

Making a memorable difference with care

Belron UK Limited Responsible
Business Insights Report 2024





Introduction and welcome

At Belron UK Limited (trading as Autoglass® and Laddaw®) we are committed to doing the right thing by all our stakeholders. We want to make a memorable difference with care every day – prioritising safety, health and wellbeing, reducing waste and carbon emissions, supporting our people and communities we serve and ensuring the long-term success of our business.

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This report covers progress made in 2024 and relates to Belron UK Limited activities and does not include activities or performance of our suppliers, contractors or partners, unless otherwise noted.



An introduction from our MD



**We have a clear purpose –
to make a memorable difference
with care for all our stakeholders
– our people, customers, society
and our shareholders. I am
immensely proud of our business,
not only what we achieve, but
how we achieve it; thoughtfully,
ethically, and responsibly.”**

Taxiarchis Konstantopoulos
Managing Director



We are responding to critical issues such as climate change and waste, while supporting our colleagues, our customers and the communities we serve. Being a responsible business isn't just a priority, it's at the heart of everything we do.

This report provides an insight into what being a responsible business means to us. It outlines our commitments to our people, those we do business with, the wider community and the environment – and shares our ongoing progress across this broad and important agenda.

We continue to make strong progress against our responsible business ambitions and I'm proud of all our colleagues and the part they play in driving us forward. While we have made strong progress, there's still more to do. We continue to set ambitious goals to ensure responsibility and sustainability remain central to who we are and what we do. By working together, and through our culture of care, we will achieve our ambitions.

A huge thank you to all our colleagues and partners for continuing to make a memorable difference with care.

Taxiarchis Konstantopoulos
Managing Director
Belron UK Limited

About Belron UK Limited

Belron UK Limited trades as Autoglass®, a leading vehicle glass repair, replacement and recalibration (VGRRR) specialist; and Laddaw®, our UK distribution and wholesale arm for vehicle replacement glass and other associated products. We employ around 2,200 people, with over 100 branches around the country supported by a large glass distribution network.



Belron UK Limited is part of the Belron® Group, a global leader in vehicle glass repair, replacement and recalibration (VGRRR) serving motorists with glass damage worldwide. Overall, the Group employs around 30,000 colleagues and operates in 40 countries through wholly-owned businesses and franchises. Its market-leading brands include:



In addition, Belron Group manages vehicle glass and other insurance claims on behalf of insurance companies. Belron Group provides plumbing and electrical solutions to home and business owners across Australia and New Zealand through the Laser® brand.

The Belron Group Responsible Business Report 2024 can be found [here](#).

30,000+
colleagues employed in

40
countries, across

6
continents

Our purpose and values

We, as all Belron Group businesses, have a unique way of working and share a clear and consistent purpose – making a memorable difference with care to our people, our customers, society and our shareholders.

This purpose, way of working and our values – of being caring, driven, genuine and collaborative – are the driving force behind our culture, the ‘spirit of Belron’.

Doing business responsibly is at the heart of how we deliver our purpose and live our values. We want to be trusted to do the right thing every day, responding to the important issues of greenhouse gas emissions, minimising waste, supporting our colleagues and giving back to the communities in which we operate. Doing all this delivers important benefits to the business.

All Belron businesses measure performance against four key stakeholders: our people, our customers, society and shareholders. Our commitment to do business responsibly guides our approach across all four, with our Responsible Business Framework setting out our ambitions and approach (see page 9).

About Belron UK Limited
continued

Our services

We strive to be the natural choice for the products and services we provide, including vehicle glass repair, replacement and recalibration (VGRRR) and wholesale automotive glass. With vehicle technology becoming ever more complex we, with the support of Belron®, continuously invest in technical innovation, training and development, so that we can serve our customers and ensure they get back on the road safely.

800,000+

repair and replacement jobs
carried out in 2024

249,000+

recalibrations carried
out in 2024

906,000+

pieces of vehicle glass supplied for
fitting including wholesale in 2024

Autoglass®



We provide both an in-branch and a mobile service, offering our customers four core services:

01 Vehicle glass repair

Vehicle glass repair is suitable for minor chip damage. Our expert technicians follow our proprietary 30-step Belron Way of Fitting, to ensure a consistent, safe, high-quality service wherever we operate, using our own unique, patented technology. We always repair a windscreen instead of replacing it if we can, as this saves our customers money and reduces waste and emissions, generated by the manufacture and transport of new glass.

02 Vehicle glass replacement

When the damage is too extensive for a repair, usually due to a crack in the windscreen, or because side or rear glass is damaged, we carry out a full replacement, using our unique tools and processes.

03 Recalibration

Recalibration is an important growth area for us. More and more vehicles are built with Advanced Driver Assistance Systems (ADAS) which rely on a combination of cameras and sensors to detect nearby obstacles or driver errors. Following a windscreen replacement, these windscreen-mounted cameras need to be refitted accurately and recalibrated, in line with vehicle manufacturer instructions. If this doesn't happen, important features such as Emergency Braking or Lane Departure Warning systems may not work properly, affecting driver and vehicle safety.

Our technicians are trained and equipped to properly recalibrate cameras and sensors to help our customers get back safely on the road, and use our processes and tools to ensure quality and consistency.

04 Value-added products and services

We also provide our customers with value-added products and services (VAPS), such as windscreen wipers and rain repellent – designed to enhance safety, improve vehicle performance, and deliver added convenience beyond glass repair and replacement.



Laddaw®



Laddaw®, established in 1975, is a market-leading automotive glass wholesaler in the UK, supplying wholesale customers and Autoglass® nationwide with a vast range of high-quality glass and related accessories. Operating from a central distribution centre in Leicestershire and a network of 14 mini distribution centres, we combine national reach with a fast and reliable service. As part of the Belron family of businesses we leverage a resilient European supply chain and decades of industry expertise to ensure consistent supply, sustainability, and world-class standards, all in a responsible way and while maintaining a strong customer-focus.



Our year in numbers

100%

of the vehicle glass we handle was recycled

80.2

customer satisfaction NPS

20

different charities and community projects supported through our Community Counts Scheme



100%

of our electricity came from a renewable source



40k+

colleague learning moments

88%

of our people told us that they are engaged, feel proud and inspired

7%

reduction in fleet vehicle emissions compared to 2023

7%

scope 1 & 2 greenhouse gas (GHG) emissions reductions when compared to 2023

89%

score for our equity, diversity and inclusion drivers in our annual engagement survey

Our approach to this report

This report highlights our approach to being a responsible business through governance, material issues and strategy, and provides a focus on performance during 2024 (1 January 2024 to 31 December 2024).

We also include information on the approach and activities that occurred before or after the reporting period. This is to help provide a clearer picture of our performance and context on our approach to delivery.

The report covers the activities of Belron UK Limited and does not include the activities or performance of our suppliers, contractors or partners, unless otherwise noted.

Belron UK Limited is part of the Belron® family of businesses. For more information on Belron including Belron’s Responsible Business Report please visit www.belron.com.





Responsible business overview

Our Responsible Business Framework captures our approach to doing business in a responsible way. We recognise the vital role that any business must play in addressing environmental and social challenges and we strive daily to play our part in demonstrating how we can be a force for positive action.

- 9 Our Responsible Business Framework
- 10 Taking care of our customers
- 13 Our value chain



Our Responsible Business Framework

As part of the Belron® family of businesses we are united by a single purpose – to make a memorable difference with care, creating value for all our stakeholders. Like all Belron businesses, we have adopted Belron’s Responsible Business Framework, which captures and drives our approach to doing business in a responsible way.

Doing business responsibly is how we deliver our purpose. Not only is it the right thing to do, it brings important benefits to our business and our stakeholders. It encourages innovation, makes us more efficient and resilient, and engages our colleagues. It also makes us stronger and builds our reputation.

To inform our approach to doing business responsibly and to identify our material topics, Belron conducted a high-level materiality assessment in 2020.

This work led to the creation of Belron Group’s Responsible Business Framework which was introduced in 2021 and adopted by Belron UK Limited.

This Framework is aligned with our Group-wide purpose and values and has two strategic pillars: working towards Sustainable products and services, and Investing in people and society.

Underpinning the Framework are the foundations of strong governance and inspiring leadership; a continued focus on values and ethics and a robust and transparent approach to reporting and measurement. These strategic pillars are also aligned to the UN’s Sustainable Development Goals.

Through these focus areas and foundations, all of which are driven by subject matter experts from around the business, we ensure we maintain our reputation for being a responsible business and an organisation we are all proud to work for and with.

Doing Business Responsibly

Sustainable products and services

[+ Read more page 14](#)



Investing in people and society

[+ Read more page 26](#)



Reducing waste and building a circular economy

[+ Read more page 15](#)



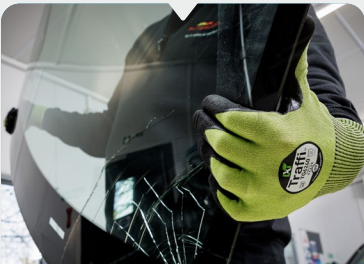
Driving down emissions

[+ Read more page 19](#)



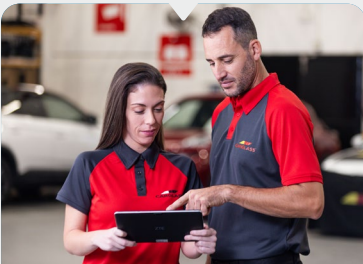
Sustainable procurement

[+ Read more page 24](#)



People safety and well being

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Promoting diversity, equity and inclusion

[+ Read more page 30](#)



Giving back to our communities

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Strong governance and inspiring leadership

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Our values and ethics

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Robust reporting and measurement

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This pillar is aligned to the following UN Sustainable Development Goals:



This pillar is aligned to the following UN Sustainable Development Goals:



Taking care of our customers



Delivering excellent customer service is part of who we are and we aim to deliver a first-class experience, delivered responsibly and with care. Making a memorable difference with care to our customers means having an optimum fitting network with the right skilled people, products and services in place to deliver convenient, right-first-time service, delighting our customers at every opportunity.

Measuring customer satisfaction

We measure customer satisfaction with Net Promoter Score (NPS), which helps us understand our customers’ experience and how likely they are to recommend us to others. Every customer is invited to complete a short survey that captures their feedback.

In 2024 we achieved an overall NPS of 80.2, an improvement of 3.4 points when compared to 2023. This increase was driven by a 4.5-point improvement in branch NPS to 78.7.

Mobile repair and replacement NPS is typically higher than branch NPS, and in 2024 we worked hard to close the gap. We’ve continued to prioritise communication with our customers before their appointment, cleaning vehicles at handover and ensuring a smooth payment process. We also improved the Customer Satisfaction survey, making it more engaging and easier for customers to complete.



Our Customer Experience Centre

Our Customer Service Representatives receive the highest quality training and support. Through ongoing development, hands on experience and coaching, they’re equipped to apply key customer service principles – such as active listening, inclusive language, recognising individual needs, showing empathy, and caring for our customers. Skills and performance are regularly measured, with one to one support provided where needed to help every representative grow and succeed.

Our customers can be confident that they are dealing with a company that strives to ensure fair treatment for all. We place special emphasis on supporting our vulnerable customers ensuring that these customers are not disadvantaged in any way and that we adequately meet their needs. We also include customer human rights considerations and training to ensure we represent our core principles of integrity, respect and trust.

To further support our customers, where needed we provide an additional service from our Concierge Team – experienced Customer Service Representatives who have the extra skills and knowledge to assist customers with more complex situations and challenges.

