

Making a memorable difference with care

O'Brien® Responsible
Business Report 2024





Welcome

We want to make a memorable difference with care every day for our shareholders, our people, customers and society – to create value for all these stakeholders. Doing business responsibly is integral to how we deliver this purpose.

This is the first Responsible Business Report for O’Brien® Glass Industries Ltd and O’Brien Group Services Pty Ltd (O’Brien®), operating under the O’Brien® AutoGlass, O’Brien Glass® and O’Brien Electrical & Plumbing and Laser® brands. This report covers progress made in the 2024 financial year up to 31 December 2024 (FY24), unless otherwise specified, and relates to activities in our operations including support offices, branches and distribution centres.

O’Brien® acknowledges the traditional owners and custodians of country throughout Australia and acknowledge their continuing connection to land, water and community. We pay our respects to the people, the cultures and the elders past, present and emerging.

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Introduction

Our purpose and values as part of the Belron® Group are the driving force behind our culture and the ‘spirit of Belron®’. O’Brien® has been serving Australians for 100 years and we are proud to share our responsible business achievements.

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About us

Belron® is a global leader in vehicle glass repair, replacement and recalibration (VGRRR), serving motorists with glass damage worldwide.



Our responsible business commitments matter to our shareholders, colleagues and customers. They create value, encourage innovation and improve our efficiency and resilience”

Carlos Brito | CEO, Belron®



O’Brien® is part of the Belron® Group, a global leader in vehicle glass repair, replacement and recalibration (VGRRR) serving motorists with glass damage worldwide. Overall, the Group employs around 30,000 colleagues and operates in 40 countries through wholly owned businesses and franchises. Its market-leading brands include:



Belron® Group provides glazing services to home and business owners across Australia as O’Brien Glass®. In Australia and New Zealand under the Laser® and O’Brien Plumbing & Electrical brands its franchisees provide plumbing and electrical services. In New Zealand, under the Exceed® brand its franchisees provide window and door repair services.

The Belron® Group Responsible Business Report 2024 can be found **here**.



Our purpose and values as part of Belron® Group

All Belron® Group businesses have a unique way of working and share a clear and consistent purpose – **making a memorable difference with care** to our shareholders, our people, our customers and society.

This purpose, way of working and our values – of being caring, driven, genuine and collaborative – are the driving force behind our culture, the ‘spirit of Belron®’.

Doing business responsibly is at the heart of how we deliver our purpose and live our values. We want to be trusted to do the right thing every day, responding to the important issues of greenhouse gas emissions, minimising waste, supporting our colleagues and giving back to the communities in which we operate. Doing all this delivers important benefits to the business.

All Belron® businesses measure performance against four key stakeholders: our shareholders, our people, customers and society. Our commitment to do business responsibly guides our approach across all four, with our Responsible Business Framework setting out our ambitions and approach (refer Responsible Business Framework, page 9).

About us continued



Founded in February 1924 by Frank G. O’Brien, in Allen Street, Waterloo, in Sydney our journey began as a silvering business with a strong focus on customer satisfaction and employee wellbeing.

We expanded our services into domestic and commercial glazing in the 1940s, becoming a household name. In 1971, we became part of the global Belron® Group, establishing an additional division known as Windscreens O’Brien. Both divisions are household names and the iconic jingle O’ O’ O’, O’Brien brought them both under the O’Brien® banner in the early 2000s.

In 2018, O’Brien® acquired the Laser Plumbing & Electrical franchise business, extending into new trades.

In 2024, O’Brien® turned 100 – celebrating a century’s worth of experience, expertise, passion for customer service and pride in our workmanship.

O’Brien® AutoGlass

O’Brien® AutoGlass is proud to be Australia’s leading vehicle glass repair, replacement and recalibration company, providing a national 24/7 service from approximately 150 service centres and Authorised Dealers. In 2024, O’Brien® AutoGlass served over 500,000 motorists.

Our expert technicians are extensively trained to provide high-quality repairs, replacements, and Cal-Tech® Recalibration, delivering service with care.

O’Brien Glass®

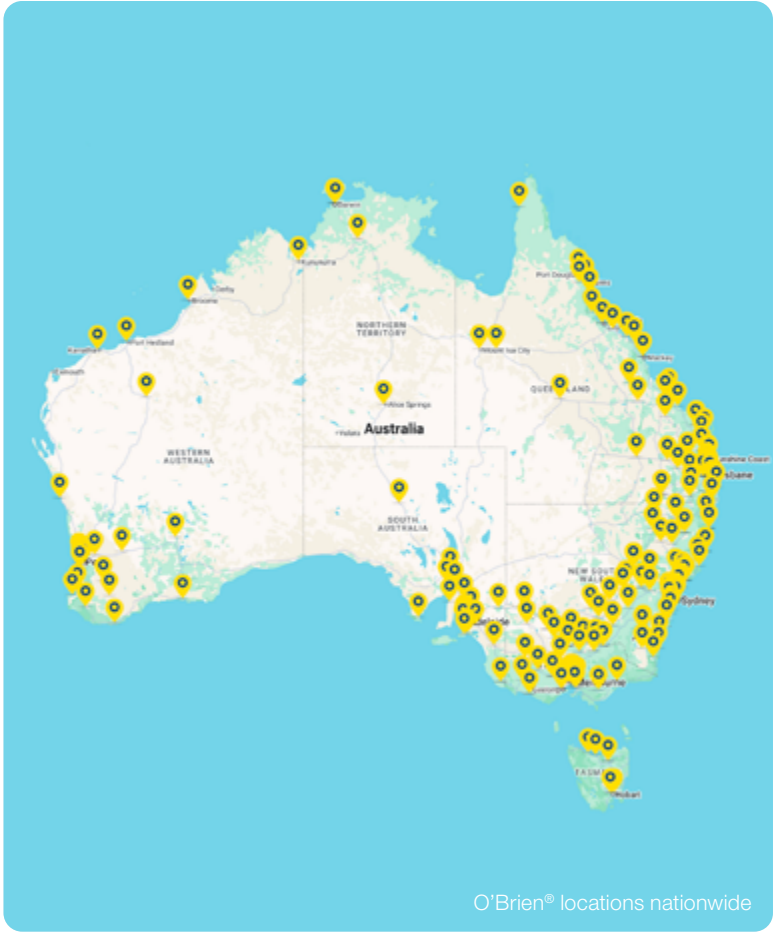
With a range of tailored glazing solutions, O’Brien Glass® has an impressive product line-up from emergency repairs and glass installation to new pet doors installed in glass, shower screens and tinting. Our qualified glaziers deliver reliable and expert service from 12 locations nationwide.

In 2024, together with an Australia wide subcontractor network, O’Brien Glass® served over 45,000 homes and businesses.

O’Brien Electrical & Plumbing

O’Brien Electrical & Plumbing is made up of a vast network of locally owned and operated electrical and plumbing businesses, providing services to residential and commercial customers, ranging from urgent repairs to routine maintenance to new installations.

As of 31 December 2024, O’Brien Electrical & Plumbing has over 100 franchise locations across Australia.



