



Responsible Business  
Report 2023

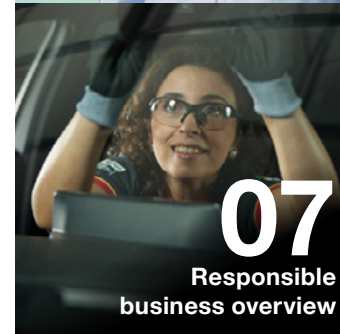
# Doing business with real care



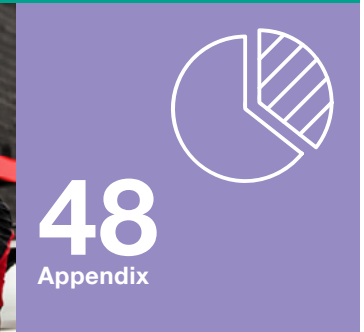
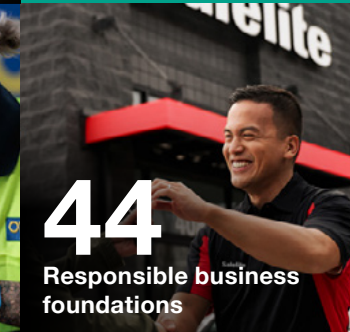
## Welcome to our Responsible Business Report 2023

We want to be one of the most sustainable service companies in the world, trusted to do the right thing every day, responding to the critical issues of climate change and waste, and helping our colleagues and our communities.

This Report covers progress made in 2023 and relates to activities in our wholly-owned subsidiaries including head offices, branches and distribution centres and in-country (corporate) franchises.



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# Our year in numbers

While we have much more to do, we continued to make progress against our responsible business commitments in 2023.

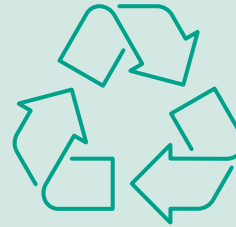


Our commitments are summarised in our Responsible Business Framework which you can read about on [page 08](#)



**89.2%**  
global colleague engagement score\*\*

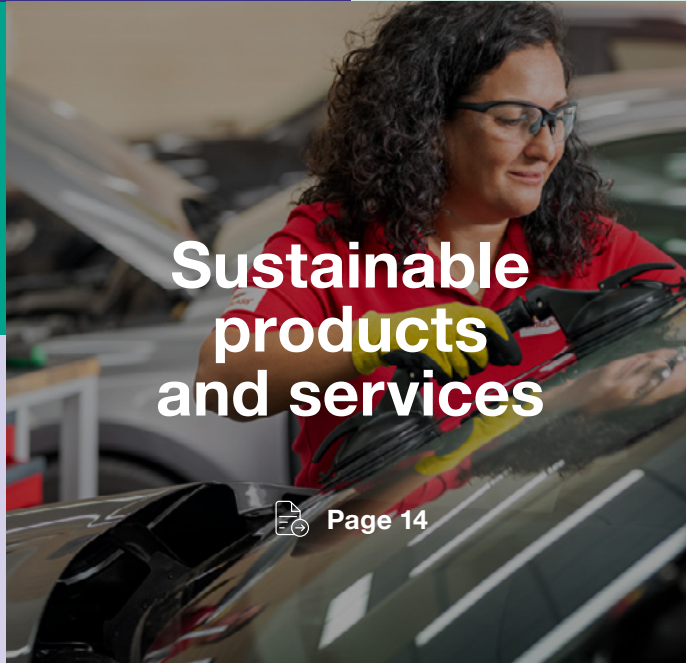
**97%**  
of the vehicle glass waste we handled was recycled\*



## Investing in people and society

Page 30

**84.7**  
customer satisfaction NPS\*\*



## Sustainable products and services

Page 14

Scopes 1 and 2 greenhouse gas emissions reduced by

**11.4%**

**10%**  
reduction in fleet vehicle emissions vs 2022

**1/3**

of our businesses are run by female General Managers

**24%**

of our total colleague population was female

**€8.9m**  
was donated to charitable causes



**42%**  
of our electricity came from renewable sources

## CEO introduction

# Making a difference with real care



**We're a special business with a clear purpose – to make a difference with real care to our people, our customers, society and our shareholders.”**

Carlos Brito, CEO

## Welcome to Belron and to our first Responsible Business Report.

We're a special business with a clear purpose – to make a difference with real care to our people, our customers, society and our shareholders. This purpose can be traced back over 100 years to our origins in South Africa when one of our founders, Morrie Lubner, used his bicycle to regularly call on customers, and sold glass from a barrow.

Over the decades that followed, Belron grew across the world and today, we're the global leader in vehicle glass repair, replacement and recalibration (VGRRR).

Our family of businesses employ around 30,000 colleagues, serving motorists with glass damage in 40 countries.



Read more about our overall responsible business approach [page 07](#)

## CEO introduction

I joined Belron a year ago not because of the scale of this business, but because of its distinct culture – which we call the ‘spirit of Belron’ – and the strength of our values of being genuine, collaborative, driven and caring. These values guide the way we do business today and are reflected in our long-held commitment to do business responsibly. They mean that we measure our progress not only in terms of how we’re doing commercially, but also in terms of the impact we have on our people, our customers and society.

### Our 2023 Report

This report sets out our approach for doing business responsibly, which is summarised in our Responsible Business Framework. This captures our commitments in two main pillars: offering sustainable products and services and investing in our people and society. These commitments are underpinned by the strong foundations of governance, leadership, measurement and reporting, as well as our values and ethics.

We’re ambitious here, as we are in everything that we do. We want Belron to be one of the most sustainable service companies in the world, developing innovative solutions to eliminate waste and reach our net-zero targets, and providing a safe and inclusive workplace for our colleagues, empowering them to make a difference to their communities.

### Progress in 2023

In 2023, I’m pleased to say that we continued to make progress towards achieving these ambitions.

We lived our commitment to sustainability every day through our ‘repair first’ business model. This means that, wherever we can, we will always repair a windscreen rather than replace it, helping significantly reduce both waste and emissions.

We recycled 97% of our biggest waste product, glass, and with a supplier partner, we began production of our first windscreens made from our waste vehicle glass, taking early steps towards creating a circular economy.

The Science Based Targets initiative (SBTi) validated our near-term (2030) and long-term (2050) targets to reduce our greenhouse gas emissions – underlining our commitment to being part of the solution to climate change.

### Our people

Our people are the reason why we get consistently strong feedback from our customers, but they can only make a difference to our customers when they’re able to work safely. In 2023, we continued to strengthen our approach to health, safety and wellbeing, updating our global standards and increasing our capability here. We also championed Diversity, Equity & Inclusion (DE&I), as we seek to create an environment where all our colleagues feel welcome and can reach their full potential.

In September, we launched our updated Code of Conduct, setting out the behaviours expected by everyone in our business. All of our colleagues have completed the training module that supports the Code.

Belron has a long history of giving back and every year thousands of colleagues do amazing things to make a difference to their communities. The most inspiring example of this is our annual Spirit of Belron Challenge. In 2023, over 12,500 colleagues, friends, families and partners joined the Challenge to raise funds for our partner charity Afrika Tikkun, helping young people in South Africa. It was my first Challenge and an exhilarating experience as I saw our culture really come alive.



## Our colleagues around the world are at the heart of what makes us special.”

While we made progress last year, there is much more we need to do. It will take considerable time, energy and ingenuity to meet all of our commitments but, as I’ve discovered, Belron is a business with a restless determination to keep doing things better. I’m confident that in 2024 we will keep up the momentum and move closer to achieving our ambitions.

Carlos Brito, CEO



## About Belron

# Belron is the global leader in vehicle glass repair, replacement and recalibration (VGRRR), servicing motorists with glass damage worldwide.

We employ around 30,000 colleagues and operate in 40 countries across six continents through wholly-owned businesses and franchises. Our market-leading brands include Autoglass®, Carglass®, Lebeau® Vitres d'autos, Speedy® Glass, Safelite®, O'Brien® and Smith&Smith®.

In addition, we also manage vehicle glass and other insurance claims on behalf of insurance companies and provide plumbing and electrical solutions to home and business owners across Australia and New Zealand through the Laser® brand.

### Our purpose and values

Our 125-year history has shaped our unique way of working and our purpose – to make a difference with real care to our customers, our people, society and our shareholders.

This purpose and our values – of being caring, driven, genuine and collaborative – are the driving force behind our culture, the 'spirit of Belron'.

We want to be a leading sustainable service company, trusted to do the right thing every day, responding to the critical issue of climate change, minimising waste, supporting our colleagues and giving back to the communities in which we operate.

Our Responsible Business Framework (see page 08) sets out our ambitions and approach to these areas.

## Our services

Our vision is to be the natural choice in vehicle glass repair, replacement and recalibration (VGRRR). With vehicle technology becoming ever more complex, we continuously invest in technical innovation and in training and developing our technician colleagues, so that we get our customers safely back on the road.

**We provide both a branch-based and a mobile service, offering our customers:**

### 1. Vehicle glass repair and replacement

Our core service is repairing and replacing damaged vehicle glass. Our expert technicians follow our 30-step Belron Way of Fitting and use our own unique, patented technology. We always repair a windscreen instead of replacing it if we can, as this reduces waste and emissions and saves our customers money.

### 2. Recalibration

Recalibration is an important growth area for us. More and more vehicles are built with Advanced Driver Assistance Systems (ADAS) which rely on a combination of cameras and sensors.

With a windscreen replacement, these windscreen-mounted cameras need to be refitted accurately and recalibrated, in line with vehicle manufacturer instructions. If this doesn't happen, important features such as Emergency Braking or Lane Departure Warning systems may not work properly, affecting driver and vehicle safety.

Our technicians are trained and equipped to properly recalibrate cameras and sensors to help our customers get back safely on the road.

### 3. Value-added products & services

We also provide our customers with value-added products and services (VAPS), like windscreen wipers, air filters and rain repellent.



# 12.8m

repair and replacement jobs carried out in 2023



# 3m

recalibrations carried out in 2023



## About Belron continued

### Our people

We have around 30,000 colleagues, of which 16,000 are technicians serving customers in our branches or from mobile vans. We conduct a global colleague engagement survey twice a year. We're proud that, in 2023, we achieved an overall engagement score of 89.2%, with 90% of our colleagues saying they feel proud to work at Belron.

### Our customers


We are always focused on giving our customers a great experience, every time we serve them. Our long-term success is built on the trust our customers have in us.

Most of our customers come to us via our long-standing partners in the insurance industry. We also work with lease, fleet and car rental companies, with whom we have similar long-standing partnerships.

These strategic partners, and their policy holders, choose Belron because of the quality of our service, our world-class customer satisfaction, geographical coverage and the extensive range of vehicle glass we hold in stock, as well as our responsible business commitments.

Our other customers are motorists who come to us directly.

Net Promoter Score is our main measure of customer satisfaction and we're proud that we regularly achieve a world class NPS of 80+. In 2023, our overall NPS was 84.7.

 You can read how we prioritise our customers' welfare and satisfaction on [page 11](#).

### Our shareholders

Belron is owned by a small number of investors. D'Ieteren Group, a Belgian family-controlled, listed investment firm, has been the majority shareholder in our business since 1999. Our other investors include Clayton Dubilier & Rice, who have invested in Belron since 2018, along with Hellman & Friedman, GIC and BlackRock Private Equity Partners who all became investment partners in 2021.

### Financial performance

Our special culture and our focus on our customers, technical and operational excellence has helped Belron to deliver revenue growth for the majority of the past 20 years. In 2023, we generated sales of €6.05bn.



For more information go to [www.dieterengroup.com](http://www.dieterengroup.com) and [www.belron.com](http://www.belron.com)



# Responsible business overview

We want Belron to be one of the most sustainable service companies in the world, trusted to do the right thing every day, responding to the critical issues of climate change and waste, and helping our colleagues and our communities. Our Responsible Business Framework captures how we approach this across our entire organisation.

## Responsible Business Framework



Read more on [page 08](#)



## Our responsible business journey

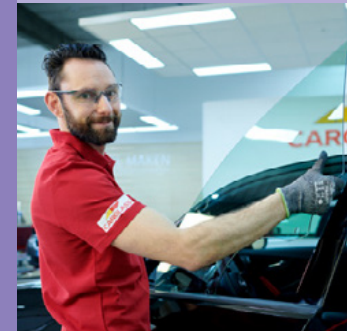


Read more on [page 09](#)

## Our customers



Read more on [page 11](#)



## Embedding sustainability across our value chain



Read more on [page 13](#)



## Responsible Business Framework

We want to become the most trusted and respected company in the eyes of our people, customers, partners and society, and we'll achieve this by doing the right thing every day and behaving with integrity in everything we do.

