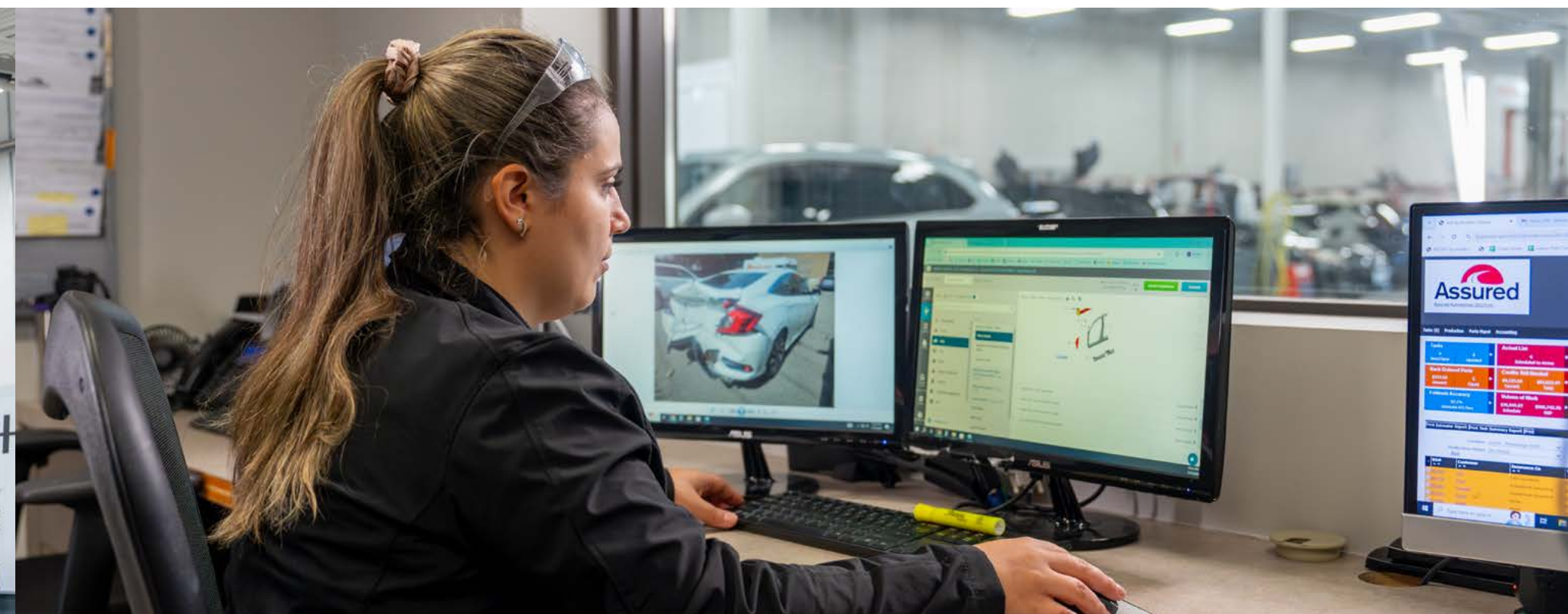
As part of our overall security approach, we align and incorporate concepts from the National Institute of Standards and Technology (NIST) Cyber Security Framework (CSF) as well as best practice guidance from the Center for Internet Security (CIS). This approach enhances our cybersecurity posture and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

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. In 2025, we continued to maintain our ISO 27001 certification.





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Governance Goals

Timeline	Goal	
Ongoing	Provide sustainability information to all employees through company-wide communications.	
Ongoing	Track and review key sustainability metrics compared to baseline data.	
Ongoing	100% formal acknowledgement of our Code of Business Conduct and Ethics from all managers annually and all employees every two years.	





SASB Disclosure

The following index includes the SASB sector standards that we have deemed most relevant to our business activities: Auto Parts (Transportation Sector), Professional & Commercial Services (Services Sector), and Multiline & Specialty Retailers & Distributors (Consumer Goods Sector).

	Metric	SASB Code	Reference within the Sustainability Report
Energy Management	(1) Total energy consumed, (2) percentage grid electricity	TR-AP-130a.1	Page 14
Waste Management	(1) Total amount of waste from operations, (2) percentage hazardous, (3) percentage recycled	TR-AP-150a.1	Partially disclosed. Pages 9-12
Data Security	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	Page 37 and Privacy Policy on Boyd Group Website
Workforce Diversity & Inclusion	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, and (c) all other employees	CG-MR-330a.1, SV-PS-330a.1	Pages 24-25
Labor Practices	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2, CG-MR-310a.2	Not disclosed
Business Ethics	Description of code of ethics, policies and procedures governing business operations and decisions; core values; reporting hotline	SV-PS-510a.1	Page 36