

Making a memorable difference with care

Belron UK Limited
Responsible Business Insights Brochure
2025



Belron UK Limited, trading as Autoglass® & Laddaw® is part of the Belron group of companies

Belron Group employ around 30,000 colleagues and operates in 42 countries across six continents through wholly-owned businesses and franchises.

NORTH AMERICA

US

Safelite

Mexico

Canada



Speedy Glass

Lebeau

DURO
vitres d'auto

Vanfax

CENTRAL & SOUTH AMERICA

Brazil

Chile

French Guiana

Guadeloupe

CARGLASS



**Owned
countries**



**Franchised
countries**

EUROPE

Andorra

Austria

Belgium

Denmark

Finland

France

Germany

Italy

Luxembourg

Netherlands

Portugal

Spain

Sweden

Switzerland

Croatia

Czechia

Estonia

Greece

Hungary

Iceland

Latvia

Lithuania

Serbia

Slovenia

Türkiye

Ukraine

CARGLASS

Ireland

United Kingdom

Poland

AUTOGLASS

Italy

ORIGLASS
VETRI PER AUTO

Norway

**HURTIGRUTA
CARGLASS**

ASIA

South Korea

Thailand

GLASS HEROES

AFRICA

La Réunion

Mauritius

Morocco

South Africa

CARGLASS

AUSTRALASIA

Australia

O'Brien

New Zealand

Smith & Smith
SINCE 1875

Laser

exceed
we fix windows & doors

The Belron Group Responsible Business Report 2025 can be found [here](#).

Belron's Responsible Business Framework

At Belron UK, our responsible business priorities and activities are guided by Belron's Responsible Business Framework.

In the UK, this translates into clear action: reducing waste and driving a circular economy through our repair-first approach, lowering emissions across our network, and embedding responsible procurement practices throughout our supply chain. At the same time, we continue to invest in our people by prioritising safety and wellbeing, fostering a diverse and inclusive culture, and supporting the communities we serve.

Underpinning all of this is a strong foundation of governance and inspiring leadership, ethical behaviour and robust measurement, ensuring we hold ourselves accountable and track our progress transparently.

Through our alignment to the Belron framework, Belron UK proactively contributes to a shared ambition, delivering sustainable growth while creating lasting value for society.

Doing Business Responsibly

Sustainable products and services



Investing in people and society



Reducing waste and building a circular economy



Driving down emissions



Sustainable procurement



People safety and wellbeing



Promoting diversity, equity and inclusion



Giving back to our communities

Strong governance and inspiring leadership

Our values and ethics

Robust reporting and measurement

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



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Managing Director introduction

“

Responsible business is how we bring our purpose to life – making a memorable difference with care while building a resilient, ethical and sustainable business for the long term. It is not a destination, but a continuous journey of focus, learning and improvement.”

**Txiarchis Konstantopoulos,
Managing Director**



Responsible business and creating value

Responsible business is at the heart of our purpose of making a memorable difference with care. As a business that is trusted by customers and colleagues across the UK, we recognise both the opportunity and the responsibility we have by operating in a way that is ethical, sustainable and people focused. Our approach is grounded in doing the right thing for our people, our customers, our shareholders and for the wider society in which we operate, while building a resilient business that can succeed in the long term.

We put our people first by prioritising safety, wellbeing and inclusion. We earn the trust of our customers by delivering responsible, high-quality services every day. We support our shareholders by embedding sustainability, strong governance and long-term thinking into our decisions. And we recognise our wider role in society by managing our environmental impact and contributing positively to the communities we serve.

This report

As part of the Belron Group, our responsible business approach in the UK is guided by a global Responsible Business Framework and long-term ambitions.

This report serves as an addendum to the Belron Group Responsible Business Report 2025 and within this Belron UK specific document, we share what responsible business looks like in practice across Belron UK highlighting some of the actions we have taken, the progress we have made and the outcomes we are seeing.

Our journey

We are proud of what has been achieved to date, and of the colleagues who have made that progress possible, but we are equally clear that there is more to do. Responsible business is not a destination; it is an ongoing journey that requires continual focus, learning and improvement. We are guided by our values of being collaborative, genuine, caring and driven and we are committed to sustained improvement, taking practical steps today that strengthen how we operate for the future.