To inform our approach to doing business responsibly and to identify our material topics, we conducted a high-level materiality assessment in 2020.

This work led to the creation of our Responsible Business Framework which we introduced in 2021.

### Strategic pillars

This Framework is aligned with our purpose and values and has two strategic pillars: Sustainable products and services, and Investing in people and society.

Underpinning our Framework are the foundations of strong governance and inspiring leadership; a continued focus on our values and ethics and a robust and transparent approach to sustainability reporting and measurement.

Our strategic pillars are also aligned to the UN's Sustainable Development Goals.

## Doing Business Responsibly



**Sustainable products and services**

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**Investing in people and society**

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**Reducing waste and building a circular economy**

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**Driving down emissions**

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**Sustainable procurement**

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**Promoting diversity, equity, inclusion and wellbeing**

31



**Giving back to our communities**

37



**People safety**



41

**Strong governance and inspiring leadership**



**Our values and ethics**

**Robust reporting and measurement**

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

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

## Our responsible business journey

To make a difference with real care to our customers, our people, society and our shareholders, we are committed to doing business responsibly every day.

Here are some of the highlights of our responsible business journey so far.

2010



Belron becomes a Signatory to the **UN Global Compact**, committing to its Ten Principles of Responsible Business in human rights, labour, environment and anti-corruption.



Launch of first **Code of Ethics** and a **Speak Up** service (whistleblowing) for all colleagues.

2011



Publication of first **Communication on Progress** report to the **UN Global Compact**.

2014



Belron hosts a triathlon to raise funds for partner charity **AfrikaTikkun**. In 2015 this becomes the annual Spirit of Belron Challenge (SOBC).



2020



First high-level **materiality assessment** conducted in partnership with majority shareholder, D'Ieteren Group.

→ [dieterengroup.com](https://www.dieterengroup.com)



**THE BELRON  
RONNIE LUBNER  
CHARITABLE  
FOUNDATION**

The **Belron Ronnie Lubner Charitable Foundation** is **launched** and named in honour of Ronnie Lubner (a former CEO of Belron) who believed passionately that we all have a responsibility to give back to those less fortunate than us.

2019



**Product carbon footprint analysis** for repair of a windscreen versus a replacement undertaken in Germany and France verified by Bureau Veritas.

2015



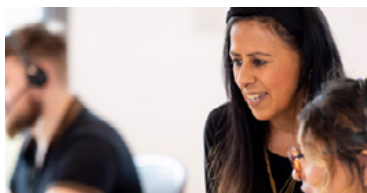
Belron businesses begin using the **EcoVadis sustainability assessment methodology**.

## Our responsible business journey continued

2020



First annual 'Our Voice' global colleague engagement survey takes place.



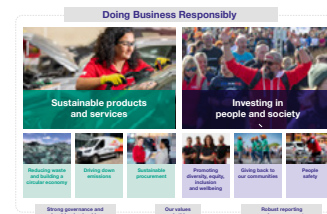
Supplier Code of Conduct launched, followed by creation of dedicated Sustainable Procurement Function.



During the Covid pandemic, the SOBC becomes a virtual event, with thousands of Belron colleagues taking part online.

[belron.com/spiritofbelron20](https://belron.com/spiritofbelron20)

2021



Belron's Responsible Business Framework launched covering all wholly-owned businesses.

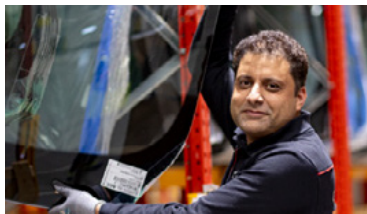


Diversity, Equity & Inclusion (DE&I) belief and principles are finalised. Global colleague engagement survey includes DE&I questions for the first time.

2023



Launch of Belron's Safety, Health & Wellbeing Global Standards.



Belron introduces updated Code of Conduct, supported by a global roll-out of mandatory e-learning.

2022



DE&I belief and principles introduced to Belron senior leadership; Global DE&I community created in 2023.



The Netherlands starts to switch branches from gas to electric-powered.

2021



Sustainability Linked Loan secured, with targets for vehicle glass waste recycling and validation of emissions reduction targets by the Science Based Targets initiative (SBTi). 50% of the interest saved by reaching targets to be donated to the Belron Ronnie Lubner Charitable Foundation.

2023

€2.5m

22nd SOBC is held. Over 12,500 colleagues, friends, families and partners raise €2.5m for Afrika Tikkun.



Belron businesses in Finland, France, and Portugal achieve EcoVadis rating of Platinum. Belgium, Germany, New Zealand and Switzerland retain their Gold rating, with Austria and Spain retaining Silver.



SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

The SBTi validates Belron's near-term, long-term and net-zero emissions reduction targets.



39

Belron completes 39 supplier site audits, bringing total number of audits conducted to 107 since 2021.



A global average product carbon footprint analysis of scope 1, 2 and 3 emissions for a windscreen repair versus a replacement is carried out in accordance with ISO 14067 and independent verification is received from Bureau Veritas.

## Our customers

# Customer experience

As a responsible business, we always strive to provide exceptional customer service at every opportunity, so that we deliver our purpose of making a difference with real care. To do this we invest in all stages of the customer journey, from ensuring the proficiency of our technicians to utilising state-of-the-art tools and technology.

## Measuring customer satisfaction

We measure customer satisfaction via our NPS (Net Promoter Score), helping us better understand the customer experience. Every customer is invited to complete a survey that captures how likely they are to recommend us, based on their service experience. Each of our businesses then reports their performance, which is weighted based on job volume. This establishes the overall score for Belron, helping ensure we can make continual improvements.

We continue to be proud of our consistently world-class NPS of above 80. For 2023, we achieved a NPS score of 84.7\*\*, improving on our 2022 score of 82.2.

## Listening to our customers

We are constantly exploring better ways of working by listening to and acting on customer feedback, to guarantee consistently reliable, high standards of service.

Following a slight decline in NPS in 2022, we rolled out a new Voice of the Customer (VOC) Programme in 2023 to help identify the root causes of this reduction. The programme reviewed all sources of feedback data, not only from our NPS surveys, but also unsolicited feedback in online reviews, social media posts, and feedback from customers the company was unable to serve.



Strategic KPI	2021 progress	2022 progress	2023 progress	Target for 2024
Net Promoter Score*	83.4	82.2	84.7**	Maintain world-class customer delight

\* 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 is calculated by taking the percentage of Detractors from the percentages of Promoters, to create a final score.

\*\* metric has been assured by KPMG, as instructed by Belron's major shareholder D'Ieteren Group

During 2023, we expanded this programme across six countries (Belgium, France, the Netherlands, Portugal, Spain, and USA), with our remaining businesses set to follow by the end of 2024.

The insights gained have enabled us to make significant improvements to our customers' experience including reducing the NPS gap between recalibration and non-recalibration customers, optimising appointment times and improving the clarity of communications. This has resulted in twelve of our businesses seeing improvements in their NPS.

## Touchpoint surveys

In 2023, we launched a series of 'touchpoint' surveys to enable our customers to provide more timely feedback at all stages of their journey with Belron. The post-booking survey has been a particularly successful way of identifying customers at risk of abandoning their appointments, enabling us to proactively encourage them to complete their journey.

For 2024, our priority is to continue to understand the customers' experience to drive continual improvements. This includes focusing on Google reviews and improving the businesses' online presence, a crucial element of customers' decision-making process.

## Our customers continued

# Customer welfare & safety

**Customer safety is integral to every service we provide, and we have a clear responsibility to ensure that our customers' safety on the road is prioritised.**

To maintain consistency across our business, our highly-trained technicians work to the Belron Way of Fitting. This is a process that captures the expertise and know-how of our technicians around the world, helping us define a best practice approach to repairing and replacing vehicle glass and using an OE-defined process for doing safe recalibrations.

The Belron Way of Fitting ensures every job is carried out in the same way using the tools and processes developed by our Technical & Operations team. This team also includes our Research and Innovation team, which is focused on research and innovation of tools, processes and materials to continuously improve technical standards. The team also helps to ensure technicians stay safe and we can deliver the highest quality standards, so we can continuously improve the service we offer.

### Updated Belron Way of Fitting

In 2023, our Technical & Operations team reviewed and updated the Belron Way of Fitting to better reflect the jobs our technicians are faced with today, including doing safe recalibrations and offering and fitting, where appropriate, VAPS (Value Added Products & Services) such as wipers.

The revised process clearly defines the different aspects of the job, with customer safety steps clearly indicated and 'go', 'no go' decision points added and the steps highlighted where technicians should pay particular attention to avoid putting themselves at risk. We have also developed and continue to develop new training to upskill our existing and new technicians. We are also piloting an app to give them instant access to safety and fitting data, helping us to further drive safety and quality for our technicians and their customers.

The updated Belron Way of Fitting was co-created with our businesses in Australia, Belgium, France, Germany, Spain, the UK, and the US. It was signed off by senior leaders and the training support material for this will be rolled out globally in 2024.

The new process gives us the basis on which our technicians will be assessed going forward, including at our Best of Belron competition in June 2024.



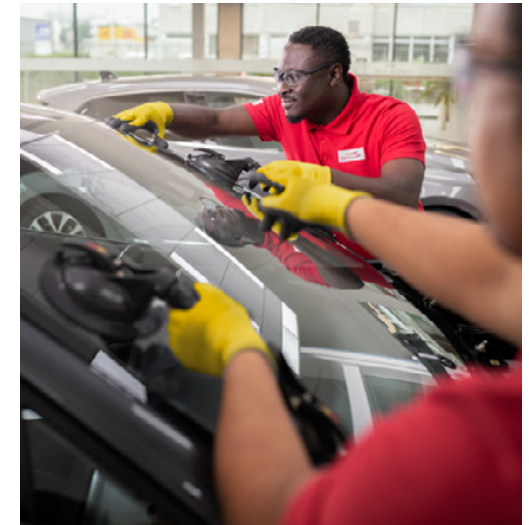
Read more about our 2024 Best of Belron competition [page 34](#)

### Enhancing safety standards

In 2023, our Technical Excellence team within Belron Technical & Operations focused on new standards for technician training and assessment to ensure that our technicians are properly equipped and trained to do a safe, high-quality job first time, every time.

In line with the new Belron Way of Fitting, the Belron Way of Technician Training & Assessment focuses on giving new technicians in the first 12 months of their career with us a programme of training modules. These include customer service; diversity, equity & inclusion; Value Added Products & Services (VAPS); and safety health & wellbeing. These modules are additional to our global standard training for Repair, Replacement and Recalibration.

In 2023, our Bosch diagnostic and recalibration technology roll-out was completed on time, enabling all our businesses to deliver state of the art recalibrations for their customers' vehicles.



### Improving access to safety data

In addition to the comprehensive training program, we ensure that all our technicians have access to fitting instructions as well as safety and quality guidance before they start a job.