Our year in numbers

96.8%

vehicle glass recycled in 2024

16%

decrease in the percentage of waste sent to landfill (excluding vehicle glass) since 2023

86%

of locations with renewable electricity by the end of 2024



Average total remuneration gender pay gap

4%

lower than the industry comparison group

>100

team members took paid volunteer leave in 2024



diversity, equity and inclusion drivers

5 points

above Australian norm in annual engagement survey

62%

Scope 1 and 2 emissions reduction since 2021 baseline¹

21%

reduction in total recordable injury frequency rate (TRIFR) since 2023

167%

increase in female technician retention rate since 2023



¹ Utilising market-based emissions accounting under Scope 2 in alignment with the SBTi

CEO's message

“
Responsible Business is woven into the fabric of our business. It influences how we serve our customers, support our employees, and shape our future.”

It is with great pride that I present our first O’Brien® Responsible Business Report. This milestone marks a significant step in our journey to embed sustainable business practices into everything we do, reflecting our deep commitment to making a positive impact for our people, our communities, our shareholders, and our planet.

As part of the Belron® Group, our purpose is clear: making a memorable difference with care. This purpose, together with our Culture and Responsible Business Frameworks, guides our strategy and actions.

2024 has been a year of both achievement and learning. We’ve made meaningful progress in several areas, while also recognising the challenges that lie ahead.

In our operations, the majority of our locations now purchase renewable electricity, and our “repair first” strategy continues to deliver environmental benefits – the updated Belron® Group product carbon footprint tool shows that repairing a windscreen results in an estimated 80% fewer emissions than a replacement.

We’re proud to report that 96.8% of our waste vehicle glass was recycled in 2024, and we launched a new partnership with ResourceCo to convert hard-to-recycle dry waste into energy – an innovative alternative to fossil fuels.

Our commitment to people and society remains at the heart of our business. Safety, health and wellbeing are paramount, and in 2024 we focused on strengthening safety leadership and addressing the most common causes of injury. These efforts contributed to a 21% reduction in our total recordable injury frequency rate compared to 2023.

We also made progress in creating a more inclusive workplace. The gender pay gap in average total remuneration was 4% lower than the Workplace Gender Equality Agency comparison group, and our female technician retention rate at O’Brien® AutoGlass improved nearly three-fold compared to last year.

To celebrate our centenary, we launched 100 Ways of Giving – initiatives that empowered our employees to give back to the communities that have supported us for 100 years. This program exemplifies the spirit of care and connection that defines O’Brien®.

After introducing our first electric chip repair vehicle into the fleet in 2024, looking ahead, we remain focused on transitioning our fleet to low-emission vehicles, expanding our partnership with ResourceCo, and working with suppliers who share our values around

sustainable procurement and human rights. We will continue to invest in building a strong safety, health and wellbeing culture and increasing the representation and retention of female technicians across our business.

This report is a reflection of our values in action. I am inspired by the passion and dedication of our people, and I look forward to continuing this journey together – building a more sustainable, inclusive, and responsible future for O’Brien® and the communities we serve.

Miles Wilson | CEO, O’Brien®



Our centenary

2024 marked a monumental milestone for O’Brien® - our centenary!

Our century of service, the journey we’ve undertaken, and the future for vehicle glass and glazing, represent the strength of the O’Brien® family and our commitment to service in the years ahead. A hundred years of growth, innovation, and dedication to serving our community and customers. To honour this incredible journey, we decided to make our celebrations not just a reflection of our past but forward-thinking, inclusive, and engaging events for everyone to be involved in. It was a perfect opportunity to reflect on the hard work, dedication, and achievements of our people and the business. We designed a year-long celebration that would honour our past, celebrate the present, and inspire the future.

Our 100-year Celebration Gala Dinner was held at an iconic venue, this event brought together colleagues, partners, and distinguished guests to celebrate a century of success. The purpose of the gala was clear: to make it an inclusive, engaging, and memorable experience for everyone. Our 100-year celebrations were combined with the Grand Final of the 2024 Best of Australia competition, which was a great demonstration of our culture, our leadership, and the expertise of our frontline technicians in the auto division. In recognition of 100 years of O’Brien®, we also launched 100 Ways of Giving, facilitating ways our employees could get involved in giving back throughout the year (refer Giving back to our communities, page 22).



Our Responsible Business Framework

All businesses in the Belron® Group are united by a single purpose – to make a memorable difference with care in order to generate profitable growth and create value for all our stakeholders. Our ambition is to be the natural choice for our services with customers around the world.

Doing business responsibly is how we deliver our purpose. Not only is it the right thing to do, it brings important benefits to our business. It encourages innovation, makes us more efficient and resilient, and engages our colleagues. It also makes us stronger and builds our reputation.

To inform our approach to doing business responsibly and to identify our material topics, Belron® conducted a high-level materiality assessment in 2020. This work led to the creation of Belron® Group’s Responsible Business Framework which was introduced in 2021 and we adopted at O’Brien®.

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

Underpinning the Framework are the foundations of strong governance and inspiring leadership; a continued focus on values and ethics and a robust and transparent approach to sustainability reporting and measurement. These strategic pillars are also aligned to the UN’s Sustainable Development Goals.

Doing Business Responsibly

Sustainable products and services



Investing in people and society



Reducing waste and building a circular economy



Driving down emissions



Sustainable procurement



People safety and wellbeing



Promoting diversity, equity and inclusion



Giving back to our communities

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:



Sustainable products and services

Our customers, colleagues and shareholders want products and services produced and delivered in an environmentally sustainable way. By striving to meet their needs, we are responding to the important issues of greenhouse gas emissions and waste, as well as improving our innovation, efficiency and resilience.

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Reducing waste and building a circular economy

Waste and recycling are a major focus for us at O’Brien®, whether it’s recycling of vehicle glass or other recyclables from our locations. We’re constantly on the lookout for how we can eliminate waste and recycle more.

Reducing and eliminating waste

Our windscreens need to be protected during transportation to reduce damage prior to fitting, but the associated packaging can create large volumes of waste. We strive to find the right balance between allowing sufficient protection and minimising packaging. Historically our primary manufacturer suppliers have provided our new windscreens wrapped in plastic bags. Following extensive trials, we have been able to develop alternative ways of protecting our windscreens without plastic bags.