I would like to thank all our colleagues for their continued commitment, care and contribution. I am incredibly proud of their dedication, professionalism and the way they bring the Spirit of Belron to life every day. They are central to the progress we have made and to the journey that lies ahead.

**Txiarchis Konstantopoulos
Managing Director**

Our year in numbers

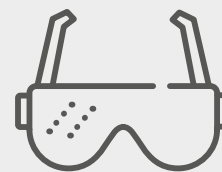
31%

reduction in GHG Emissions
(Scope 1, 2 & 3)*



100%

vehicle glass sent to
be recycled**



30%

reduction in Lost Time
Injury Frequency Rate*



86%

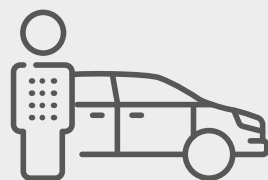
colleague engagement score

100%

colleagues recertified to the
Belron Group Code of Conduct
– Our Way of Working

83.8

NPS for 2025



100%

electric company car fleet



100%

of our buildings' electricity comes
from renewable sources



>99%

of total waste diverted
from landfill

* Comparison with 2024 data

** Limited Assurance over the Belron Group glass recycling rate has been provided by BDO LLP at a consolidated level within the 2025 Belron Group Responsible Business Report. For visibility of this full report, please refer to [Belron Group RB report](#).

Sustainable products and services

At Belron UK, we are committed to providing products and services in a way that reduces our environmental footprint and we're taking practical steps to cut our carbon emissions and to minimise waste and increase recycling.

Reducing waste across our operations

During 2025, we continued to make strong progress in reducing waste across our operations. Damaged glass from both customer and wholesale operations was sent to be recycled through our approved recycling partners, with waste glass repurposed into new products such as recycled glass bottles.

Working closely with our suppliers, we now send 100% of the laminated film within windscreens, known as the Polyvinyl Butyral (PVB) layer, to be recycled. The PVB is recycled and used in products such as carpet backing, artificial grass and paint. Further waste reduction was delivered through collaboration with our main suppliers to reduce the weight of glass delivery crates by converting them from wood to cardboard. All cardboard and wood from our main distribution centre is recycled.

We continued to increase the percentage of waste we divert from landfill and in 2025 we diverted 99.7% of all waste from landfill, an increase from 99.5% in 2024.

Reducing emissions in our fleet and downstream transport and distribution

We continued to reduce emissions across our fleet and downstream distribution by embedding lower emission vehicles into our operations. In 2025, two 40-tonne Bio-CNG trucks were incorporated into our transport and distribution fleet, operated by our partner Menzies.

These two trucks represent 15% of vehicles operating on our subcontracted routes, with no material impact on service levels. The use of these vehicles delivered an emissions reduction of around 85% compared to equivalent diesel trucks.

We also continued to increase the number of electric vans within our commercial fleet as well as introducing the use of alternative fuels. Hydrotreated vegetable oil (HVO) is also now used for part of our commercial supply chain vans operating within Northern Ireland.

In 2025, we reached a significant milestone with the transition of our company car fleet to 100% fully electric vehicles, becoming the first business in the Belron Group to eliminate all tailpipe emissions from its company car fleet. This achievement represents an important step in reducing our environmental impact and supports our longer-term ambition to achieve net zero by 2050.



100%

vehicle glass waste sent to be recycled

99.7%

of waste diverted from landfill

100%

electric company car fleet

31%

reduction in emissions (scope 1, 2 & 3) when compared to 2024



Investing in people and society

We believe that investing in people creates lasting value for society. That’s why we continue to focus on building an inclusive culture, developing our talent, and ensuring the safety and wellbeing of every colleague. By listening and responding to our people, and supporting the communities we serve, we are driving meaningful, long-term impact.

Safety and Wellbeing

Driving a safety-first culture

Our approach to safety continues to evolve, with a strong focus on dynamic risk assessment – empowering colleagues to recognise, assess and respond to risks in real time, supporting safer decision-making throughout the working day. Supported by ongoing training, improved tools, defined responsibilities and behaviours, and clearer processes, we are helping to embed a safety-first mindset into everyday decision-making.

In 2025, we saw a significant reduction in injuries resulting in time off work compared to 2024, reflecting the impact of these efforts and our continued focus on reducing incidents and harm. By investing in our people, equipment and ways of working, we are creating a safer, healthier environment for all colleagues.

