

# CSR

## CONDUCTING OUR BUSINESS IN A COMMITTED AND SUPPORTIVE WAY



### MOBILITY

Promoting a fluid, safe and environmentally friendly mobility is D'leteren Auto's symbol of commitment.

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### TALENT DEVELOPMENT

Motivating and mobilising staff and strengthening the company's ability to recruit and retain employees of different backgrounds.

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### ETHICS

The service activities of D'leteren Auto mean responsibility that the company wants to take in an exemplary manner.

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## PEOPLE

Belron's goal is to be an employer of choice everywhere it operates so the engagement of the employees is very important.

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## ETHICS

Our Way of Working' is based on three core principles: integrity, respect and trust.

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## ENVIRONMENT

Throughout 2012 Belron has maintained its commitment to improving its environmental performance.

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## GIVING BACK

Encouraging every business unit to give back to their local community.

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A photograph of a woman with blonde hair, wearing a dark jacket, holding a young child in a green sweater. She is kissing the child on the cheek. They are standing in a forest with bare trees and some autumn-colored leaves on the ground. The scene is framed by the dark interior of a car, with a window and a door handle visible in the foreground.

## CORPORATE SOCIAL RESPONSIBILITY: CONDUCTING OUR BUSINESS IN A COMMITTED AND SUPPORTIVE WAY

The decisive role of the automobile in society and in our economy is self-evident. With 25,000 employees serving some 11 million motorists worldwide, the D'Ieteren group occupies a significant place in this sector. This entails the responsibility to conduct our business in an ethical and professional manner, while at the same time paying close attention to social and environmental challenges.

For this reason, D'Ieteren ensures that it minimizes the impact of its activities on the environment, plays an active role in the development of the communities in which it operates, as well as maintains long-lasting relationships with all its customers, staff, partners and investors. Each business organises its own corporate responsibility policy independently so as to best meet the specific challenges it faces, while at the same time complying with the rules and values of the group.

In 2012, more than ever, corporate social responsibility has been at the heart of our two activities. The following pages show the efforts that were made last year at D'Ieteren, in terms of environment, ethics, enhancing staff skills and supporting the local communities.

**Jean-Pierre Bizet,**  
Chief Executive Officer of D'Ieteren

D'Ieteren complies with the reporting standard of the Global Reporting Initiative (GRI) on sustainable development – see page 94 of the Financial and Directors' report. This report meets the level C standards.

# D'IETEREN AUTO

## RESPONDING TO RELEVANT ISSUES

The specific nature of the core business of D'leteren Auto led the company to respond to two major social issues:

- **Promote sustainable mobility:** fluent, safe and environmentally friendly;
- **Contribute toward a motivating working environment** by developing the training and by ensuring diversity and equal opportunities.

Social responsibility is a factor for long-term success for D'leteren Auto; it is legitimate that this sense of responsibility is one of the values that its employees are encouraged to live on a daily basis. Consequently, the third axis on which the company is committed is:

- **Conduct its business ethically and responsibly,** in accordance with the expectations of its stakeholders.

### Promoting a fluid, safe and environmentally friendly mobility

It is D'leteren Auto's symbol of commitment, which is at the heart of its business. To achieve this, the company takes its range of products and services and adapts them to changing customer behaviour. The customers expect to be listened to and advised allowing an evolution in their mobility. D'leteren Auto wants to be their partner of choice in this process.

### 1. Current and future performance of the products

The makes distributed by D'leteren Auto offer vehicles of which environmental performance is constantly growing and their range of models with very low CO<sub>2</sub> emissions is increasing: BlueMotion at Volkswagen, the "e" models at Audi, GreenLine at Škoda and Ecomotive at Seat. The vehicles are also increasingly equipped with intelligent systems which support the safety and mobility as well as the environment.

