



Doing Business Responsibly

Environment

Sustainable products and services

REDUCING
WASTE AND
BUILDING A
CIRCULAR
ECONOMY

DRIVING
DOWN
EMISSIONS

SUSTAINABLE
PROCUREMENT

Social

Investing in people and society

PEOPLE
SAFETY AND
WELL-BEING

PROMOTING
DIVERSITY,
EQUITY AND
INCLUSION

GIVING
BACK TO
COMMUNITIES

Governance

**Strong governance
and inspiring leadership**

**Values
and ethics**

**Robust reporting
and measurement**

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



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Targets, KPIs & key actions



SUSTAINABLE PRODUCTS & SERVICES	PERFORMANCE 2025	TARGET/AMBITION	ACTIONS
Driving down emissions			
Total Scopes 1 & 2 GHG emissions*	91,241 tCO2e	By 2030 reduce emissions by 42%**	• Reducing fleet emissions • Increasing renewable electricity • Decarbonising infrastructure
Total Scope 3 GHG emissions (cat. 1 to 5)	498,193 tCO2e	By 2030 reduce emissions (cat. 1 to 5) by 25%**	
Reducing waste and building a circular economy			
Vehicle glass waste recycling	98%	97% in 2025	• Reducing and eliminating waste • Recycling • Working towards a circular economy
% of general waste to landfill	40%	40% in 2025	
Sustainable procurement			
Assessment of strategically important suppliers	100%	All strategically important suppliers covered by a valid assessment or audit.	• Developing the Belron Way of Sourcing • Embedding Belron’s new Supplier Code of Conduct • Assessing suppliers
INVESTING IN PEOPLE & SOCIETY	PERFORMANCE 2025	TARGET/AMBITION	ACTIONS
People safety & well-being			
LTIFR (lost time injury frequency rate)	13.10	Reduction of LTIFR by 10% vs 2024	• Improved training and standards • New, safer tools including Safer Razor blades • Manual handling training
TRIFR (total recordable injury frequency rate)	31.83		
Promoting diversity, equity & inclusion			
Employee engagement	87.1%	• Zero tolerance for discrimination and 100% inclusion for all • Improve gender diversity and diversity in Leadership Group • Maintain engagement score in the mid-range of 80%	• Tracking DE&I progress • Increasing female representation • Recognising exceptional people
Giving back to communities			
Total raised and donated through all actions	>€10.5m	Belron continues with its commitment to give back to drive positive change.	• Spirit of Belron Challenge • Local community giving • Belron Ronnie Lubner Charitable Foundation

*Belron uses market-based emissions accounting under Scope 2 in alignment with the SBTi

**from a 2021 base year

Belron

1. General information

Belron is a global player in vehicle glass repair, replacement and recalibration (VGRRR), serving motorists with glass damage worldwide. Its purpose is to make a memorable difference with care to its shareholders, customers, people and to society. This purpose is shared right across the business and, along with its values of being caring, driven, genuine and collaborative, it is the driving force behind all decisions. Belron employs around 30,000 people and operates in 42 countries across six continents through wholly-owned businesses and franchises. Its market-leading brands include Autoglass®, Carglass®, Lebeau® Vitres d'autos, Speedy® Glass, Safelite®, O'Brien® and Smith&Smith®.

In addition, Belron manages vehicle glass and insurance claims for insurers, provides glazing services across Australia as O'Brien® Glass, offers plumbing and electrical services through Laser® and O'Brien® Plumbing & Electrical in Australia and New Zealand, and delivers window and door repairs in New Zealand under the Exceed® brand.

This report covers progress made in 2025 and relates to activities in the wholly-owned subsidiaries of Belron Group SCA including head offices, branches and distribution centres (DCs) and in-country (corporate wholly-owned) franchises.*

* Data from entities acquired is incorporated into the reporting of the financial year after they are acquired.

1.1. Materiality assessment

In 2020, Belron took part in a high-level materiality assessment conducted by D'Ieteren Group and supported by an external partner. Through this, Belron aimed to hone its sustainability strategy and ensure the most pertinent sustainability challenges to its business and stakeholders were tackled. It also ensures Belron is measuring sustainability related progress appropriately and that sustainability risks and opportunities are managed effectively.

As part of the materiality assessment process, a short survey was sent to stakeholders and leaders, asking them to indicate which topics they considered most relevant to Belron. Interviews were conducted with internal representatives of key stakeholders including insurance and fleet partners, suppliers, customers, employees and NGOs to gather further qualitative insights into their priorities for Belron.

1.1.1. MATERIAL TOPICS

The material topics highlighted from the assessment included waste management, people safety, customer care, diversity and well-being. Belron used the output from the assessment to review all aspects of its corporate responsibility and refine its material topics, with the help of a leading sustainability consultancy firm. The review culminated in the creation of the Belron Responsible Business Framework which was introduced in 2021.

1.2. Reporting

In 2025, Belron continued to develop its reporting to fulfil mandatory requirements for ESG reporting and to meet the needs of its stakeholders, ensuring transparent and robust reporting of all its responsible business activities. This included contributing to the EU CSRD reporting for D'Ieteren Group, publication by Belron International of its statement in response to the UK Modern Slavery Act 2015 and continued participation in the UN Global Compact Ten Principles of Responsible Business.

In addition, Belron produced its second Climate-related Financial Disclosures (UK CRFD) for the year ended 31 December 2024 in the Annual Report and Financial Statements of Belron Lending UK Limited and its UK subsidiaries (Belron Reserveco Limited, Belron Finance Limited and Belron International Limited), which included a climate risk and opportunity assessment and qualitative scenario analysis.

The EcoVadis sustainability rating assessment continues to be used by 14 Belron businesses to measure performance and benchmark themselves with other businesses in the areas of labour practices and human rights, the environment, sustainable procurement and business ethics. In 2025, Finland and France continued to maintain a Platinum rating and a place in the top 1% of businesses rated by EcoVadis, and Germany achieved a Platinum rating for the first time. Portugal increased its medal rating from Silver to Gold, with Belgium and Spain also achieving a Gold rating with high scores across all topics. Italy and Sweden continued to achieve high scores and were awarded the Silver rating.

Belron is currently in the future scope for the EU Corporate Sustainability Reporting Directive (CSRD) as an EU entity by virtue of its turnover, assets and number of employees. This will require disclosure against the ESRS standards and EU Taxonomy. Following the two-year delay to the regulation, the first period of reporting is expected in 2028 on FY2027 information. In preparation for reporting under CSRD, Belron undertook a double materiality assessment (DMA) with the support of external advisers. This covered Belron Group SCA and its consolidated subsidiaries, considering both financial materiality and impact materiality. Belron also undertook an ESRS gap analysis and process review, as well as an implementation plan to close any gaps and an assessment of which of its businesses are required to disclose under CSRD. An initial assessment to determine where Belron's economic activities are within the scope of the EU Taxonomy and whether they can be considered as eligible activities began in 2024. Following the introduction of the EU Sustainability 'Omnibus' simplification package, further preparatory activities were paused whilst awaiting clarification on the impact on Belron.

Belron continues to monitor developments in ESG legislation including the EU's Corporate Sustainability Due Diligence Directive; the Australia Sustainability Reporting Standards; and the UK's Sustainability Reporting Standards and how they might apply to Belron and its businesses.

2. Sustainable products and services

2.1. Driving down emissions

Driving down greenhouse gas emissions is a key part of Belron's responsible business agenda, bringing clear strategic benefits including operational efficiency and business resilience. Belron believes in its responsibility to monitor, manage and reduce emissions as it works toward achieving its net-zero target across its value chain by 2050.

