

3. Belron

BUSINESS DESCRIPTION

Belron has a clear purpose: 'making a difference with real care'. It is the worldwide leader in vehicle glass repair, replacement and recalibration (VGRRR), operating in 40 countries, through wholly owned businesses and franchises, with market leading brands – including Autoglass®, Carglass®, Lebeau Vitres d'autos®, Speedy Glass®, Safelite® Autoglass, O'Brien® and Smith&Smith®. In addition, Belron manages vehicle glass and other insurance claims on behalf of insurance companies.

APPROACH TO SUSTAINABILITY

The Belron approach to sustainability is connected to its Purpose of "making a difference" and integrates the culture of the business – the Spirit of Belron attributes of Collaborative, Driven, Caring and Genuine. Belron is a Signatory to the United Nations Global Compact (UNGC) and has been aligning its strategies and operations to the Ten Principles of responsible business on labour, human rights, environment and anti-corruption, for the past 10 years.

In 2020, despite the challenges presented by the global pandemic, Belron continued to deploy the Ecovadis measurement tool as a way of assessing progress in all these areas. The tool helps each business unit to assess the policies they have in place; the actions to implement the policies; and the results of the actions. The assessment survey is based on recognised international standards such as the Global Reporting Initiative, International Labour Organisation conventions, as well as the UNGC's Ten Principles.

Following assessment and analysis, the businesses are provided with a scorecard and rating. The average Group score for Belron is 63.5 with some of the Belron businesses deferring their reassessments to early 2021 due to the impact of the global pandemic. This score keeps Belron far above the average score and in the top 5% of businesses around the world, rated by Ecovadis.

The scorecard helps the businesses to direct their focus on specific improvement areas based on recommended priorities. The medal rating and scores awarded were updated by Ecovadis during 2020. The minimum score required for a Bronze medal is now 45 (up from 37); for Silver it is 54 (up from 46); to achieve a Gold medal rating, the minimum score is now 66 (up from 62); and a new higher rating of Platinum was introduced for companies scoring higher than 73. Belron continues to work towards all its businesses achieving a Gold rating.

CORPORATE RESPONSIBILITY REVIEW & MATERIALITY

Belron partnered with a sustainability consultancy to conduct a review of its Corporate Responsibility strategy and support the development of a new Responsible Business strategic framework.

The Responsible Business framework focuses on priority areas where the business can make a positive difference and support the global effort through the UN Sustainable Development Goals and the UN Global Compact. To develop the approach, the key stakeholders across the business were interviewed, peer benchmarking was undertaken, and a review of global market and sector trends, as well as the results of the materiality analysis were conducted by D’leteren Group.

As the business moves forward into 2021, it will lay out the foundation of its Responsible Business framework towards clearly defined and ambitious goals in priority areas:

MATERIAL TOPICS	GRI STANDARDS
Waste management	306 WASTE (2020)
Carbon emissions	305 EMISSIONS (2016)
Sustainable procurement	308 SUPPLIER ENVIRONMENT ASSESSMENT (2016) 414 SUPPLIER SOCIAL ASSESSMENT (2016)
Employee Safety	403 OCCUPATIONAL HEALTH & SAFETY (2018)
Employee well-being & inclusion	405 DIVERSITY & EQUAL OPPORTUNITY (2016) 404 TRAINING & EDUCATION (2016)
Giving Back	413 LOCAL COMMUNITIES (2016)

The framework will be supported by the business’ values and ethics; its governance and inspiring leadership; and robust reporting and measurement.

The business is clear that it wants to take on a greater responsibility and play its part in demonstrating that businesses can be part of the solution to important environmental and social challenges.

> Ensuring excellent customer experience while caring for their long-term welfare

Belron is committed to ensuring that all its customers receive excellent service and care at every juncture, ensuring both positive interactions with Belron and ongoing welfare and safety on the road.

CUSTOMER EXPERIENCE

TOPIC DESCRIPTION

Belron’s unwavering commitment to deliver world class customer service requires focus and investment in every aspect of the delivery from the experienced and highly trained technicians to the most advanced tools and technology and the right piece of high quality glass, at the right time and in the right place. This focus enabled Belron to carry out over one million recalibrations during 2020 despite the changes to vehicle use due to lockdown measures.



AMBITION GOING FORWARD

Belron has embarked on a significant digital transformation programme to further improve customers’ experience by providing a more seamless and efficient system from an initial ‘looking stage’ to booking, job completion and follow up. The project builds on feedback from NPS (Net Promoter Score), and Customer Insights, and involves teams from across the business. The roll out sequence will be a phased approach across the businesses, stretching out to 2022. This programme will support the business’s ambition to deliver consistent world-class service to all its customers.