Targeting specific injury types

In 2025 we saw a measurable reduction in the number of cuts and laceration injuries, driven by the introduction of safer razor blade tools and the rollout of improved personal protective equipment.

We also successfully rolled out an enhanced, highly practical manual handling training programme for our technician and warehouse colleagues, designed specifically around the tasks they perform every day. The training programme developed by the Belron Group in collaboration with global ergonomics expertise focuses on real-world

application, combining safe lifting techniques with role-specific scenarios to reduce musculoskeletal injury risk. This hands-on approach reinforces our commitment to safer ways of working, equipping colleagues with the knowledge, skills and behaviours needed to work safely and reduce the risk of injury.

These practical interventions are helping to create safer working environments while reinforcing the importance of everyday safety behaviours.

Health and wellbeing – listening and acting

During 2025, we identified an opportunity to enhance our health and wellbeing offering, informed by colleague feedback and listening channels. Through this insight, we recognised that additional everyday healthcare support would be particularly valued by certain groups of colleagues.

In response, we introduced a targeted health cash plan, providing support towards everyday healthcare costs such as treatments and services, designed to provide practical support where it would have the most impact. By focusing on those colleagues who would benefit most, we have taken a more inclusive and needs-based approach, ensuring our investment delivers meaningful value and supports overall wellbeing.

30%
reduction in our *Lost Time Injury Frequency Rate (LTIFR)* compared to 2024

BE SAFE
BE HEALTHY
BE WELL
EVERY DAY



Investing in people and society continued

Promoting Equity, Diversity and Inclusion Inspiring women

During 2025, we hosted three Inspiring Women events focused on deepening our understanding of the experiences of our female colleagues and strengthening inclusion across our technician and supply chain communities. The sessions created an open and supportive space for colleagues to share perspectives and experiences, reinforcing the importance of allyship and leadership support. The insights gathered continue to shape our attraction, retention and engagement strategies, informing practical actions in support of our gender balance ambitions.

Listening

In 2025, we continued to build on our culture of listening through the ‘Our Belron’ engagement survey, alongside ongoing agile listening and feedback opportunities across the business. Participation in the October 2025 survey remained high, with 95% of our people taking part. 86% said they feel engaged, proud, inspired and experience a sense of personal accomplishment. While this represents a decrease compared to 2024, it comes during a period of significant change and transformation, and our results continue to perform above the UK norm.

By combining survey insights with additional listening, we have continued to equip the business with valuable insight to support more focused, meaningful conversations and the delivery of targeted plans.

Investing in our talent

We continued to strengthen our approach to identifying and developing talent in 2025, underpinned by clear succession planning and a talent framework supporting critical roles and leaders across the business. We invested in our future talent pipeline through our Early Careers Programme, welcoming graduates into the business and providing placements across our Customer, Finance, People and Technology functions.

Developing our People Leaders remained a major focus, recognising the critical role they play in delivering an exceptional employee experience. In 2025, 60% of our leaders participated in learning and development covering areas like health and safety, coaching, and leading change.

Colleagues were supported through mentoring, coaching and targeted development actions, ensuring the right skills and experience are in place to support long-term success. Alongside this, we expanded our self-serve e-learning catalogue, making development more accessible across a range of roles and experience levels.



86%
of colleagues stated they feel proud, inspired and have a sense of personal accomplishment to work for Belron UK

41,057
learning moments recorded

91%
of colleagues agree that "In our business, managers support diversity and inclusion."



Responsible business foundations

Our values, culture and leadership guide how we operate and are underpinned by strong governance, robust reporting and clear measurement. Together, these foundations enable us to act with integrity and accountability, delivering our purpose as a responsible business for our people, customers and communities.

Governance

We maintain strong governance through clear local policies and standards that ensure compliance with our responsible business commitments and drive continuous improvement, including areas such as data protection and information security. This is supported by our continued achievement of recognised external certifications, including ISO 45001, ISO 14001 and ISO 9001, alongside a robust programme of internal assurance and audit, providing confidence that our controls are effective and consistently applied across the business.

Our values and ethics

Our approach to responsible business is guided by our values and underpinned by a strong commitment to ethical behaviour. The Belron Group Code of Conduct sets clear expectations for how we work, ensuring all colleagues act with integrity, respect and accountability in their daily roles. In 2025, we achieved 100% colleague recertification to the Code.