Glass waste recycling

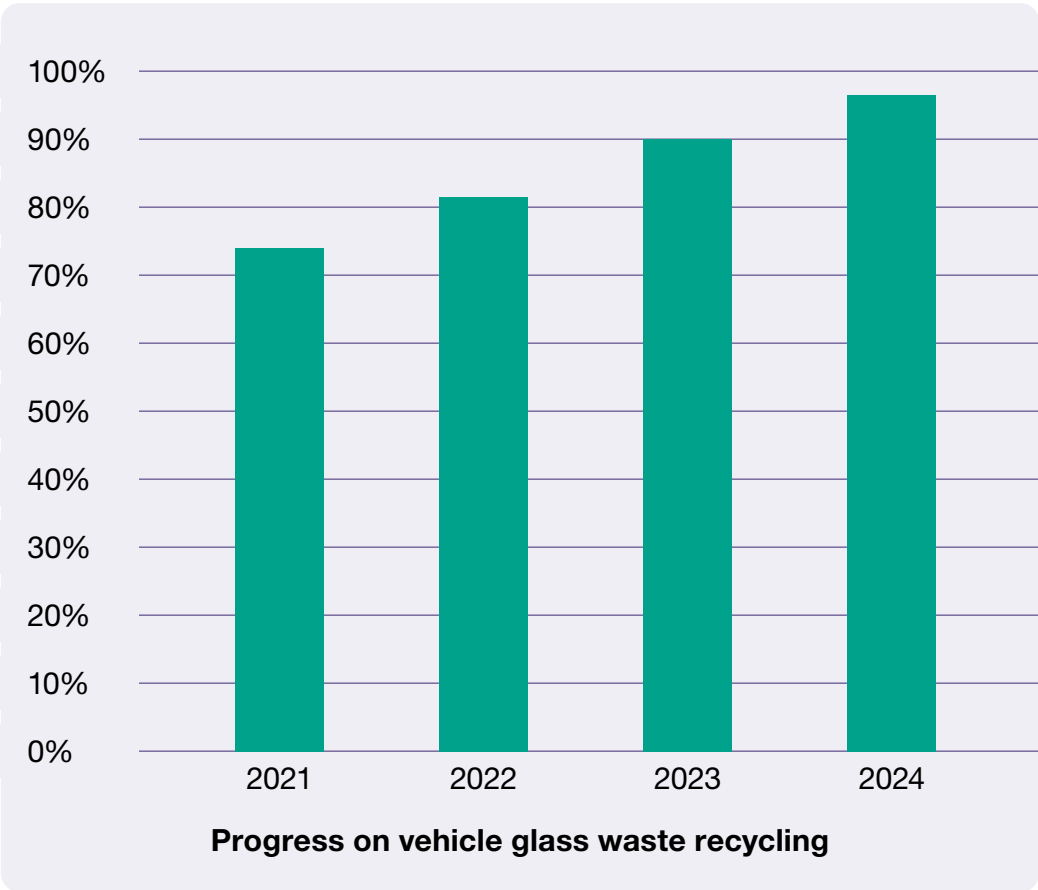
Our largest waste stream is glass from our vehicle glass replacement services. At O’Brien® we repair chipped windscreens whenever possible, rather than replacing them, saving over 120,000 windscreens from disposal in 2024 (refer Driving down emissions, page 13), and we have been recycling waste windscreens since 2012.

In 2024, we recycled 96.8% of our vehicle glass waste, up from 90.1% in 2023. The increase in recycling is due to an increase in the number of O’Brien® locations able to recycle glass in 2024. Recycled windscreen and glazing glass can be recycled into new bottles and jars, insulation batting, new window glass and can be used in “glassphalt” for road surfacing.

2024 Windscreen glass recycled

96.8%

up from 90.1% in 2023



To achieve our ambition to eliminate waste, we aim to build a circular economy, particularly around vehicle glass. Our vehicle glass waste is created when a customer’s windscreen cannot be repaired and must be replaced. The ultimate aim of the Belron® Group is that vehicle glass waste is recycled and used in the production of new vehicle glass. In 2023, to better understand how waste windscreen glass can be used in new windscreen production, Belron® began a pilot with their partner AGC Automotive Europe to develop our first windscreen which includes glass waste from Belron® business units in Europe and other raw materials. In this pilot project Belron® produced with AGC Automotive Europe a small number of Mercedes A Class windscreens, and in 2024 started fitting these new windscreens into customers’ cars in Belgium.



Reducing waste and building a circular economy continued

Other waste recycling

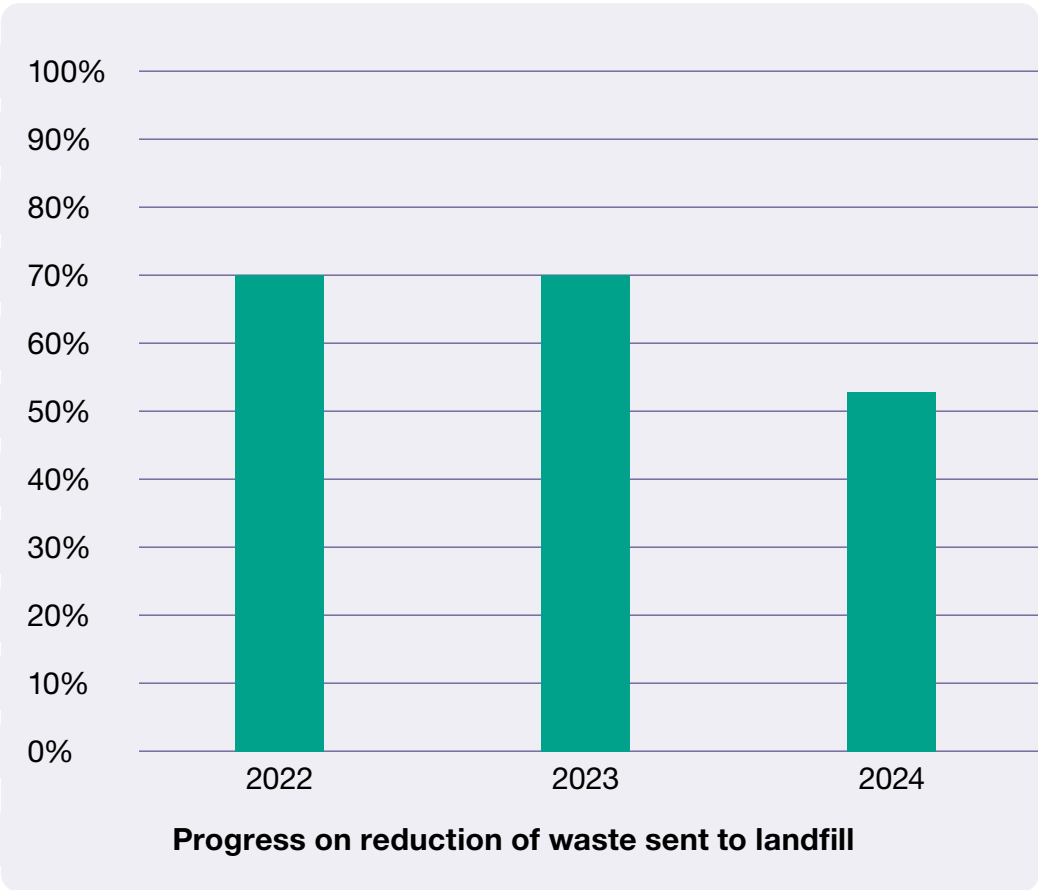
In 2024, 53% of our waste (excluding vehicle glass) was sent to landfill, a 16% decrease since 2023. In 2024, we entered into a new partnership with ResourceCo to find an innovative new way to deal with hard to recycle dry waste from our distribution centres and service locations that is otherwise destined for landfill. Waste is transported by Remondis to ResourceCo, sorted for recycling and reuse where possible, and the remainder manufactured into Processed Engineered Fuel (PEF) for use as an energy source alternative to traditional fossil fuels. At the end of 2024, eight of our distribution centres, vehicle glass and glazing service locations were sending waste to ResourceCo for processing. At the same time, we redesigned our internal bin layout at our locations to engage our teams in our new process and ensure that the right waste goes into the right bin. We look forward to expanding the program to more of our service locations in 2025.



Decrease in % waste sent to landfill

16%

compared to 2023



Other waste recycled from our operations includes paper, cardboard, plastic and wood and in 2024 we expanded our recycling program to include polystyrene. While we look at ways to remove polystyrene packaging from our operations altogether, in the meantime, our polystyrene waste is recycled into items like synthetic timber, outdoor furniture and decking.

In 2025, we plan to expand the rollout of PEF recycling to other O'Brien® locations, and encourage our team to be mindful of the waste they produce, by implementing engagement initiatives such as coffee pod and uniform recycling options.

Driving down emissions

We take our responsibility for the environment seriously and we are committed to mitigating greenhouse gas (GHG) emissions that result from our activities.