MANAGEMENT APPROACH

Belron constantly reviews its operational quality and monitors how its customers feel about the service they receive, using this information to make improvements. The company continues to commit to respond positively and promptly to every customer, working in partnership with insurance companies so that it can provide a seamless service for the motorist by making the vehicle claim on their behalf.

LATEST DEVELOPMENTS

Like many other businesses, Belron has seen an acceleration in customers booking online rather than using other traditional booking channels. In 2020 online bookings increased by a third to around 40% of all jobs. At the start of the pandemic Safelite® in the US took the decision to switch all its cash work online and will continue to do so, resulting in a significant switch to this booking channel. Belron expects this trend to continue in 2021 across all business units, resulting in easier booking for customers.

To enhance the customers’ experience with Belron, it offers additional products during the customer journey such as replacement wipers and rain repellent. In 2020, more than 2 million customers bought at least one additional product. Offering and selling these additional products also has a positive impact on the customer experience with NPS scores higher when customers are offered and then purchase these products, than when they do not.

Despite the challenges of 2020 Belron achieved a record NPS of 84.9. This was driven by the continued focus on delivering high-quality service whilst taking care of its customers safety through the introduction of touchpoint sanitisation and implementing safe processes and procedures in its branches and mobile service for both its customers and its technicians.

KPI

The NPS* is measured on a weekly basis across all wholly owned businesses. The results are reviewed to provide focus on where the business can make improvements to its service and maintain its world-class NPS results.

2020	2019	2018	2017	2016
84.9 ✓	84.2	82.8	83.1	82.6

*All motorists who have a vehicle glass repair or replacement are asked to provide feedback on their experience. This is done through the Net Promoter Score (NPS) survey, asking them to rate on a scale of 0 to 10 how likely they are to recommend Belron to a friend/colleague (10 being extremely likely and 0 being not at all likely). Motorists scoring a 9-10 are Promoters, 7-8 are Passives, and 0-6 are Detractors. The overall NPS score is calculated by taking the percentage of Detractors from the percentage of Promoters, to create a final score.

CUSTOMER WELFARE & SAFETY

TOPIC DESCRIPTION

Belron aims to “make a difference with real care” to every customer it serves. This not only means an excellent experience for them during their interaction with the business, but also their safety on the road beyond it. Belron’s technicians are highly trained and have the tools and equipment to conduct their work to the highest standards.

AMBITION GOING FORWARD

Through research, development and training, Belron aims to ensure that all recalibrations are performed in-house and safely to OEM (original equipment manufacturer) specifications. In 2021, Belron will review its safety programmes including an update to its Quality Starts with Safety (QSWS) training. This programme for all technicians, ensures that the repair and replacement process is followed so that the work carried out on customers’ cars is to the highest quality and safety standards.

MANAGEMENT APPROACH

When a replacement is required, the work is carried out by highly skilled technicians. The products and training are designed to deliver a service which is equivalent to the OEM standards. When required, the technicians will also recalibrate a vehicle’s Advanced Driver Assistance Systems (ADAS), a highly technical procedure to ensure the safety of its customers on the roads.

Belron has put in place a monitoring process and appointed a new role to manage the oversight of its global camera recalibration delivery capability. The company also invests in ADAS research and identifies the latest technology in recalibration equipment with the aim to be global experts in the field and ensure that the customer is provided with the safest service possible.

Belron continuously updates its Vehicle Fitting Instructions (VFI), to provide technicians with access to OEM repair methods. During 2020, 2,500 new VFIs have been made available for 100 different vehicles and this information provision will continue to ensure quality glass replacement in 2021.

The company’s approach is always to look at new tools, equipment and bonding processes to provide customers with the safest glass repair, replacement and recalibration that is available within the industry.

LATEST DEVELOPMENTS

With the challenges of the COVID-19 pandemic impacting every country, Belron introduced ‘touch-point sanitisation’ in April for every job the company completed. This process which protects both employee and customer, is an additional step in the Belron Way of Fitting that will be carried out whenever and wherever a job is completed.

In 2020, Belron carried out 1.1 million recalibrations, enhancing customer safety thanks to continued investment in research and technology. Through its research, testing has shown that mis-calibration can significantly affect the response of safety systems in the vehicle which could have serious implications for the occupants of the vehicle and other road users.

Belron Technicians always follow manufacturer’s instructions when recalibrating to ensure the safe functioning of the customer’s vehicle ADAS systems. The result of the research has been incorporated into all relevant ADAS modules, eLearning and awareness programmes developed by the business. Going forward the company is planning more ADAS research in 2021 to look at the possible degradation of calibration over time as well as the safety impact/implications on ADAS systems’ performance when carrying out road-side calibrations.