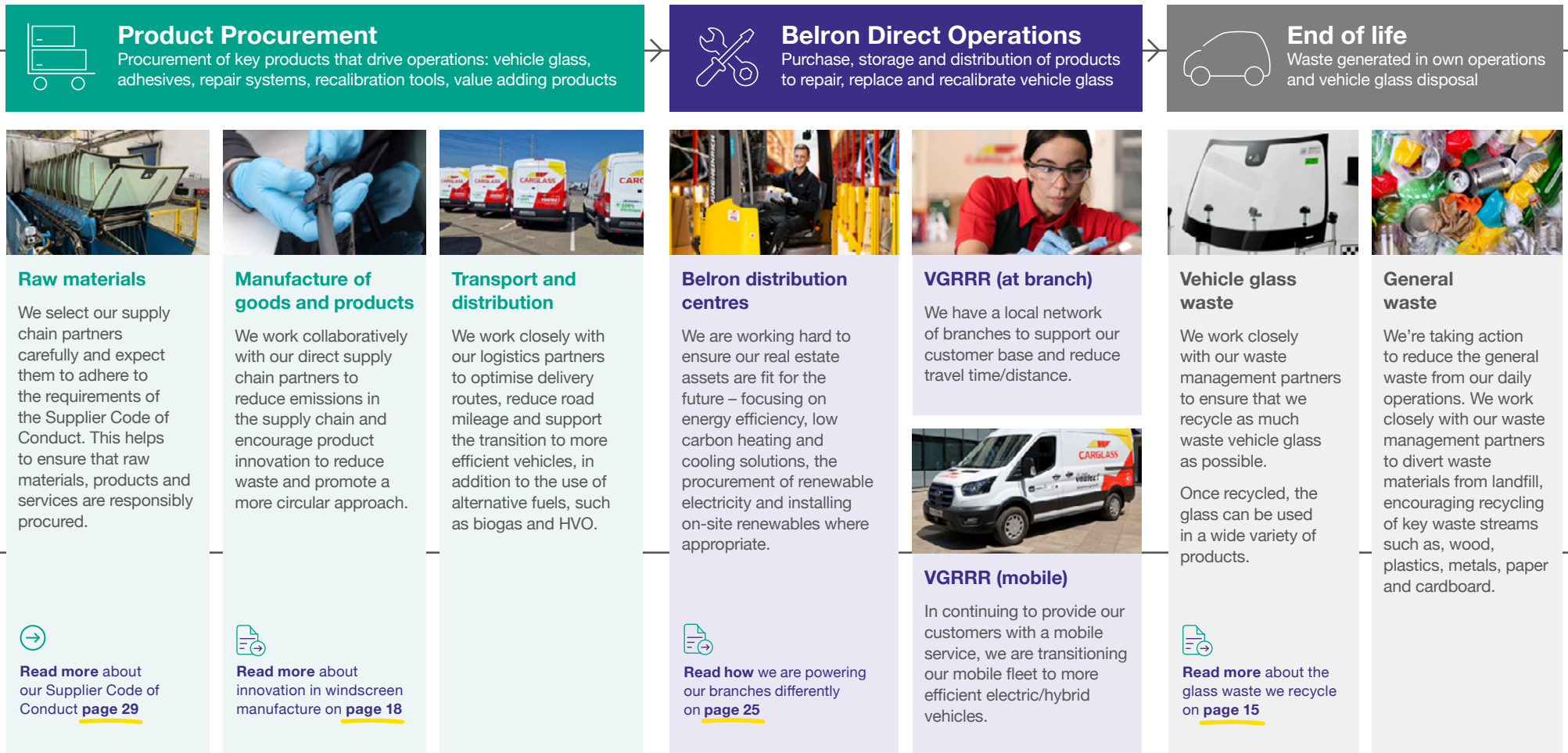
In 2023, our Technical Excellence team also started a project to move all this information to a web-based app that technicians can access by scanning a barcode on the vehicle glass. This will provide instant access to information and ensure that we can continue to drive the highest safety (for both technician and customer). It will also ensure we maintain high quality standards, by giving technicians useful tips to avoid common mistakes. The prototype of the app is being piloted in the UK and Spain with the aim of launching it in more countries in 2024.

## Embedding sustainability across our value chain

One of the two strategic pillars of our Responsible Business Framework is Sustainable products and services. This diagram summarises how we are aiming to embed sustainability across everything we do, from procurement to the end of life of the products we handle. We know we have a lot of work to do across our whole value chain, with some areas at a more advanced stage than others.



**Read more** about our approach to how we invest in our people and society on [page 30](#)



# Sustainable products and services

Our customers want products and services produced and delivered in an environmentally responsible way. We want to meet their needs, while tackling climate change, increasing circularity and improving our impact through sustainable procurement. As the world's foremost VGRRR business, we also want to lead our sector in finding solutions that eliminate waste and help us achieve net-zero emissions.

## Reducing waste and building a circular economy



Read more on [page 15](#)



## Driving down emissions



Read more on [page 20](#)



## Sustainable procurement



Read more on [page 27](#)



## Sustainable products and services

# Reducing waste and building a circular economy

We take our environmental impact very seriously, and believe we have an important responsibility to be at the forefront of our industry in developing solutions that eliminate waste.

Our global operations produce just over 157,000 tonnes of waste every year, of which around 107,000 tonnes is vehicle glass waste and the remainder is general waste. Last year, 82% of our total waste was put to good use via recycling and other waste recovery activities.

We have a simple, yet ambitious goal: to eliminate waste from our operations where we can and recycle or reuse all our waste to make new products wherever possible. Building on the success of our recycling and 'repair first' strategies, we aim to continue to leverage our world-class technical expertise and strong partnerships to close the loop on glass waste and associated products, creating a more sustainable, resilient value chain.

### Why it's important

Reducing waste and ultimately creating a circular economy is part of becoming one of the world's leading sustainable service companies. It will drive down the amount of resources we consume, keep these resources in the value chain by using them again and help us meet our waste reduction as well as our net-zero emissions targets. It will also enable us to become a more efficient business and help manage costs.

### Our actions

Our most significant waste product is vehicle glass and in 2023, we sent more of the vehicle glass waste we handled for recycling. In an innovative pilot project, we supplied our partner AGC Automotive Europe with waste vehicle glass to make our first 'circular' windscreens. We also continued our efforts to reduce general waste such as single-use plastics and packaging waste.

In 2024, our teams will continue to focus on reducing waste created across our operations and the amount of waste that is sent to landfill.

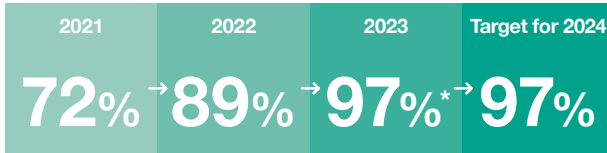


\* vehicle glass waste recycling figure has been assured by ERM CVS



## Reducing waste and building a circular economy continued

### Great progress on glass waste recycling



### Glass waste & recycling

We recycle most of our waste vehicle glass, enabling broken windscreens to be recycled and find new lives as different products.

In 2023 we sent 97%\* of the vehicle glass waste we handle to recycling, up from 89% in 2022 and 72% in 2021. This figure relates to vehicle glass recycling only and excludes the plasticised polyvinyl (PVB) interlayer, bonded rubber and other materials that form part of the windscreen. Most of the glass waste was recycled into essential materials such as building insulation and road aggregates. Building insulation has a 40+ year life and saves energy for its end user. Other waste from our recycled windscreens, such as the laminate film Polyvinyl Butyral (PVB), is used to make carpet backing, paint and waterproof coatings.

Though we have made important progress, we ultimately want to recycle waste glass into new vehicle glass, including windscreens, as this supports a circular economy.

During 2023, we took our first steps towards using our waste vehicle glass to manufacture new windscreens.



Read about our first steps towards using our waste vehicle glass to manufacture new windscreens on [page 18](#)

\* vehicle glass waste recycling figure has been assured by ERM CVS



### Using materials from recycled windscreens



## Reducing waste and building a circular economy continued

# Improved windscreen recycling

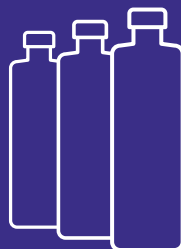
### Achieving 100% recycling rates

In 2023, our businesses in Austria, Belgium, France, Germany, Italy, Netherlands, Switzerland, the Nordics and the UK maintained their 100% rate for vehicle glass recycling. Spain and Portugal recycled 99% and 98% of their vehicle glass waste respectively.

In countries outside of Europe and the UK, our businesses continued to prioritise improving the collection of waste vehicle glass, and find alternative end uses for this waste. Progress was made across Australia, Canada, New Zealand and particularly the US where our teams increased their glass recycling to 98% in 2023 from 85% in 2022, following collaboration with a supplier partner and a change in their logistics operations.



Fabiola V. in **CARGLASS**® da 25 anni



## 1,800t

of our windscreen  
glass was recycled into  
2.5m glass bottles

## Bottling our waste in Italy

In Italy, we recycled 1,800 tonnes of our windscreen glass into 2.5m glass bottles – including 32,000 special edition Carglass® Italy bottles for our customers. Similar initiatives have followed in France and Germany.

## Reducing waste and building a circular economy continued

# From one screen to another

To achieve our ambition to eliminate waste we aim to build a circular economy, particularly around vehicle glass. Our glass waste is created when a customer's windscreen cannot be repaired and must be replaced. Our long-term aim is to work with vehicle glass manufacturers so that we can use recycled glass in the production of new vehicle glass.

In 2023, we began development of our first windscreen using waste glass. This is a pilot project with our partner AGC Automotive Europe, the largest branch of the AGC Group.

We supplied AGC with waste body glass from our European business to AGC's float line in the Czech Republic. AGC mixed our waste glass with the other raw materials to firstly make flat glass and then produce windscreens for the Mercedes A Class car. In Spring 2024, these new windscreens will be fitted in motorists' cars in Belgium and Germany. We will take the learnings from this pilot and work with AGC to understand the potential for expansion.



## Reducing waste and building a circular economy continued

### 2023 general waste performance

In 2023, Belron generated 50,162 tonnes of general waste\*. Of this 49%, or 27,579 tonnes, was sent to landfill against an internal target of 45–50%.

### Getting clarity on general waste

General waste is a major focus for us at Belron, and we are working to reduce waste to landfill across our business and in all regions. To support this, at the start of 2023 we increased the frequency of our general waste reporting from quarterly to monthly, giving greater visibility on all waste streams. Going forward, we will continue to review our working practices to reduce the amount of waste we generate. We will also seek new opportunities to segregate waste further and identify new ways to avoid sending it to landfill.

### Key opportunities

Though our performance on general waste to landfill falls within our internal target of 45–50%, we know we have much more to do here and continue to work with selected partners and windscreen manufacturers to review the type and volume of materials used in the packaging of the products we buy.

The key opportunities for us include:

- transporting and delivering more windscreens without single-use plastic bags and other packaging materials;
- reducing the packaging we use for adhesives;
- removing unnecessary waste associated with windscreen wipers.

\* 'General waste' refers to all waste streams (with the exclusion of vehicle glass waste sent for recycling) generated by Belron from its day-to-day operations.

### In-bound packaging

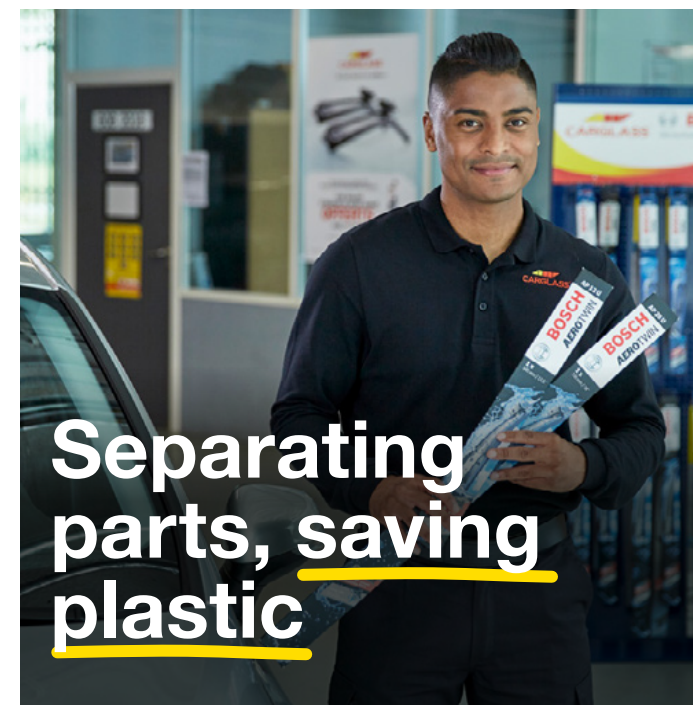
We are committed to reducing the amount of waste created by our operations. Over the past two years we have focused on reducing levels of in-bound packaging, such as removing plastic bags on new windscreens from our primary manufacturer suppliers and finding alternatives to using wooden crates and pallets.

We are pleased to report that, by the end of 2023, all windscreens from our global glass suppliers, delivered to all countries except Australia and New Zealand, are shipped without plastic bag packaging. This is a significant achievement for us. In 2024, we will work with Australia and New Zealand to adapt their processes and help them go bagless too.

Packaging has been reduced with the successful implementation of the APEX bonding system across our whole business which also helped to reduce the use of chemicals.

### Reducing single-use plastics

Collaboration with our suppliers is also helping us to reduce single-use plastics. We already offer customers in Germany our 'Greentab', product, an innovation that avoids unnecessary single use plastics for washer fluids. In 2023, we began introducing a new rain repellent product across Europe. This is applied by spray bottles instead of single-use plastic applicators, which we estimate will result in a reduction of 5 metric tonnes of plastic waste every year.



Plastic waste is a global problem, not to mention the pollution and emissions caused by its production. In collaboration with DuPont™ we developed a new 'primerless-to-glass' adhesive, significantly reducing the need to use a primer from a separate aluminium bottle.

In 2023, we carried out a six-week trial in France to reduce both plastic and packaging waste from wipers. Every year in Europe selling Bosch Aerotwin wipers generates 35 tonnes of plastic waste from unused adapters and over 100 tonnes of packaging waste.

In our trial, we worked with our supplier to separate wipers from adapters and use a redesigned box to reduce both plastic and packaging waste.

Our calculations show that this will reduce plastic waste by 35 tonnes per year and reduce packaging waste by 49 tonnes per year. This new approach will be rolled out across Europe in 2024.

