

Reporting on our CR Journey 2010



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About this report

2011 marks the year of our first public corporate responsibility report. We're proud to be sharing progress on our commitments to ethics, our people, managing our environmental impact and giving back. Reporting will be an important driver of performance for us as we continue to develop our strategies and aim for more ambitious targets. We've used the Global Reporting Initiative (GRI) indicators as guidance for developing this year's report and will continue to do so.

This document provides the 15-minute summary of our progress on our four corporate responsibility commitments.



[Explore our online report](#)



Gary Lubner,
CEO Belron® Group



Belron® in 2010

Belron® is the world's largest dedicated vehicle glass repair and replacement company. We're home to over 25,000 employees, all working together to bring our ambitions to life. Our operations span 32 countries in five continents, making us a global business in every sense.

Belron® countries of operation include:

- Europe: Austria, Belgium, Denmark, France, Germany, Greece, Ireland, Italy, Luxemburg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, UK, Estonia, Finland, Hungary, Lithuania, Serbia, Slovenia, and Romania
- Australia
- Canada
- Brazil
- Chile
- China
- Russia
- New Zealand
- Turkey
- United States

Headcount:

25,556

(as of year ending
31 December 2010)

Sales:

EUR
2.8
billion

Belron® brands around the world include:

- Carglass®
- Safelite® AutoGlass
- Autoglass®
- Lebeau Vitres d'autos®
- O'Brien®
- Apple Autoglass®
- Smith & Smith®
- AutoRestore®
- Belron® Technical
- Duro® Vitres d'autos
- Glass Medic®
- Laddaw®
- Origlass®
- Hurtigruta®
- Autoglass® Specials
- Speedy Glass®
- Vanfax®



[Explore the progress of our business units online](#)



Be proud of our future by doing the right thing every day

This is a way of working that we have always believed in at Belron®. It is the foundation of our ambition to become the world's natural choice. Therefore we will continue to develop our reputation for being a trusted and respected company in the eyes of our people, customers and partners.

Over the past few years Belron® businesses around the world have formalised this approach into four strong corporate responsibility commitments that guide all of our day-to-day operations:

Ethics

All employees understand the responsible way of working at Belron®

Our people

We create a fantastic work environment, by recognising talent and encouraging development within an open and honest organisational culture

Giving back

We support every business unit to become involved in giving back to their local community – and we go beyond this by supporting causes as a global group

Environment

We work hard to manage and reduce our impact on the environment and will take meaningful steps to continuously improve in the long term

Our dedication to these commitments drives every part of our business. Our ambition is to do the right thing every day and ensure that we behave with integrity in everything we do. Corporate responsibility isn't an initiative within Belron® – it is what we believe in and aspire to. It is essential to becoming the world's natural choice.

This is the first year of reporting on our corporate responsibility activities and achievements. We have an ambitious strategy in place which is guided by these commitments. Our determination to be the best we can be has always given us strength in the past. We use it now to take actions that will make us proud of our future.



Our way of working

Ethical behaviour has always defined the way we work.

Doing the right thing and behaving ethically is the foundation for us as a business wherever we operate in the world. That's why we call our code of ethics Our Way of Working.

We have a clear ambition to become the world's natural choice. But how we achieve our ambition is critical. It is Our Way of Working that differentiates us. Being responsible in how we do business will enable us to reach this goal.

Our Way of Working is based on three core principles which guide the decisions and support the actions of everyone at Belron®, wherever they are in the world. These principles have driven us to be the business we are today and will continue to drive the business that we will be tomorrow.

Integrity

We build confidence with others through what we say and what we do.

Respect

We demonstrate consideration for each other and for our environment.

Trust

We are consistent in our actions, morals and methods, ensuring things are done the right way at all times.

These three principles are not new. We demonstrate them daily in what we say and how we act. What is new is that we have articulated them in a single document rolled out to all employees through a global awareness programme. Our Way of Working reminds us all about what it means to be a successful business. It makes our standards for ethical behaviour clear for all, including new employees and helps us communicate our approach to business to our partners and suppliers.