To maintain the high standard of its work and commitment to customer safety, Belron introduced a Corrective and Preventative Actions (CAPA) system to identify, track and resolve product problems. New Expert Working Groups were introduced to look at non-quality and ADAS related issues from a global viewpoint. This new measurement system will provide a standardised central approach for all work.

KPI

Belron will continue to invest in research and development to be able to deliver a high-quality and safe service to all its customers, and to maintain the skills of all its technicians. The R&D budget for 2020 was GBP 1.8 million.



Autonomous Emergency Braking (AEB) testing.

> Reducing the environmental impacts of our activities

WASTE MANAGEMENT

TOPIC DESCRIPTION

For Belron, the most significant waste product is the glass removed from customers' vehicles when a windscreen cannot be repaired and must be replaced. Whilst it cannot be reused for windscreens, the waste glass can be recycled for other products. Recycling the glass efficiently helps Belron significantly reduce costs associated with waste and minimise its environmental impact.

AMBITION

Improve glass recycling rates across the Belron businesses year on year, with an ambition to recycle glass to 100% where possible.

MANAGEMENT APPROACH

Where possible, Belron will repair a customer's windscreen as this not only saves the customer time and money, it also significantly reduces environmental impact by reducing the need to replace the glass. When a repair is not possible, Belron aims to recycle the glass waste and considers innovative approaches and supplier partnerships to achieve this.

With other waste streams Belron aims firstly to minimise use by setting technical standards for the amount of product needed during each job and secondly, defines clearly what to do with specific waste streams to maximise recycling.

The waste streams are managed by the local businesses in line with legislation, through local waste collectors. Beyond this, Belron uses its distribution centre network to apply reverse logistics and partners with recycling companies to improve overall recycling rates. This data is reported to Belron via its reporting software SoFi by Sphera, to provide an overview of the businesses waste impact and highlights opportunity areas for improvement.

The company has been successful in steadily increasing windscreen recycling rates through group and local targets and has led the market on a 'repair first' approach that differentiates it from competitors.

Belron also recognises that the changing nature of its products and services has the potential to increase the company's waste impacts, most notably, the increasing complexity and deployment of ADAS on windscreens and its impact on the potential for repair, and the company's increasing range and offer around Value Added Products (VAPS). The impacts will be monitored as the business moves forward with its Responsible Business Framework.

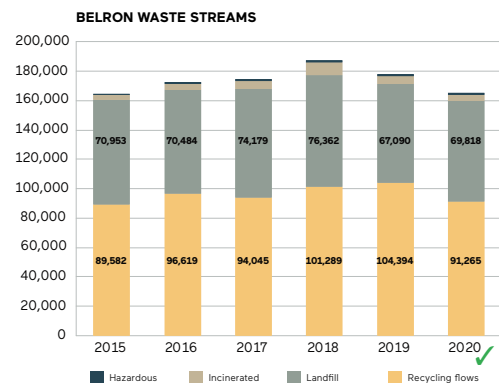
LATEST DEVELOPMENTS

Highlights from the businesses include:

- Carglass® in Germany launched the GreenTab as a new sustainable product. The product goes straight into the washer fluid tank in the car and is mixed with tap water, resulting in a total of 5 litres of cleaning fluid. The product replaces containers of windshield washer fluid and therefore reduces plastic waste. The feedback received on social media has been very positive.
- Autoglass® in the UK introduced initiatives to help reduce waste. The initiatives include: transparent waste bags within distribution centres to improve the sorting of waste materials and increase segregation; a new on-site compactor to reduce the frequency of general waste collected and reduce waste contractors' carbon footprint – this has also reduced expenditure; working with suppliers the business has identified opportunities to reduce packaging on various products; and consolidated its external waste management provision to one provider enabling them to streamline waste collection and maximise recycling and recovery opportunities.
- Safelite® in the US recycled more than 1.9 million windscreens in 2020
- Smith&Smith® in New Zealand saw a 3% reduction in non-glass waste products being diverted to landfill, a 21% reduction of overall waste being created and over a thousand tonnes of glass being recycled. The business is continuing to work with its recycling partner on sustainable ways to discard and recycle the PVB resin from the windscreens.

KPI

In 2020 Belron recycled over 60% of its glass waste and continues to monitor and improve overall recycling rates across its businesses.



The data covers the wholly owned businesses. Part of the waste data is based on estimations. This is the case for example for glass waste to landfill which is based on the total volume of windshields and curved tempered units sold and broken.

CARBON EMISSIONS

TOPIC DESCRIPTION

With operations across the world, and a network of branches, services centres, distribution centres and a large mobile fleet, Belron has a direct and indirect impact on climate change through its carbon emissions. It therefore has a responsibility to monitor, manage and ultimately reduce these emissions.