Call quality checks

Customer contacts are monitored regularly by our Customer Journey Quality Team to ensure we deliver excellence in service and care. We sample calls and correspondence for each customer-facing department, covering all aspects of compliance, including General Data Protection Regulation and Financial Conduct Authority regulation, and process adherence. During 2024 circa 60,000 calls were evaluated. This equates to 4% of incoming calls. In addition, Automated Quality Monitoring is used to monitor adherence to specific compliance requirements.

Taking care of our customers

continued

In the field

Our technicians follow a similar journey to that of our Customer Experience Centre colleagues with regards to dealing with our customers in a responsible, professional and caring way.

The start of a technician’s journey, which includes a robust induction, customer service and technical training, is carried out at our National Skills Centre based in Birmingham. Ongoing refresher training is also completed at the centre, which is accredited by the Institute of the Motor Industry (IMI) and delivers industry recognised qualifications to our technicians.

Targeted training and continuous professional development are essential to ensuring we deliver quality in both service and customer safety, which is why we have embedded the Belron® Way of Fitting into all our technical training and development programmes.

During 2024 the Belron Way of Fitting (BWof) was reviewed to reflect the needs of the modern car parc, and has been streamlined to ensure maximum efficiency and to ensure we deliver a high quality, safe job from start to finish. Our guide shares the standards and processes our technicians must use to deliver a world class service and are logically sequenced to ensure both customer and technician safety and job quality.

Our technicians are assessed throughout their training journey. Once a technician has demonstrated technical competence on a consistent level and in line with our values, they become part of the Institute of Motor Industry (IMI) accreditation scheme. The phased approach of the scheme also provides the Training Team with the ability to identify any skill gaps and training development opportunities. The scheme is subject to an external quality assurance programme where opportunities for improvements are reviewed and implemented.

Support from technical experts

Technicians are further supported with instant access to approved fitting and method instructions, along with direct support from our Technical Help Desk (THD) – a dedicated team of experts available to provide technical information and guidance. The THD handles over a thousand calls each week across the business, offering real-time support when it’s needed most.



Taking care of our customers

continued

We are committed to ensuring that the service we provide is of the highest safety and quality standard. The unique processes we use and the tools and rigorous training that are developed by our Technical & Operations team enable us to meet this commitment.

Service quality and customer safety

We place the highest demands on the quality of our work, and the safety of our customers is paramount in every service we offer.

The training and development of our employees is essential to the quality of service delivered and our specific Belron® Way of Fitting (BWoF) focuses on working with safety in mind. Following the 30-step BWoF ethos ensures all our technicians follow the preferred methods to keep our customers safe, while patented equipment provides our technicians with the best-in-class tools for the job.

Glass repair is a core part of our service, and wherever possible, we prioritise repairing a windscreen over replacing it – providing customers with a safe, convenient and more cost effective solution. Every technician is also trained to use the Belron certified equipment with a specially endorsed glass repair resin. We are so confident that our training, equipment, and quality will stand the test of time that our customers also receive a market-leading lifetime guarantee. Windscreen chip repair rather than windscreen replacement is also a greener option, reducing glass waste and, the materials and energy required to produce, deliver and install a new windscreen.

Enhancing safety standards

As our industry and car technology evolves, ensuring our technicians have the right skills is crucial. Electric vehicles (EVs) are one such example and to work safely on these vehicles demands a highly skilled workforce. To meet this need our technicians are being trained on safe working methods when working on high voltage vehicles.

We offer our customers ADAS recalibrations as part of our service. These systems are complex and require a technician to have the right skills, competence and equipment to perform a safe recalibration after a windscreen replacement. Working with the IMI we have developed and delivered a standalone IMI Technician Accreditation for ADAS.

We can now complete over 98% of recalibrations in-house, providing a convenient solution for our customers and ensuring they return to a safe driving environment immediately after their windscreen is replaced.

SPOTLIGHT

IMI Tech Safe Award

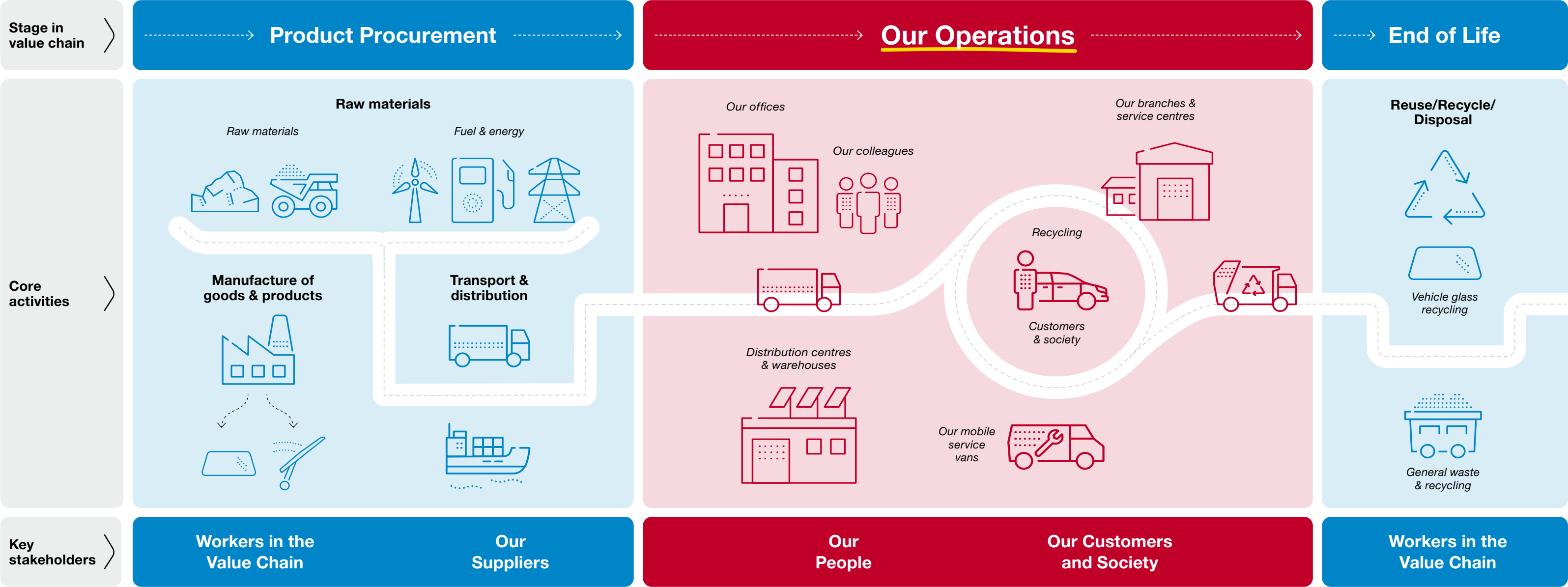
We recognise the importance of an Industry accreditation to keep our people safe particularly when working with EVs and ADAS. Our continued focus and leadership in this space was recognised by the IMI, with the Tech Safe Award showcasing our commitment to future technologies and technician competence.



Our value chain

This value chain diagram outlines the life cycle of our products and services – from raw material sourcing through to post-consumer recycling and disposal – along with the key stakeholders involved at each stage. It highlights the activities across the value chain that link to the topics identified as material in the Belron® high-level materiality assessment, which informed the development of our Responsible Business Framework.

The process of mapping our value chain has supported the identification of opportunities for collaboration and engagement with key suppliers, alongside the management of our operational emissions to support the development of plans to deliver our Science Based Targets Initiative (SBTi) targets. Further information on the management of these areas can be found throughout this report.



Sustainable products and services

Our customers, colleagues and shareholders want products and services produced and delivered in an environmentally responsible way. By striving to meet their needs, we are responding to the important issues of greenhouse gas emissions and waste, as well as improving our innovation, efficiency and resilience.

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- 19 Driving down emissions
- 24 Sustainable procurement



Reducing waste and building a circular economy

We take our environmental impact seriously and actively work to reduce waste across our daily operations wherever possible.

Our progress

In 2024 we produced just over 13,000 tonnes of waste, just over 9,000 tonnes of that was vehicle glass waste, with the rest general waste. We're proud to have diverted 99% of our total waste generated from landfill and achieved a 100% recycling rate for vehicle glass waste that we handled. Since 2020 we've reduced our overall waste by more than 885 tonnes – a 6% decrease – and also cut the amount of waste generated per prime job and wholesale unit sold by 6.5% since 2020. These results reflect our ongoing commitment to reducing our environmental impact and embedding sustainability across our operations.

We're driven to reduce material use and waste in a number of ways, including through our repair-first strategy, our internal practices and working with our supply chain partners. We focus on reuse, recycling, and recovery, where possible eliminating waste that would otherwise go to landfill. Our ambition is to lead the way in developing solutions that prevent waste from being created in the first place.

Why it's important

By reducing waste and working towards a circular economy we will not only reduce our environmental impact, but drive down resource consumption, keep materials in the value chain through reuse and recycling, and support our net-zero emissions targets. This approach will of course also further enhance our efficiency and help manage costs.

Our actions

Maximising reuse and recycling

We operate a reverse logistics operation to reduce waste and maximise reuse and recycling across our branches and distribution centres. Each day, lorries returning from glass deliveries bring back items which are no longer needed, such as stillages (used to transport glass) and damaged glass removed from vehicles. These are sorted at our main distribution centre to ensure we maximise reuse, with any remaining waste separated for onward recycling or disposal. This operation not only allows us to fully utilise our distribution vehicles, but also supports increased recycling and reduces the need for waste collections.

Alongside diversion of waste going to landfill, reduction of waste creation in the first place is also a priority and in 2024 we continued to focus on reducing waste across our operations.



100%
of the waste vehicle windscreen is now recycled

99%
of total waste produced from our operations was diverted from landfill in 2024

Reducing waste and building
a circular economy continued



SPOTLIGHT

Recycling 100% of old windscreens

We now recycle 100% of old windscreens, including the PVB.

Windscreens removed from customers' vehicles is collated at our main distribution centre in Bardon and all sent for recycling. At the recycling centre the screens are crushed and processed to separate the PVB layers from the glass. The glass is recycled into glass bottles for companies such as Coca-Cola and Fever Tree as well as being used in construction material. The separated PVB is then recycled into paint and carpets. We are also working with our recyclers and suppliers to explore how used PVB can be converted into a liquid that hardens on impact for use in bulletproof vests.

Vehicle glass waste recycling

A significant amount of waste generated by our activities is **vehicle glass**, 100% of which is sent to recycling. In addition to the glass, windscreens also contain a plasticised polyvinyl (PVB) interlayer, bonded rubber and other materials that form part of the structure. While these materials are much more challenging to recycle, through working with our supply chain partner we have improved the process and have ensured that all PVB can also be recycled.

Reducing and eliminating general waste

In 2024 we produced over 4,000 tonnes of general waste, which is made of items such as packaging used for vehicle glass and wipers. We are proud to say we diverted from landfill 98% of this general waste produced from our activities. Since 2020 we have also reduced the kgs of general waste per prime job and wholesale unit sold by over 20%.

While our diversion rate is strong, we continue to focus on ways to reduce general waste from being created in the first place. In 2024, we proactively supported a supplier's initiative to switch from wooden crates to cardboard boxes for transporting vehicle glass. This initiative reduced packaging weights and improved the ability to recycle packaging materials.