## Sustainable products and services

# Driving down emissions

**Our business operations span three continents, with a network of 2,995 branches, service centres, distribution centres, a large mobile fleet and suppliers from around the world. All this activity generates emissions that have an impact on the climate. We therefore have a clear responsibility to monitor, manage and reduce our emissions to achieve our net-zero commitment across our value chain by 2050.**



### Why it's important

We want to ensure we are part of the solution to climate change and driving down our emissions is at the heart of our responsible business agenda. It will help limit the exposure of our business and stakeholders to the negative effects of climate change and make us more resilient, while also ensuring we capitalise on the opportunities presented by the transition to a low carbon economy.

### Our actions

In 2023, we worked with the Science Based Targets initiative (SBTi) to set ambitious science-based targets, to ultimately achieve net-zero emissions across our value chain

by 2050. These targets span our scope 1, 2 and 3 emissions categories and were validated by the SBTi towards the end of the year.

To better understand our emissions, we worked toward revalidating our Product Carbon Footprint tool in 2023, so we can further understand the impact of our repair-first approach to emissions reductions.

We also ramped up our procurement of renewable electricity and worked on enabling operational efficiency and energy transformation measures at a number of our branches and other locations.

## Driving down emissions continued

### Our 2023 emissions performance

In 2023, Belron achieved a decrease in total emissions in scopes 1, 2 and 3 (categories 1 to 5) of 10.5% on 2022. This is despite an increase in repair and replacement volumes of 2.1% (year-on-year) and a sales increase of 8.5%.

Within scopes 1 and 2, we delivered a combined 11.4% reduction on 2022 emissions, most of which was achieved

by initiatives to reduce fuel usage in our fleet and through our increased purchase of renewable electricity.

In scope 3, we achieved a reduction of 10.3% on 2022 emissions across all categories within our near-term target boundary, except Capital Goods (category 2), which saw an increase.

2021	2022	2023	Ambitions
<b>712,665 tonnes CO<sub>2</sub>e</b>	<b>703,336 tonnes CO<sub>2</sub>e</b>	<b>629,465 tonnes CO<sub>2</sub>e</b>	Significantly reduce our emissions by 2030 and achieve a net-zero value chain by 2050 (see our SBTi validated targets on page 22)

#### Restating our 2021 and 2022 emissions

In preparation for our SBTi validation, we continued to gain a greater understanding of our emissions data and make improvements in data quality and methodologies for capturing primary data. As a result, and with the support of external advisers, we restated our 2021 and 2022 emissions. Our restated figures cover scopes 1, 2 and categories 1 to 5 of scope 3, which represent over 90% of the total (on a 2021 baseline and in line with SBTi requirements).



## Driving down emissions continued

### SBTi validated targets

The Science Based Targets initiative (SBTi) helps companies establish science-based targets to reduce greenhouse gas (GHG) emissions and transition towards a low-carbon economy. Under the terms of our sustainability linked loan agreed in March 2021, we committed to have SBTi validated targets by the end of December 2024.

We submitted company-wide near-term and long-term emissions reduction targets to the SBTi for validation in December 2022 and underwent the validation process during 2023.

We were pleased to announce in November 2023 that our near-term (2030) and long-term (2050) net-zero emissions reduction targets had been validated, a year ahead of schedule.

This validation shows our commitment to responding to climate change by taking meaningful, measurable action to reduce emissions across our entire value chain. These targets require significant emissions reductions by 2030, to ultimately achieve our 2050 net-zero commitments, from a 2021 base year.

The following targets submitted by Belron were validated by the SBTi:

#### By 2030

- Reduce scope 1 & 2 (direct & indirect) emissions by 42%\*; and
- Reduce scope 3 (value chain) emissions (categories 1 to 5) by 25%\*.

#### By 2050

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

\* from a 2021 base year



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



## Driving down emissions continued

### Repair first reduces emissions

We are committed to repairing rather than replacing a customer's windscreen wherever we can to minimise the environmental impact of what we do. Our repair first approach is at the heart of our business.

A repair is not only cheaper for our customers but also generates far less emissions and waste than a replacement, by avoiding the manufacture and transport of new glass and other products used to install a new windscreen.

In 2019, we undertook a Product Carbon Footprint analysis in Germany and France, verified by Bureau Veritas. This calculated that a windscreen repair results in at least 70% less emissions than a replacement.

#### New Product Carbon Footprint

In 2023 we revalidated our Product Carbon Footprint tool to update the emissions calculations. We assessed the GHG emissions generated from a repair of a windscreen versus a replacement, carried out by our technicians in branches and mobile vans in Australia, Belgium, France, New Zealand and the USA.

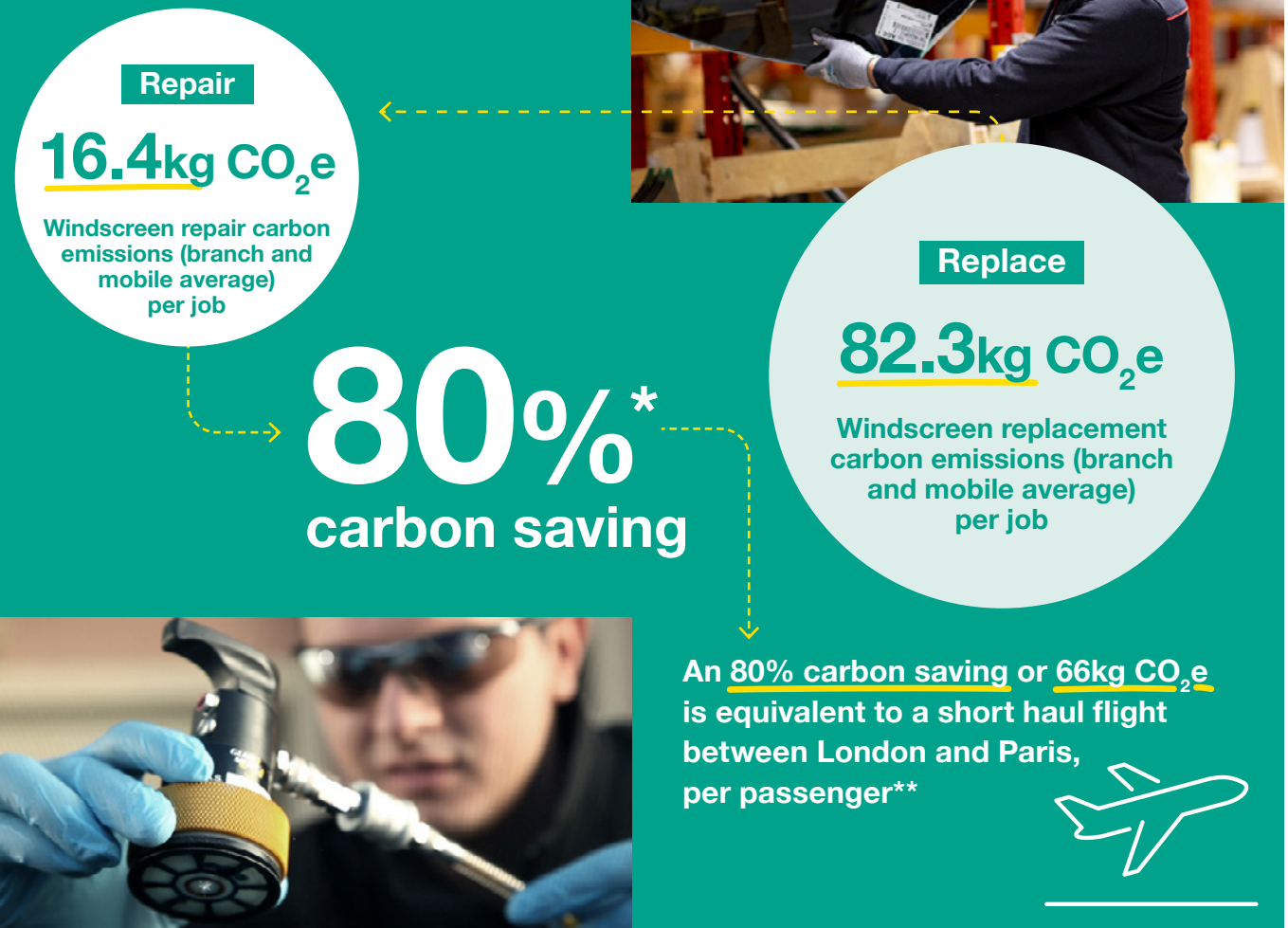
This assessment was conducted in accordance with ISO 14067:2018\* and independent verification of the updated tool and calculations was received from Bureau Veritas at the end of 2023.

The new Product Carbon Footprint tool has established that a windscreen repair results in 80% less emissions than a replacement.

This is greater than the 70% figure of 2019 due to improvements in our understanding of our value chain as well as the quality and accuracy of our data. The analysis also now includes emissions data associated with the recalibration of Advance Driver Assistance Systems (ADAS).

### The importance of repair first

Our new Product Carbon Footprint tool shows that a windscreen repair results in 80% less emissions than a replacement.





## Driving down emissions continued

### Reducing scope 1 & 2 emissions

To tackle our scope 1 & 2 (direct and indirect) emissions we are taking action in three areas:

1. Reducing our fleet emissions
2. Decarbonising our infrastructure (service centres/branches, DCs and warehouses)
3. Increasing our use of renewable electricity

In 2023, we reduced our scope 1 & 2 combined emissions by

**11.4%**



8% of our global fleet was electric and we reduced our emissions by

**10%**



### 1. Reducing fleet emissions

Our largest single source of direct emissions is our global fleet of over 11,000 vehicles. By 2030 we aim to reduce our fleet emissions by at least two thirds and ensure that at least 50% of our global fleet will be fully electrified.

To achieve this, we aim to reduce the number of vehicles we use and ensure that the vehicles we do use are either small, hybrid, or electric vehicles (EVs).

#### Electrifying our fleet

In 2023, we made steady progress in continuing to transition our company cars, courtesy cars and technician cars to EVs. At the end of 2023, 27% of our cars and over 3% of vans were fully electric, with more than 150 additional vehicles to be delivered in early 2024.

Carglass® France began a roll-out of electric vans and is on track to have a 100% EV technician fleet by the end of Q1 2024. This involves changing over 380 vehicles from petrol to fully electric, with around 400 charging stations in our branches.

Fourteen Belron businesses now operate some EVs, with Austria, France, Norway, Sweden, UK and the USA using both vans and cars; Finland, Portugal and Spain using EV vans and the remaining five countries using EV cars for sales teams, technicians, customer courtesy cars and management.

At the end of 2023, over 8% of our global fleet was electric and, overall, we reduced our fleet emissions by 10%.

A number of other initiatives are underway to reduce emissions from the transport associated with VGRRR, including the trial of E-bikes for repair technicians in New Zealand and the use of HVO (biodiesel) to power vehicles in Finland.

#### Reduced mileage and better route planning

Our reduction in 2023 fleet emissions was due to a number of factors, including reduced miles driven in many countries such as Australia and the US (in part due to higher rates of static recalibration) and improved route planning and scheduling. A big focus on coaching drivers to reduce vehicle idling in the US also led to a significant reduction in fuel usage.

### 2. Decarbonising our infrastructure

To reach net-zero, we will need to decarbonise every aspect of our infrastructure. Energy efficiency and energy transformation is therefore underway in a number of our branches and distribution centres. Solar panels were installed at our Madrid Distribution Centre in Spain, for example.

At our European Distribution Centre in Bilzen, Belgium, we are reducing our emissions with the use of solar panels, light catchers, LED adaptive lighting and a green roof. The site is currently generating 662MWh of renewable energy. We are working towards this Centre, one of the largest glass warehouses in the world, becoming net-zero carbon in operation by 2025, so it operates sustainably, relying on renewable energy sources and minimises its carbon footprint.

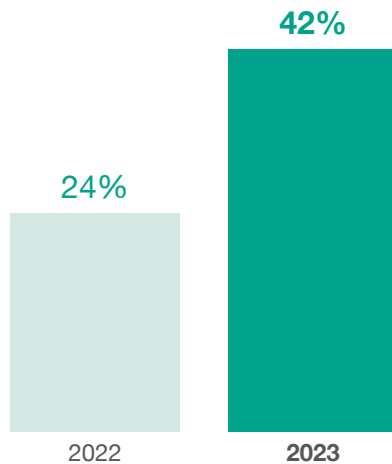
## Driving down emissions continued

### 3. Increasing renewable electricity

Overall, 42% of the electricity we consumed in 2023 came from renewable sources (backed by Renewable Guarantees of Origin REGOs or Guarantees of Origin GoOs), an increase from 24% in 2022. Our target is to get to 100%.