2.1.1. WHY IT'S IMPORTANT

Belron's owned-business operations span three continents and include DCs, large mobile fleets, a network of suppliers from around the world and over 3,500 branches. These activities generate emissions.

Reducing emissions enables Belron to use opportunities presented by the transition to a low-carbon economy, while also limiting its exposure to climate-related risks, strengthening its market resilience. It also supports customers and suppliers who look to reduce the emissions associated with their own value chain.

2.1.2. AMBITIONS

Belron is committed to reducing emissions across its entire value chain. The Science Based Targets initiative (SBTi) validated its reduction targets (based on a 2021 baseline), requiring significant near-term reductions by 2030 and the achievement of net-zero emissions by 2050.

Belron's SBTi-approved targets are:

By 2030

- Reduce Scope 1 & 2 (direct & indirect) emissions by 42%¹
- Reduce Scope 3 (value chain) emissions (categories 1 to 5) by 25%¹.

By 2050

- Commit to reach net-zero GHG emissions across the value chain
- Reduce Scope 1, 2 and 3 emissions by 90%¹.

2.1.3. SUMMARY OF PROGRESS IN 2025

In 2025, Belron achieved a 6% decrease in total emissions across Scopes 1, 2 and 3 (categories 1–5) compared with 2024, and a 17% reduction since its baseline year. This progress came despite an increase in job volumes of 3% and sales growth of 4% compared with 2024.

While Belron has a long way to go, it continues to make strong progress on Scope 1 and 2 emissions, delivering a combined reduction of 9% compared with 2024. This was driven by a significant increase in the use of renewable electricity within buildings, from 94% at the end of 2024 to 100% in 2025, and by a continued reduction in fossil fuel consumption through the ongoing roll-out of electric vehicle (EV) and hybrid fleets which now make up 21% of total vehicles, route optimisation and other fuel efficiency measures.

Scope 3 emissions fell by 6% in 2025 compared with 2024, primarily due to reduced spend emissions in category 1 (goods and services). In addition, total Scope 3 emissions have fallen 11% since the baseline year, largely due to a move to renewable and low-emission fuels across operations and distribution transport, as well as reductions in waste sent to landfill. Belron has continued to work closely with suppliers to better understand the emissions associated with the specific products it procures.

2.1.4. ACTIONS

Repair first

The 'repair first' approach remains at the core of Belron's operations. Repairing rather than replacing a customer's windscreen significantly minimises the environmental impact. Not only does a repair generate fewer emissions and less waste, it avoids the manufacture and transport of new glass and other products, it also costs less for customers and strengthens long-standing relationships with key insurance and commercial partners.

Product Carbon Footprint

To better understand the emissions associated with jobs delivered for customers, Belron developed a Product Carbon Footprint tool. This tool shows that a windscreen repair results in as much as 80% fewer emissions than a replacement. This assessment of emissions using the Carbon Footprint Tool was conducted in accordance with ISO 14067:2018². Independent verification of the updated tool and emission calculations was received from Bureau Veritas to support the robustness of the information and the results.

The comprehensive emissions calculation is based on a cradle-to-grave approach, spanning the emissions associated with the extraction of raw materials, the production of glass, resin and other materials required, the transport of the customer to the branch or the technician to the customer, all operations, and end-of-life of glass and transportation and waste stages. The tool was used to assess the CO₂e emissions generated from a repair of a windscreen versus a replacement, carried out by technicians in branches and mobile vans in Australia, Belgium, France, New Zealand and the US. Together these countries provided a representative sample across different operating models and environments from across the global business.

¹From a 2021 base year

² ISO 14067:2018 Greenhouse Gases: Carbon footprint of products – requirements and guidelines for quantification.

Reducing fleet emissions

Belron's global fleet of around 11,200 vehicles is its largest single source of Scope 1 direct emissions. The fleet is made up of mobile vans and courtesy and company cars. By 2030, the aim is to reduce these emissions by reducing fuel consumption and improving efficiencies through route optimisation, driver training, newer, more efficient vehicles, the roll-out of fully electric or hybrid vehicles and the use of alternative lower emission fuels such as HVO (biodiesel).

Optimisation and efficiencies

Ensuring that the fleet meets operational requirements is critical to customer service. Belron's investment in newer, more efficient vehicles to reduce fuel consumption continued in 2025. Belron also focused on planning and route optimisation to further reduce fuel, while building efficiency into the way it operates. During the year, a number of route optimisation software options were piloted, which have shown good results in reducing the miles driven and increasing fuel economy. Belron will keep assessing its options in 2026.

Belron rolled out telematics into more of its business units, with Spain the latest to go live at the end of 2025 – the eleventh of its businesses to have the software. This helps driving efficiency, reduces vehicle idling and keeps drivers and other road users safe.

Electrifying the fleet

In 2025, more mobile vans and courtesy and company cars were transitioned to fully-electric vehicles. At the end of 2025, 16% of the global fleet was electric. In summary:

- 41% of all cars, and 7% of vans were fully electric; and
- 15 Belron businesses were operating with electric cars and 12 with electric mobile vans.

Across the total global fleet, around 2,200 vehicles are made up of courtesy cars where customers are offered a car while work is carried out on their vehicles, and company cars for use by employees. Over the past few years, policies have been rolled out to use more EVs across this part of the fleet. At the end of 2025, 41% of all cars were fully electric globally, up from 35% at the end of 2024.

Several businesses continued their journey to electrify their van fleets throughout 2025, including 67% of all fleet vehicles in the Netherlands, while France continues to operate a fully-electric van fleet.

Alternative fuels

Where electrification of the fleet is not yet viable through infrastructure challenges, range availability and, in some cases, weather, Belron continues to look at alternative options, including fuels. The use of biofuels, such as HVO (biodiesel), are being successfully used in a number of businesses including in Finland, Portugal, Spain and Sweden. This offers the opportunity to reduce fleet emissions whilst electrification is explored. Belron is also making HVO a key focus in its transport procurement strategy.

Overall, these actions resulted in reducing fleet emissions by 8% in 2025 compared with 2024.

Increasing renewable electricity

In 2025, Belron met its ambition of sourcing 100% of the electricity used within its buildings from renewable sources, up from 94% in 2024. Its renewable sourcing includes on-site generation, green tariffs backed by Renewable Guarantees of Origin (REGOs) or Guarantees of Origin (GoOs) and the purchase of Renewable Energy Certificates (RECs) to match electricity consumption.

Belron continued to explore opportunities for on-site renewable generation, with solar panels already in place on selected buildings in businesses in Australia, New Zealand, Spain and on ten off-grid branches in the UK.

Decarbonising the infrastructure

The power used to run buildings made up 36% of Scope 1 and 2 emissions (data from the 2021 baseline year). Reducing the power used, alongside its decarbonisation, will, therefore, be key to reaching Belron's emission reduction targets. Energy efficiency and changing how branches and DCs are powered are a critical part of how this will be done, bringing the additional benefit of reducing operational costs.

In Canada, for example, the business strengthened its building energy efficiency programme. By approaching building renovations with a focus on sustainability, it was able to upgrade to advanced, energy-efficient technologies. This approach has resulted in the installation of high-efficiency heat pumps in two branches and has equipped the network team with the knowledge to integrate energy efficiency and decarbonisation into their long-term strategies.

Scope 3

Belron's near-term commitment is to reduce Scope 3 emissions by 25% by 2030. The focus of Scope 3 emissions reduction work and reporting is on categories 1 to 5. These represent (on a 2021 baseline and in line with SBTi requirements) over 90% of the total Scope 3 emissions and consist of: purchased goods and services; capital goods, fuel and energy-related activities; upstream transport and distribution; and waste generated in operations.