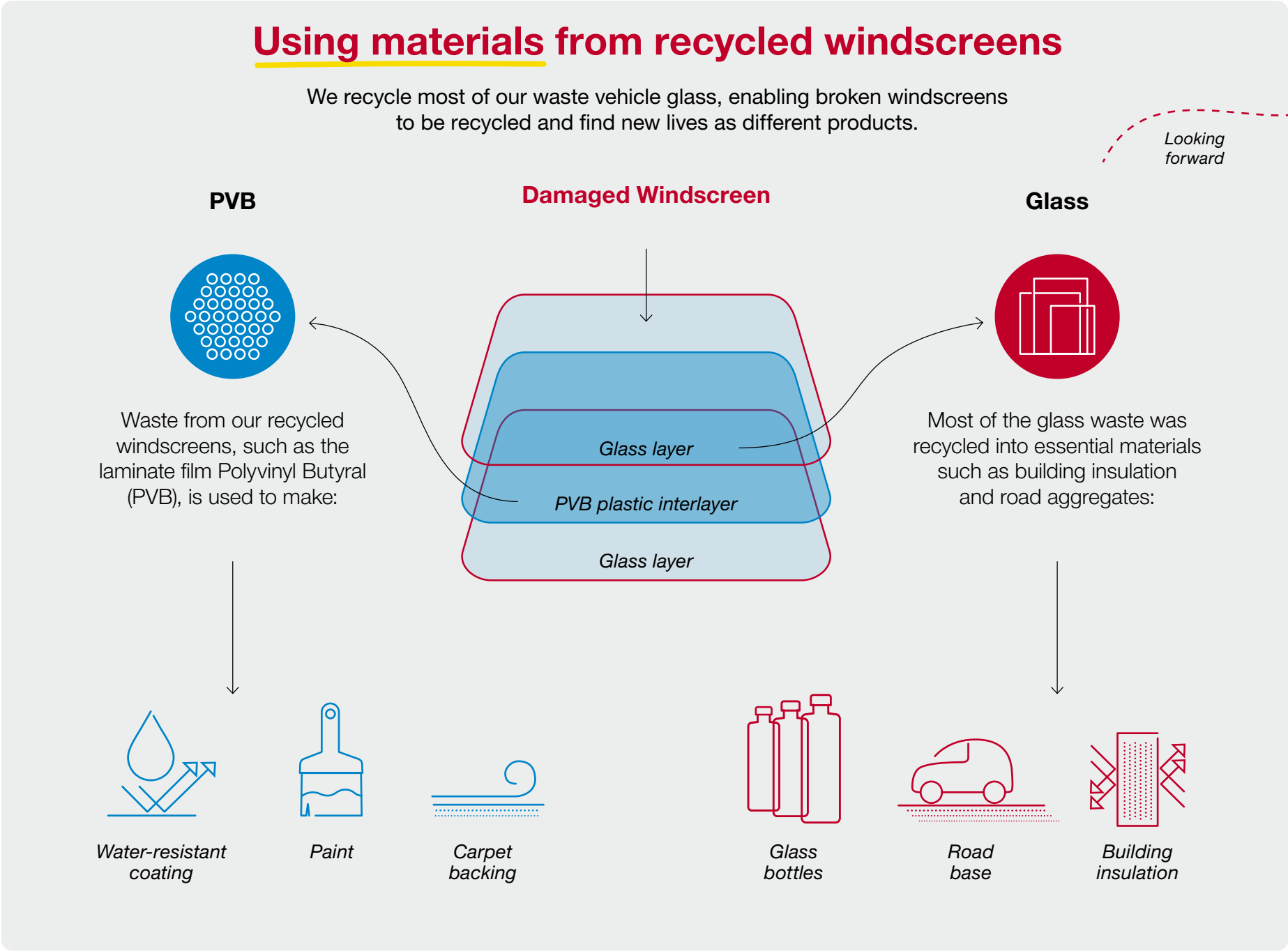
Reducing waste and building a circular economy continued

Amount of vehicle glass waste we recycled

2024

100%

Across the entire Belron® family of businesses 97% of vehicle glass waste was recycled in 2024. For Belron as a whole this marks a significant increase in percentage recycled compared to 2021 when 72% of vehicle glass waste was recycled



Creating a circular economy

To achieve our ambition to eliminate waste, we aim to build a circular economy to use broken windscreens to create new windscreens

Broken and unrepairable windscreens are processed to separate glass from other materials

Glass is ground into a fine cullet

Glass cullet is mixed with sand and other raw materials to create new windscreens

Windscreens with recycled glass content are fitted to vehicles

Using more recycled glass reduces the emissions associated with the manufacturing process and helps to reduce the use of finite resources

+ See page 16 and 18 for our progress up to date

Reducing waste and building
a circular economy continued

SPOTLIGHT

Windscreen from recycled glass

To achieve our ambition to eliminate waste we aim to build a circular economy, particularly around vehicle glass. Our glass waste is created when a customer’s windscreen cannot be repaired and must be replaced. Together, as part of the Belron® family of businesses, our ultimate aim is that this vehicle glass waste is recycled and used in the production of new vehicle glass.

In 2023, to better understand how waste windscreen glass can be used in new windscreen production, the Belron team began a pilot with our partner AGC Automotive Europe to develop our first windscreen which includes glass waste.

They supplied waste side glass from Belron’s European businesses to AGC’s float line in the Czech Republic. AGC mixed the waste glass with the other raw materials to make float glass and then produced 250 new windscreens for the Mercedes A Class car. In 2024, Belron started fitting these new windscreens into customers’ cars in Belgium.

Although it is still at a very early, experimental stage, in early 2025 Belron will move onto the next stage of this project and are aiming to increase the amount of waste windscreens sent to AGC, to increase the range of recycled windscreens made.



SPOTLIGHT

Smart waste management
at Bardon Distribution Centre

Our waste is made up of glass, wood, cardboard, metal and other mixed general waste. A small quantity of hazardous waste is also produced. At our main distribution centre, in Bardon, Leicestershire, the team plays a vital role in our waste reduction and diversion efforts. 99% of our total waste is diverted from landfill so what happens to this waste?

Glass waste – removed from customer vehicles, is returned to Bardon from around the UK for collation and recycling. We recycle 100% of this glass waste.

Packaging – End of life crates (wood and cardboard) are reused where possible and end of life crates are crushed on site and sent for recycling. Wood waste is used to make flat pack furniture as well as other household products. Cardboard waste packaging is segregated and bailed on site, collected for recycling and used to supply a number of paper-making facilities around the UK.

Mixed general waste – is also taken to a facility where recyclable materials are segregated and recycled. The remaining non-recyclable is then used by the energy and cement industry as a sustainable low carbon fuel – waste to energy.

Driving down emissions

Driving down our greenhouse gas emissions not only brings business benefits, including improved efficiency and greater resilience, but is a key part of our responsible business agenda. We recognise our responsibility to monitor, manage and reduce our emissions to achieve our net-zero commitment across our value chain by 2050.

Why it's important

We all have a role to play in tackling climate change, and reducing our emissions is a key priority for us. It will also help limit the exposure of our business and stakeholders to the negative effects of climate change and make us more resilient, allowing us to seize the opportunities presented by the transition to a low-carbon economy.

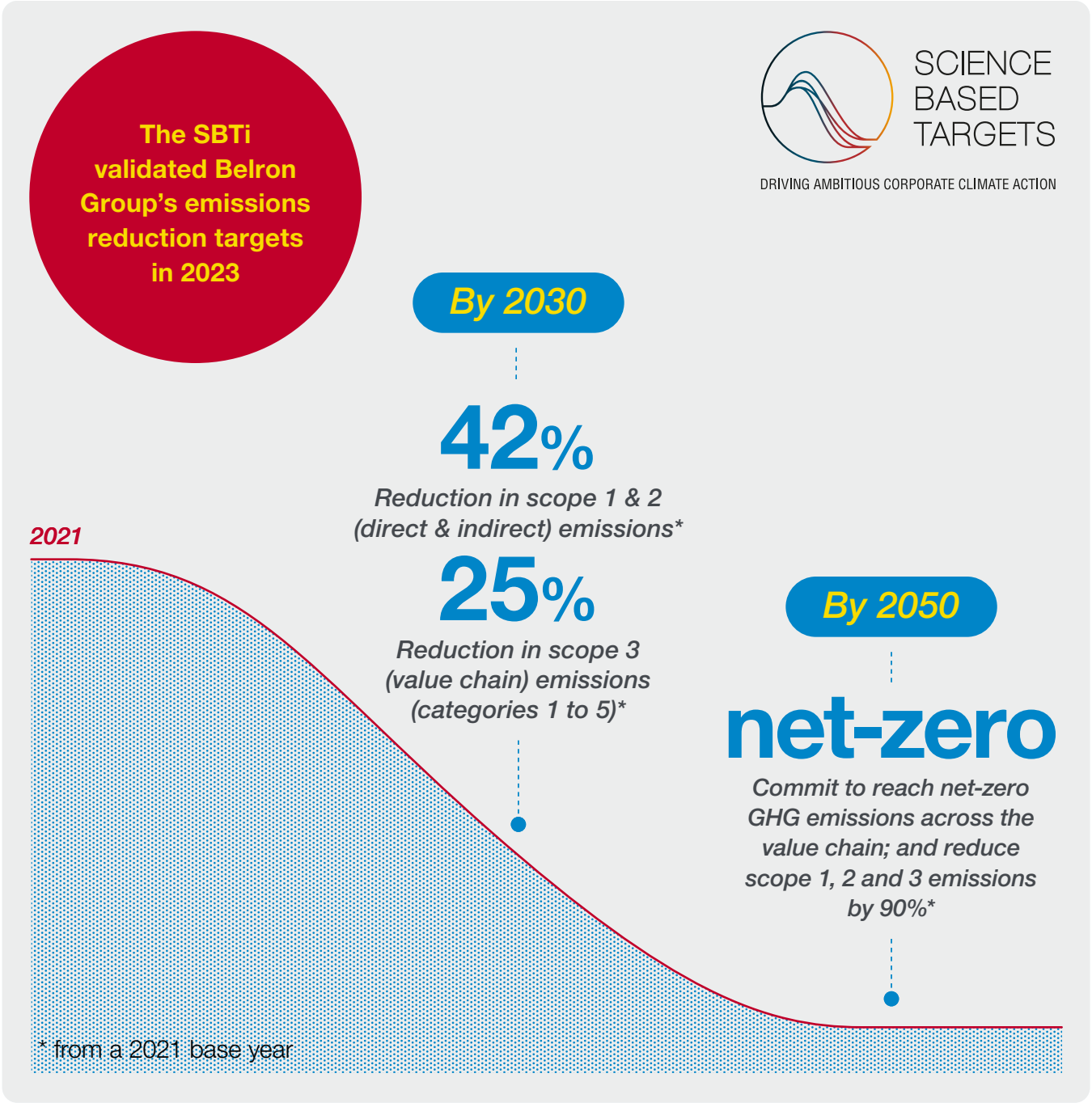
Our ambitions

All Belron® Group businesses are committed to reducing emissions across the entire value chain. In 2023, the Science Based Targets initiative (SBTi) validated the Group's emissions reduction targets (from a 2021 baseline year) which require significant emissions reductions in the near term by 2030, and to achieve net-zero emissions by 2050. As part of Belron Group, we are subject to the same targets.

Our actions

We are making progress against our ambitious reduction targets, playing our part in addressing the climate change emergency, but we still have a long way to go. We continue to drive reductions in our emissions across all three scopes including working with our supply chain partners across the value chain to understand and support supplier reduction plans.

Some highlights to ensure we continue to drive reductions include diverting 99% of waste produced from landfill, purchasing 100% of our electricity from zero-carbon renewable sources, increasing the efficiency of our vehicle fleet, prioritising EVs within our company car fleet, trailing EVs in our commercial fleet and driving our 'Repair First' strategy.



Driving down emissions
continued

Repair first

Our repair first approach is at the core of our operations. Repairing rather than replacing a customer’s windscreen minimises the environmental impact. It generates less emissions and waste, avoids manufacture and transport of new glass and other products, and costs less for our customers.