AMBITION

Belron will initiate in 2021 a project aimed at setting up an emission reduction plan and roadmap to be able to set science-based targets. A first step will be to improve the understanding and management of the company's emissions and carbon footprint.

MANAGEMENT APPROACH

Belron has committed to drive down emissions as one of its priority areas in the new Responsible Business Framework. Currently it monitors the carbon emissions that are directly in its control, such as those related to the energy consumption of its branches and its fleet, as well as Scope 3 emissions related to travel and subcontracted logistics. Belron has a carbon footprint reporting tool used by its corporate business units and supports them in measuring, managing and reducing their footprint.

Belron recognises the critical importance of emissions reductions to its business and its stakeholders as the world transitions to a low carbon economy. Belron also recognises that reducing emissions across its entire value chain will have a positive societal impact, offer significant costs savings and have reputational benefits to the business while also future proofing for what lies ahead.

LATEST DEVELOPMENTS

Belron continues to partner with Bureau Veritas on its Product Carbon Footprint (PCF) tool and certified the PCF data for its businesses in France and Germany. This work enables these businesses to have confidence in setting future reduction targets locally as well as using this information for operational decisions and external communication.

Highlights from the businesses include:

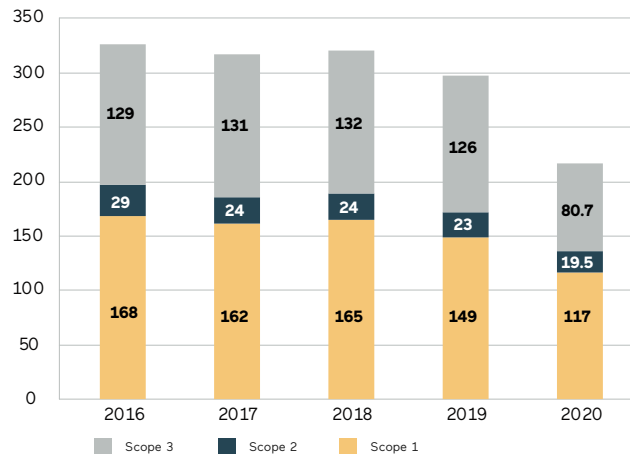
- Carglass® Distribution (European Distribution Centre (EDC)) in Bilzen, Belgium has reduced its inland shipping emissions by 80% since October 2019, a total of 1,440 truck journeys and 112 tons CO₂. Inbound containers carrying vehicle glass travel from Antwerp to Genk via barge and from there it travels just a short journey of 1.5km by road to reach the EDC. A current study is also under way to have incoming shipments from Poland transported to Genk by rail and then to Bilzen by road.

- At the beginning of 2020, Carglass® France carried out its Carbon footprint with 2019 data. This approach to estimate greenhouse gas emissions has a broader scope than the monitoring carried out annually, the results obtained are therefore more exhaustive. Emissions related to the manufacture of glazing represent almost 30% of emissions related to the Carglass® France activity, followed by employee home-to-work transportation, which represents 12% of emissions. These studies help to build the strategy to reduce CO₂ emissions. The involvement of glass suppliers in the process is therefore essential, as is the internal work on employee travel which has been initiated.
- During 2020 the UK Supply chain, through the speed of service project reduced the main Mini Distribution Centres from 14 to 8. By optimising the delivery routes for Autoglass® and the wholesale market from these new distribution centres this enabled the UK business to reduce the daily mileage driven by circa 2,400 miles per day, a c20% of the total miles driven per day. In turn this has resulted in a yearly miles driven reduction of over 70,000 miles. As well as reducing daily miles driven the speed to service project also reduced associated carbon emissions by c20% which has led to a significant reduction in environmental impact.

KPIs

In 2020 Belron recorded a reduction in its emissions across the business, in part as a result of the impact of the global pandemic on business activities. However, it has once again seen a reduction in the amount of CO₂ per prime job. This has continued to fall over the past 5 years from 28.5kg in 2015 to 20.3kg in 2020.

**BELRON EMISSIONS:
SCOPE 1, 2 & 3 IN TCO₂ (000) TONNES**



SUSTAINABLE PROCUREMENT

TOPIC DESCRIPTION

The Belron Code of Ethics and its Guiding Principles set out clear standards for the business, its people and its partners. A breach of these standards not only impacts those involved but could result in a detrimental impact on the Belron brands and its supply chain.

The Belron supply chain and its supply partners are integral to the business and delivering excellent service to its customers. 40% of the company's turnover is spent on the procurement of goods and services, with a significant part of this on glass, but also on many other products such as repair resin, glue, moldings, trims, tools, and uniforms. Belron has a network of 70 global suppliers managed at group level, who produce the goods that Belron buys at over 120 production sites.