The Volkswagen group is also developing new propulsion technologies such as hybrid and electric. Volkswagen, Audi and Porsche market seven hybrid models in Belgium,

### AVERAGE CO<sub>2</sub> EMISSION PER KM BY MAKE AND EVOLUTION 2002-2012



Make	Average CO <sub>2</sub> emission per km (2012)	Evolution 2002-2012
Volkswagen	128 g	-18%
Audi	128 g	-20%
Seat	119 g	-18%
Škoda	121 g	-18%
<b>Market</b>	<b>128 g</b>	<b>-17%</b>

Source: Jato/Febiac

## VW ELECTRIC GOLF TESTED IN BELGIUM IN 2012

In 2012, Volkswagen accelerated the test phases of its electric Golf Blue-e-Motion electric in view of its next marketing in Europe. After Germany, ten such vehicles were put into service on Belgian roads. "Besides internal use, the vehicles were leased by D'Ieteren Auto to several large companies such as Colruyt, Accenture and Coca-Cola. The European Commission has also tested this model," explained Philip Cuyle, e-Manager Volkswagen at D'Ieteren Auto. "Apart from the vehicle, users were able to test services specifically developed for the Golf Blue-e-Motion, such as a dedicated Blue-e-Motion application, accessible via smartphone, allowing the user to check the charge level of the vehicle, to regulate the temperature or to remotely pre-set the temperature. Finally, a call center available to testers, allowed them to benefit 24/7 from professional guidance and to share their experiences driving the electric Golf. Given the reactions, the test is conclusive."



Philip Cuyle



Anneleen Potvin

"Driving an electric vehicle is a great experience and has a strong influence on driving behaviour. It takes much more often the consumption of the car into account. A big difference between a conventional vehicle and an electric vehicle is silence. My experience with the electric Golf was excellent: perfect acceleration and comfortable and fun driving. It is therefore with great regret that I have to return the car keys ..."

Anneleen Potvin, Colruyt

the latest being the Volkswagen Jetta Hybrid, launched early 2013. Porsche and Volkswagen and their respective models 918 Spyder and e-up!, scheduled for late 2013, will be the first two brands distributed by D'leteren Auto to launch an electric model on the Belgian market. The VW e-Golf will be appearing in Belgium in the spring of 2014.

Parallel to its electric and hybrid models, Volkswagen continues to expand its range of CNG<sup>1</sup> engine models: after the Passat EcoFuel and the Touran EcoFuel, the up! EcoFuel made its appearance on the Belgian market in late 2012. Its CO<sub>2</sub> emissions are less than 80g/km.

## 2. The position of D'leteren Auto in the life cycle of vehicles

### *Promoting the use of the automobile in a more environmentally friendly manner*

D'leteren Auto is investing more and more in sensitising its customers and its associates toward a responsible use of their vehicle. Initiatives taken in this direction include the promotion of eco-driving courses and awareness of road safety. In this

matter, D'leteren Auto joins with the association RED, active in the prevention of road accidents.

Advocacy for the use of vehicles with low CO<sub>2</sub> emissions, the choice of engines calibrated on the mobility patterns of the driver, etc. multiply. D'leteren Auto has decided to develop a more comprehensive environmental communication around its products, which will support dialogue between itself and its customers.

### *An environmental and energy efficient management of its infrastructures*

For several years now, D'leteren Auto has been applying various measures toward the rational use of energy within its infrastructures as well as the integration of alternative energies. Its objectives for 2015 (compared to 2006) to reduce the energy consumption by 20% and to achieve 25% self-production of electricity consumed annually in buildings should be met – even exceeded with regard to self-generation of energy. This is the result of investments made since 2006, such as energy audits, the installation of cogeneration plants, the alternative use of gas via the acquisition of new boilers, and the installation of 6,500 m<sup>2</sup> of photovoltaic panels not to mention the development of area-based lighting and heating systems. Moreover, D'leteren Auto is taking care to minimize energy consumption in any de-

velopment or building construction.

Regarding waste management, the company actively promotes selective sorting and collection of office and garage waste and the safe storage of hazardous products. End-of-life vehicles also constitute a considerable tonnage of composite waste. In this field, D'leteren Auto is working with Febelauto, whose mission is to organise and monitor the management of end-of-life vehicles, in accordance with the European Directive and local regulations in force. Currently, Febelauto is able to recycle about 90% of the weight of these vehicles in an approved and inspected system, placing Belgium among the leaders in Europe.