In 2023, nine countries sourced 100% renewable electricity, and a further seven countries bought a large proportion of renewable electricity. These included Belgium, France, Germany, the Netherlands, and New Zealand as well as Australia and Canada, who sourced renewable electricity for the first time in 2023. Work is underway to develop a renewable electricity strategy for Safelite® in the US, to help us achieve our emissions reduction targets.

#### Our purchase of renewable electricity



### Powering our branches differently

In the Netherlands, we have transformed 21, or over a third, of our branches from gas to electric power. We are continuing to work in partnership with real estate asset managers to decarbonise our remaining branches by investing in air source heat pumps, building management systems and other technology, with the ambition of going gas-free within five years.

In 2023, Autoglass® in the UK opened three off-grid service centres. These branches are powered by solar power and biofuels with enough energy to run all the equipment needed for the sites using only normal levels of daylight typically seen in the UK. We plan to open more of these in the future.

In the US, Safelite® began the construction of a test branch in Ohio to trial whether a number of sustainability related technologies can be implemented in new branches.

These include a building energy management system, all electric heating and EV chargers.

In New Zealand, the use of solar panels by our teams at Smith&Smith® is resulting in the generation of 22MWh renewable energy.

At O'Brien® in Australia, we're trialling solar panels at one of our Sydney branches. The team is also investigating panels for branches that don't have renewable energy sources locally, such as in Tasmania and the Northern Territory, or branches that have long leases, as well as in sites such as our warehouses and head office.

In 2024, we will assess these different approaches and share learnings across our business.



## Driving down emissions continued

### Reducing scope 3 emissions

The focus of our scope 3 emissions reduction work and reporting is on categories 1–5. These represent (on a 2021 baseline and in line with SBTi requirements) over 90% of our 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 our operations.

To reduce our value chain emissions, we must tackle scope 3 emissions in a co-ordinated way. Going forward, we are focused on better understanding the GHG emissions related to the goods and services we purchase, (category 1 of scope 3 emissions), and how they can be reduced.

#### A life cycle approach to emissions

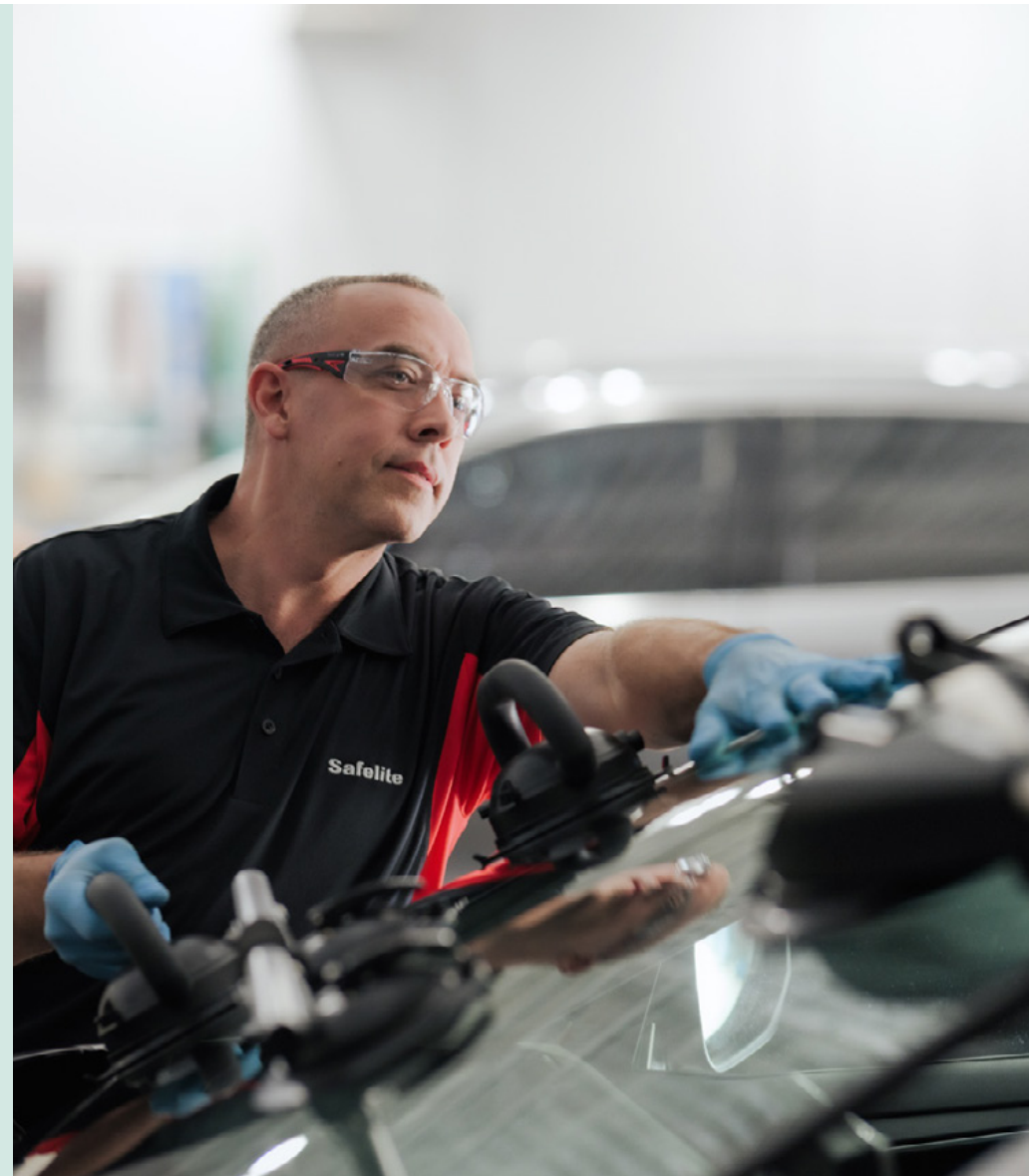
A specific focus for us will be on understanding the full life cycle of our primary purchase, vehicle glass. In conjunction with an external consultant, we are working closely with our vehicle glass manufacturers to carry out a life cycle assessment to identify emissions hotspots within our supply chain.

This work will enable us to make more informed purchasing decisions and support our glass suppliers to develop emissions reductions plans. Looking forward, we will also be working closely with suppliers of other core products such as polyurethane, adhesives, resin, and products for resale such as wipers and rain repellent.

Work has also begun with suppliers to reduce the emissions created through the transport and distribution network, and dialogue continues with other key suppliers to understand their own emissions and to agree reduction targets with them.

#### Other scope 3 categories

Of the remaining scope 3 categories, 6, 7, 12 and 14 (business travel, employee commuting, end of life of sold products and franchises) are in scope of net-zero targets. The other categories: 8, 10, 11 and 13 (upstream leased assets, processing of sold products and downstream leased assets), are not applicable; and finally, 9 and 15 (downstream transport & distribution and investments) are optional.



## Sustainable products and services

# Sustainable procurement

**Our Sustainable Procurement Programme ensures sustainability considerations are at the forefront of all purchasing strategies and buying decisions, so that we continue to have a positive environmental and societal impact through our procurement processes.**

Supplier compliance against our sustainability targets is a critical requirement of doing business with us, and every supplier must also meet our high standards and expectations, as set out in our Supplier Code of Conduct.

### Why it's important

Sustainable procurement is critical to achieving our 2030 emissions targets and having a net-zero emissions value chain by 2050. Responsible sourcing is also a critical aspect of effective risk management. By proactively collaborating with our supplier partners to embed ethical and sustainable standards, we can ensure the safety of our people and customers and maintain the integrity and resilience of our business.

### Our actions

In 2023, we continued to focus on supplier collaboration to embed sustainability targets and expectations into our value chain. This included our ongoing site audit programme and the launch of a new supplier scorecard to help celebrate and disseminate best practice throughout our value chain. We also use this to identify areas for improvement and then work with our suppliers to deliver that.

Our focus in 2024 will be to enhance our understanding both of supply chain risk and the emissions related to the goods and services that we buy.



## Our value chain

Across our value chain, we source and manage the procurement of certain core products and services globally.

Our centrally procured products include vehicle glass, trims, adhesives, workshop equipment, tools, consumables and products for resale. Our centrally procured services also include IT software and maintenance, professional services and vehicle lease (fleet) providers.

Other products and services we require are sourced and managed by our individual businesses through their own local supplier networks.



## Sustainable procurement continued

### Supplier site audit programme

To ensure compliance, our Sustainable Procurement team continued its programme of assessments and audits, performed both remotely and physically on site at supplier production, distribution and service delivery locations.

In 2023, our supplier site audit programme was further enhanced with the launch of a new scoring mechanism. In addition to identifying risks, this highlights areas of positive impact for which our suppliers are recognised, and which are used to encourage others to develop and improve their own impact.

Our audit programme continues to be supported by third party partners, running a bespoke audit structure that assesses a wide range of ESG topics and delivers a corrective action plan with required resolution times from each audit.

The focus of the programme is to facilitate an ongoing dialogue with suppliers to address any risks identified, support them with advice and share best practices.

In 2023, we completed 39 supplier site audits, against a target of 38. These audits also support our efforts to protect workers in line with our Modern Slavery Statement. The targeted number of site audits is set annually. These are performed based on risk, criticality and prior assessment results, ensuring that all suppliers sites are re-audited within their set review period.

## Our approach to sustainable procurement



	2021 progress	2022 progress	2023 progress	Target for 2024
<b>Number of supplier site audits</b>	<b>31</b>	<b>37</b>	<b>39</b>	All critical/key Group supplier sites audited



See our Modern Slavery Statement at [www.belron.com/our-modern-slavery-act-statement](http://www.belron.com/our-modern-slavery-act-statement)

## Sustainable procurement continued



# Spreading best practice

**A best in practice value chain is what we strive for and many of our suppliers are leading the field in numerous ways. For instance, our partner AGC has increased its already ambitious emissions reductions targets. DuPont™ also has a supplier engagement program with its key suppliers aimed at emissions reduction and many others engage with their suppliers, helping us move towards a more sustainable value chain.**

Other partners harness our Giving Back agenda to support local communities and charities. Some provide training that goes beyond health and safety, to include subjects such as nutrition, and financial literacy, while others offer free language lessons to migrant employees. It's our aim that all our suppliers learn from each other to build out best practice in all its forms.

### Business continuity focus

Throughout 2023, we continued our programme of assessing the full supply chains of key strategic suppliers, tracking back to raw materials and assessing a broad range of risks and sustainability impacts at each stage. We expanded this with the development of a business continuity framework to assess the capability of suppliers to continue providing goods and services to us in case of adverse events, and the contingencies they can provide if needed.

The programme focused on the Group suppliers that are most critical to our business, covering suppliers of glass, adhesives and our repair system. We investigated the risks present across our value chain to understand measures in place to minimise and mitigate these risks and the creation of action plans to close any gaps. We are now working on these action plans together.

### Supplier Code of Conduct

In 2023 we updated our Code of Conduct to cover a wider scope of sustainability topics, and to provide more details on the expectations we have of our suppliers. The updated Code will be launched in 2024 and include details of the ways our suppliers' employees can contact us to 'speak up' if needed, helping protect everyone in our value chain and lowering risk. It will initially apply to all suppliers of Belron International and to all suppliers who are of strategic importance to our Group.

### Supplier Sustainability Handbook

In another important development, we created our Supplier Sustainability Handbook giving practical assistance on how to meet the principles set out in our Code of Conduct. The new Handbook includes an emissions reduction framework, reflecting the importance we place on sustainable procurement for achieving our net-zero emissions targets.

### Managing value chain risk

We use a range of systems to assess risks present in our value chain to give us real-time status and alerts for any situations or events that need attention. These systems include platforms that monitor our suppliers, and their financial positions. We ensure suppliers are not sanctioned, and carefully monitor any adverse reports that need further investigation. We also assess risks associated with the geographical locations of our suppliers, and capture information and data on their ESG performance, including emissions data.

In 2024, we will work towards a broader assessment of value chain risk, with a deeper focus on transport routes as well as production locations. Additional emphasis will also be placed on suppliers who may struggle to attain top assessment and audit scores, to help them to improve faster.

Our Sustainable Procurement team will also continue to work closely with all our businesses, driving best practice and supporting the assessment, monitoring, and development of their own local supply chains.



# Investing in people and society

We're fully committed to championing diversity, equity and inclusion, and ensuring the safety and wellbeing of our employees and customers. Our colleagues make our business special and investing in them means we can remain a top employer where talented people thrive. Our heritage and our values guide our commitment to give back to our communities, making a positive difference to charitable causes, and sharing our time and skills the world over.

