

Cary Group

# Sustainability report 2020

**Cary group**



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## Letter from our CEO

The year of 2020 was exceptional in every aspect. Because of the corona pandemic we have seen countries shut down, companies restructure and people facing challenges beyond comprehension. The arenas as we knew them changed.

When the pandemic was a fact, Cary Group, as many other companies prepared for worst case scenario. The situation demanded an alternative way of thinking and new digitalized ways of working and meeting. Not to mention new ways to be able to pursue and grow our business. Looking back at 2020, we have made acquisitions, employed more people, established the Group name (Cary Group) as an umbrella for all our market leading brands in the Nordics and UK but above all, we have continued to excel in delivering smart solutions to our customers. I am incredibly proud of the motivation and flexibility I have had the privilege to witness within the entire company throughout 2020.

### **Smarter solutions for sustainable car care**

To offer not only smarter solutions, but sustainable solutions, for car care is something we have worked hard with during the last year and, is now a vital part of our business offering. Despite, or maybe because of, the challenges we have faced, we are more mo-

tivated than ever to make a difference and create true impact. As a company and as human beings I believe we must take full responsibility in how we consume and respect the limits of our planet. The electrification and digitalization of the car industry is growing, and we see that as an opportunity to focus even more on our expertise and how we can develop our operations to not only meet the industry's new demands, but also being part of driving the sustainable mobility change.

We repair and replace vehicle glass with the ambition to achieve visibility, qualities, construction and safety features equivalent to a new car. As volumes increase it has become even more important to find sustainable solutions in everything we do. Our aim to always repair instead of replacing a windscreen is one of them. In 2020, the Cary Group repaired 125,175 windscreens, saving approximately 5,500 tonnes of CO<sub>2</sub>. During the year, the team has initiated and implemented new processes and solutions to ensure a unified commitment to sustainability issues in all countries – for example a more structured data collection process and a digital damage assessment application.

Convenience is key to our customers. By offering smart and simplified solutions to them, we also make sure that their choices are sustainable. Our AI solu-

tion helps customers make a damage assessment at home, reducing the number of trips to our workshops. While at the workshop, we offer courtesy bikes and soon to be a complete fleet of electric cars. Through our dense network of workshops, we always strive to be close to our customers, reducing miles travelled to and from our workshops. Together with one of our larger insurance clients, we climate offset through different projects and we work continuously to secure sustainability in our supply chains.

### **On a journey, because we care**

During 2020 we built a solid foundation to ensure that we can keep on improving and continue our journey ahead. Reducing our climate impact is one of our priorities, but so is also our dedicated work to creating added value for our co-workers, secure their health and safety and finally to make sure that everybody feels welcome regardless of gender, ethnicity, beliefs, disabilities, sexual orientation and age. During 2021, our ambition is to set science-based target in accordance with the Paris agreement and to define a clear roadmap towards climate neutrality.

We are proud to say that we care about cars, people and the planet and I would like our new name Cary Group to serve as a guiding star for all of us and spark actions that prove that we genuinely do.

*Anders Jensen, CEO, Cary Group*



# About Cary Group

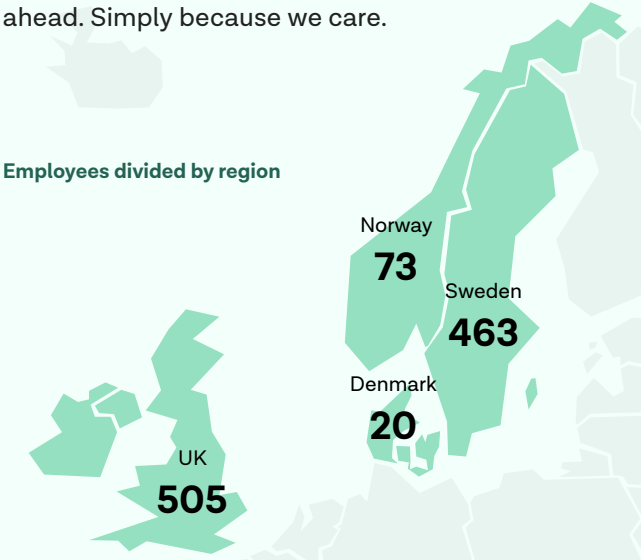
Cary Group offers smarter car care solutions. We are known among customers through the brands Ryds Bilglas, Mobile Windscreens, Cary, Svenska Bussglas and Danglas, specializing in vehicle glass repair and replacement. But we are more than a market leading group, we are the sum of our co-workers, producers, suppliers, partners and the smart solutions we offer to our customers.

Cary Group has operations in Sweden, Norway, Denmark and the UK and our journey started when Ryds Bilglas was founded 1947 by the Ryd family, who still owns a part of the company together with our main owner Nordic Capital. We are proud of our local presence and geographical coverage with 246 workshops and 357 mobile units, operated by our +1,000 employees, making it easy for our customers, insurance companies, fleet and end customers to make smart and sustainable choices.

Together we have made millions of car glass repairs and replacements and there are more to come. Our journey ahead is about growing from where we come from, with a local and entrepreneurial spirit and dedicated co-workers but also about expanding our offering within car care solutions. With a sustainable approach we want to contribute to sustaining the life,

value and safety mechanisms of vehicles and create convenient services to our customer by always aiming to repair instead of replacing.

We are on a mission to do more, do better and to do good. By developing smarter solutions, we will be able to contribute to making mobility more sustainable, adapt to customer needs, create stronger teams and individuals, and reduce our climate impact. With a humble approach, this is how we want to lead the industry transformation and continue our journey ahead. Simply because we care.



Number of workshops	2019	2020
Owned workshops	196	206
Franchise	31	40
Mobile units	222	308

## Sustainability at Cary Group

Cary Group provides sustainable car care services that prolong the life and sustain the value and safety features of vehicles. Strong environmental focus, high ethical standards, and an inclusive corporate culture prioritizing the safety and wellbeing of our workforce, are at the core of Cary Group's sustainable strategy. Caring for and repairing a windshield, instead of replacing, saves 43 kg of CO2 emissions per windshield. In 2020, Cary Group repaired, rather than replaced, 27% of all windshields reaching its shops. When the damage is too great and repair is not possible, we focus on minimizing the environmental impact using a full circularity approach, recycling 90% of the glass from our replaced windshields. Through our digital platform we also help our customers make informed and sustainable decisions. We provide our services at convenient locations, minimizing travel, with high quality, superior experience and smart solutions to make sustainable car care easier for our customers.



**Smarter solutions for sustainable car care**

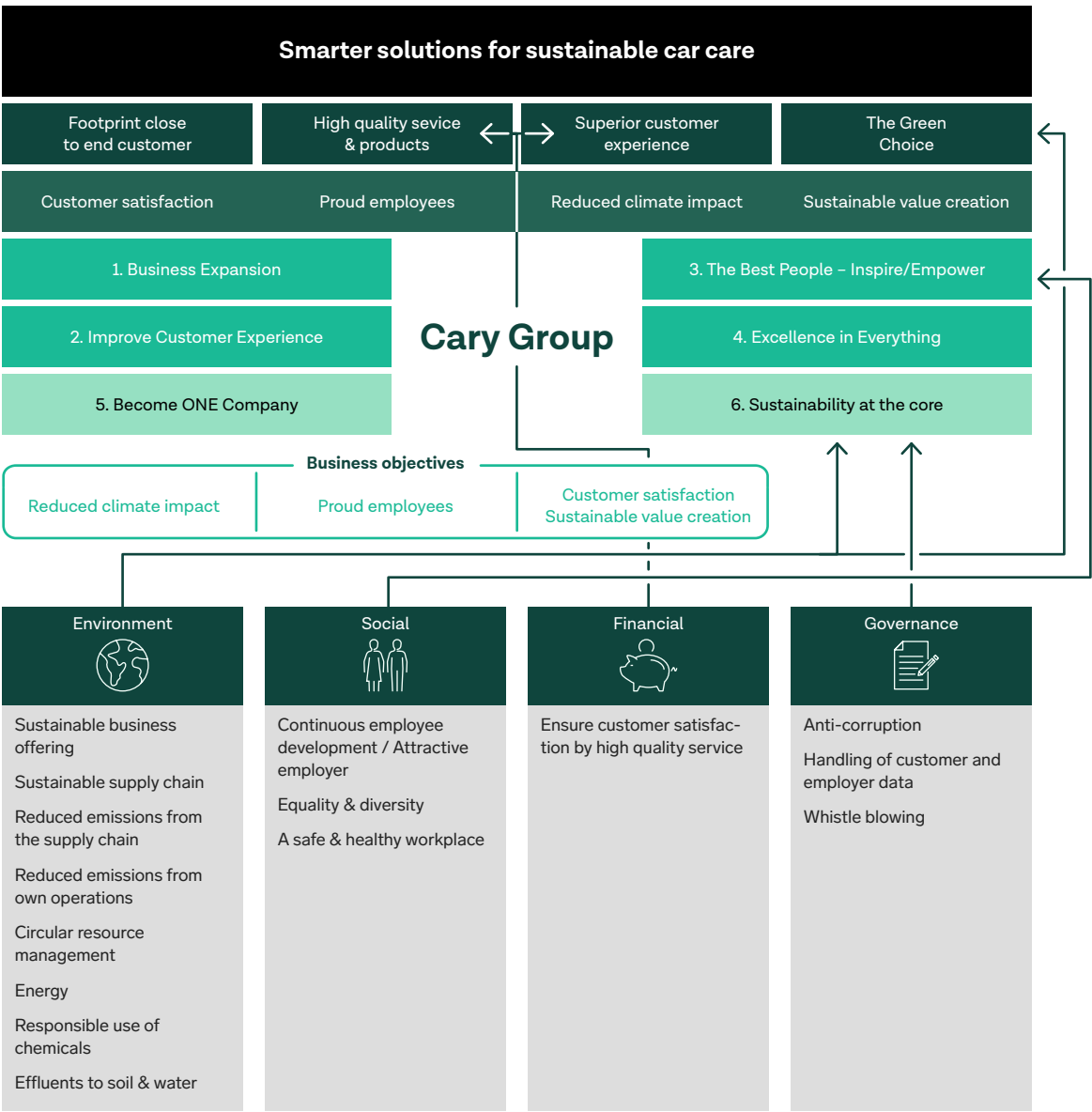
Vision

Our vision is to be the most sustainable company in our industry with a strong connection between business strategy, brand value and sustainability management.