## 3. Solutions for a new mobility

Faced with the problems of traffic congestion, parking, etc., new forms of mobility such as carpooling or car sharing are being developed. D'leteren Auto wishes to take part in these developments and to become a partner of choice to enhance the mobility strategies and to offer practical solutions to motorists. *“Starting at the beginning of 2013 we are marketing an innovative car sharing solution – called Keyzee– fully integrated into a smartphone. No need to have the key of the car, which can now be opened and started with a smartphone application”*, explains **Thibaut Cardinael, responsible for the development of new mobil-**

<sup>1</sup> CNG is a Compressed Natural Gas for automotive use, identical to that used for domestic applications. Unlike Liquefied Petroleum Gas (LPG), non-liquid CNG is extremely safe, even leading the safety rankings. CNG fuel is particularly eco-friendly with very low CO<sub>2</sub>, nitrogen oxides, soot and sulfur emissions.

**ity solutions** at D'Ieteren Auto. This system, designed for businesses, car rental companies and other mobility players, enhances the use of a smaller number of vehicles in the fleet. Keyzee also checks the reservation and use rates of vehicles, measure the distance travelled by the vehicles, allow access to reservation history, etc. All this information is available directly from the Keyzee-application and extractable in reporting form. As such, Keyzee becomes a practical fleet management tool for mobility policies.

*"To become an expert in mobility and be a source of advice and solutions for the individual or professional customer is the goal we are currently working to achieve. In addition, we share the best practices with peers via networks related to corporate responsibility and our partnerships. We participate in the exchange and discussion platform of the BEC<sup>1</sup> focusing in particular on the safety and travel fluidity or the taxation of travel practices."*



Thibaut Cardinael

## "RALLYE D'AVENIR"

### Mobility for employment

In 2012, D'Ieteren Auto provided a vehicle to the Regional Mission for Employment of Namur/Dinant (Mirena) as part of its "Rallye d'avenir". With this vehicle, Mirena has given driving courses to job seekers for whom the lack of mobility is a barrier to accessing employment.

*"Driving practice to obtain the driving license is not at all easy for some people, as it is either expensive or it requires to have an available private vehicle. The provision of this vehicle by D'Ieteren Auto allowed us to give driving lessons to some twenty job seekers. With ten sessions a week, these hours of driving allowed candidates to learn to drive over small or large distances, and pass their driving test."*

Guillaume Loute, Project Manager at Mirena



Guillaume Loute

### A consistent policy of internal mobility

For the sake of consistency and excellence, D'Ieteren Auto also reinforces internal measures to encourage staff to adopt a more flexible and environmentally friendly mobility. In addition to the diversification of the fleet of vehicles available to the staff and the participation in the project Keyzee, D'Ieteren Auto encourages its employees to use more and more multimodal solutions such as the combination of public transport and the company car, bicycle or carpool. D'Ieteren Auto also promotes the use of video conferencing and teleworking.

<sup>1</sup> Brussels Enterprises, Commerce and Industry.



## Using and developing talents

Talent development is an important goal for D'leteren Auto because it helps motivating and mobilising its staff and strengthens the company's ability to recruit and retain employees of different backgrounds. This is even more strategic since some automotive trades, technical and spe-

cialised, are difficult to fill, mainly due to a disparagement of manual labour and technical studies, or a mismatch between the classic training school and business needs.

### 1. Working closely with the labour market

To overcome this shortage of staff, D'leteren Auto has decided to help

schools improve their teaching techniques and support youth in building their professional future.

In this sense, D'leteren Auto took various actions in 2012:

- The organisation of free courses for over one hundred school teachers on the latest technological developments of vehicles;



## GIVE & GAIN

### Our commitment to solidarity

For three years now, D'Ieteren Auto has been organising volunteer days, the "Give & Gain Days," during which its employees have the opportunity to spend working hours helping various organisations, especially those in which the staff themselves are active. In 2012, more than 350 employees from all levels have helped around thirty associations active in social catering, supervision of children from disadvantaged backgrounds, disabled or elderly, integration of newly-arrived immigrants or the cleaning and maintenance of natural sites. The results of these three years of corporate volunteering are very positive for both the associations involved as for the growing number of volunteers.