Sustainable Procurement is a core part of the Belron Procurement strategy, and through the application of strict standards for suppliers, the company's needs for goods and services are met in a way that achieves value across the spectrum, for Belron, but also for society, the economy, and the environment.

AMBITION

The Belron ambition is to be a world class Sustainable Procurement organisation, and throughout 2021, all Belron group level direct and indirect suppliers will be fully integrated into the new Sustainable Procurement Programme. This will involve all suppliers going through the core assessment and risk management steps, including external assessments of the Sustainability performance of all suppliers, and the expansion of the existing program of on-site audits to cover significantly more supplier production locations than ever before.

MANAGEMENT APPROACH

The business adheres to and promotes clear ethical standards for itself and expects similar standards from all third parties who work with Belron or on its behalf. In no instances will inhumane treatment of its people or those in its supply chain be acceptable including any form of forced or bonded labour, child labour, physical punishment or any other abuse.

All Belron group level suppliers are assessed and managed through the new Sustainable Procurement programme, which ensures that suppliers are ethically and legally compliant, and that financial and continuity risks are managed. This programme is conducted through a combination of internal and external assessments, and on-site audits.

At local business unit level each business manages its local suppliers. The policies, actions and results of these activities are assessed through the Ecovadis assessment programme.

WHAT ARE THE SUSTAINABILITY RISKS WE PROTECT AGAINST?



LATEST DEVELOPMENTS

In 2020 Belron appointed a fully dedicated Sustainable Procurement Manager to lead the team responsible for driving significant performance improvements in this area. Following this appointment, the Belron Sustainable Procurement programme was developed and has been structured around three pillars:

- *Transparency* – ensuring that suppliers have visibility of the Belron standards, that Belron has visibility of supplier production locations, and that all stakeholders have visibility of progress and results;
- *Assurance* – ensuring that all suppliers operate in line with the Belron standards, validated through both remote assessments and on-site audits;
- *Reward* – incentivising suppliers to improve their sustainability performance, and rewarding those who go above and beyond to make a real difference.

One of the first tasks undertaken was to develop and launch a new Supplier Code of Conduct, which sees a big step forward in both setting and communicating the standards that Belron requires of its suppliers, and of ensuring compliance with those standards. Following this, a new online portal was created to record, monitor and track supplier sustainability performance. Belron is now working closely with key suppliers to understand ways in which they can work together to drive sustainability improvements across the entire supply chain.

KPIs

A set of detailed supplier sustainability KPIs is being developed which will give a mechanism for all suppliers to be fully assessed, scored and rated against the Belron standards. These KPIs will also give Belron a basis on which to set developments targets with suppliers and collaborate with them to drive continuous improvement.

> Favouring employee well-being

EMPLOYEE HEALTH & SAFETY

TOPIC DESCRIPTION

Caring for its people is at the heart of Belron’s culture and it places great importance on the health and safety of the people in all its business units. The company aims to ensure that its people are appropriately trained and have the right tools and equipment to do their role. An identified core risk for the business is injury or harm to an employee whilst carrying out their role. This could result in long term absenteeism, legal consequences and economic loss, as well as distress to the employee and their family.

High Voltage Vehicles: training pilot in the UK

Testimonial from Tim Camm – Technical Trainer, Autoglass® UK

“Autoglass® identified an area of improvement to make sure our technicians had the knowledge and competence to work on high voltage vehicles safely. Whilst it was unlikely the business work streams would involve direct contact with the engagement and disengagement of the high voltage system it was apparent that there was level of awareness required for the technicians to understand the critical safety points. Additionally, ADAS recalibration service meant that our technicians were looking for safe points to secure a battery management system.

Autoglass® has a relationship with the Institute of the Motor Industry (IMI) for many years delivering the industry IMI Accreditation scheme recognised throughout the sector. They were one of the first organisations to offer support and training regarding High voltage vehicle technology.

From a Technical Training Manager perspective, I am confident that Autoglass® has identified and supported not only the safety of working on high voltage vehicles but provided the technicians with the knowledge and expertise to remain safe in their daily workload. “

AMBITION

In 2020, implementing consistent health and safety measurements across the business was identified as a key priority by the Leadership Team. The business prioritised its efforts on managing health and safety through the global pandemic, ensuring programmes and equipment were in place to keep its people and customers safe. Therefore, progress on new measurement tools was delayed but will continue in 2021 as well as the ongoing safety review work with the company ERM, a leading global provider of environmental, health, safety, and risk related services. As a priority for 2021, the business will continue to work on a stringent and robust framework for reporting incidents at group level.



