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Disclaimer: All statements in our Sustainability Report that are not historical facts are forward-looking statements. These statements are based on our current expectations, estimates, forecasts, and projections about our future performance based on assumptions. Hence, they are no guarantees of future performance and involve certain risks and uncertainties; actual outcomes and results may differ materially from what is expressed or forecasted, and we have no duty to update or revise any forward-looking statements.

# Get to Know Caliber

A person wearing a full-body white protective suit, a clear face shield, and a dark helmet. They are holding a white cylindrical container in their left hand. The background is a dimly lit industrial or laboratory setting with various equipment and structures. The entire image has a warm, orange-red color overlay.

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About Caliber

# Restoring the Rhythm of Your Life<sup>®</sup>

Founded in 1997, the Caliber portfolio of brands features the full spectrum of automotive services. Caliber is committed to getting customers back on the road safely – and back to the rhythm of their lives.

Caliber continues to earn among the highest customer and employee satisfaction scores in the industry.



1,750+

Locations



1,000+

Mobile Service Technicians



41

States Served



30,000+

Teammates



\$6.9B

Annualized Revenue (2023)



1.8M

Lives Restored

**CALIBER**  
RESTORING THE RHYTHM OF YOUR LIFE

Our Brands

**CALIBER**  
COLLISION

**CALIBER**  
AUTO GLASS

**CALIBER**  
AUTO CARE

**CALIBER**  
FLEET SOLUTIONS



**PROTECH**  
AUTOMOTIVE SOLUTIONS



● Caliber Collision Markets ● Caliber Auto Care Markets  
● Caliber Auto Glass Markets

All Caliber data points, unless mentioned otherwise, as of December 2023  
ADAS: Advanced Driver-Assistance Systems

# From Our CEO Together, We Are Caliber!



Our Purpose, Restoring the Rhythm of Your Life, has been our north star for over a decade. It is why we are in business. And it applies to our customers, clients, partners, teammates, and the communities that we serve.

As one of the largest automotive service providers in the nation, we have a responsibility to ensure that our environmental, social and

governance strategies align with our Purpose and Core Values. The Caliber organization is committed to performing quality automotive repairs for our customers in a safe and responsible manner to protect our teammates and our communities. This is the heart of our sustainability approach.

Our dedication to environmental responsibility across all facets of our operations has driven us to develop and implement robust compliance programs for the safe handling and disposal of hazardous waste and used parts, as well as recycling and re-refining our used oil and coolant. At Caliber, we are also focused on reducing our environmental impact with investments in plastic welders that significantly decrease waste, the use of waterborne paint products, installation of LED lighting across our network, and an ongoing effort to reduce our carbon footprint using leading technology.

As our Purpose is all-inclusive, our social approach centers on celebrating the diversity of our teammates and allowing every teammate to bring their whole self to work. Our differences are what make Caliber so unique and impactful. We are committed to the health and safety of our teammates, providing ongoing training, state-of-the-art tools, equipment, and industry-leading benefits.

To support our communities as well as our teammates, we conduct an annual Restoring You™ food drive, facilitate the donation of vehicles to military and first responder families in need of reliable transportation through our partnership with NABC Recycled Rides®, and work alongside the American Heart Association to encourage heart health and CPR training.

Caliber upholds its first Core Value, 'We Do the Right Thing', with an impactful governance strategy, which promotes ethical business practices through our formal business code of conduct and ethics policies, our continuous review of the enterprise risk management programs, the diligent protection of our systems, information and customer data, and oversight from our diverse board of directors.

As the CEO of Caliber, I am committed to ongoing improvements in all aspects of our business, including our sustainability strategy. It is a privilege to lead an organization that focuses on the pursuit of excellence while anchored by a powerful Purpose.

We continue to be driven by the belief that sustainability is more than just doing the right thing. It means delivering positive change to all stakeholders and increasing enterprise value in a self-fulfilling virtuous cycle.

Sincerely,

David Simmons  
CEO, Caliber



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# About This Report

## Doing Right by Everyone

As a leader within the automotive services industry, Caliber has the potential to make an immense positive impact across the communities we serve and the world at large. We embrace that responsibility and are driven to further it every day.

This report details all the ways in which Caliber is promoting greater sustainability and positive change, including our efficient deployment of resources, our focus on attracting and retaining top talent, our continuous improvement of business practices, our investment back into the enterprise, and our responsible risk management practices. Our goal is to align with the Sustainability Accounting Standards Board (SASB) index, which is found at the end of this report.\*

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## Vision

Be the company that improves the image of the automotive service experience

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## Mission

Be the most trusted automotive service provider in every community we serve

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## Core Values

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WE DO THE RIGHT THING



WE ARE INSPIRED TO SERVE



WE ARE COURAGEOUS



WE ARE PROUD



WE HAVE FUN



\*This report reflects data from January 2023 to December 2023.



Our Focus

# The Pillars of Our Sustainability Commitment



## Teammates

Inspiring every teammate to reach their full potential & celebrate each other's differences

- Employee Health & Safety
- Labor Practices
- Employee Engagement  
Diversity & Inclusion



## Consistency

Delivering operational consistency in our service, quality & speed by planning for the unexpected

- Data Security
- Corporate Risk including BCP & Disaster
- Business Ethics



## Value

Providing the highest overall value for customers & partners by reducing our environmental impact