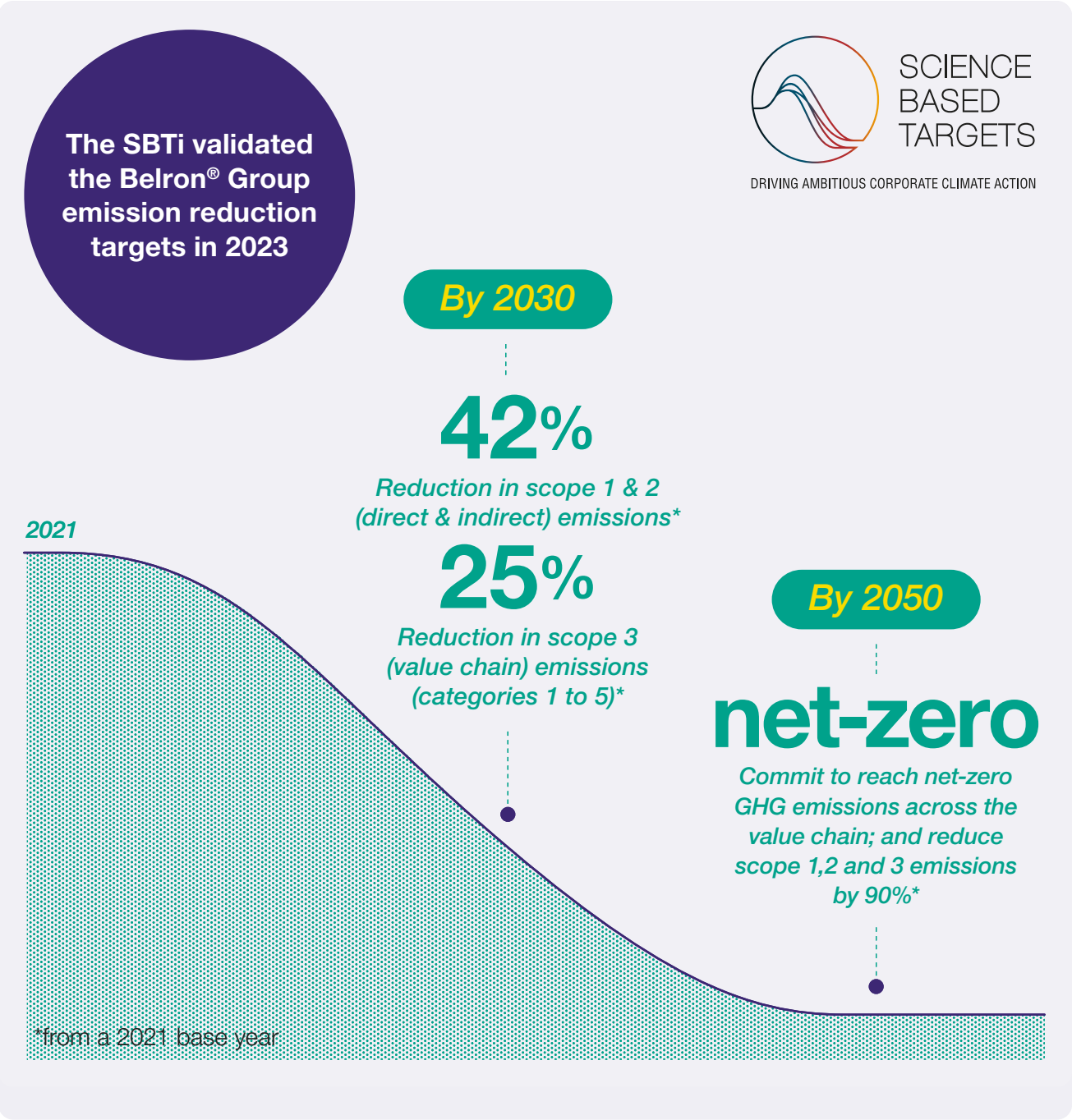
Belron® Group SBTi targets

Belron® Group’s owned-business operations span three continents, with a network of over 3,000 branches, service centres, distribution centres (DCs), a large mobile fleet and suppliers from around the world. All this activity generates emissions.

Reducing emissions across the Group will help take advantage of the opportunities presented by the transition to a low carbon economy. It will also help limit the exposure of Belron® businesses and stakeholders to the negative effects of climate change and make the Group more resilient.

All Belron® Group businesses are committed to reducing emissions across the entire value chain. In 2023, the Science Based Target Initiative (SBTi) validated the Group’s emissions reduction targets (from a 2021 baseline year) which require significant emissions reductions in the near term by 2030, and to achieve net-zero emissions by 2050. As part of Belron® Group, O’Brien® is committed to the same targets.

² Utilising market-based emissions accounting under Scope 2 in alignment with the SBTi



Scope 1 and 2 emissions

By the end of 2024, our Scope 1 and 2 emissions were 62% lower than our 2021 baseline². A portion of this reduction can be attributed to lower mobile job volume in 2024 compared to 2021, resulting in fewer kilometres travelled on the road by our team. We also undertook a fleet rationalisation project throughout 2023 and 2024, resulting in a reduction in our total fleet by 64 vehicles. A significant reduction in Scope 2 emissions is the result of purchase of renewable electricity at 86% of our locations where we pay for electricity in 2024, a 10% increase on 2023. We will continue to purchase renewable electricity as it becomes available in more areas, and we are investigating the potential of other renewable electricity sources, like solar, at our more remote locations.

In 2024 we introduced our first electric chip repair vehicle into our O’Brien® AutoGlass fleet. We plan to introduce more low emission vehicles to our fleet, including passenger vehicles like this, and electric vans for our vehicle glass mobile service fleet.



The first electric O’Brien® AutoGlass chip repair vehicle

2024 Scope 1 and 2 GHG emissions

↓ 62%

compared to 2021 baseline²

Renewable electricity at

86%

of locations in 2024

Driving down emissions continued

Scope 3 emissions

Our Scope 3 emission reduction efforts focus on categories 1-5. These categories represent (on a 2021 baseline and in line with the SBTi requirements) over 90% of our total global 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 operations³. In 2024, our Scope 3 emissions were 26,399 tCO₂e. We have made significant improvements to our category 1 purchased goods and services data capture since 2021, giving us a more accurate understanding of how our spending impacts our Scope 3 emissions. We will continue to engage with our value chain (refer Sustainable procurement, page **16**), and focus on improving the robustness of the data we use to calculate our Scope 3 emissions.

³ 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, use of sold products and downstream leased assets), are not applicable; and finally, 9 and 15 (downstream transport and distribution and investments) are optional.