Sustainability is smart, long-term and caring – and we are convinced responsibility, resilience and continuity will triumph in the long run, further strengthening our trusted position in the market. Our ambition is to create long-term relationships, internally as well as with customers and suppliers, providing a platform for truly sustainable business activities.

At Cary – we believe in having a group strategy which has a sustainability as an integrated part of how we build our company. During 2020 we have put a lot of effort to do this and one of our six ongoing strategic building blocks is “Sustainability at the core”. By integrating sustainability in our group strategy, we make sure it is always at the centre. At Cary Group we do not believe in having a sustainability strategy – we have a sustainable strategy.

Cary Groups key sustainability areas being integrated in our Strategic House







## **Sustainability management and governance**

Sustainability includes environmental, social and governance aspects, all addressed by both the management team and the Board. This is how we have set up the work at Cary Group; the management team is ultimately responsible for the sustainability efforts. Follow-up, monitoring and decisions on the strategic direction and key focus areas are made by the Board. Sustainability is a central part of the company's future strategy and a frequently recurring theme at the company's management and board meetings.

The COO has the operational responsibility for the sustainability agenda and sets sustainability targets and makes the necessary long-term investments.

The financial sustainability of Cary Group is under the responsibility of our CFO and the management team. Here focus in on financial stability without overusing the planets resources - neither human capital, nor natural resources. The overarching objective is to create a long-term sustainable business model, generating a foundation for continued growth and financial strength, rather than short-term gains.

Our HR manager is responsible for social sustainability and our quality and safety work. Our purchasing manager has the overall responsibility for our work with environmental and resource efficiency in our supply chain. Internet security and privacy issues are the responsibility of our IT- and GDPR manager.

In order to stay up to date on legislation and standards regarding social, environmental, governance and economic aspects within sustainability, Cary Group continuously monitors changes in legislation and regulations, as well as sustainability standards. To be at the forefront of these issues, external expert knowledge is consulted when needed.



## Stakeholders

We constantly work to meet our customers', and other stakeholders', demands and expectations on us. Maintaining a continuous dialogue with our stakeholders is a key to our continued sustainability efforts. Cary group performed a materiality analysis in 2019 which identified our key sustainability areas. An important part of the analysis was the dialogue with our stakeholders.

Through the materiality analysis, five key stakeholder groups were identified; B2B-customers, B2C-customers, employees, owners / board members and the management team. Stakeholder dialogues were conducted with all groups, which form the basis for our materiality analysis and for the Group's continued sustainability work and strategy. The stakeholder dialogues were conducted in accordance with the international standard AA1000 Stakeholder Engagement Standard. During 2020 we have continued the dialogue with our stakeholders which have confirmed that the current identified sustainability areas remain valid.



Key sustainability areas

Cary Group’s sustainability work is prioritized based on our materiality analysis. Our main priorities are to create a sustainable business offering, our suppliers, our people and our environmental and climate impact. In this report we cover all aspects from our materiality analysis, as demonstrated in the table below.

In the table below we also illustrate how our prioritized sustainability areas from our materiality analysis is connected to the UN sustainability development goals: responsible consumption and production, climate action, decent growth and economic work, good health and well-being and gender equality.

Method and procedure

We continuously interact with our stakeholders. In addition to regular discussions held with our stakeholder groups during the year, we also conducted in-depth stakeholder dialogues with internal and external stakeholders as part of our materiality analysis.

The stakeholder dialogues were supplemented with an impact analysis based on the dual materiality perspective, in other words both how Cary Group affects different areas and how they affect us. After processing by the Group management, these dialogues resulted in our key sustainability areas. When processed by our Group management, certain categories were reformulated to increase clarity.

A Sustainable business offering

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Our Suppliers

8 DECENT WORK AND ECONOMIC GROWTH

Our People

3 GOOD HEALTH AND WELL-BEING








5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

Our environmental and climate impact

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Section	Key sustainability issue	Description of risk/ impact	Sustainability management	Policies and guidelines	Measures, targets and results	Status/results
A Sustainable business offering 	Repair or replace	Replacing a windscreen has much larger environmental impact than making a repair.	To ensure that we always repair where possible, our technicians follow clear guidelines regarding when a windscreen can be repaired and not.	Quality policy	<b>Repair rate</b> Target for Sweden > 42% Target for group under development	Sweden: 41% Norway: 23% Denmark: 33% UK: 13% Total: 27%
	Transports - Customer loan vehicles	We want to be perceived as the sustainable choice to our customers, hence it is vital to offer loan vehicles with low climate impact	We have started a transition from fossil fuelled vehicles to electric cars, electric bikes and conventional bikes.	Purchasing policy, Environmental policy, Environmental management system (ISO 14001).	<b>GHG emissions t CO2e.</b>	During 2021 we will set Science based targets to reduce our CO2e-emissions in accordance with the Paris agreement target.
	Transports - mobile repairs	Our company cars used for mobile repairs run on fossil fuel, which has negative impact on environment and climate.	In order to have maximum efficiently and reduce miles travelled we use a smart route planning system in the UK. Renewable fuel for service cars to be investigated.	Procurement policy, Environmental policy, Environmental management system (ISO 14001).	<b>GHG emissions t CO2e.</b>	During 2021 we will set Science based targets to reduce our CO2e-emissions in accordance with the Paris agreement target.
	Customer satisfaction	Our business model is based on simplicity, speed and convenience for our customers. That is why we work continuously to create an efficient and comfortable customer experience.	Cary Group actively monitors the NPS in UK and Sweden. It is a central KPI for our group which we also report to our largest insurance customers.	Internal Code of Conduct	<b>Net Promoter Score</b> tracked quarterly	Group target will be defined when NPS is implemented on all markets (during 2021)
Our Suppliers 	Sustainable supply chain	Not taking responsibility for the supply chain, would impose risks in various ways, e.g. labour conditions, environmental hazards, or reputational risks.	Cary Group holds continuous dialogue with the suppliers. All suppliers are expected to sign and live up to Cary Group's Code of Conduct.	Procurement policy, Code of Conduct (CoC)	<b>Share of new suppliers exposed to our Code of Conduct</b>	All our suppliers are exposed to Cary Groups supplier code of conduct when entering an agreement with the group
Our People   	Attractive employer	We need to attract new colleagues and retain and motivate our existing people, to ensure we can continue to deliver the highest levels of service to our customers.	To monitor employees' needs, development areas and issues, Cary Group as an employer conducts a structured and repetitive dialogue between managers and employees.	HR Policy Annual appraisal process	<b>Employee Net Promoter Score</b> , Target>10 <b>Employee turnover</b> , target < 14%	Group eNPS: 14 Employee turnover: 16%
	Competence	We are operating in an advanced technology industry and keeping our employees' competence up to standard is pertinent to delivering high quality services.	All necessary training for the technicians, including authority required training, is provided by Cary Group to ensure a safe working environment and high-quality services. Methods and routines are adapted to accommodate for the business units' different policies and regulations. The HR council shares knowledge, experiences and ideas.	HR Policy Training and development plan	<b>Number of hours spent on competence and training</b> Target for group under development	Employees: 5.7 Managers: 3.7 Management team: 0 Board: 0
	Health and safety	Insufficient health and safety work in the workplace can lead to • Work-related injuries, illness, ill-health or, in the worst-case loss of life. • Reputational risk • Fines for compliance failures	Risks are identified and analysed, and when necessary, measures are taken in accordance with a pre-determined process.	Working environment regulations HR policy OHSAS 18001 certification	<b>Number of Work-related injuries &amp; Work-related ill health</b> Target: 0	Recordable injury: 85 High consequence injury: 1 Recordable ill-health: 5 Fatalities due to work-related injury/ill health: 0
	Equality and diversity	Not offering equal opportunities, discrimination and segregation of employees (both own and supply chain). Not being able to handle could mean a reputational risk, but also a risk for not complying with current legislation and jeopardise our aim to be an attractive employer.	Work on equality and diversity is conducted in compliance with local country legislation and in cooperation with employees and trade unions where applicable. Cary Group's ambition is to apply equal rights, obligations and opportunities regardless of sex, gender reassignment, age, sexual orientation, disability, race, religion or belief for all employees.	HR Policy	Diversity of governance bodies and employees. Target: <b>Number of discrimination cases</b> Diversity target for group under development	Total Men: 87% Women: 13% Number of discrimination cases: 0
Our environmental and climate impact  	Climate impact	Cary Group operates in an industry that requires consumption of resource-intensive goods such as steel and glass and use of chemicals in the manufacture and service of vehicles, which cause greenhouse gas emissions. Not working with reducing our climate impact could risk losing both our customers as well as large impacts from a changed climate.	We have worked with our repair rate as well as other carbon reduction efforts for a long time, and 2020 we have initiated a carbon offsetting initiative with one of our largest customers. In Sweden all our workshops are powered by renewable energy and we strive to implement this in all our markets. During 2021 we will complete projects aiming to set science-based targets as well as making our group ISO-certified as climate neutral.	Environmental policy (ISO 14001)	<b>GHG emissions t CO2e:</b> Scope 1, 2 and 3 During 2021 we will set Science based targets to reduce our CO2e-emissions in accordance with the Paris agreement <b>% of renewable energy</b>	Scope 1: 3,120 Scope 2: 920 Scope 3: 16,730 Total: 20,770 49% of our total energy consumption is generated by renewable energy sources
	Responsible and circular sourcing	Replacing a windscreen has much larger environmental impact than making a repair. Circular resource management it is important to constantly improve and reduce the consumption of steel, glass and chemicals. Chemicals that leak into the environment can potentially have a negative impact on soil, air, water, biodiversity and human health.	To ensure that we always repair where possible, our technicians follow clear guidelines regarding when a windscreen can be repaired and not. There are routines in place that ensure correct handling of chemicals, and that hazardous chemicals are phased out of the business. Cary Group works with waste operators who specialize in recycling windscreens.	Environmental policy (ISO 14001) Repair guidelines Routines for handling chemicals	<b>Number of repaired windscreens.</b> <b>Number of replaced windscreens.</b> <b>% recycled material.</b> <b>% of purchased glass made from recycled materials</b> Target for group under development	Repaired windscreens: 125,175 Replaced windscreens: 342,163 Recycled materials: 90% Purchased glass made from recycled materials: 20%

