

# 2024 Sustainability Report



**CALIBER**



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# Get to Know Caliber



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## FROM OUR CEO

# Together, We Are Caliber!

I am proud to introduce Caliber's second Sustainability Report, covering the 2024 calendar year.

Our Purpose, Restoring the Rhythm of Your Life<sup>®</sup>, guides everything we do. It is the foundation of our business, driving our commitment to our customers, clients, partners, teammates and the communities we serve. Over the past year, we have made significant strides in aligning our environmental, social and governance (ESG) strategies – which Caliber views as a core part of our overall sustainability practices – with our Purpose and Core Values, ensuring that we remain a leader in this area. Our Purpose has long been our North Star and is the embodiment of our approach to building a sustainable business. As one of the largest automotive service providers in the nation, we recognize our responsibility in shaping a better future. Our dedication to environmental stewardship continues to drive reductions in our carbon footprint. Building on our LED lighting retrofit at all of our centers (completed in 2024), we continue to expand our energy utilization management program to include a focus on our heating, ventilation and air conditioning (HVAC) systems. We are actively collaborating with our supply chain partners to develop innovative technologies that reduce waste in our repair process. In parallel, we've implemented recycling programs for hazardous materials and used parts. These efforts have minimized our environmental impact.

Our teammate-centric operating model fosters an inclusive environment where everyone can thrive. This year, we expanded our training programs, introduced new initiatives to support teammates' well-being and continued to provide industry-leading benefits. We are proud to see our teammates bring their authentic selves to work, contributing to the distinctive culture that defines Caliber.

In our communities, our Core Value "We Are Inspired to Serve" guides our actions. We have deepened our community engagement through initiatives such as the Restoring You<sup>™</sup> food drive, which delivered millions of meals to children in need, and our partnership with the National Auto Body Council (NABC) Recycled Rides<sup>®</sup> program, which has gifted hundreds of restored vehicles to military and first responder families.

We continue to uphold our Core Value "We Do the Right Thing" through rigorous ethical standards, robust enterprise risk management (ERM) programs, and the diligent protection of our systems and customer data. Our Board of Directors provides invaluable oversight, ensuring that we remain accountable to our commitments.

Looking ahead, we are committed to building on this momentum. Sustainability is not just about doing the right thing. It's about creating lasting, positive value for our teammates, customers, partners and communities. We remain committed to investing in innovation, sustainability and community to drive meaningful impact. Together, we will deliver excellence while staying true to our Purpose.

It is an honor to lead this incredible organization, and I am excited about the opportunities that lie ahead. Thank you for your continued trust and support as we work to restore the rhythm of life for everyone we serve.

Sincerely,

**David Simmons**  
Chief Executive Officer

**We Do the Right Thing**  
**We Are Inspired to Serve**  
**We Are Courageous**  
**We Are Proud**  
**We Have Fun**







## ABOUT CALIBER

# Purpose and Performance

Founded in 1997, Caliber has grown to encompass over 1,800 collision centers (referred to as “centers”) nationwide, offering a comprehensive suite of automotive services. Our portfolio includes [Caliber Collision](#), the nation's largest collision repair provider serving customers across 41 states, [Caliber Fleet Solutions](#), [Caliber Auto Glass](#), specializing in glass repair and replacement, and our diagnostic scanning and calibration business.

Driven by our Purpose, Restoring the Rhythm of Your Life<sup>®</sup>, our 30,000+ teammates provide safe and efficient repairs, getting our customers back on the road and back to their lives. This commitment to exceptional service is reflected in our consistently high customer satisfaction; we achieved a Net Promoter Score (NPS) of 88%+ as of December 2024. For more information, visit [Caliber.com](#).

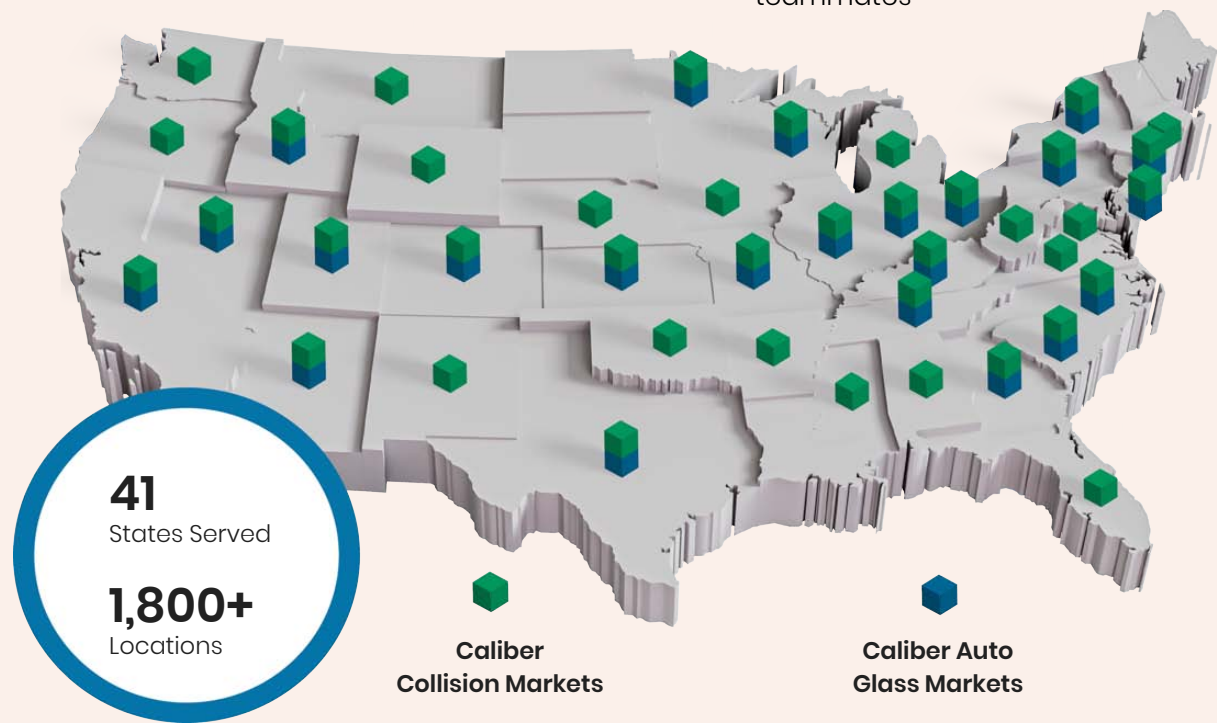
Caliber welcomed  
**11,800+**  
new teammates  
this year<sup>1</sup>

**130**  
new centers  
were opened

Auto Glass  
now services  
**71**  
markets in  
27 states

**\$7.5B+**  
annualized  
revenue (2024)  
  
**30,000+**  
teammates

**1,000+**  
Mobile Service  
Technicians



### Our Brands

**CALIBER**  
COLLISION

**CALIBER**  
AUTO GLASS

**CALIBER**  
FLEET SOLUTIONS

<sup>1</sup> All Caliber data points, unless stated otherwise, are as of December 2024 Advanced Driver Assistance Systems (ADAS).



## OUR SUSTAINABILITY STRATEGY

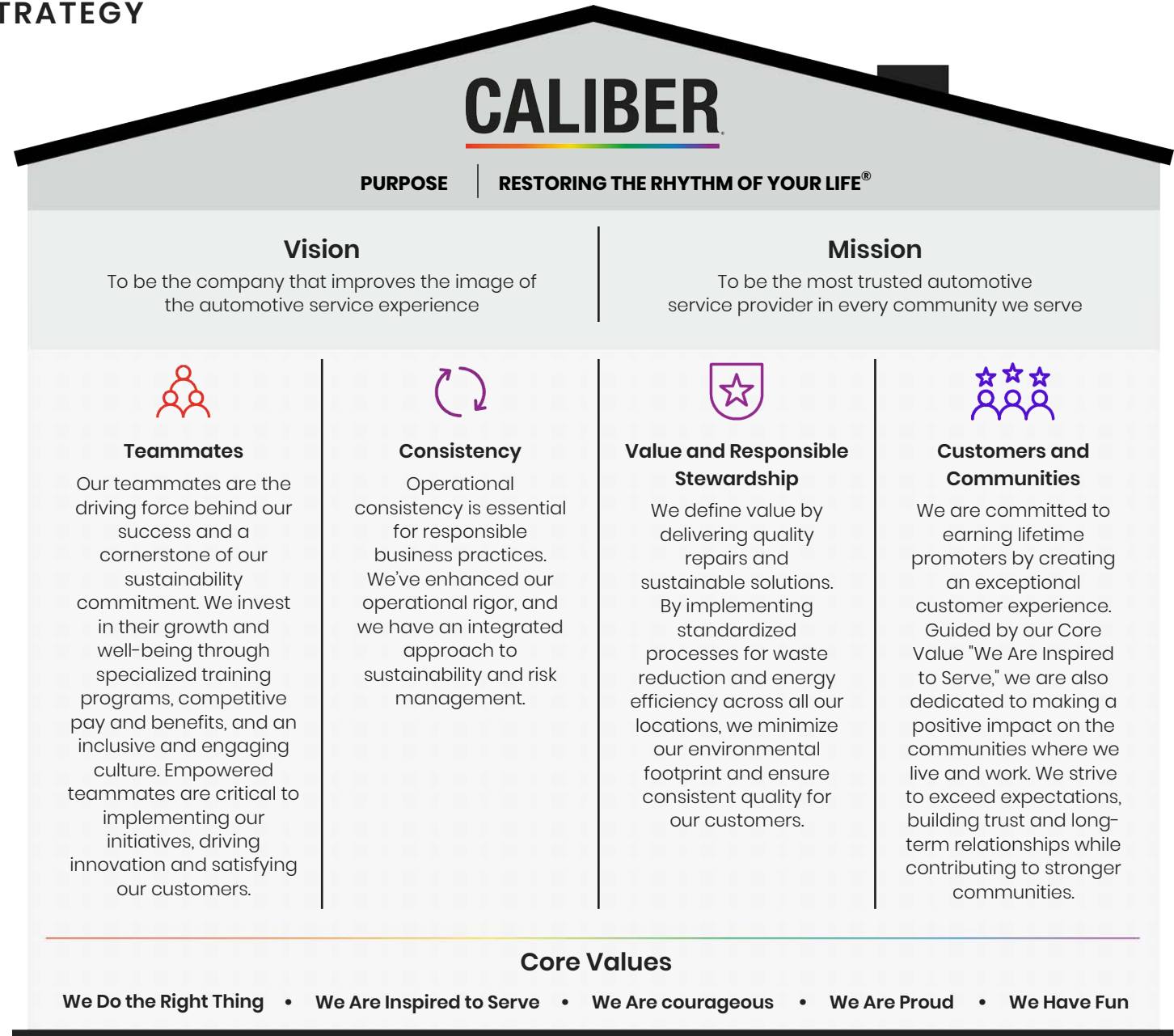
# Driving Change

Caliber, a leader in the automotive services industry, recognizes its potential to contribute to the communities it serves and the global environment. Our sustainability strategy is integral to our core business strategy, which aims to improve the automotive service experience and to be a valued community partner. Our business strategy aligns to the “Caliber Home,” which is composed of four strategic pillars surrounded and supported by our Purpose, Vision, Mission and Core Values.

This report highlights our efforts in key areas that connect directly to both our business and sustainability goals in each of our four strategic pillars.

### About This Report

This report details Caliber’s sustainability initiatives and progress across its core business lines, primarily Caliber Collision and Caliber Auto Glass, from January 1, 2024, through December 31, 2024.<sup>1</sup> Our reporting aligns with the Sustainability Accounting Standards Board (SASB) index, which is in the appendix.





## SUSTAINABILITY HIGHLIGHTS

# Under the Hood of Sustainability: Caliber's Commitment to Progress

At Caliber, sustainability is the road we are actively paving for a better future. We have integrated sustainability into the core of our operations, recognizing that true progress requires a comprehensive approach.

