



SAFEGUARDING THE FUTURE OF **VEHICLE REPAIR**

How Europe can keep mobility cost-effective and sustainable

LKQ

Keeping you moving



TABLE OF CONTENTS

03 Foreword

04 Four pressures reshaping European vehicle repair

10 Expanding choice: matching the right part to the right repair

15 Building the capability to repair tomorrow's vehicles

20 What needs to happen next

Who this paper is for:

This paper is intended for repairers, insurers, policymakers and aftermarket partners shaping the future of vehicle repair.

FOREWORD

“European vehicle repair stands at a critical point”

If you're running a workshop or bodyshop, you'll know instinctively that European vehicle repair stands at a critical point.

Across the continent, repairers are being asked to do more than ever.

They must support a vehicle parc that is ageing in one corner, and electrifying in another.

They must balance investments in new skills and tooling with cost pressures that have mounted steadily over the last five years – pressures that are hitting the pockets of motorists just as hard.

And at the same time, regulators are rightly raising expectations around sustainability, circularity and environmental performance – while also moving goal posts on fuel transition deadlines.

So, if you're a workshop or bodyshop, you're managing rising costs; investing in retooling and reskilling for plug-in and ADAS demand; delivering a cost-effective service for customers; and meeting an increasingly regulated vision for sustainability – all at once.

It doesn't add up, does it?

That's the assumption we want to challenge in this whitepaper. Cost efficiency and sustainability interests can work together in harmony. Sustainability can enable cost efficiency.

Done right, sustainable repair means giving workshops access to the full range of parts options – new OEM, trusted third-party and private label, remanufactured and reused OE – so they can choose the right solution for each job based on cost, quality, availability and environmental impact.

Alongside better battery diagnostics, longer vehicle lifecycles and more efficient use of resources, that breadth of choice is what will keep repair economically viable—for repairers and for their customers.

The question today is if the aftermarket has the parts supply, skills, data access and collaboration needed to make it standard practice rather than the exception.

This whitepaper explores how we get there – and why it matters for every business that depends on keeping vehicles safely and affordably on the road.

The solutions won't come from any single company or policy. But they are within reach – if we're willing to work together to build them.



Andy Hamilton

President & Executive
Managing Director
LKQ Europe

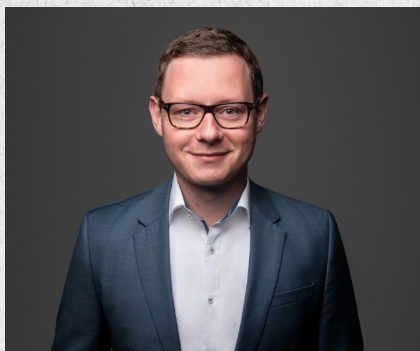
A full-page background image of a male mechanic with a beard, wearing a dark jacket and work pants, focused on working on a car's wheel hub and brake assembly. The scene is set in a workshop with various tools and equipment visible in the background. A blue gradient overlay covers the right side of the image, where the text is placed.

01

FOUR PRESSURES RESHAPING EUROPEAN VEHICLE REPAIR

Technology, skills,
sustainability,
cost efficiency

Decorative blue geometric shapes, including a large curved line and a diagonal line, located in the bottom right corner of the page.



Dr.-Ing. Christoph Schon,
Head of Innovation,
LKQ Europe said:

“Four big pressures are reshaping the European aftermarket. First, technology: electrification and increasingly complex vehicle systems are changing what repair looks like. Second, skills: the people in the workshop who ultimately have to understand these technologies and put them to use. Third, sustainability: the industry needs a credible path forward on circularity and emissions. And finally: cost. Inflation, tighter consumer spending and an ageing car parc are all putting pressure on repair economics. Any one of these would be significant on its own. Taken together, they are reshaping the entire economics of repair.”

Europe’s vehicle repair ecosystem is undergoing structural change. What was once a relatively stable service model – labour plus parts, largely mechanical in nature – is now being reshaped by interlinked pressures that are redefining repair economics.

Technology, skills, sustainability and cost efficiency are intersecting and colliding. Together, they raise a fundamental question: can the current repair model continue to deliver cost-effective, sustainable mobility at scale?

1) Technology: electrification and complexity

Vehicle technology is evolving faster than the traditional repair model was designed to accommodate.

Electrification is the most visible shift, introducing high-voltage systems and new safety protocols. However, complexity is not limited to electric vehicles. Across all powertrains, modern vehicles increasingly rely on integrated electronics, sensors and software-driven systems with significantly different diagnostic requirements.

This complexity is reshaping repair economics. In some cases, relatively minor component failures can trigger disproportionately high replacement costs, particularly where parts are integrated into larger systems – leading to unnecessary full component replacement.