## Promoting diversity, equity, inclusion and wellbeing



Read more on [page 31](#)



## Giving back



Read more on [page 37](#)



## People safety



Read more on [page 41](#)



## Investing in people and society

# Promoting diversity, equity, inclusion and wellbeing

Our ambition is to protect our people, value difference in all its forms, and create an environment in which everyone can confidently take part and reach their full potential. By 2025 we have committed to improve the gender mix across our business and the overall diversity of our Leadership Group, as well as increase the number of female technicians we employ.

### Why it's important

As a responsible business we are committed to ensuring we reflect the society we serve by being a diverse and inclusive organisation. With a strong and genuine focus on DE&I, wellbeing, engagement and support we can attract and retain the best talent in a competitive marketplace to serve our customers. DE&I is critical to our success, not only because it is the right thing to do, but also because it makes good business sense.

### Our actions

We continued our DE&I-related activity in 2023, sharing our philosophy, approach and goals through engagement and storytelling with senior leaders across our business. We helped build understanding and awareness of the importance of DE&I by continuing our series of one-day immersion sessions for this group. These sessions were also cascaded to in-country leadership teams. We tracked inclusion scores in our Annual Engagement Survey, giving us a meaningful DE&I 'health-check' in each of our businesses, so that we can better understand and improve how we approach DE&I locally.





## Promoting diversity, equity, inclusion and wellbeing continued

### Celebrating diversity

To keep up momentum, we promoted our DE&I global calendar of events in 2023. This included celebrating International Women's Day, Pride Month, World Mental Health Day, Nelson Mandela Day and International Day of Persons with Disabilities. Alongside these global events, each of our businesses recognises local activities and groups that are relevant to them, from Black History Month in the USA, to Maori Language Week in New Zealand.

### Closing gender gaps

Once again, we focused on increasing the number of women in leadership, field operation and technician roles. Each of our businesses monitors its current approach to gain a deeper understanding of their experiences and needs and to share learnings.

We saw an increase in the number of female technicians we employ and maintained gender diversity in our Leadership Group. Two more female General Managers (GMs) were appointed in 2023, which means that a third of our owned businesses, including our largest in the US, are now led by female GMs.

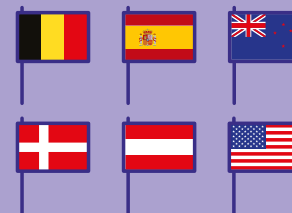
We also tracked gender mix across our business and at the end of 2023, 24% of our total employee population was female. To build on this progress in 2024 and to create a better, more diverse organisation, every one of our businesses is empowered to drive their own local DE&I agenda, within our global framework. Each focuses on its specific needs, culture and priorities. This also helps identify useful global themes and best practice areas.

### Tracking our DE&I progress

We recognise the need to monitor our progress on DE&I, and 2023 was the third year of our inclusion of DE&I topics in our Annual Engagement Survey, assessing colleagues' reaction to statements such as 'I can be myself at work without worrying about how I will be accepted.' The results show up to 89% favourable DE&I Drivers, an increase of 3% on 2022.



Our female employee population is now **24%**



**6**  
businesses  
within our  
Group are led  
by women

**89%**  
positive DE&I  
measure

## Promoting diversity, equity, inclusion and wellbeing continued

### Employee engagement

Our people are at the heart of our business and their wellbeing and experience are constant priorities for us. We want to attract, engage and develop the very best people who have the capabilities and skills to serve our customers and live our values.

Our employee engagement initiatives are informed by our Annual Engagement Survey, 'Our Voice', which includes a full annual survey and a six-monthly short pulse survey. These measure employee engagement and experience and whether colleagues feel that progress has been made since they last shared their views.

Other engagement activities include training and development and recognition through both in-country programmes and our global Belron Exceptional People Awards. We also provide flexible working options, feedback channels and actively support community involvement through our Giving Back agenda.

We're proud of our high engagement scores but we know we need to keep making improvements so that all our colleagues can have a great experience at work.

## 'Our Voice' Annual Engagement Survey

Since 2020, we have run four global Annual Engagement Surveys and three mid-year pulse surveys, enabling us to listen to our people and check their involvement in follow-up action planning.



	2021 result	2022 result	2023 result	Ambition
<b>Employee engagement score</b>	<b>86%</b>	<b>86.2%</b>	<b>89.2%*</b>	Maintain engagement score in the mid 80% range.

In 2023, over 27,000 colleagues completed our main engagement survey, with a response rate of over 89%, an increase from 86% in 2022. This showed 89.2% of our people are actively engaged, up from 86.2% in 2022. We also saw an increase of 5% on technician engagement and our individual country results were all at, or above, the country norm.

The results of our 2023 survey, and verbatim comments, were shared with team leaders, enabling everyone to discuss and create any necessary plans for improvement.

Our 2023 pulse survey showed that eight out of ten of our colleagues had been involved in creating actions to improve engagement in their areas and had seen progress as a result.

\* metric has been assured by KPMG, as instructed by Belron's major shareholder D'Ieteren Group.



## Promoting diversity, equity, inclusion and wellbeing continued

# Best of Belron

For 20 years, Best of Belron has recognised and celebrated the expertise of technicians across our business. The centrepiece of this major biennial event is a thrilling two-day contest in which around 30 of our technicians compete for the coveted title of Best of Belron in front of an audience of 1,500 employees, customers, suppliers, shareholders and journalists.

The competition features different tasks, including a windscreen replacement and recalibration of an Advanced Driver Assistance System, which are carefully judged by a team of technical trainers from across the world. In 2024, Best of Belron will be held in Lisbon and, for the first time, will include female competitors representing France, Finland and South Africa.



## Promoting diversity, equity, inclusion and wellbeing continued



### Embracing local cultures in NZ

#### **We support diversity in our New Zealand business and engage with local communities and causes.**

The Smith&Smith® team is now bringing tikanga Māori (cultural practices or behaviours) into its workplace through the development of a Tikanga Māori Plan. This aims to encourage colleagues to work in a way that reflects Aotearoa New Zealand's bicultural community and is responsive to Māori needs, culture, language and values.

By better understanding tikanga Māori, the business can take part in Māori culture, and behave in ways that are culturally appropriate.

In 2023, our Smith&Smith® Kākahu (traditional Māori cloak) was introduced for the first time, as part of our Best of New Zealand competition award ceremony, and the business has begun to include karakia (Māori blessing) and waiata (song) at our opening ceremonies for new locations and other important meetings.



### Attracting female tech talent

#### **As part of a 2023 campaign to recruit from a wider talent pool and encourage diversity in our workforce, Autoglass® UK adopted a new approach to recruitment.**

The business sponsored a fun, female-focused podcast hosted by two TV personalities, with a strong social media following. In this, they discussed the role of technicians in our business, encouraging listeners to understand why this is a great career choice for both women and men.

In addition to the podcast, their campaign featured a radio advert, social media activity and a "Day in the life" video featuring technicians from Autoglass®. It also included an alternative version of our famous jingle – "Autoglass® recruit, Autoglass® retrain!" The campaign helped to drive a significant increase in applications from female candidates and the successful recruitment of female technicians. Furthermore, engagement of female technicians at Autoglass® was measured at 97% in the months that followed.

## Promoting diversity, equity, inclusion and wellbeing continued



## Belron Exceptional People Awards

Every year we run the **Belron Exceptional People Awards (BEPAs)** which celebrate the exceptional things our people have done for each other, our customers, and our communities.



In 2023, we awarded 84 BEPAs to 65 individuals and 19 teams from 25 countries. Most of our award winners were frontline employees supporting customers in branches or contact centres, with many also working behind the scenes in warehouses or offices. The winners were selected by a global panel of leaders, chaired by our CEO, and they work in both our owned and franchise businesses.



## Harnessing employee networks

**A number of employee networks and resource groups have emerged in our businesses, in line with our vision for an inclusive and diverse culture. We are proud that our people have created these networks and we have supported their formation.**

One of these is our Hispanic-Latine Associate Resource Group in the US. This provides a platform for colleagues who identify with the Hispanic-Latine community and their allies so they can support each other and learn more about the

Hispanic-Latine culture through meetings, events and internal communications.

Another network is our new First Nation Group in Australia which enables indigenous employees and their allies to engage with each other, raise awareness and share ideas.

Belron International's B-Proud (LGBTQ+ and Friends) network is a friendly and supportive environment where colleagues feel welcome and can be themselves. The group also aims to help our wider business be more LGBTQ+ aware and inclusive.

## Investing in people and society

# Giving back

With a deep-rooted sense of responsibility towards the communities we serve, we are committed to enabling as many of our people as possible to make a positive difference to their communities. This is at the heart of our culture and an essential part of how we do business.



### Why it's important

By harnessing the passion and energy of our people, our Giving Back agenda helps us generate a positive social and environmental impact for the charities and causes we support. Each of our businesses has its own approach, so our employees can experience a greater sense of personal involvement and achievement.

### Our actions

Our Giving Back agenda is delivered across three areas: the Spirit of Belron Challenge (SOBC), local giving in our businesses, and the Belron Ronnie Lubner Charitable Foundation. In 2023, donations from these three areas totalled €8.9m.



We gave back

€8.9m

in 2023



## Giving back continued

### The Spirit of Belron Challenge (SOBC)

Every year, thousands of Belron employees from around the world, together with their families, friends, partners and suppliers join our major fundraising event, the Spirit of Belron Challenge (SOBC). This is a unique opportunity to swim, cycle, run, walk and travel by wheelchair to raise money for our long-standing charity partner, Afrika Tikkun.



In 2023, over 12,500 people took part in SOBC, collectively travelling more than 385,000km and raising more than €2.5m. This was achieved through a combination of individual country fundraising and donations from employees, partners and suppliers. Additionally, for every 1km travelled by each participant, Belron donated €1.

### Local giving

Each of Belron's businesses also gives back by raising funds, sharing skills and resources and volunteering time in their local communities. In 2023, we raised around €3.6 million to support charities and organisations that help many vulnerable community groups.



## Empowering the young: Afrika Tikkun

**Belron's roots are in South Africa and Afrika Tikkun has been our partner for over 20 years. The charity helps transform the lives of children and young people in the poorest parts of the country from its five Centres of Excellence that provide education, healthcare, social services, nutrition and family support services.**

Former South African President Nelson Mandela was Afrika Tikkun's patron-in-chief and remains so in memoriam. He said of the charity: "Afrika Tikkun has proven that it has the ability to reach sections of our disadvantaged population at grassroots level. It provides both physical help, as well as giving hope and dignity."

Over 60% of young South Africans face the challenge of youth unemployment and our support enables Afrika Tikkun to provide educational facilities in safe and secure centres, in the midst of very difficult living environments and ensures there is access to mentoring, IT, psychosocial support, hot meals, aftercare and exceptional career training and development opportunities for young people to help them to become economically empowered and break the cycle of poverty.

In 2023, 24 Belron mentors supported 120 young adults in two six-month programmes, helping them prepare for the world of work. This programme has been running for three years and, in that time, 85% of the young people we supported have found employment. A further ten Belron colleagues took part in a programme to mentor over 30 Afrika Tikkun staff.

## Giving back continued

# Giving back across our businesses

Here's how a selection of our businesses made a positive impact in their communities:



## The Safelite® Foundation

The Safelite® Foundation administers giving on behalf of our US business and its employees, providing support to charities that are aligned with its giving priorities of safety, stability and a sense of belonging. In 2023, the Foundation donated \$4.6m to communities across the US. This included \$87,457 for colleagues in need through the Safelite® Caring Heart Fund and \$740,000 to Afrika Tikkun, with 5,000 Safelite® employees participating in SOBC. As much as \$2.3m was raised in partnership with Safelite® suppliers during the annual golf Thomas M Feeney Charity Classic.



## Carglass® Germany

During 2023, Carglass® Germany employees raised €100,000 from their Giving Back campaigns. Activities included the virtual Spirit of Belron Challenge with 500 colleagues taking part in a 12-hour spinning bike challenge at our service centres in support of Afrika Tikkun. Our German business contributed €200,000 to the RTL Spendenmarathon also in support of Afrika Tikkun, as well as other causes. To date, they have raised more than €500,000 for our partner charity in South Africa.

## Carglass® France

In Carglass® France, our employees have several ways of making a difference in their communities and in 2023 they continued to support three charities, which they have partnered since 2010. Their Giving Back focus is to help young people overcome difficulties and move forward in life. In 2023, their Corporate Social Responsibility ambassadors organised around 60 activities to support either one of France's three partner charities or other local causes.

## Carglass® Spain

Spain's first Solidarity Repair Day took place in 2023. This new annual event was created to raise awareness of Afrika Tikkun and raise funds for the charity. During one morning in June, all the repair jobs they carried out and the value-added products and services they sold became part of the Spanish pledge for Afrika Tikkun. As many as 255 colleagues in 75 branches donated over 800 hours of their time, with Carglass® Spain's overall pledge totalling €100,000.