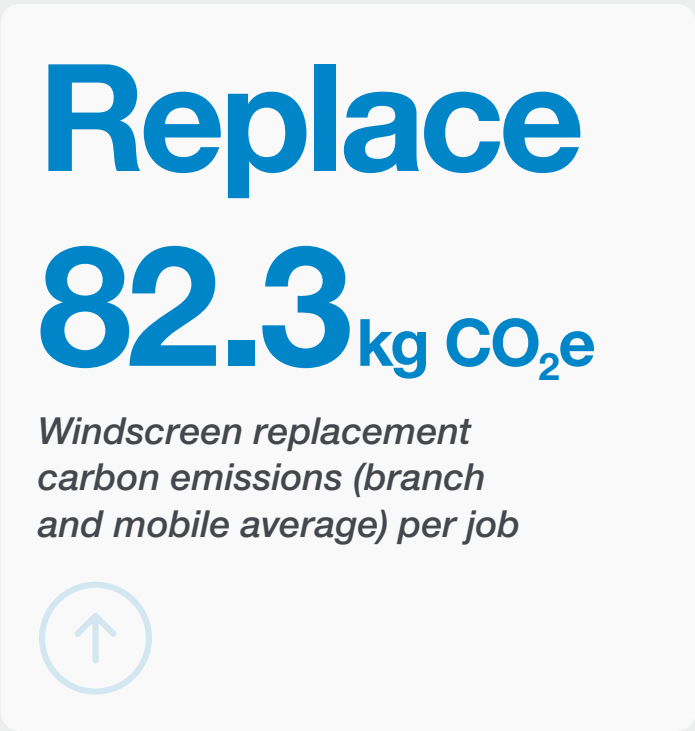
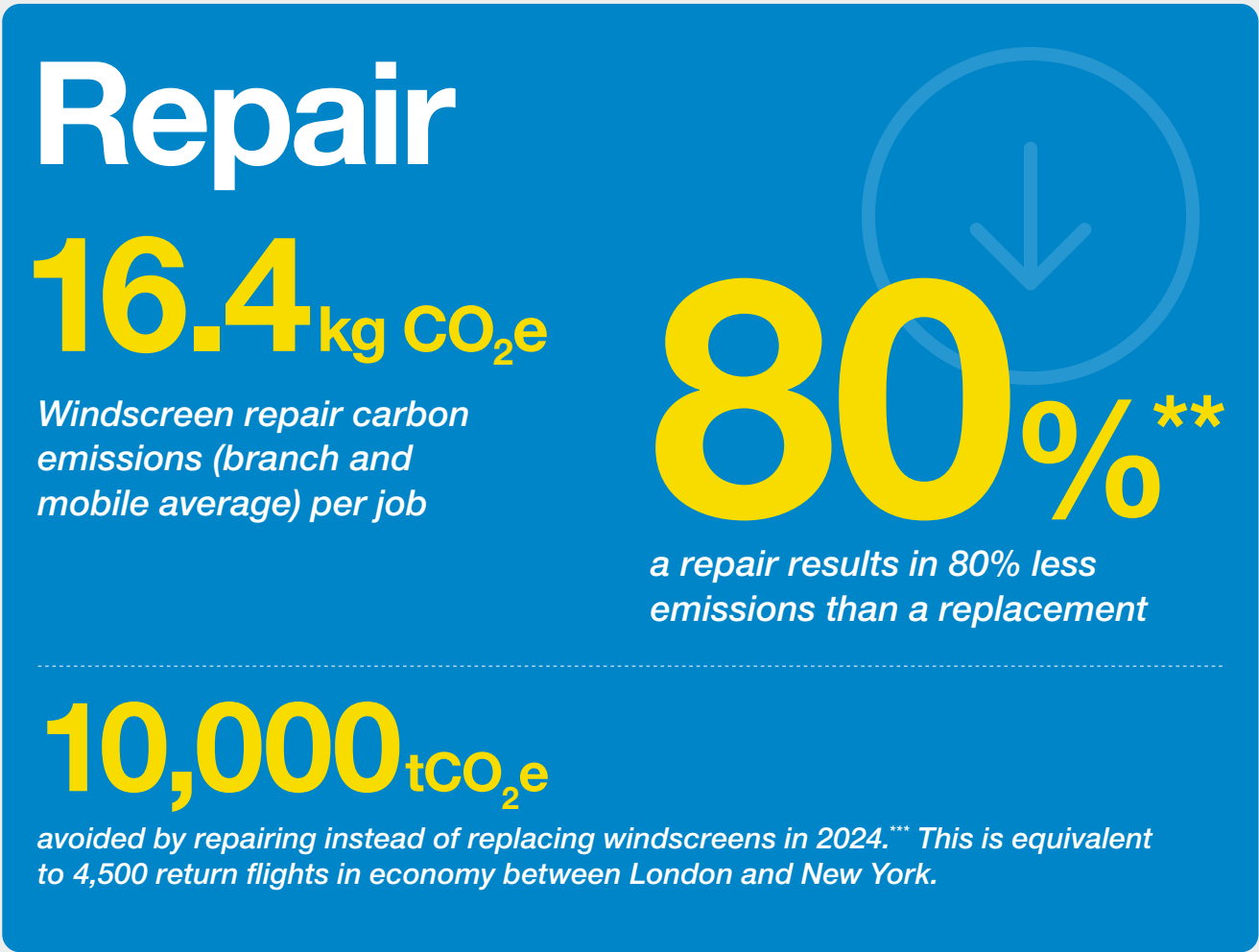
Product Carbon Footprint

Belron® updated our group Product Carbon Footprint tool in 2023 which showed that a windscreen repair results in as much as 80% less emissions than a replacement. The footprint assessment was conducted in accordance with the ISO 14067:2018* standard and independent verification of the updated tool and emission calculations was received from Bureau Veritas.

The tool was used to assess the CO₂e emissions generated from a repair of a windscreen versus a replacement, carried out by our technicians in branches and mobile vans in Belron businesses in Australia, Belgium, France, New Zealand and the US. Together these countries provided a representative sample across different operating models and environments from across the Belron Group.

The emissions calculation is based on a cradle-to-grave approach, spanning the emissions associated with the extraction of raw materials, the production of glass, resin and other materials required, the transport of the customer to branch or technician to customer, all our operations, and end-of-life of glass and transportation and waste stages.

The importance of repair first



*** Avoided emissions are calculated on the assumption that a windscreen would have been replaced if a repair did not occur. Savings only occur if windscreen can be repaired instead of replaced, which depends on the size and position of the chip. Equivalence flight numbers based on DEFRA 2024 factors. Figure provided relates to Belron UK Limited.

* ISO 14067:2018 Greenhouse Gases: Carbon footprint of products – requirements and guidelines for quantification.

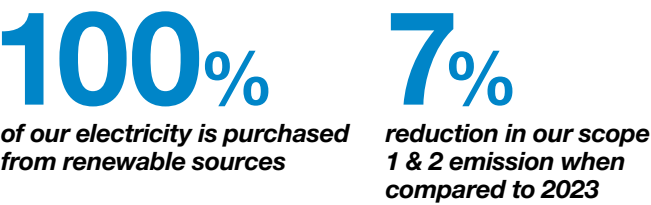
** 2023 product carbon footprint analysis of Scope 1 (Direct), Scope 2 (Indirect) and Scope 3 (indirect) emissions. Calculation methodology is consistent with the requirements of ISO 14067 and subject to independent verification by Bureau Veritas. The global average figure is calculated using representative data from Belron® corporate operations in USA, France, Belgium, Australia and New Zealand.

Driving down emissions
continued

Reducing scope
1 & 2 emissions

To tackle our scope 1 & 2 (direct and indirect) emissions we are taking action in three areas:

- 01 Reducing emission from our facilities
- 02 Reducing emission from our fleet
- 03 100% renewable electricity



*The Euro 6 emission standard sets a legal requirement for a diesel vehicle to produce less than 80mg/km NOx emissions.

01 Reducing emissions from our facilities

Across our network of branches and distribution centres, we’ve implemented several energy efficiency programmes including LED lighting and transitioning to electricity-based heating and hot water systems – all supported by 100% renewable energy contracts. Any refurbishment works undertaken target the use of the latest in insulation technology to further reduce consumption. In 2024 we continued deploying solar-powered modular units across our branch network. These 100% off-grid units were complemented by ongoing LED lighting upgrades and the installation of automated roller shutter doors to help reduce energy use.

02 Reducing emissions from our fleet

With around 1,030 vehicles, our fleet is a significant contributor to our overall emissions – and we are actively working on initiatives to drive those emissions down.

In 2024 we took delivery of more than 40 electric vans, 11 supporting our distribution network and 30 for the fleet at Autoglass®. We are currently assessing their impact to influence our fleet electrification strategy.

Our entire commercial van fleet is now 100% Euro 6* emissions compliant, meaning it runs more efficiently, with lower tailpipe emissions, and is fully compliant with the UK’s current Ultra and Low Emission Zones. We are continuing to renew our oldest vehicles with a higher specification vehicle (including ADAS systems and reversing cameras), keeping our drivers safe and reducing the likelihood of collisions.



Our Electric Company Car policy enabled us to continue the reduction of tailpipe emissions from our company car fleet of over 160 cars. Since we introduced the policy, we have not ordered or taken delivery of a single combustion company car, and by the end of 2024, over 90% of our company car fleet was fully electric.

03 100% renewable electricity

We continue to purchase 100% of our electricity from zero-carbon renewable sources.

SPOTLIGHT

Powering our Branches differently – Off-Grid Modular Units

In 2024 we expanded our branch network with seven new solar-powered modular units. These 100% off-grid units are primarily driven by solar energy using solar-charged batteries and biofuels to run all essential site equipment – even under typical UK daylight conditions. We’re excited to continue growing this initiative with more units planned for the future.

Driving down emissions

continued

Reducing scope 3 emissions

Belron® Group’s near-term commitment is to reduce scope 3 emissions by 25% by 2030.

In the UK focus of our scope 3 emissions reduction work and reporting is on categories 1 to 5. These represent (on a 2021 baseline and in line with SBTi requirements) over 90% of our total scope 3 emissions and consist of: purchased goods and services; capital goods, fuel and energy-related activities; upstream transport and distribution; and waste generated in our operations.

The chart shows the breakdown of our scope 3 emissions (categories 1 to 5) in the UK. Working with Belron we use this information to help prioritise our emission reduction activities to ensure we tackle scope 3 emissions in a co-ordinated way.

A specific focus for 2024 has been to gain a better understanding of the emissions associated with the core products we buy (‘goods & services’ category 1 of scope 3 emissions) and how they can be reduced. This category makes up 79% of our scope 3 category 1-5 emissions, and includes glass, polyurethane, adhesives, resin and products for resale such as wipers and rain repellent.

We have also been working in collaboration with our transport and distribution partner to reduce and identify further opportunities to reduce our category 4 upstream transport and distribution emissions which makes up 11.7% of total scope 3 emissions. See spotlight for more details.