A specific focus for 2025 has been to gain a better understanding of the emissions associated with the core products bought (goods and services - category 1 of Scope 3 emissions) and how they can be reduced. This category makes up 70% of Scope 3 category 1-5 emissions, and includes glass, polyurethane, adhesives, resin and products for resale such as wipers and rain repellent.

Belron has been working with its suppliers to obtain specific emissions factors for these products and to better understand the reduction plans they have in place. This information will be used to improve the data that is reported.

2.1.5. PROCURED GOODS AND SERVICES - TAKING A LIFE CYCLE APPROACH

Vehicle glass emissions

Vehicle glass made up 23% of total Scope 3 emissions in 2025 and is, therefore, a critical element of the emissions reduction planning. In 2025, Belron continued to work with a product life cycle specialist to develop supplier and site-specific Life Cycle Assessments (LCAs) for the glass that is bought from key vehicle glass suppliers. Belron has completed these assessments for 2021 and 2023 to show how these emissions have changed over the period.

The LCAs cover all stages from raw material extraction, float glass and windscreen production and transport between each stage, up to the point where the completed automotive glass parts leave the suppliers' site.

The data provided by suppliers has given further insight into the emissions associated with each stage of windscreen production and the levers available to reduce them. Key opportunities include improvements to production efficiency, moving to renewable energy and optimising raw material inputs. This information will be used to support engagement with suppliers to better understand the impact of their own plans.

The emissions associated with the production of a windscreen can be broken down into a number of key sources³:

- Raw materials (for example sand, soda ash, PVB)	19%
- Electricity use	60%
- Use of natural gas	20%
- Transport	1%

The results of the Life Cycle Assessments, alongside supplier emission reduction plans, are being used to support the development of Belron's roadmap towards its 2030 and 2050 objectives.

Transport and distribution

Emissions associated with Belron's upstream transport and distribution network made up 15% of total Scope 3 emissions in 2025. Belron continued to work with its transport and distribution suppliers to gain a better understanding of their emission reduction plans, looking for efficiencies in routes and fuel consumption, and to improve the information received to obtain more accurate transport and distribution emission calculations (category 4 of Scope 3).

Belron engaged with its transportation partners to trial alternative fuels and vehicles. For example, in 2024, the business in the UK completed a successful trial with their distribution partner on the use of 40-tonne trucks fuelled with Bio-CNG. During 2025, these vehicles were incorporated into business-as-usual operations, with two (15% of the fleet) running on Bio-CNG. Use of these vehicles resulted in a reduction in emissions of 85% compared with the equivalent diesel vehicle emissions. During 2025, an LNG truck was also trialled but was found to be less effective than the Bio-CNG vehicles. The aim, therefore, is for transport partners to increase the number of Bio-CNG vehicles as refuelling infrastructure becomes available on required routes.

Belron is also making HVO a key focus in its transport procurement strategy. In France, HVO was introduced in a number of distribution vehicles in 2025 and from 2026, HVO will also be used on some routes operated by a transport partner from the European Distribution Centre (EDC) in Belgium into the Netherlands.

Other key Scope 3 categories

Belron continues to calculate the emissions associated with capital goods (category 2 of Scope 3), with a focus on how these emissions can be more accurately reported.

Fuel and energy-related emissions (category 3 of Scope 3) are a result of the supply of the fuel and energy consumed. Once again, Belron focused on reducing fuel consumption in its fleet, and energy consumption in its real estate.

Reducing the volume of waste generated, alongside increasing its diversion from landfill, was another priority. This supports the delivery of Belron's waste and circular economy ambitions, alongside a reduction in associated emissions (category 5 of Scope 3).

³ To ensure comparable information, the assessments focused on operations for a 2021 base year, on an unheated automotive windscreen consisting of two glass layers of set thickness, PVB interlayer and the layer of black enamel which borders the windscreen.

2.1.6. GROSS SCOPES 1, 2, 3 AND TOTAL GHG EMISSIONS

	Target years					
	2021 (base year)	2025	2024 ⁽²⁾	2030	2050	Annual % target / base year
Scope 1 GHG emissions						
Gross Scope 1 GHG emissions (tCO ₂ e)	121,289	90,584	95,190	70,186	12,129	-5.90%
Scope 2 GHG emissions						
Gross location-based Scope 2 GHG emissions (tCO ₂ e)	25,225	26,405	25,883			
Gross market-based Scope 2 GHG emissions (tCO ₂ e)	29,065	657	4,575	16,814	2,907	-5.90%
Significant Scope 3 GHG emissions⁽¹⁾						
Total Gross indirect (Scope 3) GHG emissions (tCO ₂ e)	562,311	498,193	527,638	423,536	56,231	-3.10%
1 Purchased goods and services	397,711	348,344	383,302			
2 Capital goods	15,491	34,447	27,021			
3 Fuel and energy-related activities (not included in Scope 1 or Scope 2)	38,291	27,711	32,668			
4 Upstream transportation and distribution	89,624	75,749	71,881			
5 Waste generated in operations	21,194	11,942	12,766			
Total GHG emissions						
Total GHG emissions (location-based) (tCO ₂ e)	708,825	615,182	648,711			
Total GHG emissions (market-based) (tCO ₂ e)	712,665	589,434	627,403			

Note: Belron uses market-based emissions accounting under Scope 2 in line with the SBTi.

(1) Belron's 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 the 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.

(2) 2024 comparatives have been restated to replace estimated data with actual data, equating to less than a 1% difference to previously reported figures across total GHG emissions.

2.2. Reducing waste and building a circular economy

Belron takes its environmental impact seriously, continuously seeking ways to improve efficiencies, manage costs and strengthen the resilience of its value chain. By developing solutions that eliminate waste, Belron is able to reduce the effort and expense of handling and managing waste, delivering benefits for both the business and the environment.

2.2.1. WHY IT'S IMPORTANT

Reducing waste and moving towards a circular economy provides opportunities to be more efficient and reduce costs. Belron looks to drive down the amount of waste it generates, both directly and indirectly, through limiting the amount of resources purchased and consumed. It is also exploring innovative approaches to improve the circularity of the resources used, such as the recycling and reuse of waste vehicle glass in the manufacturing of new windscreens.

Global operations generate just over 162,000 tonnes of waste annually, with approximately 109,000 tonnes being associated with vehicle glass. This is therefore a material area for Belron to actively manage.

2.2.2. AMBITIONS

Belron's goal is simple but ambitious: to eliminate waste from its operations wherever possible and recycle or repurpose all remaining waste into new products where it can. Building on the success of its recycling initiatives and repair-first approach, Belron also aims to leverage its technical expertise and strong partnerships to close the loop on glass waste and related materials, creating a more sustainable and resilient value chain. Belron remains committed to further reducing its resource consumption, landfill volumes and the amount of material entering its waste stream.

2.2.3. SUMMARY OF PROGRESS IN 2025

In 2025, 85% of Belron's waste was recycled or recovered through other waste recovery programmes such as reuse, or waste to energy. Vehicle glass remains the most significant waste stream. In 2025, 98% of all vehicle glass waste handled was recycled, up from 97% in 2024.

Belron's general waste⁴ primarily consists of packaging materials for the goods purchased, and the by-products of windscreen repair and replacement processes. Belron continues to collaborate with suppliers to review packaging types and volumes, making operational changes to reduce waste and emissions where possible. For example, it has piloted new methods to significantly reduce windscreen packaging waste and has advanced its initiative to manufacture windscreens using recycled glass.