\*Greenhouse gas (GHG) is a gas that absorbs and emits radiant energy within the thermal infrared range, causing the greenhouse effect



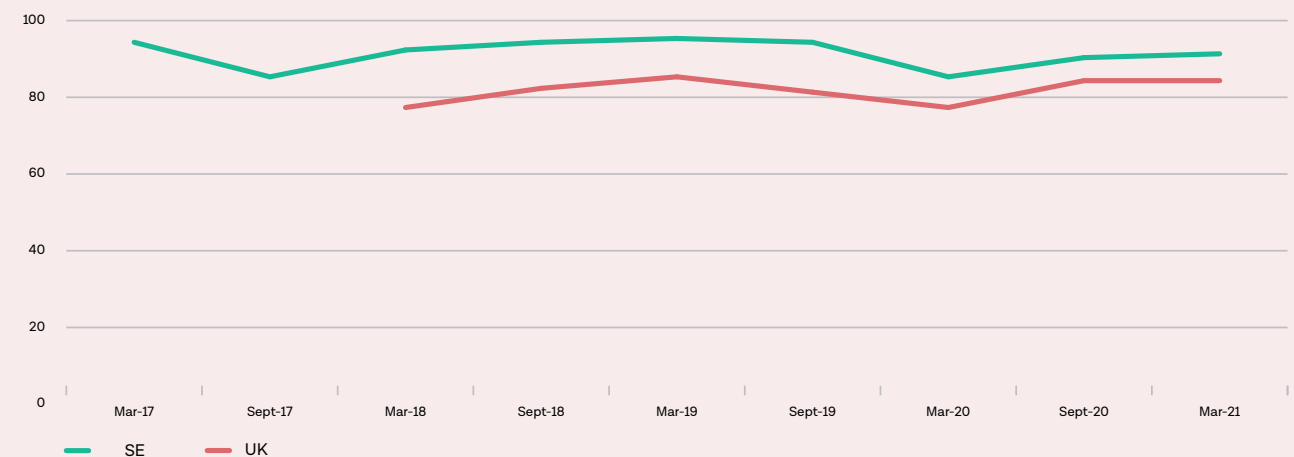
## A sustainable business offering

Cary Group offers customers replacement and repair of car and bus glass as well as installation of wiper blades and refilling of washer fluid. Our end customer groups are B2C (private individuals) and B2B (eg rental companies and leasing companies), while insurance companies are our largest customer group. About 85% of our end customers have an insurance which covers glass damages, resulting in the end customer paying a deductible and the insurer covering the rest. Thus, we also consider the insurance companies as a separate customer group.

Our business model is based on simplicity, speed and convenience for our customers, and we offer services that extend the car's life, value and safety features. We have solid geographical coverage in Sweden, Norway, Denmark and the UK, high quality and develop smart solutions to make it easier for our customers to take good care of their vehicles.

Net Promoter Score (NPS) is a customer loyalty and satisfaction measurement taken from asking our end-customers how likely they are to recommend your product or service to others on a scale of 0-10. Cary Group currently measures NPS in two of our markets, UK and Sweden. During 2021, NPS will be implemented in both Denmark and Norway. For both our UK and Sweden market our NPS has been stable for 2020. In Sweden we changed NPS-system during first half of 2020, which needed some calibration. We believe this partly explains the slight decrease in NPS during the first half of 2020 in Sweden.

NPS per quarter and market



### Repairing when possible

Replacing a windscreen means direct emissions of approximately 44 kg CO<sub>2</sub>e\* (carbon dioxide equivalents), including production, transport and recycling. For comparison, repairing a windscreen has a carbon footprint of close to 0 kg CO<sub>2</sub>e. That is why we always strive to repair our customers' windscreens to the greatest possible extent. To ensure that we always repair where possible, our technicians follow clear guidelines regarding when a windscreen can be repaired and not.

In close collaboration with the insurance companies, we work to reduce the number of replaced windscreens. We continuously strive



to find new ways to inform about the benefits of repairing your windscreen in time to avoid a potential windscreen replacement. The insurance companies monitor our repair rate (proportion of damage repaired by the total number of jobs) continuously to ensure that we do not replace windscreens unnecessarily. The repair rate is one of Cary Group's and our insurance company clients' most important sustainability measures. On group level we had a repair rate of 27% for 2020, see detailed repair rates per market under "Our environmental and climate initiatives".

If a windscreen needs replacing – we strive to minimize the environmental effort. Within Cary Group, we transport all our windshields to recycling facilities. Out of all replaced windshields, about 90% of the material can be recycled and reused for other purposes – mostly becoming insulation products for the construction industry.

### Sustainable transportation

If a windscreen needs to be replaced, the car is left with us during the day. We are proud to offer our end customers a free loan car, loan bicycle or loan scooter so that they can cope with everyday life as usual while their car is in our workshop. In selected locations, we currently offer electric cars and electric bicycles, something we strive to offer in more workshops in the future. If we cannot offer an electrical car, we make sure the loan car does not have emissions higher than 115g CO<sub>2</sub> per driven km.

The market in the UK and for bus glass differs from the Nordic countries. In these markets we create simplicity and convenience by repairing or replacing the windscreens at our customers' location, using our mobile workshops. We use digital planning tools to minimize the mileage of our mobile devices.

\* An estimate of direct emissions based on our Nordic markets.

## Digital customer journey – win for our customers and win for the climate

### Automatic damage assessments help make the roads safer

Stone chips are a common problem that we often put off fixing, which can cause the entire windscreen to crack. This is serious, as the windscreen is an important part of the overall vehicle structure. A cracked windscreen thus weakens the car's structure. It also causes impaired visibility which is a safety risk – not just to the driver but to everyone on the roads.

For a customer, assessing whether to replace or repair a broken windscreen can be hard. This uncertainty can lead to the customer travelling to a workshop in order to get a professional assessment from our technicians. This uncertainty can also result in faulty windscreen orders to our suppliers, if a customer makes an appointment for replace when we end up repairing the windscreen. Through the help of our digital assessment through AI-technology, we enable our customers to make the right decision regarding which action to take – reducing emissions through eliminating customers unnecessary travels to workshops as well as transport of windscreens not needed.



During the autumn of 2020, Cary Group launched a revolutionary Artificial Intelligence (AI) service that shows whether a damaged windscreen can be repaired, or needs to be replaced entirely, and get an automated assessment within seconds – simply by uploading a photo of the damage to our company's websites.

Since launching our AI-app approximately 3,000 digital damage assessments have been completed, saving unnecessary miles travelled to our workshops as well as returns of new windshields when the existing one could be replaced.