MANAGEMENT APPROACH

For the technician population, Belron has embedded stringent safety standards in the Belron Way of Fitting. These standards range from the correct handling of glass to safe driving practices. The process also defines the method, tools, training and assessments developed and implemented across the business by the technical team. Other safety programmes include Quality Starts with Safety – an awareness training of the importance of following the correct process when replacing a windscreen and the consequences of not doing it right, S.T.O.P. - how technicians look after Self, Tools, Organise the work and use the right Process, and 1-2-3 Easy - a training programme on the ergonomics of how technicians can avoid injury while doing their job. Each business is responsible for providing additional training where required, as well as for implementing the necessary measures to comply with local legislation. These measures extend beyond the technician population to also include distribution teams, warehouse operatives, head office employees and call centre agents.

As the business moves forward into 2021, the ambition is to further enhance the health and safety approach through data collection, sharing of best practices, and highlighting learnings amongst the countries to help prevent and mitigate the risk of incidents.



LATEST DEVELOPMENTS

In response to the COVID-19 pandemic, large sections of the Belron workforce, including whole contact centres, were quickly and effectively mobilised to work from home. The technician workforce was equipped with protective equipment and safety processes and procedures were implemented across branches and mobile services, to protect technicians and customers. This included sanitisation of all touchpoints in a vehicle both at the start and end of every job, which was quickly integrated as a standard part of the Belron Way of Fitting.

Moving forward to 2021, the Fitting Practices Control Programme will be rolled out across the business to audit and monitor key safety steps within the Belron Way of Fitting.

O'Brien® Australia achieved excellent outcomes for 2020 in the area of health, safety and well-being. The business's TRIFR (Total Recordable Injury Frequency Rate) fell by 27% vs 2019 and LTIFR (Lost Time Injury Frequency Rate) fell by an incredible 83% vs 2019. This year has seen a sustained and meaningful improvement in its safety leadership, culture and performance. There were a number of important initiatives which were undertaken in 2020 underpinning these results including the "mO'bilise" stretch and flex program for frontline service technicians, a "Resilience 2 Thrive" mental health and well-being training program for all leaders across the business, a transformation in its return-to-work methodology and practice, as well as refocusing the monthly safety leadership review meetings. 2021 will see the roll-out of further step-change initiatives which will have a positive impact on both the lagging and leading safety KPIs including an early intervention physiotherapy program and the complete replacement of its current on-line safety system.

KPI

The local businesses are responsible for monitoring incidents and reporting them in line with local legislation. A Belron-wide consolidated KPI is being developed.

The labour practices of each Belron business is assessed using the Ecovadis measurement tool. The tool assesses policies, actions, and results in the areas of health and safety, working conditions, social dialogue, training and development, and well-being. This area of the assessment carries the largest weighting of the score (45%), and the current Belron average across the group is 64.5.

EMPLOYEE DEVELOPMENT & WELL-BEING



TOPIC DESCRIPTION

Belron employees are the heart of the business. Belron's performance and achievements are the result of the engagement and commitment of its people. Their well-being, engagement and overall employee experience are key priorities for the business.

AMBITION

Belron embarked on a world class approach to ensuring it is always listening to its employees with a new global engagement survey in October and will continue to drive high levels of engagement.

MANAGEMENT APPROACH

The business is committed to attracting, engaging and developing the very best people who are equipped with the capabilities and skills to serve its customers.

The company maintains policies and procedures with regards to its employees at each business unit level. The many employee engagement initiatives in place include training and development, recognition through local in-country programmes as well as the Belron Exceptional People Award globally, flexible working options, feedback channels, and community involvement through the Giving Back agendas.

Belron knows that in a large organisation, difficult situations may arise. That is why it continued to promote its 'speak up' facility as a channel for its people to raise issues in confidence if they feel unable to do this internally. The Belron provider transitioned from Expolink to Navex Global following its acquisition. Each business was provided with revised contact numbers, web-reporting portal access and materials to support the promotion of the change. This was also an opportunity for each business to reinforce the importance of speaking up.

Every issue raised through the Speak Up facility was investigated, and appropriate action taken where necessary. This included policy or process review or additional training.

LATEST DEVELOPMENTS

Belron embarked on a world class approach to ensuring it is always listening to its people with a new global engagement survey in October. Belron had historically used the Belron People Measure survey that assessed employee sentiment at a high level, maintaining a group average score of between 7.5 and 8 (out of 10) since 2016. During 2020, Belron chose to pivot to a new employee engagement survey, working in partnership with Willis Towers Watson, a global leading provider. The survey included a more comprehensive set of questions aimed at better assessing employee engagement and experience and allowing Belron to benchmark performance relative to similarly positioned peers on key aspects of engagement. The qualitative as well as quantitative outputs from the survey will enable the business to prioritise on key areas for improvements.