Our scope 3 emissions (categories 1-5)*

Goods and services

79%

Waste generated in operations

0.3%

Upstream transport & distribution

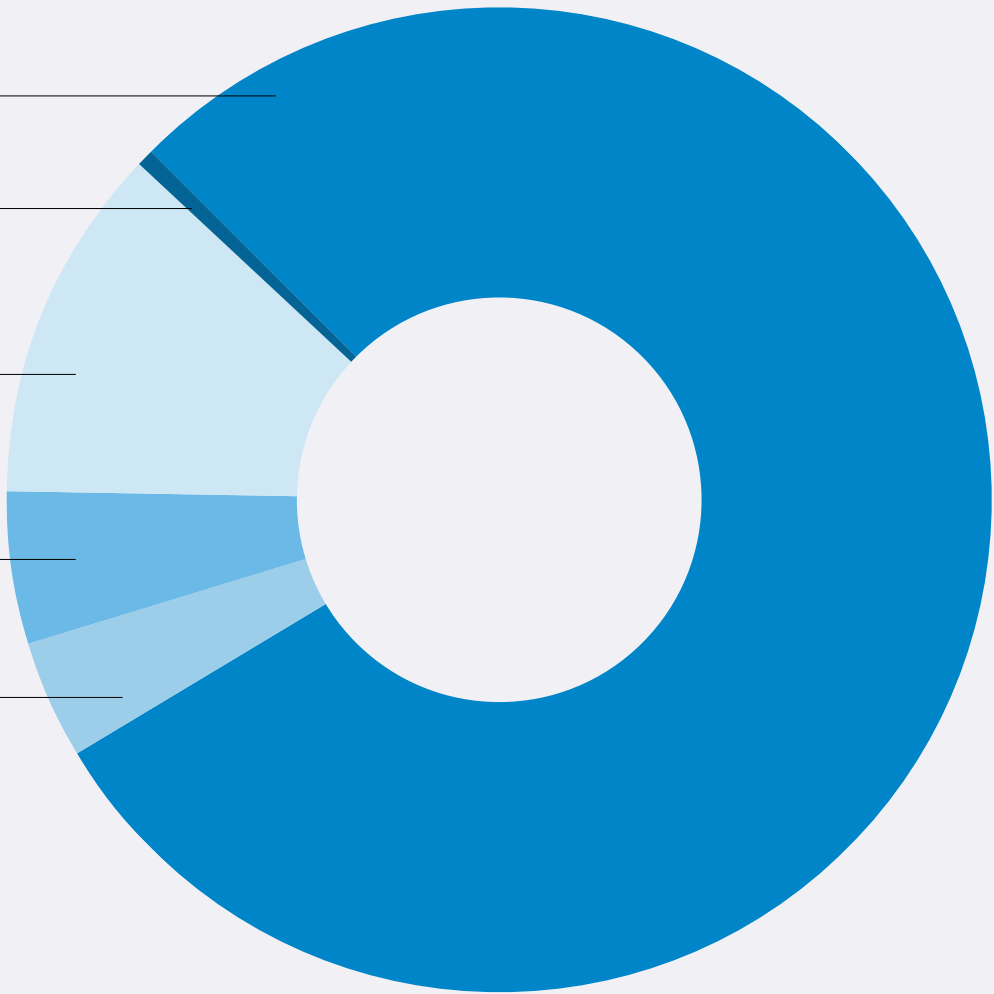
11.7%

Fuel and energy related activities

5%

Capital goods

4%



* Breakdown as at 2024

SPOTLIGHT

Upstream transport and distribution

Working in collaboration with our transport and distribution partner, Menzies Distribution Ltd, they trialled 2 compressed natural gas (CNG) HGV trucks within our distribution network. After a successful trial we introduced these 2 trucks into our main delivery fleet. While it is early days it is estimated that these 2 CNG trucks will give approximately 90%–98% reduction in emissions for the 2 long delivery runs which they are used for. This will have a significant impact on our scope 3 upstream transport and distribution emissions going forward. We continue to work with our supplier to investigate other forms of fuel for our longer delivery routes to further reduce our emissions.



Driving down emissions
continued



7%
reduction in fleet vehicle emissions

7%
scope 1 & 2 GHG emission reduction

40%
reduction in our scope 3 category 4 upstream transport & distribution emissions



Our emissions performance

In 2024 we achieved a 7% reduction in our absolute scope 1 and scope 2 emissions when compared to 2023, and a 15% decrease compared to our 2021 baseline year, reductions we are really proud of. These reductions were driven by a 7% reduction in our mobile energy (fleet) emissions and a 13% reduction in stationary energy emissions when compared to 2023.

We also saw a reduction in some of our scope 3 emissions when compared to 2023, including a 40% decrease in upstream transport and distribution emissions, and a 68% decrease in waste-related emissions. However, there was a 15% increase in our purchased goods and services emissions, along with a 37% rise in our emissions from capital goods purchased. Through Belron® and our proactive procurement teams we continue to engage with our supply chain partners to understand their emissions reduction plans, to identify areas of opportunity to reduce emissions and of course, where we can support. We are also working to improve the quality of the data we use to calculate our Scope 3 emissions.

We also calculate our emissions intensity using the number of prime jobs completed and wholesale units sold. In 2024 38kgCO₂e (scope 1, 2 & 3) were emitted per prime job and wholesale unit sold. When compared to 2021, our baseline year, we have achieved a 1% reduction.

Sustainable procurement

Our supplier partners play a vital role in our success. They are critical in enabling us to serve our customers and in achieving our purpose of making a memorable difference with care. They also help us to drive innovation and efficiency, and deliver value for our shareholders, our colleagues, customers and society.

Why it's important

Sustainable procurement is essential to achieving our responsible business ambitions. Our supply chain partners play a vital role – not only in helping us meet our emission reduction and waste targets, but also in ensuring our commitments to ethical and sustainable standards are upheld throughout the entire value chain.

Our actions

Sustainable Procurement Policy

Our Sustainable Procurement Policy sets out our processes and commitment to identify and responsibly manage the environmental, social and economic impacts within our supply chain. It also outlines how these considerations are embedded in procurement policies and practices and how they are managed.

Belron Supplier Code of Conduct

Our Belron® Supplier Code of Conduct is a set of principles that we expect our suppliers to work by and in 2024 a new version was launched. The principles outlined are applied during supplier selection, and through collaboration, we monitor compliance throughout the relationship. These principles are embedded in our

procurement due diligence processes and cover key areas such as health and safety, emissions, waste, anti-corruption, responsible sourcing, modern slavery and human rights. As part of the onboarding process, suppliers must complete a full due diligence questionnaire and acknowledge our Supplier Code of Conduct. We are committed to treating all suppliers and partners with fairness and honesty – and we expect the same standards of conduct in return.

Belron Supplier Sustainability Handbook

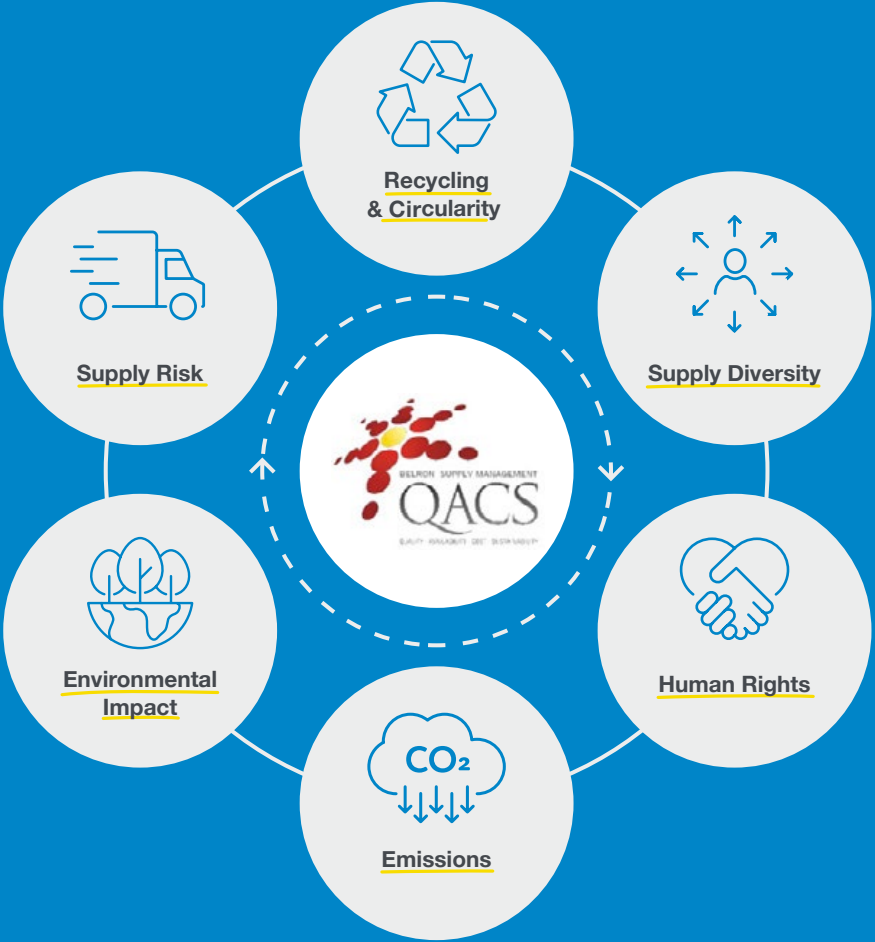
A new Belron Supplier Sustainability Handbook was also published alongside our Supplier Code of Conduct. It provides practical guidance to suppliers on how to demonstrate compliance with the code of conduct and helps them assess their maturity on key topics such as emissions reduction targets.

Our procurement team completes an annual supplier risk review of approved suppliers. This assessment involves the review of a variety of risks including financial, technology, market, ethical, environment and regulatory risk. Measures are then implemented to mitigate and control the risks highlighted. New suppliers are assessed for risk as part of the onboarding process and all approved suppliers are set up for ongoing credit monitoring.

Our approach to sustainable procurement

Our supplier partnerships are built around four key pillars of Quality, Availability, Cost and Sustainability. In Sustainability we have six focus areas to ensure our suppliers contribute to our Responsible Business objectives through their actions, while at the same time improving our supply chain efficiency and resilience.

These six areas are:



Sustainable procurement

continued

Global sourcing

Our Belron® Group procurement team sources and manages the procurement of the core products and services that we use in our businesses around the world including within the UK.

Our centrally-procured products include vehicle glass, trims, adhesives, workshop equipment, tools, consumables and products for resale. Our centrally procured services include IT software and maintenance, professional services, vehicle leasing, and the maintenance of our van fleet.

For more information on global procurement teams’ actions and progress please see the [Belron Group Responsible Business Insights Report 2024](#) page 27 to 29.

Local sourcing

In addition to sourcing products and services via the Belron Group procurement team, we also source some products and services in country. This is all actioned in line with our Sustainable Procurement Policy, Supplier Code of Conduct and Sustainability Handbook. We aim to ensure that all procured products and services align with our commitment to environmental sustainability and responsible practices.



SPOTLIGHT

Technician devices – Upgrade to tablets

In 2024 we introduced new devices for our technicians, upgrading to Samsung ruggedised tablets. In this upgrade we changed our procurement model to lease. Taking advantage of leasing procurement models for smartphones reduces the proportion of greenhouse gases emitted by more than 50% compared to conventional purchasing without reuse. It also helps us to support a more circular economy.

