

# Belron UK Limited Responsible Business Insights Report

2021



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## Introduction and message from our Managing Director

At Belron UK Limited, (trading as Autoglass® and Laddaw®) we are committed to doing the right things and doing them right; we care about our impact on the environment and are driven to give back to society.

Every day we are united by a common purpose: making a difference with real care. We want to ensure that we are a trusted and respected business in the eyes of all our stakeholders and that we are behaving with integrity in everything we do. Doing business responsibly stems from our values, is reinforced by our culture, and lies at the heart of our purpose.

This report provides an insight into how we do business in a responsible way. It explains how we consider our responsibilities to our people, to those with whom we do business, to the wider community and to our planet, and highlights our progress across this broad agenda.

Over the last two years, the global Covid-19 pandemic has presented an unprecedented challenge to us all, both professionally and personally. I want to pay tribute to our extraordinary people who have worked tirelessly through these difficult times and continue to do so in this VUCA (Volatile, Uncertain, Complex and Ambiguous) world we live in. I am immensely proud of the way they have demonstrated our true spirit and responded with courage, compassion, and an unwavering determination to continue to deliver on the ambitious goals we have set ourselves.

I want to also thank all those in our external support network for their strong support.

Our progress around the sustainability and corporate responsibility agenda has also been significant. Although rightfully proud of our progress, specifically given the pandemic over the past two years, we know that as a responsible business we cannot – and will not – stand still. By working together, we continue to deliver on our purpose to make a difference with real care – a purpose that is shared right across our business and is the driving force behind all our decisions.

I am pleased to be able to share our achievements with you in this report and look forward to our business making even greater strides across this agenda in the future.

### Taxiarchis Konstantopoulos



Managing Director  
Belron UK Limited



## 2021 highlights

### Responsible business foundations

Maintained our **certification to international standards** for Occupational Health and Safety, Environmental Management and Quality Management (ISO45001, ISO14001 and ISO9001).

Completed **over 50 internal audits** to check and support the business in doing the right things and doing them right.

Successfully achieved **positive outcomes** in over 25 external audit reviews completed by or on behalf of our corporate customers and other external organisations.

Over 2,000 colleagues completed **compliance and ethics training**.

### People

**89% of colleagues participated** in our employee engagement survey.

**84% of colleagues are engaged** and improvements were made across every category of the survey.

Committed to **mental health champion training** for all our people leaders.

Won two British Safety Council International **Safety Awards** for the eleventh consecutive year.

### Customers

All customer service representatives received training and guidance to learn effective customer service principles, including listening skills, use of inclusive language and **caring for our customers**.

**Targeted training and continuous professional development** for our technicians are essential to ensuring we deliver quality in service and customer safety.

Technicians are **trained and accredited** to the Institute of Motor Industry.

### Environment

**Recycled 100%** of our glass waste.

We repaired rather than replaced over 161,000 windscreens, **avoiding the creation of over 2,500 tonnes of waste**.

Purchased 100% of our electricity from certified **renewable sources**.

Through delivery and job route optimisation, we **reduced** our distribution logistic mileage and related carbon emissions by 20%.

Over 20% of our company car fleet is **fully electric**.

### Sustainable procurement

Our **supplier code of conduct** is a set of principles that we expect our suppliers to work within and we consider these principles when choosing our suppliers.

All of the paper roll we use for cleaning glass as part of our activities is made from **100% recycled fibre**.

We use a source-to-contract portal including comprehensive supplier questionnaire to vet our suppliers.

### Giving back

Donated **over £100,000** to charities and community projects.

Nearly 500 of our UK colleagues, along with their families and friends, took part in the virtual **Spirit of Belron Challenge**, our global giving back event, raising money for our headline charity, Afrika Tikkun.

Our people had lots of fun and won some great prizes while **raising over £4000** for Children In Need.

## About Belron UK Limited

Belron UK Limited (trading as Autoglass® and Laddaw®) is part of the Belron® Group, which operates in 40 countries across six continents and is home to some 27,000 employees.

Belron has a deep and longstanding commitment 'to making a difference with real care' to its customers, its people, to society and to its shareholders. It has a focused business strategy to become the global leader in vehicle glass repair, replacement and recalibration.

The Belron family has a strong history and family values and our approach to being a responsible business is driven by our purpose and is reflected in our culture and core values: **collaborative, driven, caring and genuine**. 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.

In the UK, Belron UK Limited trades as Autoglass® and Laddaw®. Autoglass® is the leading vehicle glass repair, replacement and recalibration specialist in the UK; while Laddaw® is the UK distribution and wholesale arm for vehicle replacement glass and other associated products. Belron UK Limited is home to some 2,200 employees, with nearly 90 centres around the UK and a large glass-distribution network.



Belron's strategic framework



## Doing business responsibly

We recognise the vital role that businesses must play in addressing environmental and social challenges. We strive daily to take on a greater responsibility and play our part in demonstrating how businesses can be a force for change.

As a responsible business we are committed to:

- **transforming** our business through improved processes, flexible ways of working and a greater use of technology to make a difference to our customers and our people;
- developing super-talented **people** in our business to be the best. We want to create a great place to work and grow a business we are committed to and feel proud of;
- doing the right things and doing them right. We care about our impact on the **environment** and are driven to give back to **society**;
- keeping our **business performance healthy** to enable prosperity for all of us.

**By working together, we continue to deliver on our purpose to make a difference with real care – a purpose that is shared right across our business and is the driving force behind all our decisions.**

Belron Group has been a signatory to the United Nations Global Compact since 2010 and in late 2020 reviewed their corporate responsibility strategy and developed the Belron Responsible Business

Framework. The framework brings together all aspects of how the company views “Doing Business Responsibly”, which is derived from Belron’s purpose and values. Belron wants to be a trusted and respected company in the eyes of its people, customers, partners and society, by doing the right thing every day and behaving with integrity in everything it does. The Belron Responsible Business Framework was launched across the Belron family of businesses in 2021 and the company and specifically Belron UK Limited has made progress across all elements and has ambitious plans to do more in all areas.

At Belron UK Limited we have also reviewed our approach and completed our own internal materiality assessment. Using this information and aligning with the Belron Responsible Business framework we have established the focus areas of Sustainable Products and Services and Investing in People and Society, which are underpinned by our Responsible Business foundations.

Our priorities under these focus areas are to:

- Reduce our environmental footprint including reducing waste and working towards a circular economy, and driving down emissions
- Ensure sustainable and responsible procurement
- Promote diversity, equity and inclusion
- Prioritise the safety, health and well-being of our people
- Continue giving back to society and communities to add value and drive positive change

In addition, our responsible business foundations include strong governance and assurance processes, continuing to focus on our values and ethics and ensuring and developing robust reporting and measurement around our responsible business activities. We want to ensure we maintain our reputation for being a responsible business and an organisation we are all proud of.

As identified by Belron’s review the two core areas where we can all add real value, Sustainable Products and Services and Investing in People and Society, are also in support of four of the 17 United Nations Sustainable Development Goals (SDGs).



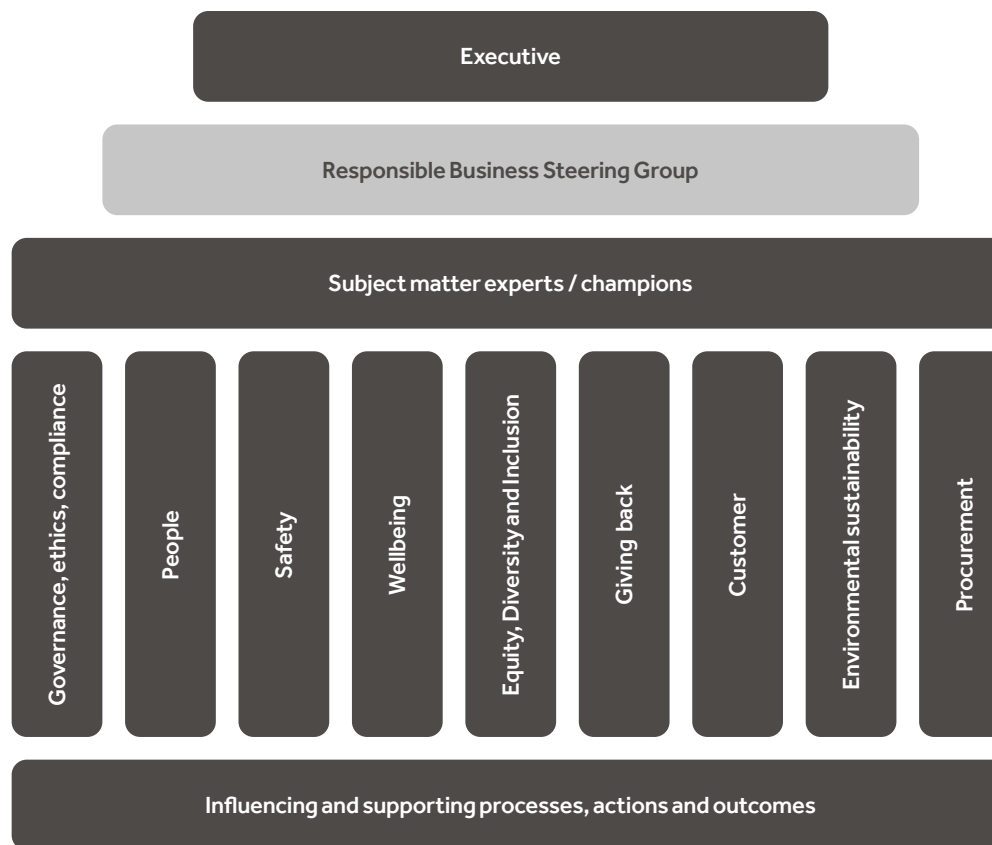
The four relevant SDGs

Working together and with the support of our collaborative **Responsible Business Steering Group**, we also focused efforts in 2021 to further increase awareness of the Responsible Business agenda and the various elements of it and our progress to date. We continue to proactively deliver on our plans and are making real progress in meeting our objectives.