Breakdown of Scope 3 emissions 2024

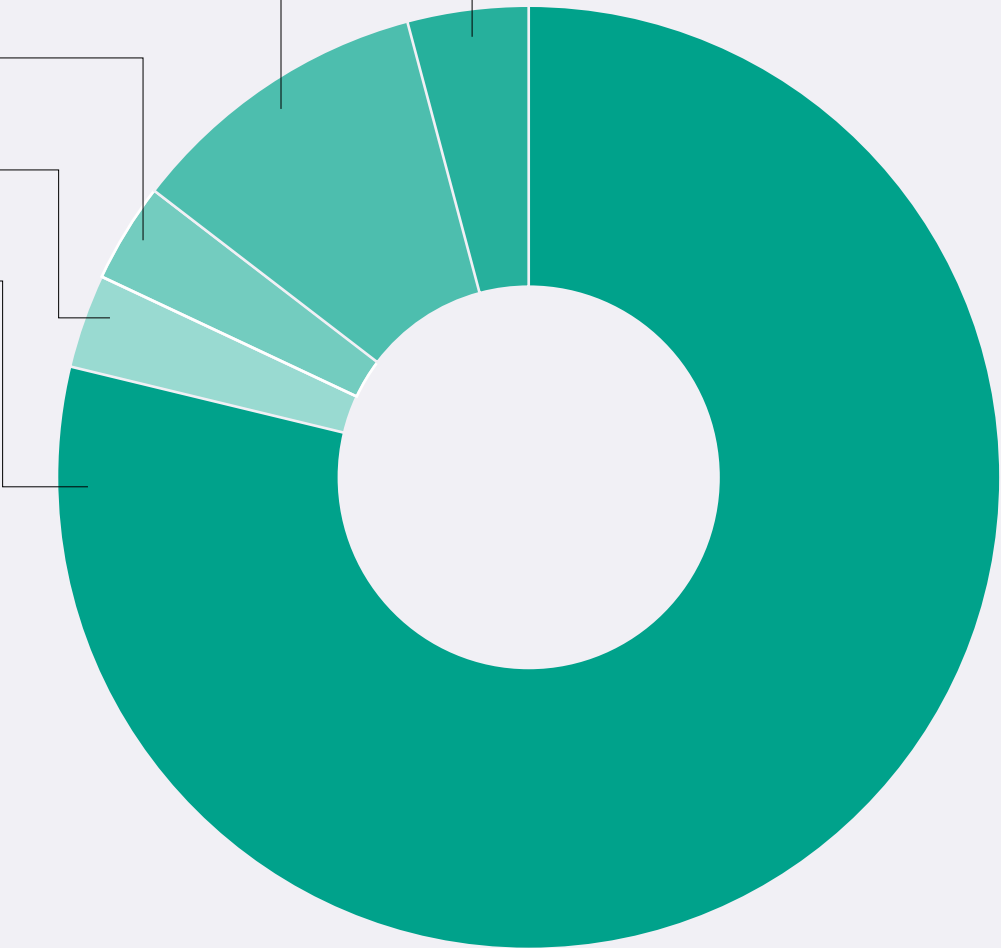
Waste generation

Upstream transport and distribution

Fuel and energy related

Capital goods

Purchased goods and services



Breakdown of Scope 3 emissions 2024

Future focus

Going forward we are focused on continuing to reduce Scope 1 and 2 emissions, gaining a better understanding of the GHG emissions related to the goods and services we purchase, and understanding how we can reduce emissions from waste generation and upstream transport and distribution. 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, the Belron® Group is working closely with our vehicle glass manufacturers to carry out a life cycle assessment to identify emissions hotspots within our supply chain.

Driving down emissions continued

Belron® Group Product Carbon Footprint

Belron® updated the Group’s Product Carbon Footprint tool in 2023 which showed that a windscreen repair results in an estimated 80% less emissions than a replacement. The Footprint assessment was conducted in accordance with the ISO 14067:2018* standard and independent verification of the updated tool and emission calculations was received from Bureau Veritas.

The tool was used to assess the GHG emissions generated from a repair of a windscreen versus a replacement, carried out by technicians in branches and mobile vans in Belron® businesses in Australia, Belgium, France, New Zealand and the United States. Together these countries provided a representative sample across different operating models and environments across the Belron® Group.

The emissions calculation is based on a cradle-to-grave approach, spanning the emissions associated with the extraction of raw materials, the production of glass, resin and other materials required, the transport of the customer to branch or technician to customer, all Group operations, and end-of-life glass and transportation and waste stages.

Repair first

Our repair first approach is at the core of our operations. Repairing rather than replacing a customer’s windscreen minimises the environmental impact. It generates less emissions and waste, avoids manufacture and transport of new glass and other products, and costs less for our customers.

Faster

Cheaper

Greener

The importance of repair first

Repair
16.4 kg CO₂e

windscreen repair carbon emissions (branch and mobile average) per job

80%^{**}

a repair results in 80% less emissions than a replacement

The equivalent of

107,500 return flights

in economy between Sydney and Canberra avoided by repairing instead of replacing windscreens in Australia in 2024.^{***}

^{***} Avoided emissions are calculated on the assumption that a windscreen would have been replaced if a repair did not occur. Savings only occur if windscreen can be repaired instead of replaced, which depends on the size and position of the chip. Equivalence flight numbers based on DEFRA 2024 factors.

Replace
82.3 kg CO₂e

windscreen replacement carbon emissions (branch and mobile average) per job



* ISO 14067:2018 Greenhouse Gases: Carbon footprint of products – requirements and guidelines for quantification.

** 2023 product carbon footprint analysis of Scope 1 (Direct), Scope 2 (Indirect) and Scope 3 (indirect) emissions. Calculation methodology is consistent with the requirements of ISO 14067 and subject to independent verification by Bureau Veritas. The global average figure is calculated using representative data from Belron® corporate operations in USA, France, Belgium, Australia and New Zealand.

Sustainable procurement



Our supplier partners play a vital role in our success. They are critical in enabling us to serve our customers and in achieving our purpose of making a memorable difference with care. They also help us to drive innovation and efficiency, and deliver value for our shareholders, our colleagues, customers and society.

We aim to ensure our suppliers, and the products and services we buy, have a positive impact on the environment and society, while at the same time improving our supply chain efficiency and resilience, as well as meeting our requirements for quality, availability and cost.

Group suppliers

The Belron® Group procurement function sources and manages the procurement of the core products and services that are used in Belron® businesses around the world. O'Brien® centrally procured products include vehicle glass, trims, adhesives, workshop equipment, tools, consumables and products for resale.

In 2024, Belron® continued a program of assessing our Group suppliers with both remote and on-site audits, reaching the important milestone of having all our most critical Group supplier sites covered by an active assessment.

Local suppliers

Other products and services we require are sourced and managed locally by O'Brien® through our own supplier networks.



As new suppliers come on board and existing suppliers renew their agreements with us, they are increasingly accepting the O'Brien® Supplier Code of Conduct which sets out the minimum standards of behaviour that we expect our suppliers to meet in the areas of labour and human rights, health and safety, environment, business integrity, privacy and supplier diversity.

Embedding our Code of Conduct into our procurement decisions includes a focus on sustainability in competitive procurement processes. For example, in late 2023, we awarded a contract to a new stationery supplier, who is able to offer benefits such as minimum order sizes to reduce transport and including first nations supplier products in our preferred product list.

Modern slavery

At O'Brien® we understand that Modern Slavery is not something that only happens overseas, it can happen in Australia as well. The work against Modern Slavery within our supply chain requires constant effort. We must remain vigilant with our overseas and local suppliers, and across the whole supply chain.

In our first social risk assessment in 2021, we identified priority high risk areas as categories with high latent risk and high O'Brien® level of influence. This assessment was reviewed in 2023, as part of the process of developing our 2024-26 Roadmap, and we decided to continue in 2024 on our previous work in targeting the seven higher risk categories.

We address and mitigate modern slavery risk through implementation of a governance structure and policies, offering training to key employees and suppliers, following supply chain assurance principles, and monitoring and managing our global and local suppliers.

Detailed information about our approach to identifying and addressing modern slavery risks can be found in the O'Brien® Modern Slavery Statement 2024 **here**.