Catherine Vandepopeliere

*"What seems particularly valuable to me is the sense of community generated by voluntary activities. This is an excellent opportunity to mix staff from different departments and different functions together. Everyone participates in the common goal, without any agenda. This is also an opportunity for volunteers of D'Ieteren Auto to experience pride by showing generosity, while sharing moments of joy, emotion and action, all for a good cause."*

Catherine Vandepopeliere, CSR Manager

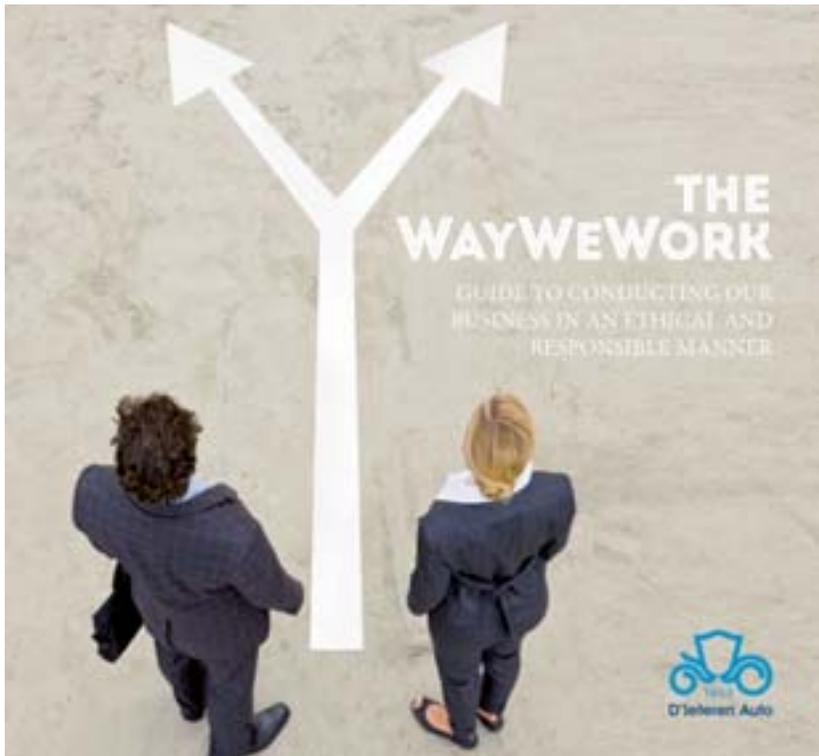
This year, D'Ieteren Auto will be organising a call for proposals. The aim is to provide financial support to associations whose projects are linked to the social commitments of D'Ieteren Auto. In total, around ten projects will be supported each year. In 2013, D'Ieteren Auto will support projects related to mobility, especially those targeting the most vulnerable people whose quality of life would be significantly improved through greater mobility.

- Provision of technical information for students and schools and associations active in technical training; support for students in achieving their final study, including company internships;
- Participation to the Dream project, which organises encounters between professionals and young people leaving the school cycle, to help them prepare for their future;
- The establishment of sandwich courses that allow job seekers to combine a school curriculum with a career; in 2012, D'Ieteren Auto has enabled around thirty jobseekers to benefit from this system and has hired nine at the end of the training.

## 2. Looking after one's talents

D'Ieteren Auto conducts satisfaction surveys of its entire staff to identify ways of improving the well-being and motivation of all. In addition to a comprehensive survey conducted in early 2013, the Human Resources team conducts targeted surveys for better proactivity.

The measures taken in favour of D'Ieteren Auto staff include improved welcoming and integration procedures of new employees, in order to give them every opportunity to succeed in their new role and to quickly develop their skills. In terms of training, 5,452 days of training were provided for staff in 2012, mainly through D'Ieteren Campus (staff training programme) and the Technical Training Center (the training



customers and numerous partners that the company wants to take in an exemplary manner. It relates to the reputation and the trust it generates.

**“The WayWeWork”,  
D’leteren Auto’s code of  
conduct**

In 2012, D’leteren Auto has adopted a code of conduct entitled “The WayWeWork” which defines the standards of ethical and responsible behaviour for its entire staff, in accordance with the company’s values.