To support this, we maintain a robust programme of ethics and compliance training, covering areas such as data protection, information security and how to raise concerns, including through our Speak Up channels.

Robust reporting and measurement

We are committed to transparency and accountability through clear, consistent reporting across our responsible business priorities. This includes our Section 172(1) statement, which outlines how we consider the interests of our stakeholders, alongside disclosures such as our Modern Slavery Statement and Gender Pay Gap Report, demonstrating our commitment to ethical practices and inclusive workplaces.

We also report on our environmental performance through recognised frameworks, including Streamlined Energy and Carbon Reporting (SECR) and compliance with the Energy Savings Opportunity Scheme (ESOS).

Together, these disclosures are supported by strong internal measurement and governance processes, ensuring we track performance effectively, meet our regulatory obligations and drive continuous improvement across the business.



Appendix

11	GHG Emissions
13	Waste
15	Health and Safety, and Governance
16	Customer Experience and Colleague Experience
17	Employee Information



GHG Emissions

	Retrospective			
	2025	2024	2023	2021 (base year)
Scope 1 GHG emissions				
Gross Scope 1 GHG emissions (tCO ₂ eq)	6,017	6,827	7,355	7,843
Scope 2 GHG emissions				
Gross market-based Scope 2 GHG emissions (tCO ₂ eq)*	15	3	0	221
Significant scope 3 GHG emissions				
Total Gross indirect (Scope 3) GHG emissions (tCO ₂ eq)	22,264	34,253	33,361	33,385
1 Purchased goods and services	16,801	27,036	23,535	27,052
2 Capital goods	905	1,255	915	1,411
3 Fuel and energy-related activities (not included in scope 1 or scope 2)	1,580	1,860	1,928	2,169
4 Upstream transportation and distribution	2,908	4,001	6,667	2,408
5 Waste generated in operations	70	101	316	345
6 Business travelling				
7 Employee commuting				
8 Upstream leased assets				
9 Downstream transportation				
10 Processing of sold products				
11 Use of sold products				
12 End-of-life treatment of sold products				
13 Downstream leased assets				
14 Franchises				
15 Investments				
Total GHG emissions				
Total GHG emissions (market-based) (tCO ₂ eq)	28,296	41,083	40,716	41,449

The focus of emissions reduction work and reporting for scope 3 is on categories 1–5 which represents more than 90% (on a 2021 baseline and in line with SBTi requirements) of the total. Of the remaining scope 3 categories, 6, 7, 12 and 14 (business travel, employee commuting, end-of-life of sold products and franchises) are in scope of net zero targets and will be part of the company’s emission reduction plans going forward. Categories 8, 10, 11 and 13 (upstream leased assets, processing of sold products, use of sold products and downstream leased assets) are not applicable; and 9 and 15 (downstream transport & distribution and investments) are optional.

* Belron UK Limited utilises market-based emissions accounting under scope 2 in aligned with the SBTi.

Additional emissions and energy related data

Emission Intensity	2025	2024	2023	2021 (base year)
GHG Emissions (Scope 1, 2, 3 (Cat 1 to 5)) kg per prime job & wholesale units sold	32.83	38.79	32.59	39.12
Scope 1 GHG emissions (kg) per prime job & wholesale unit sold	6.98	6.45	5.89	7.40
Scope 2 GHG emissions (kg) per prime job & wholesale unit sold	0.02	0.00	0.00	0.21
Scope 1 & 2 GHG emissions (kg) per prime job & wholesale unit sold	7.00	6.45	5.89	7.61
Scope 3 (Cat 1,2,3,4&5) GHG emission (kg) per prime job & wholesale unit sold	25.83	32.34	26.71	31.51

Energy and Electricity Information	2025	2024	2023
% Renewable electricity purchased for our buildings (certified)	100 %	100 %	100 %
Scope 1 – Stationary Energy (Direct) (kWh)	4,101,915	4,315,797	4,812,788
Scope 1 – Mobile Energy (Direct) (kWh)	20,481,410	23,738,010	25,470,187
Scope 2 – Electricity (Buildings and Mobile Charging) (kWh)	3,658,141	3,072,082	3,110,722
Total (Scope 1 (Stationary Energy & Mobile Energy) & Scope 2 (Electricity) (kWh)	28,241,466	31,125,889	33,393,697