In 2025, we will embed a new Global Procurement policy into our procurement processes, focusing on risk, sustainability and value for money. We will also continue our work with suppliers to continually improve our environmental and social outcomes, and we plan to rollout modern slavery awareness training to all employees.

Investing in people and society

We're committed to increasing diversity across our business, so we are an inclusive organisation and attract the best talent to help us succeed.

Our colleagues make our business special and investing in their development, safety and wellbeing helps them reach their full potential and deliver a great service to our customers.

Our values guide our long-held commitment to give back to our communities, a fundamental part of our culture and the spirit of Belron®.

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20-21 Promoting diversity, equity and inclusion

22 Giving back to our communities



People safety and wellbeing

O’Brien® is a people powered organisation, and we believe that the provision of a safe and healthy work environment for all O’Brien® employees, contractors and members of the public is an essential part of our commitment as a responsible business. Through our safety systems, we provide our employees with the training and skills to feel confident in their roles, including stringent safety procedures for our technicians so that they can deliver to high technical standards. We aim to minimise the hazards inherent in our working environment and deal with issues that pose a threat to safety, health and wellbeing.

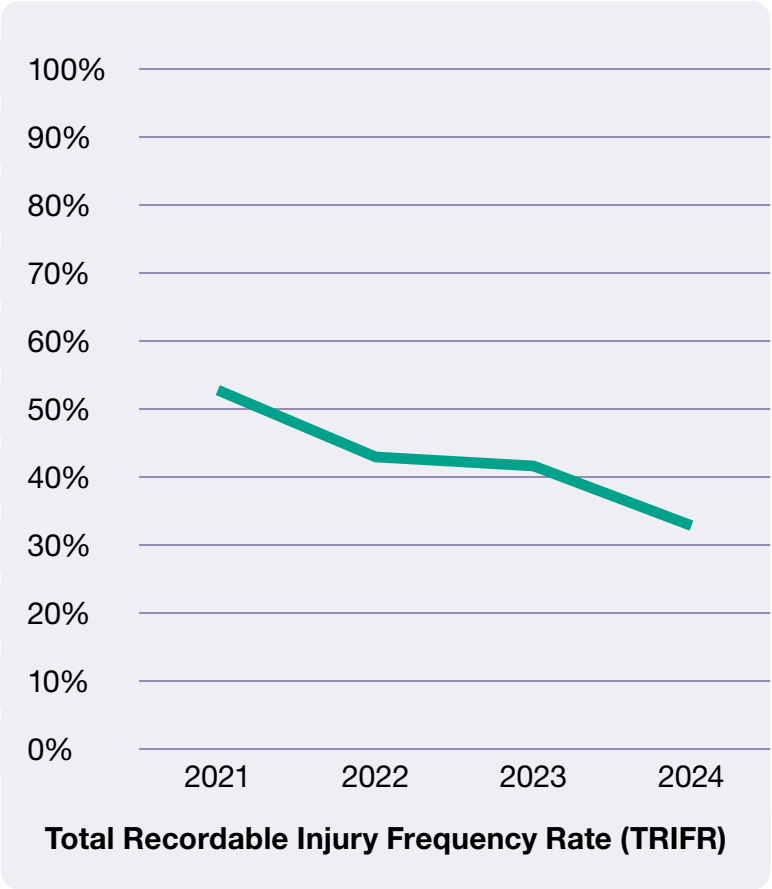
Global standards

In 2023, we commenced implementation of the Belron® Safety, Health and Wellbeing Global Standards, comprising 15 standards that cover all aspects of our commitment to safety, health and wellbeing, and allow us to benchmark our progress against other Belron® Group business units. By 2024, we had self-assured against 13 of the 15 Standards and we undertook an independent assurance visit conducted by Belron® assuring compliance against the four 2024 leading indicator Standards.

Summary of progress in 2024

We saw a 21% reduction in total recordable injury frequency rate (TRIFR) in 2024 to 33.06 per million hours worked, compared to 42.11 in 2023. The decrease in TRIFR can be attributed to the shifting importance of safety at O’Brien®, and an increasing focus on safety leadership across organisation, as well as our focus on targeting our most common causes of injury.

Throughout 2024, we continued to monitor trends in our accident types and accident frequency to better



understand and manage safety issues. We identified manual handling injuries as the most common cause of injury among our O’Brien® AutoGlass technicians, which lead to rollout of a new multi-lifter tool, designed to reduce strain on shoulders and backs when lifting windscreens.

Injury type

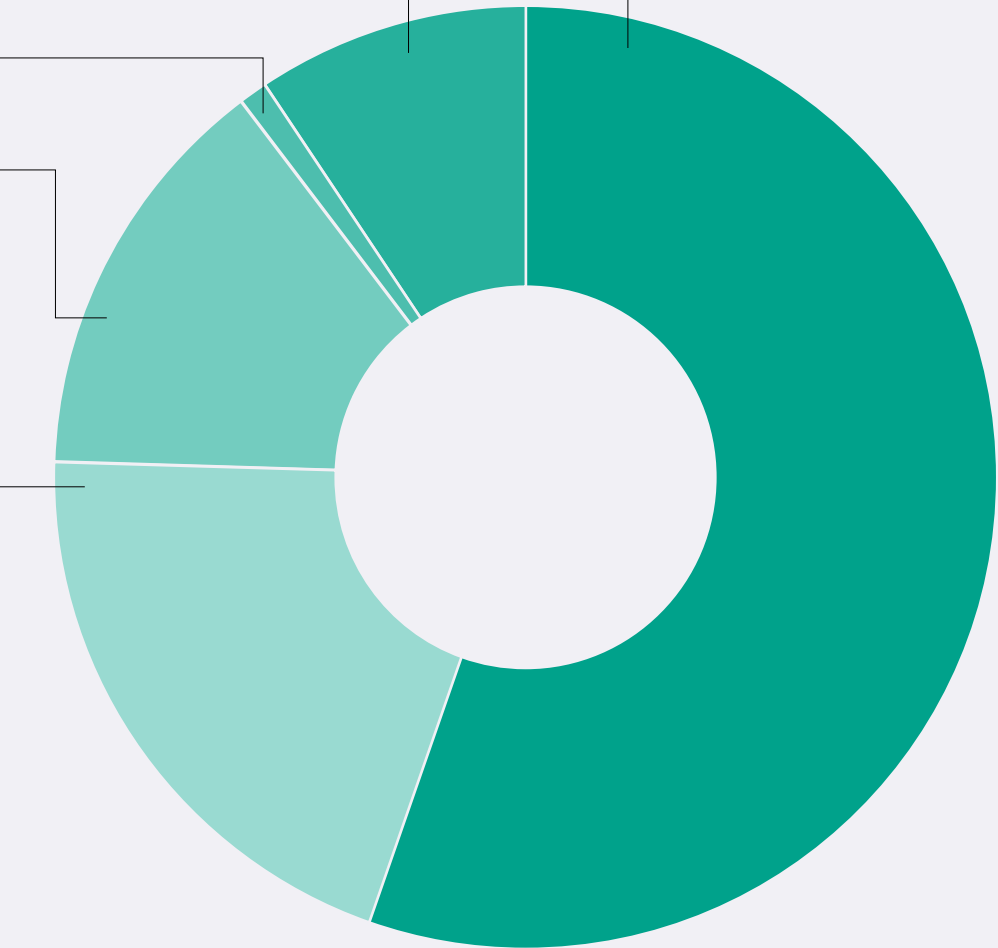
Strains and sprains

Other

Broken bones

Crushing and contusion

Cuts and lacerations



People safety and wellbeing continued

Our actions



mO'bilise is our strength and mobility program, designed by the O'Brien® Safety, Health and Wellbeing team and Macquarie University Doctor of Physiotherapy students, to further prevent musculoskeletal injuries. Available since 2023, to all our distribution centre and O'Brien® AutoGlass and glazing employees, the program encourages employees to warm up, cool down and stretch throughout the day to prepare their body for work and proactively minimise sprain and strain injury risk.