Comprising basic rules of conduct – related, amongst others, to equal opportunities, safety in the workplace, conflicts of interest, protection and acceptable use of company property or confidential data – “The WayWeWork” reflects the commitment of D’leteren Auto to integrity, respect and trust. Each employee has received a copy of the guide and each department was asked to promote it within their teams. To answer questions, specific information was provided regularly. Detailed policies or guidelines relating to certain rules of conduct recommended in the guide are developed gradually. D’leteren Auto strengthens its ethical requirement in relations with its suppliers.

“The WayWeWork” is available on D’leteren’s website.

center for technicians). No less than 81% of staff was trained in 2012, averaging more than 3.6 days of training per employee. The personal and professional development of staff is also encouraged during assessment and coaching interviews that managers conduct during the year. In addition, assessments are carried out for all executives and senior managers with a view to developing their leadership for the benefit of a good working environment.

**3. In the dealerships too**

In addition to the training of its own staff, D’leteren Auto has developed a

broad training program for the staff of the independent dealerships of its networks. No less than 10,000 training days are planned until the end of 2013 for the after sales in order to develop the skills of staff in direct contact with customers. The training covers, among other things, communication, empathy, customer service, human resource management, leadership, teamwork,...

**Conducting our business in an ethical and responsible manner**

The service activities of D’leteren Auto mean responsibility toward its

# BELRON

## PROUD OF OUR FUTURE BY DOING THE RIGHT THING EVERY DAY

Belron continues to develop its reputation for being a trusted and respected company in the eyes of their people, their customers and their partners. The Belron businesses continue to be guided by the four corporate responsibility commitments which influence all of their day-to-day operations:

**Ethics:** all employees understand the responsible way of working at Belron;

**Environment:** Belron works hard to manage and reduce its impact on the environment and will take meaningful steps to continuously improve it in the long term;

**People:** Belron creates a great work environment, by recognising talent

and encouraging development within an open and honest organisational culture;

**Giving back:** Belron supports every business unit to become involved in giving back to their local community – and goes beyond this by supporting causes as a global group.

During 2012, the dedication to these commitments continues with successes across all of them. From the ethics roll out in Russia to another successful London Triathlon fundraising event, Belron continues to drive its ambition to do the right thing every day. Corporate Responsibility is what the company believes in and aspires to and is essential to becoming the world's natural choice.

### 1. Ethics – Our Way of Working

The Belron code of Ethics – Our Way of Working – is based on three core principles :

#### Integrity

Building confidence with others through what we say and what we do.

#### Respect

Demonstrating consideration for each other and for our environment

#### Trust

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

These principles guide the decisions and support the actions of everyone at Belron, wherever they are in the world.

## OUR WAY OF WORKING IN RUSSIA



Elina Verina

*“We have completed the awareness training sessions at the customer contact centre and the central office in Moscow as well as the whole of the Saint Petersburg region and the Novosibirsk region. In total we have trained approximately 100 employees to date. During the sessions they responded very positively and asked many questions, which prompted some interesting discussions. Each employee was given the Our Way of Working booklet to take away at the end of the session”.*

Elina Verina - Operations & HR Director, Carglass® Russia

The awareness training session has been delivered to Belron employees across the group since 2010 with many countries now including the session as part of their induction programme. These sessions help bring Our Way of Working to life for employees, and explain the expected standards of behaviour for every Belron employee, from the executive team to the newest recruit. In 2012, Switzerland, Russia and China have all begun the awareness training with their employees.

Belron encourages all its employees to speak up when they see a situation that they believe is not in keeping with the Our Way of Working principals. It may be something which affects

the employee personally, or something which could impact the reputation of Belron. Either way, the independent speak up line is an important tool which helps to ensure that Our Way of Working has real meaning for the benefit of the company, the employees and the customers. During 2012, the Speak Up line received 52 calls of which 31 were issue calls which were all investigated.

## 2. Environment – Our way of managing our impact

Belron recognises that its activities have an impact on the environment, both locally and globally. The company continues to work hard to understand, measure and manage its environmental impacts.