### 2024 Sustainability Highlights

**83%**

of surveyed teammate  
s are proud to work  
for Caliber

**1,700+**

Caliber centers  
achieved I-CAR  
Gold Class® status

**2,000**

graduated from our  
Technician Apprentice  
Program (TAP)

Provided  
**significant hurricane  
relief support**

Provided increases to  
our **health plan  
employer contribution  
and 401(k) match**

Made **substantial  
investments** to  
improve the vehicle  
intake process,  
boosting efficiency,  
customer experience  
and sustainability

Reinforced our **safety  
culture and industry  
leadership** on key  
safety topics like  
personal protective  
equipment (PPE)  
training and hazardous  
materials handling

Completed our second  
full **greenhouse gas  
(GHG) inventory**,  
covering Scopes 1, 2  
and 3 emissions for the  
2023 fiscal year.

Implemented a **new  
risk management  
information system,  
Origami Risk**,  
to strengthen  
our ERM program  
and integrated our  
**sustainability and ERM  
oversight functions**  
to further align  
sustainability with  
core business risk

Achieved significant  
waste diversion  
results, diverting  
**27%**  
of our waste from  
landfills to recycling

Collected over 5 million  
meals for  
**170**  
food banks

Repaired, rather than  
replaced, almost  
**29,000**  
windshields



Teammate  
Health and Safety



Customer Experience



Energy Efficiency



Apprenticeship and  
Mentorship Programs



Product Quality  
and Safety



GHG Emissions



Career Advancement  
and Training



Industry  
Certifications



Water and Waste  
Management



Inclusion and  
Engagement



Original Equipment  
Manufacturer (OEM)  
Relationships and Influence



Circularity



<sup>1</sup> Caliber Auto Care, offering mechanical repair and maintenance services, was divested by Caliber in 2024.



## Accelerating Sustainability: Caliber's Track Record

Caliber made significant strides in advancing its sustainability program during 2024, demonstrating a tangible commitment to environmental stewardship. Key initiatives included:

### Year-Over-Year GHG Emissions Data

Caliber tracks its GHG emissions, providing year-over-year data to measure progress and identify areas for improvement. This commitment to transparency allows for accountability and drives continuous reduction efforts.

### Thought Leadership and Industry Advancement

Caliber is dedicated to driving positive change across the automotive repair industry. Through [thought leadership](#) initiatives, Caliber shares best practices, research and insights on a wide range of topics. This includes participating in industry events, publishing white papers and engaging in collaborative efforts with other organizations.

### Investment in Sustainable Technology

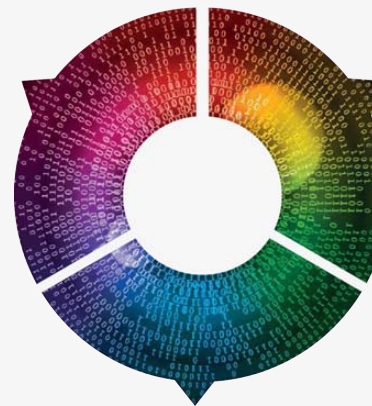
Caliber is continually investing in innovative technologies that reduce its environmental impact. This includes more energy-efficient equipment and the use of advanced paint systems that reduce volatile organic compound (VOC) emissions.

## Sustainability Investment in Action

Working with key partners, we have started to introduce fully automated, hands-free paint mixing machines, promising significant benefits for Caliber and the environment. These innovative systems are designed to streamline operations and enhance profitability through precise color matching and efficient material usage.

### Lower Environmental Impact

These systems minimize waste through precise dosing, contributing to a more sustainable refinishing process.



### Higher Customer Satisfaction

The speed and accuracy of the automated mixing process ensures consistent color matching and faster turnaround times, leading to improved customer satisfaction.

### Better Teammate Experience

Simplified controls and inputs allow for operation by any technician, freeing up skilled labor for other tasks and improving overall workflow.

## Thought Leadership in Action: Caliber's Women's Industry Network (WIN) Appointments

Caliber's commitment to advancing the collision repair industry is further demonstrated by the election of two of its teammates, including Blair Womble, Director of Strategic Account Services, to the WIN 2024-25 Board of Directors.

Womble's leadership role at WIN will directly contribute to shaping the future of our industry, particularly in fostering diversity and inclusion. In an era when the collision repair sector is rapidly evolving with technological advancements and changing workforce dynamics, her strategic insights will be invaluable.





## Sustainability Governance

### Oversight and Governance Structure

Our sustainability governance framework includes the following:

#### Board of Directors and Committees

The Audit and Risk Committee of the Board oversees the Sustainability and Enterprise Risk Management Council. The Board and its committees offer strategic direction on sustainability initiatives and conduct quarterly reviews of progress.

#### Executive Sponsor

An executive sponsor guides the sustainability strategy, provides executive-level oversight, and manages strategy, disclosures and overall governance quarterly.

#### Sustainability and Enterprise Risk Management Council

This council ensures that our sustainability efforts are aligned with our broader business objectives and are integrated with other key initiatives and governance frameworks.

#### Sustainability Working Group

This group develops, executes and implements sustainability-related initiatives for consideration by the Sustainability and Enterprise Risk Management Council. It provides subject matter expertise on material sustainability issues and contributes to sustainability reporting.

Teammate Health  
and Safety  
Product Quality  
and Safety  
Labor Practices

Waste and Hazardous  
Materials Handling  
Teammate  
Engagement, Diversity  
and Inclusion

Business Ethics  
Data Security  
Corporate Risk,  
Including Business  
Continuity Plan and  
Disaster Recovery

Environmental Impact  
Results Delivery Office  
Strategic Accounts  
and Revenue

### Benefits of Integrated Approach

This integrated governance structure provides several key benefits:

#### Improved Sustainability Strategy, Risk Management and Reporting:

By aligning sustainability goals with broader business objectives, the council enhances ESG strategy, risk management and reporting.

#### Stronger Stakeholder Engagement:

The council fosters dialogue with stakeholders, ensuring accountability, compliance and a positive reputation.

#### Long-Term Value Creation:

This integrated approach helps create competitive advantages, builds resilience and drives sustained financial success.

### The Risk Reduction Tune-Up

To better manage risk and drive sustainability, we formed the Sustainability and Enterprise Risk Management Council in 2024, merging our previously separate Sustainability Council and Enterprise Risk Management Council. This reinforces our commitment to sustainability as a core risk management strategy.



# Teammates

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## TEAMMATES

# Behind the Wheel: Our Dedicated Automotive Teammates

At Caliber, we believe that investing in our teammates is investing in the future of our company. This is why we offer competitive pay and comprehensive benefits. Beyond these workplace benefits, we also empower our teammates to give back to their communities through our Restoring You™ initiatives.

We provide a safe and productive work environment equipped with the necessary tools and ongoing job training to help our teammates excel. In 2024, Caliber increased its investment in teammate training and development, recognizing the rapidly evolving nature of the automotive repair industry. This includes the implementation of advanced technical training programs, leadership development initiatives and expanded access to online learning platforms. These investments

ensure that our teammates stay ahead of industry trends and are equipped with the latest skills and knowledge. We also offer opportunities for personal and professional development and foster a culture of inclusion and belonging where everyone feels valued and respected.

To ensure that we meet the needs of our teammates, we actively seek their feedback through various channels, including new hire and onboarding surveys, informal discussion

groups and our comprehensive Voices in Rhythm company-wide survey, which is conducted every 18 months. This survey gauges teammates' sentiment on topics such as safety, inclusion and overall satisfaction. Our leaders are accountable for acting on the feedback received and continuously improving the Caliber teammate experience.







## Investing in Our Heartbeat: The Caliber Teammate Experience

At Caliber, our teammates are the driving force behind our Purpose, Restoring the Rhythm of Your Life®. We cultivate a workplace that prioritizes their well-being and growth, fostering a safe, productive and inclusive environment. This commitment translates into tangible benefits, including health and financial security from day one, continuous training and diverse career development opportunities, empowering them to reach their full potential. We actively listen to their perspectives through comprehensive surveys, such as Voices in Rhythm, and translate those insights into meaningful improvements. This ensures that our leaders are consistently enhancing the Caliber teammate experience.



Throughout this report, you will find references to the results from the 2024 Voices in Rhythm survey to highlight teammates' viewpoints.

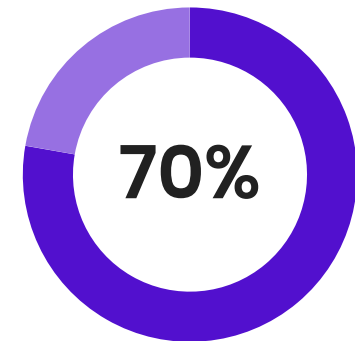
An impressive

# 83%

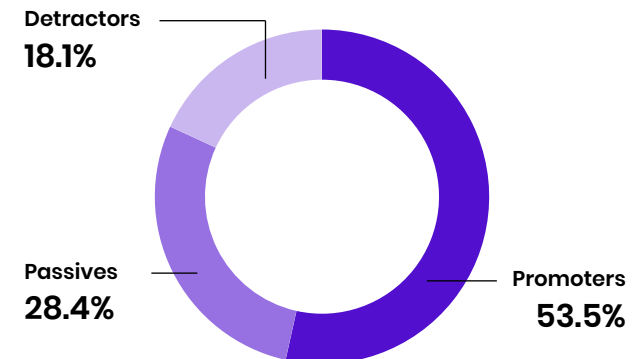
of respondents expressed pride in working for Caliber, highlighting a strong sense of company loyalty and positive workplace culture.

## Total Participation\*

Responses  
**20,149 of 28,835**



## recommend Caliber as a place to work\*\*



\* 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 were included in various "check-in" surveys during this period.

\*\* Promoters: most positive, motivated and satisfied. Passives: generally content but not fully committed. Detractors: unhappy or disengaged to various degrees.





## RECRUITMENT

# The Caliber Talent Assembly Line: Developing Talent and Building Careers Together

Our industry sector faces ongoing challenges in attracting and retaining skilled talent. Recognizing the critical impact of these shortages on our business, we have implemented proactive and innovative recruitment strategies to build a strong and sustainable workforce.

Beyond attracting talent, we prioritize retaining our existing workforce, recognizing its invaluable contribution.

### Investing in Future Talent

- **Apprenticeship and Military Programs:** We empower individuals to build successful careers in the skilled trades through our TAP and our Changing Lanes military transition program. These programs provide practical experience and clear pathways to fulfilling opportunities without requiring a four-year degree. To learn more, visit the [TAP and Changing Lanes Military Transition Program section](#). **In 2025, we plan to continue growing our apprenticeship, glass and scanning/calibration technician training, and military programs.**
- **Early Engagement With Education:** We actively partner with high schools, engaging with students, parents, teachers and counselors to introduce career opportunities in our industry. By participating in career exploration initiatives, we aim to influence critical educational and career decisions, shaping the future workforce.

### Enhancing Candidate Experience

- **Welcoming Onboarding:** We prioritize creating a positive and welcoming onboarding experience for all new hires. Each new teammate experiences the Caliber Foundations onboarding course, which focuses on clearly communicating our company's Vision, strategic direction and Core Values, ensuring a solid foundation for teammate success.
- **Value-Driven Recruitment:** We emphasize the values we seek in our teammates throughout the recruitment process, ensuring alignment between candidate aspirations and our company culture.

Beyond attracting talent, we prioritize retaining our existing workforce, recognizing its invaluable contribution.



## TECHNICAL TRAINING

# Caliber Training Bay: Fine-Tuning Skills



Recognizing the rapid evolution of technology and the need to maintain a skilled workforce, Caliber is committed to providing technical training and development opportunities for its teammates. We offer two technical apprenticeship programs—one for our collision repair business and a second for our diagnostic scanning and calibration business—designed to enhance existing skills, foster continuous learning, and prepare our workforce for the challenges and opportunities of the future.

- **Customized Training Programs:** We develop and implement tailored technical training programs that address the specific needs of our workforce and align with industry best practices. These programs cover a range of essential skills, including glass repair and replacement and how to accurately perform scanning and calibration services.
- **Apprenticeship:** We continue to invest in our apprenticeship programs, providing hands-on training and guidance by experienced professionals. These programs are vital for transferring critical skills and knowledge to the next generation of technical experts.
- **Safety and Compliance Training:** We prioritize the safety of our teammates by providing rigorous training on safety protocols, regulatory compliance and hazard prevention. This training ensures a safe and productive work environment. To delve deeper into our teammate safety protocols, explore our dedicated [Health and Safety](#) section.



## LEARNING AND DEVELOPMENT

# Gear Up for Success: Caliber's Career Development Programs

Caliber is committed to investing in a comprehensive learning and development ecosystem that empowers our teammates across all business lines. We strategically invest in programs that foster continuous growth, enhance career knowledge and ensure a robust pipeline of skilled talent.