For our new O'Brien® AutoGlass technicians, we developed our Start StrO'ng program in 2024. Start StrO'ng acts as an adjunct to mO'bilise, specifically for new technicians starting in the role and experiencing manual handling for the first time. The aim of the program is to help condition and build strength over six weeks, prior to taking on the full technician role, and includes three sessions with an occupational therapist and physiologist to build an exercise program specific to each new technician. We look forward to rolling out the program to our new technicians in 2025.



The wellbeing of our teams is just as important to us as keeping them safe, so we have implemented our gO'well program, designed to make sure our teams' mental and physical wellbeing are top priority. The initiative focuses on education and celebration of key wellbeing events, like World Mental Health Day and R U OK day, and offers our team additional opportunities like St John mental health first aid training and a session provided by our employee assistance program (EAP) provider.



In 2024, we launched our Safer Together Minimum Safety Standards for our O'Brien Plumbing & Electrical members to meet, to confirm safety risks are managed within their respective businesses. We plan to rollout the self-assessment to our members in 2025.

In 2025, we will continue our focus on preventing manual handling injuries for our O'Brien® AutoGlass and glazing teams, as well reducing cuts and lacerations through implementation of new safety razors. We will also aim to increase reporting across all lead indicators to further embed our safety focus and reduce injuries.

Promoting diversity, equity and inclusion

At O’Brien®, Diversity, Equity & Inclusion (DE&I) is a business priority and core part of our responsible business framework. Guided by our DNA – caring, driven, genuine and collaborative – we actively seek opportunities to make a positive impact. People Powered is a pillar in our Culture Framework and this is how DE&I supports our purpose to make a memorable difference with care.

The O’Brien® DE&I journey began in 2021, with a focus to represent, educate and celebrate – from establishing foundational awareness and engagement, to launching targeted programmes for underrepresented groups focusing on women and cultural diversity.

In 2024, our DE&I strategy, built on these foundations, along with undertaking a comprehensive Health Check identifying strengths and opportunities, and shaping our 2025 priorities and future vision for DE&I.



Our DE&I strategy fosters a culture of belonging through strategic priorities that deliver a triple win for our people, customers and business. Our DE&I program is called belO’ng, celebrating our diversity and promoting inclusion so everyone feels like they belong at O’Brien®.

In 2024, this included four focus areas - Gender balance, Leader capability, Engagement, Listening and governance.

Gender balance

We participate in the annual Workplace Gender Equality Agency (WGEA) process, reporting on opportunities and our actions to improve gender equality at O’Brien®. In 2024, our average total remuneration gender pay gap was 6.1%, a reduction on our 2023 gap and 4% lower than the comparison group. As of the end of 2024, 50% of appointments made to managerial roles were women.

Gender pay gap



lower than the comparison group

Female technician retention rate



compared to 2023

In 2024, we held two networking and education forums for all female and non-binary employees and celebrated 100 years of Women of O’Brien® through their career stories. For our female O’Brien® AutoGlass technicians we focused on engagement and retention, introducing Buddy and Mentor Programs for technicians and leaders and flexibility conversations and career pathways built into recruitment and onboarding processes. In 2024, we also commenced Project Jadeite, with the purpose of creating an exceptional technician experience. The project includes a workstream dedicated to female technicians. In 2024, our female technician retention rate improved almost three-fold (167%) compared to 2023.

Detailed information about our approach to gender pay equality can be found in the O’Brien® WGEA Employer Statement 2023-24 [here](#).

Leader capability

In 2024, we started by focusing on our Executive Team, delivering DE&I immersion training to educate and engage. We also developed two training modules for our leaders; Gentelligence, designed to educate leaders on generational differences and retention strategies, delivered to 63 frontline leaders in 2024; and Selecting Talent at O’Brien®, educating hiring managers on unconscious bias, equity and accessibility in recruitment, completed by 100% of our hiring managers in 2024.

Selecting talent at O’Brien® training



hiring managers trained



Promoting diversity, equity and inclusion continued

Engagement

Engagement of our employees focuses on educating and celebrating with opportunities for storytelling and participation. In 2024, we celebrated nine events with our employees as part of our DE&I and Wellbeing Calendar. This included sharing stories and team talks from our Executive Team, employee storytelling via forums and videos, like International Women’s and Men’s Days, and team activities such as a Disability Awareness Quiz.

In our annual Our Belron® annual listening survey, we have asked five DE&I specific questions since 2021. In 2024, we achieved a score of 87% in the DE&I drivers, which is five points above the Australia norm, and a three-point improvement since 2021.

DE&I engagement drivers

5 points

points above the Australian norm

Listening and governance

In 2024, we formed our first DE&I SteerCo, a cross functional team of diverse senior leaders providing leadership and oversight to our DE&I strategy. We also have three active Working Groups, established to influence greater representation and inclusion. In 2024, our Women of O’Brien® (women and non-binary) and Everyone Belongs (racial, religious and cultural) Working Groups were relaunched, and we launched our new First Nations Working Group.

In 2025, we will continue to focus on the four priorities of our DE&I strategy, through partnering with our DE&I SteerCo and Employee Working Groups, further integrating inclusive leadership into our learning framework, developing and launching a First Nations Strategy, and continuing to focus on the recruitment, engagement and retention of female technicians.



Giving back to our communities

At O’Brien® we believe in making a positive impact on the communities we serve – both locally and globally. Giving back is part of who we are, and we encourage our people to get involved in ways that are meaningful to them.

Through volunteering, employee giving, or global initiatives, there are multiple ways that our teams can contribute, and support causes that matter.

In recognition of 100 years of O’Brien® in 2024, we launched ‘100 ways of giving’ – facilitating ways our employees could get involved in giving back throughout the year. We kicked things off with Fighting Homelessness donating over \$20,000 worth of food and personal care items to five charities in metropolitan areas across the country that are helping the homeless.

By the end of the year, over 100 of our team members made use of paid volunteer leave to support local and global charities.



In June, we were proud to partner with Camp Quality, supporting young children and their family’s facing cancer, and bringing positivity back into their lives while they are going through the most difficult of times. Our ‘Shout a Coffee’ campaign raised \$7,000 for Camp Quality.



In 2024, in Australia we had 336 participants who swam, walked, ran, wheeled, and biked 5,805 kilometres for Afrika Tikkun, and we raised AU\$75,000. The Belron® Group raised in total >€2.3m. In 2025, we will continue our support of Afrika Tikkun and the Spirit of Belron® Challenge.

Internationally, we supported Afrika Tikkun in September, through our Belron® global giving back initiative. Afrika Tikkun is a non-profit organisation dedicated to the eradication of poverty in South Africa. The Spirit of Belron® Challenge is a 10-day virtual event, connecting people from all over the world in support of Afrika Tikkun. In 2024, Afrika Tikkun celebrated 30 years of their commitment to nurturing young lives and empowering communities in South Africa.