- GHG Emissions
- Waste & Hazardous Materials Management



## Customers

Earning lifetime promoters by creating an exceptional customer experience

- Product Quality & Safety

# Materiality Assessment Taking a Hard Look Within

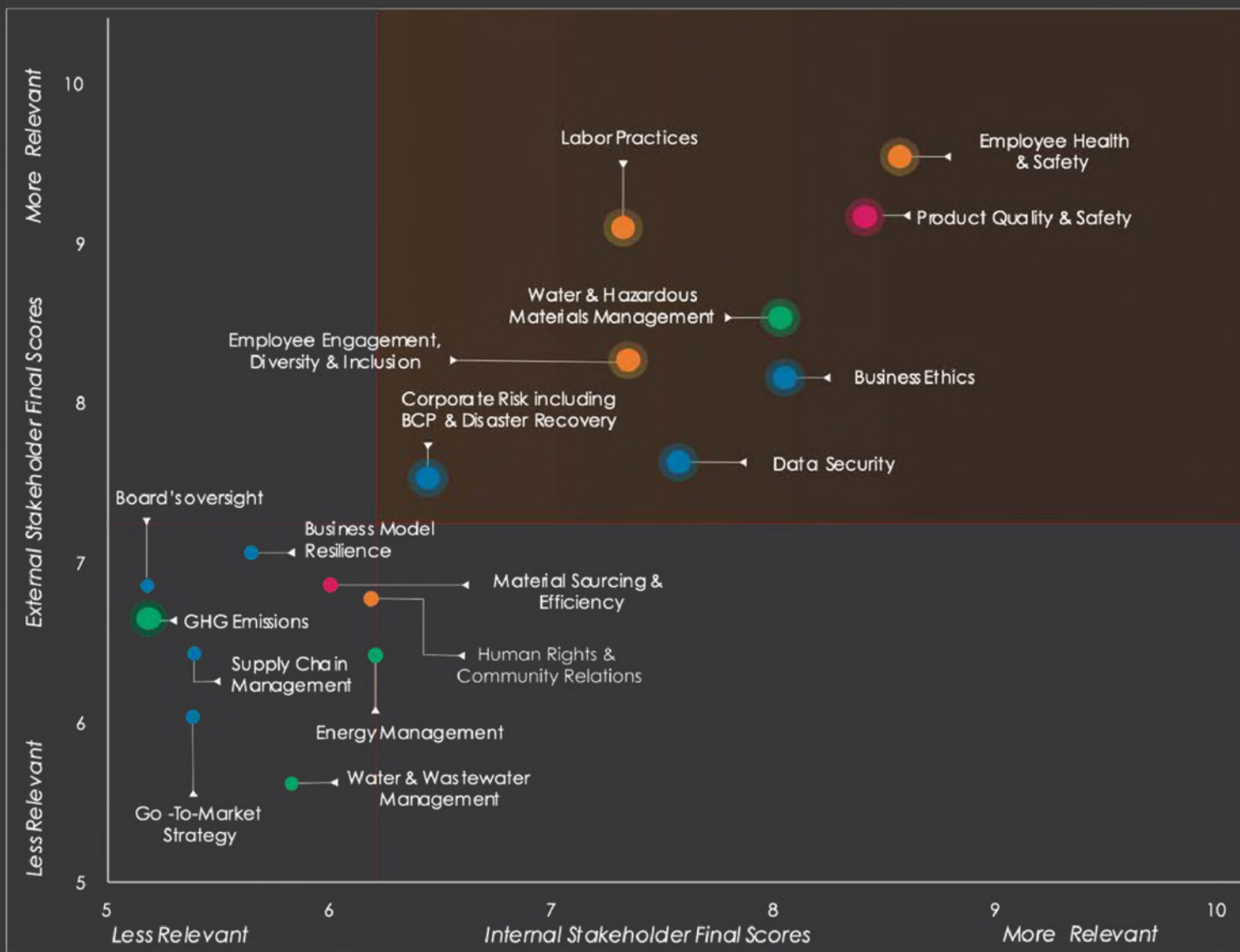
In an effort to evaluate and enhance our sustainability practices, we undertook our first-ever materiality assessment in mid-2022, conducting surveys and interviews with 25 stakeholders, including Caliber’s board, internal leadership, investors, customers and community partners.

Upon culling primary and secondary insights – researched and benchmarked against widely accepted sustainability models and metrics – it became clear that Caliber was already engaging in a large amount of sustainable practices.

Even so, we will never stop improving and evolving, leveraging the latest technological and environmental advancements as they become available.

With each year, we expect to emerge as a stronger, more viable organization.

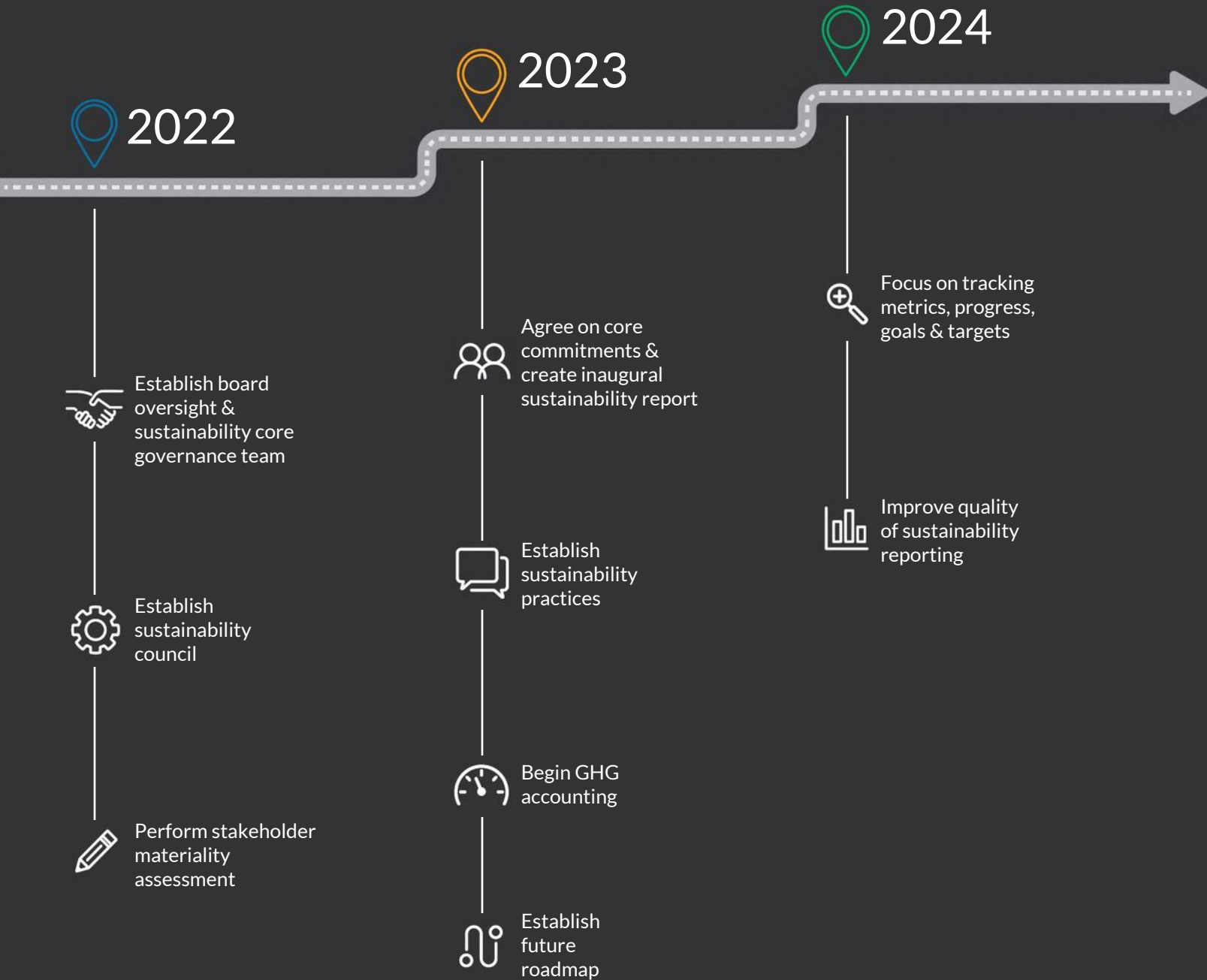
## Materiality Matrix - Near Term



\*Red lines indicate average score



# A Clear Path to Achieving Our Goals



## Program Highlights

# How We're Impacting the Circular Automotive Economy

We continuously strive to offer premium repair services that include sustainable practices, including but not limited to:

- Highly trained technicians who perform quality, safe repairs and services
- State-of-the-art facilities with leading-edge equipment and technology to handle today's advanced vehicles
- Industry-leading quality standards that include third-party verification processes
- Proper handling of hazardous materials, including batteries
- Partnerships with leading auto recyclers and Original Equipment Manufacturers (OEM)



## Zero

work-related fatalities in 2023



## 20,000+

tons of materials recycled in FY2023



## \$65M+

invested in the Technician Apprentice Program (TAP)



## 90+

facilities built across the United States using leading environmental & safety standards



## 86%

of our teammates agree we are an environmentally responsible organization



## 900+

tons of Greenhouse Gas Emissions (GHG) avoided in FY2023 through our hazardous waste handling program



## 3M™

recognized us for our Environmental Practices



## ∞

Limited Warranty written to last a lifetime

# Teammates



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# People Practices

## Powering Excellence by Empowering People

Teammates are the heart of Caliber. We help restore and enhance their lives so they can focus on our Purpose for others: Restoring the Rhythm of Your Life.