Beyond electrification, advanced driver assistance systems (ADAS), embedded sensors and software integration are becoming standard across the vehicle parc. Even routine repairs may now require recalibration, software updates or specialist diagnostic capability.

These developments increase labour time, tooling requirements and training demands. They also intensify dependence on manufacturer data – particularly VIN-level part identification, diagnostic protocols and system specifications. Where access to that data is restricted, incomplete or inconsistent across markets, repair complexity increases and costs rise. For the independent aftermarket, fair and standardised access to vehicle data has become a structural issue.

The result is a repair model that is more data-driven, more safety-sensitive and more capital intensive than in previous decades.



2) Skills: a widening capacity gap

Technology and sustainability ambitions ultimately depend on people. Yet across Europe, the repair workforce is under pressure.

In several major markets, only a minority of technicians currently hold formal high-voltage or EV-related qualifications. Recruitment into the automotive trades is uneven, and experienced technicians are retiring faster than new entrants are being trained.

However, the challenge extends beyond workforce capacity. As vehicles become more complex and repair options diversify, technicians play an increasingly central role in determining how vehicles are repaired - including which parts are specified and which repair pathways are pursued.

Where confidence in newer technologies, alternative parts or repair methods is limited, default decisions may favour full component replacement or familiar supply channels. This can limit the adoption of more cost-effective or sustainable repair solutions, even where they are technically viable.

Closing the skills gap therefore requires more than training volume alone. It requires building confidence, standardising processes and ensuring technicians have access to the information, tools and support needed to make informed repair decisions.

Kevin Pearce, Managing Director at LKQ Electriq said:

“Technicians need to buy the part they think will be best for the job. But if they don’t have confidence in alternative or recycled parts, they simply won’t ask for them. So, building that skill and confidence is critical, because it directly shapes how vehicles are repaired.”



Kris Van der Plas, Head of EU Public and Regulatory Affairs at LKQ Europe, explains: “Regulation can set direction, but it must remain commercially workable. Circularity needs to be designed with the realities of workshops, insurers and dismantlers in mind - otherwise compliance risks becoming theoretical rather than practical. The new ELV Regulation has the elements in it to benefit re-used and remanufactured parts.”

3) Sustainability: circular ambition meets commercial reality

Sustainability expectations are rising. The European Union’s Clean Industrial Deal and proposed revisions to End-of-Life Vehicle (ELV) legislation all signal a stronger emphasis on circularity, reuse and reduced lifecycle emissions.

For the aftermarket, this translates into growing policy support for remanufactured and reused OE parts, alongside wider use of aftermarket parts and extended vehicle lifetimes. However, ambition alone does not ensure adoption.

In other words, sustainability objectives must align with cost efficiency and operational viability. If regulation outpaces technical readiness or economic margin, unintended consequences can follow - including reduced repair capacity or premature vehicle scrappage.

The challenge for policymakers and industry alike is ensuring that circular ambition strengthens, rather than destabilises, the repair ecosystem.

4) Cost efficiency: the economics of repair under strain

Repair costs across Europe have risen steadily in recent years. Labour inflation, energy costs, higher part prices and more complex vehicle architectures have all contributed to upward pressure on average repair bills.

Parts alone typically account for 40–55% of total repair costs in many European markets, meaning parts choice has an outsized influence on cost efficiency. However, the economics of repair are shaped not only by the price of parts themselves, but by the repair process as a whole.

Delays in sourcing components, uncertainty around availability, or incomplete parts deliveries can extend vehicle downtime and increase labour costs. For workshops operating to tight schedules, these inefficiencies can quickly outweigh nominal savings on individual components. In this context, cost efficiency is as much about predictability and speed as it is about unit cost.

At the same time, motorists facing broader cost-of-living pressures are becoming more price sensitive, while insurers are applying greater scrutiny to repair decisions. This combination is tightening the margin for economically viable repair, increasing the likelihood that vehicles are written off where costs become uncertain or disproportionate.

Cost efficiency is therefore becoming a structural constraint on repair volume and workshop throughput.

Kevin Pearce, Managing Director at LKQ Electriq said: As an independent garage owner, I understand that the real commodity we sell is time. We buy time from our technicians and sell it to customers – parts are almost secondary. If a job is delayed because a component is missing, that vehicle is stuck on the ramp and we can lose hours of labor. At that point, it's not about the cost of the part anymore – it's about lost productivity. That's why speed, accuracy and completeness of supply are absolutely critical.



A system under simultaneous pressure

Each of these forces - technology, skills, sustainability and cost efficiency- would be significant on its own. Combined, they are reshaping the economics of repair.

Cost efficiency pressures demand cost control and smarter parts sourcing.