During 2020, a priority for Belron has been to ensure it has global talent management and succession frameworks in place to ensure it has the right leadership and teams not only for today's needs, but also for the future.

The company recognises that its business success relies on how committed and proud all of its employees are to work for Belron. In this unprecedented year, it was also essential that the company fully supported its employees, putting their health, safety and well-being first, but also providing hardship support to those most in need. The pandemic has meant some very difficult circumstances for some of its employees and as a result it quickly established a Hardship Fund in order to support its employees and their families in particularly difficult circumstances. This is fully aligned with the company's purpose of truly making a difference with real care.

With the impact of COVID-19 and various country 'lockdowns', the businesses took action on ensuring employee well-being was maintained and where appropriate, steps were taken for employees to work remotely. For example, Carglass® France accelerated its remote working strategy for head office, call centre, and function support employees (approximately 700 people). The company took a collaborative approach to its strategy: qualitative and quantitative surveys, brainstorming and meetings. It helped them to create a long-term, efficient and positive remote work experience. Carglass® Germany and Belron International implemented ergonomic procedures and programmes to ensure that employees who had transitioned to

working from home were correctly set up to maximise their well-being. To support its people in well-being as well as health and safety, Smith&Smith® appointed a Health, Safety and Wellbeing Advisor and implemented a Wellbeing education programme.

KPI

84% response rate on new engagement survey showing 86% of the employee population actively engaged. The global engagement survey results showed that employees are highly engaged and feel extremely proud to work for Belron. The deep insights and feedback received allows the business to continue to build on this great foundation for the future.

DIVERSITY & INCLUSION

TOPIC DESCRIPTION

Belron recognises the critical importance of diversity and inclusion to its business and its key stakeholders.

AMBITION

As part of the Belron ambition to be the best place you will ever work, the aim is to build an organisation that values differences in all its forms – treating everyone as an individual and creating an environment which enables everyone to participate and reach their full potential.

MANAGEMENT APPROACH

Belron commits to hiring and promoting people on the basis of their ability for a role and their appreciation, respect and alignment with the company's culture.

The company is in the process of developing a group approach to diversity and inclusion. A first key step has been to understand the current position through surveys conducted as part of the listening and engagement strategy. Belron has already engaged its leadership, building diversity and inclusion into its leadership behaviours and equipping leaders to be advocates and role models for these important issues. More conversations around inclusion are taking place, with roundtables and working groups/committees being planned in the business.

LATEST DEVELOPMENTS

Responding to the Black Lives Matter movement in the US, Safelite® hosted a panel discussion set up through its Diversity & Inclusion Advisory Council. The online discussion featured valued leaders from across Safelite® sharing their thoughts, feelings and experiences in facing racism. Safelite® also reacted to feedback from its first ever Diversity and Inclusion survey. In particular, it conducted a pay equity analysis and implemented adjustments, and completed a people data analysis to understand the gender and racial diversity of its current employee population as well as new hires, promotions and terminations.

At Carglass® in Germany they continued to partner with organisations that support people with disabilities. The aim of Carglass® is to hire more people with disabilities, helping them gain access to the labour market, and gain work experience with the aim to offer them a meaningful and fulfilling career. Currently, the business has two active placements that have been with the business for over a year. They receive individual training that fits their special needs and enables them to work as independent as possible.



> Making a difference for our communities

TOPIC DESCRIPTION

Belron has a deep-rooted sense of responsibility towards the communities it serves which is guided by its heritage and values. 'Giving Back' is a key aspect of the Belron culture - the Spirit of Belron – and these values are shared by all Belron people wherever they are.

By involving its people, through their passion and energy, the 'Giving Back' agenda and activities have a positive impact not only on the charities and causes supported but also on people engagement.



AMBITION

The company will continue to build on its commitment to Giving Back to drive positive change by sharing its time and skills with young people to support their career aims.

MANAGEMENT APPROACH

Belron is committed to making a meaningful impact on society which is why its businesses and its people across the world choose their own community initiatives and organisations to support. Each business sets its own 'Giving Back' agenda and through this approach, its people experience a greater sense of personal involvement and achievement. Belron supports their efforts in many ways including financial donations, volunteering time, sharing resources or participating in fundraising events.

The company also recognises the impact it can have when its people come together as a global community around a common purpose to support the South African charity, Afrika Tikkun. This organisation, connected to the heritage of the business, has a holistic approach to improving the lives of children and young people in vulnerable communities, from 'cradle to career'.