What differentiates the Caliber workplace?

- A safe, productive place to work
- Proper tools and ongoing job training
- Personal and professional development opportunities
- A diverse, inclusive environment

At Caliber, we believe that investing in our teammates is crucial to the ongoing success of our business. That is why we provide all teammates with day-one health and financial benefits – including retirement benefits, paid time off, competitive pay and career opportunities to fulfill their potential.

Additionally, Caliber provides teammates with opportunities to be involved in their communities through Restoring You™ initiatives.

To maintain a pulse on teammate perspectives, Caliber conducts multiple surveys – from new hire and onboarding surveys to informal discussion groups, to a comprehensive annual Voices in Rhythm company-wide survey. The latter measures teammate sentiment on a range of topics, including safety practices, inclusion and belonging, and provides an overall net promoter score. Our leaders are charged with acting on these results and consistently improving the Caliber teammate experience.

Throughout this report, you will find references to results from the 2022 Voices in Rhythm\* survey to highlight teammates' viewpoints.

*\*Note: Our Voices in Rhythm all teammate survey is conducted on a periodic basis, with 2022 being the most recent survey.*

### Employee Net Promoter Score

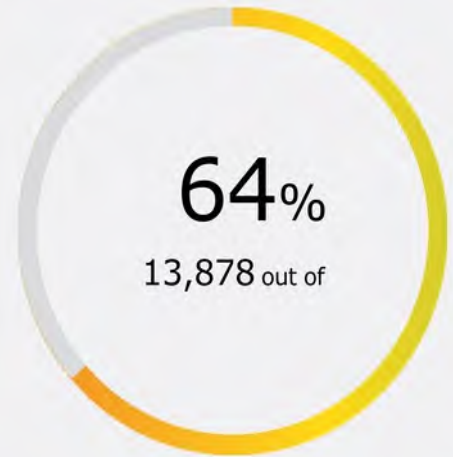
👍 44

↑ vs US NPS Norm (20)

Note: The US NPS Norm is based on Mercer's employer database for all employers asking this question

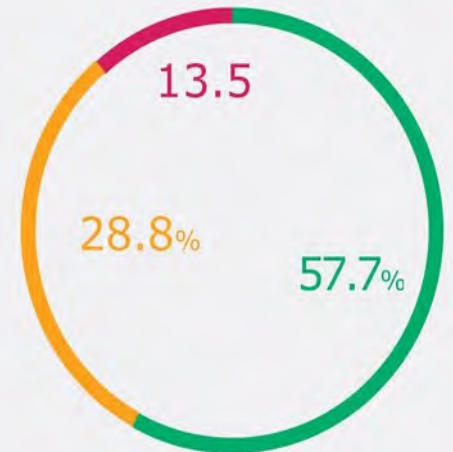


### Total Participation



Note: Teammates who were with Caliber for at least 90 days at the time of the survey were invited to participate. Teammates within their first 90 days of employment are included in various "check-in" surveys during this period

### Recommend Caliber as a Place to Work



● Promoters ● Detractors ● Passives

Promoters: Most positive, motivated & satisfied; Passives: Generally content, but not fully committed; Detractors: Unhappy or disengaged to various degrees

# Health & Safety

## Covering All Bases of Care

At Caliber, safety is our top priority. We do everything in our power to care for our family, so they can go home and care for theirs. Teammates consistently recognize our commitment to safety, as it is one of our top-scoring areas in the Voices in Rhythm survey.

### Hazard Assessments

Job hazard assessments are performed for each position to proactively identify potential risks and the appropriate tools, equipment and personal protective equipment for the ongoing safety and well-being of our teammates.

### Safety Policies

We have established comprehensive safety policies and procedures across all business lines, which are reviewed and updated regularly by internal and external safety and OSHA experts.

### Safety Training

Every new hire receives safety training on their first day and all teammates receive annual refresher training. Safety topics and reminders are distributed weekly and reviewed during weekly team engagement meetings. Additionally, safety reminders are featured on our internal video messaging and engagement platform in every center.

### PPE

We provide personal protective equipment (PPE) for all jobs and mandate their use. In every location, there is a central, accessible storage area with extra PPE, ensuring there is always adequate availability.

### State-of-the-Art Equipment

All shop machines, including lifts, frame machines, compressors and welders, are inspected and serviced routinely to ensure safe operation. Teammates are required to report machinery safety issues to management immediately. Additionally, to ensure clean air, we have also made significant investments in dustless systems.

### Management Accountability

Management performs daily safety walks in each center to ensure that our workplace is safe. Additionally, we engage a third-party safety consulting firm to perform quarterly comprehensive visits, resulting in a safety score for each location. Top centers are recognized for their safety results. Additional resources are deployed to centers that require assistance and further training, as identified in third-party quarterly reviews.

## 24/7 Nurse Triage

If a safety-related incident occurs, Caliber provides a nationwide 24/7 nurse triage service to ensure teammates receive immediate, appropriate care.



Safety of Work Environment



Teammates agree, 'My Shop/ team maintains a physically safe work environment'



## Zero Work-Related Fatalities in 2023

## BEV Practices

# Evolving the Safety of Repairs

Battery Electric Vehicles (BEV) present rapidly growing repair needs for drivers across the country. With the number of BEVs on the road in the United States reaching an estimated 39.6 million by 2030, this creates new challenges in repair methods and safety practices during the repair process.