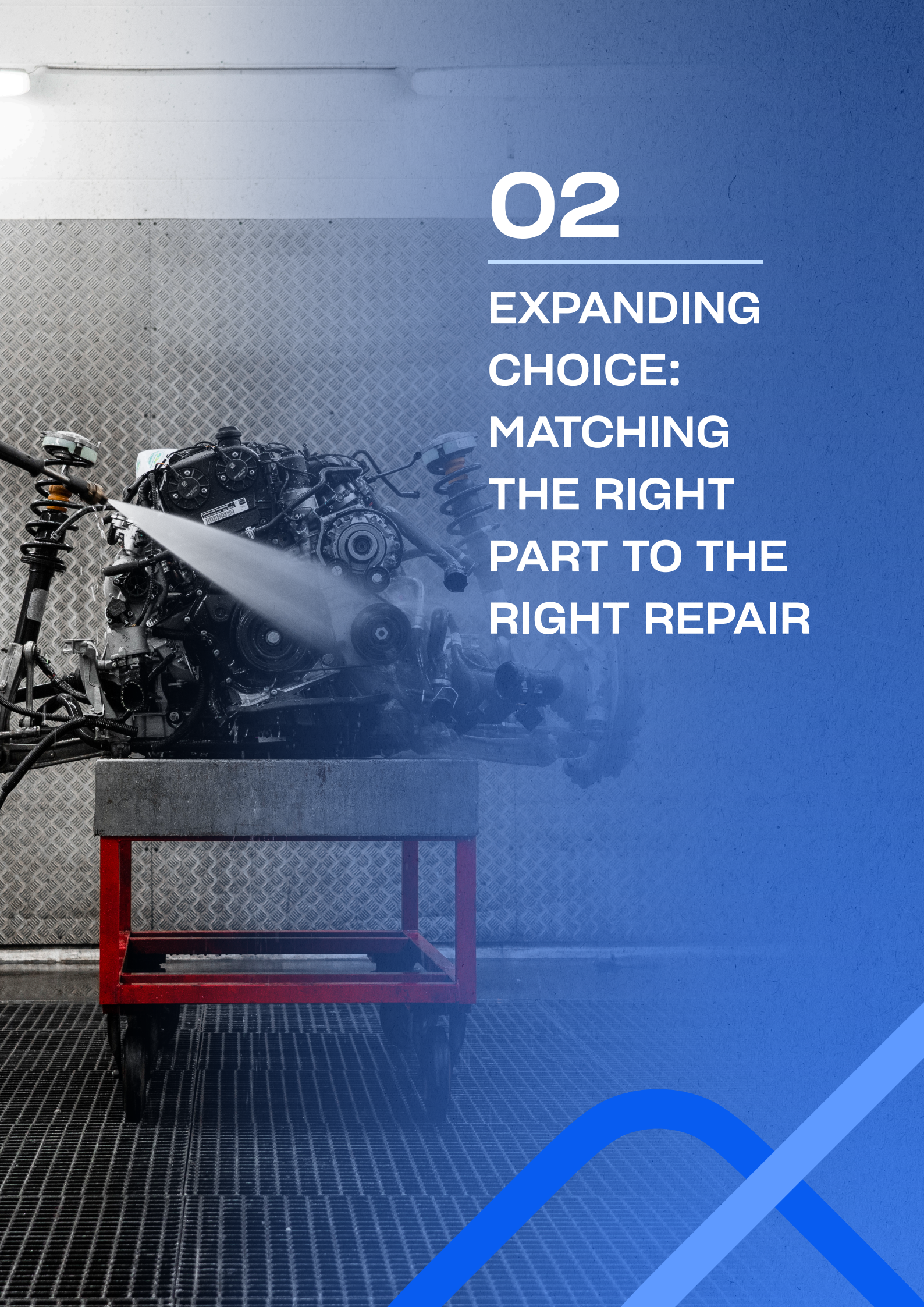
Sustainability expectations push towards reuse, remanufacturing, component repair and longer vehicle lifetimes.

Technology increases complexity, safety requirements and dependence on data.

Skills shortages constrain the system's ability to respond at pace.

The European aftermarket is not facing a single challenge, but a structural transition. Whether it can continue to deliver cost-effective, sustainable mobility at scale will depend on how effectively these pressures are addressed in combination, rather than isolation.



A detailed photograph of a car engine mounted on a red metal stand. A high-pressure water spray is directed at the engine from the left, creating a misty effect. The background is a wall with a diamond plate pattern. The entire image is overlaid with a blue gradient and a white wavy line in the bottom right corner.

02

**EXPANDING
CHOICE:
MATCHING
THE RIGHT
PART TO THE
RIGHT REPAIR**

As vehicle repair costs continue to rise across Europe, the economics of replacement parts are under increasing scrutiny.

Labour inflation, growing vehicle complexity and higher component prices have all pushed average repair bills upwards. According to industry estimates, parts account for 40–55% of total repair costs in many European markets, meaning parts choice has an outsized influence on cost efficiency.