**Digital damage reports and online payments**

Most of our repairs and replacements are covered by an insurance, which means the customer must sign a damage report. The damage report has previously been printed and signed when the customer leaves their vehicle during the day or the replacement.

During 2020, Cary Group has launched digital signatures on agreements such as damage reports and loan vehicle agreements. A secure, smooth and environmentally friendly alternative to printing and signing documents in the workshop, reducing over 1 million printouts per year and at the same time bringing convenience to the customer.

Another source of extensive printouts has been customer receipts, which are given to the customer upon a completed repair or replacement. In December 2020 Cary Group launched digital payments through Klarna to reduce the number of printouts. When paying via Klarna, the checkout process is simplified for our customers, the receipts are automatically sent by email and no printouts are needed. All in all, a smooth ride for both us, our customers and the environment.

Since launching the digital signing in Sweden and Norway, we have avoided printing approximately 166,000 pages. Based on electricity consumption for the printer (2.56 g CO<sub>2</sub> per h) and production (4g per paper) we saved emissions of about 650 kg CO<sub>2</sub> so far.



## Our environmental and climate initiatives

### Reducing our environmental impact

In close collaboration with our customers, the insurance companies, we aim to reduce the number of replaced windscreens by striving to repair to the highest possible extent. To ensure that we do and practice what we preach, our technicians follow clear guidelines through the FACT-system (Fitting, Advanced, Control, Technology). The FACT system gathers all important information around a glass replacement and is up to date with the market's technological development. It also follows the requirements of the aftermarket - and lets us be transparent towards the insurance companies through their own FACT-portal where they can see what instructions the technicians have followed per repair/replacement. By repairing instead of replacing, we use less resources and reduce our climate impact. We actively promote and inform our customers about the benefits of repairing the windscreen in time, to avoid a potential replacement.

When our customers turn in their car for repair, Cary Group provides courtesy cars as well as service cars and vans with as low climate impact as possible. When replacing vehicles in the fleet, the goal is always to choose an alternative that has a lower impact on the environment.

Cary Group in Sweden, Denmark and Norway has a Code of Conduct managing how the Group should

work with environmental and climate related issues. Our ambition is to reduce the climate impact of our operations. All workshops in Sweden and Norway are certified according to ISO 14001, ensuring that we have a systematic approach to our environmental management, developing our operations and reducing our climate impact. The work to obtain the same certification in the UK will commence in 2021.

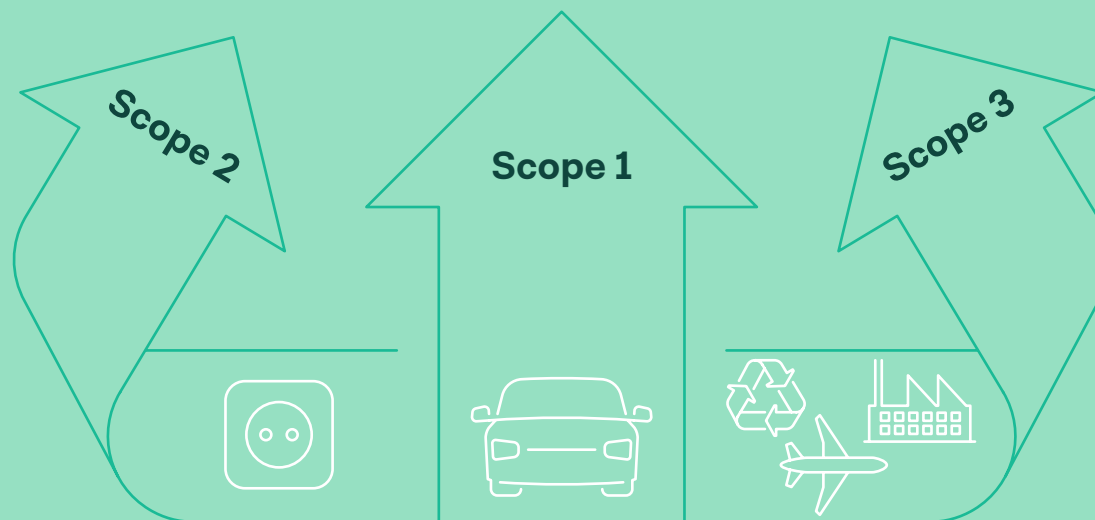


### Greenhouse gas emissions

Cary Group operates in an industry that requires consumption of resource-intensive goods such as steel and glass and use of chemicals in the manufacture and service of vehicles, which cause greenhouse gas emissions. Our operations in Sweden have long experience in working with environmental and climate issues, and the Group's goal for 2021 is to ensure and implement processes and experiences from the Swedish operations in the entire Group.

(ton CO <sub>2</sub> )	2019	2020
GHG emissions Scope 1 (Direct)	2,889	3,120
Energy indirect (Scope 2) GHG emissions	285	920
Other indirect (Scope 3) GHG emissions	169*	16,730
<b>Total</b>	<b>3,343</b>	<b>20,770</b>

\*For 2019 we did not report the emissions from our suppliers because of lack of data availability. For 2020, we have been able to access significantly better data from all our suppliers and markets, resulting in the first complete carbon footprint calculation for the group.



**Scope 2** includes emissions from so called indirect energy. It comes from the electricity and heat that are used in our premises. For the premises where electricity is included in the rental agreement, we have estimated the energy consumption. For 2020 we have included our franchisees as well as workshops where we do not produce the electricity ourselves, which resulted in a higher amount of emissions than previous year.

**Scope 1** includes emissions from direct energy. For Cary Group, this means CO<sub>2</sub>-emissions from fuel used in our company-, loan- and service cars.

**Scope 3** includes data representing Cary groups use of cars in the business as well as business travel by air, taxi and train. The suppliers' production and transport of the goods that Cary Group sells represents the largest part of the total carbon footprint of scope 3.



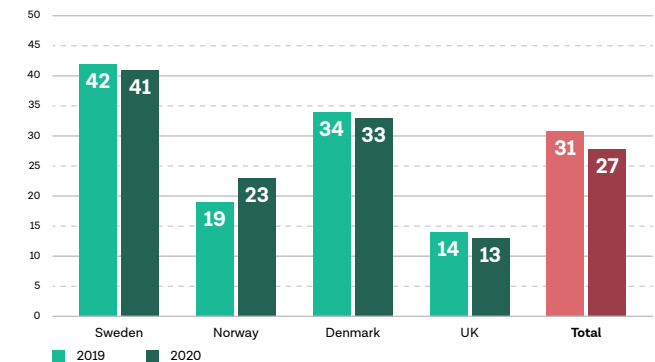
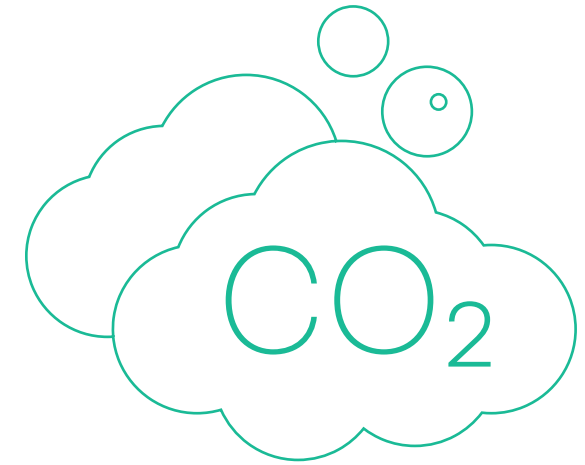
## Repairing instead of replacing

The majority of our carbon footprint is generated by our glass producing suppliers in Scope 3. This means that our repair rate directly correlates to the size of the carbon footprint of our group. Replacing a windscreen means a total emission of approximately 44 kg of CO<sub>2</sub>e\*, including production, transport and recycling. For comparison, repairing a windscreen has a carbon footprint of close to 0 kg CO<sub>2</sub>e. That is why we seek to repair our customers' windscreens to the highest possible extent.

To ensure that we always repair where possible, our technicians follow clear guidelines regarding when a windscreen can be repaired and not.

In close collaboration with the insurance companies, we work to reduce the number of replaced windscreens. We are constantly striving to find new ways to inform about the benefits of repairing your windscreen in time to avoid a potential windscreen replacement. The insurance companies measure the degree of repair we have (proportion of damage repaired by the total number of jobs) to ensure that we do not replace windscreens unnecessarily and this is also one of our most important sustainability measures internally and for our insurance customers.

We have a strong focus on monitoring our repair rates. Even so, during 2020 we have seen a decrease in repair rates in three of our four markets. We believe this mainly is an effect of Covid-19. Due to Covid, many of the spontaneous stone chip repairs vanished and customers visited our workshops only when absolutely necessary, e.g. when the windshield is cracked and needs replacing.



\* An estimate of direct emissions based on our Nordic markets.

## Carbon offsetting

We provide our services at convenient locations, with high quality, superior experience and smart solutions to make sustainable car care easier for our customers. Repairing instead of replacing when possible, with social responsibility and minimal climate impact, is the foundation of sustainable car care at Cary Group. Even so, our services still result in a carbon footprint. Therefore, we have initiated a carbon offsetting with our customer the insurance company Trygg Hansa.