## Responsible Business Steering Group

The Responsible Business Steering Group is made up of experts from around the business who support and influence their areas and the business to ensure we have a forward-thinking, proactive approach, which allows us to make a positive contribution in everything we do. It is chaired by our Head of Corporate Responsibility with proactive Executive oversight.

The group and its members set and guide key internal stakeholders in establishing plans, setting policy and process, as well as measuring and reporting on performance, to enable and ensure that we achieve our vision of being a best-in-class, responsible business.



Responsible Business Governance and Support Framework



## 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 2021 (1 January 2021 to 31 December 2021).

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

We have included case studies and information as examples of our responsible business strategy in action.

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

With the exception of our carbon emissions, we do not commission independent assurance of our sustainability management and reporting.

Our carbon emissions are reported in line with the Green House Gas (GHG) Reporting Protocol, have been reviewed internally and have been externally audited by PWC via Belron®





# Foundations

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Belron UK Limited  
Responsible Business Insights Report 2021

## Responsible business foundations

At Belron UK Limited, our business is built on a clear and solid foundation of responsible corporate governance that respects our purpose of making a difference with real care. This foundation also ensures we maintain our reputation of being a responsible business and an organisation that we are proud of.

Our decisions and daily actions are underpinned by our values of caring, driven, collaborative and genuine and our purpose of 'making a difference with real care'. We have a duty of care to maintain the highest operating standards by upholding our ethical principles to ensure the long-term sustainability of our business.

Some of the ways we do this are by:

- being committed to good corporate governance and achieving our business objectives in an honest, transparent, and accountable way;
- implementing robust risk management and compliance processes;
- continuing to develop and innovate ways of minimising our impact on the environment and giving back to society;
- ensuring transparency and full compliance with all statutory requirements;
- publishing our corporate governance statement that sets out our corporate purpose, leadership and stakeholder relations, and engagement.





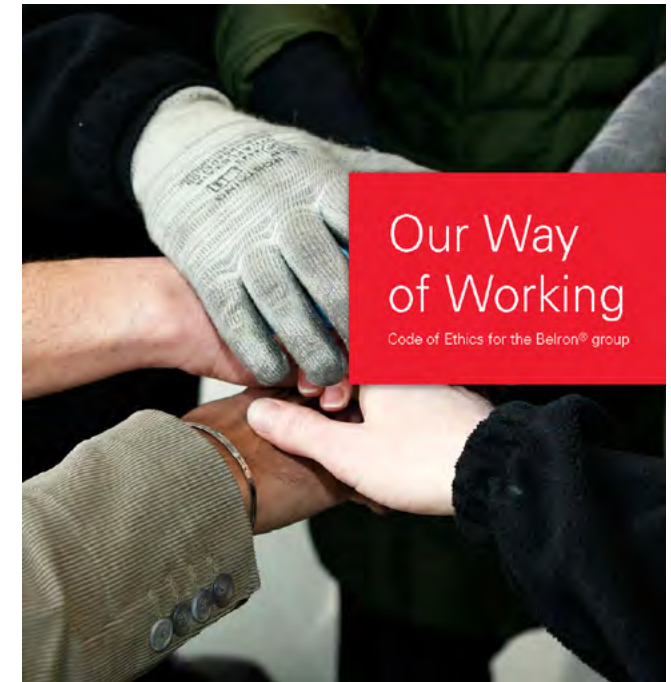
## Our way of working

Our code of ethics document, **Our Way of Working** describes our genuine approach to the way we work and how we do business, guided by our ethical principles of teamwork, improvement, care, excellence and trust. These are fundamental to who we are and how we operate. The code acts as a reference point when decisions are made to ensure that we do the right thing every day.

The document is divided into three main areas: how we work together, how we work with others, and how we manage the business. 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, the code of ethics document is supported by a variety of training and e-learning materials. Colleagues are required to undertake these training modules when they join the business, and complete annual refreshers. The training also covers our integrity 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.



In 2021, over 2,000 colleagues successfully completed our Compliance and Ethics training, which consists of five self-managed online modules.

## Transparency

We publish an annual **Corporate Governance Statement** with our directors' report as part of our accounts. This covers our corporate purpose and leadership, and stakeholder relations and engagement, 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. The statement also reflects the need to ensure fairness across all stakeholders and the desirability to maintain 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 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**.

### 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 ethics.

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 people 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, company policies and our internal communication channels.



Our slavery and human trafficking 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.

## Robust preventative measures and checks

### 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 have key teams across all areas of the business who are responsible for reviewing and measuring compliance.

We consistently and comprehensively measure the effectiveness of the systems in place to identify any risks and highlight areas for improvement. A report and corrective action plans are fed back to the relevant business area to mitigate further risk and to drive continuous 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 Director oversees our approach to data protection and is supported by our Data Compliance team. We update our policies regularly and relevant policies are published externally. We also have a data champion in each business area, providing them with extensive training via external consultants that enables them to help implement our standards in line with requirements. We currently have 50 data champions across our business.

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 joiners 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. During 2021, over 2,000 colleagues completed the Data Protection and Information Security training.

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.

Our approach includes strong policies and processes on data management and training for our people.

### SPOTLIGHT

#### New global information security programme

Our new global information security programme was launched in 2020 and continues to deliver industry-leading processes that provide the right level of protection and control for our data and people across the organisation. During 2021, we continued to build our capability in cyber and information security and the Belron Global Trust Centre was established.

A European Chief Information Security Officer was introduced, and a Global Security Operations Centre was formed. Significant investments were made in security technologies, which enabled us to improve our controls and continue to maintain compliance to various regulatory needs.

## Data security

Cyber attacks and security incidents are a growing risk to all businesses. We are very mindful of these risks and have designed processes and controls to protect the data entrusted to us and our business operations. All colleagues have a role to play in protecting data and guarding against cyber security threats.

We communicate our policies and remind all colleagues to keep security top-of-mind through training and awareness campaigns. In 2021, we also launched a rolling information security awareness training programme to help our colleagues identify and guard against cyber threats both in the workplace and outside. Regular simulated phishing tests are in use and new training modules focusing on specific cyber-security topics are released every three months.

In 2021, we launched a rolling information security awareness training programme to help our colleagues identify and guard against cyber threats.

## External assurance and audit

The Compliance and Audit teams oversee a variety of audits that are conducted by external organisations. Due diligence audits completed by our external partners are encouraged as they can provide an objective view of the service we provide and our compliance with, and implementation of, our processes and policies.

During 2021, we successfully achieved positive outcomes in all 25 audit reviews completed by or on behalf of our corporate customers and other external

organisations. This was in addition to the completion of 54 business assurance questionnaires. The purpose of these activities is to seek assurance that we are a responsible business partner with a clear purpose and strategy, while putting our customers, our people and society at the forefront of our decision making. These activities help to support our position of being a supplier of choice.

## External certification

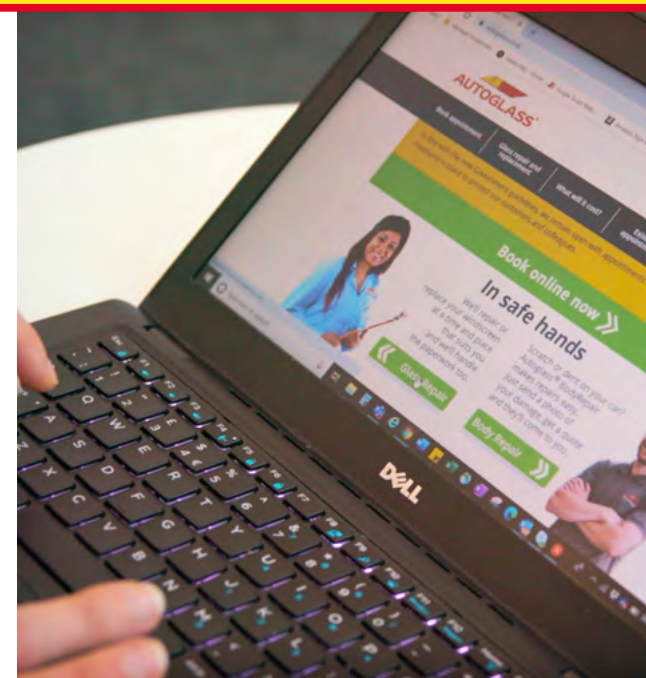
Across Belron UK Limited we have successfully maintained certification for our Quality Management System (QMS), our Safety Management System (SMS) and our Environmental Management System (EMS) against the following standards:

- ISO 9001:2015 (QMS)
- ISO 45001:2018 (SMS)
- ISO 14001:2015 (EMS)



Our systems and their implementation across the business are externally audited every six months by the certification body DNV. In 2020 and 2021, to maintain certification during the Covid-19 pandemic, these audits were a combination of remote and on-site with no major nonconformities being identified. In 2021, we revised and reissued the related policy statements: Quality, Environment, and Health and Safety. These policies are published on our website as well as being communicated internally.