In 2025, Belron generated 52,884 tonnes of general waste. It achieved its internal target of sending 40% of general waste to landfill, an improvement from 45% in the previous year. In total, 21,410 tonnes of general waste went to landfill in 2025, representing a reduction of 1,384 tonnes compared with 2024.

⁴ General waste' refers to all waste streams (with the exclusion of all waste associated with vehicle glass, including the plasticised polyvinyl butyral (PVB) interlayer, bonded rubber and other materials that form part of the windscreen) generated by Belron from day-to-day operations.

2.2.4. REDUCING AND ELIMINATING WASTE

Belron is committed to driving down the amount of waste it creates by eliminating it at the point of purchase decisions. The company continued to look at ways in which it can reduce inbound packaging and how it works, so that it uses, and ultimately disposes of, less.

In 2025 Belron took a number of steps to help meet its targets:

1. rolled out products with reduced packaging and associated waste;
2. implemented crate reuse and return programmes to reduce the volume of waste wood generated;
3. took actions locally to reduce waste generated across its businesses.

Smarter packaging

Belron works continuously with its suppliers and others to minimise waste and packaging where possible and continuously looks for more opportunities to increase reuse or recycling globally.

Wipers

In 2022, Belron began to work with Bosch to develop a solution to address the plastic and cardboard waste generated through the sale of wipers. This was specifically focused on reducing the disposal of unused adapters or connectors (which attach the wiper blade to the wiper arm) and renewing the associated packaging to minimise materials. The updated solution has separated the adapters from the wipers, reducing unused materials requiring disposal. New packaging was designed to minimise the materials used.

The roll-out of the new wiper packs began in Europe in 2024, with 70% completed at the end of 2025. The new solution has resulted in a 47% reduction in packaging waste and a 24% reduction in associated emissions.

Update to adhesive packaging

Belron has trialled the use of a new application tool for the polyurethane (PU) adhesive used across its business, alongside a smaller adhesive pack size. The new, smaller tool, combined with new PU adhesive pack size, provides technicians with improved ergonomics when applying the PU adhesive, whilst the smaller size pack reduces the amount of PU adhesive waste by an estimated 5% when compared with the current packs. Following successful trials in Germany, Spain, Switzerland and the UK, the new system will be rolled out globally.

Plastic-free windscreen packaging

Belron has worked with suppliers to ensure the removal of plastic bags around windscreens during transport and delivery. The removal of this additional packaging is saving an estimated 877 tonnes of plastic waste each year. The business in Australia will continue to run down any remaining glass stock with plastic bags.

Glass deliveries

Belron's glass is typically delivered from primary manufacturer suppliers in wooden crates. This wood forms a significant part of the generated waste volume. Belron continued to work with its glass suppliers to find alternatives so it can remove this wood from its waste streams or extend the life of the crates where possible. For example, with two suppliers in Europe, it has switched to using cardboard crates which are lighter, reduce waste and transport emissions, and provide more recycling options after use. Other examples include return programmes with suppliers in Europe and reusable crates in the US.

Recycling

Alongside the reduction and elimination of waste, Belron aims to increase the volume of waste it diverts from landfill through recycling and reuse programmes.

In 2025 Belron took a number of steps to help meet its targets:

1. continued to recycle vehicle glass and associated waste;
2. looked to implement new recycling programmes, working alongside suppliers and waste partners to make improvements;
3. rolled out awareness and recognition activities to ensure employees understood their role in meeting Belron's ambitions.

Vehicle glass waste recycling

Progress on glass waste recycling

2022	2023	2024	2025	Target
89%	97%	97%	98%	97 +%

Belron's most significant waste product is vehicle glass, making up 67% of total waste volume in 2025. During the year, 98% of the vehicle glass waste handled was sent to recycling, a 1% improvement on 2024. This excludes the plasticised polyvinyl butyral (PVB) interlayer, bonded rubber and other materials that form part of the windscreen. Most of the glass waste is recycled into essential materials such as glass bottles, building insulation and road aggregates. Building insulation has a 40+ year life and saves energy for its end user.

Other waste from recycled windscreens, such as the PVB laminate film, is used to make carpet backing, paint and waterproof coatings. Belron continues to explore opportunities to increase segregation and recycling of these materials. For example, in its US business, the PVB from their windscreen recycling programme is used in the carpets procured for office renovations.

During 2025, Belron undertook a project to understand the volumes and disposal routes of the waste PVB, and other non-glass materials associated with the windscreen that are disposed of. It will look to report this information from 2026.

Achieving 100% glass recycling

In 2025, businesses in Australia, Austria, Belgium, Denmark, Finland, France, Germany, Italy, the Netherlands, New Zealand, Norway, Spain, Sweden, Switzerland and the UK recycled 100% of their vehicle glass waste. Portugal and the US recycled 98%.

Reducing waste to landfill

In 2025, Belron reduced the percentage of general waste it sent to landfill by 5% to 40%, meeting its target and nine of its businesses sent zero waste to landfill.

Belron looked for opportunities to divert as much of its waste from landfill as possible, and to find new waste recycling opportunities. For example, in France, an opportunity was identified to expand recycling to include used windscreen wipers which were historically sent to landfill. These products are made of multiple materials, making recycling complex. By introducing a 'return and recycling' process, the used wipers from branches were sent to specialised facilities for processing. 50% of the wipers are now recycled whilst the remaining 50% are sent for energy recovery. Belron continues to seek wiper recycling opportunities globally, working alongside its suppliers to increase the portion of materials that can be reused or recycled.

Working towards a circular economy

To achieve its ambition to eliminate waste, Belron aims to build a circular economy, particularly around vehicle glass. The glass waste is created when a customer's windscreen cannot be repaired and must be replaced. The ultimate aim is that this vehicle glass waste is recycled and used in the production of new vehicle glass.

Since 2023, Belron has worked to better understand how waste windscreen glass can be used in new windscreen production. An initial pilot with AGC Automotive Europe enabled the development of a windscreen made partly from glass waste.

During phase one of the pilot, waste side glass from European businesses was mixed with other raw materials to make float glass, which was then used to produce 250 new windscreens for the Mercedes A Class car. In 2024, Belron started fitting these new windscreens into customers' cars in Belgium.

In 2025, Belron moved onto the next stage of this project, providing over 100 tonnes of vehicle glass waste, so that the recycled glass could be used in the production of a wider range of windscreens. This second stage was successful, with the new windscreens containing an increased percentage of recycled glass.

For 2026, Belron is focusing on the potential to operationalise the process, and the total environmental impact and commercial viability of doing so.