Throughout 2012 Belron has maintained its commitment to improving its environmental performance. Reducing the emissions from its fleet has been a key focus. Many of its business units have embarked on driving training for their technicians to improve their efficiency and safety when they are in their fitting vehicles. Telematics has also proved to be an effective method in reducing the carbon footprint. On-board systems which provide feedback to drivers to assist them in driving in an optimum way have been installed in a number of vehicles. These systems have assisted Belron in reducing its fuel consumption and consequently its emissions. The company also continues to review alternative fuel technologies to see

## CARGLASS® NETHERLANDS

### Zero emission mobile service in the Netherlands

Carglass® Netherlands is the first Belron business unit to carry out a long term trial of battery powered electrical mobile units. The vehicles are being tested in the urban areas of Amsterdam, Rotterdam and Utrecht. The first results are looking promising. Initially there were some reservations that the vehicles would not have enough range, but gradually acceptance of the capability of the vehicles has grown. They are now covering distances in excess of 100 kilometres and can carry out just as many jobs per day as the rest of the fleet. All emission free!



Remco van Duijvenvoorde

Remco van Duijvenvoorde, environmental manager, Carglass® Netherlands: *“To achieve a 30% CO<sub>2</sub> reduction in 2015, we need to look beyond conventional vehicles. There is only so much you can do with more fuel efficient combustion engines, route optimisation and driving behaviour. The last 8% of the reduction has to come from electrical vehicles. Our densely populated, flat country is perfect for the electric vehicles (EV). If the pilot succeeds, we will have an eco friendly alternative to choose from. Potentially the EV could replace up to 20% of our local fleet”.*



## SAFELITE® AUTOGLASS USA

### Reducing our landfill waste through recycling our windscreens

In Spring 2012, U.S.-based Safelite® AutoGlass announced its wide-scale windshield recycling program, which expects to save roughly 15,000 to 20,000 tons of material going to landfills every year when fully implemented.

More than 8 million windshields are replaced in the U.S. each year... that's approximately 287 million pounds of non-biodegradable waste. As a company that cares about the environment, Safelite® made it a priority to find a solution to the challenge of recycling windshields.

The polyvinyl butyral (PVB) interlayer between the glass is the least-environmentally friendly component of a windshield, but also the most difficult piece to salvage. The PVB is essentially melted in between two pieces of glass, creating a 'sandwich.' Most of the existing technology in the market pulverizes the glass to remove it from the PVB interlayer, but does not address what to do with the PVB once separated.

Jared Stefango, purchasing director, played a critical role in finding the right partner with technology sophisticated enough to provide an end-to-end solution.

*"To make windshield recycling feasible, we partnered with Shark Glass Recycling North America, which has a unique process for separating glass and PVB. They then work with several vendors to make use of the recycled glass and PVB materials and repurpose them for U.S.-manufactured goods, including fibreglass insulation, paint and primer, carpet backing, and plastic products."*



Jared Stefango

*"And, because Shark Glass Recycling North America opened its first U.S. recycling plant near our east coast distribution centre, we are able to use existing freight lanes within the supply chain so that the return of old windshields is carbon neutral."*

The program began in markets near the recycling plant and is gradually expanding throughout the rest of the country. At the end of 2012, Safelite® had diverted more than 6,000 tons of glass waste from disposal to landfill.



how it can incorporate them into its future fleet.

Belron has conducted a life cycle analysis of its core services, repair and replacement for its European and North American markets. Understanding the life cycle also gives Belron confidence in its repair first strategy. By encouraging motorists to repair their chips rather than waiting for the windscreen to crack, Belron can have a direct influence on the environment by saving emissions and reducing waste.

Waste reduction and recycling still remain a key focus for Belron's operations. The glass recycling programme for the US market was established in 2012 and over the subsequent months quantities of glass waste diverted from landfill has gradually increased.

### 3. Our people - update

The Belron goal is to be an employer of choice everywhere it operates so the engagement of the employees with the company is very important.

Belron continues with its commitment to recognise and celebrate the best people in their business through the Best of Belron event and the Belron Exceptional Customer Service Award (BECSA).

