

# CORPORATE SOCIAL RESPONSIBILITY

A GROUP AWARE OF ITS RESPONSIBILITIES





# D'IETEREN AUTO

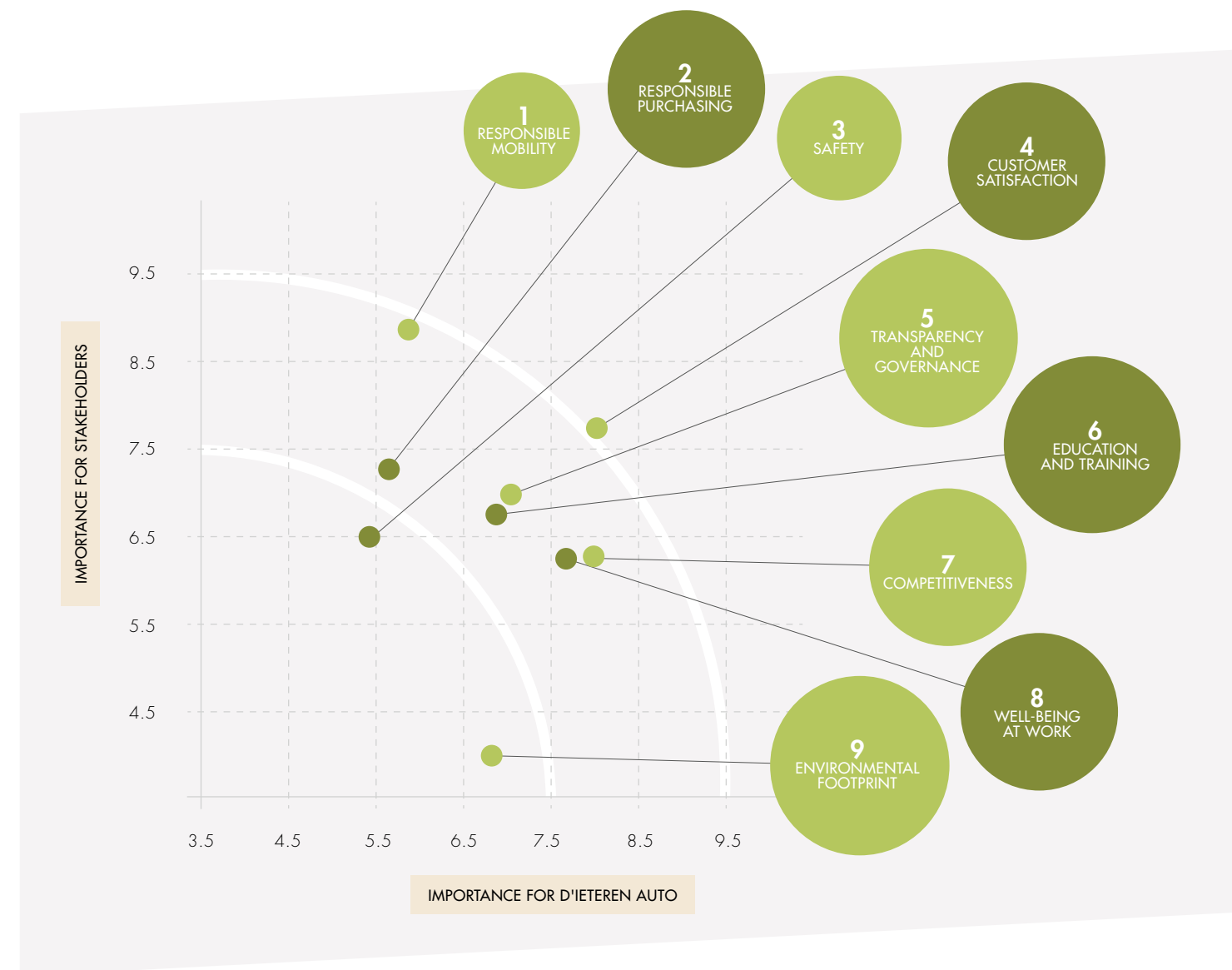
## CONDUCTING OUR BUSINESS IN A COMMITTED AND RESPONSIBLE WAY

The activities of D'Ieteren Auto mean responsibility toward its customers, employees and numerous partners that the company wants to take in an exemplary manner, in line with its values. It relates to the reputation and the trust it generates.