Waste-related data	Unit	2025	2024
Total amount of waste generated *	Tonnes	162,077	159,513
Total amount of hazardous waste	Tonnes	659	647
Total amount of non-hazardous waste	Tonnes	161,418	158,866
Total amount by weight diverted from disposal	Tonnes	131,420	126,404
Total hazardous waste generated diverted from disposal	Tonnes	185	365
Total hazardous waste generated diverted from disposal to preparation for reuse	Tonnes	-	-
Total hazardous waste generated diverted from disposal to recycling	Tonnes	185	365
Total hazardous waste generated diverted from disposal to other recovery operations	Tonnes	-	-
Total non-hazardous waste generated diverted from disposal	Tonnes	131,235	126,038
Total non-hazardous waste generated diverted from disposal to preparation for reuse	Tonnes	988	-
Total non-hazardous waste generated diverted from disposal to recycling	Tonnes	130,247	126,038
Total non-hazardous waste generated diverted from disposal to other recovery operations	Tonnes	-	-
Total amount by weight directed to disposal	Tonnes	30,657	33,109
Total hazardous waste generated directed to disposal	Tonnes	474	281
Total hazardous waste generated directed to incineration	Tonnes	433	196
Total hazardous waste generated directed to landfill	Tonnes	41	85
Total hazardous waste generated directed to other disposal operations	Tonnes	-	-
Total non-hazardous waste generated directed to disposal	Tonnes	30,183	32,828
Total non-hazardous waste generated directed to incineration	Tonnes	6,537	6,487
Total non-hazardous waste generated directed to landfill	Tonnes	23,646	26,341
Total non-hazardous waste generated directed to other disposal operations	Tonnes	-	-

* The total waste does not include the plasticised polyvinyl butyral (PVB) interlayer, bonded rubber and other materials that are integral to the windscreen. These materials are estimated to be 15% of the total vehicle glass waste and can only be separated as part of the vehicle glass recycling process

2.3. Sustainable procurement

Belron's supplier partners play a vital role in its success. They are critical in enabling it to serve its customers and achieving the purpose of making a memorable difference with care. They also help Belron to drive innovation and efficiency, and deliver value for its shareholders, employees, customers and society.

Sustainability sits at the core of Belron's Procurement Strategy. It buys products and services that meet strict quality requirements, at optimal cost, and that wherever possible make a positive impact on society and the environment.

2.3.1. WHY IT'S IMPORTANT

Sustainable Procurement is critical to achieving Belron's responsible business ambitions as its suppliers have a key part to play in helping meet waste and emissions reduction targets. Belron also wants to ensure that its commitments to people safety, and diversity, equity and inclusion, extend across its value chain.

2.3.2. AMBITIONS

Belron Group Procurement aims to deliver strategic value by working with agility and resilience leveraging its resources, embracing innovation and driving a sustainable future for Belron.

2.3.3. GLOBAL SOURCING

The Group Procurement function sources and manages the purchasing of the core products and services used in the businesses around the world.

Centrally-procured products include vehicle glass, trim, adhesives, workshop equipment, tools, consumables and products for resale. Centrally-procured services include IT software and maintenance, professional services, vehicle leasing, maintenance of the van fleet, and the management of the global network of property sites including offices, branches, and DCs.

The Sustainable Procurement programme is built around Belron's four key focus areas:

- the Environment
- Human Rights
- Supply Risk
- Governance

This ensures that sourcing decisions, the way in which goods and services are bought, and the actions taken with suppliers, all contribute to Belron's Responsible Business objectives, while at the same time improving supply chain efficiency and resilience.

2.3.4. SUMMARY OF 2025 PROGRESS

Following the launch of the Global Procurement policy in 2024, Belron embedded the policy into its processes and ways of working throughout 2025. This gives its businesses a comprehensive set of standards in both direct and indirect procurement of products and services, and ensures processes are conducted with integrity and transparency, and with a focus on risk, sustainability and value for money.

Belron has a specific focus on working with its suppliers to ensure they are operating in line with the core principles in its updated Supplier Code of Conduct and Supplier Sustainability Handbook. This included leveraging its programme of remote and on-site audits and assessments to ensure compliance. In 2025, Belron maintained its objective of having all of its strategically important suppliers covered by a valid assessment.

In addition, Belron now has a formal governance framework, covering the policies, processes and standardised templates that are employed to ensure it takes every opportunity to find ways to reduce risk and improve sustainability through its procurement activities.

In 2025, the Group Procurement team expanded in size and scope, taking on responsibility for additional suppliers and categories which now fall under the scope of the Sustainable Procurement Programme, which, as a consequence, covers a greater proportion of global spend than ever before.

2.3.5. ACTIONS

Developing the Belron Way of Sourcing

A core milestone for 2025 was the creation of the first 'Belron Way of Sourcing' framework. This gives clarity on how sustainability factors are both assessed and integrated in the purchasing of goods and services.

Key components of the Belron Way of Sourcing relevant to sustainability are:

- defining the sustainability criteria that is to be used when sourcing and selecting suppliers;
- ensuring that critical sustainability related clauses are built into supplier contracts;
- defining the level of due diligence that must be performed on suppliers depending on their risk profile;
- setting the minimum standards that suppliers must achieve in order to remain approved;
- embedding sustainability metrics into the criteria by which supplier success is measured and communicated.

Embedding Belron's Supplier Code of Conduct

In 2025, Belron continued to use its Supplier Code of Conduct as the foundation for its engagement with suppliers. Within the Code, there are three key sections:

- 'Operating Responsibly' forms the basis of the work with suppliers on protecting the environment, protecting the health and safety of their employees and supporting local communities.
- 'Respecting Human Rights' is applied to protect the rights and freedoms of both suppliers' employees and those involved in their supply chains, setting out expectations on matters such as pay and working hours, diversity, child labour and modern slavery.
- 'Acting with Integrity' references requirements on anti-corruption, protecting data and information, and the steps suppliers are expected to take to ensure they can continue operating and supplying Belron with the goods and services that it needs.

The Code includes a 'Speak Up' mechanism for suppliers' employees, business partners, or any other third party to raise concerns with Belron which can then be investigated.

Together with the Supplier Code of Conduct, the Supplier Sustainability Handbook is being used to help suppliers meet Belron's requirements and understand how it assesses and audits their compliance.

Assessing suppliers

To ensure suppliers' comply with its requirements, Belron's Sustainable Procurement team continued its programme of assessments and audits at production, distribution and service delivery locations. This continues to be supported by external partners, who run a bespoke audit structure that assesses a wide range of topics and delivers a corrective action plan with required resolution times. In 2025, Belron employed a balanced use of on-site and remote assessments to deliver optimum value in a cost effective and sustainable way.

Belron's approach is to have an ongoing dialogue with suppliers to address risks, provide advice and share best practices. This is supported by a detailed scoring mechanism.

In 2025, Belron met its objective of having all strategically important suppliers covered by a valid assessment or audit. Review periods for these suppliers are updated quarterly according to their risk profiles and scores.

Audit results

The audit results of global suppliers were strong in 2025. 55% of supplier sites audited achieved the highest possible 'Platinum' grade, meaning that no risks were identified, and only good practices were found. Together with 30% achieving 'Green' grade, meaning only low risks were identified, the programme saw 85% of supplier sites achieving one of the top two ratings.

Health and safety continued to be one of the primary risks identified. Belron is addressing this by focusing on safety in the dialogue with suppliers, and the expertise provided by its Safety team.

Supplier good practices were demonstrated and shared across a range of areas, especially in the protection of the environment and the prevention of climate change. This gives a solid platform on which to build Belron's emissions reduction plans with suppliers. In 2025, more suppliers made significant steps, including transitioning to renewable energy, and an increased number of them set science-based targets that align with Belron's.

Managing value chain risk

In 2025, Belron continued to use a range of systems to assess risks in its value chain and get real-time information about events requiring attention. It reviewed the full supply chains of more key strategic suppliers, tracing back to raw materials and assessing a broad range of risks and sustainability impacts at each stage, including their emissions. It applied its business continuity framework to review the ability of its partners to provide goods and services in the event of adverse events, or any other contingencies.

3. Investing in people and society

3.1. People safety and wellbeing

One of Belron's key priorities is developing and maintaining a positive safety, health and well-being (SHW) culture.

3.1.1. WHY IT'S IMPORTANT

Creating a zero-harm environment and keeping employees safe is at the heart of doing business responsibly. Protecting employees is vital not only for their wellbeing but also because it enables them to deliver exceptional service to customers. A strong safety culture helps keep the workforce engaged and ensures Belron remains an employer of choice, attracting and retaining top talent.