## Carglass® Belgium

In December 2023, Carglass® Belgium donated €2 to the Red Cross in Luxembourg for every windscreen repair or replacement it carried out, raising €2,432 in total. The business also held a Giving Back event, where the doors of its service centres stayed open late, with employees donating their time. Money raised from the additional jobs carried out were donated to support children with disabilities or significant health conditions.



## O'Brien®, Australia

In 2023, O'Brien® colleagues took part in a wide range of Giving Back activities, with 100 colleagues using their paid volunteer days to support their local communities. O'Brien® teams also prepared nearly 26,000 meals for Foodbank, helping Australian families in need of support and many joined the Push-Up Challenge, raising \$7,520 to promote mental health awareness and suicide prevention.

More than 180 colleagues took part in Camp Quality to help children with cancer and the Electrical & Plumbing team brought together 60 tradespeople, suppliers and volunteers to help young people experiencing trauma. Finally, nearly half of all Australian employees took part in the Spirit of Belron Challenge, raising \$22,000 for Afrika Tikkun, with O'Brien® donating a further \$75,000.



## Giving back continued

# The Belron Ronnie Lubner Charitable Foundation



**THE BELRON  
RONNIE LUBNER  
CHARITABLE  
FOUNDATION**

The Belron Ronnie Lubner Charitable Foundation was set up in 2020 and named in honour of our former CEO, Ronnie Lubner who believed passionately that we all have a responsibility to give back to those less fortunate than us.

Since its launch, the Foundation has donated over €9.48m to causes around the world, helping hundreds of charities across six continents. In 2023, the Foundation donated €2.8m, including supporting victims of the earthquake in Syria and Turkey, as well as responding to ad hoc employee applications, and making donations under its global grants programme.

During 2023, the Foundation worked with a philanthropy specialist to manage its global grants programme and selected seven organisations to receive flagship grants; partner organisations are now also being sought in the US/Canada and France.

The Foundation will donate to these new partners over the coming year, as well as look at opportunities to involve our employees with the Foundation.



## New charity flagship partners

The Belron Ronnie Lubner Charitable Foundation has set aside around €1.5m for flagship grants that will focus on opportunities to support vulnerable children and young people across the world, helping drive systemic change. Its seven new partner organisations are:

<b>Girls Not Brides</b>	Supports and campaigns for actions to end child marriage and promote gender equality around the world. The Foundation will support their work in the East and Horn of Africa.
<b>Humans in the Loop</b>	Works globally to improve the lives of conflict-affected people, many of them young refugees and migrants.
<b>Joblinge</b>	Helps integrate young refugees into Germany's labour market and society.
<b>Planning for Tomorrow</b>	Provides quality education, health, livelihood and community service opportunities to refugee communities in Uganda.
<b>SmartStart</b>	Provides under-resourced communities in South Africa with early education and local employment, reducing the need for families to migrate.
<b>Young Roots</b>	Gives 121 support, youth and sporting activities, and mentoring for refugees and asylum seekers aged 11–25 in London and surrounding counties.
<b>Tuyoor Al Amal</b>	A group of schools established by and for the Syrian refugee community in Lebanon, preparing children for national exams, university and the world of work.

## Investing in people and society

# People safety

Our purpose of making a difference with real care influences everything we do including developing and maintaining a positive safety, health and wellbeing (SHW) culture. Our ambition is to operate our business without causing harm to our people, customers and other stakeholders and to reduce the impact of hours lost due to injury.

## Why it's important

Achieving a zero-harm environment is at the heart of doing business responsibly. It's vital that we protect our people as they can only make a difference to our customers when their wellbeing is assured, and they are able to work safely.

Providing a safe, healthy working environment also enables us to become the company of choice for our people and customers.

**BE SAFE.**  
**BE HEALTHY.**  
**BE WELL.**



	2022 value	2023 value	Ambition
Lost Time Injury Frequency Rate (LTIFR)	<b>16.90</b>	<b>16.10</b>	By 2024, reduce by at least 10% compared to 2023 zero
Total Recordable Injury Frequency Rate (TRIF)	<b>36.08</b>	<b>35.99</b>	Zero harm

## People safety continued

### Our actions

In 2023, we launched our new Belron Safety, Health & Wellbeing (SHW) Global Standards. Built on an enhanced Group-level SHW capability and strategy created in 2022, they set the foundations for making important progress in this area. All our Global Leadership team meetings and Board meetings now start with an update on SHW, an indication of our commitment to operating and governing a safe, resilient business.

In 2023, we saw a 4.7% reduction in our Lost Time Incident Frequency Rate (LTIFR). In absolute terms, the number of lost time accidents reduced from 921 in 2022 to 911 in 2023, despite an additional estimated two million hours worked. We have also made significant improvements in data capture and reporting. Our target for 2024 is to reduce our LTIFR by a minimum of 10% compared to 2023.

### Our SHW Global Standards

Our new Belron SHW Global Standards provide a consistent, minimum set of standards which apply across every one of our businesses. These have been actively shared with our Health & Safety community and other key stakeholders.

The new standards support the reduction of work-related injuries, ensuring that we effectively lead and manage SHW, so we can continuously improve our performance. Following their launch, all our businesses conducted a gap analysis against their requirements. Each then created an improvement plan to address any gaps that had been identified.

A focus in 2024 will be on implementing these action plans, followed by a programme of assurance and coaching from our central team.

### Building out best practice

During 2023 we conducted extensive work to build our resource levels, capability and competence across each of our businesses' own SHW teams. The vast majority of our businesses now have a dedicated, full-time SHW leader with recruitment plans in place in our remaining countries.

This investment in resource has strengthened our SHW community in terms of its professional competence and enabled us to capture and share learnings and ideas. To support this, a new Best Practice Library will be launched in 2024 and will be available online to help facilitate a learning culture across the network.



### Tackling the main causes of accidents

Following the introduction of best-in-class safety metrics in 2022, performance reporting remained a key focus area for us in 2023. Using root cause analysis, we now know that the two most significant types of injury at Belron are musculoskeletal disorders (MSDs) and cuts and lacerations. To address these, we conducted two improvement campaigns in 2023, equipping our businesses with resources to run their own local initiatives. These helped to raise awareness and provide a greater understanding of the root causes of injuries among the technician population.

In 2024, our SHW team will also run two more targeted campaigns focusing on driver safety and wellbeing. To support these activities, a dedicated health and wellbeing specialist will join the central SHW team in 2024.

### New, safer tools

As part of our enhanced approach to safety in 2023, the data we gathered has informed the development of new, safer tooling, and improved health and safety training by our Technical & Operations team to further mitigate any risks. We will continue this work in 2024. The new tools will better serve an ageing and more diverse technician population, while continuing to protect our customers.

## People safety continued

# Better training, fewer accidents

### Carglass® France

With musculoskeletal disorders (MSDs) one of the leading causes of workplace accidents in 2023, Carglass® France ran a campaign at 100 of its branches which included an osteopath providing training to technicians and their managers on topics including posture, good handling and healthy living.

Our French team developed the training in association with other MSD prevention actions, tools, materials and e-learning, as well as internal communications such as special reports on France's own colleague radio station. Work-related accidents linked to MSDs at these branches have since fallen by 65%. This approach will be extended to all branches in France in 2024.

**LA MINUTE ÉCHAUFFEMENT SUR CARGLASS® RADIO**

RDV TOUS LES MATINS À 8H20

**ÉCHAUFFEZ-VOUS SEUL OU EN ÉQUIPE**

LA RADIO EST DISPONIBLE DEPUIS L'INTRANET : [carglass-radio.fr](http://carglass-radio.fr) ou depuis le poste radio en centre.  
Pour toute question relative Carglass® Radio, écrivez nous à [radio@carglass.fr](mailto:radio@carglass.fr)

**CARGLASS®**

### Carglass® Spain

Carglass® Spain recorded a number of cuts and laceration accidents that could have been avoided if technicians had used the correct Personal Protection Equipment (PPE).

To address this, our Spanish team ran a dedicated campaign for two months in 2023 to reach managers, branch managers and technicians. The campaign consisted of a PPE Checklist of protective eyewear, safety shoes, cut resistant and nitrile gloves and protective gauntlets.

A rigorous inspection regime then followed, helping ensure compliance. This campaign has already prevented a number of unsafe acts and helped to avoid accidents.

**Haz STOP para un trabajo con cero accidentes**

**S SEGURIDAD**  
EPIS de uso obligatorio  
¡Recuerda que te protegen de posibles accidentes!

Gafas de seguridad, Guantes anti-corte, Calzado de seguridad, Guantes de nitrilo, Mangos de protección

**T TÉCNICA**  
Antes de comenzar tu jornada, asegúrate de que todas las herramientas están en su sitio.

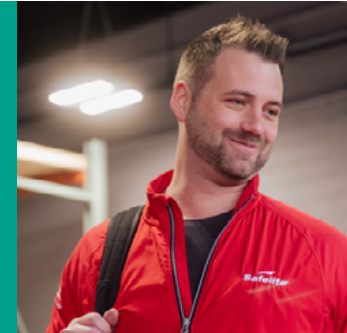
**O ORGANIZACIÓN**  
Asegúrate de que tu espacio de trabajo está bien ordenado. Así te proteges a ti, a tus compañeros y a los clientes.

**P PROCESO**  
Tienes a tu disposición todas las TMD necesarias. En caso de duda, pregunta al formador técnico.

**TMD**

# Responsible business foundations

Our values and our culture, together with strong governance, inspiring leadership and robust reporting, provide the solid foundations for our commitment to be a responsible business.



**Strong governance and inspiring leadership**



Read more on [page 45](#)

**Our values and ethics**



Read more on [page 46](#)



**Robust reporting and measurement**



Read more on [page 47](#)

## Strong governance and inspiring leadership

**Strong governance and inspiring leadership ensure that we continue to operate as a highly responsible business, particularly as we grow. At Belron, we are committed to building best-in-class governance, led by a talented set of inspiring leaders. By governing our company responsibly, we can deliver business success while ensuring sustainable outcomes for our key stakeholders, the environment and wider society.**

### Oversight

Chief People Officer, Susan Ormiston, is the Executive Team member responsible for ESG. Susan, and Group Customer Director, Richard Tyler, both sponsor the two pillars of the Belron Responsible Business Framework. Our 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.

### Responsible business team

Reporting into the GLTM, Belron has a central team that is responsible for coordinating and facilitating company-wide activity; monitoring progress and performance; and providing knowledge and expertise to support the implementation of the Responsible Business Framework by each country.

### Responsible Business Ambassadors

In every country where we do business, our leadership teams are responsible for their individual responsible business performances, and how this contributes to the overall objectives of the Framework. A network of Responsible Business Ambassadors, environmental reporters and in-country subject matter experts support their responsible business agenda locally. In countries including France, Germany, Spain, Canada, Australia, New Zealand and the UK, we have dedicated responsible business and sustainability individuals or teams in place.

### Governance programme

Our governance programme focuses on how we manage key enterprise risks, helping increase the maturity of our 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, launched in 2021, continues to progress well, as detailed below:

- Our Enterprise Risk Programme has further embedded a transparent risk culture through ongoing risk reporting from all our businesses, including increased focus on the success of risk mitigation activities. We have reviewed and refreshed our key Group risks with the GLTM and the Board. Our Enterprise Risk Management Steering Committee, with representation from across our functions, regularly meets Group risk owners to discuss and challenge ongoing and planned risk mitigation activities. In addition, Belron's Future Trends Forum continues to conduct horizon scanning exercises to identify emerging risks and opportunities for the organisation.
- Our large technology transformation programmes continue to ensure a robust control environment for the future across our business. Controls are embedded in operations through designing controls, identifying, and educating control operators and providing ongoing supporting material such as the controls playbook.
- Our in-house internal audit function (along with external partners) continues to provide an independent view of business activities and management of risk. They currently have a strong focus on transformation and reports to the Belron Audit Committee four times per year.
- As part of our Global Insurance Programme, we continue to work closely with our partners to evaluate the long-term strategy for risk reduction, ensuring adequate coverage across the business aligned to risk appetite.

### Leadership

Having a group of inspirational leaders across the Group remains a priority for Belron. In 2023, the company's top 150 leaders completed their Personal Leadership Review Refresh on their leadership style, the climate they create, and 360 feedback against Belron's Executive Winning Leadership behaviours.

The focus for the next 12–24 months is to build our future talent pipeline through a Global Trainee Programme focused on developing a cadre of high-potential, diverse graduates and interns who we will grow, develop, and invest in as key talent for the future. Together our leadership review and Global Trainee Programme will enable us to ensure consistency of leadership in line with a proactive approach to succession planning.