Waste

Waste-related data	Unit	2025	2024	2023
Total amount of waste generated (including PVB)	Tonnes	11,723	13,325	14,014
Total amount of waste generated (excluding PVB)	Tonnes	10,497	11,968	12,616
Total amount of hazardous waste	Tonnes	54	57	56
Total amount of non-hazardous waste (excluding PVB)	Tonnes	10,443	11,911	12,560
Total amount of PVB non-hazardous waste	Tonnes	1,226	1,356	1,398
Total amount by weight diverted from disposal (including PVB)	Tonnes	10,971	12,487	13,062
Total amount by weight diverted from disposal (excluding PVB)	Tonnes	9,745	11,131	11,664
Total hazardous waste generated diverted from disposal	Tonnes	52	55	19
Total hazardous waste generated diverted from disposal to preparation for reuse	Tonnes	52	55	19
Total hazardous waste generated diverted from disposal to recycling	Tonnes	0	0	0
Total hazardous waste generated diverted from disposal to other recovery operations	Tonnes	0	0	0
Total non-hazardous waste (excluding PVB) generated diverted from disposal	Tonnes	9,693	11,076	11,645
Total non-hazardous waste generated diverted from disposal to preparation for reuse	Tonnes	0	0	0
Total non-hazardous waste generated diverted from disposal to recycling	Tonnes	9,693	11,076	11,645
Total non-hazardous waste generated diverted from disposal to other recovery operations	Tonnes	0	0	0
Total PVB non-hazardous waste generate diverted from disposal	Tonnes	1,226	1,356	1,398
Total PVB non-hazardous waste diverted from disposal to preparation for reuse	Tonnes	0	0	0
Total PVB non-hazardous waste diverted from disposal to recycling	Tonnes	1,226	1,356	1,398
Total PVB non-hazardous waste diverted from disposal to other recovery operation	Tonnes	0	0	0

* Plasticised polyvinyl butyral (PVB) interlayer, bonded rubber and other materials that are integral to the windscreen are included where marked

* Limited Assurance over the Belron Group waste figures has been provided by BDO LLP at a consolidated level within the 2025 Belron Group Responsible Business Report. For visibility of this full report, please refer to [Belron Group RB report](#).

Waste related data continued

Waste-related data	Unit	2025	2024	2023
Total amount by weight directed to disposal (including PVB)	Tonnes	752	838	952
Total amount by weight directed to disposal (excluding PVB)	Tonnes	752	838	952
Total hazardous waste generated directed to disposal	Tonnes	2	3	37
Total hazardous waste generated directed to incineration	Tonnes	0	0	0
Total hazardous waste generated directed to landfill	Tonnes	2	3	37
Total hazardous waste generated directed to other disposal operation	Tonnes	0	0	0
Total non-hazardous (excluding PVB) waste generated directed to disposal	Tonnes	750	835	915
Total non-hazardous (excluding PVB) waste generated directed to incineration	Tonnes	712	791	836
Total non-hazardous (excluding PVB) waste generated directed to landfill	Tonnes	39	44	79
Total non-hazardous (excluding PVB) waste generated directed to other disposal operation	Tonnes	0	0	0
Total PVB non-hazardous waste generated directed to disposal	Tonnes	0	0	0
Total PVB non-hazardous waste generated directed to incineration	Tonnes	0	0	0
Total PVB non-hazardous waste generated directed to landfill	Tonnes	0	0	0
Total PVB non-hazardous waste generated directed to other disposal operation	Tonnes	0	0	0

* Plasticised polyvinyl butyral (PVB) interlayer, bonded rubber and other materials that are integral to the windscreen are included where marked

% of waste diverted from Landfill	Unit	2025	2024	2023
% hazardous waste diverted from landfill	%	95.5	95.3	34.1
% non-hazardous (excluding PVB) Waste diverted from landfill	%	99.7	99.5	99.7
% PVB non-hazardous waste diverted from landfill	%	100.0	100.0	100.0
Total % waste (excluding PVB) diverted from landfill	%	99.7	99.5	99.4
Total % waste (including PVB) diverted from landfill	%	99.7	99.5	99.4

Waste Intensity	Unit	2025	2024	2023
Total waste (kg) including PVB per prime job and wholesale units sold	kg	14.0	12.6	13.5

* Plasticised polyvinyl butyral (PVB) interlayer, bonded rubber and other materials that are integral to the windscreen are included where marked

* Limited Assurance over the Belron Group waste figures has been provided by BDO LLP at a consolidated level within the 2025 Belron Group Responsible Business Report. For visibility of this full report, please refer to [Belron Group RB report](#).