[Download Our Way of Working](#)



Our way of working

Our ambition

We're committed to bringing Our Way of Working to life at Belron®. Ethics is not just a programme for us, it is a set of guidelines which inform the decisions we make at work each day.

Creating Our Way of Working

We first set the standard for Our Way of Working at the corporate level. By consulting our businesses on the purpose of the code of ethics and using existing best practices we developed an approach that recognises and reflects regional requirements and local values and customs.

To meet these specific needs, each of our businesses has received a tailored version of Our Way of Working in their local language. Strict quality control ensured that each regional version did not compromise code's integrity. This method allowed each country to own a bespoke document that addresses issues most relevant to their market.

Executive sponsorship has been at the heart of this programme. Gary Lubner (CEO Belron® Group) is totally committed to the approach and has championed the need to formalise our approach to the way we work from the beginning.

Rolling out Our Way of Working

By the end of 2010 almost every management team had been briefed and the code is now available in 14 languages. The next stage of the programme is to complete the rollout in the last few countries, which will include our franchise partners.

To support the rollout we developed a standard training kit for every country to use which included the awareness session. This kit contained all of the tools needed to train employees on how to use Our Way of Working and included a video from our CEO Gary Lubner, outlining his commitment to the programme. In addition to the face to face sessions we continue to use an online training module in some countries to support employees that could not be trained personally.



[Learn more about Our Way of Working](#)

83%

To date over 83% of employees have been trained using either face-to-face training or our online ethics module.



Our way of managing our impact

We have an impact on the environment – it's our responsibility to manage it.

We recognise that our activities inevitably have an impact upon the environment, both locally and globally. We're working hard to understand, measure and manage our environmental impacts. As a responsible business, we know it's the right thing to do.

The goals we set reflect the reality that we're in the early stages of creating and implementing a robust, comprehensive environmental strategy. This means some of our business units are more advanced than others. We're ambitious about what we can achieve and we're committed to doing everything that we can to protect the environment. Our approach to managing our impacts is based on three key areas: data reliability, reducing our emissions and managing our waste.

Collecting reliable and meaningful data

We rely on data to plan our journey, and to quantify and justify our actions and initiatives. Building a robust system for the collection of global environmental data has just been the start of our journey to understand our impacts.

Reducing our carbon emissions

We've set ourselves a tough and challenging goal to cut our carbon emissions by 30% by 2015 against a 2010 baseline. Meeting this target will be difficult but as a business with a track record of setting and achieving ambitious targets we're confident that we will succeed.

Managing our waste

Our major waste product is the glass which we dispose of on behalf of our customers. Our goal is to recycle 100% of this glass waste by 2015 and we will consider innovative approaches to supplier partnerships in order to realise this.



Safelite® AutoGlass USA

Eco-friendly distribution centre

In late 2009 Safelite® AutoGlass opened a new distribution centre, which is the largest building warehouse in the Belron® group. Using a range of new environmentally friendly features the new centre eliminates 1 million miles in transport, reducing Safelite's primary carbon footprint by more than 1,500 tonnes.



[Explore more local stories from our business units online](#)



Our way of managing our impact

Our ambition

We're on a journey to manage and reduce our impact. In the long term, we believe we can create a positive impact on the environment. We also know that by respecting the natural environment we build trust in our long-term performance, helping to make us stronger as a business.

Our goals

Our key goal is to reduce the carbon emissions of our business by 30% by 2015, against a 2010 baseline. As part of our ambitious journey to achieving that reduction, we've set three global targets which we expect all of our business units to meet:

- 100% of business units to present an Environment Action Plan by 2012
- 100% of business units to incorporate alternative fuel vehicles in fleet by 2015
- 0% glass waste to landfill by end of 2015

Our biggest sources of emissions are our vehicles, the energy consumed in our buildings, and our logistics, both our own and third-party.



[Explore our carbon footprint online](#)

Our approach to managing carbon

Our bespoke data collection system is already helping our business units to monitor and measure their emissions. This allows us to identify key opportunities and risks and increases the frequency and accuracy of our internal reporting. We plan to make modifications to our database which will help each of our businesses to standardise the reporting of key indicators.