### Key Initiatives and Programs

- **Expanding Technical Expertise:** We are replicating the TAP model to create standardized training and skills development programs across our portfolio, ensuring a consistent level of technical excellence and building a strong technician pipeline.
- **Comprehensive Onboarding:** The Caliber Way program provides structured, job-specific onboarding plans across all business lines for both new hires and teammates recently promoted into new roles. This ensures their smooth transition and rapid integration into our company culture.

- **Leadership Development:** Our Leadership in High Gear program offers targeted training for General Managers (GMs), equipping them with the skills and knowledge necessary to lead effectively and drive business success.
- **Career Framework and Performance Management:** We have implemented a new career framework that provides clear expectations and advancement opportunities. In addition, we have formalized performance reviews, talent reviews and succession planning processes to ensure a fair and transparent approach to talent management.

### Strategic Goal Alignment for Senior Leadership

In 2024, we implemented a comprehensive goal-setting initiative for all roles at Vice President-level and above, encompassing over 70 senior leaders. This process aimed to ensure clear alignment between the goals of our top leadership and their respective teams with overarching organizational objectives.

### Key components of the 2024 initiative included:

- **Strategic Alignment:** We meticulously designed goals to directly support the company's strategic Vision.
- **Ongoing Support:** Leaders received consistent coaching, feedback and guidance throughout the year.
- **Midyear Performance Check-In:** We conducted a formal midyear review to assess goal relevance and progress, enabling leaders to adjust priorities and implement adaptation plans in response to evolving industry trends.
- **Year-End Performance Evaluation:** We conducted formal year-end evaluations to assess goal achievement.

The initiative yielded significant positive feedback, particularly regarding enhanced clarity of expectations, increased accountability and improved leader-teammate communication. The success of this program has paved the way for a substantial expansion in 2025, which will extend formal goal-setting to all exempt teammates at our company headquarters and additional field levels, impacting an additional 600+ teammates.



## Investing in Skills: Uptraining Course Success

Our Service Advisors were trained on the following:

**2,200+**

Improving Accuracy With Required Operations and Materials

**1,500+**

Lowering Change Request Rate

**700+**

Advanced Driver Assistance Systems

Our Office Managers, Office Assistants and Customer Service Representatives were trained on the following:

**400+**

Capturing Keys and Selling Caliber

**700+**

Improving Capture Rate and Intake Management

## Building a Foundation for Talent: The 2024 Talent Management Initiative

We established a dedicated talent management function in 2024. This initiative proactively addresses the talent needs of the company's rapid growth by enhancing and implementing crucial talent management practices.

A pivotal accomplishment of the team in 2024 was developing a company-wide core and leader competency model. This model will serve as the cornerstone for building integrated talent practices across Caliber by:

- Defining the expected behaviors for all teammates and people leaders
- Supporting the entire teammate life cycle, from onboarding to retirement
- Providing a framework for HR functions, including:
  - Interview guides
  - Performance management expectations
  - Learning and development content
  - Succession and promotion criteria
  - Rewards and recognition strategies

The socialization and integration phases of this critical project will continue throughout 2025, ensuring its effective implementation and impact across the organization.

## Leadership in Learning

Vicki Werling, our Vice President of Learning and Development (L&D), was honored in 2024 with OnCon's Top 100 L&D Professional Award. This peer-recognized award reflects her outstanding contributions to L&D, including her commitment to growth, change and excellence.

**CONGRATULATIONS,**  
**Vicki Werling**  
OnCon  
Top 100 L&D  
Professional Award







## HEALTH AND SAFETY

# Brake Check: Ensuring a Safe Work Environment

At Caliber, we prioritize the safety and well-being of our teammates above all else. Our goal is to create a safe work environment. This commitment is deeply ingrained in our culture and is consistently recognized by our team, as evidenced by high satisfaction scores in our Voices in Rhythm surveys.

**Comprehensive Safety Measures:** We conduct proactive job hazard assessments for every position to identify potential risks, ensuring the provision and mandatory use of appropriate, high-quality PPE, which is readily available in centralized, well-stocked storage areas across all locations.

**Robust Safety Policies and Procedures:** Our comprehensive safety policies are rigorously maintained and regularly updated by internal and external safety experts, including Occupational Safety and Health Administration (OSHA) professionals, facilitating compliance with best practices.

**Continuous Safety Training:** We prioritize ongoing safety education. New hires receive comprehensive safety training on their first day, and all teammates participate in annual refresher training. Weekly safety topics, reminders and reviews are integrated into team meetings and our internal communication platforms.

**Quarterly Independent Safety Audits:** We partner with GMG EnviroSafe, a nationally recognized third party, to conduct quarterly on-site inspections at all Collision locations, ensuring consistent adherence to our safety policies and practices.

**State-of-the-Art Equipment and Maintenance:** We maintain all shop equipment, including lifts, frame machines and welders, through routine inspections and servicing. Teammates are told to report safety concerns immediately. We have also invested in dustless systems to promote clean air quality.

**Management Accountability and Oversight:** Management conducts daily safety walks to help ensure compliance and identify potential hazards. Top-performing centers are recognized for their safety achievements, while centers needing improvement receive targeted resources and training.

**Navigating Hazardous Waste:** In 2024, Caliber published a white paper examining the complex landscape of hazardous waste in the collision repair industry. This in-depth analysis delves into the evolution of hazardous waste regulations, the potential environmental and health risks of noncompliance, and the significant financial implications for both repair centers and their insurance partners. View the white paper on the [Thought Leadership](#) section of our website.

"Our top priority is to make sure that every teammate makes it home at the end of the workday in the same shape—or better—than when they arrived."

**Todd Dillender**  
Chief Operating Officer

## Zero

work-related fatalities in 2024



Caliber offers a 24/7 nationwide nurse triage service, guaranteeing teammates access to immediate medical guidance and support in the event of a safety-related incident.

## Safety of Work Environment



Teammates agree:  
**"My shop/team maintains a physically safe work environment."**

90%

## Protecting Our People and Communities Through Environmental, Health and Safety (EHS)

At Caliber, we prioritize EHS as integral to our responsibility toward our teammates, customers and communities. We invest significantly in safe work environments and promote a strong culture of accountability. This commitment is underpinned by a robust EHS program supported by both our internal expert team and a strategic partnership with GMG EnviroSafe, a leading automotive EHS provider. Recognizing that meeting complex federal, state and local regulations can be challenging alongside busy collision repair operations, our compliance efforts leverage the GMG EnviroSafe partnership. GMG provides crucial guidance and expertise, acting as an extension of our compliance capabilities to help protect our teammates and ensure that our centers meet rigorous standards. Our program features continuous training that was co-developed with GMG and encompasses leading environmental stewardship practices to safeguard the communities where we operate. For more information on our environmental practices, see [Caliber's Best-in-Class Hazardous Waste Management](#) article in the Thought Leadership library.



## INCLUSION AND ENGAGEMENT

# Compensation and Benefits

### Caliber's Well-Oiled Machine: Compensation and Benefits That Work

At Caliber, we recognize that investing in our teammates is fundamental to our sustained success. We demonstrate this commitment by providing competitive pay and comprehensive benefits, including health and financial benefits, retirement benefits and paid time off.

#### Day One Benefits

We provide access to benefits on the first day of employment.

### Investing in Our Team's Future

At Caliber, we are committed to the financial well-being of our teammates. In 2024, we took significant steps to enhance our benefits package.

#### Enhanced Retirement Savings

- We increased the company match on our 401(k) plan, providing teammates with greater opportunities to build their retirement savings.
- We transitioned our 401(k) recordkeeping to Empower, offering enhanced participant experience through features like auto-enrollment and auto-escalation (with opt-out options), simplifying retirement planning for our teammates.
- Empower received 46 awards at the 2024 National Association of Plan Advisors (NAPA) Advisors' Choice awards, demonstrating strong performance across all market segments. Notably, Empower excelled in the mega market segment and received top ratings for participant calculators, plan sponsor websites and overall plan health. This recognition highlights Empower's commitment to providing advisors with high-quality tools and personalized solutions, reinforcing its dedication to meeting the evolving needs of Caliber and its teammates.

#### Maintaining Affordable Healthcare

- To alleviate financial burdens, we froze teammate contribution levels for health and welfare benefits by significantly increasing the company's contribution. This ensured access to quality healthcare without increased out-of-pocket costs for our teammates.
- Our 2025 plan year also will have an increased company share of health insurance premiums.
- All our medical plans provide:
  - Comprehensive, affordable coverage for a wide range of healthcare services
  - Free in-network preventive care with services such as annual physicals, recommended immunizations and routine screenings
  - Virtual care that lets our teammates see a doctor from the comfort of wherever they are
  - Financial protection through out-of-pocket maximums that limit our teammates' annual costs



### Enhanced Health Plan Flexibility With Surest Partnership

Caliber has enhanced its benefits offerings through a new partnership with Surest, which is recognized as an innovative co-pay health plan. This collaboration broadens the spectrum of healthcare choices available to Caliber's teammates and their eligible family members. It provides greater flexibility to teammates, empowering them to select health plans that better align with their specific needs, preferences and financial situations and offering more personalized solutions.

### Supporting Teammate Success: The Employee Assistance Plan (EAP)

All Caliber teammates have access to a confidential EAP at no cost. This program provides support and resources for various needs, such as mental health counseling and financial planning assistance. Our benefits offerings are designed to unlock our teammates' potential and drive their success.

**"Delivering access to quality, comprehensive health and welfare benefits is key to attracting and retaining top talent. We are constantly looking for ways to improve our offerings, including innovative programs such as Surest."**

**David Dart**  
Chief People Officer



#### Well-Being

- Exercise and Fitness
- Grief and Loss
- Kids' Health
- Men's Health
- Mental Health
- Nutrition
- Personal Growth
- Smoking Cessation
- Stress
- Women's Health



#### Family

- Child Care
- Divorce
- Domestic Issues
- Elder Care
- Friends and Neighbors
- Marriage and Relationships
- Parenting



#### Career

- Communication
- Education
- Resiliency
- Retirement
- Training and Development
- Workplace Diversity
- Workplace Safety



#### Lifestyle

- Home Buying and Selling
- Mindfulness
- Moving/Relocation
- Pets
- Savings Center
- Travel and Leisure



#### Legal and Financial

- Debt and Bankruptcy
- Family Law
- Financial Calculators
- Financial Fitness
- Lawyers and Court
- Legal Information and Resources
- Personal Finance
- Taxes





## DIVERSITY, INCLUSION AND BELONGING

# Empowering Through Diversity: Caliber's Approach

At Caliber, diversity, inclusion and belonging are woven into the fabric of our company. We strive to create a workplace where every teammate feels valued, respected and empowered to contribute their unique perspectives and experiences.

We are proud of the diverse and inclusive workforce we have built, but we recognize that the journey is ongoing. We promote an inclusive culture through comprehensive training initiatives that promote awareness, understanding and appreciation of all teammates. We invest in leadership development programs that cultivate inclusive leadership practices, guiding our leaders to create an environment where every individual can thrive. Our commitment to equitable opportunities is evident in our consistent practices and policies that support career growth and advancement for all teammates, enabling them to reach their full potential.

At Caliber, we celebrate the unique backgrounds, experiences and perspectives that each teammate brings to our organization. We are committed to:

- **Creating a welcoming environment:** We foster a culture where teammates feel comfortable coming to work, knowing that their contributions are valued.
- **Reflecting our communities:** We strive to have our workforce reflect the diversity of the communities we serve, recognizing the importance of representation and connection.
- **Inclusive leadership:** We encourage our leaders to champion inclusivity, setting an example for the entire organization.

### Opportunity for All

We are an opportunity company, where performance is rewarded and career paths are open to all. We are proud to be a certified age-friendly employer, valuing the contributions of older teammates and fostering mentorship relationships across generations.





## Caliber's Drive for Gender Diversity in Automotive Repair

Caliber is actively addressing the underrepresentation of women in the automotive repair and maintenance industry, where only about 12.1% of specialists are female. To foster a more inclusive environment and attract more women to the field, Caliber has established EMPOWER, a teammate resource group dedicated to amplifying the voices of women in the company and the broader automotive space.