Modern repair increasingly depends on workshops being able to select from across a broad portfolio: new OEM components, trusted third-party and private label parts like LKQ's Emotive range, certified remanufactured components, and reused or repaired OE parts. Each plays a distinct role.

New OEM parts remain essential where there isn't yet an aftermarket alternative and to meet customer preference. Private label and third-party new parts offer proven quality at more competitive price points. Remanufactured parts extend component life while meeting OE-equivalent standards. Recycled OE offers genuine manufacturer parts at significantly lower cost and carbon intensity. Repair solutions are also important, such as electronic component repair provided by companies like ACtronics. The technician's job is to match the right part or repair option to the right job.



**Annick Jourdenais,
Managing Director
of LKQ Synetiq said:**

"Sustainability tends to attract a premium, when you think of goods like organic foods. But in the case of car components, it actually works out cheaper to buy the sustainable alternative while being better for the planet."

Winning technicians' trust

There's an opportunity to build greater choice with reused and remanufactured parts. The economic argument is well established. Industry analyses consistently show that remanufactured and reused OE parts can cost 30–60% less than new OEM dealer components, depending on the category. This creates additional repair options alongside both OEM and aftermarket parts.

The sustainability case is strong too. The European Remanufacturing Network has estimated that remanufacturing typically preserves 70–85% of the original material by weight and can reduce energy consumption by up to 80% compared to producing a new component. Reused OE parts can also deliver significant carbon savings by avoiding the manufacture of equivalent new components. In one accident-repair scenario modelled by VRA Certification, Oakdene Hollins, Allianz and SYNETIQ, using locally sourced reused parts for a front bumper, headlight, bonnet and front door delivered an estimated saving of up to 177 kg CO₂e compared with new replacement parts.

Yet adoption of recycled and remanufactured parts remains uneven. In many cases, this is not due to questions over quality alone, but to challenges around availability, consistency and ease of integration into the repair process.

The regulatory viewpoint

Kris Van der Plas, Head of EU Public and Regulatory Affairs at LKQ Europe:

“Regulation has a key role to play in expanding the adoption of reused OE parts. France is one of the only European countries with a clear legal obligation for repairers to give consumers the choice to use parts from the circular economy instead of just new ones when available.

“There’s no direct pan-European equivalent to France’s offering yet – though right-to-repair and circular economy regulations moving through the EU institutions will influence national laws between now and 2027. Using reused OE parts can make repairs more cost efficient and viable, helping prevent avoidable write-offs and keeping vehicles in service for longer. That supports EU circular economy goals by reducing the need for new replacement parts and vehicles.”

For repairers working to tight turnaround times, uncertainty around whether a part will be available, arrive on schedule or meet specification can outweigh potential cost advantages. As a result, alternative parts are often treated as a secondary option rather than a default choice.

Building confidence in alternative parts and component repair solutions therefore depends on more than demonstrating cost and environmental benefits. It requires reliable supply, consistent quality standards, complete and accurate data to identify the right part for the vehicle, clear warranty frameworks, traceability for used parts and seamless integration into existing repair workflows.

Across much of Europe, vehicle dismantling and the reused OE parts supply chain and remanufacturing remain fragmented. Many dismantlers operate on a contract-led basis, processing vehicles as they arrive rather than purchasing based on demand signals. Inventory can be dispersed, grading standards may vary, and digital integration with insurers and repairers is inconsistent.

For repairers and bodyshops working to tight key-to-key targets, uncertainty around fitment, lead times or warranty coverage can quickly outweigh cost advantages.

Reforming the approach from salvage to distribution

A growing number of operators are seeking to professionalise the channel by shifting from opportunistic dismantling to demand-led purchasing, underpinned by data.

Rather than stripping whatever arrives in the yard, vehicles are acquired based on known demand for specific components, improving availability and reducing stock volatility. Standardised grading, VIN-based traceability and clearer warranty frameworks help close the perception gap between “salvage” and “specified part.”

Iwan Schmitz, Managing Director – Remanufacturing, at LKQ Europe, said:

“Salvage is really the starting point of remanufacturing. We need a core from a vehicle to begin the remanufacturing process, and that core is generated through salvage. If both sides understand each other’s needs, it creates a much stronger system—salvage can source vehicles more effectively, and remanufacturing gains access to the parts to remanufacture at scale.