Our approach to managing waste

Our biggest waste product is glass, which we dispose of on behalf of our customers. In most markets we recycle this glass, though in some regions large-scale recycling infrastructure for post-consumer vehicle glass simply doesn't exist. But that isn't stopping us. We are actively establishing partnerships with recyclers to develop solutions and infrastructure for the VGRR industry.

We also need to use specialised chemicals during our repair and fitting processes which require responsible disposal. That is why we make sure that all hazardous waste is disposed of safely wherever we operate in the world.

Motorist glass recycling rate

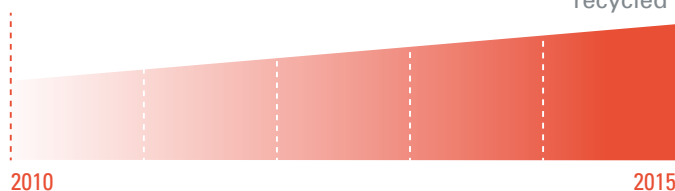
Glass is our biggest waste product. We dispose of glass on behalf of our customers and our goal is to recycle 100% by 2015.

Current:

58% of glass recycled

Goal:

Target of 100% recycled





Our way of giving back

We believe giving back changes lives. We have a responsibility to give back to our communities.

We call our approach to community investment 'Giving Back'. It is based on a commitment to connect our business and our people to our communities in ways that make a meaningful and life-changing impact.

We support our employees to participate in community activities beyond their job roles. With over 24,000 employees in 32 countries around the world, our giving back initiatives can add up and make a real difference to others.

Because the countries we operate in are so diverse, the best way for us to make a difference is through local strategies driven by our business units and the passion and energy of our people. Rather than following a standardised global requirement, each business unit focuses on meeting the needs of their local communities. Overall our Giving Back activity falls into two principle areas: partnership with charities and using our skills.

Partnership with charities

Through the work and the efforts of our people, we support charities on a local, national and global scale. Our people select the charities that mean the most to them and work on ways to donate money and assets such as computers, fundraise, volunteer and share skills.

Developing talent

We are passionate about the development of ourselves and others and we want to extend this beyond our business. We do this by offering mentoring and coaching. We also give opportunities for professional and social development to individuals who may not otherwise be able to access them.

We want to know that we are truly making a difference by giving back. We encourage our businesses to share their programmes internally and we are working towards measuring the value of what we do.

150

Over 150 charities have been supported by Belron® around the world

“It started by seeing all my colleagues with a blue Belron® t-shirt, it was really incredible how many people wear them. It doesn't matter whether you are working in England, Italy or USA we are just one team. Together we make a difference”

- Belron® employee participating in the 2009 London Triathlon



Our way of giving back

Our ambition

Our ambition is for every business to be involved in giving back to its local community. More than just being the right thing to do, we believe that everyone benefits when we use our success as a business to contribute to the communities we operate in. Giving Back is one more reason why our employees are proud to work for Belron® and a tangible example of how we can bring Our Way of Working to life.

Our approach

We encourage every business unit to give back but we don't tell them how to. This means involvement is more advanced in some business units than in others, but it also means that engagement is even greater around the causes that are selected. Many of the Belron® business units have a volunteering policy and we are actively encouraging and assisting those who don't.



[Learn more about our way of giving back](#)

Belron® Global Support

We recognise the impact that we can have as a global business by working together to raise money. In addition to our local initiatives we come together as a global business every year as the largest corporate entry in the London Triathlon to raise money for South African based charity, Afrika Tikkun. The London Triathlon is something that we at Belron® are particularly proud to be a part of and it embodies our belief that Giving Back benefits everyone involved. Since 2003, funding from Belron® has enabled Afrika Tikkun to build community centres in several townships and provide a wide range of programmes for children and their families.



