



**Belron International Limited S172 Statement for the Financial Year Ended 31 December 2019**

This section of the Strategic Report describes how the Directors have performed their duty under Section 172 (s.172) of the Companies Act 2006 and continue to have regard for:

<p>(a) The likely consequences of any decision in the long term;</p>	<p>The Company operates as part of the wider Belron Group (“the Group”) and the primary role of the Company is to act as franchisor for the Group as well as owning, creating, improving, managing and protecting the majority of the Group’s intellectual property, know-how and business systems and licensing the same to Group companies and external franchisees.</p> <p>The Board’s primary responsibility is to promote the long-term success of the Company and the Directors work to create and deliver sustainable shareholder value whilst contributing to wider society. The Board aims to achieve this through monitoring the performance of the Company against budgets and capital expenditure alongside a review of risk management, and internal controls and stakeholder engagement.</p>
<p>(b) The interests of the Company’s employees;</p>	<p>The Board believe supporting and retaining a skilled workforce is a key element in the long-term success of the Company. To this end the Company has adopted a talent management and succession planning framework and market standard benchmarking process in respect of pay and benefits. Throughout the year the Company has continued to apply a Winning Behaviour Framework, 360 Feedback Process and Leadership Styles and Climate Programme.</p> <p>The Board encourages regular and open communication with employees which enhances the reputation of the Company and aids staff retention. During 2019 the Board invited employees to quarterly updates at which information on the Company’s performance and key initiatives was disseminated and employees were provided with the opportunity to put questions to the Directors. In addition employees were invited to take part in the monthly Belron People Measure which provided an opportunity for employees to give feedback on their working life and for management to take action to support the Company’s</p>

	<p>ambition to make the Company “the best place you will ever work”.</p> <p>The Company invests in its people through sponsored learning and development and recognises achievement through the “Belron Exceptional People” awards which recognise our most exceptional people and how they make a real difference every day.</p> <p>The health, safety and well-being of the Company’s employees is a key consideration for the long-term success of the Company. Workplace health and mental wellbeing support is an important focus and during 2019 a number of employees were trained as Mental Health First Aiders. To complement these First Aiders the Company ran an open session on mental health (Speak your Mind) and followed this up with a session targeted at Managers (Hearts &amp; Minds).</p>
<p>(c) The need to foster the Company’s business relationships with suppliers, customers and others;</p>	<p>The Board considers it important that the Company maintains a high standard of business conduct whilst also focussing on the wider social context in which the business operates. The Company’s purpose “Making a Difference with Real Care” is embedded in the operations of the Company.</p> <p>The Board recognises that maintaining good relationships with our suppliers, customers and other stakeholders is important and the Company strives to adopt a partnership approach with them. This allows us to share our values and work together towards supporting our people, stakeholders, customers and the communities within which we operate.</p> <p>We have a strong supplier approval process and code of conduct which enables us to carefully select which suppliers we partner with, working on a variety of important matters with a particular focus on sustainability within our supply chain.</p> <p>The Company publishes a payment practices report and, in 2019, 89.5% of suppliers were paid within 30 days.</p> <p>The Board recognises that maintaining effective and long-standing customer relationships is key to the success of the business and to enable this, customers have access to a specialised and dedicated team which ensures there are open channels of communication to help build and maintain mutual trust in the relationship. In addition, the Company has implemented policies which ensures the fair and equitable treatment of customers and prevents any conflicts of interest.</p>

<p>(d) The impact of the Company's operations on the community and the environment;</p>	<p><u>Environment</u></p> <p>The Company is a signatory to the United Nations Global Compact initiative.</p> <p>At the Company's offices we measure, manage and aim to reduce the environmental impact of the building and its people. Programmes and initiatives range from a full review and assessment of the building's lighting and heating system which turns off automatically out of hours, putting blinds down at night to reduce heat loss, increased awareness and opportunities of recycling all streams of waste including the removal of single-use coffee cups and various initiatives to reduce food waste. During 2019 electric car charging points were installed to support our people and visitors who have electric cars. We have formed a Climate Change group, comprising volunteers from across Belron International, who meet regularly to discuss minimising our environmental impact. To reduce the need for travel to Belron businesses around the Group new video conferencing technology has been installed to facilitate large meetings and the use of Zoom continues to increase.</p>
	<p><u>Environment (continued)</u></p> <p>The grounds of the office are maintained to encourage biodiversity, with the work being recognised by an award from Surrey Wildlife Trust. The environmental policies, actions and results are assessed in Belron International's annual CSR assessment, using the Ecovadis platform. The current score places Belron International in the top 6% of companies assessed.</p> <p><u>Community</u></p> <p>Belron's approach to community investment is through our "Giving Back" initiative which encourages all employees to support initiatives both individually and as part of a larger Company-wide group.</p> <p>In 2019 the Company organised and hosted a hugely successful Spirit of Belron Challenge (triathlon, other events and family day) in aid of the Group's primary charity - Afrika Tikkun, along with all the other Belron businesses from around the world. Through employee fundraising, merchandising and support from Belron International suppliers, the Company raised €40,000. The total raised for the event was over €1.5m.</p>

	<p>Belron International continued its partnership with White Lodge in 2019. Through fundraising activities organised by volunteers from across the Company, just over £13,000 was raised for the charity. As well as financial support, the Company also donated the use of its facilities and catering for two large events hosted by the charity.</p> <p>The Company renewed its Corporate Gold Membership with Surrey Wildlife Trust, and for the fourth consecutive year donated its facilities and catering for the charity's annual employee conference.</p> <p>Almost £4,500 was donated to other local charities who approached Belron International for support including a young people's road safety organisation and a schools project to engage girls in STEM subjects. The company also recognised its people's support for their chosen charities and over £1,000 was donated in matched fundraising.</p> <p>Belron International continued its support of the Football Academy Noah Charity which supports communities in South Africa with a 12-hour continuous football event hosted at Milton Park. With the support of employee fundraising and supplier donations, £12,500 was raised.</p>
<p>(e) The desirability of the Company maintaining a reputation for high standards of business conduct; and</p>	<p>The Company operates under a published Code of Ethics "Our Way of Working" which outlines the behaviours we expect within the business and those with whom we work. Our core principles are Integrity, Respect and Trust. Our Way of Working is supported by other internal policies and processes.</p> <p>The Board has approved a Modern Slavery Statement.</p>
<p>(f) The need to act fairly as between members of the company.</p>	<p>The Company is part of the wider Belron Group and the Board take account of the need to act in way that not only takes account of its immediate shareholder but also the ultimate shareholders.</p>