D'Ieteren Auto therefore ensures that it reduces the impact of its activities on the environment, plays an active role in the development of the regions in which it operates, and builds strong, long-lasting relationships with all its stakeholders. In 2012, D'Ieteren Auto began consulting its stakeholders directly,

with a view to identifying the social responsibility topics that are relevant to the company. By operating in this way, D'Ieteren Auto is able to seize growth and performance improvement opportunities, and to create medium-term and long-term value for all. Because corporate social responsibility is a long-term driver of progress, D'Ieteren Auto's staff are encouraged to play an active role in this process.

D'Ieteren Auto conducts its CSR reporting activities in line with the guidelines issued by the Global Reporting Initiative.



**BENJAMIN PIPAR**  
Mechanic, Porsche



### 1 RESPONSIBLE MOBILITY

Move better, move less! Mobility is a driver of prosperity and integration. D'Ieteren Auto is aware of this societal added value and the related challenges: congestion, pollution, etc. Solutions already exist.

- New engines that are less polluting: D'Ieteren Auto promotes environmentally friendly technologies (natural gas, electric, hybrid, etc.). All brands are developing innovative green technologies.
- 5 network partnerships: D'Ieteren Auto collaborates with Evora and Engie (electric charging), supports the CNG network (station at Erps-Kwerps), works with the Natural Gas Federation (promotion to fleet customers).
- D'Ieteren Auto spin off – OTA Keys: IT solution for vehicle sharing. Shared key via smartphone for companies, individuals or rental companies.
- TILT (Technical Information Learning Tips): a website dedicated to new technologies, eco-driving and safety, to provide customers with comprehensive information.
- Brussels – seven work sites dedicated to regained mobility. D'Ieteren Auto endorses the work of BECI (Brussels Enterprises Commerce and Industry).

- 94% of ELVs (End of Life Vehicles) are recycled and recovered via an approved and inspected system.
- D'Ieteren Auto supports the "Mobility" chair (Ghent University), finances a study on mobility solidarity (Agence Alter) and is a member of Intelligent Transport Systems (ITS.be).

### 2 RESPONSIBLE PURCHASING

Supply is a key function for D'Ieteren Auto. The validity of customer guarantees depends upon it. Respect for the environment and ethical conduct are key purchase requirements, alongside price and quality.

- 100% of suppliers have signed the D'Ieteren Auto Purchase Charter, in compliance with the 10 UN Global Compact principles.
- Suppliers are selected on the basis of sustainable criteria – 5% weighting.
- D'Ieteren Auto sets go/no-go criteria on hazardous chemicals for its workshop activities.



### 3 SAFETY

The road must be a safe space! D'leteren Auto is continuing its efforts to ensure maximum safety for the users of its products. Multiplication of assistance technologies combined with raising awareness play a major role in that respect.

- Active promotion and/or series assembly of driver assistance systems: automatic emergency braking, adaptive cruise control, etc.
- Partnership with three post-driving licence training centres: nearly 5,000 training sessions with young people targeted as a priority.
- Awareness-raising around responsible and respectful driving: annual awareness-raising for an average of 200 disadvantaged young people in partnership with the Belgian Road Safety Institute (IBSR).

### 4 CUSTOMER SATISFACTION

D'leteren Auto invests daily to achieve the highest standards of satisfaction for its customers (dealers and motorists).

- Customer first: 95.7% (December 2015) of customers recommend their dealer for sales; 92.6% (December 2015) for aftersales. Target for 2018: 98% both in sales and aftersales.
- New approach to spare part management: availability and fluid stock – only 0.24% complaints.
- Gradual deployment of customised CRM platforms for an improved customer experience.
- Customer Dialogue Programme that accompanies the customers throughout the life cycle of their vehicle and promotes responsible usage.
- WECARE maintenance contract “for the better and without the worse”. Around 6,660 contracts sold in 2015.

### 5 TRANSPARENCY AND GOVERNANCE

Commerce is based on a contract of confidence rooted in ethics. Transparency and governance are the indispensable tools for this. These have always been part of D'leteren Auto's DNA.

- ‘The WayWeWork’ code of conduct recalls the values and the day-to-day ethical practices. 100% of employees informed.
- Development of internal policies in all businesses to strengthen governance: Safety and Security Policies, Procurement Policy, Real Estate Policy, Charity Policy, Internal Audit Policy, etc.
- New classification of functions for greater transparency and equity in remuneration.
- Target-based management: target-setting, along with coaching and evaluation interviews.