Under the co-leadership of Ebony Jones, Director of Supply Chain, and Blair Womble, Director of Strategic Account Services, EMPOWER saw significant growth and impact in 2024. Key initiatives included:

- **Casual Conversations event with Caliber's Female Regional Vice President (RVP) Leaders:**  
This event provided a valuable platform for over 80 Caliber teammates to engage with and learn from female RVP leaders in the company.
- **Formation of Regional EMPOWER Groups:**  
Building on the success of Casual Conversations, EMPOWER established seven regional groups, encompassing over 40 Caliber teammates. These groups facilitate ongoing support and networking through independent monthly calls, with an average of five members participating in each call.

Caliber's commitment through EMPOWER demonstrates a proactive approach to increasing gender diversity and empowering women in the automotive repair industry.

### A True Testament to Leadership

Jamie Shackelford, VP of Marketing at Caliber, was awarded WIN's Most Influential Woman of 2024. This distinguished accolade underscores Jamie's transformative influence and commitment to driving positive change in the collision repair sector. Her dedication to mentorship, innovation and industry advancement has made her a beacon of inspiration for professionals in our field.

CONGRATULATIONS,  
**Jamie Shackelford**  
WIN's Most  
Influential Woman  
of 2024

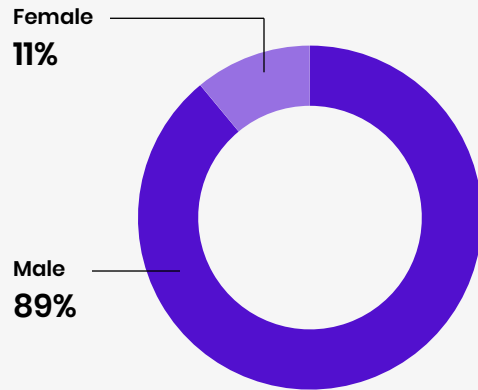




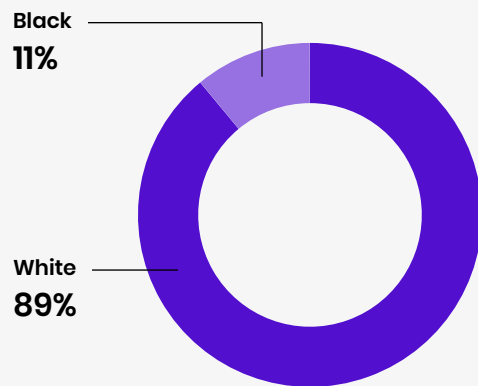
## Board of Directors

as of Dec. 31, 2024

### Gender



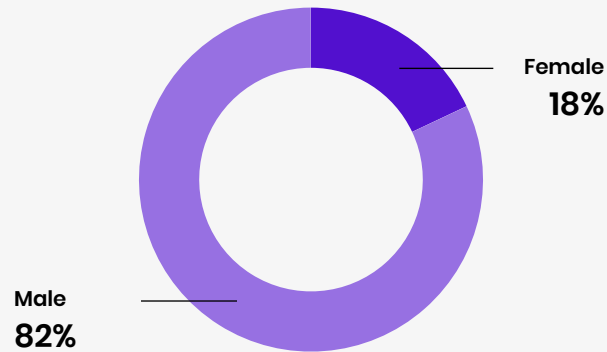
### Ethnicity



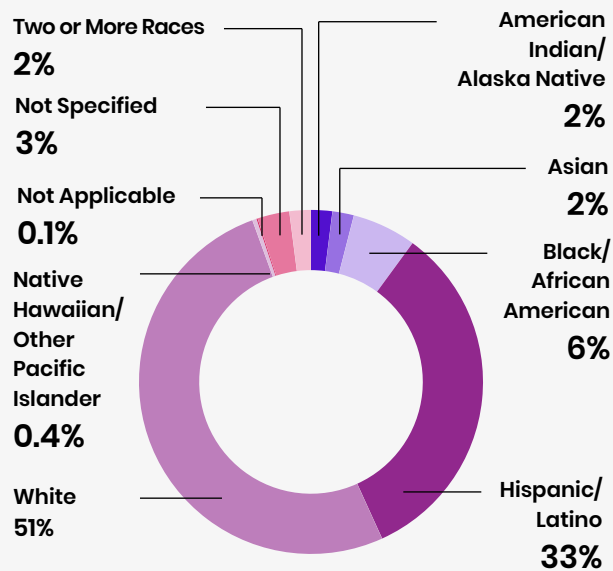
## Workforce

as of Dec. 31, 2024

### Gender



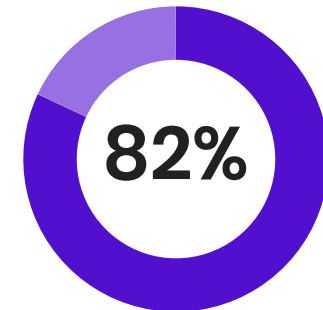
### Ethnicity



## Culture of Openness



Within my team,  
“I feel a sense of belonging.”





## TEAMMATE ENGAGEMENT

# Listening, Responding and Growing Together

At Caliber, we believe that engaged teammates are the foundation of our success. We actively seek to understand their perspectives and experiences through various channels, ensuring that their voices are heard and their feedback drives positive change.

We gather teammate feedback through a variety of channels, including new hire and onboarding surveys that contribute to a positive start at Caliber; informal discussion groups that encourage open dialogue and collaboration; and our Voices in Rhythm survey that is conducted every 18 months and provides comprehensive insights on teammate sentiment regarding safety and inclusion. Our overall teammate NPS was 35.

Teammate NPS  
Score

35

vs.

U.S. NPS  
Norm

23

Note: The U.S. NPS norm is based on Mercer's employer database for all employees asking this question.

### Caliber's 2024 Voices in Rhythm Survey: Strong Engagement and Positive Feedback

Caliber's commitment to its Core Values and workplace environment is reflected in the positive results of the 2024 Voices in Rhythm engagement survey. Notably, over 80% of respondents reported favorable scores in key areas, indicating a strong sense of alignment and satisfaction among teammates.

The survey highlighted the following positive outcomes:

79%  
Engagement



I feel energized by my job.

73%

I see myself working at Caliber for the next 12 months and beyond.

81%

My job gives me a sense of meaning and purpose.

78%

I am proud to work for Caliber.

83%

We are committed to acting on the feedback we receive. Our leaders are charged with analyzing survey results, identifying trends, and implementing initiatives to address concerns and enhance the overall teammate experience.

Beyond surveys, we foster engagement through various programs and initiatives.

- **Building a Winning Team Program:** This program focuses on strengthening teamwork, communication and collaboration across the organization.
- **Weekly All-Hands Meetings:** Each collision center holds a weekly all-hands meeting, providing a platform for updates, recognition and team discussions. These meetings include icebreakers, safety message commitments and scorecard reviews.
- **Quarterly Town Halls:** We host quarterly town halls to share company-wide updates, celebrate achievements and engage in open dialogue with teammates.
- **Intranet and Communication Platforms:** Our intranet provides a central hub for company news, announcements and messages from our leadership team. We also use online newsletters and a custom video solution in every Caliber location with a rolling carousel of news to keep teammates informed and engaged.





## Teammate Engagement in the Community

Through our community platform, Restoring You™, our teammates engage in a variety of initiatives that contribute to the well-being of our neighbors, foster strong community bonds, and build engagement with each other and our company.

For more information on our specific community initiatives, see the [Community Impact](#) section of this report.



### Caliber All-Stars: Celebrating Excellence and Milestones

Our collective recognition program, known as Caliber All-Stars, honors the contributions of our valued teammates. This program encompasses a range of initiatives, including our service anniversary program and the Give a High Five program, designed to acknowledge both long-term dedication and everyday achievements. At Caliber, recognizing and celebrating our teammates is deeply ingrained in our culture and Core Values. We believe in acknowledging those who consistently do the right thing and celebrating our collective wins.



### Showcasing Excellence: Caliber's Auto Glass Olympics Sends Top Techs to Nationals

In 2024, Caliber hosted its inaugural Auto Glass Olympics, where nine technicians demonstrated their mastery of the craft. After a rigorous competition, the top three technicians earned the opportunity to compete in a national competition at the Glass Week event in Orlando, Florida.

### Service Anniversary Program

We believe in honoring the dedication and commitment of our teammates. Our Service Anniversary program recognizes and celebrates teammates reaching five-year milestones in their Caliber careers. Starting at their fifth anniversary and every five years thereafter, teammates receive a special service award from a leading recognition company to commemorate their achievements. With a variety of award options to choose from, teammates can select a gift that truly resonates with them.

### Give a High Five: Celebrating Core Values

Our Give a High Five program empowers teammates to recognize each other for exemplifying our Core Values or living our Purpose. Through our user-friendly Caliber Family Directory, teammates can easily send a High Five to a colleague, selecting whether the teammate demonstrated a specific Core Value or our Purpose and sharing a personalized message of appreciation.



# Customers and Communities

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## CALIBER'S COMMITMENT TO QUALITY

# Caliber's Shared Road: Advancing With Our Customers and Communities

At Caliber, we aim to be the most trusted automotive service provider of choice in every community we serve. We strive to make a positive first impression on every customer, earning their trust and exceeding their expectations for quality and service. Our goal is to consistently deliver exceptional repair experiences and build lasting relationships with our customers.

We are also committed to the communities we serve, actively engaging with our neighbors and building lasting relationships. We support local organizations, participate in community events and lend a helping hand during times of need, striving to live up to our Purpose, Restoring the Rhythm of Your Life®. In 2024, we continued our financial support for community impact initiatives and will continue to expand these efforts in partnership with the Caliber Foundation.

### Excellence in Every Detail

At Caliber, quality is ingrained in every facet of our operations. We achieve this by adhering to a meticulous repair process, using a combination of on-site and virtual quality team resources to ensure efficiency and precision. Our repairs are carried out by highly trained and certified technicians with the expertise to deliver exceptional results. Moreover, we use cutting-edge tools, technology and equipment to guarantee that all repairs meet or exceed the OEM standards. To ensure compliance with both internal and OEM standards, a selection of our repairs undergoes rigorous independent third-party reviews.

### Extending Quality Beyond Repairs

Caliber's comprehensive approach helps ensure that quality is embedded in every facet of our operations and every interaction with our customers.

### The Caliber Standard of Quality

Our Standard of Quality is a guide for technicians to check that repairs align with the highest standards. Extending beyond technical expertise, it is entrenched in how we train and develop our entire team.

### The Caliber Way

This initiative establishes standardized processes for all non-technician roles, including Service Advisors (SAs), and aims to ensure consistent excellence across all customer interactions. In 2024, over 350 new SAs underwent comprehensive training programs designed to equip them with essential skills to improve the customer experience and operational efficiency.

### The Owner's Manual

Our GMs follow a comprehensive, multistep process designed to guide their leadership and promote the delivery of exceptional work that restores our customers' vehicles to pre-accident condition. This process, intrinsically linked to the Caliber Standard of Quality, forms the foundation of our key training program for new GMs, Leadership in High Gear. This program equips them with the skills and knowledge necessary to lead their centers effectively, uphold our quality standards and deliver outstanding customer experiences. In 2024 we trained 30 new GMs.



## Caliber's Limited Lifetime Warranty Caliber Teammates' Service Commitments

### Technicians



#### The Caliber Standard of Quality

Seven commitments to achieve the repair quality standard of excellence

### SAs



#### The Caliber Way

Aligning excellence of technical repairs with standardized and excellent customer service

### GMs

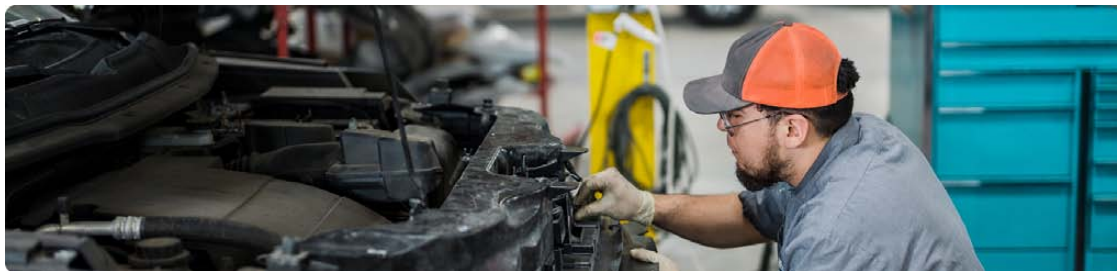


#### The Owner's Manual

Detailed leadership guidance for our GMs

### Caliber Service Excellence Program (CSEP)

Launched in 2010, CSEP reinforces our commitment to customer satisfaction by focusing shop teammates on key metrics, including on-time delivery, keeping customers informed, managing return rates and cycle times, and optimizing capture rates. CSEP aligns with Caliber's overall strategy and Owner's Manual to ensure operational consistency and performance at or above industry averages when benchmarked against other large multishop operators. Centers are certified based on a rolling three-month average, with silver certification indicating performance at or above the industry average.