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 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.

For example, we deliver **internal operations audits** across the business. These audits are based on a standardised template, are scored, and include operational control, environmental factors and health and safety management. Each audit includes assessments of technicians' work based on the Belron

Way of Fitting, which is followed by Belron® business units worldwide. Nonconformities identified during audits are analysed to understand root causes and levels of risk. Acting on this information enables us to continually improve standards and levels of compliance.

We aim to audit each of our districts (which is made up of several fitting centres and stock collection points) and distribution centre at least once a year, which makes 65 audits in total. Our programme for 2021 was impacted at the start of the year by the Covid-19 restrictions, but from April we completed 50 on-site audits.

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 practices are also shared with other areas of the business to support overall continuous improvement in operations and implementation of systems.

Our internal audit function performs audits across the business to provide assurance that we are maintaining the required standards.





# People

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Belron UK Limited  
Responsible Business Insights Report 2021



Our people make Belron UK Limited what it is. They are passionate and committed to making a difference, with real care for each other, for our customers and for the wider society in which we operate. We are hugely proud of them and aim to deliver an exceptional people experience day in and day out.

Belron UK Limited is home to some 2,200 employees. Our colleagues support the business across four main areas including: our Operations team which is home to some 1,100 technicians and associated support staff; our Supply chain team (Laddaw®) who supply vehicle glass to Autoglass® as well as wholesale customers; our Customer Experience Centre who manage the customer journey and booking service, and Belron UK Limited central function teams such as Finance, IT, Human Resources and Procurement which support all areas of the business. Belron UK Limited is part of the Belron® Group which operates in 40 countries around the globe, is home to some 27,000 employees and is one of the leaders in vehicle glass repair, replacement and recalibration (VGRRR) services.



## Building an exceptional people experience

### Engagement and listening

In 2020, the business launched a new listening strategy that aims to connect to all of our colleagues and develop an exceptional people experience.

At the core of our strategy is how we listen to and measure our people's experience and what actions we take as a result. By using an external engagement platform, we have empowered our business with data and insights to enable better, more focused conversations, which help develop and deliver targeted action plans to really make a difference.

After six months we carried out a progress check and saw a 10% increase in our engagement score, which was then sustained throughout 2021. Our strategic plans continue in 2022 with key focus areas, targeted support and local action planning.

**84% of colleagues are engaged**

In September 2021, we ran our second full engagement survey with 89% of our people taking part. We were delighted to share that 84% of colleagues were engaged – 10% more than in 2020. We were also proud to share that improvements were made across every category of the survey and that we compared favourably with other organisations in the UK, all of which continues to support our ambition and drive to create an exceptional people experience for all.



## Learning and development

We are committed to helping our super-talented people be the best they can be. Our colleagues are empowered to drive their own learning and development and are encouraged to take accountability for focusing on their own personal growth.

**In 2021, our Learning Management System was further enhanced, resulting in colleagues accessing learning on more than 45,000 occasions.**

Our Learning and Development framework and content is aligned to the business strategy and we have a wealth of development programmes on offer for all, as well as some specifically for our leaders and managers. We have an extensive self-managed

e-Learning catalogue of creative and choiceful modules, as well as mandatory content that engages and inspires people to learn. There are a number of prescribed learning journeys based on the roles our people fulfil to ensure they have the skills and the knowledge to be successful.

In 2021, our Learning Management System was further enhanced, resulting in colleagues accessing learning on more than 45,000 occasions. On average, that means each colleague has accessed learning via the platform on 15 occasions. Added to that, on-the-job learning opportunities that are not captured via the system show that we are serious about developing super-talented people. Our 2021 engagement survey confirmed this, with 72% stating that they have the opportunity for personal development and growth.

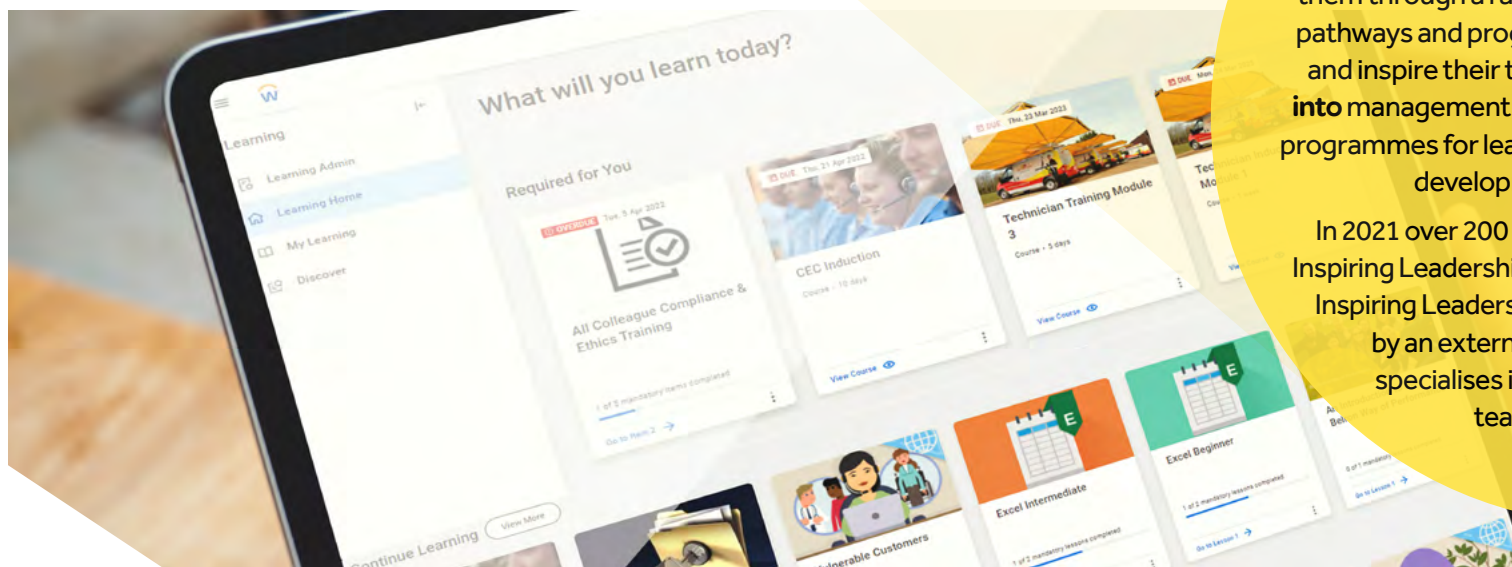
Although 72% is good and above the UK norm, we will not be resting there. Our ambition is to become a high-performing organisation, including when it comes to providing development and growth opportunities.

In 2022, we plan to implement a new learning platform and management system, making it even easier for colleagues to access development and growth opportunities.

## SPOTLIGHT Inspiring leaders

We recognise the impact that our leaders have on the performance of our people, and support them through a range of leadership and management pathways and programmes to enable them to engage and inspire their teams. Our offer includes **Stepping into management** programmes, **Inspiring Leadership** programmes for leaders in role, as well as a focus on self-development and self-awareness.

In 2021 over 200 of our People Leaders attended an Inspiring Leadership conference with a focus on putting Inspiring Leadership into action. This was facilitated by an external award winning speaker who specialises in supporting high performing teams around the world.



## Our new HR Information System

The beginning of 2021 marked the start of a global digital transformation programme and we began at the heart of the business: our people.

The ambition was, and still is, to make the lives of all our people easier with seamless HR processes supported by standardised, world-class technologies through our provider Workday®.



Workday is a state-of-the-art platform to support our people experience, from data management, learning solutions, talent management and recruitment through to people insights. With the introduction of the platform, we have eliminated the need for paper forms, reduced duplication of effort, minimised the handling of sensitive data and empowered our people to take control of their own information.