### Carbon offsetting initiatives with insurance company Trygg Hansa

During 2020, Ryds Bilglas in Sweden initiated a partnership with Trygg Hansa regarding climate compensation. Starting July 2020, all windscreen replacements for Trygg Hansa customers are carbon offset through Plan Vivo certified tree planting projects, an effort co-financed by Ryds Bilglas and Trygg Hansa.

The project is located in southwestern Uganda and approximately 7,000 local farmers are included. Uganda is a country rich in natural resources, but due to agricultural expansion, increasing firewood use and poverty, forests are subject to widespread deforestation pressure. By using native tree species, a basic criterion in the Plan Vivo standard, biodiversity is strengthened, and climate change vulnerability is reduced. The main goal of this project is to improve the situation of smallholder farmers through long-term and climate-adapted agriculture with tree planting in focus.

Our compensation offers are organised through Swedish carbon offsetting experts ZeroMission. ZeroMission partners with Ecotrust, a local environmental organization with a strong position and connection to the region, works with providing smallholders with knowledge and technical support to use their land long-term, according to their own conditions and needs.

A photograph of a man standing in a lush green forest. He is wearing a light-colored, long-sleeved button-down shirt. He is pointing his right arm towards a tree trunk. The background is filled with dense foliage and trees.

zeromission

**Recycled purchased glass****20%****Glass to recycling****90%****Circular resource management**

In a resource-intensive industry, we believe it is important to constantly improve and reduce the consumption of steel and glass not to mention chemicals needed when servicing a vehicle. We use energy efficient and climate friendly technology, handle waste properly and continue to phase out substances that are harmful to the environment and health.

Glass, manufactured by finite resources like sand and lime, is the main raw material consumed at our workshops. From the new glass we purchase from our manufacturers – about 20% is produced from recycled materials. We expect this number to increase over the coming years as many of our glass suppliers have sustainability targets aiming to produce more of their glass from recycled materials.

We aim to reduce glass consumption by minimising waste and recycle the glass in the windshields that we replace. Cary Group works with waste operators who specialize in recycling windscreens, to make sure that the handling is managed in the best possible way. Fiberglass for insulation is the main product manufactured from the recycled glass.

Within Cary Group, we transport all our windshields to recycling facilities. Out of all replaced wind-

shields, about 90% of the material can be recycled and reused for other purposes – mostly becoming insulation products for the construction industry.

**Responsible handling of chemicals**

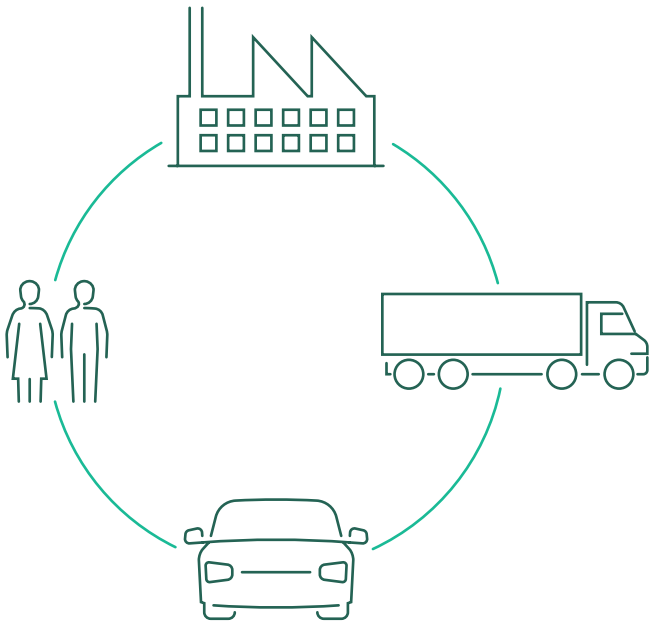
A variety of chemicals are used in Cary Group's workshops to be able to offer the products and services that customers demand. We care about the Group's employees and the local environment, so it is important that there are routines in place that ensure correct handling of chemicals and that hazardous chemicals are phased out. Chemicals that leak into the environment can potentially have a negative impact on soil, air, water, biodiversity and human health.

Over the years, Ryds Bilglas in Sweden has reviewed and tried to reduce the number of chemicals used in the business. We have developed routines for the chemicals we must continue handling. The successful work to identify and reduce the use of chemicals that are harmful to health and the environment in the Swedish and Norwegian operations has continued in 2020.

No emissions of chemicals to soil and water have been reported from the Group's four operating countries in 2020, which is proof that the routines for chemical handling in the Group work well.



## Our suppliers



For us, at Cary Group it is important to ensure that the products and services we offer to our customers are produced, handled, and distributed in a sustainable and responsible way through our supply chain. Based on the UN's Global Compact principles covering human rights, labour, environment and anti-corruption, our Code of Conduct sets forth the guidelines to be followed related to suppliers and subcontractors. The Code of conduct is external and internal and describes that Cary Groups' own employees, suppliers and its subcontractors must comply with national legislation in the countries in which they operate. If there are requirements described in the code of conduct that differ from the national legislation, the level that is considered most strict shall apply. We are convinced that social and environmental responsibility are prerequisites for successful business.

When choosing new suppliers, they get access to Cary Groups code of conduct. All suppliers in Cary Groups supply chain are expected to comply with the requirements. Having suppliers not complying with Cary Groups code of conduct could result in poorer working environment and working conditions and violation of human rights in the supply chain and higher environmental impact.

In 2020 we continued to improve the Nordic IT booking system, implementing the same integrations with our preferred suppliers as well as our own system Parts Check to assist identifying and ordering the right glass needed also for our customers in Norway. These improvements contributed to further reducing the return rate of wrongly identified and ordered windscreens with more than 1%.

For Sweden, the major focus has been to improve the lead time in the ordering process for Just-In-Time deliveries, and it is pleasant to see the lead time has been increased with 1,5 days compared to 2019. This increase in lead time reduces the risk of ad-hoc orders from other suppliers and opens opportunities to reduce the amount of transport in and out of our branches in a longer perspective.

Our supply chain has always demonstrated high standards of responsibility and integrity, and in 2021 we continue our efforts to drive sustainable improvements within our supply chain.

## Our people

As an employer, our goal is to build a community of healthy colleagues with the right skills and attitude; all feeling inspired and empowered to act as proud ambassadors for our brand, both internally and externally.



### Attractive employer

One of our main priorities is to build and develop Cary Group as an attractive, sustainable and learning focused organisation. It is vital to us that our employees perceive us as an appealing employer and that they feel proud and committed to work within the group, so that we can attract new colleagues and at the same time retain and motivate our existing people, to ensure that we can continue to deliver the highest levels of service to our customers.

To find out employees' needs, development areas and issues it is important for Cary Group as an employer to ensure a structured and repetitive dialogue between managers and employees. The annual appraisal process has been harmonized during 2020 and is determined to function as a standard for the group. As Cary Group grows, subsidiaries that previously have not practised annual appraisals will successively implement it.

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HR roadmap created by the Group Management Team as a part of the Company's strategy. The roadmap is a steering document with the most important areas for the HR council that was established in 2020, with HR-representatives from all countries.



### Vision/ambition

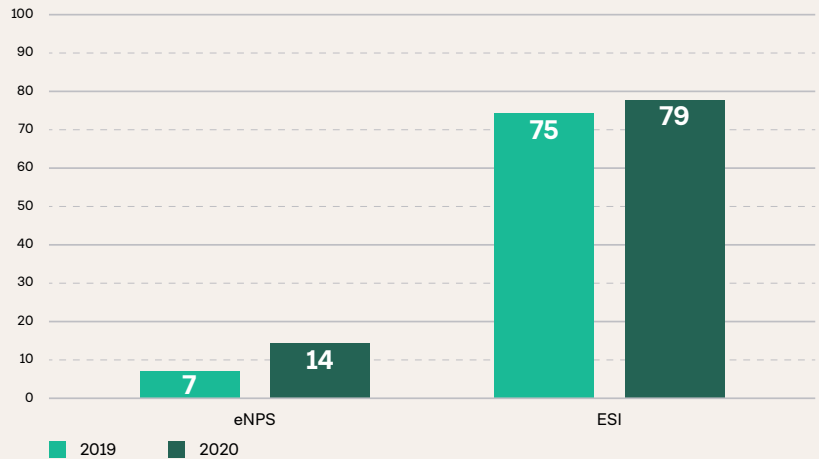
To build a community of healthy colleagues with the right skills, inspired and empowered to act as proud ambassadors for our brand internally and externally.

To maintain a workforce of inspired and proud people we need to ensure that we have all the building blocks in place to be an attractive workplace for today's and tomorrow's coworkers.

Employee Survey

We monitor employee satisfaction through the eNPS (employee net promoter score) and employee satisfaction index (ESI) ratios. The key figures provide an indicator of how staff perceive Cary Group as an employer. Our goal is to become the most attractive employer in our industry.