### The Owner's Manual

- ✓ Win the customer.
- ✓ Plan the repair.
- ✓ Maximize the workflow.
- ✓ Communicate, communicate, communicate.
- ✓ Drive client ownership.
- ✓ Manage parts and materials.
- ✓ Perform quality repairs.
- ✓ Drive solutions through team engagement.
- ✓ Deliver the vehicle.
- ✓ Achieve administrative excellence.





## CUSTOMER SATISFACTION

# Caliber's Customer Care: Fueling Trust and Loyalty



At Caliber, customer satisfaction is at the heart of everything we do. We strive to provide an exceptional experience from the moment a customer enters our care to the moment they drive away in their restored vehicle.

We closely monitor key performance metrics and actively seek customer feedback through quantitative surveys. This data allows us to identify any areas for improvement and inform our ongoing efforts to enhance customer experience. To further promote quality, we stand behind our work on every vehicle with a written limited lifetime warranty. Our commitment to doing the job right and getting our customers safely back on the road is unwavering.

### Trusted by Insurance Partners

Caliber is a preferred partner of insurance companies, who trust us to deliver high-quality repairs and stand behind our work. This trust is built on our investments in the following.

- **Central Operations Team:** Our dedicated central operations team works toward consistent quality and efficient processes across all our locations.
- **Industry-Recognized Training:** We invest in comprehensive training programs from I-CAR and other industry-recognized providers, ensuring that our technicians possess the latest skills and knowledge.





## I-CAR: Measuring Our Progress

# 222,000+

hours of training from I-CAR

# 6,100+

welding certifications achieved

# 22,000+

teammates attended 2024 training

The I-CAR Gold Class<sup>®</sup> status, which is the collision repair industry's leading recognition for centers committed to ongoing training in the latest procedures and technologies, was achieved by over

# 1,700

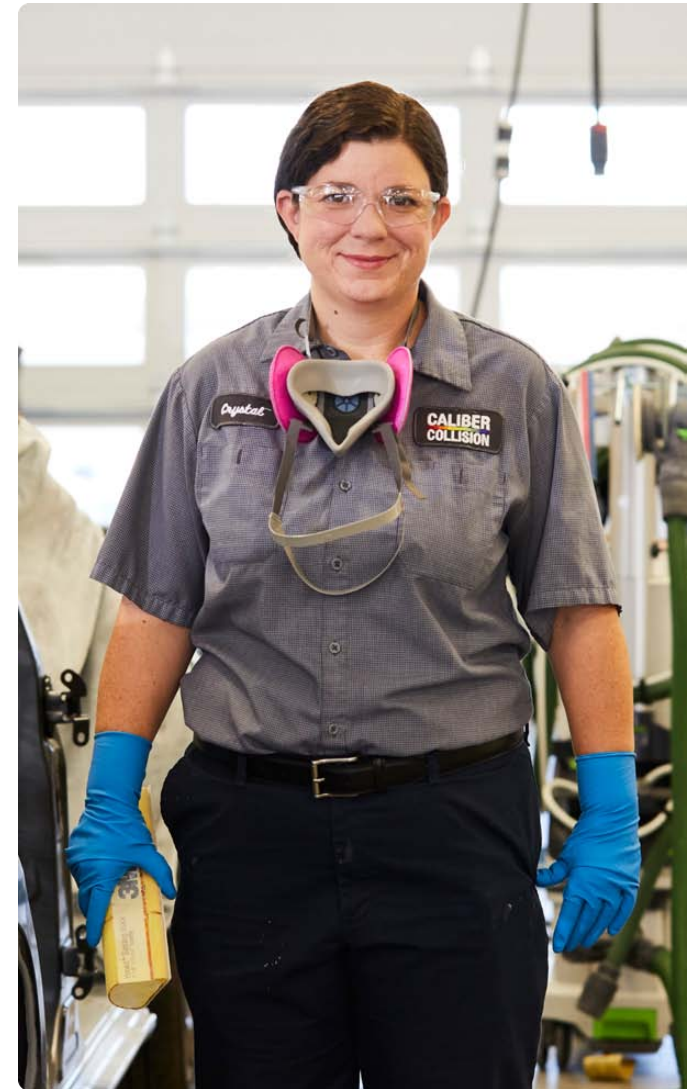
Caliber centers in 2024.

We continually seek ways to improve the customer experience. Throughout 2024, we made significant investments to enhance our vehicle intake process, driving improvements across efficiency, customer experience and sustainability. This initiative represented a major focus requiring seamless cross-functional collaboration among our Contact Center and our IT, CORE (Caliber operating repair experience), strategic accounts and operations teams to create a more streamlined and customer-friendly journey.

A key component of this enhancement was the introduction of **online 24/7 self-scheduling**, which allowed customers to conveniently schedule repairs at their own pace. This capability empowered qualified customers, often within 90 seconds of receiving assignments from their insurance partners, to easily book drop-off and estimate appointments and align their needs with real-time shop capacity.

Beyond self-scheduling, we expanded customer interaction options significantly.

- **New Digital Channels:** Customers can now engage with us through more avenues, including Google, Caliber.com and our dedicated digital intake system, along with traditional methods.
- **Enhanced Agent Support:** Our customer success team agents are now equipped with a new AI tool that improves accuracy in booking the right shop for the customer's needs the first time. It also ensures that we adhere to our insurance partners' business rules and that we get the right car to the right place at the right time.





## INNOVATION AND INDUSTRY INSIGHTS

# Shaping the Future of Collision Repair

Caliber is committed to driving innovation and sharing industry insights to elevate the collision repair sector. In 2024, we reinforced our leadership position by introducing white papers and thought leadership initiatives on key topics such as PPE training and hazardous materials handling. By sharing our knowledge and best practices, we aim to advance the industry.



Recognizing the evolving landscape of the collision repair industry, we are focused on the following.

- **Navigating 2025 and Beyond:** Leveraging deep industry expertise, Caliber's insights team has charted a projected timeline of the most significant changes poised to reshape collision repair, with the goal of equipping the entire industry to navigate the future. Explore our piece on [Navigating 2025 and Beyond](#) in the [Thought Leadership](#) section of our website to learn more.
- **Advanced Paint Mixers:** Caliber is introducing advanced technology paint mixers supplied by our key vendor partners. These digital paint mixers, along with integrated color retrieval and inventory tools, are designed to improve color precision, minimize maintenance and reduce waste. By doing so, they lessen the environmental impact and lower the costs associated with unnecessary material use and rework—improving both sustainability outcomes and business key performance indicators.
- **Leading the Charge in Electric and Hybrid Expertise:** The rapidly growing adoption of electric and hybrid vehicles, projected to account for a growing part of the market in the United States over the next decade, necessitates a shift in collision repair practices. Recognizing the unique challenges posed by electric and hybrid vehicle repairs, particularly regarding safety, Caliber has taken a proactive approach. By forging strategic partnerships with OEMs, we have established a safety certification program. This program ensures that our technicians are equipped with the specialized knowledge and skills required to repair electric and hybrid vehicles safely, consistently and in strict adherence to OEM specifications, demonstrating our commitment to this evolving technology.

For more information, visit the [Sustainability Commitment and Progress](#) section.



## Forging Strategic OEM Partnerships for Enhanced Repair Efficiency

Caliber's strategy involves actively deepening our relationships with OEMs. The goal is to transition from being recognized merely as a large purchaser of OEM parts to becoming an essential, preferred partner for the full spectrum of repair services—including body, paint, diagnostics, calibration and glass.

A stronger, more collaborative relationship with OEMs allows Caliber to contribute to efficient parts usage and repair processes.

### 01

#### Improved Information Flow

Closer ties facilitate better access to OEM-specific repair procedures, diagnostic information and technical training. This ensures that repairs are performed correctly and efficiently the first time, reducing rework.

### 02

#### Streamlined Parts Logistics

Strategic partnerships can lead to improved communication and integration regarding parts availability, ordering and delivery, making the parts procurement process more efficient.

### 03

#### Valuable Feedback Loop

As a trusted partner, Caliber can provide OEMs with critical real-world data and feedback on parts performance, repair challenges and design-for-repairability. This input can influence future OEM decisions toward more efficient parts and repair solutions.

### 04

#### Collaboration on Standards

Working closely allows for better alignment on evolving repair standards, diagnostic protocols and calibration requirements, fostering more efficient workflows in Caliber centers.

### 05

#### Enhanced Program Integration

Deeper engagement strengthens our position in OEM-certified repair networks and parts programs, leveraging these frameworks to optimize repair processes and parts utilization according to best practices.







## COMMUNITY IMPACT

# The Caliber Service Lane: Helping Our Communities Thrive

At Caliber, we are committed to being a valued and contributing member of every community where we operate. We strive to be good corporate citizens, actively supporting our neighbors through philanthropy, sponsorships and community engagement. From sponsoring Little League teams to assisting with local events, we are dedicated to making a positive impact. We extend our support during times of need by aiding communities affected by natural disasters. Our goal is to build strong relationships, foster trust and contribute to the well-being of the communities we call home.

To further our community impact, we established the Caliber Foundation, which provides significant financial support to various initiatives and charitable organizations at the national and local levels. Additionally, under the Caliber Foundation's Restoring You™ program, we provide opportunities for teammates to volunteer and participate in specific initiatives that align with their passions and interests.

## Highlights of Our Community Engagement

### Recycled Rides®

Through our partnership with the NABC's Recycled Rides® program, we gifted over 35 restored vehicles in 2024 to active-duty military, veterans and others in need of reliable transportation. Caliber teammates generously donated their time and expertise to repair and restore these vehicles, expressing our profound gratitude for those who have served our country and communities.



### Restoring You Food Drive

In 2024, Caliber's 13th annual Restoring You™ Food Drive showcased the incredible dedication of our teammates. Over 30,000 individuals across 41 states rallied together to collect over 5 million meals for 170 food banks, addressing childhood hunger when schools are closed for summer break.



### Disaster Relief Support

In 2024, the Caliber Foundation demonstrated its commitment to disaster relief by donating to the American Red Cross to support its relief efforts in the Southeast following the devastating hurricanes and floods as well as in California in the wake of wildfires.







## Rising From the Storm: Caliber's Asheville Recovery

Asheville, North Carolina, demonstrated remarkable resilience in the wake of Hurricane Helene. The rebuilding of Caliber's location there stands as a powerful example of community determination. Undeterred by the storm's unprecedented flooding and subsequent damage, Caliber acted quickly. We didn't just rebuild; we revitalized, ensuring that the location was fully prepared to resume serving the community with efficiency and care.



## Driving Healing: Golf Classic's Generous Impact

In October 2024, Caliber Collision's Golf Classic at the Golf Clubs at the Tribute successfully raised over \$400,000 to support Caliber Foundation's hurricane disaster relief efforts. Over 280 golfers played across two courses and, with significant contributions from our partners, successfully raised vital funds for those impacted by hurricanes.

**\$400,000**

raised for disaster relief

**280+**

golfers played across  
two courses



## TAP and Changing Lanes Military Transition Program

### Mentoring the Next Generation: Caliber's TAP Success

The Caliber TAP is a cornerstone of our commitment to both industry advancement and community support. This 12-18 month paid competency-based training initiative provides hands-on auto body technician education, welcoming veterans and individuals seeking a fulfilling career in collision repair. Guided by Caliber's Purpose, Restoring the Rhythm of Your Life<sup>®</sup>, experienced technicians serve as dedicated mentors, imparting their expertise in a collaborative, live repair shop environment. This program fosters a robust, team-focused culture, where mentors not only share their passion and knowledge but also receive special bonuses upon the successful graduation and certification of their apprentices as Caliber auto body technicians who are ready to contribute to our network of over 1,800 centers.

#### 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

\* Learn more about [I-CAR](#).