Finally, in November and December we worked to Fight Food Insecurity, through partnering with local Foodbanks to donate over 200Kgs of food for charity.

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.

24 Strong governance and inspiring leadership

25 Our ethics and values

26 Robust reporting and measurement

Strong governance and inspiring leadership

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

In Australia, the O’Brien® executive team supports the Belron® global executive team based in the United Kingdom. The Belron® governance program focuses on managing key enterprise risks, helping increase the maturity of their control environment, and protecting the company with relevant insurance policies. It also includes operating a robust and fit-for-purpose internal audit function.

The O’Brien® executive team have been chosen for their leadership skills, professional backgrounds, experience and expertise. As of 31 December 2024, the O’Brien® Executive team consisted of:

- **Miles Wilson** | CEO
O’Brien® Group
- **Fawad Saleem** | Group Customer Operations and Supply Chain Director, O’Brien® AutoGlass and O’Brien Glass®
- **Greg McKean** | Director
O’Brien Electrical & Plumbing
- **Nick Street** | Commercial Director
O’Brien® Group
- **Isabella Susilowati** | CFO and Finance Director
O’Brien® Group
- **Larissa O’Donovan** | People and Leadership Director
O’Brien® Group
- **Cameron Brawn** | IT&T Director
O’Brien® Group
- **Allison Smart** | Legal Director
Australasia



Our ethics and values

The Belron® ‘Code of Conduct, Our Way of Working’ document, outlines the expected behaviours for all employees. It promotes our organisational values and ethical standards, guiding daily decisions and clarifying workplace expectations. It also sets out what employees should expect from Belron®, and what they should do if they see something which isn’t right.

In 2023, Belron® launched an updated Code of Conduct, supported by a global mandatory e-learning module. All employees are expected to take the training and certify they have read, understood, and will comply with the Code. In 2023, 100% of employees globally completed the training.

Since the initial launch, all new joiners have been required to undertake the training as part of their onboarding. In October 2024 Belron® ran a global recertification programme where all existing employees were asked to refresh themselves on the content of the Code of Conduct and certify that they understood and agreed to their personal responsibilities. The Code will continue to be reviewed annually and updated, if necessary, with all employees needing to recertify.



Robust reporting and measurement

In 2020, Belron® took part in a high-level materiality assessment conducted by D’Ieteren Group and supported by an external partner. Through this they aimed to hone our sustainability strategy and ensure we were tackling the sustainability challenges most pertinent to the business and stakeholders. It also ensures we are measuring sustainability related progress appropriately, and we are managing sustainability risks and opportunities effectively.

The material topics highlighted from the assessment included waste management, people safety, customer care, diversity and wellbeing. Belron® used the output of the assessment to review all aspects of Belron® corporate responsibility and refine the 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.

At O’Brien® in 2024, we continued to develop our reporting to fulfil mandatory requirements for environmental, social and governance (ESG) reporting and to meet the needs of our stakeholders, ensuring transparent and robust reporting of our material responsible business activities. This included publication of the O’Brien® Modern Slavery Statement 2024 in response to the Australian Modern Slavery Act (Cth) 2018 and continued participation in the UN Global Compact Ten Principles of Responsible Business.

Detailed information about our approach to governance, leadership, robust reporting and our ethics and values can be found in the Belron® Group Responsible Business Report 2024 [here](#).



Appendix

Detailed data tables provided in relation to greenhouse gas (GHG) emissions, waste, health and safety, governance and employee information.

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Greenhouse gas emissions

	Retrospective			Milestones and target years		
Emissions-related data	2024	2023	2021 (base year)	2030	2050	Annual % target / Base year
Scope 1 GHG emissions						
Gross scope 1 GHG emissions (tCO ₂ e)	1,706	2,450	4,025	2,335	403	(5.90%)
Scope 2 GHG emissions						
Gross location-based Scope 2 GHG emissions (tCO ₂ e)	1,515	1,235	1,469	-	-	-
Gross market-based scope 2 GHG emissions (tCO ₂ e)*	394	494	1,469	852	147	(5.90%)
Significant scope 3 GHG emissions						
Total Gross indirect (Scope 3) GHG emissions (tCO ₂ e)	26,399	20,045	13,462	10,096	1,346	(3.10%)
1 Purchased goods and services	20,797	11,117	5,668	-	-	-
2 Capital goods	844	973	924	-	-	-
3 Fuel and energy-related activities (not included in scope 1 or scope 2)	900	988	989	-	-	-
4 Upstream transportation and distribution	2,773	5,801	4,771	-	-	-
5 Waste generated in operations	1,085	1,166	1,110	-	-	-
6 Business travelling	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 and distribution and investments) are optional.					
7 Employee commuting						
8 Upstream least 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						
Total GHG emissions						
Total GHG emissions (location-based) (tCO ₂ e)	29,620	23,730	18,957	-	-	-
Total GHG emissions (market-based) (tCO ₂ e)	28,500	22,989	18,957	-	-	-

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

Waste

Waste-related data	Unit	2024	2023
Total amount of waste generated*	Tonnes	8,429	7,372
Total non-hazardous waste generated diverted from disposal	Tonnes	6,273	4,895
Total non-hazardous waste generated diverted from disposal to recycling	Tonnes	6,242	4,892
Total non-hazardous waste generated diverted from disposal to other recovery operations	Tonnes	31	3
Total non-hazardous waste generated directed to disposal	Tonnes	2,156	2,477
Total non-hazardous waste generated directed to landfill	Tonnes	2,156	2,477

* The total waste does not include the plasticised polyvinyl butyral (PVB) interlayer, bonded rubber and other materials that are integral to the windscreen. These materials are estimated to be 15% of the total vehicle glass waste and can only be separated as part of the vehicle glass recycling process.

Health and safety

Health and safety-related data	2024	2023
The percentage of people in own workforce who are covered by the undertaking’s health and safety management system based on legal requirements and/or recognised standards or guidelines	100%	100%
Number of fatalities due to work-related injuries and ill health	0	0
Number of recordable work-related accidents	75	88
Rate of recordable work-related accidents (frequency rate per million hours)	33.06	42.11
The number of cases of recordable work-related ill health	0	0
The rate of cases of recordable work-related ill health (frequency per million hours)	0	0
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	644.00	428.95
Rate of lost time work-related accidents (frequency rate per million hours)	10.58	9.57

Governance

Business conduct	2024	2023
Number of convictions for violation of anti-corruption and anti-bribery laws	0	0
Amount of fines for violation	0	0

Employee information

Employee (headcount) by gender*	2023/2024	2022/2023
Male	967	907
Female	364	359
Other	0	0
Not disclosed	0	0
Total	1,331	1,266

Employees in management (headcount) by gender*	2023/2024	2022/2023
Male	180	161
Female	48	48
Other	0	0
Not disclosed	0	0
Total	228	209

Employee turnover	2024	2023
Total number of employees who have left the business	427	377
Rate of employee turnover in the reporting period**	30.4%	35.7%

Age distribution*	2023/2024	2022/2023
Under 30 years old	495	462
Between 30 and 50 years old	580	565
Over 50 years old	256	239

* Headcount as at 31st March each year to align with Workplace Gender Equality Agency (WGEA) reporting, refer 2023-24 O'Brien® WGEA Employer Statement [here](#).

** Total turnover, 12 month rolling turnover.



Belron Group's family of businesses



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