Health and Safety

Health and safety	2025	2024
The percentage of people in own workforce who are covered by our health and safety management system based on legal requirements and/or recognised standards or guidelines	100%	100%
Number of fatalities due to work-related injuries and ill health	0	0
Number of injuries with lost time	49	72
Number of work-related illness with lost time	0	0
Number of other recordable work-related injuries (non lost time injuries with off site medical treatment)	25	80
Number of other recordable work-related illnesses (non lost time illness with off site medical treatment)	0	0
Total recordable work-related injuries and illnesses (lost time incident and other recordable injury/illness)	74.00	152.00
Rate of recordable work-related injuries and illnesses (frequency rate per million hours)	15.21	30.55
Rate of lost time work related injuries and illnesses (frequency rate per million hours)	10.08	14.47
The number of days lost due to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health.	951	790
The lost time severity rate (hours lost due to injury / work place illness frequency rate per million hours)	195.45	158.78

Governance

Business conduct	2025	2024
Number of convictions for violation of anti-corruption and anti-bribery laws	0	0
Amount of fines for violation of anti-corruption and anti-bribery laws	0	0

Customer Experience

	2025	2024	2023
Net Promoters Score (NPS)	83.8	80.2	76.8
Google Review – Customer satisfaction (out of 5)	4.4	4.2	4.2
Trust Pilot – Customer satisfaction (out of 5)	4.5	4.5	4.5
Customer call quality – number of calls evaluated	38,849	>35,000	>35,000

Colleague Experience

Learning and Development	2025	2024	2023
Number of learning moments	41,057	47,665	48,716
Number of colleagues completing an apprenticeship programme	27	50	49
% of leaders who participated in a leadership development activity	60 %	90 %	89 %
Average hours of training per employee	31.24	30.29	28.75

Listening	2025	2024	2023
Employee Engagement Score	86%	88%	92%
% of colleague response rate to Employee engagement survey	95 %	95 %	95 %
% of colleagues that agree “Our business cares about the health and safety of its people at work”	90 %	89 %	90 %
% of colleagues that agree "My manager cares about my wellbeing.”	93 %	92 %	93 %

Employee Information

Number of employees (head count)	2025	2024
Male	1,630	1,773
Female	465	493
Other	0	0
Not disclosed	0	0
Total	2,095	2,266

Number of permanent employees (head count)	2025	2024
Male	1,619	1,751
Female	444	476
Other	0	0
Not disclosed	0	0
Total	2,063	2,227

Number of temporary employees (head count)	2025	2024
Male	11	22
Female	21	17
Other	0	0
Not disclosed	0	0
Total	32	39

Number of full-time employees (head count)	2025	2024
Male	1,563	1,696
Female	311	325
Other	0	0
Not disclosed	0	0
Total	1,874	2,021

Number of part-time employees (head count)	2025	2024
Male	67	77
Female	154	168
Other	0	0
Not disclosed	0	0
Total	221	245

Employee turnover	2025	2024
Total number of employees who have left the business	343	303
Rate of employee turnover in the reporting period	15.7 %	13.4 %

Employees in top management by gender	2025	2024
Male	5	5
Female	2	2
Other	0	0
Not disclosed	0	0
Total	7	7

Age distribution of employees	2025	2024
Under 30 years old	318	380
Between 30 and 50 years old	1,244	1,347
Over 50 years old	533	539

About this brochure

This brochure covers the activities and performance of Belron UK Limited for the 2025 reporting year and should be read alongside the Belron Group Responsible Business Report 2025. Greenhouse gas emissions are reported using the market-based method and in line with our Group science-based targets; renewable electricity figures are based on certified (REGO-backed) purchases. Some figures may reflect refinements to our calculation methodology as well as operational changes. Any statements about future goals, targets or ambitions (including our net zero) reflect our current intentions and are not guarantees; actual outcomes may differ.