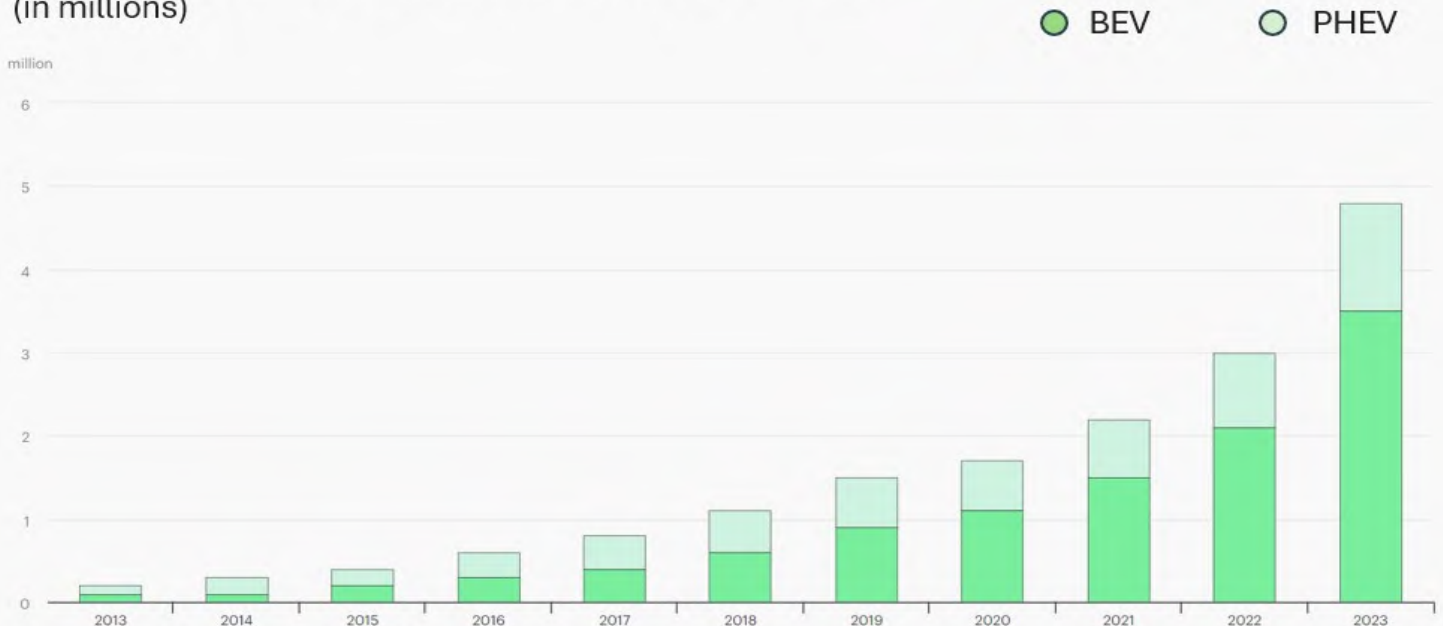
To address these important shifts, Caliber has partnered with original equipment manufacturers (OEM) to establish a safety certification program that ensures our technicians are able to repair BEVs safely, consistently, and aligned to OEM specifications.

As of 2023, Caliber was operating 35+ BEV structural Centers across the United States, while holding OEM BEV certifications across another 200+ Centers.

This represents a significant investment to outfit each designated center with BEV equipment & teammate repair training



US BEV & Plug-In Hybrid Electric Vehicle (PHEV) Car Stock (in millions)



Source: Global EV Data Explorer – Updated 2024 by International Energy Agency



## Labor Practices

# A Culture of Responsibility

As our team grew to 30,000+ by the end of 2023, Caliber continued investing in the optimization of our systems, policies and expertise to ensure that Caliber is compliant with all regulatory and legal requirements at the federal, state and local levels.

## Systems

Caliber utilizes a leading cloud-based Human Resource Information System (HRIS) for all teammate-related record-keeping, time-entry and payroll services across all lines of business. This ensures a systematic, consistent deployment of all updates impacting teammates, such as wage rate changes or modifications to teammates policies.

## Policies

We want our teammates to be able to focus on delivering superior experiences to our customers and partners. To ensure a conducive environment, Caliber has adopted policies that reinforce our commitment to a workplace free from harassment and discrimination, ensuring all teammates feel welcome and safe.

Additionally, we have an open-door policy and encourage teammates to raise concerns with any member of management. Finally, we hold ourselves and our vendor partners to the highest standards. Through our Supplier Code of Conduct, participants in Caliber's supply chain are required to act in a responsible fashion, including adherence to all applicable labor and employment law requirements.

## Expertise

Caliber invests in a skilled team of in-house experts, including lawyers with extensive safety/OSHA and employment law-related experience, to ensure that we operate in compliance with all requirements. We augment our internal acumen with a third party that monitors and reports relevant changes in laws or regulations that may impact our labor practices.



## 24-hour Anonymous Reporting

Caliber provides an anonymous reporting platform to teammates 24 hours per day, ensuring that they can report employment-related concerns in a convenient, confidential manner via the phone, online or fax. All complaints follow a designated process and are promptly investigated.

Diversity, Inclusion & Belonging

## We're Not Just a Team. We're Family.

For us, Diversity, Inclusion & Belonging (DIB) is more than good business practice. It is part of Caliber's DNA and connected to everything we do through our Core Values.

Caliber consists of a diverse, inclusive workforce and strives to help everyone feel valued and respected. However, we recognize that there is always room for improvement and remain committed to hiring and retaining a diverse workforce at all levels of the company. Several key initiatives underway include inclusivity training, leadership development and consistent practices that encourage equal opportunities for all teammates to reach their full potential.

“ Attracting a diverse workforce that reflects the communities we serve and creating an inclusive work environment where every teammate feels like they belong is what differentiates Caliber as an employer of choice.”

- David Dart, Chief People Officer

When Caliber Succeeds, We All Do.