3.1.2. AMBITIONS

Belron aims to achieve a zero-harm environment for employees, customers, contractors, and visitors, ensuring everyone returns home safely every day. For 2026, the goal is to further reduce the Lost Time Injury Frequency Rate (LTIFR) compared with 2025.

3.1.3. SUMMARY OF PROGRESS IN 2025

In 2025, Belron continued to strengthen safety management and launched various initiatives to help achieve its ambitions. Safer tools were introduced, as well as enhanced training, strengthened compliance, upgraded PPE specifications and the implementation of new, safer working methods across the businesses. These actions, alongside the Belron SHW Global Standards, have helped build awareness, capability and compliance, laying the foundation for a sustained improvement in safety performance.

In 2025, Belron saw a solid reduction in its safety performance metrics, with LTIFR down by 28% and the number of lost time accidents falling from 1,039 to 752. This improvement shows that the steps taken are making an impact. However, Belron is committed to maintaining its focus and momentum and there is still much more to do.

	2025	2024
Lost Time Injury Frequency Rate (LTIFR)	13.10	18.15
Total Recordable Injury Frequency Rate (TRIFR)	31.83	37.70

3.1.4. ACTIONS

Improved training and standards

To strengthen the safety culture and reduce risk, Belron introduced a global safety training programme that every new employee must complete when joining Belron. In addition, it rolled out driver safety training for all employees and began implementing driver tracking in many countries to monitor and encourage safe driving practices. Alongside the existing Global Safety Standards, Belron added two more: a Driver Safety Standard and an Environmental Management and Compliance Standard, further embedding safety and sustainability into how it operates. These initiatives reflect a commitment to protecting employees and promoting responsible practices across the business.

New, safer tools

To reduce common injuries like sprains and strains and to make the role of the technician more accessible to a wider range of people, Belron's Technical and Operations team developed a series of new tools designed to improve safety and ease of work. These include a redesigned glass trestle system and central brace for better height adjustment and handling of large glass. Belron trialled these innovations across its businesses in 2025 and will start to roll them out in early 2026, reinforcing its commitment to safety, efficiency and attracting a more diverse technician population.

Safer Razor Blades

To reduce the risk of cuts and lacerations, Belron introduced the Safer Razor Blade (SRB). After successful trials, the SRB has now been rolled out globally in 17 countries and is already making a significant impact: lost time injuries (LTIs) from cuts and lacerations have dropped by 44%, and injuries linked to razor blades have fallen by 79% compared with 2024. This initiative, alongside the planned introduction of peelable glass labels worldwide, reflects the commitment to provide safer tools and reduce reliance on sharp instruments.

Manual handling training

To tackle musculoskeletal injuries, Belron introduced bespoke manual handling training for all technicians, as well as warehouse and distribution teams. Developed with a global leader in ergonomics, this programme is based on Olympic weightlifting techniques; a risk assessment of the Belron Way of Fitting; and daily field tasks. It offers practical, role-specific modules for technicians and warehouse teams. Almost all of the business units have completed the initial 'train-the-trainer' manual handling learning, and this programme will now be rolled out to all technicians in 2026. This reinforces Belron's commitment to reducing injury risk through education and safer working practices.

Health and safety	2025	2024
Number of fatalities due to work-related injuries and ill health	0	1 ⁽¹⁾
Number of recordable work-related accidents	1,830	2,163

(1) It was with great sadness that Belron reported one of its technicians was involved in a fatal road traffic collision in October 2024. Immediately following the accident, a review of safety policies and procedures was conducted, and changes were made to help prevent similar incidents occurring in the future.

3.2. Promoting diversity, equity and inclusion

With over 30,000 employees around the world, Belron's employees are its greatest asset. Belron believes that talent is everywhere, therefore welcoming and retaining employees with a range of experiences and abilities is not just the right thing to do, it is vital for success.

Promoting Diversity, Equity and Inclusion (DE&I) is at the heart of what Belron stands for and its belief that uniqueness is what makes the difference.

3.2.1. WHY IT'S IMPORTANT

Diverse perspectives across the global business help Belron innovate, solve problems and better represent its customers and understand the needs of the communities it serves.

An inclusive workplace helps to recruit from the widest range of talent from all segments of society and unlock the potential of the Belron team where everyone has the opportunity to contribute and grow.

3.2.2. AMBITIONS

Belron's principles are zero tolerance for discrimination and 100% inclusion for all. It believes that inclusion makes the business stronger, and so it aims to embed it into the business as much as possible. Belron is committed to improving gender diversity throughout the business, including within leadership.

3.2.3. SUMMARY OF PROGRESS IN 2025

Belron continued to evolve its DE&I agenda with a range of activities and concepts in this area, delivered locally and centrally.

The businesses, supported by Belron's central function, were able to find solutions to some of the challenges faced in their markets. Following 2024's full DE&I health checks, which were undertaken in partnership with Ernst & Young (EY), each of the businesses generated local action plans for 2025. Progress was monitored through Belron's end-of-year internal DE&I temperature checks, which will inform 2026 action planning.

Belron also tracks DE&I engagement, which reached 89% in the 2025 engagement survey. It continued its efforts to attract and retain women in the business and develop new tools to serve a more diverse technician population.

3.2.4. ACTIONS

Increasing female representation

Empowering the businesses and giving them tools and insights has enabled them to address gender diversity in ways suited to their local contexts. For example, the UK's 'Inspiring Women' event gathered female technicians for feedback and development, directly shaping future sourcing strategies and support measures. Portugal's focus on regular structured sessions on inclusion and leadership behaviour helped improve the experience of their female technicians and meant that issues could be addressed quickly.

While around one third of owned businesses continue to be led by women, including Belron's largest business in the US, Belron recognises that there is still much more to do globally to improve female representation in the business.

As the majority of Belron's technicians are male, many businesses organised campaigns focusing on issues of male health and mental health, providing support and guidance.

Adapting how employees work

The physical nature of removing and replacing glass can feel like a barrier for some people, particularly women, those with smaller statures and older workers. Belron wants to attract the most talented employees to its business regardless of their size or strength and retain their experience for as long as possible. It is continuously improving its tools and processes to have a greater focus on skill rather than physical strength and has made the tools more accessible and safer too.

Building confidence and capability

In 2025, Belron focused on employee training and education. Since its launch, the internally developed 'Introduction to DE&I' e-learning for all employees and 'Inclusive leadership' e-learning for managers reached 69% and 65% of these groups respectively, with the business in the US achieving 97% completion. The integration of DE&I into recruitment, customer support and training modules has also advanced.

Disability inclusion

Belron recognises that people with disabilities often face assumptions and stigma. And, as many disabilities are non-visible, it becomes even more important for Belron to be as welcoming and inclusive as possible. This helps ensure Belron recruits and retains people with a range of abilities and perspectives and brings out the potential in its team. This can include making small adjustments to how employees work with one another, challenging stereotypes, or supporting employees who face barriers.

Celebrating diversity

To maintain visibility and further understanding, Belron recognised important dates with its employees and communities, both globally and locally. These range from Pride Month and Black History Month, to International Day for Disabled Persons and International Women's Day. Belron placed emphasis on learning, storytelling and fostering greater understanding. A global campaign, 'Belonging @ Belron', was dedicated to celebrating activities of inclusion and diversity from around the world.

Tracking DE&I progress

Belron recognises the need to monitor progress on DE&I and 2025 was the 5th year where DE&I topics were included in the Annual Engagement Survey, through statements such as 'I can be myself at work without worrying about how I will be accepted' and 'In our business, managers support diversity and inclusion' (both 90%). The overall DE&I index, a collection of five DE&I-related questions, remained high at 89%.