SPOTLIGHT

Van livery

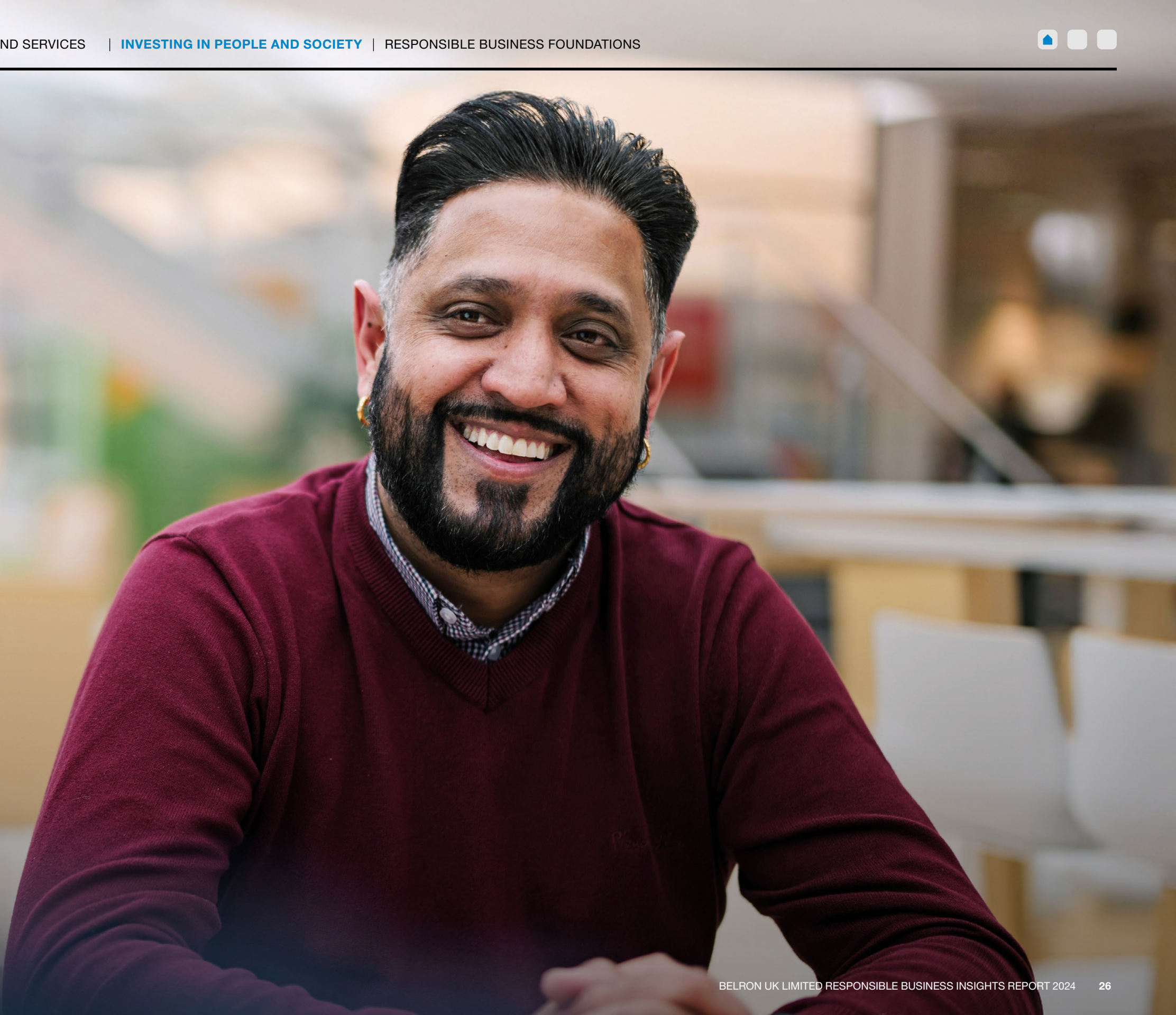
In 2024 we worked in partnership with a new livery supplier to update the graphic designs for all our commercial vehicles, including Autoglass®, Laddaw® and our Specialist and Commercial division, with specific versions to highlight our electric vehicles. All the vinyl and backing paper used in this project is fully recyclable – supporting us on our journey to net-zero.



Investing in people and society

We're committed to creating an exceptional people experience and fostering diversity and inclusivity across our business. Our colleagues are passionate about making a difference through caring for one another, our customers, and the wider community. By investing in their development, safety, health and wellbeing, and recognising the value they bring, we empower them to reach their full potential and deliver a memorable difference with care. We also have a deep-rooted sense of responsibility to the communities we serve which guides our commitment to giving back – an integral part of our culture and reflects the true spirit of Belron®.

- 27 People safety and wellbeing
- 30 Promoting equity, diversity and inclusion
- 31 Giving back to our communities
- 34 Delivering an exceptional people experience



People safety and wellbeing



At the heart of everything we do is our unwavering commitment to Safety, Health, and Wellbeing (SHW) – ensuring that everyone goes home safe, healthy and well, every day. We strive to cultivate a culture of SHW excellence, foster an environment free from harm, and empower our people to work sustainably and to be their best.

Why it's important

Ensuring the safety, health, and wellbeing of our people is central to responsible business and protecting our colleagues from harm is not only a fundamental duty, it's essential to their overall experience at work. As a people powered business a strong SHW culture is a key driver in engagement, helps us attract and retain talent, and enables our people to consistently deliver excellence in both customer safety and service.

Our ambition

We are committed to creating a zero-harm environment where everyone – our colleagues, customers, contractors and visitors – go home safe and well, every day.

Our actions

Safety, health and wellbeing standards

Our ISO 45001 certified health and safety management system ensures that we proactively identify, manage, and mitigate all types of risks, safeguarding both our people and our customers. Through our robust system and standards, supported by our dedicated safety, health and wellbeing team and our leadership community, we continuously strive to reduce harm and enhance our risk management processes for all stakeholders.

During 2024 we continued to align our existing SHW standards with the Belron® Global SHW Standards.

We developed and refreshed standards including a structured framework for risk assessment and management, clearly defined SHW responsibilities and accountabilities – helping every colleague understand their role in achieving our vision, and the alignment of our existing Incident management and investigation standard.

As part of our standard alignment with the Belron Group SHW Standard the Group SHW Team completed an assurance visit in 2024, where we achieved a positive assurance outcome.

Awareness and competencies

2024 marked a year of significant progress in strengthening SHW competencies and understanding across our organisation. From delivery of IOSH Leading Safely to our Executive Team and key senior leaders, delivery of IOSH managing safely to 42 operational leaders; and ensuring that all our colleagues know how to work safely.

Our ‘Making Safety Personal’ campaign highlighted to our people the potential impact of workplace injuries. The campaign raised awareness, understanding and highlighted that not only are most workplace injuries avoidable, but that there are very real consequences to each injury, both at work and at home. We also used the campaign to share actions that all colleagues should take to understand hazards and risks before they start a task.

As part of launching our updated SHW responsibilities and accountabilities standard we introduced our ‘8 To be Great Behaviours’ campaign. These eight clear safety, health and wellbeing behaviours empower all colleagues to understand their role in supporting each other to be safe, be healthy and be well – every day. We also set eight leadership behaviours to support our leaders in creating a safe, healthy and supportive environment.



55%
of our frontline operational leaders have now completed IOSH managing safety



People safety and wellbeing
continued



89%
of colleagues agreed
“Our business cares about
the health and safety of
its employees at work.”

92%
of colleagues agreed
“My manager cares
about my wellbeing.”

*Consultation and engagement in safety,
health and wellbeing*

Throughout 2024, we expanded our consultation and engagement forums to ensure representation at all levels of the organisation. These forums provided colleagues with regular opportunities to receive updates, ask questions and better understand our SHW performance. A key development of this was the introduction of a monthly Operational Leaders SHW meeting designed to enable proactive engagement, allowing leaders to raise questions, identify risks and opportunities and cascade important updates to their teams.

Our annual engagement survey continued to measure colleague attitudes related to health, safety, and wellbeing. In 2024, 92% of colleagues agreed with the statement, “My manager cares about my wellbeing,” while 89% agreed, “Our business cares about the health and safety of its employees at work” which is 4pp above the UK norm*. These results demonstrate a sustained commitment to fostering a positive culture that prioritises safety, health and wellbeing, of which we are proud.

Audit and assurance

We regularly monitor and evaluate our health and safety performance, including internal and external audits, site safety inspections, and workplace checks. In line with the ISO 45001 standard, our systems are externally audited by DNV as well as our corporate customers and insurers. In 2024, DNV audits revealed no major issues, confirming that we have effective systems in place to manage and mitigate health and safety risks. This certification confirms our commitment and dedication to the continuous improvement of safety standards for all stakeholders.

* Source: Willis Towers Watson 2024 Global High Performance Norm and UK Norm.



People safety and wellbeing

continued

Safer tools and equipment

Data and insights from incidents highlighted that a high proportion of injuries resulted in musculoskeletal disorders (MSDs) and cuts and lacerations. Through the Belron® Technical team a new safer razor blade was developed in 2024 to help minimise cut risk.

This new safer razor blade was trialled within Belron UK and will be rolled out in 2025 across the business. The introduction of the new blade will eliminate the use of single-edge blades – previously used for removing resin from windscreen repairs across the business.

The Technical Team are also in the process of developing new tools to make it easier for a diverse technician population to lift windscreens. However, in 2024 and to target one of our significant causes of injury we, in line with

the Belron Group, launched some updated training on manual handling for all our operational colleagues. Working with an external subject matter expert organisation we rolled out refreshed and practical manual handling training to all front-line colleagues to support musculoskeletal disorder risk reduction.

Performance measurement

Our health and safety performance is measured through a combination of leading and lagging key performance indicators (KPIs), including Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR). We are also placing more emphasis on our leading indicators to proactively identify risks, take preventative action and recognise opportunities for improvement before incidents occur.



Wellbeing

We work hard to create an environment where our people’s physical, mental, social and financial wellbeing is supported, enabling them to be resilient, know we care, work sustainably and be their best. In 2024, we continued to raise awareness and educate and involve everyone in the conversation and we maintained our regular cadence of training our People Leaders as Mental Health Champions.

We also continue to provide a range of well-being benefits to all colleagues including an Employee Assistance Programme (EAP) (which includes 24/7 access to a confidential ‘live chat’ counselling service and a useful wellbeing app), a Digital GP service and access to a comprehensive discount platform to help colleagues’

money go further. We actively promote these services as part of our regular drumbeat of colleague communication. We also provide Private Health Insurance to our leadership population and their families.

We have a continuous improvement mindset to developing the support and resources available to our people to support their health and wellbeing. In 2024, we developed a well-being assessment tool to allow us to monitor well-being in specific areas, should it be required. We also ran drop-in sessions for our Leaders to raise awareness of the well-being support which is available to them and their teams.

We also conducted a strategic review of our wellbeing benefits. This included a colleague survey to assess their awareness and understanding of these and the value they place on them. As a result of the survey, we created several additional communication tools for colleagues and leaders to support understanding and usage of our benefits, and we have taken the colleague feedback into consideration when reviewing our provision moving forward.

From a financial wellbeing perspective, when determining our annual pay review, fair allocation of the budget is a key consideration. We prioritise the pay of our lowest paid colleagues, ensuring that we have a healthy gap between the National Living Wage and our lowest rates of pay, which are currently aligned to the Voluntary Living Wage outside of London. We also have a Hardship Fund which provides one-off grants to colleagues to support them with costs arising from an unexpected event or circumstances outside of their control.

SPOTLIGHT

Notify, our incident management platform

In 2024, we developed and piloted a safety, health and wellbeing IT platform called Notify. One of its key benefits is real-time reporting and visibility. Colleagues can now report incidents directly from portable devices, uploading information and photos on the spot. This enables leaders to respond immediately – offering support investigating the incident and implementing preventative actions all within the same platform. The system is set for business wide roll out in early 2025 and is expected to significantly enhance data management and unlock new insights.

Notify

Promoting equity, diversity and inclusion

We are committed to being a truly diverse and inclusive organisation, and we believe that it is our individual uniqueness that drives making a meaningful and memorable difference.

Why it's important

Supporting and promoting equality, empowering diversity, and fostering a community of inclusion are essential to our colleagues wellbeing, engagement and the overall workplace experience. With over 2,100 colleagues, embedding equity, diversity and inclusion (ED&I) at the heart of our culture is vital to attracting and retaining the very best talent.

Our actions

We have a dedicated team driving strategic initiatives to ensure that everything we do is delivered in a fair and inclusive way. Our commitment to being ‘best in class’ led us to partner with Ernst & Young leveraging their insights and specialised expertise to conduct a comprehensive ED&I ‘healthcheck’. This collaboration strengthened our approach to inclusion and enabled us to develop a robust plan, focused on continuous improvement. A testament to this was our outstanding score of 89% for our ED&I drivers in our annual engagement survey, which is 4% above the global high-performance norm*.