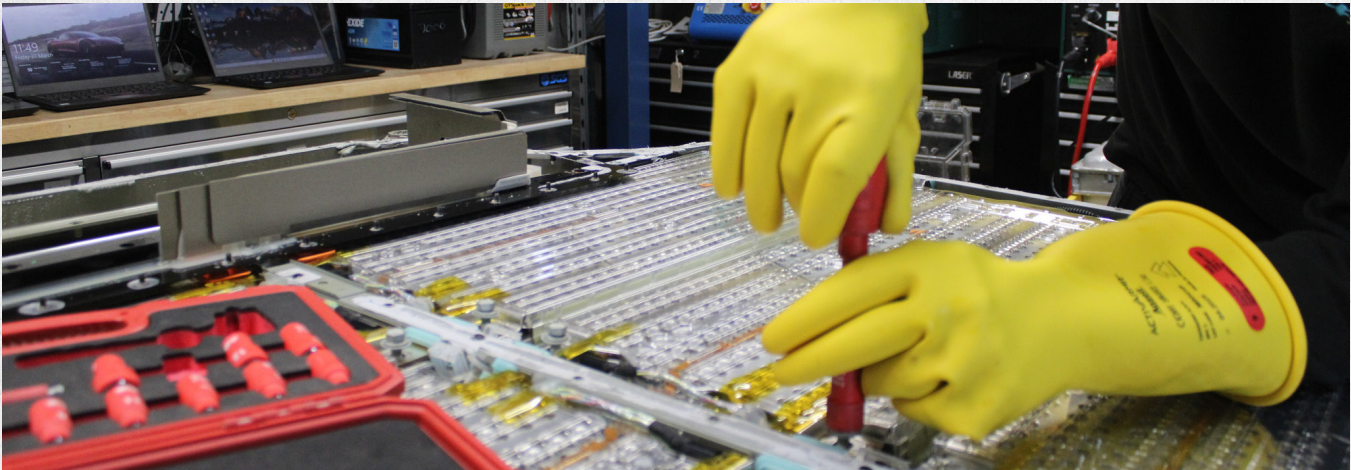
“If salvage understands the demand for and the value of core components, it can bid more effectively at auction, securing more vehicles. This increases both used parts availability for salvage, and core availability for remanufacturing. So it’s actually beneficial for both parts of the business if we understand each other’s needs and how we can support each other.

“Salvage is also an early indicator of where remanufacturing or component repair potential exists. You see where parts are failing first, and as demand for used parts increases, that signals where it makes sense to develop a remanufactured alternative. Especially if the new OEM part is not available or very expensive, it opens up the market for a remanufactured or a component repair solution. That’s the space our latest acquisition ACtronics has built their business in – repairing complex electronic components where there’s no cost-effective new alternative. As vehicle technology becomes more complex, that kind of specialist capability in electronic component repair becomes even more valuable, which is why bringing them into the group was an important step for us.”

LKQ’s evolving European salvage and remanufacturing footprint provides one example of how that model is developing at scale.

Today, that cluster spans multiple markets and capabilities, reflecting a broader move towards scale, integration and standardisation across Europe.

LKQ’s European network of remanufacturing and recycled parts operations		
Norway & Sweden	LKQ Atracco	Recycling and selling used original parts as well as materials like metal, rubber, and glass.
Netherlands	Rhenoy	Sales of remanufactured engines, used engines and used OEM car parts.
UK	LKQ Synetiq	The UK’s leading vehicle salvage, dismantling and recycling company.
Netherlands and UK	ACtronics	A leading European specialist in the repair and remanufacturing of automotive electronic components
Europe and Tunisia	Vege and MRT	Leaders in remanufactured ICE powertrain components, calipers and turbo’s sold as part of the Emotive portfolio



Winning customers' trust: from consumers to insurers

Annick Jourdenais, Managing Director at LKQ Synetiq said: “At the moment, customers don’t always trust that when they look at a part online, it’s actually the right one. As soon as we can rely on real data – having the correct OE part number, accurate information and clear pictures – that confidence starts to grow. And when that happens, the mindset of the market begins to change, and people start to see this as a real, viable alternative.

“The relationship with insurance companies is key too. If they can trust that you can bring a real solution at scale, whether in the UK or across Europe, then they will start to change how they behave and how they make decisions from the very first point of contact when they decide if a vehicle should be repaired or written off.

“When parts are available at a significantly lower costs and straight away, it also avoids delays – and that has an impact across the whole process. For insurers, that can mean lower costs, because you’re not putting someone into a courtesy car for longer than necessary. All of these things together start to change the mindset of the market.”

Magnus Tagesson, CEO at LKQ Atracco, added: “In the Nordics, we’ve worked with insurance companies for a long time, and trust has been the key factor in driving adoption of used parts. But that trust has to exist across the whole chain – insurers, repair shops and end consumers. To achieve that, we’ve focused on quality measurement and traceability, so every part is clearly defined, and the customer feels confident in what they’re getting.”

Together, these shifts – structured data access, warranty parity and technical standardisation – point to a maturing salvage ecosystem. Used parts already offer proven quality, alongside cost and carbon advantages. The next phase is building the infrastructure and alignment needed to make them routine rather than exceptional. As repair complexity increases and cost pressures intensify, that transition may become less optional and more inevitable.



