

S172 Statement

This section of the Strategic Report describes how the Directors have performed their duty under Section 172 (s.172) of the Companies Act 2006 and continue to have regard for:

<p>(a) The likely consequences of any decision in the long term;</p>	<p>The Company operates within the wider Belron Group of Companies and accordingly the Board is guided by not only its immediate shareholder, Belron International Limited, but also the strategy of the Belron Group as a whole. The Directors recognise that Group initiatives have a direct impact on the Company and believe they have sufficient information to enable them to ensure initiatives which may have an impact on the Company are carefully considered at Board Meetings. In addition to this, through communication with its Executive Management, Team (“Executive Team”), who consists of the General Manager, Finance Director, People Director, Operations Director, IT Director, Digital Transformation Director and the Legal Director , the Board works to identify new opportunities which not only align with the wider strategy of the Group but also help to sustain the long-term success of the Company and create value. The Board aims to achieve this through monitoring the performance of the Company against budgets and forecasts, including capital expenditure, alongside a review of risk management and internal controls.</p>
<p>(b) The interests of the Company’s employees;</p>	<p>The Board believes supporting and retaining a skilled workforce is a key element in the long-term success of the Company.</p> <p>The Company employs over 2,314 people as at the end of 2024, the majority of whom are field based.</p> <p>An annual engagement survey as arranged by the Belron Group was conducted in 2024 with a response rate of 95%, with an overall engagement score for the Company of 88%.</p> <p>In 2024, approximately 44,000 Learning Moments (which included both online and face-face learnings) were recorded as being completed by the Company’s people in Workday (the Company’s HRIS system) on a wide range of topics including technician training, compliance ethics, health and safety and personal growth. In addition to approximately 8,000 cyber security training sessions operated and provided by third party providers.</p> <p>In terms of Equality, Diversity and Inclusion (“ED&I”), we want to continue building a workplace where everyone can be themselves and their best. The Company took part in an ED&I health check in 2024 with an external partner, Ernest</p>

	<p>Young, to identify our strengths and opportunities which led to 4 key priorities to focus over the coming 12 months. We continued our focus on female technician recruitment and retention and introduced demographic data collection into our engagement surveys to give us greater insights into inclusion and female oriented experiences.</p> <p>Lines of communications with our People were maintained during 2024, by regular monthly People Leaders' Webinars during which YTD progress as well as the Company's targets, goals, challenges, achievements and areas of recognition were raised, discussed and presented on thus ensuring that People Leaders are directly informed by the Directors and the Executive team to enhance clear communication and enable them to cascade these messages.</p> <p>The health, safety and well-being of the Company's employees is a key consideration for the long-term success of the Company. Health and Safety reports and discussions are standard agenda items on all Executive Team meetings, together with monthly safety forums running across all key areas of the business. Additionally, we spotlight safety on our People Leaders' Webinar, and position safety as our number one priority, with clear expectations for leaders and colleagues around the importance of safe systems of work.</p>
<p>(c) The need to foster the Company's business relationships with suppliers, customers and others;</p>	<p>The Directors recognise that maintaining good relationships with suppliers, customers and other stakeholders is important and the Company strives to adopt a partnership approach with them. This allows us to share our values and work together towards supporting our people, stakeholders, customers and the communities within which we operate.</p> <p>Engagement with customers was a key focus for the Board throughout the year. Net Promoter Score (NPS) is measured and reported to the Board frequently so that at Board meetings the Directors can consider the impact of their strategy on customers. The NPS score remained high at 80% during the financial year of 31 December 2024.</p> <p>We have a strong supplier approval process and code of conduct which enables us to carefully select which suppliers we partner with, working on a variety of important matters with a particular focus on sustainability within our supply chain.</p> <p>The Company continued to publish its payment practices reports, with 58% of suppliers being paid within 30 days for 2024.</p>

	<p>The Board, individual Directors and the Executive Team ensure there is regular interaction with the Company's stakeholders: through established lines of delegation and reporting mechanisms covering areas such as the sales team's interaction with insurance partners, the procurement team's interaction with suppliers or employees' involvement in local charities.</p>
<p>(d) The impact of the Company's operations on the community and the environment;</p>	<p>At Belron® UK Ltd we have a deep-rooted commitment to serve our communities and continually seek meaningful ways to make a positive and memorable impact - locally, nationally, and globally. We encourage and inspire colleagues to give back and get involved including the opportunity to take part in events like the Spirit of Belron Challenge and Children in Need. Through financial contributions, volunteering, and proactive fundraising, we strive to add value and make a positive difference for those less fortunate.</p> <p>Our Community Counts Scheme, one of our structured giving back schemes, is designed to support charities and community initiatives that hold personal significance for our colleagues. It also inspires our people to actively contribute their time and talents to strengthen their local communities – empowered by the support and resources of our organisation. In 2024, the Community Counts Scheme supported over 20 individual charities and community projects.</p> <p>The Spirit of Belron Challenge is a major highlight of the Belron Group's calendar, offering thousands of colleagues the chance to come together and raise funds for our headline charity, Afrika Tikkun. In 2024, nearly 700 UK colleagues, along with their families and friends, participated in the virtual event, with over 10,000 members of the Belron family joining globally. The culmination of the 2024 Challenge was the Spirit of Belron Day at Dorney—a face-to-face event that complemented the virtual challenge. This day provided an opportunity for colleagues from around the world to come together, challenge themselves, and have fun. Through activities like walking, running, cycling, and swimming, our UK colleagues, contributed together with colleagues from around the Belron Group participating and raising 2.3 million euros for Afrika Tikkun.</p>

<p>(e) The desirability of the Company maintaining a reputation for high standards of business conduct; and</p>	<p>The Company operates under a published Code of Ethics “Our Way of Working” which outlines the behaviours we expect within the business and those with whom we work. Our Way of Working is supported by other internal policies and processes.</p> <p>The Board has approved and the Company has published a Modern Slavery Act Statement for 2024.</p> <p>The Company also operates via a third party a well publicised “whistleblowing Hotline” which can be accessed anonymously by employees.</p>
<p>(f) The need to act fairly as between members of the company.”</p>	<p>The Company is part of the wider Belron Group and the Board take account of the need to act in a way that not only takes account of its immediate shareholder but also the ultimate shareholders.</p>

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