## Our values and ethics

Belron's Code of Conduct, Our Way of Working, sets out the behaviours expected by all our employees regardless of role or location. It also promotes organisational values and ethical expectations across the business and demonstrates how to do business in the right way. The Code supports and guides our people in their day-to-day decisions and makes clear what they can expect from working at Belron, and what to do if things aren't right. It sets out the minimum standards that must be adhered to globally. It does not replace local country policies but sits alongside existing policies and guidelines.



### An updated Code of Conduct

Following a review, and in collaboration with our businesses, we launched our updated Code of Conduct in 2023, supported by a global mandatory e-learning module. Both the Code and the e-learning were translated into all relevant Belron languages and made available to all Belron people via online platforms. All employees are expected to take the training and certify they have read, understood, and will comply with the Code. Since the launch in September, 100% of our employees globally have completed the training. The Code will be reviewed and, if necessary, updated each year with all employees required to re-certify.

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

The service was highlighted in the updated Code of Conduct launch and incorporated in the mandatory training for all employees. Going forward, we aim to streamline our Speak Up service so that our employees can report concerns in a consistent manner and ensure that the necessary processes are in place in line with the EU Whistleblowing Directive. We also plan to make the Speak Up service available to non-Belron employees, such as third-party business partners and suppliers, such that external concerns with Belron's ethical standards can be raised and managed.

### Building an ethical value chain

We adhere to and promote clear ethical standards for our business and expect similar standards from all third parties who work with us or on our behalf. Human rights are a fundamental pillar of ethics and are addressed in the Belron Code of Conduct and the Belron Supplier Code of Conduct. We are also committed to continuing to embed the Ten Principles of Responsible Business as set out under the United Nations Global Compact to which it has been a signatory since 2010.



## Robust reporting and measurement

### 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 we aimed to hone our sustainability strategy and ensure we were tackling the sustainability challenges most pertinent to our business and stakeholders. It also ensures we are measuring sustainability related progress appropriately, and we are managing sustainability risks and opportunities effectively.

As part of the materiality assessment process, a short survey was sent to stakeholders and leaders, asking them to indicate which ESG topics they considered as 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.

### Our material topics

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

### Reporting

In 2023, we continued to develop our reporting to fulfil mandatory requirements for ESG reporting and to meet the needs of our stakeholders, ensuring transparent and robust reporting of all our responsible business activities.

This currently includes contributing to the Non-Financial Reporting Disclosure within the D'Ieteren Group Annual Report; 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.

The EcoVadis sustainability rating assessment continues to be used by 14 of the Belron businesses to measure performance and benchmark themselves with other businesses in the areas of labour practices and human rights, environment, sustainable procurement, and business ethics. In 2023, our businesses in Finland, France and Portugal achieved the highest medal rating of Platinum; Belgium, Germany, New Zealand, and Switzerland all retained their Gold medal rating with high scores in all areas of the assessment; and our businesses in Austria and Spain retained their Silver medal rating.

New UK regulation requires that we disclose our Climate-related Financial Disclosures (UK CRFD) in the Annual Report and Financial Statements for Belron Lending UK Limited, for the year ending 31 December 2023. With the support of external advisers, we developed a UK CRFD Roadmap and project plan to comply with this UK regulation, which was implemented over the course of 2023. This included a climate risk and opportunity assessment and qualitative scenario analysis.

Belron is in scope for the EU Corporate Sustainability Reporting Directive (CSRD) as an EU entity by virtue of our turnover, assets, and number of employees. This will require us to disclose against the ESRS standards and EU Taxonomy, with our first reporting required in 2026 on year 2025.

In Q3 2023, we began a Double Materiality Assessment (DMA) as required by the legislation, with the support of external advisers. During the course of 2024 preparation for CSRD will continue, including: conclusion of the DMA; ESRS gap analysis and process review; implementation to close any gaps and assessment of whether any of our businesses are required to disclose under CSRD. An assessment to determine where Belron's economic activities are in scope of the EU Taxonomy and can be considered as eligible activities will be conducted towards the end of 2024 or in early 2025.

We continue to monitor developments in ESG legislation including the EU's Corporate Sustainability Due Diligence Directive; the UK's Sustainability Disclosure Requirements; and the California Climate Disclosure Laws and how they might apply to Belron and our businesses.





# Appendix



**This section features data tables to support our Report including information on waste, greenhouse gas emissions, health and safety, and our workforce.**

Please note that our vehicle glass waste recycling figure has been assured by ERM CVS and the following metrics have been assured by KPMG, as instructed by Belron's major shareholder D'Ieteren Group:

- Net Promoter Score
- Total waste generated
- Greenhouse gas emissions scope 1 and 2
- Employee engagement score



## Data tables

### Emissions\*

	Retrospective				Milestones and target years			
	2021 Base year	2022 N-1	2023 N % N / N-1		2025	2030	2050	Annual % target / Base year
<b>Scope 1 GHG emissions</b>								
Gross Scope 1 GHG emissions (tCO <sub>2</sub> eq)	121,289	114,458	**104,681	91.5%	95,100	70,166	12,129	-5.90%
<b>Scope 2 GHG emissions</b>								
Gross location-based Scope 2 GHG emissions (tCO <sub>2</sub> eq)	25,225	24,447	**24,431	99.9%	–	–	–	–
Gross market-based Scope 2 GHG emissions (tCO <sub>2</sub> eq)***	29,065	29,325	**22,779	77.7%	22,789	16,814	2,907	-5.90%
<b>Significant scope 3 GHG emissions</b>								
Total Gross indirect (Scope 3) GHG emissions (tCO <sub>2</sub> eq)	562,311	559,553	502,005	89.7%	495,760	423,536	56,231	-3.10%
1 Purchased goods and services	397,711	391,393	361,455	92.4%	–	–	–	–
2 Capital goods	15,491	22,221	31,716	142.7%	–	–	–	–
3 Fuel and energy-related activities (not included in scope 1 or scope 2)	38,291	37,594	34,642	92.1%	–	–	–	–
4 Upstream transportation and distribution	89,624	91,065	58,400	64.1%	–	–	–	–
5 Waste generated in operations	21,194	17,280	15,792	91.4%	–	–	–	–
6 Business travelling								
7 Employee commuting								
8 Upstream leased assets								
9 Downstream transportation								
10 Processing of sold products								
11 Use of sold products								
12 End-of-life treatment of sold products								
13 Downstream leased assets								
14 Franchises								
15 Investments								
<p>The focus of emissions reduction work and reporting for scope 3 is on categories 1–5 which represents more than 90% (on a 2021 baseline and in line with SBTi requirements) of the total. Of the remaining scope 3 categories, 6, 7, 12 and 14 (business travel, employee commuting, end-of-life of sold products and franchises) are in scope of net zero targets and will be part of the company's emission reduction plans going forward. Categories 8, 10, 11 and 13 (upstream leased assets, processing of sold products, use of sold products and downstream leased assets) are not applicable; and 9 and 15 (downstream transport &amp; distribution and investments) are optional.</p>								
<b>Total GHG emissions</b>								
Total GHG emissions (location-based) (tCO <sub>2</sub> eq)	708,825	698,458	631,117	90.4%	–	–	–	–
Total GHG emissions (market-based) (tCO <sub>2</sub> eq)	712,665	703,336	629,465	89.5%	–	–	–	–

\* in alignment with the data tables provided to D'Ieteren Group as part of our non-financial reporting disclosure, some information is based on the European Sustainability Reporting Standards (ESRS).

\*\* metrics have been assured by KPMG, as instructed by Belron's major shareholder D'Ieteren Group.

\*\*\* Belron utilises market-based emissions accounting under scope 2 in alignment with the SBTi.

## Data tables continued

### Waste-related data

	Unit	2021	2022	2023
Total amount of waste generated	Tonnes	168,707	161,104	*157,390
Total amount by weight diverted from disposal	Tonnes	103,402	119,700	129,810
Total hazardous waste generated diverted from disposal	Tonnes	386	140	34
Total hazardous waste generated diverted from disposal to preparation for reuse	Tonnes	0	0	0
Total hazardous waste generated diverted from disposal to recycling	Tonnes	251	40	34
Total hazardous waste generated diverted from disposal to other recovery operations	Tonnes	119	67	0
Total non-hazardous waste generated diverted from disposal	Tonnes	103,016	119,560	129,361
Total non-hazardous waste generated diverted from disposal to preparation for reuse	Tonnes	0	0	0
Total non-hazardous waste generated diverted from disposal to recycling	Tonnes	94,966	114,193	124,223
Total non-hazardous waste generated diverted from disposal to other recovery operations	Tonnes	8,050	5,274	5,139
Total amount by weight directed to disposal	Tonnes	65,305	41,404	27,580
Total hazardous waste generated directed to disposal	Tonnes	1,673	1,479	486
Total hazardous waste generated directed to incineration	Tonnes	135	100	415
Total hazardous waste generated directed to landfill	Tonnes	1,538	1,379	71
Total hazardous waste generated directed to other disposal operation	Tonnes	0	0	0
Total non-hazardous waste generated directed to disposal	Tonnes	71,817	45,392	32,648
Total non-hazardous waste generated directed to incineration	Tonnes	8,050	5,367	5,139
Total non-hazardous waste generated directed to landfill	Tonnes	63,767	40,025	27,509
Total non-hazardous waste generated directed to other disposal operation	Tonnes	0	0	0

### Health and safety

	2022	2023
The percentage of people in its own workforce who are covered by the company's health and safety management system	100%	100%
The number of fatalities as a result of work-related injuries and work-related ill health	1	0
The number of recordable work-related injuries	1946	2036
The rate of recordable work-related injuries (frequency rate)	36.08 per million hours	35.99 per million hours
The number of cases of recordable work-related ill health	20	13
The rate of cases of recordable work-related ill health	0.37 per million hours	0.23 per million hours
The number of days lost due to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health.	25445	28721
The percentage of its own workers covered by a health and safety management system which is based on legal requirements and/or recognised standards or guidelines	100%	100%

\* metric has been subject to Limited Assurance by KPMG, as instructed by Belron's major shareholder D'Ieteren Group.

## Data tables continued

### Social

	2023
<b>Number of employees (head count)* by gender</b>	
Male	24,415
Female	7,768
Other	
Not disclosed	261
<b>Total</b>	<b>32,444</b>
	2023
<b>Number of employees (head count) by Country</b>	
Australia	1,321
Austria	113
Belgium & Luxembourg	730
Canada	1,397
Denmark	244
Finland	110
France	2,990
Germany	2,437
Italy	822
Netherlands	481
New Zealand	348
Norway	343
Portugal	325
Spain	1,515
Sweden	328
Switzerland	125
UK	2,269
USA	16,283
Belron International	263

	2023
<b>Number of employees (head count)</b>	
Female	7,768
Male	24,415
Other	
Not disclosed	261
<b>Number of permanent employees (head count)</b>	
Female	7,680
Male	24,359
Other	
Not disclosed	197
<b>Number of temporary employees (head count)</b>	
Female	88
Male	56
Other	
Not disclosed	64
<b>Number of full-time employees (head count)</b>	
Female	6,137
Male	23,500
Other	
Not disclosed	203
<b>Number of part-time employees (head count)</b>	
Female	1,631
Male	915
Other	
Not disclosed	58

## Data tables continued

### Social continued

	2023
<b>Number of employees (head count)</b>	
Eurozone	9801
North America	16,283
Rest of the World	6,360
<b>Number of permanent employees (head count)</b>	
Eurozone	9,278
North America	16,227
Rest of the World	4,976
<b>Number of temporary employees (head count)</b>	
Eurozone	523
North America	56
Rest of the World	1,384
<b>Number of full-time employees (head count)</b>	
Eurozone	8,797
North America	15,374
Rest of the World	5,755
<b>Number of part-time employees (head count)</b>	
Eurozone	1,004
North America	909
Rest of the World	605

	2023
Total number of employees who have left the business	7338
Rate of employee turnover in the reporting period.	22.60%

Gender distribution at top management level	2023
<b>Total head count in management positions</b>	<b>232</b>
Total male head count in management positions	169
Total female head count in management positions	62
Percentage of male employees in management positions	73%
Percentage of female employees in management positions	27%

Age distribution across the entire workforce (if available)	
Total head counts under 30 years old	10,517
Total head counts between 30–50 years old	16,314
Total head counts over 50 years old	5,613

### Governance

Business conduct	2021	2022	2023
Number of convictions for violation of anti-corruption and anti-bribery laws	not reported	not reported	0
Amount of fines for violation of anti-corruption and anti-bribery laws	0	0	0



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