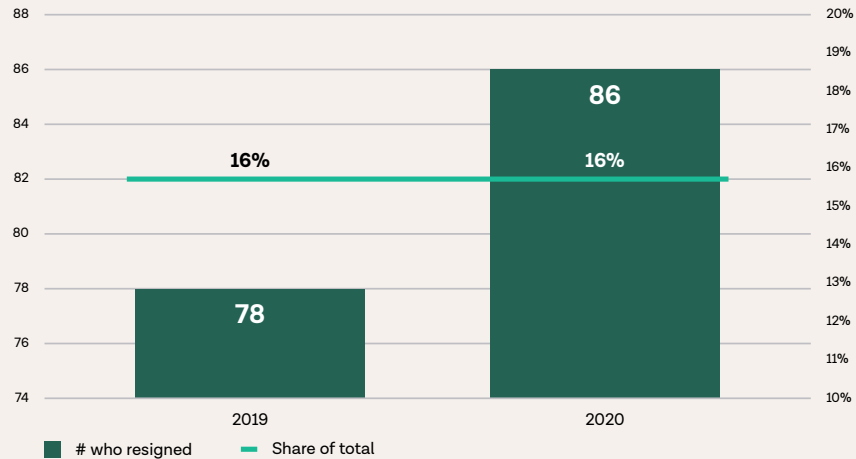
During 2020 we exceeded our eNPS target of 10 which is a confirmation that we are on the right way.



In response to the provided feedback, action plans across all countries with improvements on internal communication by implementing an intranet in 2021. To improve training and development, where Cary Group will intensify the efforts during the next few years with mainly e-learning. Global Netigate benchmark: eNPS: 2, ESI: 76.

Employee Turnover

During the past year, Cary Group has experienced a higher employee turnover. We are a growing corporate group, and we are continuously monitoring the employee turnover for the whole organisation. We put great importance in being an employer that makes our people thrive and develop. When a higher employee turnaround is identified in a certain area, measures are taken to get a better understanding as to why co-workers choose to resign, for example through offboarding interviews. That makes it possible for us to pick up on certain signals and to work proactively.



For 2020 we reported the same employee turnover as 2019. Our target being 14%, we continue our efforts in reaching these levels during 2019.





### **Looking forward**

During 2020 Cary Group conducted an extensive preparatory work related to Employer Identity and Culture. A Group Culture Framework which incorporates vision, values and the overall culture will be launched and implemented during 2021. Important while forming the Group's identity, culture and values was to strengthen our identity as an employer, and at the same time bridge to our history. Therefore, a cultural audit was made with internal focus groups to understand the current culture and starting point. A Group management team cultural summit was also conducted to align the outcome from the focus groups together with the Group's new strategy. The focus groups as well as the summit were facilitated by an external independent part.

### **EVP (Employer Value Proposition)**

As Cary Group is presenting its Group strategy and launching the new brand, it is time to present a coherent and strong employee value proposition. Our unique identity as an employer lies in what is common under the brand name and culture, and still specific in our different markets. We believe in being transparent from the start, and all through the employment with us. The EVP-objective is to attract and retain the best employees with the right competencies in each position. The EVP has been designed and will be rolled out during 2021 and gradually incorporated in work practices.

### **Onboarding**

To create the best and professional qualifications for new employees it is vital for Cary Group to onboard and introduce new employees on a structural and welcoming way. In some parts of the organisation an evaluation survey is performed by onboarded employees, with the purpose of continuously being able to improve the process. Cary Group intends to continue to develop and improve the onboarding processes, and to deploy best onboarding practices and initiatives to all companies within the group.

As a consequence of Covid-19, the onboarding process has been digitalised or customised to smaller groups to ensure a safe environment.



## Competence

Training and competence development is a key focus area for Cary Group, as we believe in developing and bringing the best out of our people by empowering them as much as possible. In the new strategic plan, 'Training and Development' is a prioritised area for the next few years. Today each country is responsible for its own competence development and has its own training method and system, although they have the same base principal. To benefit from being a wide international company with a lot of internal experience and knowledge and to ensure a sustainable competence development, we are aiming to build a stronger and more connected foundation together. We have started off by sharing guidelines, experiences and ideas internally and across subsidiaries, and we can clearly see a lot of potential in doing more together. This also comes naturally since we are starting to share more processes, routines and guidelines among the subsidiaries.

During the year, all countries have worked on improvement and development, and each subsidiary achieved progress in different areas. For instance, UK digitalised trainings while Norway set up a new structure on internal trainings, including a mapping of competences among employees. Methods and routines are adapted to accommodate for the subsidiaries different policies and regulations.

Our employees in Sweden and the UK are entitled to a Performance & Development Plan with individual competence goals and activities, together with short and long-term development activities.

**Training and education**

Since most of the employees are performing their jobs in workshop environments, it is vital that everyone has the right skills and competence. Therefore, all necessary training for technicians, including authority required training, is provided separately by each country in Cary Group to ensure a safe working environment and high-quality services.

In Sweden, all new workshop employees get assigned a training supervisor who makes sure that the employee receives all necessary training. Some regions have their own competence managers, a role which will be implemented for all regions from 2021 onwards. This person is always an experienced technician, who’s responsibility during the off season is

to ensure that the common work practices are implemented and that employee competence levels are maintained. In the UK we have an appointed Training Co-ordinator who is responsible for competence development for all employees. All new workshop employees in the UK get ‘on the job’ training, conducted with a regional manager, as well as training through feedback from line managers and formal training such as classroom-based workshops.

The leadership skills of our managers are crucial for our success as a company. We advocate a communicative leadership. Our leaders encourage a learning culture with knowledge-sharing, where we focus on our customers and sustainable care for their vehicles.



Average hours of training	Men 2019	Women 2019	Men 2020	Women 2020
Employees	9.8	8.3	5.4	5.7
Managers	13.7	25.3	4.7	3.7
Management team	3.3	0.0	0.0	0.0
Board of Directors	0.0	0.0	0.0	0.0

The average amount of training per person has during 2020 decreased compared to the previous year. This can partly be explained by the Covid situation which has limited the possibilities of having external training sessions at our workshops/offices.

The most important competence development happens “on-the-job”, and we continuously follow up and source feedback to supplement the formal performance and competence development process.

## Health & Safety

We believe in people. Our co-workers' health is crucial for their well-being and ability to perform in their respective roles. That is why we have defined Health & Safety as an important area in creating a sustainable and attractive workplace. As an employer we hold a great responsibility, and we take that responsibility seriously. We are convinced that a structured, conscious, and on-going work within the area of Health & Safety contributes to good business and added value for our customers.

To ensure a solid health and safety awareness we work with a risk matrix based on six identified high risk hazard areas. For each area, we have identified hazards and risks, examples of preventive actions and the actions taken during 2020.

High Risk Hazard areas	Hazard & Risks	Ex of Preventive Actions	Actions 2020
Driving	Company vans are used to attend customer premises to conduct work. Company cars are also used for driving for work. We also drive customer cars when calibrating. The main risks include roadworthiness of the vehicle, driving styles, road conditions, weather conditions, fatigue and other road issues.	<ul style="list-style-type: none"> <li>• Drivers Policy.</li> <li>• Regular documented work vehicle audits/checks on road worthiness.</li> <li>• Dedicated fleet personnel to manage and repair company vehicles.</li> <li>• Regular servicing of vehicles to an agreed schedule.</li> <li>• Verification of drivers' licences and any penalties they may have.</li> <li>• Driver awareness training.</li> </ul>	<ul style="list-style-type: none"> <li>• Norway improves their security and working environment continuously, as an example they replaced their service car in a workshop with all HMS requirements, which is the goal for all workshops</li> <li>• Sweden implemented guidelines on how to handle vehicles in the onboarding procedure which is read, signed and mandatory to be followed.</li> <li>• UK carried out driving assessments on all new employees. regular licence checks, weekly vehicle inspections, assesses whether conditions and uses a phone-in system for night drivers. Customer vehicles are always inspected before working on them or driving them.</li> </ul>
Working at height	We work with replacement and repair of all forms of vehicle glass. Some windshields are placed at a high height, which means that on these occasions our employees require height platforms/equipment to be able to reach.	<ul style="list-style-type: none"> <li>• Easy-to-handle lifting device Lil Buddy.</li> <li>• Safe systems of work, instruction and training on how to work at height.</li> </ul>	<ul style="list-style-type: none"> <li>• UK Developed information sheet on work at a high altitude in the Nordic countries. Over of precautionary measures planned until 2020</li> <li>• Denmark have invested in lifting devices</li> <li>• UK: "Longknife"- Taken it away</li> </ul>
Manual handling	Many of the work tasks our employees perform require manual handling work without the support of tools. For example, lifting and carrying a windshield. If this process is undertaken without using the correct techniques this can lead to musculoskeletal issues.	<ul style="list-style-type: none"> <li>• Easy-to-handle lifting device Lil Buddy that enables independent assembly without heavy lifting</li> <li>• Working instructions and Safe systems of work.</li> <li>• Training.</li> </ul>	<ul style="list-style-type: none"> <li>• E-learning ergonomic.</li> </ul>
Car glass & tools	<p>The glass is fragile and can, if we do not handle it properly cause damage to the persons that handle it.</p> <p>While changing or repairing windscreens we have to use tools, some of these are sharp and have the potential to cause cut injuries.</p>	<ul style="list-style-type: none"> <li>• We continuously monitor the development of aids and tools to improve ergonomics and thereby reduce the risk of ill health at work.</li> <li>• Provision of the correct PPE as determined through risk assessments.</li> <li>• Provision of up to date PPE instructions on the use, storage and replacement of this.</li> <li>• Training for new employees part of the onboarding process.</li> </ul>	<ul style="list-style-type: none"> <li>• Sweden has conducted preparational work to be able to launch new instructions during the early part of 2021</li> </ul>
Chemicals	Being able to repair and replace car glass requires the use of a variety of chemicals	<ul style="list-style-type: none"> <li>• We continually ensure that we use the least harmful chemicals in our processes that still enable us to carry out our work successfully.</li> <li>• Material safety data sheets are held for each substance</li> <li>• Control of substances hazardous to Health (COSHH) assessments are in place and reviewed regularly.</li> <li>• Suitable PPE is provided to personnel as identified through COSHH assessments.</li> </ul>	<ul style="list-style-type: none"> <li>• Sweden Introduced a "chemical-sheet" listing all chemicals that are used within operations- The sheet explains potential risk, PPE to use, how to act in case of emergency</li> </ul>
Work Pressure	Various factors can lead to work related stress. This is particularly true during the change in circumstances in the workplace due to COVID-19.	<ul style="list-style-type: none"> <li>• Role description</li> <li>• Ensure regular 2-way communication between line managers and personnel</li> <li>• Implementation of an Employee Assistance Programme</li> <li>• Training of mental health first aiders</li> </ul>	<ul style="list-style-type: none"> <li>• Norway implemented and improved dialogues with mandatory weekly follow up meetings between managers and employees, weekly manager meetings and region meetings.</li> <li>• UK monitored and risk assessed regarding Covid-19 by training mental health first aiders to support employees and sent out wellbeing packs to employees working from home.</li> </ul>