Locally tailored focus

All businesses, except the new business in Ireland that was acquired in March 2025, completed a comprehensive temperature check to assess progress against 2025 action plans, with each receiving tailored reports and recommendations from the Belron central team. The company's DE&I maturity improved, particularly in the US and other large businesses.

Number of employees (headcount) by gender	2025	2024
Male	23,642	23,651
Female	7,602	7,463
Other	5	1
Not disclosed	22	57
Total	31,271	31,172

Age distribution of employees	2025	2024
Under 30 years old	7,804	7,956
Between 30 and 50 years old	16,951	16,808
Over 50 years old	6,516	6,408

Employees in top management by gender	2025	2024
Male	104	109
Female	60	54
Other	-	-
Not disclosed	-	-
Total	164	163

Number of employees (headcount) by country	2025	2024
Australia	1,464	1,382
Austria	155	137
Belgium & Luxembourg	843	812
Canada	1,422	1,361
Denmark	263	266
Finland	144	126
France	2,967	3,096
Germany	2,717	2,666
Italy	883	881
Netherlands	552	556
New Zealand	330	326
Norway	389	356
Portugal	400	363
Spain	1,673	1,632
Sweden	373	366
Switzerland	154	160
UK	2,093	2,263
USA	14,097	14,112
Belron Group (formerly Belron International)	352	311

Employee turnover	Unit	2025	2024
Total number of employees who have left the business	n	10,444	10,696
Rate of employee turnover in the reporting period	%	33.5	33.6

3.3. Employee engagement

Employee engagement is critical to a company's success, and Belron actively drives this in several ways. These include training, development and recognition through local programmes, feedback channels and support for local communities through the Giving Back agenda.

3.3.1. RECOGNISING EXCEPTIONAL PEOPLE

The annual Belron Exceptional People Awards (BEPAs) recognise 'the best of the best' amongst employees for their outstanding contributions; both in their work, and also for their colleagues and communities. In 2025, Belron congratulated 74 winners from 20 countries, most working in frontline roles or in DCs. The winners were selected by a global panel of leaders, chaired by the CEO.

3.3.2. 'OUR VOICE' ANNUAL ENGAGEMENT SURVEY

Since 2020, Belron has measured employee engagement with 'Our Belron Annual Engagement Survey', and a six-month pulse survey, which tracks employee sentiment about the action that has been taken by their teams. In 2025, 27,266 (88%) employees participated across the businesses and remain highly engaged, with overall engagement at 87.1%. 88% of employees said they feel proud to work for Belron; while 91% said that their manager cares about their well-being.

	2025 result	2024 result	Ambition
Employee engagement score	87.1%	88.1%	Maintain engagement score in the mid 80% range.

Belron also received over 35,000 comments, up from around 20,000 in the last annual survey, which provide robust and valuable feedback. These engagement results show that the responsible business commitments, such as caring for employees, acting with integrity and making a positive impact, resonate with employees across the organisation.

3.4. Giving back to communities

With a deep-rooted sense of responsibility towards the communities it serves, Belron is committed to enabling as many of its employees as possible to make a positive difference to their communities. This is at the heart of the culture and helps motivate, engage and inspire employees – bringing the business together with a common desire to help others.

3.4.1. WHY IT'S IMPORTANT

By harnessing the passion and energy of employees, the Giving Back agenda helps generate a positive impact for the charities, motivates employees and brings them together. Each of the businesses has its own approach, so employees can experience a greater sense of belonging and purpose, as well as personal involvement and achievement.

3.4.2. ACTIONS

Belron wants to make a difference to its local communities, to its charity partners, including Afrika Tikkun, and to less fortunate people through the Belron Ronnie Lubner Charitable Foundation.

Summary of progress in 2025

The Giving Back agenda is delivered across three areas: the Spirit of Belron Challenge (SOBC), local giving in businesses and the Belron Ronnie Lubner Charitable Foundation. In 2025, Belron was active across all three areas, with donations totalling over €10.5m.

The Spirit of Belron Challenge

The Spirit of Belron Challenge (SOBC) is the annual fundraising event which has been a calendar highlight for over 20 years. Over 11,500 people joined the 10-day virtual 'Round the World' event; and 1,700 took part in a day of sports including triathlons, duathlons and running events at Dorney Lake in the UK. Collectively, employees travelled 340,000 kilometres, the equivalent of almost nine laps around the world, raising over €2m for Afrika Tikkun. The total was achieved through a combination of individual country fundraising and donations from employees, partners and suppliers. Belron also donated €1 for every 1 kilometre travelled. In South Africa, several hundred young people from Afrika Tikkun got involved, taking part in the virtual challenge.

Local community giving

Each of Belron's businesses also gives back to communities through raising funds, volunteering, and sharing skills and resources. In 2025, Belron raised around €4.5m to support charities and organisations helping vulnerable community groups.

Belron Ronnie Lubner Charitable Foundation

The Belron Ronnie Lubner Charitable Foundation (BRLCF) was established in 2020 and named in honour of the former CEO, Ronnie Lubner, who believed passionately that everyone has a responsibility to give back to those less fortunate.

Since its launch, the Foundation has donated over €14.5m to causes around the world, helping hundreds of charities across six continents. In 2025, the Foundation donated nearly €3.9m, including further donations under its Global Grants Programme, responding to employees' nominations, as well as supporting the emergency response through Save the Children, following the Myanmar earthquake.

The BRLCF also made donations to charitable organisations that support vulnerable young people around the world under its Global Grants Programme. In addition to its seven existing partnerships which were chosen in 2023 and have already received over €2.2m in grants, the BRLCF supported three new charitable organisations in 2025 – dedicating an additional €860,000 in funding.

3.5. Taking care of customers

3.5.1. CUSTOMER INSIGHTS

As a responsible business, Belron aims to provide exceptional customer service through its goal of making a memorable difference with care. Using advanced analytics, it gathers insights from customers from a wide range of sources and uses these to improve every stage of the customer journey.

Measuring what matters

The primary measure of customer satisfaction is the Net Promoter Score (NPS), which helps the company understand the customers' experience and how likely they are to recommend Belron to others. Every customer is invited to complete a survey that captures their feedback. Each of the businesses reports on their performance which is weighted by job volumes. This establishes the overall score for Belron, providing insights that help make continual improvements.

Another record NPS in 2025

In 2025, Belron achieved a record NPS of 86.7, a 0.7-point improvement versus 2024, with 15 countries delivering gains. The Rest of the World region showed particularly strong performance at +2.9 points year-on-year, while the Eurozone contributed +1.2 points. The US maintained impressive levels with a score of 88.1.

Listening across the entire journey

While NPS is highly important, Belron has evolved beyond this traditional measurement. It now gathers feedback across multiple touchpoints, from web exploration through to booking, and crucially, it listens to customers who chose not to complete their journey with Belron. Unsolicited channels, including online reviews and web chat conversations, are also actively reviewed. In 2025, over 2.6 million individual feedback touchpoints were processed across all these sources. These efforts have helped to deliver back-to-back increases in NPS alongside fundamental improvements in how Belron serves customers.

Unlocking insights from customer calls

Belron has invested in a global call analytics programme, applying speech-to-text analytics, topic modelling and sentiment analysis powered by AI. Starting with 2.5 million calls across five business units, this capability empowers the contact centre teams to enhance agent performance while revealing customer concerns that might otherwise be missed. Combining AI technology with human expertise enables employees to listen more deeply and act more effectively on customer feedback.