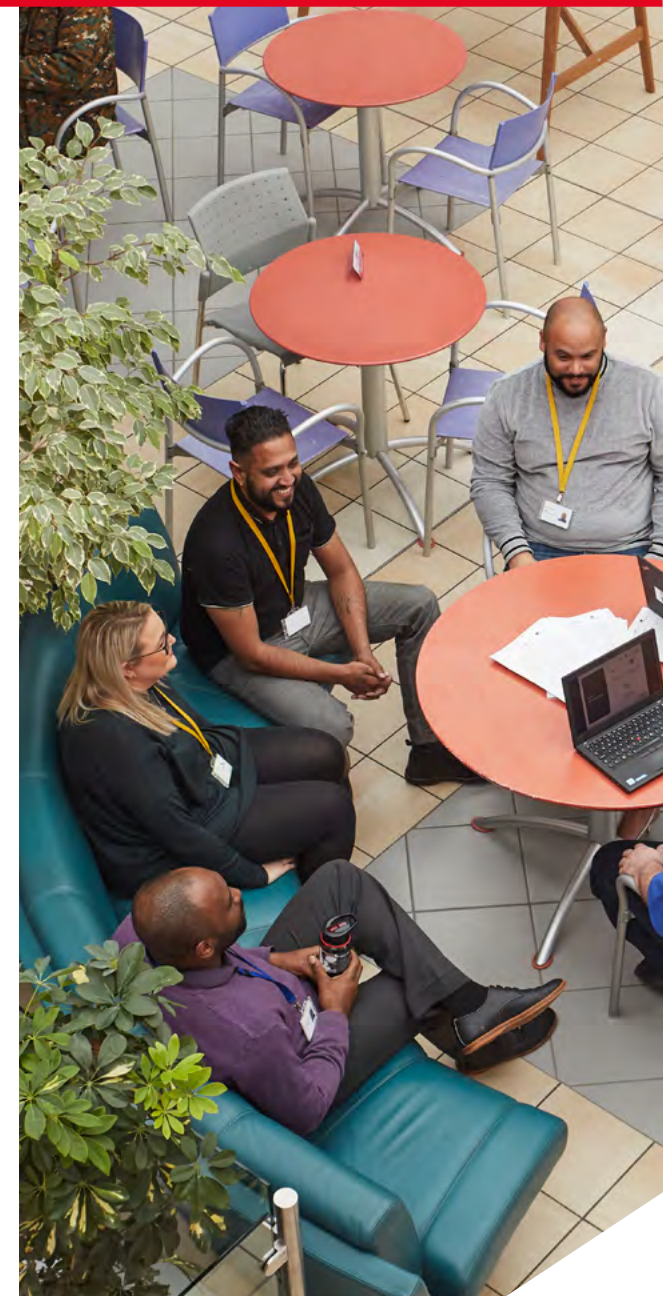
**60% of our people accessed Workday within the first week**

Belron UK Limited went live with Workday in late 2021, meaning our people can now access and edit their personal information, manage leave requests, share their talent profile, view their total rewards, and access their benefits anytime and anywhere on a device of their choosing.

To support the implementation and adoption of Workday, we created a community of change

champions from across the business to represent their colleagues and provide another channel of communication to all our people. Their role was to help generate awareness, promote the exciting benefits of Workday and encourage people to adopt new ways of working.

Our Workday implementation will continue throughout 2022, when our people will also be able to use the platform to manage their performance, goals and learning.





## Occupational health and safety

A key priority for us is for all our people to come to work and go home safe and healthy, driving a zero-harm culture and supporting our people to be at their best. Our health and safety management system (SMS) is certified to the international standard for Health and Safety Management ISO45001, which supports us to ensure that we proactively manage and mitigate all types of risks to our people and our customers.

Our effective SMS, our dedicated Health and Safety team and our Leaders support both our business and our people to manage and reduce health and safety risks and ensure that we continually improve the management and control of safety for all our stakeholders.

In 2021, we utilised an external specialist organisation to undertake a full review of the management and leadership of health and safety risks and opportunities. The results of the review were positive and useful, and in 2022 we are moving forward to target a safety, health and wellbeing strategy which moves us from performing well to being best in class.

### Health and safety committees

To enable proactive participation of our people in the management of health and safety we have various staff consultation forums and health and safety committees for our different business units. The purpose of these committees is to continually review the health and safety performance and discuss matters raised by colleague representatives. Agenda items include a

review of accidents, incidents and absence; accident investigations, root cause analysis, action taken and lessons learnt; audits and inspections and outcomes; risk assessments including relevance, review and implementation; related training and educational needs; emergency procedures and preparedness; and changes in the workplace or ways of working which may affect the health, safety, and welfare of colleagues.

### Injury free environment

We have launched an injury and occupational disease-free environment plan throughout our business operations aimed at eliminating harm, reducing risk and protecting our people and the environment. Our injury-free programme puts the safety of our people, our corporate values, our processes and procedures at the centre of our ways of working and as a result has improved our health and safety performance and system implementation.

We continually provide effective health and safety information and training for our people, which also continued during the Covid-19 pandemic period.

We work towards protecting our people from harm and ill health by continuously carrying out risk assessments and reviewing controls and processes as and when necessary. Risk assessments and our Standard Operating Procedures (SOPs) are reviewed regularly and/or if the risk profile changes.

## Working Safely Team

The safety of our people and customers was the number one priority for our management of risk during 2021 due to the Covid-19 pandemic. In 2020, our cross-functional Working Safely Team was formed specifically to review all aspects of safety in the context of Covid-19, to support business continuity and to always ensure the safety of our people and customers.

**Our cross-functional Working Safely Team was formed specifically to review all aspects of safety in the context of Covid-19, to support business continuity and ensure the safety of our people and customers.**

For the majority of 2021 the team met weekly and supported the business to manage a wide range of issues. This included supporting and delivering risk assessments; establishing and implementing Covid-19 secure control measures; creating and interpreting user-friendly guidance; ensuring our operational sites and homeworkers' setups were compliant; developing training to support colleagues to implement Covid-19 secure measures; and supporting and developing communications to ensure our people and our customers are informed. The Working Safely Group has supported the business to ensure that our workplaces and operations are safe and healthy throughout the pandemic, including complying with government guidance.



## SPOTLIGHT British Safety Council Award

In 2021 Belron UK Limited and our health and safety management system was recognised and awarded a British Safety Council International Safety Award. The International Safety awards recognise organisations that have demonstrated excellence and commitment to occupational health, safety and wellbeing.

This award also demonstrates our commitment and dedication to continual improvement in the health and safety discipline and allows us to benchmark our organisation against other businesses, showcase our commitment to excellent health and safety standards, motivate our people, and further build on our culture of health and safety.

## Performance measurement and preventative assurance

We continuously monitor, measure, analyse and evaluate our health and safety performance through internal and external audits, including site safety inspections and evaluating our safety culture. All of this is collaboratively achieved by our health and safety team and the operational team managers.

**We continuously monitor, measure, analyse and evaluate our health and safety performance through internal and external audits.**

We are externally audited in line with the ISO45001 standard by DNV, the British Safety Council, as well as our corporate customers and insurers. Audits were conducted in 2021 by DNV with no major issues identified. As well as a certified SMS this outcome means that we have effective systems to support both our business and our people to manage and reduce health and safety risks, and that we continually improve the management and control of safety for all our stakeholders.

## Health and safety training and education

We continue to deliver an intensive health and safety training programme in partnership with organisations such as the Institution of Occupational Safety and Health (IOSH), British Safety Council, the Institute of Advanced Motorists (IAM) and our other partners to raise safety awareness, educate and inform our people on safe and healthy ways of working.



## SPOTLIGHT Improving the safety of our fleet

With a fleet of over 1,000 light commercial vehicles we clock up 1.4 million miles per month. Over the last four years we have invested in upgrading our vehicles to include more advanced safety features, such as autonomous emergency braking and adaptive cruise control.

We have also been working with Trackm8, the industry leaders in vehicle and fleet telematics, to help optimise driver behaviour. The system has allowed us to reduce our annual incident rate by 40% over the last four years.

By focusing on driving behaviours, we can provide targeted training where required and recognise our best drivers.



## Wellbeing

We work hard to create an environment where our peoples' wellbeing is supported, enabling them to be resilient, know we care, work sustainably and be their best. In 2021, we developed a health and wellbeing plan to raise awareness and educate and involve everyone in the conversation about wellbeing. We have been continuously evolving and developing the support and resources available to our people to support their health and wellbeing.

We enhanced our Employee Assistance Programme (EAP) – which already included 24/7 access to a confidential 'live chat' counselling service – by launching a wellbeing app. This provides our people with easy and instant access to a wide range of additional resources, including virtual talks on a range of mental health topics as well as useful wellbeing tools.

Many of our people also have access to private medical support and all have access to a digital GP service which is available to them and their immediate family members. We also offer a comprehensive employee discount platform which includes a wide range of savings on products and services such as leisure activities, gym memberships, virtual studios, gym equipment, eating healthily and wellbeing treatments.

To raise awareness, we have developed a number of communication tools that help summarise our vision and ensure resources are accessible. We have also enabled and encouraged conversations about wellbeing and developed a Sustainable Ways of Working guide to support leaders in those conversations. We



In our global colleague engagement survey, Our Belron, 91% of our colleagues agreed with the statement that 'my manager cares about my wellbeing', a clear measure of our focus and commitment on wellbeing.

### SPOTLIGHT Mental health learning resources

We have invested in Mental Health First Aid training for all People Leaders. We believe that by equipping our managers with skills to not only spot the signs of mental health issues, but also skills to handle potentially difficult conversations, we can create an organisation where people feel safe and supported. We have partnered with Mental Health First Aid England to train all of our People Leaders by the end of 2022.

Mental health e-learning modules are also available to all colleagues which build on other resources with the aim of creating a culture of safety and support.

We believe the more aware our people are of mental health challenges, the better chance we have to support each other.

have held a number of drop-in sessions for leaders to enable them to come and talk about wellbeing.

In the second half of 2021, we committed to the provision of mental health champion training for all our People Leaders and by the end of 2021 36% have completed this training. We are proud of this achievement, particularly as the commitment was only made in July and plans are in place to train the remaining People Leaders by the end of 2022.



