

Brambles

Diversity Policy

Brambles Limited

Revised: 1 July 2020

Version 3.0

1. Context and Scope of Policy

Brambles' Purpose, Shared Values and Code of Conduct provide all employees with a clear set of principles to use in their day-to-day working life. These principles include that Brambles is committed to safety, diversity, people and teamwork.

Diversity is an integral part of the Brambles' corporate strategy and this policy reflects the commitment of the Board and the Executive Leadership Team to diversity in the workforce.

Board diversity is addressed in the Board Selection Process Policy.

2. Diversity Vision Statement

Brambles is committed to creating and maintaining a culture which delivers outstanding performance and results.

Diversity is essential to Brambles' long term success. Brambles values and fosters diversity because it allows:

- Customers' needs, both today and in the future, to be recognised and addressed;
- All employees to feel valued and able to perform to their best; and
- Brambles to have access to the widest possible talent pool.

3. Definition and benefits of Diversity

Diversity means inclusion - recognising all those differences in background, upbringing, culture and experience that make each of us unique and distinctive.

Brambles is committed to selecting, recruiting, developing and supporting people solely on the basis of their professional capability and qualifications, irrespective of race, sex, colour, nationality or national origin, class, religion or religious beliefs, age, disability, marital or family status, sexual orientation or gender identification, political opinion, culture or socio-economic background or any other status protected by applicable law.

We believe that a diverse workforce provides the best source of talent, creativity and experience. People with different backgrounds and life experiences can identify opportunities and address problems from different perspectives.

By encouraging inclusion and diversity, we enhance our potential to generate new ideas and so improve our ability to adapt to change.

This means we are better able to understand the differing needs of our customers globally and by delivering outstanding service to them, provide superior returns to our shareholders.

An inclusive and diverse workplace is more interesting and attractive to existing and potential employees, improving employee motivation and retention.

4. Diversity at Brambles

In every country and culture, Brambles aims to be an employer of choice that attracts the best employee talent available. We select, retain and develop the best people for the job on the basis of merit and job related competencies – without discrimination and from the widest possible pool of talent.

Our recruitment and selection practices at all levels are structured so that a diverse range of candidates are considered. To assist in that process, where appropriate we will engage external agencies to assist us in the identification, selection and assessment of candidates. Brambles will continue to design talent management programmes to assist in developing a broader and more diverse pool of employees. These programmes include:

- Development programmes for senior executives;
- Development programmes for next generation leaders; and
- Mentoring programmes.

Brambles recognises that its employees, at all levels, may have domestic responsibilities and has adopted flexible workplace policies to help them meet those responsibilities.

As part of the Board's commitment to diversity and inclusion in the workplace, the Board will, on an annual basis, review and report on Brambles' relevant and available workplace data and statistics including, among other considerations:

- The number of employees participating in Brambles' equal employment opportunity (EEO), diversity, and human resources training programs;
- The proportion of women, men, and other categories of employees in the workforce at all levels;
- The proportion of women, men, other categories of employees, and professional backgrounds of Brambles' executive population;
- Subject to applicable local laws and available workforce demographics, measurable objectives for achieving gender and nationality diversity; and
- Progress towards achieving those objectives.

Brambles' employees will demonstrate, through their actions and words, that valuing and managing diversity is a key element in Brambles' culture. In particular, employees will:

- Value and foster awareness of diversity in an open and inclusive working environment;
- Have zero tolerance for any form of discrimination, vilification, victimisation or harassment;
- Be responsive to the varying expectations of employees, including work-life balance;
- Base all recruitment decisions on who is the best candidate for the role and team after encouraging applications from all suitably qualified individuals;
- Base all promotions on performance, potential and active demonstration of Brambles values; and
- Provide employees with an environment that enables them to achieve success.

Every employee of Brambles should value their colleagues as individuals and be aware of the effect their actions and words can have on others.

5. Responsibility For The Success Of This Policy

The Brambles' Board has overall responsibility for this Policy. The Group Senior Vice President, Human Resources, has day-to-day operational responsibility for this Policy and should ensure that all employees receive regular and appropriate training.

The Group Senior Vice President, Human Resources, in conjunction with the Board, will review this policy from a legal and operational perspective at least once a year. This Policy does not form a part of any employee's contract, or otherwise create one, and it may be amended from time to time. Employees are invited to comment on this Policy and suggest ways in which it might be improved. Comments or suggestions should be addressed to the Group Senior Vice President, Human Resources.

All employees are responsible for the success of this Policy. Brambles creates workplaces in which open and honest communications among all employees are valued and respected. If you have any questions about this Policy, or if you would like to report a potential violation of it, please speak to your line manager, any member of the Legal or Human Resources Teams, or the Speak Up Hotline. Consistent with Brambles' Speak Up Policy, no reprisal or retribution will be taken against any employee for raising concerns under this policy. Brambles is committed to investigating, addressing, and responding to concerns of employees and to taking appropriate corrective action in response to any violation.