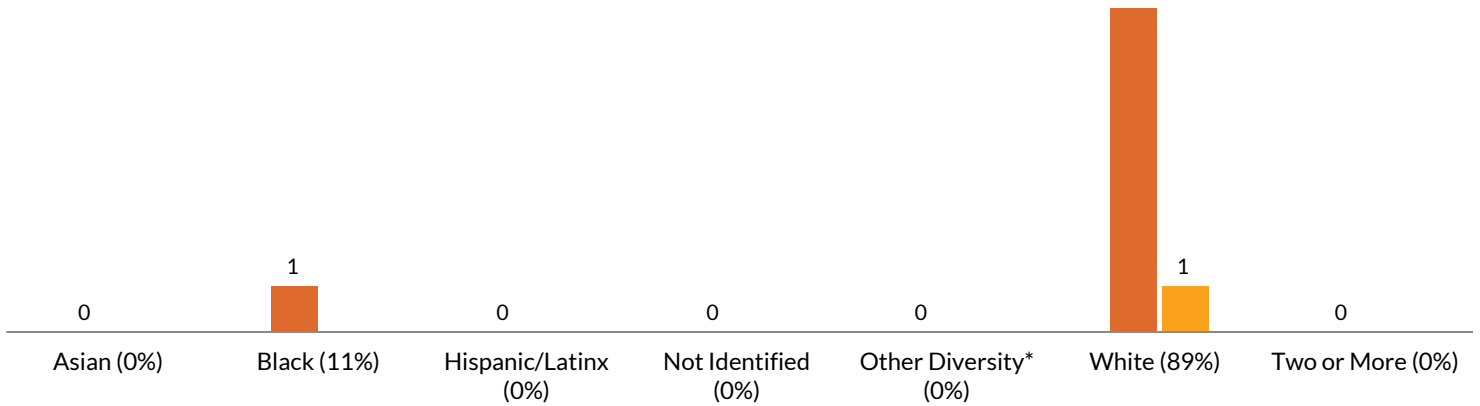


Diversity, Inclusion & Belonging

# Expanding Opportunities in Leadership

Board of Directors as of December 31, 2023

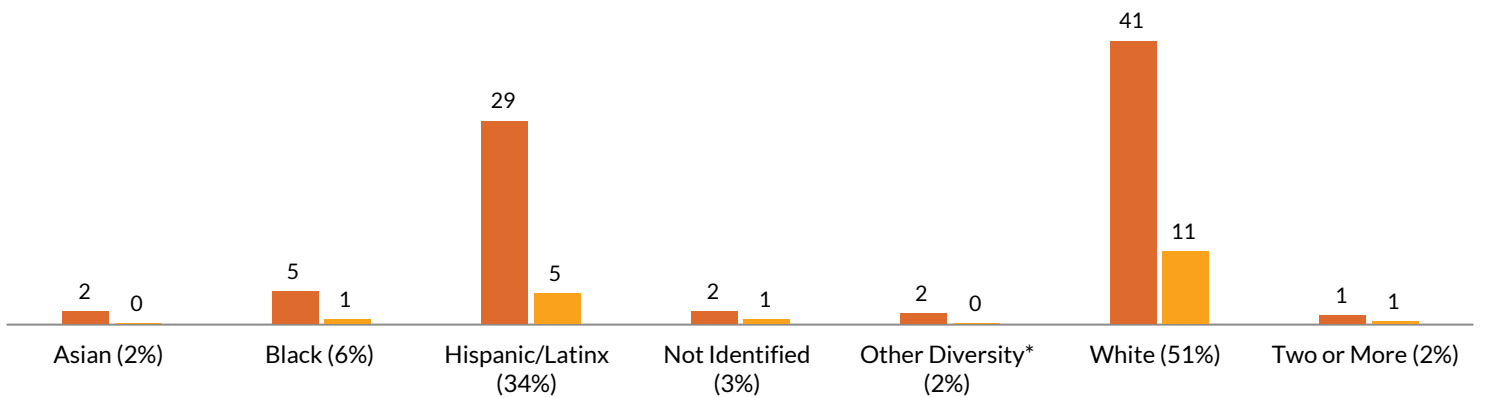
● Male - 89% ● Female - 11%



\*e.g., American Indian/Native Alaskan/Hawaiian or Pacific Islander

Total Workforce as of December 31, 2023

● Male - 81.7% ● Female - 18.3%

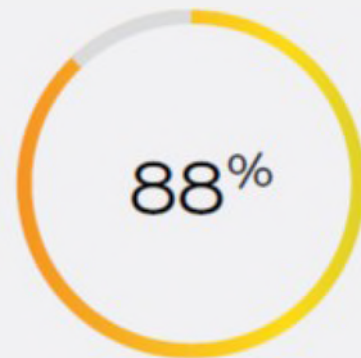


\*e.g., American Indian/Native Alaskan/Hawaiian or Pacific Islander

At Caliber, we are creating equal opportunities and ensuring that each teammate feels valued for the unique background, experience and perspective they contribute to achieving our Purpose. While we are proud to have an environment where our teammates feel they can be their authentic selves, one of our priorities is to continue to expand diversity at all levels.



## Culture of Openness



Our teammates agree, "I can be myself at work" (i.e., "I can be my authentic self")



Empower

# Amplifying Women in Our Industry

We believe that a more diverse workforce outperforms a homogenous workforce. DIB has materialized at Caliber through initiatives such as our women's Empower group and Caliber's first teammate resource group (TRG) focused on attracting, inspiring and amplifying women throughout the company.

Empower began at our corporate support center in North Texas. It later spread across the country with the support and sponsorship of our executive team and other allies across the organization. In 2022, Caliber created an online forum on our intranet devoted to Empower.

**EMPOWER**

~50% of the US workforce  
is comprised of women, yet  
only about 12% of the  
automotive services  
industry includes women\*

Caliber aims to change this.

\*Source: US Bureau of Labor Statistics 2023



CEO Action

# Inclusivity – Beyond Incremental Change

Caliber is a proud signatory of the CEO Action for Diversity & Inclusion™ initiative – the largest business-led initiative to advance DIB in the workplace.

This initiative was founded in 2017 on the belief that Diversity, Inclusion & Belonging is a societal issue, and that collaboration and bold action from the business community – especially CEOs – is vital to driving change at scale.

Learn more at [www.ceoaction.com](http://www.ceoaction.com).



CEO Action for Diversity & Inclusion™

2,400+ CEOs

have pledged to create more inclusive cultures

## CEO **ACT!ON** FOR DIVERSITY & INCLUSION







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## Our Communities Giving Back Where Needs Arise

Caliber has always actively engaged in the communities we serve. Working and living among our neighbors, we strive to create deep roots and lasting relationships by getting involved with local organizations and giving back. From supporting little league sports teams, to helping communities get on track after unexpected emergencies, to partnering with local food banks – we’re constantly striving to live up to our Purpose of Restoring the Rhythm of Your Life.

In 2023, we donated \$1.5M to our community impact initiatives, and will continue expanding these efforts in partnership with the Caliber Foundation.

**CALIBER**  
FOUNDATION

**CALIBER**  
RESTORING YOU





# Restoring You™ A Platform for Serving Communities

Built on our core value, "We Are Inspired to Serve," Restoring You is a community platform that has allowed teammates to engage in the following initiatives.

Caliber has a long-standing partnership with the National Auto Body Council Recycled Rides® program, which gifts restored vehicles to active-duty military and veterans in need of reliable transportation. Caliber teammates volunteer their time and expertise to repair these vehicles.



500+

gifted vehicles transformed since 2012

In 2023, Caliber hosted its 12<sup>th</sup> annual Restoring You Food Drive, partnering with 110 food bank partners across the nation to address childhood food insecurity when schools closed for summer break.



3.1M

million meals delivered to children nationwide in 2023

Caliber has been an avid supporter of the American Heart Association (AHA) since 2011, leveraging their expertise on heart disease and stroke research to help improve the lives of teammates, customers and communities. In partnership with AHA, more than 2,000 teammates were concurrently trained in CPR during Caliber's 2022 Leadership Summit.



25,000+

teammates trained in CPR since 2011

For over a decade, Caliber Auto Care centers have supported the Marine Toys for Tots Foundation as a toy collection site, ensuring children in the community receive a gift during the holiday season.



1,000s

of toys collected for Texan families in 2023

\*AHA: American Heart Association





## Training Programs Pathways to Prosperity

Another way in which Caliber gives back is through our sizable investment in apprenticeship and training programs. The US faces a rapidly growing dilemma – the widening shortage of skilled auto body technicians and shrinking technical training school enrollment. Collision repair technical training schools cannot produce the volume of technician graduates necessary to fill projected industry openings by a factor of 5:1.

To address these pressing industry staffing needs, Caliber now offers an innovative, paid proprietary program – our Technician Apprenticeship Program (TAP). Through our competency-based curriculum, TAP participants graduate in 10-12 months with the necessary experience and certifications to work as entry-level technicians. Caliber places graduates in full-time positions and continues investing in them with advanced technical training and skill enhancements led by our field-based Quality Technical Coach team.