## Recognising our people

Recognition is a fundamental element of our people experience that is well embedded within our culture. We are truly proud of our people and are delighted to celebrate their achievements.



There is no better example of this than our **Belron® Exceptional People Awards (BEPAs)**, which recognise, thank and celebrate our Belron stars – those who are making a big difference to their colleagues, our customers and society. We saw a substantial number of colleagues engage with the Global BEPA announcement in March 2021, with an incredible seven UK colleagues and one UK team receiving global recognition.

As a precursor to the Global BEPAs we also hold UK BEPA awards in September each year. As part of the UK awards selection process in September 2021, leaders around the business nominated 30 colleagues and teams for the UK awards. Six individuals and two teams were then selected by the executive team for a Belron UK award. These individuals and teams have now been nominated for the prestigious Global BEPAs which will be announced in April 2022.

We always mark Employee Appreciation Day, and in March 2021 we wished to acknowledge the difficult times that our people and their families had experienced and continued to experience as a result of the pandemic. As a small token of our appreciation, all colleagues received a care package containing

an assortment of goods for them to enjoy with their friends and family.

At Christmas we were not able to hold our usual face-to-face celebrations. However, it was important that we marked the festive season and all colleagues were invited to choose a gift voucher from their preferred retailer.

We also continued to celebrate our colleagues achieving long service, with additional recognition for those reaching 25 years' and over 35 years' service.

**In 2021, there were over 2,100 moments of appreciation which resulted in colleagues receiving a recognition award.**

### Celebrate us

Our well-established and popular recognition platform provides colleagues with a way to show their appreciation by nominating a colleague for an award, based on our core values: **collaborative, driven, caring** and **genuine**. In 2021, there were over 2,100 moments of appreciation which resulted in colleagues receiving a recognition award.



## Promoting equity, diversity and inclusion

We are committed to being a truly diverse and inclusive organisation and in 2021 we have increased our focus on the equity, diversity and inclusion agenda, engaging in a series of conversations at executive level to explore our individual and collective thoughts about what this means for us and the potential opportunities to increase diversity and create a truly inclusive culture.

We have developed a three-point plan of 'awareness, education and involvement', starting with the regular promotion of special events to increase awareness around things that are important to us.

Awareness events include National Inclusion Week, Show Racism the Red Card Day,

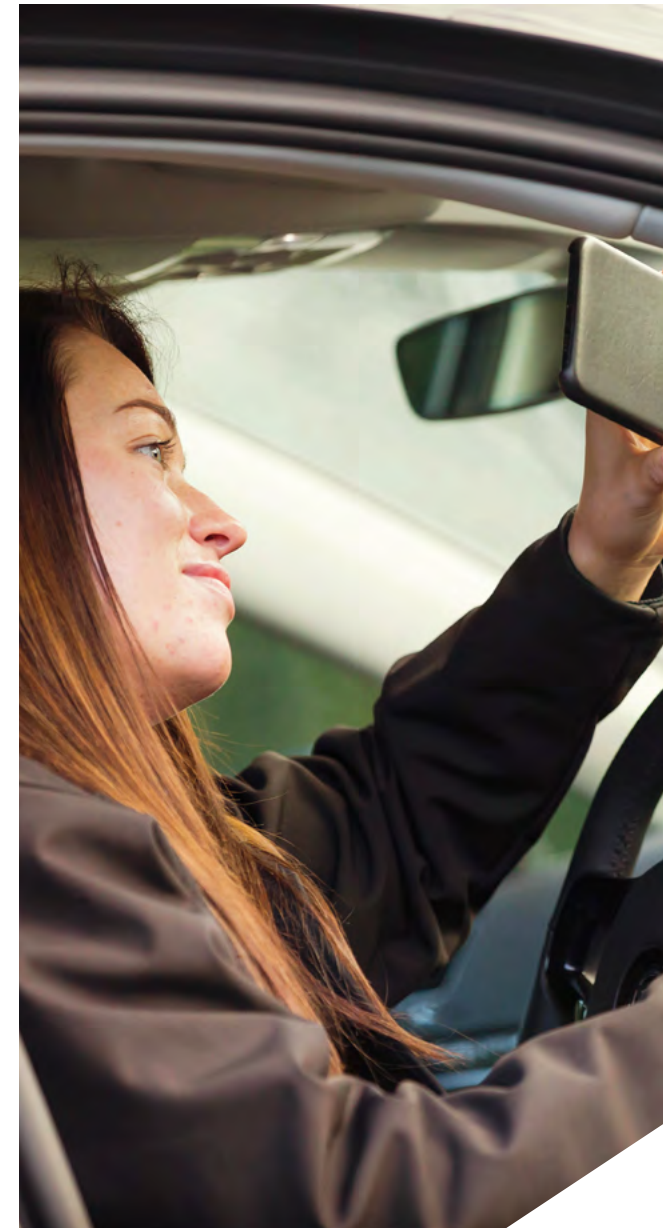
Remembrance Day and World Kindness Day, plus we have provided resources to our colleagues in order to stimulate thinking about equity, diversity and inclusion.

We also have our engagement survey data, which will enable us to obtain insights into what to focus on and why, ensuring we concentrate on the things that will add the most value for our business.

Early in 2022, we issued our Equity, Diversity and Inclusion Statement of Intent, outlining its importance, what it is all about, and why it matters. We continue our focus on increasing awareness around important and special events, such as International Women's Day, which are supported by information, tools and promoting engagement opportunities.



We have increased our focus on the equity, diversity and inclusion agenda, including engaging in a series of conversations at executive level.



# Customers

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Belron UK Limited  
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We aim to deliver excellence in customer service and ensure a first-class experience that is delivered in a responsible way and with real care. We aim to make a difference to our customers by having an optimum fitting network with the right levels of skilled people, products and services available to enable a convenient, 'right first time' service, including value-added offerings to enhance our customers' experience and ensure their safety.

We include customer human rights considerations and training to ensure we represent our core principles of integrity, respect and trust.

## Our customer journey

### Customer Experience Centre

Our Customer Journey Training Team ensures all our customer service representatives receive an in-depth induction to our business. We train using blended methodologies: classroom sessions, demonstrations and e-learning, coupled with practical hands-on experience. We also include an introduction to the wider Belron® family and our core values, plus demonstrations on the Belron Way of Fitting (BWOFF) for windscreen repair and replacement by our Technical Training Team.

All trainees receive appropriate guidance to help them master customer service principles, including listening skills, use of inclusive language, building rapport



by recognising needs, displaying empathy where appropriate, and caring for our customers. We also place special emphasis on supporting our vulnerable customers. A vulnerable customer is a customer, or prospective customer, whose ability or circumstance requires us to give additional consideration to the way that we provide our services, 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. Our customers can be

confident that they are dealing with a company that strives to ensure fair treatment of customers.

Once the formal period of training is completed, our new customer service representatives receive regular one-to-one support and coaching to add to their skills and improve their performance.

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 them 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 customer service and care. We use bespoke quality frameworks to sample calls and correspondence for each customer-facing department. The frameworks cover all aspects of compliance, including GDPR and FCA regulation, and also process adherence. Customer service skills are included to ensure competencies such as accuracy and efficiency of call handling are maintained. We actively promote warm, friendly, conversational-style call handling, adapting our calls to the customer's persona and personal situation.

We have partnered with a leading software supplier to provide a comprehensive programme of quality assurance in our contacts, which enables us to support our representatives to refine their approach if necessary. Access to quality dashboards allows us to evaluate performance benchmarks for departments, teams, and individual representatives, and for representatives to review their own performance against peers. Through the dashboard, managers can assign training, reference knowledge resources, or suggest coaching resources based on evaluation scores and insights.

To further ensure quality and that we deal with our customers in a responsible way, during 2022 we will begin using automated quality monitoring to enable us to monitor 100% of our calls, so managers can get a true picture of how their team interacts with customers day-in and day-out.

## In the field

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. Recruitment is based on looking for technical competence but also people who embody our purpose of making a difference with real care.

Customer contacts are monitored regularly by our Customer Journey Quality Team to ensure we deliver excellence in customer service and care.

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.





## Service quality and customers 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. Through the care we take in our work we significantly contribute to the safety of vehicle occupants.

The training and development of our employees is essential to the quality of service delivered and our specific Belron Way of Fitting (BWOFF) focuses on working with safety in mind. Following the 40-step BWOFF ethos ensures all of our technicians follow the preferred methods in order to keep our customers safe, while patented equipment provides our technicians with the very best-in-class tools for the job.

Glass repair is also an essential part of our business and where possible we will always plan to repair a windscreen rather than replace it, providing our customers with a safe, convenient, and cheaper than replacement solution. Every technician is also trained to use the Belron® ART equipment with a specially endorsed glass repair resin.

Working to a recognised British Standard, 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 as it reduces glass waste creation and materials and energy used to make a new windscreen and deliver and install it.

We have also implemented a number of processes and services to support and ensure customer safety. For example, during the Covid-19 pandemic we introduced an additional touchpoint sanitisation process in order to reduce the risk and spread of the virus.

### SPOTLIGHT Touchpoint sanitisation

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

In 2020 and in light of the Covid-19 pandemic, we introduced touchpoint sanitisation as an additional series of steps to ensure the safety of our people and customers.