TAP reached a major milestone with its 2,000th graduate, demonstrating its impact on tackling the national auto body technician shortage. Launched just over two years ago, the paid program provides essential hands-on experience, enabling graduates to confidently start their careers.

## Quick Facts on Industry Demand for New Hires\*\*

Between now and 2028

**Over half a million total technicians  
needed (automotive and collision)**

# 572K

between 2024 and 2028

**Automotive Techs**

Over

# 471K

new entrant  
techs will be  
needed

**Collision Techs**

Over

# 101K

new entrant  
techs will be  
needed

\* I-CAR<sup>®</sup>, 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.

\*\* Technician Supply and Demand Report 2024 by TechForce Foundation.



## Market Impact

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



# 2,000th

technician graduated from TAP in 2025 (since the program inception in 2022)

## Transitioning From Service to Success: Caliber's Commitment to Veterans

Caliber recognizes the challenges faced by military service members transitioning to civilian life and is dedicated to supporting those who have bravely served our country. Our Changing Lanes career skills program provides veterans with a pathway to a fulfilling career in the collision repair industry.

### Program Highlights

- **No Cost:** This program is provided to veterans at zero cost.
- **Frequent Start Dates:** New classes begin every five weeks, offering flexibility and convenience for veterans.
- **Guaranteed Job Placement:** Upon successful completion of the program, veterans are guaranteed job placement at one of Caliber's 1,800+ locations.
- **Comprehensive Support:** Caliber provides a GEARWRENCH professional tool package and a tailored training plan to support continued career growth.
- **Hands-On Training:** The program emphasizes hands-on learning, with 90% of the training focused on practical skills and Caliber's processes and procedures.
- **Industry-Recognized Certifications:** Veterans can earn over 30 I-CAR certifications, enhancing their skills and career prospects.

Caliber is proud to support veterans as they transition to civilian careers. Our Changing Lanes program provides a pathway to a rewarding career in the collision repair industry, offering comprehensive training, job placement and ongoing support. We are continuing to expand our partnership with the military to provide more opportunities for veterans and their families.





# Value and Responsible Stewardship

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## SUSTAINABLE VALUE GENERATION

# The Caliber Stewardship Road Map: Navigating Toward a Responsible Future

At Caliber, continuous improvement is embedded in our approach to responsible stewardship. We actively shape our EHS programs through proactive strategies, mindful procurement practices and collaborative engagement with industry stakeholders. Since 1997, we have led the collision repair industry in developing and adhering to comprehensive operating policies, investing in our teammates, and adopting advanced equipment and technology. Our strategic partnerships with leading environmental services firms further strengthen our commitment to minimizing our environmental impact. We believe that responsible stewardship enhances our competitiveness and value proposition, resonating with our teammates, partners and customers who prioritize sustainability.





## GHG EMISSIONS

# Caliber's Emissions Control: Reducing Our Carbon Footprint

Caliber began measuring its GHG emissions in 2022 and actively implements initiatives to reduce its environmental impact. To ensure accurate data collection and analysis, we partnered with Persefoni, a leader in carbon accounting and sustainability management software, for our GHG emissions tracking.

Our Scopes 1 and 2 emissions, primarily from purchased electricity, natural gas and our fleet of internal combustion engine vehicles, are significant due to the energy-intensive nature of our 1,800+ collision repair centers. We also are addressing our largest emissions source, Scope 3, which stems from our supply chain, particularly parts, paint and supplies. We are committed to annual GHG emissions reporting to track progress.

### Indirect Control



"Greening" of Supply Chain



"Greening" of Grid

### Direct Control



Energy Use Intensity (EUI) Treasure Hunts



Building Design and Equipment



HVAC System Requirements



T-Stats



LED Lighting



Paint Booths



Energy Procurement



HVAC Maintenance



Fleet Operations



## GHG Emissions (FY2022 and FY2023)

As part of our commitment to improving the quality of our sustainability reporting, we conducted our second full carbon footprint inventory across Scopes 1, 2 and 3 for FY2023 using guidance from the applicable GHG Protocol standards.

As described in more detail below, we also reviewed and refined our GHG reporting to more closely align with our business operations and provide greater transparency and precision in our reporting. We recognize the importance of robust environmental data management and will continue to apply rigorous review processes and methodological refinements as part of our ongoing sustainability journey. By improving the transparency and precision of our emissions reporting, we enable stakeholders to better track our progress toward meaningful carbon footprint reductions and long-term sustainability goals.

	Scope 1 <sup>1</sup> (MT CO <sub>2</sub> e*)	Scope 2 <sup>2</sup> (MT CO <sub>2</sub> e)	Scope 3 <sup>3</sup> (MT CO <sub>2</sub> e)	Total GHG (MT CO <sub>2</sub> e)	Carbon Intensity (MT CO <sub>2</sub> e/\$M revenue)
2022	101,923	84,032	467,375 <sup>4</sup>	653,329 <sup>4</sup>	0.0165
2023	118,958	97,298	620,002	836,258	0.0188
% Change	16.7	15.8	32.7	28.0	13.9 <sup>5</sup>

\* MT CO<sub>2</sub>e = Metric tons of carbon dioxide equivalent

<sup>1</sup> Scope 1 includes the use of natural gas in our 1,800+ facilities and our fleet of internal combustion engine vehicles.

<sup>2</sup> Scope 2 includes the use of electricity across our facilities (purchased electricity), including upstream and downstream impacts.

<sup>3</sup> Scope 3 includes all indirect emissions within our value chain but outside of our direct control, as measured by our supply chain (procurement activities).

<sup>4</sup> As part of our commitment to greater transparency and continuous improvement in sustainability reporting, we revisited and updated our Scope 3 GHG emissions data for FY2022. Our original disclosure of 438,147 metric tons of CO<sub>2</sub>e has been revised to 467,375 metric tons of CO<sub>2</sub>e following the integration of previously excluded Safety-Kleen waste data. This recalculation enhances the accuracy and completeness of our indirect emissions reporting, aligning with the GHG Protocol and global best practices.

<sup>5</sup> The increase in carbon intensity, which was lower than our absolute GHG increase, also reflects investments in legacy shop facility upgrades and welding equipment standardization in FY2023.



## Eco-Friendly Fleet: Modernizing for a Sustainable Future

To support our expanding mobile service operations and reduce our environmental impact, we added alternative fuel vehicles to our fleet. This initiative, coupled with the introduction of hybrid Ford Mavericks into our shop vehicle fleet, demonstrates our commitment to fleet modernization and emissions reduction.



## Trees for the Future

In 2024, Caliber's collaboration with Flo-Tech's Trees for the Future initiative resulted in planting 2,927 trees, directly offsetting the environmental impact of 24 million sheets of paper. This achievement underscores our commitment to reforestation and sustainability. Notably, our Q4 tree planting figure increased a remarkable 613% over Q3, driven by Flo-Tech's comprehensive management of Caliber's printer fleet. This expanded partnership demonstrates a significant and positive impact on our environmental footprint.

**2,900+**

trees planted, directly offsetting the environmental impact of

**24 million**

sheets of paper

**613%**

increase in tree planting





## ENERGY EFFICIENCIES

# Caliber's Engine for Efficiency

Caliber is committed to optimizing energy usage across its operations through strategic investments in several key initiatives. In our 2023 Sustainability Report, we proudly shared that over 100 Caliber Collision facilities across the U.S. were either newly constructed or retrofitted to meet modern environmental and safety standards. These upgrades included advanced HVAC systems, energy-efficient LED lighting, and improved water and paint booth systems, establishing a strong foundation for our environmental goals.

In 2024, we transitioned from commitment to measurable impact.

## Energy Efficiency Gains

Building on these earlier initiatives, we implemented a data-driven approach to reducing average energy usage per shop. Through a combination of LED retrofits, smarter HVAC controls, preventive maintenance and new compressor technology, we achieved a 22% reduction in average annual energy consumption per shop—decreasing from 179,612 kilowatt-hours (kWh) to 139,611 kWh.

This milestone reflects not only technical achievement but also the dedication of our cross-functional teammates across locations, from on-site safety captains to facility managers.





## Smarter Builds, Smarter Operations

Our newly constructed centers continue to lead the way, incorporating:

- Larger yet more efficient layouts, designed for sustainability without compromising service
- Ongoing investments in automation and monitoring through Internet of Things-based solutions

To enhance energy utilization management, particularly concerning the significant footprint of our HVAC systems, we implemented two distinct national programs.

- **Intelligent Climate Control:** We are deploying smart thermostats with centralized monitoring and control capabilities. The new thermostats were installed at 81% of our centers by the end of 2024. We also installed HVAC hardware upgrades at several of our Texas locations. This technology will enable us to precisely manage HVAC energy consumption, leading to significant long-term efficiencies. Starting in 2025, we will optimize the HVAC systems in several other locations across the country.
- **Proactive HVAC Management:** Complementing our technology upgrades, we implemented a national program for regular servicing and remote diagnostics of our HVAC systems. This program aims to maximize energy efficiency and minimize electricity usage across our network of collision repair centers. We partner with Crete United for our energy utilization management.

Caliber actively pursues enhanced energy efficiency and reduced environmental impact through these additional operational initiatives.

- **Next-Generation Paint Booths:** During new construction, acquisitions and facility upgrades, we prioritize the installation of advanced paint booths. These units incorporate the latest environmental and efficiency standards, including recirculating heated air and optimizing curing cycles. This results in reduced energy consumption and shorter processing times.
- **EUI Optimization:** To optimize energy efficiency across our portfolio, we perform EUI treasure hunts, proactively identifying and eliminating unnecessary energy consumption. Additionally, we conduct quarterly meetings to analyze high EUI sites, reviewing usage explanations, historical costs, proposed solutions and implemented improvements. Our goal is to develop case studies for 10-15 sites monthly by January 1, 2026, displaying effective energy-saving strategies.
- **2024 GHG Management Progress:** In 2024, Caliber completed its second full GHG inventory covering Scopes 1, 2 and 3 emissions for FY2023 using the Persefoni platform. We achieved significant energy efficiency milestones, including the completion of the LED lighting retrofit across Collision brick-and-mortar locations, with resulting energy use reductions validated through our GHG measurements.





## What's Next?

Looking ahead, our focus remains on scaling these efficiencies across all centers. Future programs will target lighting controls, further compressor optimization and real-time monitoring to unlock deeper savings. We are not just building to the highest standards; we are continually raising them.

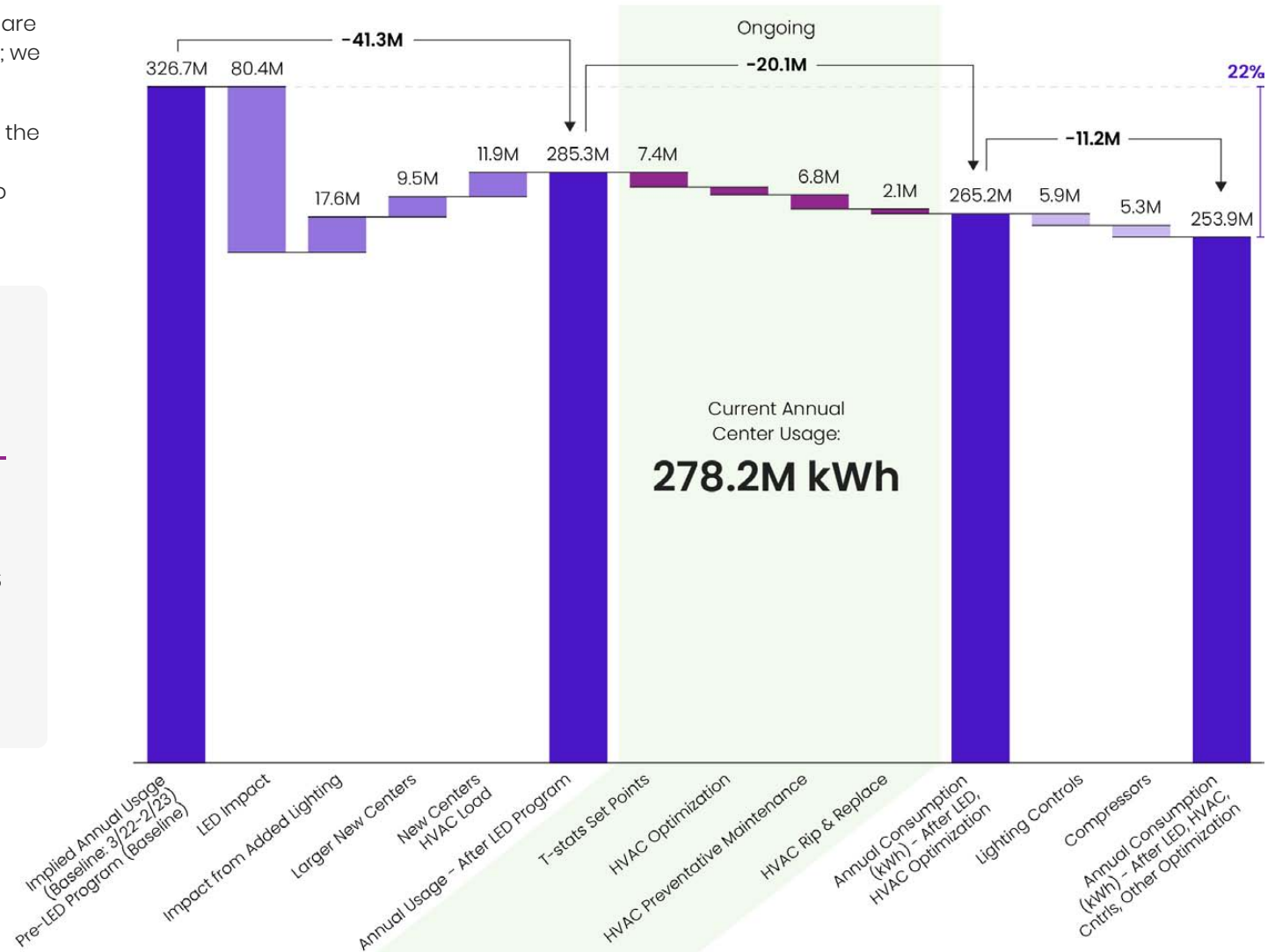
In New York, three of our centers became the first to use electricity generated by community solar projects. We continue to evaluate similar programs across the country.