A detailed photograph of a car engine mounted on a red metal stand. A high-pressure water spray is directed at the engine from the left, creating a misty effect. The background is a blue wall with a diamond plate pattern. The floor is also covered in a similar pattern. The overall image has a blue tint, and there are decorative blue curved lines in the bottom right corner.

03

**BUILDING
THE
CAPABILITY
TO REPAIR
TOMORROW'S
VEHICLES**

How is the industry closing the skills gap in EV repair? And what are the stopgaps emerging to meet demand as the industry retools and retrains?

How urgently does Europe need EV repair capability? That depends where you are.

In Norway, where 96% of new cars sold in 2025 were battery electric, the question has already been answered. In Latvia, where 79% of sales were still petrol or diesel, the pressure will feel far less immediate.

But across the EU, EFTA and UK, almost two-thirds of new cars sold in 2025 featured some form of electrification: battery electric, plug-in hybrid or hybrid. It shows a fragmented fuel mix remains, but a shift is underway – and it's accelerating.

For most repairers, the question is now how quickly they can build EV capability safely and cost-effectively.

How big is the skills gap?

Europe's EV repair skills gap is real, but difficult to quantify precisely. There is no single, harmonised measure of how many technicians are ready to work on electrified vehicles, and the available national data is patchy. Some sources track technician qualifications, others workshop authorisation, training completions or sector certifications, making country-by-country comparisons unreliable.

The UK provides one of the clearest benchmarks: around one in four automotive technicians is formally EV-qualified (IMI, 2025). Other European indicators are less directly comparable, but they point to the same conclusion: high-voltage repair capability remains far from universal. In many markets, EV readiness still sits with a minority of technicians or specialist workshops.

For repairers, the issue is whether businesses can build the right level of capability at the right time, balancing safety, cost and demand as electrified vehicles become a larger part of the parc.



¹ <https://www.acea.auto/pc-registrations/new-car-registrations-1-8-in-2025-battery-electric-17-4-market-share/>

Do we have enough training?

Efforts to close the gap are underway, driven by both industry and policymakers.

At EU level, the Transition Pathway for Mobility - launched by the European Commission in 2024 - provides a framework to support the green and digital transformation of the mobility ecosystem. Rather than a legislative mandate, it operates through voluntary pledges from companies, industry bodies, training providers, public authorities and social partners, each committing to concrete investments and actions.

Skills development is a central pillar of the pathway. Among the first wave of pledges are technician training initiatives focused on preparing the aftermarket for electrification.

For example, LKQ Europe has committed to upskilling 24,000 technicians across 13 European countries by 2028 – in the EU and UK. The programme includes multi-level training covering EV diagnostics, high-voltage safety, de-energising procedures and repair standards aligned with European requirements.



Andy Hamilton,
President & Executive
Managing Director,
LKQ Europe, said:

“Our pledge directly contributes to the EU’s vision of a greener, more digital mobility landscape. And more broadly, our pledge will support the future of the automotive aftermarket as it adapts to remain competitive in a rapidly changing world – keeping people and businesses moving safely, affordably and sustainably.”



Bridging capability gaps through specialist support

For many independent repairers, however, the challenge is not simply skills, but timing and economics.

Building full in-house EV capability requires investment in high-voltage tooling, safe workspaces, diagnostic equipment and ongoing technician training. At a time when EV volumes within the overall car parc remain uneven across markets, that level of retooling can be difficult to justify immediately.

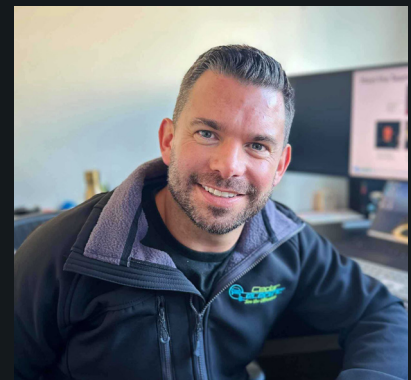
As a result, specialist support models are beginning to emerge. One example is LKQ Electriq, a specialist UK-based venture designed to support independent garages and bodyshops with complex EV battery and high-voltage repairs. Rather than requiring workshops to invest heavily upfront, the model allows them to outsource advanced repair work while retaining the customer relationship.

By centralising expertise and infrastructure, specialist providers can achieve scale more quickly than individual garages. This creates a stopgap solution: workshops can continue servicing an increasingly electrified vehicle parc without turning work away, while gradually investing in internal capability as demand becomes more predictable.

Such models do not eliminate the need for workforce upskilling, but they illustrate how the aftermarket is adapting pragmatically - balancing investment risk with the pace of electrification.