In addition to TAP, Caliber works with the United States military through our Changing Lanes Program, providing career transition opportunities as active-duty members shift to civilian life. The 15-week Career Skills Program (CSP) is located at Ft. Liberty, NC, and is completely free to qualified exiting military participants. It offers basic skills training in collision repair, hands-on experience, and career opportunities with Caliber upon completion.

### Demand-Supply Gap of Technicians

Industry	Supply 2021	Demand 2022	Anticipated Demand 2022-2026
Automotive	28,866	155,578	605,471
Collision	4,487	35,239	113,575
Diesel	10,699	41,369	176,622
Combined	44,052	232,186	895,668

Source: Technician Supply & Demand Report 2022 by TechForce Foundation

# TAP Our Impact in FY2023

 **1,000+**  
graduates since 2022

 **1,900+**  
currently enrolled

 **\$65M+**  
invested

## Program Benefits

Our paid apprentices graduate with recognized industry certifications\*, a career path and exceptional lifetime earning potential.

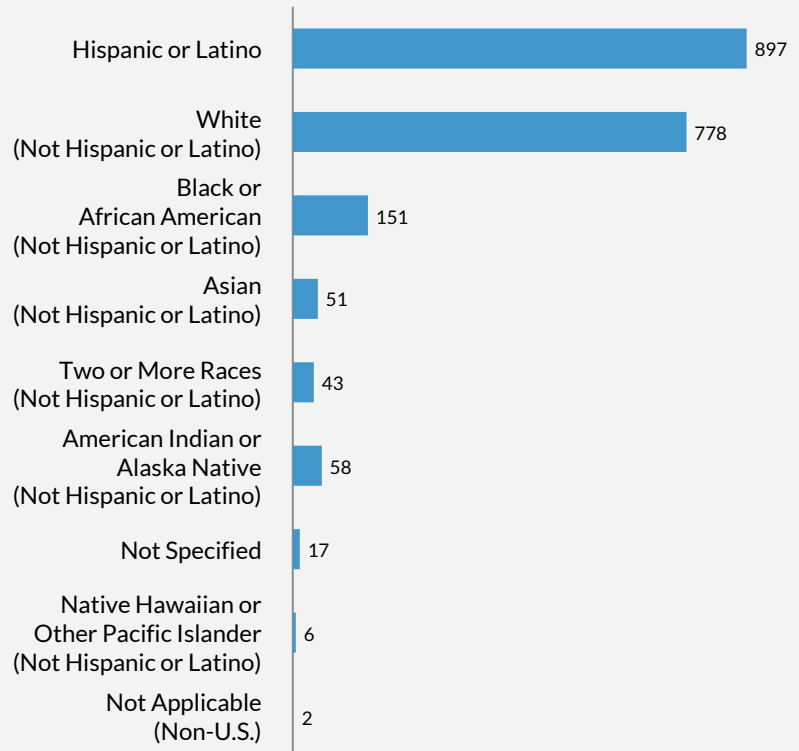
- ✓ Paid apprenticeship
- ✓ Day-one health insurance and benefits
- ✓ Safe working environment
- ✓ Industry certifications
- ✓ Future earning power
- ✓ Career and personal growth opportunities across Caliber
- ✓ High school diploma not required
- ✓ No school debt incurred

\*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](http://www.info.i-car.com/about-us)


## Communities

The make-up of our 2023 TAP participants (self-reported as of 12/31/2023) reflects the diverse communities we serve:




## Market Impact

The industry is facing an unprecedented shortfall in skilled labor, negatively impacting capacity. TAP will have a significant impact on reducing this by 2025.

 **3,000**  
technician graduates by 2025

 **>\$200M**  
Caliber investment in TAP by 2025

 **1.5M**  
additional vehicles repaired annually as a result of TAP



## Training & Development

# A New Generation of Skilled Trade Workers

Building on the initial success of TAP, Caliber is developing similar training and skills development programs to establish a well-trained technician pipeline across all lines of business within our portfolio.

We are also actively evaluating pre-apprentice and internship programs that would introduce the next generation of skilled trade workers to career opportunities that do not require traditional college degrees. Caliber will partner with high school students, parents, teachers, and counselors early in the process, as students explore their continuing education options and make critical decisions about their futures.

Additionally, Caliber is leveraging a blend of government and private grant sources to establish career opportunities that will expand the pool of skilled trade workers and benefit the transportation sector overall.

## The Road Ahead



Grow TAP enrollment



Introduce training programs in Protech Automotive Solutions, Caliber Auto Glass & Caliber Auto Care



Establish pre-apprentice & internship programs



Target apprenticeship knowledge among teens, parents, teachers & counselors



Develop funding partnerships through government programs & private grants





# Consistency



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## Risk Management

# Safeguarding Our Future Against Uncertainty

Working toward our Mission to be the most trusted automotive service provider in every community we serve, Caliber is developing and maintaining a comprehensive approach to corporate risk management:

- Ethical business practices
- Cybersecurity and data protection
- Business continuity and disaster recovery
- Integrated Enterprise Risk Management (ERM)

As a culture-driven organization, we believe our approach differentiates us across industries beyond automotive services. We emphasize our Core Values with new hires on their very first day during our comprehensive onboarding program. In our Voices in Rhythm survey, our teammates acknowledged the way we also hold our leaders accountable for living and demonstrating our Core Values.

“ We work hard to earn – and keep – the trust of our teammates, customers and partners every day. When we say we ‘do the right thing’ – we mean it.”

– Todd Dillender,  
Chief Operating Officer

## Core Values



WE DO THE RIGHT THING

WE ARE INSPIRED TO SERVE

WE ARE COURAGEOUS

WE ARE PROUD

WE HAVE FUN

88%

88%

82%

of teammates believe that our Values are clearly communicated

of teammates agree that actions of their immediate supervisors are consistent with our Purpose & Values

of senior leaders' actions are consistent with our Core Values

## Ethical Business

# Improving the Image of Our Industry

Caliber's reputation is built on our commitment to clearly define Core Values for all teammates – from our board members to our front-line teammates. We strive to embody our Values every day, starting with “do the right thing”.

We have adopted a Business Code of Conduct and Ethics Policy that every teammate is required to review upon hire and when updates are issued. An annual review ensures our policies remain relevant and capture emerging issues.

All management-level teammates undergo annual ethics training, where our senior leadership sets expectations for the entire organization.

Lastly, Caliber has established a robust internal controls practice, which includes quarterly Director & Officer certification of our control environment. Though typically only followed by public companies, Caliber proactively performs this extra step as a private company.



## 24/7 Anonymous Hotline

Caliber provides an anonymous hotline at all hours for reporting ethics concerns. Every ethics complaint is investigated by our Internal Controls team with annual reporting to the board of directors' Audit Committee.





## Cybersecurity

# Protecting Data is a Top Priority

With a dedicated internal cybersecurity team, supported by an expert third-party cyber-breach prevention and response partner, Caliber is constantly evolving to address emerging threats and remain aligned with best practices.