### Illuminating Success: LED Retrofits Improve Teammate Experience

Our LED retrofitting initiative continued to deliver excellent results. Over the course of the retrofit program, we achieved an overall NPS of 9.98, surpassed our 70+ foot-candle requirement and received overwhelmingly positive teammate feedback.

## Total Portfolio Annual Usage

in millions



Based on current Center count of 1,819 as of Oct 2024





## ENTERPRISE EFFICIENCIES

# Caliber's Peak Performance: Sustainable Operations

At Caliber, we understand that environmental responsibility is integral to our commitment to teammates, customers and stakeholders. Our comprehensive sustainability program ensures that we operate with efficiency and respect for the environment.



### Precision Waste Management

We have implemented rigorous standard operating procedures for the identification, handling and disposal of all waste streams. Our detailed protocols, encompassing labeling, storage and disposal, consistently meet or exceed all applicable local, state and national regulations.



### Expert Hazardous Waste Handling and Emergency Response

Our teammates receive comprehensive training on hazardous waste management and emergency response procedures, both upon hiring and through annual refreshers, ensuring consistent adherence to safety and environmental standards.



### Expert Environmental Oversight

Our in-house environmental experts, supported by a third-party environmental consulting firm, maintain our policies and procedures to ensure continuous compliance with evolving laws and regulations. We provide on-site support during inspections, conduct routine training and perform quarterly audits at each location, with results reviewed by senior operations leadership.



### Strategic Waste Management Partnerships

Through national partnerships with leading waste management providers, we ensure the responsible handling of solid and hazardous waste streams, adhering to our nationally established standards that meet or exceed all regulatory requirements. Our specific recycling and management programs for materials such as headlights, used motor oil, antifreeze, oil filters, solvents and oily water further underscore our commitment to sustainability.



### Environmentally Conscious Repair Practices

To minimize our environmental footprint during repairs, we prioritize the use of environmentally friendly products, including low-VOC and waterborne paint systems. Additionally, we collaborate with our paint and coating suppliers to implement advanced coatings specifically designed to reduce waste and energy needs, such as fast-cure and low-energy formulations.



### The Impact of Intake Improvements

The improvements to our vehicle intake process yield significant environmental benefits. By optimizing scheduling and routing through refined workflows and technology, we reduce the total mileage traveled (TMT) for vehicles, which directly lowers fuel consumption and carbon emissions. Furthermore, innovative partnerships with companies such as HopDrive and Konexial contribute to these TMT reductions, supporting Caliber's environmental commitments while also decreasing operational costs.





## Leveraging Industry Leadership: Our Sustainability Partnership With Safety-Kleen

Caliber partners with Safety-Kleen, leveraging its market-leading expertise and comprehensive suite of sustainable waste management solutions. As an industry leader with a deep commitment to sustainability and safety that mirrors our own values, its capabilities are essential to our program. This strategic collaboration significantly advances our environmental stewardship, ensures responsible waste handling across our operations and helps us achieve key ESG objectives.



## Recycling Partnership With Republic Services

Caliber collaborates with Republic Services to manage waste streams and optimize recycling efforts across locations. We value this partnership, as Republic Services shares a vision to work with customers to create a more sustainable world through commitment, ingenuity and innovative solutions. Its approach aligns well with our own sustainability program. In 2024, our joint efforts achieved significant results, including diverting 27% of our waste from landfills into recycling streams. This contributed to an estimated total GHG reduction of 85,288 metric tons for the year, demonstrating the positive impact of working with a dedicated partner in sustainability.

**27%**  
of waste diverted

**85,288 mt**  
of GHG reduction



## CIRCULAR AUTOMOTIVE ECONOMY

# Driving a Closed Loop: Caliber's Circular Approach

At Caliber, we are committed to integrating sustainable practices into our premium repair services, which contributes to the circular automotive economy. This commitment is reflected in our highly trained technicians who deliver quality, safe repairs, our state-of-the-art facilities equipped with leading-edge technology and our industry-leading quality standards that include third-party verification. We prioritize the proper handling of hazardous materials, including batteries, and actively partner with leading auto recyclers and OEMs. The circular economy model prioritizes sustainability by promoting the repair, reuse and recycling of materials, minimizing waste and resource consumption. By embracing this model, we contribute to a more sustainable future for the automotive industry and beyond.

### Preserving Clarity: Caliber's Windshield Repair Initiative Reduces Carbon Footprint

Caliber's windshield repair program demonstrably lowers its carbon footprint and strengthens its commitment to environmental sustainability. By prioritizing repair over replacement, Caliber effectively minimizes GHG emissions. Repairing windshields avoids the energy-intensive process of manufacturing and transporting new windshields. It also diverts them from landfills, reducing waste and the associated environmental impact of disposal.

To quantify this environmental benefit of repair versus replace, we employ a life cycle assessment approach. By repairing rather than replacing just under 29,000 windshields, Caliber achieved a substantial 573-metric-ton reduction in CO<sub>2</sub> emissions, highlighting its environmental leadership. This is the same amount of CO<sub>2</sub> that approximately 26,062 mature trees can absorb in a year.





# Consistency

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## CONSISTENCY

# Caliber's Drivetrain of Trust

Driven by our Mission to be the most trusted automotive service provider of choice in every community we serve, we are committed to a comprehensive approach to responsible and ethical business practices. This encompasses robust cybersecurity and data protection measures, effective business continuity and disaster recovery planning, and an integrated ERM framework. Our culture-driven approach, emphasizing our Core Values from day one, differentiates us across industries. We reinforce these values through comprehensive onboarding and hold our leaders accountable for demonstrating them, as acknowledged by our teammates in our Voices in Rhythm survey.







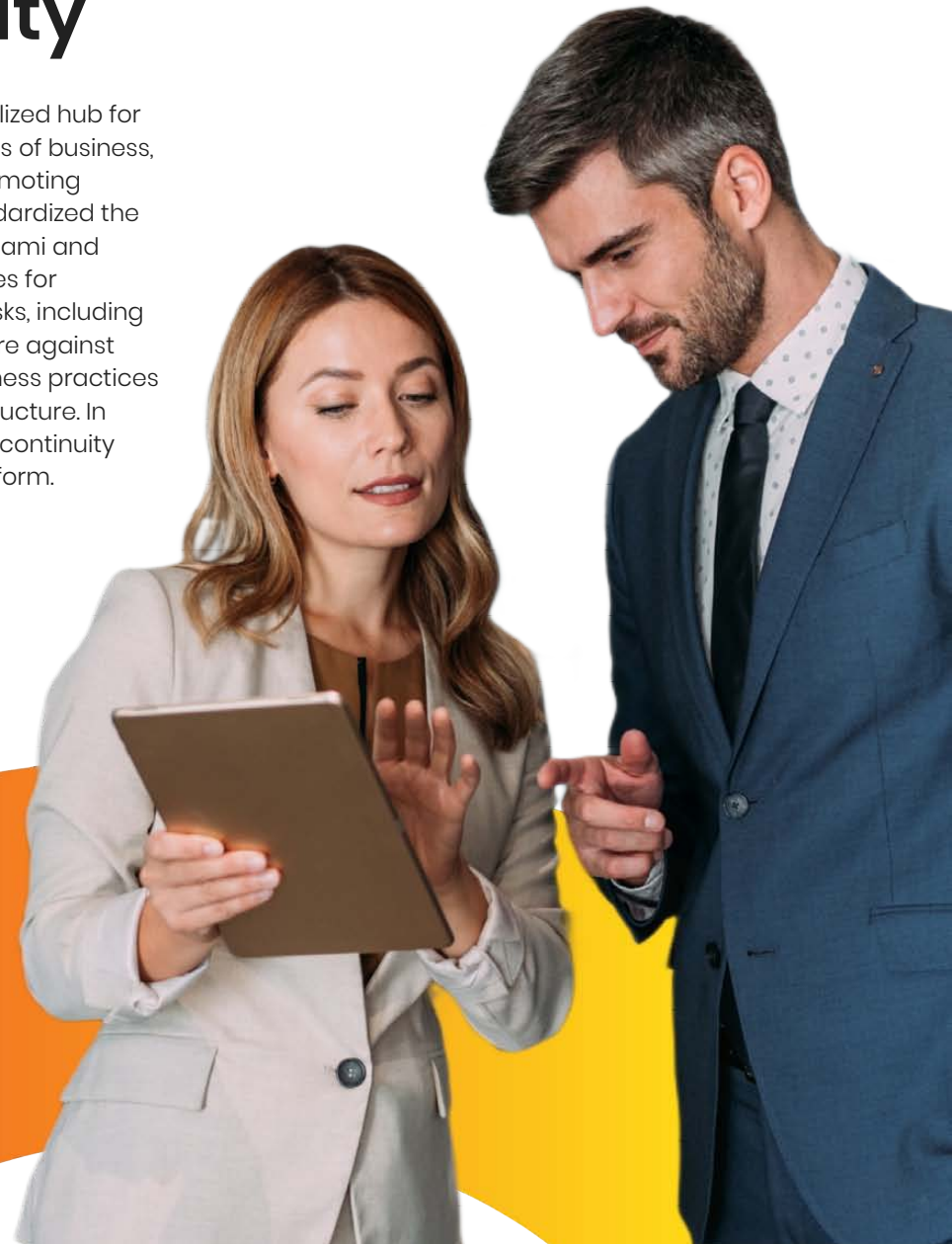
## ENTERPRISE RISK MANAGEMENT

# Caliber's Risk Navigation: Charting a Course for Stability

Caliber's comprehensive ERM program proactively identifies and mitigates current and emerging risks. Overseen by our Board's Audit and Risk Committee, the program involves leaders from various departments, including internal controls, IT, sustainability, legal and risk. These leaders collaborate to review existing risk programs, develop new policies and procedures, and evaluate the effectiveness of internal controls to address potential exposures like fraud and unauthorized system access. To further integrate sustainability and risk management, we established a new Sustainability and Enterprise Risk Management Council, ensuring alignment between these critical functions. To learn more, visit the [Oversight and Governance Structure](#) section.

Our ERM program is informed by periodic enterprise risk assessments and our sustainability materiality assessment, providing a holistic view of potential risks. In 2024, we implemented a new risk management information system with Origami Risk to further enhance our ERM program.

