

S172 Statement

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

<p>(a) The likely consequences of any decision in the long term;</p>	<p>The Company operates within the wider Belron Group of Companies and accordingly the Board is guided by not only its immediate shareholder, Belron International Limited, but also the strategy of the Belron Group as a whole. The Directors recognise that Group initiatives have a direct impact on the Company and believe they have sufficient information to enable them to ensure initiatives which may have an impact on the Company are carefully considered at Board Meetings. In addition to this, through communication with its Executive Management Team ("Executive Team"), the Board works to identify new opportunities which not only fit with the wider strategy of the Group but also help to sustain the long-term success of the Company. The Board aims to achieve this through monitoring the performance of the Company against budgets and forecasts, including capital expenditure, alongside a review of risk management and internal controls.</p>
<p>(b) The interests of the Company's employees;</p>	<p>The Board believes supporting and retaining a skilled workforce is a key element in the long-term success of the Company.</p> <p>The Company employs over 2,000 people and the global COVID-19 pandemic continued to have a significant impact on our staff over the past 12months . The health and safety of our people was a prime consideration of the Board during 2021 and was considered by the Directors and the Executive Team during the year. The Covid Safety Working Group assisted the Company in meeting the challenges presented by the COVID-19 pandemic. The Company has throughout the period continued to comply with government laws and regulations relating to the pandemic, often going further than government guidance to ensure that our people, customers, and the business remained safe during this challenging time.</p> <p>In light of the safety measures put in place the Company remained open during the previous 12 months at all times.</p> <p>The Company's premises were made accessible on a limited basis where necessary with significant health and safety measures in place based on the UK Governments' implemented guidelines and additional safety measures put in place by the Covid Safety Working Group for 2021, including one-way systems, hand sanitiser stations, restricted numbers in premises, signage and Covid19 testing</p>

	<p>requirements. In addition risk assessments were regularly conducted by the Company's health and safety team with regard to implementing Covid 19 safety guidelines.</p> <p>Two employee engagement surveys were conducted in 2021, an engagement survey and a pulse survey. These surveys are globally run by the Belron Group and were first introduced in 2020. The Pulse Survey attracted an 88% response rate by the Company's employees, with an overall engagement score of 84%. The full survey attracted an 89% employee response rate, with an overall 84% engagement. The improvement in 2021 brings the Company in line with the UK norms. The Directors acknowledged the improvement on the previous year and were pleased with the results.</p> <p>The health, safety and well-being of the Company's employees is a key consideration for the long-term success of the Company. Workplace health and mental wellbeing support was critical during the COVID-19 pandemic and employees were encouraged to take advantage of the support available through the Employee Assistance Programme.</p>
<p>(c) The need to foster the Company's business relationships with suppliers, customers and others;</p>	<p>The Directors recognise that maintaining good relationships with suppliers, customers and other stakeholders is important and the Company strives to adopt a partnership approach with them. This allows us to share our values and work together towards supporting our people, stakeholders, customers and the communities within which we operate.</p> <p>Engagement with customers was a key focus for the Board throughout the year. Net Promoter Score (NPS) is measured and reported to the Board frequently so that at Board meetings the Directors can consider the impact of their strategy on customers. Despite the impact of the pandemic the NPS score remained high at 76.8%</p> <p>We have a strong supplier approval process and code of conduct which enables us to carefully select which suppliers we partner with, working on a variety of important matters with a particular focus on sustainability within our supply chain.</p> <p>The Company published its payment practices report in December 2021, 60% of suppliers were paid within 30 days.</p> <p>The Board, individual Directors and the Executive Team ensure there is regular interaction with the Company's stakeholders: this can be via the sales team's interaction with insurance partners, the procurement team's interaction with suppliers or employees' involvement in local charities. This</p>

	<p>interaction was vital for engagement in general but especially during the pandemic when supply chains and working patterns continued to be disrupted; our sales team and our procurement team worked tirelessly to ensure that despite all the difficulties of the pandemic, our relationships with insurance partners and suppliers did not suffer.</p>
<p>(d) The impact of the Company's operations on the community and the environment;</p>	<p><u>Environment</u></p> <p>In order to understand the environmental impact of the Company's operations the Directors in conjunction with the Executive Team directed that a cross function team be set up to lead and report on items related to the Corporate Social Responsibility agenda which includes the business impact on the environmental impact. We have also established a subject specific Environmental Sustainability Steering Group. The environmental steering group and associated meetings considers the data produced by the Company in relation to the Company's environmental impact and considers how to reduce our impact.</p> <p>We constantly strive to minimise our waste and maximise waste diversion from landfill; the various initiatives throughout the year have ensured we recycle 100% of glass waste. We have also reduced our Scope 1 CO₂e emission by over 40% over the last 4 years.</p> <p><u>Community</u></p> <p>The Group's annual Spirit of Belron Challenge, in which the Company's employees have always played a significant role, had to, again, take a different format in 2021 due to the restrictions on international travel and social mixing, as such, the "Spirit of Belron Challenge" took place virtually. The event was held over a five-day period with the aim being for everyone in the Group to work together and run, walk, cycle and swim around the world as many times as possible. The global event raised a total of EUR 2.3M of which just over £74,000 was raised and donated to Afrika Tikkun by the Company and its employees. An additional over £40,000 was raised and/or donated to other charities including Children in Need and NHS Charities</p>
<p>(e) The desirability of the Company maintaining a reputation for high standards of business conduct; and</p>	<p>The Company operates under a published Code of Ethics "Our Way of Working" which outlines the behaviours we expect within the business and those with whom we work. Our Way of Working is supported by other internal policies and processes.</p>

	The Board has approved and the Company has published a Modern Slavery Act Statement.
(f) The need to act fairly as between members of the company.”	The Company is part of the wider Belron Group and the Board take account of the need to act in a way that not only takes account of its immediate shareholder but also the ultimate shareholders.