How we're setting a new standard for data protection & privacy to minimize risk:



Collect & retain only the necessary data for performing auto repair services



Do not store customer banking or credit card information



Use separate systems for payment transactions & operational activities



Leverage a comprehensive IT Data Acceptable Use Policy outlining our data privacy & security expectations for all teammates



Ensure all partners meet our industry leading data security requirements, including current SOC1 &/or SOC2 reports



Conduct teammate training on data security & privacy, reinforced with ongoing phishing simulation tests for all users and monitored by an independent third party



Regularly communicate with teammates regarding cyber-threat prevention



Emergency Planning

# A Robust Business Continuity & Disaster Recovery Plan

We have developed business continuity and disaster recovery programs to minimize the impact of unexpected threats to our operations – whether it is a natural disaster or cyber-related attack.

These plans are continuously optimized and tested, including a semi-annual table-top simulation exercise. They ensure that our teammates, customers, and partners can rely on Caliber, even in the most challenging circumstances.

## Crisis Management Team (CMT)

Our cross-functional CMT is activated when a critical incident occurs and includes key members of our senior leadership, Operations, Facilities, IT, Risk Management, Marketing and Carrier Relations teams. The CMT conducts periodic table-top simulation exercises and is supported by a leading third-party crisis management communications partner.





## ERM

# Identifying Risk. Avoiding Exposure.

The goal of our comprehensive, integrated Enterprise Risk Management (ERM) program is to identify current and emerging risks – and to mitigate related exposures. With oversight by our board’s Audit and Risk Committee, Caliber’s ERM program includes leaders from our Internal Controls, IT, Sustainability, Legal and Risk teams to programmatically address these risks. They review current risk programs, policies and procedures, develop new ones, and evaluate internal controls efficacy, such as exposure to internal fraud, unauthorized system access, and other similar issues.

We conduct periodic enterprise risk assessments, which together with our sustainability materiality assessment, provides a comprehensive view that informs our ERM program.

As of 2024, we have implemented a new technology solution that serves as a consolidated platform for our ERM program, including audit, risk, sustainability and internal controls.





# Value



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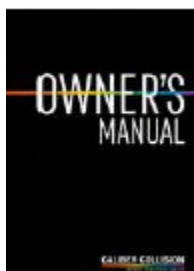
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# Environmental Practices Driving Value Through Responsible Stewardship

Since 1997, Caliber has led the collision repair industry by developing and adhering to comprehensive operating policies and procedures, as well as investing in teammates, advanced equipment, and new technology. Now, our strategic engagements with leading environmental and safety services firms further enhance our ability to provide a safe, welcoming workplace and minimize our impact on the environment.

We believe that efforts to continually evolve Caliber's stewardship of the environment will make us more competitive and add value, particularly as our various audiences – teammates, candidates, stakeholders, drivers, and insurance carriers alike – consider the environmental footprint of repair services.

Caliber's approach begins with our Owner's Manual, a set of standard operating procedures that enable us to perform the right repairs safely and accurately – the first time. This minimizes waste materials and parts, which in turn reduces our impact on the environment.



 20K+

tons of materials recycled in FY2023 through our solid waste handling program, which represented an average of approximately 27% of the total solid waste generated.

 900+

tons of GHG emissions avoided in FY2023 from re-recycling of waste oil collected in our Collision & Auto Care lines of business

## Caliber Recognized for Environmental Practices

### 3M™ Honors Caliber with Special Partnership Award

In 2022, the 3M Automotive Aftermarket team presented Caliber with a special 3M Partnership Award for Applying Science to Life. The exclusive award honored Caliber's enduring commitment to technician safety and environmental responsibility, and commemorated their collaboration to implement comprehensive dust extraction practices at Caliber Collision centers throughout the US.



## GHG Emissions

# Lowering Our Environmental Impact

In late 2021, Caliber fully implemented its energy utilization management (EUM) system using a third-party provider. With this system in place, in 2022, Caliber performed its first GHG emission measurement. We are undertaking several initiatives as outlined in this report to not only measure but to reduce our overall GHG emissions.

## Scope 1 & 2 Emissions

Our Scope 1 and 2 emissions include emissions related to purchased electricity and natural gas, as well as those emitted by our current fleet of internal combustion engine (ICE) powered vehicles (including shop trucks and mobile service vans). Our collision repair shop operations are heavy users of electricity and natural gas, due to the heating, cooling, equipment and machinery use across all 1700+ of our facilities. Vehicle and paint manufacturers impose certain requirements on our operations, including lighting levels within our shops and baking temperature requirements for our paint booths.

## Scope 3 Emissions

Our Scope 3 emissions make up the largest percentage of our total GHG emissions, which is related to our supply chain spend primarily on parts, paint and other supplies used in operations. We intend to measure and report on our GHG emissions annually to evaluate the impact of various energy efficiency programs, as well as additional future programs that will continue to drive efficiency, reduce costs, and lessen our environmental impact.



## GHG Emissions

We are reporting our initial carbon footprint inventory across Scope 1, 2 and 3 for FY2022 using guidance from the applicable GHG Protocol standards.

Scope 1 (MT CO <sub>2</sub> e)	Scope 2 (MT CO <sub>2</sub> e)	Scope 3 (MT CO <sub>2</sub> e)	Total GHG (MT CO <sub>2</sub> e)	Carbon Intensity (MT CO <sub>2</sub> e / \$M revenue)
101,923	84,032	438,147	624,102	109*
↓ Scope 1 includes our use of natural gas in our 1700+ facilities (Stationary Combustion 81% of total) as well as fuel for our fleet vehicles (Mobile Combustion 19%)	↓ Scope 2 includes our use of electricity across our facilities (Purchased Electricity), including upstream and downstream impacts	↓ Scope 3 includes all indirect emissions within our value chain but outside of our direct control, as measured by our supply chain (procurement) activities.	70% of our total GHG Emissions	

Note: MT CO<sub>2</sub>e - Metric tons of carbon dioxide equivalent

\*Measured on FY2022 Revenue



## Energy Efficiencies

# Meeting & Exceeding Environmental Requirements

In addition to our EUM program, we have invested in several energy efficiency initiatives.

**LED Lighting Retrofit:** We completed our LED lighting retrofit project for all 1700+ Collision locations in December, 2023.

This allows us to meet OEM/OSHA lighting (as measured by foot candles) requirements and enhance the overall workplace environment for our teammates and customers. All new builds include LED lighting.

**Smart Thermostats:** As a part of our energy utilization management program, we have been installing smart thermostats with central monitoring and control capabilities. Over time, this will provide us with the capability to better manage energy usage in our HVAC systems.

80%+ of our locations include smart thermostats, as of year-end 2023

**Paint Booth Upgrades:** As we build and acquire new locations, or upgrade existing facilities, we frequently replace the paint booths. When we are making this type of capital expenditure, we purchase booths that meet the latest in environmental/efficiency standards, such as recirculating heated air and other features that reduce overall paint and curing cycle time, resulting in reduced energy usage.