### 6 EDUCATION AND TRAINING

D'leteren Auto places the training and qualification of its employees and future recruits at the heart of its development. This is an essential factor for adapting to change, new technologies and societal challenges.

- D'leteren Campus – training for D'leteren Auto employees: 5,164 training days in 2015; 82.2% of total staff was trained; average of 3.83 training days by employee.
- On-boarding programme: welcome and coaching of new recruits.
- Talent sourcing acquisition: retain apprentices in bodywork and electromechanics.
- Succession management: preserve the knowledge and expertise of the longest-serving employees and ensure skills transfer.
- D'leteren Auto supports the Fondation pour l'Enseignement (Belgian Foundation for Education) to create bridges between

schools and businesses, aimed at school management, teachers and students.

- Licence to Work, the driver's licence for employment: access to the practical driving licence for 20 people on a socio-professional integration programme, in partnership with TOTA, VAB, Brusselleer and Tracé Brussel.

### 7 COMPETITIVENESS: NEW ORGANISATION BY “MARKET AREAS”

An essential adaptation in a changing market.

2 goals: restoring the profitability of the dealers and of D'leteren Auto, and maintaining our leadership.

5 key principles: focusing on customer satisfaction; exploiting the potential of activities through the Market Area strategy; maximising synergies; adapting the structure of D'leteren Auto to the redesigning of the network; respecting employment and promoting a motivating internal climate.

More information on page 13 of this report.

### 8 WELL-BEING AT WORK

D'leteren Auto's performance is dependent on its employees. That is why offering them an environment that is reassuring, fulfilling, balanced and favourable to learning, where well-being is not just an empty word, is the primary concern of D'leteren Auto.

- New organisation of work and management of work spaces for greater dynamism.
- Work-life balance: work management and flexibility.

- Giving back: 300 motivated employees in teams devote one work day each year to a charitable cause (Give & Gain).
- Employee satisfaction: 74.5% in 2013. Target for 2018: 80%.

### 9 ENVIRONMENTAL FOOTPRINT

It is possible to do business while mitigating the impact of our activities on the environment. D'leteren Auto achieves this by transforming its infrastructure and adapting its behaviour.

- 4 operating sites self-generate 29% (2015) of the electricity consumed (22% through photovoltaics, 78% via cogeneration). Target for 2018: 40%.
- Rational energy consumption programme.
- 60% of waste is recycled. D'leteren Auto promotes selective sorting and collection in its dealerships, workshops and offices.
- Mobility – towards greater flexibility: D'leteren Auto's employees are encouraged to use more flexible solutions: carpooling, public transport, shuttle buses, telecommuting, cycling, etc.



**JAN HUYGHE**  
Sales Supervisor  
My Way, VDFin

# BELRON

## PROUD OF OUR FUTURE BY DOING THE RIGHT THING EVERY DAY

Belron continues to operate in a responsible manner focusing on four primary areas of responsibility:

- Environment
- Ethics
- Employment
- Communities

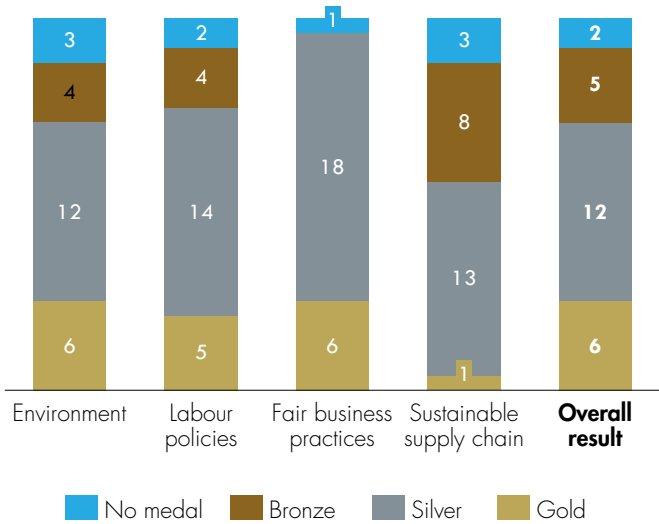
The activities in these areas are an integral part of the Belron way of doing business and are a key part of how it engages with its customers, its people and its suppliers.