Kevin Pearce, Managing Director at LKQ Electriq said: "Nine times out of ten, when we see a premature battery failure, there is a repair method - even if it's not widely recognised yet. By developing those solutions, we've been able to offer repairs at a fraction of the cost. Instead of the dealer garage performing a £20,000-plus battery replacement, we can sometimes repair a vehicle for around £7,000 - and that's a completely different outcome for the customer."

"Changing this perception is one of the biggest challenges with electric vehicles today. People are hesitant to buy a used EV because they assume a battery failure will cost £20,000 or more. But if we can demonstrate that batteries can be repaired at a much lower cost, that completely changes the equation."



Specialist repair depends on specialist supply

Specialists like LKQ Electriq also highlight a less visible dependency: the parts supply that makes complex EV repair possible in the first place. Many internal battery components are not available to buy new – so without access to high-quality reused components from salvage, much of the repair work simply could not be done.

The relationship with LKQ Synetiq, the UK's leading vehicle salvage and dismantling business, is central to this. A single recovered battery pack can provide the components to repair many more vehicles.

The integration works both ways. As LKQ Electriq identifies demand for specific EV components, LKQ Synetiq gains clearer visibility of which parts hold value on incoming vehicles – informing bidding decisions at auction and expanding the usable inventory recovered from each vehicle. Components that previously held little or no resale value now have a defined purpose.

Annick Jourdenais, Managing Director at LKQ Synetiq said:

“Before this, these batteries had zero value – we weren't selling them. Now, knowing there's demand for the battery and the other EV components helps us bid more effectively at auction, which means we can secure more vehicles. It also means components we wouldn't previously have inventoried suddenly have value. When LKQ Electriq asks for a specific part, we often find we have it – we just weren't looking for it before. That changes everything we do going forward.”

Kevin Pearce, Managing Director at LKQ Electriq:

“Without LKQ Synetiq, we can't do what we do. There are internal battery components you simply can't buy new, so having access to high-quality recycled parts through the group is fundamental. One good Tesla battery from Synetiq can let us repair up to 16 others that have a single module failure. That's a huge step forward for the life cycle of an electric vehicle.”

A growing capability

Electrification is reshaping Europe's repair landscape unevenly but irreversibly. While only a minority of technicians are currently EV-ready, training initiatives and specialist support models are helping the aftermarket respond. The challenge now is scaling capability at a pace that matches vehicle adoption – without overextending independent operators financially.



04

WHAT NEEDS
TO HAPPEN
NEXT



Ten priorities for cost-effective, sustainable repair

The pressures explored throughout this paper are structural. Addressing them will require coordinated action across repairers, insurers, distributors, dismantlers, OEMs and policymakers.

The following ten priorities offer a practical roadmap for safeguarding the future of vehicle repair in Europe.

01. Treat cost efficiency and sustainability as inseparable goals

Repair must remain economically viable for motorists, insurers and workshops alike. Circularity initiatives and carbon reduction targets should be designed to reduce cost pressures, not add to them. Sustainable repair must enable cost efficiency and not compete with it.

02. Professionalise alternative parts supply across Europe

Recycled OE and remanufactured and repaired parts cannot remain secondary options. Scaling alternative parts requires not only supply, but consistent availability, predictable delivery and seamless integration into repair workflows.

03. Standardise quality, warranty and traceability

Clear grading frameworks, VIN-level provenance and warranty parity are essential to insurer and bodyshop confidence. When reused OE parts are supplied with the same accountability as new parts, adoption accelerates.

Trust in alternative parts will depend on the ability to match or exceed the reliability, service levels and accountability associated with new components.

04. Improve access to vehicle and parts data

Secure fair, structured access to vehicle and parts data. Modern repair is data-driven. VIN-to-OE mapping (having the exact OE numbers for all the parts that exist in a specific vehicle based on its VIN), diagnostic protocols, battery management data and technical repair information underpin every part of the process - from accurate parts matching to safe high-voltage work and ADAS recalibration. Where that data is restricted or fragmented, complexity rises, costs increase and confidence in alternative repair pathways declines.

05. Scale EV and battery repair capability

Electrification is accelerating unevenly but irreversibly. Workshops will need defined pathways for high-voltage depowering, battery diagnostics, reuse and safe recycling. Specialist hubs and collaborative models may help bridge capability gaps while demand for electric vehicles and hybrids matures.

06. Invest in technician training at pace

The skills gap, particularly in EV and hybrid repair, risks becoming a bottleneck for both safety and capacity. Industry-led training commitments, public-private partnerships and harmonised qualification standards will be essential to scale workforce readiness.

07. Encourage collaboration over fragmentation

Fragmentation across salvage, remanufacturing and repair limits scale and efficiency. Shared inventory networks, brokered models and cross-border cooperation can improve availability and reduce duplication - strengthening the economics of reuse.