Group HR in Sweden held digital workshops on how to handle home office, collaborate digitally and how managers can manage their teams on a distance, digitally.

## Occupational Health & Safety

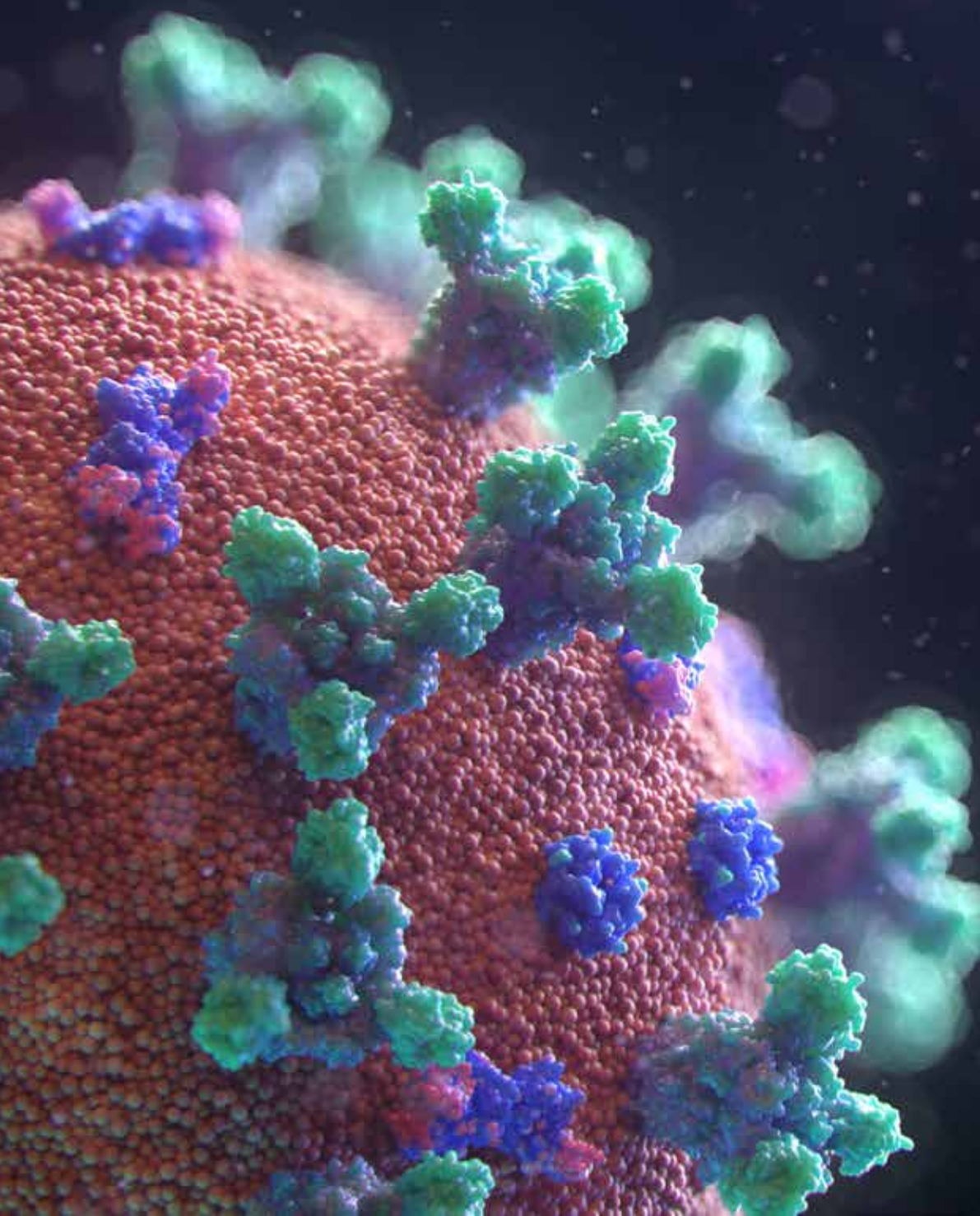
### Work-related injuries & Work-related ill health

At Cary Group health and safety issues are treated with openness and care, including physical as well as mental illness. Risks are identified and analysed, and when necessary, measures are taken immediately. We aim to continuously learn from incidents in order to be a responsible employer and to prevent accidents or illness.

To secure office employees' health and safety at an early stage, all countries ensured that these employees had a well-equipped home office, in accordance with the authorities' rules and recommendations.

Work-related injuries and ill-health	2019 #	2019 %	2020 #	2020 %
Recordable injury	98	93	85	93
High consequence injury	3	3	1	1
Recordable ill health	4	4	5	6
Fatalities due to work related injury/ill-health	0	0	0	0
<b>Total</b>	<b>105</b>	<b>100%</b>	<b>91</b>	<b>100%</b>

Number of increased somewhat during 2020, but the share of high consequence injuries decreased.

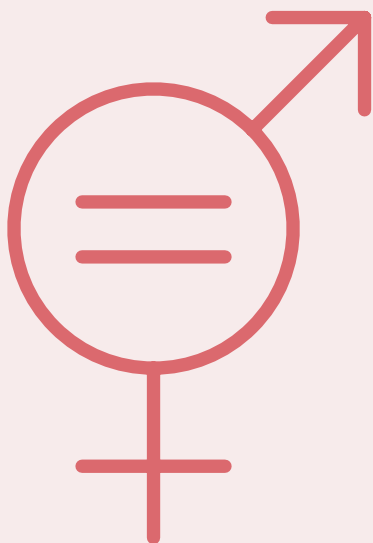


### **Covid-19**

the pandemic was taken seriously from the start. The management of Covid-19 was handled on group level to get an overview on how to keep all employees safe and healthy. Instructions from the Group Management Team (GMT) was implemented from early March with actions including a weekly report from all countries to GMT.

The main responsibility was distributed, enabling all countries to individually follow the different restrictions and rules, to ensure the best possible situation for all employees. HR continuously supplied the countries with updates from the governments and more specific information that affected the individual country. Regular newsletters were implemented on country level to keep employees both noticed and updated on the situation, with the purpose to unite employees within the company.

The support for wellbeing, concerning both physical and mental health, has been supported by HR and local health care. The initiatives to support employees varied, in the UK a number of employees were nominated 'Mental Health First Aiders', to support other employees' well-being not only in crisis but to improve wellbeing overall. The 'Mental Health First Aiders' are having continuous dialogues with employees and collaborates with a charity called Mind that advice and support mental health problems. Norway implemented company health care during this time with extra support for employees with mental issues and to create better home office situations. Employees that lives alone/on their own has had the opportunity to work from the office to prevent mental illness.



## Equality & Diversity

Cary Group is a firm believer in equal opportunities for employment, training, and career development. We aim for job satisfaction, commitment, and safety for all employees. Our ambition is to apply equal rights, obligations and opportunities regardless of sex, gender reassignment, age, sexual orientation, disability, race, religion or belief for all employees. The work on equality and diversity is conducted effectively in compliance with local country legislation and in cooperation with employees and trade unions where applicable.

To counteract attitudes and perceptions above, Cary Group has an equal vision to increase the number of female employees. As well as being an attractive employer to women, we also want to both attract and have a diversified working group, with a working climate where all competences and people are welcomed.