### BENCHMARKING THE CSR PERFORMANCE

In 2015 Belron implemented a CSR benchmarking programme across the group. It requires each corporate business unit to complete a CSR assessment which evaluates how well they are doing against key criteria in line with the 10 principles of the

United Nations Global Compact in the areas of environment, labour, anti-corruption and human rights. This is then externally assessed by Ecovadis. By the end of 2015 most Belron business units have been evaluated with the rest being completed in the first quarter of 2016. They will each receive an individual benchmark and scorecard highlighting strengths and areas for improvement to ensure that corporate responsibility is completely embedded in everything we do.

Belron's CSR performance (in number of corporate countries)



**CINZIA CAPOZZA**  
Customer Contact Centre Agent



### REVIEW OF ALTERNATIVE FUEL VEHICLES

Belron continues its search for a commercially viable alternative to fossil fuel vehicles to significantly reduce the carbon emissions of its mobile fleets while maintaining operational efficiency. Some research was carried out in 2015 which looked at technology maturity, infrastructure availability, vehicle suitability, cost and emissions. This will be used in 2016 as the basis for a review with the fleet managers from around the group to evaluate the potential in the main mobile business units.

### EVALUATION OF ELECTRIC VEHICLES

Initial tests of electric vans have not been successful, mostly due to vehicle size and autonomy. However, in 2015 an evaluation of the Nissan e-NV200 van by Carglass® France has proved to be worth extending. Nine vehicles are now operational in urban areas where the daily van route can be kept below 100 km. In 2016 their performance will be evaluated with a view to extending the trial to other areas.

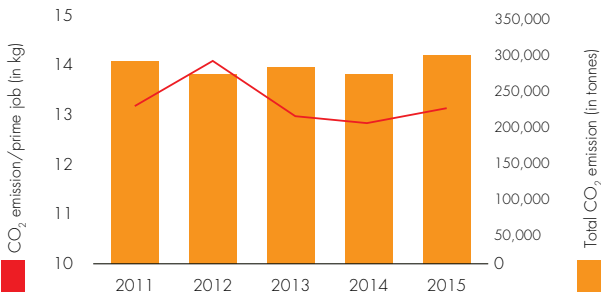
### IMPROVING SUSTAINABILITY IN THE SUPPLY CHAIN

A large part of Belron's turnover is spent on buying products and services to carry out its business activities and it has always been important to ensure that these suppliers share the Belron ethical approach to doing business. However with increasing pressure from key insurance and fleet customers and with new legislation being introduced, Belron decided to be more proactive and introduce a coordinated approach to evaluating suppliers. In 2015, with the support from the Purchasing Managers from around the group, a review was undertaken and a number of key recommendations drafted. These will be piloted early in 2016 and the results presented to the Purchasing Managers for implementation across the group. This should result in ensuring appropriate due diligence has been carried out across the supply chain including assessments and audits of more strategic and higher risk suppliers.

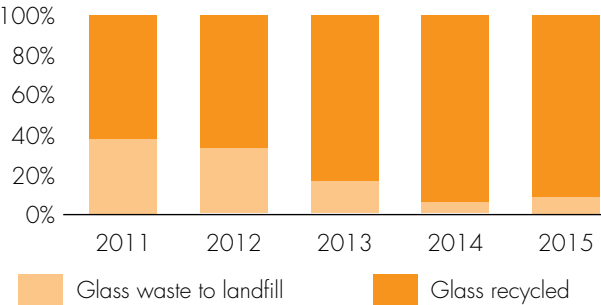
### ENVIRONMENTAL REPORTING

In 2015 Belron replaced its internally developed environment reporting system with an externally supported system to ensure that the reporting was in line with Global Reporting Initiative requirements under the United Nations Global Compact. All the data from the old system was validated and transferred to the new system and training on collection and reporting of energy use and waste management was given to all business units. Feedback has been extremely positive and the objective of providing the business units with a more transparent process and the ability to interrogate and understand their own energy and waste data has been achieved. In addition, the reporting was extended to all business units which meant on-boarding 4 additional countries so that the report is a more robust and accurate reflection of the Belron environmental impact. More importantly this allows the business units to more accurately target opportunities to reduce their impact and see the results of their actions more clearly.

Belron's carbon footprint



Belron's glass recycling rate







## RECOGNITION OF BELRON PEOPLE

A record breaking 60 nominations for the Belron Exceptional Customer Service Award (BECSA) 2015 were received with 18 business units putting forward the enthusiastic and dedicated winners of their local recognition programmes. From those nominations, 26 winners from 15 countries were recognised, each winning EUR 3,000 and a glass award.