Belron's 2026 commitments

This call analytics programme will go live in businesses in the US, France, the UK, and the Netherlands, with additional markets to follow. Belron has revamped its surveys to maintain the most relevant insights in a changing environment, and the AI functionality enables employees to surface insights faster and resolve customer friction more effectively. The customers' voices guide the path forward and Belron is dedicated to hearing them at every opportunity.

3.5.2. SAFETY AND TECHNOLOGY

Belron is committed to ensuring that the service provided is of the highest safety and quality. The unique processes used and the tools and rigorous training that are developed by the Technical & Operations team enable Belron to meet this commitment. Around the world, highly trained technicians work to the Belron Way of Fitting (BWof). This is a proprietary 30-step process that ensures that every repair, replacement and recalibration is done in the same way, using the same patented tools.

Global training and assessment

The Belron Way of Technician Training & Assessment is the global standard to ensure that Belron technicians are trained to follow the Belron Way of Fitting (BWof), wherever they are in the world. To achieve certification, technicians must pass an intentionally tough observational assessment, which will result in a 'fail' if any of the critical safety steps are not demonstrated to the Belron standard. Customer safety is a priority. During glass replacement, certain steps are critical in ensuring that driver and passenger safety is protected in the event of a collision.

In 2026, Belron will be launching a specific campaign for these steps in its branches, to remind technicians every day of their responsibility to keep customers safe when they are carrying out these safety-critical steps in the BWof.

Safety information and fitting instructions

Belron provides comprehensive training and mentoring for its technicians to develop their skills and competence to a level where they feel confident to work independently in the field. Technicians have a network of colleagues to support them but are also given vehicle-specific information in the form of a ViFi (Vital Information - Safety and Fitting Instructions) to ensure they have all the information they need to do a safe, high-quality job first time, every time. Checking the ViFi is one of the critical safety steps of the BWof. These documents can be accessed through a Belron app. In 2026, new, web-based ViFi documents will be launched including material developed in the field by technicians, enabling them to share their expertise quickly and easily with global employees.

Keeping pace with new technology

As vehicle technology continues to increase in complexity the research team continuously monitors trends in both glass evolution and safety systems. The team ensures that the BWof is constantly up to date and focuses on developing the tools needed for technicians around the world to serve customers right first time, safely and efficiently.

In 2025, the team worked to refresh the lifting equipment needed to replace windscreens, ensuring that the new technology supports a more diverse or aging technician population. As well as this technology refresh, the team worked on revolutionising the way customer vehicles are recalibrated, enabling customers to have their vehicle safety systems restored to correct functionality, while focusing on increased service convenience.

4. Governance

4.1. Overview

Strong governance and inspiring leadership ensure the continuity of operations as a highly responsible business. Belron is committed to continuously improving its governance approach, led by a talented group of leaders. By governing the company responsibly, business success can be delivered while ensuring sustainable outcomes for key stakeholders, the environment and society.

4.1.1. OVERSIGHT

The Chief People Officer (CPO) and the Group Customer Director sponsor the two pillars of the Belron Responsible Business Framework. The responsible business progress is reviewed at least monthly by the Group Leadership team (GLTM) and at least five times per year by the Belron Board at their regular review meetings.

4.1.2. RESPONSIBLE BUSINESS TEAM

A central Responsible Business team coordinates and facilitates ESG activity by monitoring progress and performance and by providing knowledge and expertise to support the delivery of the Responsible Business Framework in every country where Belron has a presence.

4.1.3. RESPONSIBLE BUSINESS AMBASSADORS

The in-country leadership teams are responsible for their own individual responsible business performance and how this contributes to the overall objectives of Belron's Responsible Business Framework. A network of Responsible Business Ambassadors, environmental reporters and in-country subject matter experts and teams support their responsible business agenda locally. In a number of markets, Belron has dedicated responsible business and sustainability specialists.

4.1.4. GOVERNANCE PROGRAMME

Belron's governance programme focuses on how it manages key enterprise risks, helping increase the maturity of its control environment and protecting the company with relevant insurance policies. It also includes operating a robust and fit-for-purpose internal audit function. The programme continues to progress well, as detailed below:

The Enterprise Risk Programme has further embedded a transparent risk culture through ongoing risk reporting from across the business. The GLTM and the Board review and

refresh key Group risks on at least an annual basis. The Enterprise Risk Management Steering Committee, with representation from across all functions, regularly meets Group risk owners to discuss and challenge ongoing and planned risk mitigation activities, and continues to conduct horizon scanning exercises to identify emerging risks and opportunities for the organisation.

Belron is committed to continuously strengthening its internal controls framework, ensuring controls are embedded in operations using a standardised approach, allowing for more streamlined monitoring. The in-house internal audit function (along with external partners) continues to provide an independent view of business activities and management of risk, reporting to the Belron Audit Committee four times per year. As part of the Global Insurance Programme, Belron continues to work closely with its partners to evaluate the long-term strategy for risk reduction, ensuring adequate coverage across the business aligned to risk appetite.

4.1.5. LEADERSHIP

At the heart of the business lies a commitment to strong, inspiring leadership. Belron's leaders help nurture its distinct culture and support its commitment to doing business responsibly. In 2025, Belron continued its commitment to growing, developing and promoting its employees internally, recognising and rewarding the talent within its organisation. This helps to leverage the exceptional knowledge and experience that already exists in the business.

Belron also continued with its Personal Leadership Review process, ensuring that the group of around 160 senior leaders receive fresh feedback from their teams and other internal stakeholders to help guide their development.

During 2025, this group of senior leaders attended the Belron World Conference in Cape Town. A key purpose of the event was to embed a single culture and set of values globally. As part of this, all delegates spent time at the Afrika Tikkun centre in the Mfuleni township, taking part in activities including painting buildings, planting crops, providing career advice to young people and joining listening groups with parents.

4.2. Values and ethics

4.2.1. ONE TEAM, ONE DREAM, ONE BELRON

Belron's culture is what makes it unique. In March 2025, Belron shared an updated 'Culture Framework', which is its blueprint for success. Having evolved from a number of different businesses, this is the first time that every business in Belron has a shared set of values, purpose, and principles – which apply to everyone.

This framework provides a clear and structured approach to achieving Belron's five-year plan. Having a shared dream or vision - being the natural choice for its services - ensures that every effort across the businesses is aligned, collaborative and purposeful.

Equally important as 'what is done', is 'how it is done'. Belron believes that by delivering its purpose of making a memorable difference with care every day - for its shareholders, employees, customers and society – the business will continue to thrive.

The framework was shared with the senior leadership team initially and rolled out through the markets during 2025 with the unifying message 'One Team, One Dream, One Belron'. It gives every employee in Belron a simple yet memorable reminder of their role in making Belron special.

4.2.2. BUILDING AN ETHICAL VALUE CHAIN

Belron upholds high ethical standards and expects the same from its partners. Its commitment to human rights is outlined in the Belron Code of Conduct and Supplier Code of Conduct. Since 2010, it has adhered to the Ten Principles of Responsible Business under the United Nations Global Compact.

4.2.3. CODE OF CONDUCT

In 2023, Belron introduced an updated Code of Conduct for every employee to follow. Every year, employees have to read the Code and certify that they understand their responsibilities.

The Code of Conduct sets out the minimum standards all employees must adhere to globally. It makes clear what employees should expect from working at Belron and, importantly, how they can speak up if things aren't right.

The company's Speak Up service, operated by leading provider, NAVEX Global, remains available globally for anyone who wants to raise an issue or concern. They can do so in confidence and anonymously by telephone or online and in their local language.