Since the BECSA programme was introduced in 2009, Belron has recognised 41 employees from around the world. This award enables Belron to celebrate their success and share their stories. Here are two Belron Heroes from 2012:





George Psarras

**George Psarras** has been a technician with O'Brien® for 17 years and was recognised for his constant delivery of high customer delight scores. He maintains a high level of communication with customers every day, with many of them relaying high praise for his performance. George is well respected amongst his peers and management team for this can do attitude and his solution based outlook.

Working for Safelite® AutoGlass as a technician for the past 9 years, **Josh Lanich** was awarded for his long term consistency in delivering exceptional customer delight. Josh's manager comments that *"he's the epitome of what technicians want to be. He has a commitment to continually improving his skills through a passionate pursuit of excellence on every job and with every customer interaction"*.

In 2012, Safelite® AutoGlass were recognised for their strong business ethics by the Central Ohio Business Bureau's Centre for Character Ethics, which honoured the company with a 2012 Torch Award for Ethical Enterprising.

The Torch Award is judged by a panel of experts using six criteria:

- Leadership Commitment to Ethical Practices
- Communications of Ethical Practices



Josh Lanich

- Organisational Commitment to Ethical Practices
- Organisational Commitment to Performance Management Practices
- Organisational Commitment to Ethical HR Practices
- Organisational Commitment to the Community

Safelite®, who launched Belron Ethics – Our Way of Working – in 2010 was also recognised for its strong people focus.

Carglass® Greece was recognised as one of the best places to work by the Great Place to Work Institute, which helps organisations identify, create and sustain great workplaces through the development of high-trust workplace cultures.

**Taxiarchis Konstantopoulos, General Manager for Carglass® Greece** said: *"Our people outlined their pride in belonging to the Carglass® family, expressed their feelings of trust and spoke highly about our team spirit. I also feel very proud, and I like the fact that we are not going to leave it here; our teams will keep this spirit alive and will make sure we take it many steps further."*



Taxiarchis Konstantopoulos

## CARGLASS® FRANCE: A NETWORK OF CSR AMBASSADORS

### A local and shared CSR engagement thanks to 40 CSR Ambassadors



Céline Coulibre-Dumenil



Carglass® France structured its CSR policy in 2010; introducing a 3-year action plan based the 3 areas of social, services and environment. This plan is showing its first results.

To ensure a local and operational engagement from Carglass® employees, CSR ambassadors were nominated across the Carglass® organization: branch managers, contract centre managers, administrative employees etc. These employees have two missions: the first one is to explain and roll out the national CSR actions at local level, for example they supported the roll out of the code of ethics in 2011; they encouraged employees to raise funds and participate in the Carglass® giving back programme. The second mission is to support local initiatives, for example the collection of plastic bottles to support associations supporting disabled people and local fundraising for their local charity partner, Petits Princes.

*“Each ambassador can dedicate 10% of their work time to supporting these missions. They meet twice a year to share practices and design their own action plans for the coming months. They also use the Carglass® intranet to exchange best practices and ideas. As a result of this; CSR is at the centre of all that we do. 95% of our employees believe that Carglass® is engaged in CSR<sup>1</sup> and 93% admit that they integrate CSR in their daily decisions and actions<sup>2</sup>.”*

Céline Coulibre-Dumenil, CSR Manager

1 CSR ambassadors’ survey – September 2012.  
2 Climate survey – October 2012.

#### 4. Our way of giving back

Belron encourages every business unit to give back to their local community. Through the work and the efforts of their employees, they support charities on a local, national and global scale. The employees select the charities that mean the most to them and work on ways to donate money and assets, as well as creating opportunities to volunteer and share skills. Involving employees within the business unit in how their corporate responsibility strategy is realised has a positive impact on the success of the strategy and the engagement of the employees.

Belron continues to recognise the impact that it can have as a global business by working together to raise money and in September 2012 over 400 employees from 18 Belron businesses competed in the London Triathlon raising 599,000 EUR for South African charity, Afrika Tikkun. Once again the Belron competitors were joined by three special young people from the townships around Johannesburg as well as their coach, Thomas Toale. Abongile Mvunyiswa, Eugene Baloyi and Nkosinathi Khambule are all part of a triathlon programme run by Afrika Tikkun in the township communities. The aim of the programme is to train and

develop young athletes and select a squad who can participate in local and international triathlon events.