In 2024, we prioritised embedding our progress in technician gender balance. Through our collective efforts in onboarding, training, and retaining female technicians, we have fostered a more inclusive and equitable workplace. Our adjustments to tools, environment, and mindset have paved the way for a diverse workforce to thrive.

We’re proud to share that we closed 2024 with 32 female technicians who are actively growing and developing their skills. In our annual colleague survey, 98% of female technicians told us they felt supported and included by their leaders and peers – an incredible reflection of our inclusive culture. Complementing this progress, in 2024 we proudly sponsored the Sheffield United Football Club Women’s team for another season, drawing powerful parallels between women excelling in sports and those thriving in the automotive sector.

We continued our focus on increasing awareness by recognising special observance events and established an ED&I community; IGNITE (Include, Grow, Nurture, Innovate, Trust, Empower). This has been pivotal in cultivating a community centred around ED&I. It offers colleagues a space to connect, share their experiences, and support one another.



I saw an advert for a Mobile Technician with Autoglass® and it really stood out for the investment in development and helping people progress in their careers. I started my initial training in September 2023 and I’ve loved every second since day one.”



* Source: Willis Towers Watson 2024 Global High Performance Norm and UK Norm.

Giving back to our communities

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. Giving back is at the heart of our culture and demonstrates the true spirit of Belron®.

Why it's important

Giving back is fundamental to fostering a sense of community and solidarity. It empowers individuals and organisations to contribute to the wellbeing of others, creating a lasting, positive impact on society. By supporting those in need, we help build a more compassionate and resilient community. We actively support charities and community projects that resonate with our colleagues and reflect our shared values.

Our actions

Our efforts to create meaningful impact extend across local, national, and global communities. We place strong emphasis on supporting causes and initiatives that matter to our colleagues, ensuring our contributions are both heartfelt and relevant. 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. There are lots of giving back activities that happen across our business day in and day out. However, we deliver our structured giving back agenda through the following areas:

Spirit of Belron Challenge (SOBC)

SOBC is a major highlight of the Belron 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 such as walking, running, cycling, and swimming, our UK colleagues joined forces with those across the Belron Group to help raise 2.3 million euros for Afrika Tikkun.



SPOTLIGHT

Community Counts Fundraiser

Paul Carter, one of our Operations Managers in the North region, set out to make a meaningful difference by raising vital funds and awareness for young people experiencing homelessness. After connecting with a UK-based charity, he gathered six colleagues from across the business and arranged a sponsored sleep-out. They set

up a makeshift shelter and experienced what it was like to sleep outside for one night in April. Our Regional Account Manager Laura Knight then applied to our Community Counts Fundraising Scheme – a brilliant way to boost the donation to the charity by £400, making a significant difference to young people facing homelessness.



Giving back to our communities
continued

Community Counts Scheme

Our Community Counts Scheme 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. There are four parts to the scheme:

Community Fundraiser: A matched funding programme which enables us to make financial contributions to charities in recognition of our people’s fundraising.

Community Project Grant: Provides a payment of up to £200 for community groups and local charities that colleagues are involved in.

Community Volunteer: A matched funding programme which enables us to make a financial contribution to charities in recognition of colleagues volunteering.

Community Team Volunteering: Allows teams to offer their time to a local good cause and the company will help to support the event.

In 2024, the Community Counts Scheme supported over 20 individual charities and community projects. Through this initiative, colleagues are offered opportunities to give back, get involved, and collaborate – making a memorable difference with genuine care.

SPOTLIGHT

Community Counts Volunteer

At the core of our business is the belief that caring extends beyond the services we provide; it’s about making a genuine difference in the lives of those in need. We place great value in giving our colleagues opportunities to volunteer and support local causes in practical ‘hands-on’ ways. A great example is our Customer Experience Centre’s initiative to collect and recycle Christmas trees in support of Sue Ryder Hospice Care. Thirty-nine colleagues from our Customer Experience Centre, along with volunteers from other businesses, helped collect and transport 800 Christmas trees, raising over £15,000 in the process. Initiatives like the tree-cycling project highlight the tangible difference we can make in our communities when we come together with purpose.



Giving back to our communities continued

Children In Need

Children in Need is a much-loved annual event that brings our colleagues together to have fun, connect and make a positive, meaningful difference. As proud supporters of Children in Need for over a decade, it holds a special place in our giving back calendar.

In 2024, we were thrilled to raise over £2,400 for the charity. One of the highlights was arranging for Pudsey – the charity’s beloved mascot – to make special appearances at hospitals, schools, and care settings in our local communities, all nominated by our colleagues. Pudsey’s appearances brought joy and smiles to countless children, creating cherished memories and brightening their days. The feedback from hospital teams and school staff was overwhelmingly positive, with many expressing how much the visit meant to their communities.

Colleagues also had the chance to take part in our Children in Need raffle, raising additional funds while having the opportunity to win some amazing prizes. It was truly heartwarming to see the magic of our big yellow bear spreading cheer.

The Belron® Ronnie Lubner Charitable Foundation

Established in 2020, and named after Belron’s former CEO, the foundation has donated over €10.8 million to causes worldwide, supporting hundreds of charities across six continents. In 2024 alone it donated €2.9 million, including further donations through its Global Grants Programme – responding to ad hoc applications from Belron colleagues, as well as providing urgent support for the humanitarian crisis in the Middle East and the floods in Spain.

For more information on the Belron Ronnie Lubner Charitable Foundation see <https://www.belron.com/doing-business-responsibly/serving-society/belron-ronny-lubner-charitable-foundation>.





Delivering an exceptional people experience

Our people are at the heart of everything we do, making a memorable difference with care to our customers and each other, every day. As a people-powered organisation, we are committed to ensuring an exceptional experience for our colleagues.

Why it's important

Our c.2,200 colleagues are passionate and committed, and we are incredibly proud of them. By striving to ensure an exceptional people experience every day, we aim to engage, inspire and empower our people to make a memorable difference with care.

Our actions

Engagement and listening

In 2024, we continued to build on our culture of listening; we completed our 5th annual 'Our Belron' engagement survey and maintained our ongoing agile listening and feedback opportunities.

By using insights from the survey and additional listening sessions, we have continued to equip our business with valuable data to support more focused, meaningful conversations – helping us shape and deliver targeted action plans that truly make a difference.

95% of our people took part in the October 2024 survey – matching our 2023 participation rate. 88% said they feel engaged, feel proud, inspired and have a sense of personal accomplishment. While this is a slight decrease from our 2023 results, it comes during a year of ongoing change and we continue to perform well above the UK norm*.

88%

of our people told us that they are engaged, feel proud and inspired

40k+

learning moments recorded

50

colleagues completing an apprenticeship programme in 2024

6,000+

Celebrate US recognition moments in 2024, 20% more than in 2023



* Source: Willis Towers Watson 2024 Global High Performance Norm and UK Norm.

**Delivering an exceptional
people experience** continued



We are incredibly proud of the progress we’ve made in many areas of our people experience, and how we continue to compare favourably with other high-performing organisations around the world. The data and insights we have gained continue to support our ambition and drive to build an even better Belron® UK.

Learning and development

We are committed to helping our colleagues be the best they can be. They are empowered to take charge of their own learning and development, with support to grow both personally and professionally.

Our Learning and Development framework is closely aligned with our business strategy, offering a wide range of programmes for everyone, plus tailored tools for our leaders. We provide an extensive self-directed e-Learning catalogue filled with creative, engaging modules – alongside mandatory content that inspires learning. We also offer structured learning journeys based on roles, ensuring our people have the skills and the knowledge they need to succeed.

We know that meaningful conversations are at the heart of development and growth. That’s why we continue to embed our performance management framework – the Belron Way of Performance (BWOP) – to support those conversations between leader and colleague, helping our people thrive.

In 2024, we continued to offer a range of apprenticeship programmes across the following areas: customer experience, data, leadership, sales, finance, HR, recruitment and learning and development. Around 50 colleagues are currently enrolled in these programmes, building valuable skills for their future.

Recognising our people

Recognition – a fundamental element of our people experience – is deeply woven into our culture. We are truly proud of our people and love to celebrate and showcase those who go the extra mile and embrace the Spirit of Belron.

There is no better example of this than our prestigious Global **Belron Exceptional People Awards** (BEPAs). These annual awards celebrate our people for their work and the positive impact they have had on our customers, their colleagues and society. As a precursor to the Global BEPAs, we also hold UK BEPAs each year, and these award-winners go forward as our global nominees.

Our well-established and popular peer-to-peer recognition programme, Celebrate US, allows colleagues to show their appreciation for each other by giving awards based on role modelling our core values: caring, driven, genuine and collaborative. These awards can be in the form of an e-card or the provision of recognition points which colleagues can then redeem for a gift of their choice.

SPOTLIGHT

Right First Time for Customers

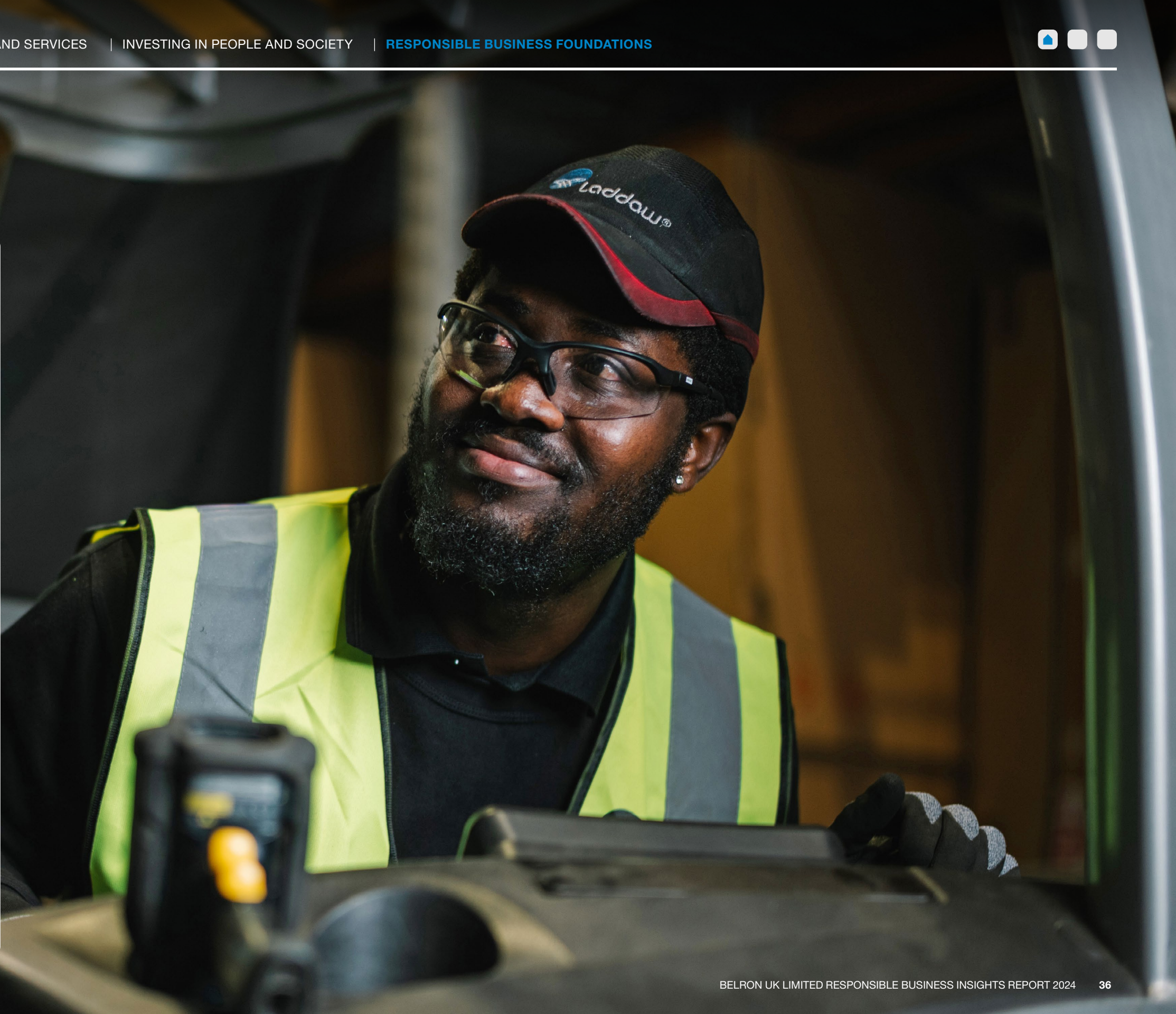
In 2024 we conducted a business wide training programme – Right First Time for Customers. The programme was delivered into each operational team by people leaders and the results have been outstanding! The Belron purpose was central to the programme, helping every team connected to the customer and their journey understand the vital role they play. It reinforced how each team’s actions impact one another and how, together, we deliver exceptional service every time.