As part of our service our technicians decontaminate up to 46 individual vehicle touchpoints, prior to and after the work is completed. Our Technicians also wear appropriate protective equipment such as gloves.

### Technical training and support

Targeted training and continuous professional development are essential to ensuring we deliver quality in service and customer safety, which is why we have embedded the BWOFF into all our technical training and development programmes. This is also supported by technicians having access to approved fitting and method instructions at the touch of a button, as well as a dedicated team of technical experts via the Technical Help Desk (THD), which can be called upon for technical information support or guidance. The THD takes over a thousand calls a week from all areas of the business.

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 staged 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 program where opportunities for improvements are reviewed and implemented.

### Advanced Driver Assistance System (ADAS)

ADAS are systems developed to automate, adapt and enhance vehicle systems for safety and better driving. These ADAS safety features are designed to avoid accidents by offering technologies that alert the driver to potential collisions and avoid them by implementing safeguards and, if necessary, taking over control of the vehicle.

An increasing number of vehicles are fitted with these systems, which use a variety of technologies including ultrasonic sensors, radars and cameras. A vehicle fitted with ADAS will typically have sensors and/or cameras mounted in the windscreen, so when the windscreen is replaced, it is vital that the equipment is recalibrated.

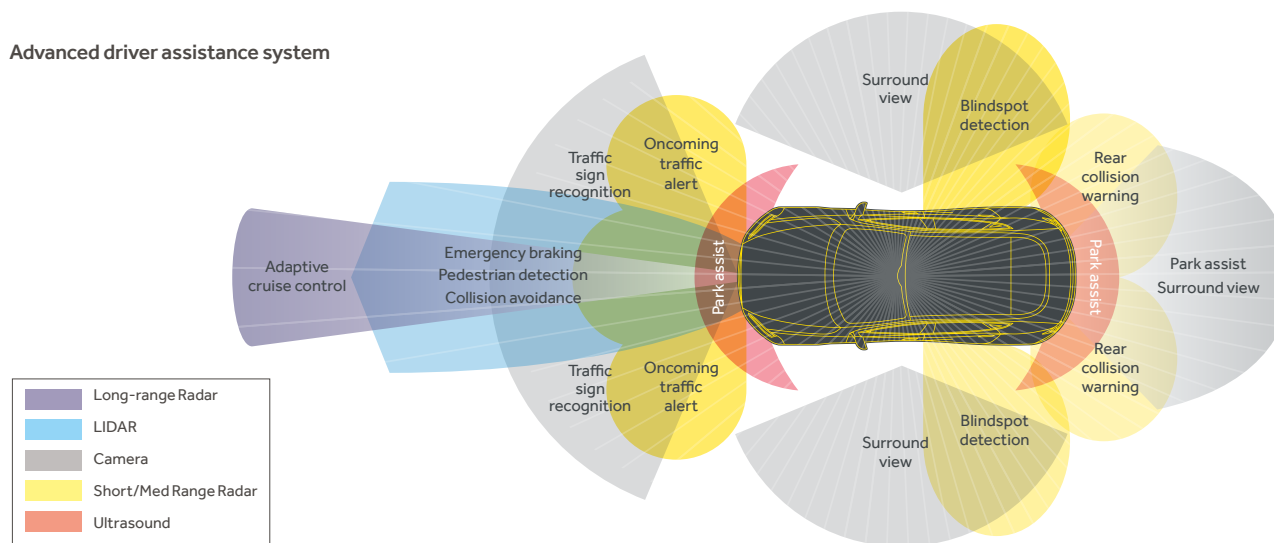
We offer our customers ADAS recalibrations as part of our service. These systems are complex and require a technician to have the right skills, competence and equipment to perform a safe recalibration after a windscreen replacement. Working with the IMI we have developed and delivered a standalone IMI Technician Accreditation for ADAS. This provides our customers and corporate customers with the assurance that our recalibration solution is best-in-class.

We delivered our initial ADAS solution in 2014 and the service continues to develop. During 2020 we took a

leading role in the testing and development of a new BOSCH system. Through a very dedicated process involving working groups, an industry standard was agreed and launched in 2020. It provides the guidelines for the safe recalibration of any sensor system including front-facing cameras and radar. The outcome of the trial was for Belron® to agree a global partnership with BOSCH and the standardisation of recalibration equipment for the market-leading systems. To ensure we are able to continue to provide a technologically enhanced service to ensure our customers' safety we have invested £2m in the new ADAS service solution.

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.

Advanced driver assistance system



# Environment

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Belron UK Limited  
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We understand that our activities have an impact on the environment both locally and globally. We are fully committed to doing the right things and doing them correctly to show that we care about our impact on the planet.

## Environmental risk management

As a matter of principle, we comply with our obligations to protect the environment. However, we also go beyond the relevant legislation by setting our own standards to ensure we fulfil our environmental responsibility and minimise our impact where we can. To help us achieve this we have an Environmental Management System (EMS) that is externally certified to ISO14001:2015, which enables us to define, measure and control our activities and minimise the environmental impact of our business.

External certification was first achieved for Laddaw® in 2009 and across all areas of the business from 2010. The EMS is externally audited every six months by the certification body DNV. In 2021, a combination of remote and on-site audits identified no major nonconformities. In addition to these external audits, we also measure compliance with our EMS through our operational audit, self-assessment, and inspection programmes.

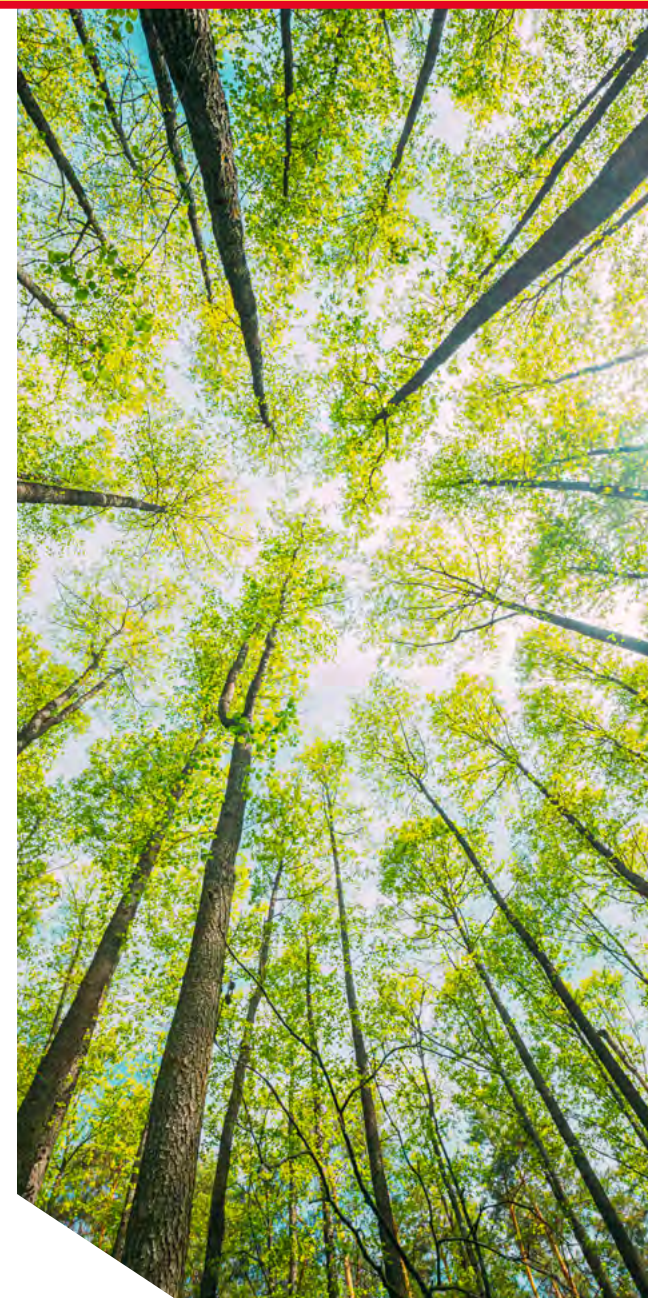
In April 2021, we reviewed, revised, and reissued our Environmental Policy Statement. This reflects our purpose of making a difference with real care, our aim of

continually improving our environmental performance, and our commitment to doing the right things and doing them right. In 2021, we also re-established our Environment Steering Group, including subject matter experts from around the business to support our drive and plans to continue to reduce our impact.

To support our commitment to doing the right things in the right way, environmental guidance is embedded into our training programmes and operating procedures where necessary.



Our Environmental Management System is externally certificated to ISO 14001:2015 the international standard for Environmental Management systems.







## Reducing waste and our waste impact

Wherever possible we strive to reduce waste from our daily activities through our repair-first strategy. We also aim to maximise reuse, recycling, and waste recovery over landfilling waste. This is why we have a variety of processes in place to reduce and manage our waste streams.

We recycle **100%** of our glass waste.

To reduce waste and divert as much as possible from landfill we operate a reverse logistics operation for our locations. Every day, on the return from glass deliveries, we have lorries bringing back items which are no longer required, such as stillages (used to transport glass) and damaged glass removed from vehicles. These items are then sorted at our main distribution centre, ensuring that we maximise reuse and that any waste is sorted and segregated for disposal. This operation has not only allowed us to fully utilise our distribution vehicles but has also supported increased recycling opportunities and reduced waste collections, enabling us to segregate waste streams prior to collection and increase our overall diversion from landfill.