**HVAC Monitoring & Maintenance Program:** As HVAC systems in our Centers represent a large portion of our electricity usage, in Q3 2023, we implemented a national program to provide regular servicing and remote diagnostic services for our HVAC systems. Our goal is to improve energy efficiencies, which we anticipate will reduce our electricity usage overall.

**Fleet Operations:** As our mobile services continue to expand, we are also beginning to evaluate the feasibility of introducing alternative fuel vehicles into our fleet operations.



## Building to the Highest Standards

In FY 2023, we completed more than 100 Collision facilities around the US (including retrofits and new construction). These facilities are designed and built to the latest environmental and safety standards, featuring state-of-the-art energy efficient HVAC and LED lighting systems, plumbing/water use, and most efficient paint booths. As we continue to build new centers and update existing ones, we anticipate our environmental footprint will improve.

# Enterprise Efficiencies

## Operating More Responsibly

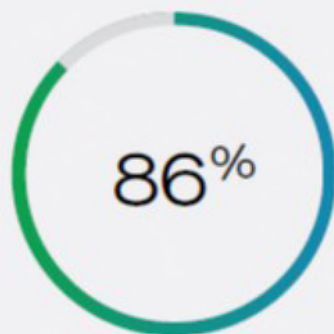
Our teammates, customers and stakeholders expect Caliber to operate in an environmentally responsible manner.

That's why Caliber has established a comprehensive sustainability program, consisting of the following areas:

- **Standard operating procedures for identifying and properly handling all waste streams**, including every detail of labeling, storing, handling, and disposing of various types of waste. Our operating procedures meet or exceed all applicable local, state, and national standards.
- **Training on our policies for handling hazardous waste and emergency response procedures** at the time of hire and annually thereafter.
- **Using environmentally friendly products in our repair process**, such as low- volatile organic compounds (VOC) and waterborne paint products.
- **Investment in safety tools and equipment**, including personal protective equipment (PPE), a system-wide LED lighting retrofit, and dustless sanders and plastic welders at every location.
- **National partnerships with leading waste management providers** that handle our solid and hazardous waste streams in accordance with our nationally established standards, which meet or exceed all local, state, and federal requirements. We also have headlight and used motor oil recycling programs.
- **In-House environmental experts and third-party environmental consulting firm** that keep our policies and procedures both current and compliant with existing laws and regulations. We provide field support during environmental inspections and routine training to ensure teammates follow environmental procedures. Quarterly onsite audits occur at each of our locations and audit results are reviewed with senior operations leadership.



### Environmental Responsibility



86% of our teammates agree that we are an environmentally responsible organization





Our Approach

# Continuously Improving Our Environmental, Health & Safety Practices

At Caliber, here's how we think about our continuous improvement strategy.



## Direct Control

We proactively develop unique, industry-leading strategies that guide our environmental, health & safety programs.



## Indirect Control

We make intentional purchasing decisions to ensure we have responsible supply chain policies.



## Influential Abilities

We work with industry trade groups, NGOs & regulators to drive change that benefits our industry, our business & our communities.





# Customers



Creating Lifetime Customers

# We Are in the Customer Service Business. We Just Happen to Fix Cars.

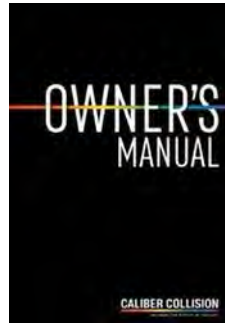
As Caliber grew into multiple lines of business, we established consistent quality standards that guide teammates in executing services properly from the very first visit. All Caliber technicians are trained in these standards and receive ongoing training from industry-recognized providers.

We closely monitor key performance metrics and actively seek customer feedback through quantitative surveys to ensure that any issues are addressed, and to inform our constant cycle of customer service improvements.

Caliber stands behind our work on every vehicle with a written limited lifetime warranty. We are committed to doing the job right and getting our customers safely back on the road.

## How We Achieve Industry-Leading Ratings & Results.

At Caliber Collision, technicians follow our 10-step process for completing repairs accurately and efficiently in our proprietary Owner's Manual. The Manual provides a systematic approach to ensuring industry-leading repair results. It helps guide our technicians on how to earn the trust and loyalty of customers, instructing them to keep customers informed through the repair planning process. Not only do our technicians then deliver vehicles in pre-accident condition, but they also achieve top ratings from customers and partners.





# The Caliber Standard of Quality

“ Getting our customers back on the road in a car that has been restored to pre-accident condition is our goal. And we did it 1.8M times in 2023. Just as importantly, we take pride in resolving any repair-related issues that may come up now or in the future.”

– Mitch McMaster, EVP, Central Operations



## The RIGHT Process

We follow an optimal repair process using a blend of onsite and virtual quality team resources.



## The RIGHT Technician

Repairs are performed by highly trained, certified technicians.



## The RIGHT Equipment

Proper tools, technology and equipment ensure that repairs meet OEM standards.



## Independent Third-Party Review

Using a sampling process, third-party reviews of our repairs ensure all internal and OEM standards are met.





# SASB Index

This index includes references to Caliber’s disclosures using disclosure metrics developed by the Sustainability Accounting Standards Board (SASB) (now a part of the International Sustainability Standards Board (ISSB) of the IFRS Foundation).

The specific metrics we have selected are drawn from three SASB standards from three standards across sectors: Auto Parts (Transportation Sector), Professional & Commercial Services (Services Sector), and Multiline & Specialty Retailers & Distributors (Consumer Goods Sector). We evaluate and select the metrics we believe are most relevant to our business model and will continue to review.

Material Theme	Metrics	Reference	SASB Standards
Employee Health & Safety	Number of Fatalities	Please check page # 13	See SASB’s Auto Parts Standards
Labor Practices	Description of labor practices	Please check page # 15	CG-MR-310.a3
Employee Engagement Diversity & Inclusion	Board diversity; employee survey; specific disclosure around “belonging” survey question; eNPS	Please check pages # 12, 16 and 17	CG-MR-330a.1; SV-PS-330a.1; SV-PS-330a.3
Business Ethics	Description of code of ethics, policies and procedures governing business operations and decisions; Core Values; reporting hotline	Please check page # 27	SV-PS-510a.1
Data Security	Description of policies, procedures; use of customer data	Please check page # 28	CG-MR-230a.1; CG-MR-230a.2; SV-PS-230a.1; SV-PS-230a.2
Corporate Risk including BCP & Disaster	Description of Business Continuity and Disaster Recovery plans and other risk management programs	Please check pages # 29 and 30	See SASB’s Auto Parts Standards
GHG Emissions	Scope 1, 2 and 3; describe EUM; describe LED retrofit; describe new builds/capital investments (e.g., paint-booths)	Please check pages # 32, 33 and 34	TR-AP-130a.1; CG-MR-130a.1
Waste & Hazardous Materials Management	Solid and Hazardous Waste Produced and Recycled	Please check pages # 32 and 35	TR-AP-150a.1
Product Quality & Safety	Description of lifetime warranty	Please check page # 39	TR-AP-250a.1



# CALIBER.

RESTORING THE RHYTHM OF YOUR LIFE