Responsible business foundations

Our business is built on a clear and solid foundation of responsible corporate governance, inspiring leadership and robust reporting. We take pride in our commitment to be a responsible business and maintaining the highest operating standards and upholding our ethical business principles.

- 37 Strong governance and inspiring leadership
- 39 Our values and ethics
- 40 Robust reporting and measurement



Strong governance and inspiring leadership

Through our strong approach to governance our executive leadership team ensures we operate a business that has responsibility at its core. We are committed to ensuring responsible business practices which are led by inspiring and talented leaders and subject matter experts, delivering sustainable business success and positive outcomes for our stakeholders – our people, our customers, our society and our shareholders.

Responsible business oversight

Leaders and subject matter experts from around the business support and influence their areas and our business to ensure we have a forward-thinking, proactive approach to doing business in a responsible way, allowing us all to make a positive contribution in everything we do. This is proactively and strategically steered by the Executive team with support from our Senior Leadership community and our Head of Responsible Business.

Speaking up

As a responsible business it is important to ensure we all feel comfortable to discuss difficult or sensitive decisions in an appropriate way. It is equally important that any one of our employees feel confident in drawing attention to behaviour they feel is unacceptable and may contravene our code of conduct.

We encourage employees to ask questions or raise concerns via their line manager or a member of the Legal and Compliance teams. They can also report concerns via our independent **Speak Up** helpline, which is available to all our colleagues and is independently managed.

This service enables anyone to ‘speak up’ in absolute confidence if they become aware of or are concerned about anything, including malpractice, corruption, bribery, fraud, theft, or other misconduct such as injustice, harassment, bullying or other inappropriate behaviours.

We raise awareness of the helpline via ethical training modules, our Code of Conduct, company policies and our internal communication channels.

Compliance

We are committed to the strict observance of legislation and ethical conduct. We have key teams across all areas of the business who are responsible for reviewing and measuring compliance with the policies and processes we have in place.

Recommendations identified by internal functional areas and business partners can be highlighted to the Compliance team who will work with the relevant business area and corporate partner to mitigate and resolve risks. We consistently and comprehensively measure the effectiveness of the systems in place to identify any risks and highlight areas for improvement.

Data Protection and Information Security

We are committed to ensuring the security and protection of the personal data that we process, and to provide a compliant and consistent approach to data protection. We hold customer, colleague and supplier data and have a responsibility to collect, use and store it responsibly in line with the Data Protection Act 2018.

Our approach includes strong policies and processes on data management and training for our people. Our Legal Counsel and Legal Director oversees and supports our approach to data protection and are supported by our Data Compliance team. We also have data champions in each business area, providing them with extensive training that enables them to help implement our standards in line with requirements. We currently have circa 72 data champions across our business.



Strong governance and inspiring leadership continued



For any process that may involve handling personal data and is likely to result in a high risk to individuals, colleagues are required to complete a data protection impact assessment. Suppliers that process personal data on our behalf must confirm that they comply with our data and security policies.

All new starters are required to complete data protection and information security training and, in addition, we roll out annual refresher training on data protection and information security to colleagues.

Under our data protection requirements, we must report certain types of data breaches to the relevant regulator, such as the Information Commissioner’s Office in the UK, and the affected individuals. Should they occur, such data breaches would be reported to our Data Compliance team who investigate, as well as manage the notification and reporting processes accordingly.

Data Security

Data privacy and digital responsibility are significant priorities and we have a global cyber security training and awareness programme in place to support this. This programme focuses on providing our colleagues the skills and knowledge to help protect them both at work and at home. First launched in 2021 it is now well established across Belron® with regular training modules rolled out to cover topics including phishing basics and internet safety and privacy.

In addition to training, we run regular communications throughout the year on our global and local channels to ensure digital safety and responsibility continues to be top of mind.

SPOTLIGHT

Phishing

We ran over 40,000 simulated phishing email campaigns against our employees to help employees recognise phishing attempts, understand the risks, and learn how to respond appropriately. This has really enhanced the company’s security posture to stop threats in their tracks by actively encouraging reporting behaviour and supporting our other cyber security operational tools.

Leadership

Inspiring leadership is at the heart of our business. Our leaders live our values, support our purpose of making a memorable difference with care, and help us act responsibly.

Developing strong, inspiring leaders helps us perform well, build positive team cultures, and manage change successfully. Our internal leadership programmes give people the tools and support they need to lead confidently at all levels – now and in the future.

- Our leader development activities cover a wide range of topics, including safety, management and leadership, wellbeing including mental health, operational excellence, and team and personal effectiveness.
- In 2024, 90% of our leaders participated in a leadership development activity.

The Belron Trainee Graduate Programme, of which we are proud to be part of, is an important part of building future leaders. It helps us spot early talent and gives people the skills, mindset, and experience to grow into confident leaders. This helps us prepare for the future by ensuring we have capable people ready to step into key roles in the future.



Our values and ethics

Our approach to being a responsible business is driven by our purpose – making a memorable difference with care, and is reflected in our culture and core values: caring, driven, genuine and collaborative. We call this the spirit of Belron®. Our purpose is shared right across the Belron family of businesses and is the driving force behind all our decisions.

Our Code of Conduct

Our **Code of Conduct – Our Way of Working** applies to everyone at Belron UK and across the Belron family of businesses. It builds on our core values by detailing the expected behaviours and actions that shape how we work, ensuring we focus not just on ‘what’ we do, but how we do it. The code covers a wide range of areas such as bribery and corruption; care for the environment; competition law; data protection; dealing with customers; discrimination; fraud; health and safety; human rights; relationships with suppliers; and sustainable procurement.

To ensure our people understand the importance of our approach and how we implement the principles across our entire organisation, we also have a Code of Conduct e-learning module which is required to be completed by all colleagues.

Compliance and ethics training

In addition to our Code of Conduct and training, we also have a number of various other compliance and ethics training modules including, for example, cyber security training and information security training. Colleagues are required to undertake these training modules when they join the business as well as complete annual refreshers. The training also covers our ethical principles and how to report concerns, including via the **Speak Up** line.

By promoting and demonstrating our ethical behaviours and principles throughout the organisation, we build trust with our people and strong relationships with our partners. This results in us creating a climate where everyone can thrive.

Building an ethical supply chain

We adhere to and promote clear ethical standards for our business and expect similar standards from all third parties who work with us or on our behalf. Human rights are a fundamental pillar of ethics and are addressed in the Belron Code of Conduct and the Belron Supplier Code of Conduct. We are also committed to continuing to embed the ten principles of responsible business as set out under the United Nations Global Compact to which it has been a signatory since 2010.

100%

of UK employees reviewed and confirmed their understanding of the Code of Conduct

12,000+

Compliance and Ethics training modules were completed in 2024.



Robust reporting and measurement



Materiality assessment

In 2020, Belron® took part in a high-level materiality assessment conducted by D’Ieteren Group and supported by an external partner. Through this Belron aimed to hone our organisational sustainability strategy and ensure we were tackling the sustainability challenges most pertinent to our business and stakeholders. It also ensures we are measuring sustainability-related progress appropriately, and we are managing sustainability risks and opportunities effectively.

Our material topics

The material topics highlighted from the assessment included waste management, people safety, customer care, diversity, and wellbeing. Belron used the output of the assessment to review all aspects of corporate responsibility and refine our materiality topics, with the help of a leading sustainability consultancy. The review culminated in the creation of the Belron Responsible Framework and how we manage responsible business within the UK business.

Reporting and transparency

We publish an annual corporate governance statement with our directors’ report as part of our annual report and financial statements. This covers our corporate purpose and leadership, and stakeholder engagement activity, among other things. In addition to this we also publish a statement of engagement with our employees and a statement of engagement with suppliers, customers and others that are in a business relationship with us.

We also publish a **Section 172(1) statement** in our annual strategic report and on our website. This sets out how the directors of the business have managed the interests of employees and the impact of our business operations on the community and the environment. It also reflects the need to ensure fairness across all stakeholders and the importance of maintaining a reputation for high standards of business and conduct.

In compliance with the **UK Modern Slavery Act**, we publish our slavery and human trafficking statement on our website. This statement provides an overview of our approach to ensuring there are no incidences of modern slavery in our own operations or within the supply chain. This includes the due diligence processes for onboarding new suppliers and the ongoing management of existing suppliers, and the training provided. We go beyond that and educate our employees with online courses, posters and messaging, so they are also aware of the risk of modern slavery inside and outside the workplace, and so they know what action to take if they have suspicions.

We fully support all initiatives which set the conditions for a more inclusive society and support environmental impact reductions, which is why we publish and/or submit reports such as our **Gender Pay Gap Report**, our **Streamlined Energy and Carbon Report**, and undertake an energy assessment under the **Energy Saving Opportunities Scheme**.

Robust reporting and measurement
continued

Measurement and assurance

The Compliance and Audit teams oversee a variety of audits that are conducted by external organisations and internally.

External assurance

During 2024, we successfully achieved positive outcomes in all 32 audit reviews completed by, or on behalf of, our corporate customers and other external organisations. This was in addition to the completion of 182 business assurance questionnaires. The purpose of these activities is to seek assurance that we are a responsible business partner, while putting our customers, our people and society at the forefront of our decision making.

External certification

Across all of our sites we have successfully maintained certification for our Quality Management System (QMS), our Safety and Health Management System (SMS) and our Environmental Management System (EMS) against the following standards:

- ISO 9001:2015 (QMS)
- ISO 45001:2018 (SMS)
- ISO14001:2015 (EMS)



Our systems and their implementation across the business are externally audited every six months by the certification body DNV. In 2024, a combination of remote and on-site audits identified no major nonconformities. Compliance with our management system requirements is also subject to ongoing monitoring through our internal operational audit programme.

Internal audit and assurance

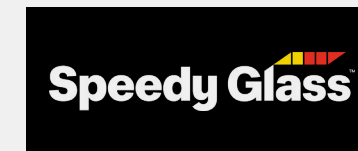
We see compliance as an ongoing and continuous improvement process. Through the regular review and audit of our own activities, our internal standards, and the training of our employees, we ensure our conduct is always exemplary. Our internal audit function performs audits across the business to provide assurance that we are maintaining the required standards.

To maintain compliance with our required standards and to ensure the safety of our people, our operational and supply chain managers are also required to complete regular **self-assessments and site safety inspections**. We ensure continuous improvements, observations and points for action are shared with the site teams. Areas identified as best practice are also shared with other areas of the business to support overall continuous improvement in operations and implementation of systems.





Part of the Belron® Group and global family of businesses



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