In 2021 we made numerous changes to how we deal with the waste that results from our processes and services. We introduced clear waste bags within the distribution centre (DC), which allows us to increase segregation opportunities, and at our main DC we invested in a new cardboard compactor. The compactor enables us to include large pieces of

cardboard packaging, which cannot be reused, in the waste bales. This has not only increased our efficiency in managing waste on-site but also increases the bale size and weight, reducing the number of journeys needed by our waste management contractor to collect the cardboard waste we produce.

In the third quarter of 2021, we also began a project with one of our suppliers for returnable stillages, which are used to transport glass. Although this project is still at an exploratory phase, we have received the first shipment of this type and returned the stillages to the supplier for reuse.

As a result of these activities and the hard work of our people to minimise our waste and maximise waste diversion from landfill, general waste collections in 2021 reduced by around 12% from our main distribution centre.



## Laminated glass waste

Damaged glass from customer vehicles is a significant waste stream, so it is especially important to us to ensure it is recycled. Working with our supply chain, in 2021 we achieved a 100% recycling rate for waste glass produced as a result of our activities, meeting both our own and the Belron® Group glass recycling target early.

We are immensely proud that 100% of our fitting centres and mini distribution centres are connected to our reverse logistics system that returns glass to our main distribution centre at Bardon, Leicestershire. This not only ensures we can maximise our recycling rate, it is also an efficient and effective use of our distribution fleet which would otherwise return to the distribution centre without a full load.

In early 2021, Belron UK Limited made some changes in its glass recycling process, changing the recycling supplier from a Belgian company to one based in the UK. This change decreased our indirect carbon (CO<sub>2</sub>e) emissions by 33,935kg, as we no longer ship the glass to Europe. On average we recycle around 9,500 tons of glass each year, which is used to make glass bottles as well as being crushed to be used in construction material.

We recycle **100%** of the glass produced from our activities to make useful products such as glass bottles.



### SPOTLIGHT Repair first

Repairing a windscreen rather than replacing it is not only better for our customers financially, and often more convenient, it is also better for the environment.

By repairing the windscreen rather than replacing it we automatically reduce the waste produced as well as reducing indirect impacts. These indirect impacts include reduction in virgin materials used and carbon emission created in the production of a new windscreen and in transporting it. By repairing first we also avoid the waste which would have been produced by the removed damaged windscreen.

In 2021, we repaired rather than replaced 161,237 windscreens. Based on 16Kg for the average weight of a windscreen, that means we avoided creation of **2579 tonnes** of waste.

## Driving down carbon emissions

Climate change is a global emergency, and we all need to play our part in reducing carbon emissions. At Belron UK Limited we are united by a common purpose: 'making a difference with real care', which includes our commitment to actively reducing our emissions to zero. We are making excellent progress in targeting emissions reductions. Some highlights include diverting a significant amount of waste produced from landfill, recycling 100% of glass waste, and purchasing 100% of our electricity from zero-carbon renewable sources.

We report our carbon emissions in accordance with the Green House Gas Protocol and we are developing further plans to fully utilise our carbon footprint data. As part of the Belron® Group our intention is to set science-based targets and have these targets validated by the Science Based Target Initiative by the end of December 2024, if not before.

Over the past four years, vehicle idling of our commercial fleet was **reduced by 50%**, which has a huge benefit for the quality of the air in the communities in which we are working as well as reducing carbon emissions. Overall fuel costs have also been **reduced by 40%**.

Through our daily business activities, we need to deliver products and services to our customers right across the UK. We do this in the most efficient way possible by modelling our delivery routes to ensure we

drive the least number of miles, monitoring speed and driver behaviours, and using less energy where possible to ensure we minimise our carbon emissions.

As of April 2021, **100% of our electricity** now comes from zero-carbon renewable sources such as wind power, solar and hydro. This contract is in place until 2024.



### SPOTLIGHT

#### Reducing the carbon footprint of our glass distribution

In 2020 and 2021, we completed a project to deliver greater efficiencies across our distribution network. This project also helped reduce our CO2 emissions.

At some locations this meant that we took difficult decisions to remove some delivery options, but by optimising our internal routes we managed to reduce the number of miles driven by our fleet by 2,400 per day.

Future plans include continual review of our customer base and delivery routes, continued monitoring of driver performance, and ensuring we are updating our fleet and methods of improving the van fill.

## Greening the fleet

Our fleet of vehicles is a significant contributor to our overall carbon emissions and there is a lot of work being undertaken to target reductions.

Our commercial fleet is now 95% Euro 6 emissions compliant. Current supply issues with new vehicles have created some unexpected delays, but the final Euro 5 vans on our fleet will be replaced with Euro 6 vans in 2022. This means that our entire commercial fleet will not only run more efficiently, with reduced tailpipe emissions, but also be able to operate in areas of the UK where emissions are restricted.

In 2021, our driving efficiency score continued to improve. Idling time **reduced from 5.6% to 5.1%** of engine running time.

Our company car fleet is now made up of over 20% fully electric vehicles and 10% hybrid vehicles, meaning that our company car tailpipe emissions have never been lower. We also have a number of fully electric vehicles on order that will mean that over 25% of our company car fleet will be fully electric by the end of 2022.



### SPOTLIGHT

#### Telematic system reduces pipeline emissions

In 2021 we made changes to our fleet and we now have a telematics system in over 95% of our commercial vehicles. This helps us to monitor driver behaviours and target driving habits that are both dangerous and uneconomical, such as harsh accelerating and over revving.

We have continued to make improvements to our driver efficiency scores and reduce vehicle idling time. As a result, in the last 4 years we have reduced our total fuel spend (and ultimately tailpipe emissions) by 40%.

Via the road safety charity Brake we have also used our knowledge and experience and shared the benefits and learning with others.



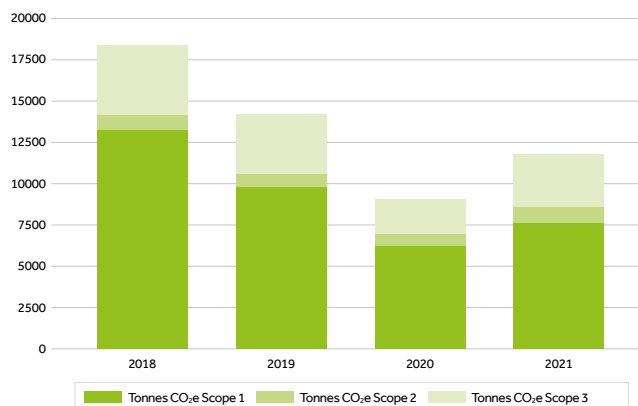
## Our carbon footprint

In line with the Green House Gas (GHG) Reporting Protocol, we have calculated our carbon footprint for a number of years now. We currently monitor carbon emissions that are in our direct control (Scope 1 and 2), as well as Scope 3 emissions relating to travel and subcontracted logistics. We continue to engage with our suppliers and partners to work together to reduce our emissions.

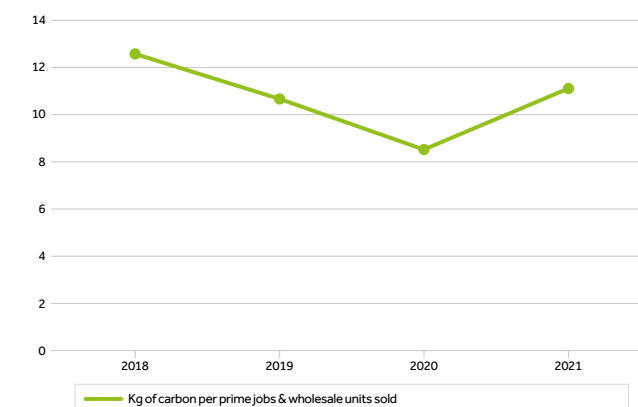
In 2020, due to the Covid-19 pandemic there was a significant reduction in the use of our facilities, their associated energy use, and mileage driven by our fleet. This accounts in part for the significant reduction in carbon emissions in 2020 when compared to 2019 and 2021. We have also seen an increase in the number of jobs requiring recalibration at our centres in 2021, which resulted in an increase in energy usage across our locations.

In 2021, we also took a revised approach to data collection, including a full internal review and external audit via PWC. Data from 2021 also includes some data entry points which in the past were not believed to be in scope. Data now also includes very few estimates or assumptions, which improves accuracy. Going forward, across the Belron® Group we will be utilising 2021 as our baseline year.

Total tonnes CO<sub>2</sub>e



Kg of CO<sub>2</sub>e per prime job and wholesale unit sold



Notes: Our Carbon Footprint is report in line with Green House Gas (GHG) Reporting Protocol

Scope 1 Emission – Direct GHG emissions occurring from sources that are owned or controlled by Belron UK

Scope 2 Emission - Indirect GHG emissions from the electricity, heat, or steam generated off site but purchased by Belron UK

Scope 3 Emissions - other indirect emissions such as fuels, transport-related activities in vehicles not owned or controlled by Belron UK and outsourced activities such as waste disposal.