LATEST DEVELOPMENTS

Spirit of Belron Round the World Challenge

Due to the global pandemic, the Spirit of Belron Challenge (an annual event that raises funds for global charity partner, Afrika Tikkun) became a virtual event. The Challenge's format was simple; each participant was invited to sign up through an online platform and app for a specific challenge

to complete over 5 days. This included completing 5, 20, 50, or 100 kilometers in 5 days by walking, running, swimming, or cycling; an Olympic distance triathlon; or a duathlon, and collectively to 'travel' around the world.

Just over 7,300 people from around the world participated, logging 166,594 kilometres, virtually circling the globe more than four times. The event was a huge success, raising EUR 1.7 million for Afrika Tikkun. This funding was absolutely vital for the charity who pivoted its usual operations in order to address the food crisis that was emerging in the communities. Since the start of the pandemic Afrika Tikkun has distributed 75,000 food packages to families, provided 14,000 hot meals to the homeless and distributed 300,000 locally made face masks.

Belron Ronnie Lubner Charitable Foundation

In February Gary Lubner launched the Belron Ronnie Lubner Charitable Foundation, established in his father's name to continue the longstanding commitment to give back to the community. Since the launch, the Foundation has donated over EUR 2 million to causes around the world, benefiting 270 charities across six continents.

Over half the total amount donated has been in response to the global pandemic crisis. Since April 2020, the Foundation has been accepting applications from Belron people around the world to support charities and organisations that are on the front line of the COVID-19 pandemic or are experiencing acute difficulties due to the crisis.

These organisations have been helping people in many different ways including food parcels and feeding programmes, mental health support, access to accommodation, general family support, support for emergency workers, and providing shelter for victims of domestic violence, all existing societal issues that have been exacerbated by the crisis.

The Foundation has also helped organisations to continue to do their work during these challenging times by providing funding for personal protective equipment, technology to support programmes moving online, and to provide additional services to meet the growing need.

DONATIONS

- Afrika Tikkun (through Spirit of Belron Challenge): EUR 1.7m
- Local Giving: EUR 2.4m
- Belron Ronnie Lubner Charitable Foundation: EUR 2m



› ETHICS

HUMAN RIGHTS / CORRUPTION & ANTI-BRIBERY

TOPIC DESCRIPTION

Human rights are a fundamental pillar of ethics and are addressed in the Belron Code of Ethics and Guiding Principles. Belron is also explicit in its Code of Ethics and Guiding Principles that it will not tolerate any forms of corruption or bribery either towards or by its people or partners. A breach of this could seriously damage the reputation of the business and result in significant legal consequences.

MANAGEMENT APPROACH AND POLICY REVIEW

Belron people are expected to always treat each other with respect and ensure that their activities do not contribute directly or indirectly to human rights abuses.

Belron outlaws the use of child labour in any form. The business does not employ anyone below the age of 16 or the local legal minimum employment age should this be different in a country it operates in. It will not use suppliers who use child labour in any manner. All of its employees, contractors and suppliers working conditions are required to be compliant with national legislation and in cases where this is deemed insufficient, with the relevant International Labour Organisation Standards. In no instance will inhumane treatment of its people or those in its supply chain be acceptable including any form of forced or bonded labour, physical punishment or any other abuse.

The Belron Code of Ethics and Guiding Principles are in place across the business to ensure that corruption and bribery are not tolerated. Anti-bribery and corruption are compliance matters that the Group Legal team promotes throughout the business. The approach is local business unit and market specific and therefore the policies and procedures adopted will depend on a number of factors including the relevant risk and local rules in each business unit country. In higher risk jurisdictions, enhanced measures are implemented to help prevent anti-bribery and corruption.

To support this approach, training and awareness sessions on anti-bribery and corruption law and anti-corruption policies are provided where Belron perceives any material risk, in order to help ensure that each business continues to compete fairly and in compliance with all applicable anti-bribery laws. Each year, the business requires all local General Managers to sign an annual Statement of Ethical Compliance and Statement of Competition Law Compliance, indicating that their respective local business units complied with the Code of Ethics and Guiding Principles.

Each Belron business is responsible for the development of its localised code of ethics based on a centralised framework. Communications on ethical behaviours and training are also conducted at local level. There were no significant changes made to the business's ethics and compliance programme in the past year however these topics are included in the review that is being carried out in order to develop a new Responsible Business Framework.

KPI

The businesses' approach to anti-bribery and corruption is one of the topics assessed within the Ethics section of the Ecovadis sustainability assessment. Within the assessment each business answers questions and provides evidence on their policies, actions and results in relation to this topic as well as fraud, money laundering, conflicts of interest, information security and anti-competitive practices. The Belron Group average Ecovadis score for Ethics is 66.5.