Over 2.5m raised for
Afrika Tikkun since 2003

Belron® World Conference Foundation

In 2010 Belron® set up the World Conference Foundation, Registered Charity number 1134683, an independent charitable foundation with its own trustees. The aim of the Foundation is to grant funding to causes and organisations which are important to the Belron® Leadership Group worldwide. The foundation is independent of Belron® International and as such an independent company – The Trust Partnership – manages the Foundation activities.



Our people

Extraordinary people, extraordinary performance. We already have a reputation for being a great employer in every country we operate in. But we don't want to stop there.

Over the last 12 months we have been building a global approach to our people strategy, looking at developing inspirational approaches to leadership, talent management, and engagement.

Managing talent

We are developing an exciting global talent management strategy which ensures we can continue to attract, retain, and develop the best employees, safeguarding our future. We place significant focus on all aspects of recruitment practices and ensuring that everyone is well equipped to do what's expected of them. We are passionate about personal development and place significant investment in training and building capability. Increasingly, we are committed to seeking opportunities for career development within the Belron® group.

Inspiring world class leadership

At Belron® we believe in the power of individuals to lead, inspire and motivate others to achieve the seemingly impossible. That's why leadership development has been at the heart of our strategic agenda for a number of years. We want to build world class leadership capability.

Engaging our people

We want our people to love working for us. The Belron® approach to engagement is based on our People Promise and is driven by our leadership culture.

The Belron® Exceptional Customer Service Award

The Belron® Exceptional Customer Service Award has been created to recognise Belron® people who are providing exceptional service to our customers – our 'Every Day Heroes'. This award allows us to celebrate their success and share their stories across Belron®. Each nomination is submitted using one of the following criteria as a guideline: going the extra mile, showed long term consistency and moved a service process forward in a significant way.

16

16 Belron® Heroes globally since 2009





Our people

Our ambition

Our ambition is to build, drive and deliver a truly inspiring people agenda. We want everyone who works for Belron® to be encouraged and supported so that they can deliver extraordinary performance. Put simply, we want our people to be the very best they can be.

Our way of inspiring leadership

We believe in the power of individuals to lead, inspire and motivate others to achieve the seemingly impossible. Leadership development has been key to our strategic agenda for a number of years. The annual performance review process is a critical part of our leadership development approach and we take it seriously at Belron®. Every member of the Belron® senior leadership team has a performance review based on the company's global competencies and 360° feedback.

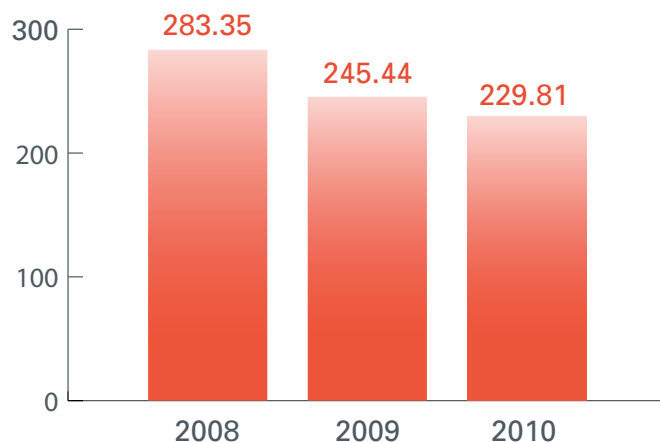
Our way of engaging our people

We want our people to love working for us. "Keep the Promise" is the way in which we describe our approach to engagement and it is underpinned by our values and our leadership beliefs. We continuously seek to build engagement and are developing a range of programmes to ensure we deliver on this commitment.

Our commitment to health & safety

The health and safety culture within Belron® is based on the foundation that our people respect each other's well being in everything we do. This behaviour ensures that we create a safe working environment for our people, customers and suppliers. Everyone is provided with the appropriate training to feel confident in performing their roles safely, in line with regulations and to the highest technical standards. We monitor our safety performance on a range of indicators using this information to identify areas for improvement.

Accidents per 1 million jobs 2008-2010



Note: Jobs represents number of prime jobs (vehicle glass repair and replace jobs)



Carglass® France and Belgium have been voted in the top 10 by the Great Places to Work Institute®

Produced by



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