Prime Jobs – includes windscreen replacements, other body glass replacements and windscreen repairs

Wholesale Units sold – includes vehicle glass sold by Laddaw® to wholesale customers



# Sustainable procurement

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Belron UK Limited  
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Our approach to responsible and sustainable procurement, and the relationship we have with our supply chain partners, is key to our success. By focusing on procuring in a responsible and sustainable way, we ensure that we remain true to our principles as a business.

We choose our suppliers based on clear and fair processes, without bias or favouritism, selecting those that not only meet our supply requirements but can also demonstrate socially and environmentally responsible policies, alongside high standards of ethical behaviour and compliance with all relevant legislation. This is reinforced in our guiding principle of integrity, and a relationship based upon respect and trust between us and our suppliers.

We have a sustainable procurement policy in place at group level, in addition to the Purchasing Policy within Belron UK Limited. In 2022, this policy will be updated to the Belron UK Limited Sustainable Procurement Policy, while we also have a Procurement Good Practice Handbook which supports our business in responsible procurement decision making.



We ensure that we treat all our suppliers and partners with fairness and honesty.

## Supplier code of conduct

Our supplier code of conduct is a set of principles that we expect our suppliers to work within. We consider these principles when we are choosing suppliers and work together to monitor compliance throughout our relationship. We ensure that we treat all our suppliers and partners with fairness and honesty, and we expect suppliers to demonstrate the same behaviours.

The Supplier Code of Conduct has been fully incorporated into the procurement due diligence processes and incorporates topics such as health and safety, environmental considerations, responsible sourcing, and modern slavery and human rights. The suppliers who complete the full due diligence questionnaire must read and acknowledge the Belron® Supplier Code of Conduct as part of their onboarding process. Full due diligence is applicable to suppliers with an annual spend of over £50,000, where personal data is handled, where a risk assessment and associated method statement is in place, or where there is a contract in place. These are known as approved suppliers.

Our terms and conditions of purchase and our Supplier Code of Conduct ensure that both the buyer and our goods and services suppliers have clear expectations of us. In turn, we expect all our approved suppliers to comply with our Supplier Code of Conduct.

## Supplier risk management

In 2021, the Procurement team completed a full review of the approach to supplier risk management. An annual risk review process is now carried out by the Procurement team on approved suppliers.

In 2021, the Procurement team completed a full review of the approach to supplier risk management.

This risk assessment involves a review of a variety of risks, including financial, technology, market, ethical, environment and regulatory risk. Measures will then be implemented to try and mitigate and control the risks highlighted. We plan to continue this risk assessment process as part of the Request for Proposal process when reviewing suppliers for new and existing tenders. We also extend the request to suppliers as part of the Request for Proposals, with additional questions with regards to the goods and/or services being procured.



### SPOTLIGHT

#### Our source-to-contract online portal

Medius, our online source-to-contract portal, offers our business full support in all our procurement activities.

Potential suppliers are initially invited to complete our comprehensive questionnaire, which includes background information on their ethical working, their approach to modern slavery policy and the use of sub-contractors, through to their insurance certification and any accreditations, including relevant ISO standards.

In addition, their financial status and any sanctions are confirmed before our procurement team will approve and confirm new accounts are set up.



## Procuring sustainable products and services

We have several examples of products and services that are sourced to ensure we work towards achieving our own objectives of delivering and using environmentally sustainable and responsibility driven products and services.



### Pension master trust procurement

Throughout 2020 and 2021 we completed a full review of our company pension offering and completed a transfer of our company wide pension arrangement to a Master Trust arrangement with Legal & General in 2021.

The review included supplier engagement, service offering review and employee consultation. Our company internal subject matter experts worked closely with the Pension Trustees to ensure we maximised the benefits to our colleagues with wider society in mind.

The change delivered:

- **Better value for money** – for many pension scheme members, annual charges are lower and overall the new service offers better value, helping to improve the retirement outcome for our colleagues
- **Wider retirement options**
- **An improved member experience** – including the option for members to manage their account online or by a mobile app and access to the ESG engagement platform, Tumelo
- **A 'responsible investment' approach** – a scheme that helps members to invest in a more socially responsible way.

All of the paper roll we use for cleaning glass as part of our activities is made from **100% recycled fibre**.



### Stationery and office suppliers

A long-term contract that meets our sustainability goals has been established with an existing supplier for our stationery and office supplies. This supplier has also achieved Platinum Ecovadis status putting them amongst the top 1% of companies assessed.

We have also reviewed the ordering strategy. This is to reduce the number of deliveries and to reduce the CO<sub>2</sub> impact.

# Giving back

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Belron UK Limited  
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## Giving back to society

At Belron UK Limited we have a deep-rooted sense of responsibility to the communities we serve and want to ensure we positively contribute to society. We do this in a variety of ways, including our Community Counts Scheme, our Winning With Care monthly lottery scheme, and through fun and engaging fundraising events like the Spirit of Belron® Challenge and our annual BBC Children In Need event.

We support over **15 separate** UK-based charities and community projects via our various internal giving back schemes.



### Community counts

Our Community Counts Scheme aims to invest part of our profits, time, resources and expertise in supporting charities close to the hearts of our people and our peoples' local communities. The scheme is also a way of encouraging our people to think of ways that they can use their time and their skills to enrich the communities they live in, with the support and backing of the business. There are four parts to the scheme:



- **Community Fundraiser** is a matched funding programme which enables us to make financial contributions to charities in recognition of our people's fundraising. For example, in 2021 one of our colleagues cycled 980 miles from Land's End to John O'Groats. He personally raised over £1,000 for Prostate Cancer UK, but through an application to the Community Counts Scheme another £400 was added by the business.
- **Community Project Grant** provides funds of up to £200 to community groups and local charities that colleagues are involved in.
- **Community Volunteer** is 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.



## The Ronnie Lubner Charitable Foundation

Led by the Belron® Group and established in February 2020, the Ronnie Lubner Charitable Foundation, which is named after the company’s founder, supports a variety of worthy causes around the globe.

Since April 2020, the foundation has been accepting applications from around the Belron global family to support charities and organisations in need and those that are either on the front line of the Covid-19 pandemic or experiencing acute difficulties due to the crisis.

These have included providing food parcels and feeding programmes, mental health support, access to accommodation, general family support, support for emergency workers, and providing shelter for victims of domestic violence.

## Winning with care

In 2021, our Winning with Care workplace lottery scheme allowed our colleagues to donate **over £30,000** to the charities Together for Short Lives, Afrika Tikkun and Football Academy Noah.

Belron UK Limited provided £24,000 for the Winning with Care prizes helping to maximise the donations from colleagues going directly to charity.



## SPOTLIGHT The Spirit of Belron Challenge

A major highlight of the Belron calendar is the Spirit of Belron Challenge. 2021 marked its 20th anniversary and nearly 500 of our Belron UK Limited colleagues, their families and friends, took part in the virtual event, with over 8,000 members of the Belron family participating globally.

By walking, running, cycling and swimming, our UK colleagues helped the global Belron family raise a record **£2.3m** for our charity partner Afrika Tikkun.



## Children in Need

Our annual involvement with Children in Need inspires our people to show support for children and young people facing disadvantages across the UK.

We have been passionate supporters of Children in Need for over a decade, and if it hadn't been for the Covid-19 pandemic, 2020 would have been our tenth year providing support as a call centre for the charity.

Despite this, our people continued to actively support the charity in both 2020 and 2021. In 2021, they raised an outstanding £4,000 by taking part in various prize draws, virtual quizzes and other fun events. Pudsey, the charity's famous mascot, also visited some local schools on our behalf and took the children some fab Pudsey goodies.

**We have been passionate supporters of Children in Need for over a decade.**

Not only was it a great opportunity to raise some much-needed funds, it also provided a great platform for our people to connect – albeit virtually in some cases – with friends and colleagues and have some fun during such a challenging year for everyone.



### SPOTLIGHT Afrika Tikkun Our headline charity

The Belron Group has firmly established roots in South Africa, with a long-standing relationship with Afrika Tikkun – a charity founded in 1994 that is working to end child poverty and youth unemployment in underprivileged communities.

The charity works to end child poverty and youth unemployment by implementing a 360° Cradle-to-Career model (C2C). This approach includes personal, leadership and academic development, while also addressing the nutrition, health, and social needs of young people.

In addition to work readiness programmes that are designed to lead to work placements, Afrika Tikkun also implements skills development for out-of-school youth.

## In summary

We at Belron UK Limited recognise the vital role that businesses must play in addressing environmental and social challenges. We strive daily to take on a greater responsibility and play our part in demonstrating how business can be a force for change.

We are committed to doing the right things and doing them right; we care about our impact on the environment and are driven to give back to society.

This report provides an overview of our approach and progress around the sustainable and corporate responsibility agenda, of which we are proud. However, as a responsible business we will not stand still and by working together across our business we will continue to ensure we deliver on our plans.

Going forward our responsible business focus areas are Sustainable Products and Services and Investing in People and Society, with of course a continued focus on our responsible business foundations of strong governance and assurance processes, our values and ethics, and the robust reporting and measurement of our responsible business activities.



## We welcome your view

Belron UK Limited welcomes the views of all our stakeholders and we actively encourage feedback on our Responsible Business Insights Report 2021.

## Useful contacts

To provide feedback or media queries please contact:

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