This platform serves as a centralized hub for managing our risk across all lines of business, streamlining our efforts and promoting greater efficiency. We also standardized the reporting of claims through Origami and continued to refine our processes for identifying and mitigating key risks, including implementing measures to insure against losses, developing resilient business practices and strengthening our IT infrastructure. In 2025, we will move our business continuity plans onto the Origami Risk platform.





## ETHICAL BUSINESS

# Caliber's True North: Ethical Business Practices

At Caliber, we are dedicated to upholding high ethical standards in all our business practices. With a team of over 30,000, we continually invest in optimizing our systems, policies and expertise to ensure compliance with all applicable laws and regulations at the federal, state and local levels.

### Robust Systems and Policies

We use a leading cloud-based human resources information system to manage teammate records, time entry and payroll services across all business lines. This system ensures consistent and efficient implementation of policy updates and changes. We have adopted comprehensive policies that reinforce our commitment to a workplace free from harassment and discrimination, fostering a welcoming and safe environment for all teammates. Our open-door policy encourages teammates to raise concerns with anyone in management.

### Upholding Ethical Standards Throughout Our Supply Chain

We hold ourselves and our vendor partners to the highest ethical standards. Our Supplier Code of Conduct requires all participants in our supply chain to act responsibly and comply with all applicable labor and employment laws.

### Expertise and Compliance

Our in-house team of experts, including lawyers specializing in safety, OSHA and employment law, ensures that we operate in compliance with all requirements. We also partner with a third-party

provider to monitor and report on relevant changes in laws and regulations that may impact our labor practices.

### A Culture of Ethics

Our commitment to ethical conduct is ingrained in our culture. We clearly define our Core Values, emphasizing "We Do the Right Thing," and we expect all teammates, from the boardroom to the front lines, to embody these values in their daily work. Our Business Code of Conduct and our Ethics Policy are reviewed by every teammate upon hire and whenever updates are issued. Annual reviews ensure that our policies remain relevant and address emerging issues. All management-level teammates undergo annual ethics training, led by senior leadership, to reinforce expectations for ethical conduct.

### Strengthening Our Commitment

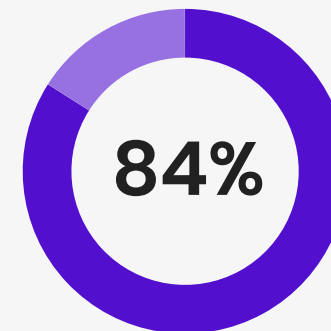
Reinforcing our Purpose and Core Values across the organization remains a priority, as reflected in feedback from our teammates, most of whom agree that their immediate supervisors' actions are consistent with our Purpose and Core Values. To further embed these principles, in 2024, we expanded and distributed our Ethics Policy to all teammates and updated our organization-wide

ethics training module, which is scheduled for delivery in 2025. Concurrently, we continued to utilize our cross-functional Sarbanes-Oxley (SOX) steering committee to further strengthen our internal control environment.

### Ethical Leadership



Teammates agree that their leaders' actions are consistent with Caliber's Core Values. This demonstrates a strong sense of trust and confidence in Caliber's commitment to ethical and principled behavior.





## CYBERSECURITY

# Shielding the Fleet: Advancing Cybersecurity Technology

Caliber prioritizes cybersecurity and data protection. Our dedicated internal cybersecurity team, supported by an expert third-party partner, continuously evolves our practices to address emerging threats and align with industry best practices. We employ a multilayered approach to safeguard data.



### Data Minimization

We collect and retain only the essential data required for auto repair services.



### Secure Payment Processing

We do not store customer banking or credit card information.



### Teammate Awareness

We regularly communicate with teammates about cyber threat prevention best practices.



### Data Use Policies

Our comprehensive IT Data Acceptable Use Policy outlines data privacy and security expectations for all teammates.



### System Segregation

We manage payment transactions and operational activities on separate systems to enhance security.



### Vendor Compliance

We perform 3rd party risk assessments and work with our vendor/partners to ensure proper controls.



### Ongoing Training and Testing

We conduct regular teammate training on data security and privacy, reinforced with ongoing phishing simulation tests monitored by an independent third party.

## Cybersecurity Updates for 2024

In 2024, Caliber further strengthened its cybersecurity posture through the following.

- ✓ **Expanded Cybersecurity Training:** We rolled out biannual cybersecurity training for all teammates to reinforce best practices.
- ✓ **Phishing Simulation Program:** We conducted weekly phishing simulations to promote vigilance and reinforce security diligence among staff.
- ✓ **Security-First Mindset:** We promoted a "Think Security First" culture to integrate security awareness across all operations.
- ✓ **Formalized Data Governance:** We launched a data governance committee to guide and oversee data management strategies.
- ✓ **Strengthened governance, risk and compliance (GRC) framework:** We enhanced GRC capabilities to improve overall readiness and execution.
- ✓ **Modernized Asset Management:** We advanced asset management processes and technology built on top of Ivanti's asset management platform.
- ✓ **Advanced Threat Detection and Defense:** We enhanced threat detection, investigation and defense capabilities through a new cloud data protection service (Microsoft Defender).



## EMERGENCY PLANNING

# Caliber's Pit Crew: Emergency Readiness

Caliber is committed to maintaining business continuity and minimizing the impact of unexpected disruptions, whether caused by natural disasters or cyberattacks. Our comprehensive business continuity and disaster recovery programs are continuously optimized and tested, including semiannual tabletop simulation exercises. These programs ensure that our teammates, customers and partners can rely on Caliber's resilience, even in the face of challenging circumstances.

### Crisis Management Team (CMT)

Our cross-functional CMT is activated in response to critical incidents. Comprising key members of our senior leadership, operations, facilities, IT, risk management, marketing and carrier relations teams, the CMT is prepared to effectively manage various crisis scenarios. The CMT conducts periodic tabletop simulation exercises to enhance preparedness and is supported by a leading third-party crisis management communications partner. This collaborative approach ensures a coordinated and effective response to any disruption, safeguarding our operations, teammates and stakeholders.







# Appendix

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Materiality Assessment

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# SASB Index

This index includes references to Caliber's disclosures using disclosure metrics developed by the SASB (now a part of the International Sustainability Standards Board of the International Financial Reporting Standards Foundation).

The specific metrics we have selected are drawn from three SASB standards across sectors: Auto Parts (Transportation Sector), Professional and Commercial Services (Services Sector), and Multiline and Specialty Retailers and Distributors (Consumer Goods Sector).

We evaluate and select the metrics we believe are most relevant to our business model and will continue to review periodically.

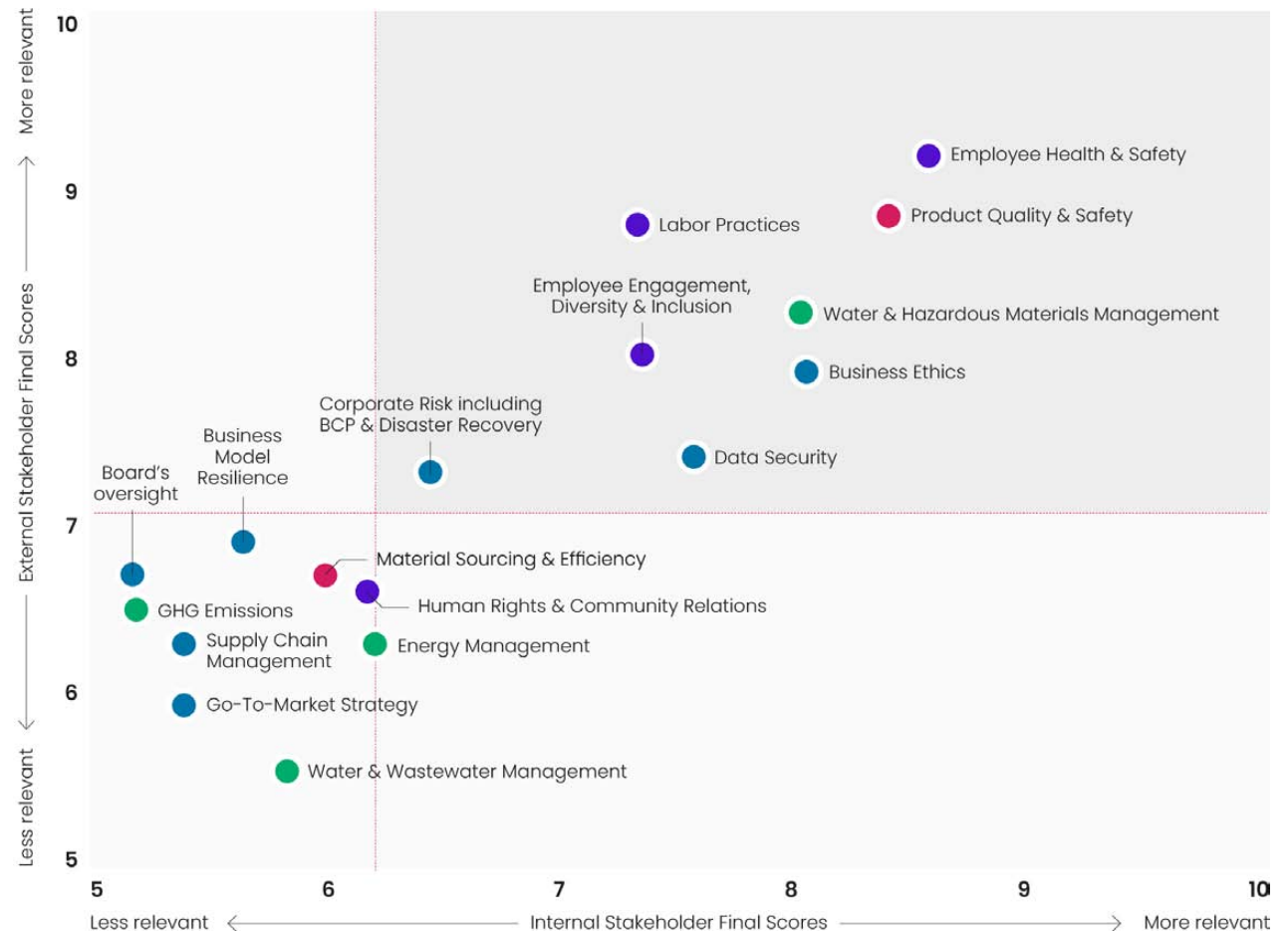
Material Theme	Metrics	Reference	SASB Standards
Teammate Health and Safety	Number of fatalities	Pages <a href="#">17-18</a>	SASB's Auto Parts Standards
Labor Practices	Description of labor practices	Pages <a href="#">19-20</a>	CG-MR-310a.3
Teammate Engagement and Diversity and Inclusion	Board diversity; teammate survey; specific disclosure about "belonging" survey question;	Pages <a href="#">21-24</a>	CG-MR-330a.1; SV-PS-330a.3
Product Quality and Safety	Description of quality management practices; limited lifetime warranty	Pages <a href="#">27-29</a>	TR-AP-250a.1
GHG Emissions	Scopes 1, 2 and 3 disclosures; EUI program; other emissions reduction efforts	Pages <a href="#">37-46</a>	TR-AP-130a.1; CG-MR-130a.1
Waste and Hazardous Materials Management	Solid and hazardous waste produced and recycled; description of policies and procedures; key partners	Pages <a href="#">45-46</a>	TR-AP-150a.1
Business Ethics	Description of Code of Ethics; policies and procedures governing business operations and decisions; Core Values; reporting hotline	Page <a href="#">51</a>	SV-PS-510a.1
Data Security	Description of policies and procedures; use of customer data	Page <a href="#">52</a>	CG-MR-230a.1; CG-MR-230a.2; SV-PS-230a.1; SV-PS-230a.2
Corporate Risk, Including BCP and Disaster Recover/Enterprise Risk Management	Description of business continuity and disaster recovery plans and other ERM programs	Page <a href="#">50</a>	SASB's Auto Parts Standards



# Materiality Assessment

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. After culling primary and secondary insights—which were researched and benchmarked against widely accepted sustainability models and metrics—it became clear that Caliber was already engaging in many sustainable practices. To ensure that our sustainability efforts remain focused on the most relevant issues, we plan to revisit our materiality assessment every two years in coordination with our overall biennial enterprise risk assessment. Our most recent assessment confirmed that our sustainability efforts are focused on the issues that matter most to our business and key stakeholders.

## Materiality Matrix: Near Term



1 Our Voices in Rhythm all-teammate survey is conducted every 18 months, with the most recent survey in 2024.

\* Red lines indicate average score.



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