08. Design policy that reflects operational reality

Regulation can set direction, but it must remain commercially workable. Mandates around reuse should align with technical feasibility and economic margin. Ambition and practicality must advance together.

09. Support repair-first decision making

Total loss thresholds are increasingly influenced by parts pricing and vehicle complexity. Encouraging repair-first assessment models - supported by alternative parts availability and battery repair capability - can extend vehicle lifecycles and reduce waste.

Iwan Schmitz, Managing Director – Remanufacturing at LKQ Europe said: “You have a different set of options for the customer - new parts, recycled parts, remanufactured parts, repair solutions. The challenge is how you balance those and make them work together in an accessible way for the customer. Ultimately, it’s a healthier position if the customer is choosing between those options within the same ecosystem, like within LKQ, rather than looking at lots of different suppliers to find the suitable solution for the job.”

10. Build trust across the repair ecosystem

Trust underpins specification decisions: between insurers and workshops; between dismantlers and distributors; and between policymakers and operators. Transparency, data sharing and consistent standards will determine whether sustainable repair becomes mainstream practice.

Dr.-Ing. Christoph Schön, Head of Innovation, LKQ Europe:

“A consistent theme across the industry is the growing importance of integration across the repair value chain. From salvage and remanufacturing through to distribution and repair, each capability plays a role in shaping the overall economics and viability of vehicle repair.

“Increasingly, the opportunity lies not in any single product or service, but in how effectively these elements are connected. When parts sourcing, repair pathways and technical capability are aligned, repairers can move beyond a single default option and instead choose from multiple viable solutions – balancing cost, availability, quality and environmental impact.

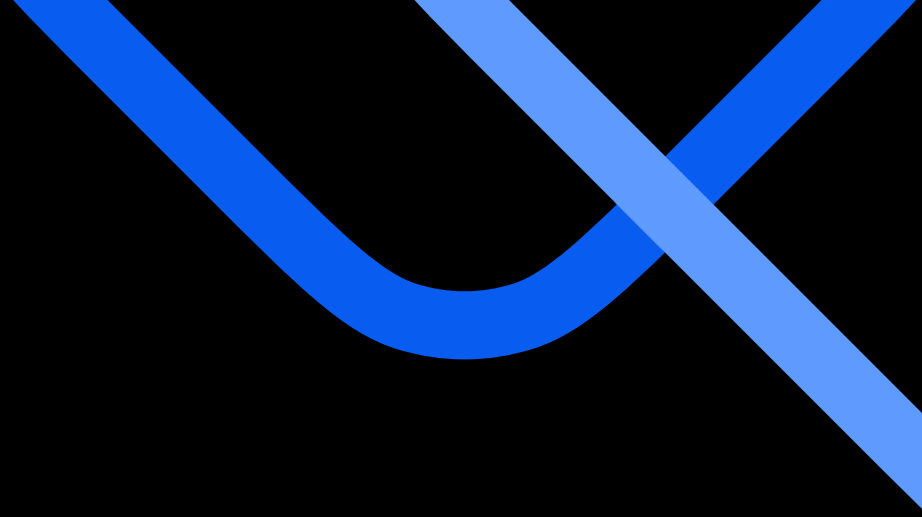
“This shift towards a more integrated model allows businesses to unlock greater value from existing assets and capabilities, while improving resilience and flexibility across the system. As complexity increases and margins tighten, the ability to connect and scale these adjacent capabilities will become a defining factor in the future of European vehicle repair.”

A shared responsibility

No single business or policy can deliver these changes alone.

Cost pressures, sustainability ambition, technological complexity and skills shortages are converging at pace. But they also create an opportunity: to modernise Europe’s repair model in a way that strengthens resilience, reduces environmental impact and keeps mobility accessible.

The future of vehicle repair will not be defined by one breakthrough, but by coordinated progress across these ten priorities. The foundations exist. The task now is to scale them together.



LKQ Europe, a long term partner to the aftermarket

As Europe's largest distributor of automotive aftermarket parts, we recognise that safeguarding the future of repair requires expanding beyond traditional distribution.

We are investing across the automotive value chain - from large-scale salvage and reuse operations spanning the UK to Poland and the Nordics, to advanced remanufacturing and high-voltage repair capability - to support the transition to more sustainable and electric mobility.

By strengthening access to quality-assured reused and remanufactured parts, building specialist expertise in EV battery and high-voltage systems, and delivering thousands of technician training opportunities across Europe, our ambition is to be a key partner as the aftermarket transitions towards an electric and more sustainable future.

Together, these capabilities enable us to address emerging technical challenges, improve parts availability and retain value within the independent aftermarket - while keeping vehicles on the road safely, cost efficiently and sustainably for longer.

Get in touch for more information:

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 [Click here to connect on LinkedIn](#)



Keeping you moving