The BECSA has been created to recognise Belron people who are providing exceptional service to customers throughout the year – the 'everyday heroes.'

This year's inspiring stories of passion, dedication and commitment to outstanding customer service include:

- technicians striving for perfection with every job, every day and receiving overwhelmingly positive feedback from their customers;
- exciting and innovative ideas, from sun hoods to new IT processes and systems;
- outstanding individuals who inspire and motivate those around them;
- dramatic rescues including a gas explosion and a runaway car.



## BEST WORKPLACES

With Belron's aspiration to be the 'best place you will ever work' some of the businesses once again achieved external recognition for their workplace:

- Carglass® Germany was again recognised as one of the best employers in the country, with independent certification from the Top Employers Institute. Research by the Top Employers Institute showed that Carglass® Germany provides exceptional employee conditions and nurtures and develops talent throughout all levels of the organisation. It also found that Carglass® Germany has demonstrated its leadership status in the HR environment, always striving to optimise its employment practices and to develop its employees.
- Carglass® Belux was very proud to have achieved a place in the top 10 Best Workplaces in Belgium for the fourth consecutive year. A survey was conducted amongst all employees focusing on credibility, fairness, respect, pride and camaraderie within the organisation. It found that 83% of employees say that Carglass® is a very good organisation to work for.
- Belron International achieved an outstanding 4<sup>th</sup> place in the Medium category in the annual UK Best Workplace awards. This was the first time that Belron International had entered the



programme, making the result a huge achievement as only a small number of organisations even make the list in the first year of entering. The Best Workplaces programme is run by the Great Place to Work Institute UK, an organisation that specialises in employee research and helps businesses to understand and improve levels of engagement. The programme is the largest and most respected global study of people management and workplace cultures which culminates in the Best Workplace awards.

## MAKING A DIFFERENCE THROUGH GIVING BACK



The Spirit of Belron Challenge, comprising activities all over the world in support of charitable causes, saw over 100 events including the Big Belron Lunch taking place in the business units engaging over 10,000 employees. This culminated in the Spirit of Belron Challenge event at Dorney Lake, Windsor where over 1,500 employees, their families and friends, business partners and suppliers came together to take part in a triathlon, duathlon or fun run. The event was a huge success, with 83% of participants rating it 'excellent'. This engagement and involvement around the business resulted in over EUR 780,000 (approximately ZAR 11.3 million) being raised for Afrika Tikkun; a fantastic amount which will have a huge impact on the communities in which they operate.

At the Spirit of Belron Challenge event Belron were once again joined by a group of exceptional young people who are beneficiaries of the Afrika Tikkun programmes in South Africa. Three of the group are part of the triathlon sports programme and were chosen to come to the UK not only for their sporting ability but also for their positive attitude towards education and commitment to help their community. The fourth member acted as an ambassador for the charity and spoke eloquently during the event about the impact the charity has

had on hers and others' lives. The group also spent time at the Belron office and at the companies of the Afrika Tikkun UK board members to gain experience in the work place. We will look to build on this in 2016 to ensure that the experiences for the Afrika Tikkun athletes coming to the UK or to the Cologne or Safelite triathlons give them a good platform for work in South Africa and building a better future for themselves and their communities.

## ETHICAL RESPONSIBILITY

The Belron group Risk and Assurance which ensures consistency by completing periodic internal reviews throughout our businesses, has developed a specific Ethical Conduct Programme to identify policies, procedures and controls already in place in relation to ethical conduct across the business. It covers the areas of oversight and management, relationships with business partners, confidential information and data protection, financial property and people.

This programme helps the central team to raise awareness and gather knowledge on the businesses' ethical conduct practices so that good practice may be shared, solutions developed and assurance measured.

Following the positive feedback received from all four pilot countries – Germany, Sweden, Switzerland and Russia – the roll-out across the group has started. As more reviews are completed 'common themes' and examples of best practices will be shared.

To continue supporting the businesses the Belron Ethics – Our Way of Working – awareness programme is now available online in nine languages with further translations planned for 2016. The Speak Up line continues to be an effective system for Belron employees and the business as a whole. During 2015 the Speak Up line received 29 calls from employees either reporting an incident or making an enquiry. Each call is reported to a Belron central team who works with the in-country executive management to follow up all concerns raised.