One of the main priorities of our equality and diversity agenda is to attract more women as both employees and leaders. During 2020 Cary Group in Norway had a majority of women employed at the office, and a female managing director was appointed. The group also employed a female COO/Deputy CEO and added 4 women to the Group Management Team.

Diversity of governance bodies and employees	Men 2019	Women 2019	Men 2020	Women 2020
Board of Directors	80%	20%	80%	20%
Management Team	100%	0%	64%	36%
Managers	91%	9%	85%	15%
Employees	88%	12%	87%	13%

During 2020, we improved our diversity within three of the categories we monitor. In 2019, UK was not included in the data collection due to lack of data quality.

## Equal pay

Cary Group is aiming for a correct and fair equal pay to attract, retain and motivate employees, free from any kind of discrimination. The salaries can differ between countries and entities because of country legislation or collective bargain agreement; however, it should always be based on the employee performance and salary benchmarking.



## Ethics and compliance



### Anti-corruption

Within our Group, many meetings take place daily with suppliers, customers and business partners. There are circumstances when our employees' risk being exposed to situations that can be linked to corruption.

Cary Group has an anti-corruption policy, which all employees must follow. It defines corruptive actions, so that all employees can identify situations when corruption can occur and know how to act if it happens. The policy includes guidelines for giving and receiving gifts. Working to prevent corruption and bribery is an important matter and pertinent to responsible business.

In 2020 we had zero (0) incidents related to anti-corruption.

### Customer and employee data

In all our markets, Cary Group complies with the European General Data Regulation Protection (GDPR). We provide full transparency to our customers in relation to what data we collect about them, as well as when, how and why we do it. Over time, we evaluate the type of data we collect and that we do not, without proper consent, collect more data than what is legally permitted.

Our data protection policy is posted on the Group's web site as well as, in local language on the various brand websites such as rydsbilglas.se and cary.

no. The information contains simple instructions to customers on how to get in touch with us for inquiries or eventual complaints in privacy related matters. We reply to all customer inquiries and complaints.

All employees within Cary Group which come in contact with privacy related data take yearly trainings and certifications in our internal Data Protection Policy as well as the GDPR regulation and data management best practices. All employees have to pass this certification.

In 2020 we had zero (0) incidents related to data protection and data privacy.

### Whistleblowing system

During 2020 Cary Group implemented a Whistleblowing policy and an external system (Whistle B) to encourage employees to report suspected wrongdoing in the workplace. It is important that employees feel that their concerns are taken seriously and are appropriately investigated, and that their confidentiality is respected. Employees shall feel reassured that they are able to raise genuine concerns without fear of reprisals, even if they turn out to be mistaken. We are committed to conducting our business with honesty and integrity, and we expect all employees to maintain high standards. A culture of openness and accountability is essential to prevent situations occurring where our standards are being challenged, and to address such situations if they do occur.



Insight:

# Carbon footprint of a windscreen



The replacement procedure of a windscreen can be divided into four phases, all included in our total estimated carbon footprint per windscreen; manufacturing, transport to our workshops, fitting on the car and recycling of the broken glass.



### Manufacturing

The manufacturing of car glass begins in float plants using the following raw materials: sand (~73%), soda Ash (~13%), limestone (~9%), dolomite (~4%), other trace materials (~1%) <sup>(1)</sup>.

From the float plants, the glass is transported to and processed in various plants. The windscreens and laminated side lights are constructed using the above glass combined with PVB. Following toughening or laminating of the glass, various attachments are added for fitting to the vehicle and/or vehicle functionality, example housing clips, mirror attachments, ADAS brackets and so on.

Based on calculations performed by our largest suppliers of glass, we estimate

the carbon footprint of manufacturing a windscreen to be about 38.5 kg CO<sub>2</sub>/windscreen (1,2m<sup>2</sup>).



### Transport

The manufactured windscreens are transported from the manufacturing plants to our workshops in the Nordics. In the Nordics, Cary group does not store any glass articles. Instead they are ordered and delivered (JIT) to our workshops the day before they are used.

These transports are performed by our glass suppliers and in some cases their local supplier of transports. Based on their calculations, the carbon footprint from transportation is estimated to be 3kg CO<sub>2</sub> per windscreen <sup>(2)</sup>.



### Fitting

The main material used for replacing a windscreen is glue. During a replacement we mainly use two kind of tools, cutting tools and a glue gun - both

being electrical. A windscreen replacement takes about two hours and includes cutting out the broken glass, cleaning the frame of the car, adding glue and fitting the new windscreen. On many of today's cars, we also handle the electronics in the windscreen such as lane assistants and rain sensors, which often need calibrating. We strive for all our workshops to run solely on green electricity, originating from carbon free power sources such as wind and hydroelectric.

Based on calculations we estimate the average carbon footprint of fitting a windscreen to be about 2 kg CO<sub>2</sub> per replacement <sup>(3)</sup>.



### Handling of used glass

When the windscreen replacement is complete, all broken glass is transported for recycling. Currently, about 90% of the materials from the broken glass can be recycled - mostly becoming insulation products for the construction industry.

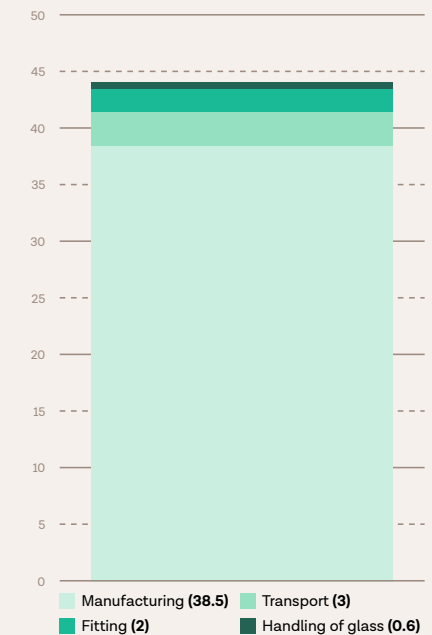
Based on calculations we estimate the average carbon footprint of transporting the windscreen to recycling to be about 0.6 kg CO<sub>2</sub> per replacement <sup>(4)</sup>.

44  
kg CO<sub>2</sub>

### Total footprint

The total carbon footprint of a windshield replacement is estimated to be about 44 kg CO<sub>2</sub>. The calculations and estimates are based on our Nordic markets and includes all direct emissions from the stages of a replaced windshield.

Carbon footprint of a windscreen (kgCO<sub>2</sub>e)



<sup>(1)</sup> Source: NSG Group, 2021. <sup>(2)</sup> Source: Saint Gobain/Autover, NSG Group. <sup>(3)</sup> Source: Based on electricity consumed and the carbon footprint of the materials used. <sup>(4)</sup> Source: Based on fuel consumption data from our suppliers

## Taking the next step



We can now look back on 2020, the year marked by the corona pandemic. It has been an unpredictable and turbulent year, full of challenges for all of us.

Despite this year's Covid situation, we have not diminished our ambitions for our sustainability work. We continue to move forward with the vision of becoming a role model within sustainability in our industry. Already in 2011, we began our environmental efforts with the introduction of environmental management systems and certification of the business based on ISO 14001. In 2020, we decided to gear up our environmental work with the ambition to take an even more prominent position in the market.

During the autumn, we prepared a project for the coming year with four corner stones for our environmental work. First part of the project is a basic environmental analysis in order to map the Group's future challenges. The second step includes a feasibility study of path choices and strategies for becoming climate neutral / positive in accordance with both current and future standards. The third step in the project consists of a strategy part where targets and action plans for the Group were to be prepared. The fourth part is a road map to becoming climate neutral. A project that will be launched and completed during 2021.

With the environmental analysis as a basis, the greatest environmental impact can be quantified and

form the platform for priorities that are necessary in a growing business. We believe that the production of glass and our transports will be our key issues from a "cradle to grave" perspective. With the analysis, it is possible to work actively from a sustainability focus with each country's service set-up, supplier relationships and not least build a sustainability organization that includes committed employees who have clear goals in everyday life.

In 2020, Cary Group has established sustainability as a key part of the Group's "strategic house". With an in-depth environmental analysis in place, it is possible in 2021 to set a strategic goal for a long-term sustainability strategy linked to Cary Group's long-term business goals. This will include an opportunity to set science-based targets that will meet the Paris Agreement's goal for the 1.5 ° C degree scenario.

In order to simplify and structure our sustainability data, we will implement a sustainability management solution during 2021. This digital simplify the reporting process for our sustainability data as well as increase our screening abilities towards our suppliers.

Now we will gear up our journey for a more sustainable future, but we will not do it alone. Our ambition is to accomplish it together with our employees, customers and suppliers. Because we care.

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## About the sustainability report

Cidron Legion BidCo AB is the top company in the group. In the Sustainability Report, we refer to the group as Cary group. This is the Group's fifth sustainability report, which covers the reporting period 1 January to 31 December 2020. The sustainability report is published annually and prepared in accordance with the Swedish Annual Accounts Act (Årsredovisningslagen) and reported in accordance with GRI Standards.

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