

Brambles

Sustainability Review 2022



**Step into
the positive**



Stepping into the positive to reinvent pooling for the supply chains of tomorrow

Building from strong foundations, Brambles is accelerating its transformation programme to make this future a reality.

Reinventing pooling involves building further capabilities and identifying new sources of growth. Underpinning these enhancements is the digital transformation that will harness the power of data and digital insights. Combined with the core business principles of reuse, resilience and regeneration, Brambles is building from strong foundations to realise the supply chains of tomorrow.



Brambles' sustainability vision is to pioneer regenerative supply chains

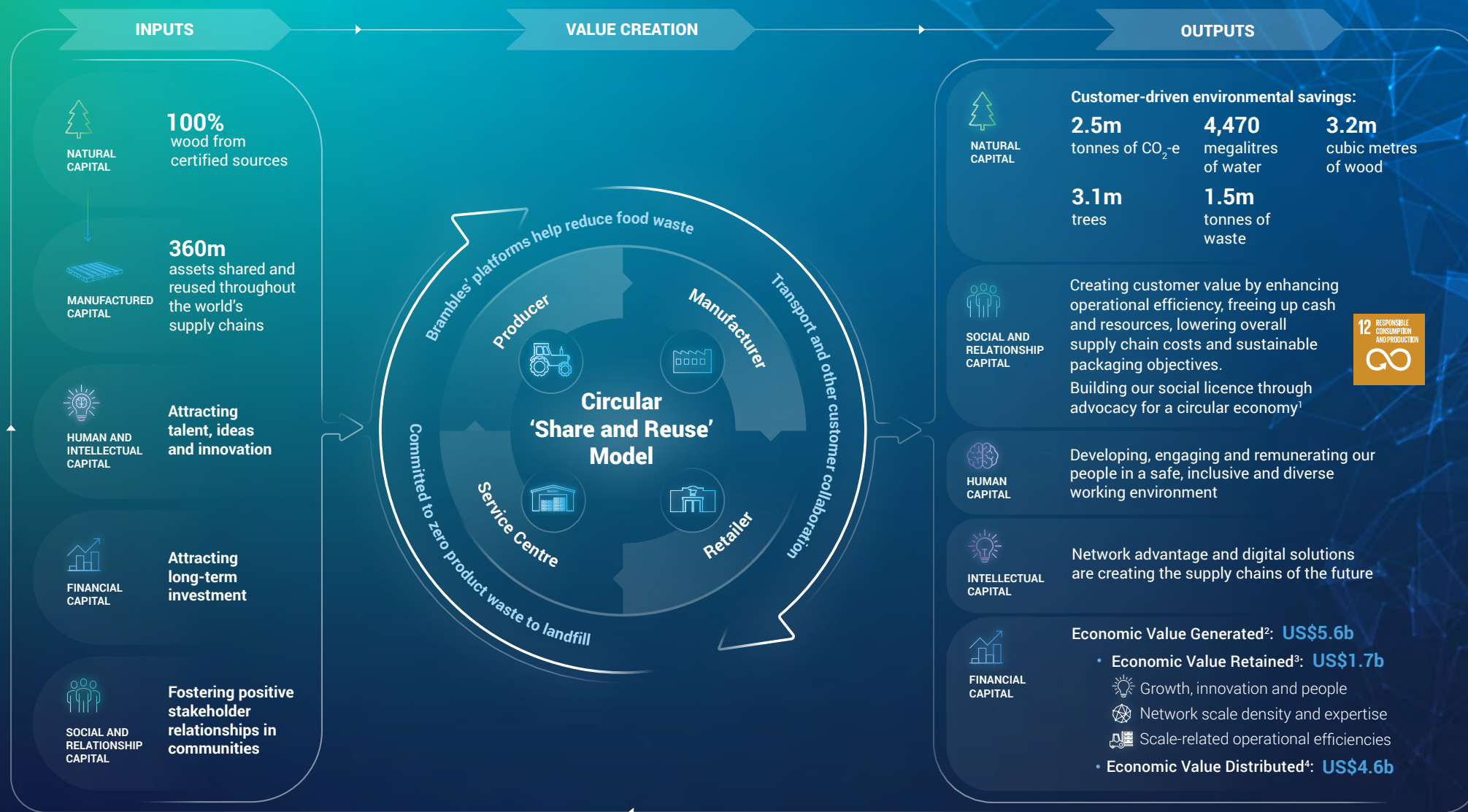
Re-use, resilience and regeneration – our solution to the world's greatest challenges

Brambles can deliver life's essentials every day in a nature and people positive way

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How Brambles Creates Value



¹ The United Nations Sustainable Development Goals (SDGs) are a set of 17 interconnected goals that form a global benchmark for achieving a sustainable future for all. While many of the SDGs intersect with Brambles' operations, the SDG it assesses, as most material to its operations, is SDG 12 – Responsible Consumption and Production.

² Group sales revenue.

³ Group cash capital expenditure.

⁴ See page 18 in Brambles FY22 Annual Report for the breakdown of Economic Value Distributed.

About Our Review

Brambles Sustainability Review reports on the material sustainability issues and achievements for the financial year ending 30 June 2022.

This review shares Brambles' performance against the sustainability targets and reflects on our achievements during the second year of our regenerative strategy (2021-2025). It is part of a suite of external integrated communications, including Brambles 2022 Annual Report, and our Response to Climate Change available for our stakeholders at brambles.com/tcfd.

Our Supplementary Information document for this review, available at brambles.com/sustainability-review, contains further information on assessment of materiality, risks and opportunities, assurance process, data measurement techniques, stakeholder engagement, and a glossary of terms. Also available on brambles.com is our response to the following sustainability reporting frameworks:

- Global Reporting Initiative (GRI) Standard
- UN Global Compact Communication on Progress
- UN Sustainable Development Goals (SDGs)
- The Value Reporting Foundation

Brambles uses the services of KPMG Limited to provide limited assurance on key elements of this review. Information that has been subject to such assurance is clearly identified by the words, 'This page is covered by assurance' or 'Data on this page is covered by assurance'. The KPMG Limited Assurance Report is available on the Brambles website at brambles.com/sustainability-review

Brambles' leading approach to reporting and disclosure references best practice frameworks, including the Financial Stability Board's Task Force on Climate-Related Financial Disclosures (TCFD), Global Reporting Initiative, and the Value Reporting Foundation framework, which combines the Integrated Reporting <IR> 'capitals' framework and the Sustainable Accounting Standards Board (SASB) standards. <IR> principles have been adopted in this Sustainability Review to illustrate the interaction and interdependencies between a business' sources of value, its model and its ability to create value over time. SASB industry-specific sustainability indicators will be available on Brambles' website with the release of this Review.

This holistic approach aims to help Brambles' stakeholders understand its sources of value, including resource dependencies and the positive and negative impacts of its business on these sources of value. Brambles' FY22 TCFD disclosure, included in the 2022 Annual Report, details how we consider governance, risk management, strategy, metrics and targets in relation to climate change.



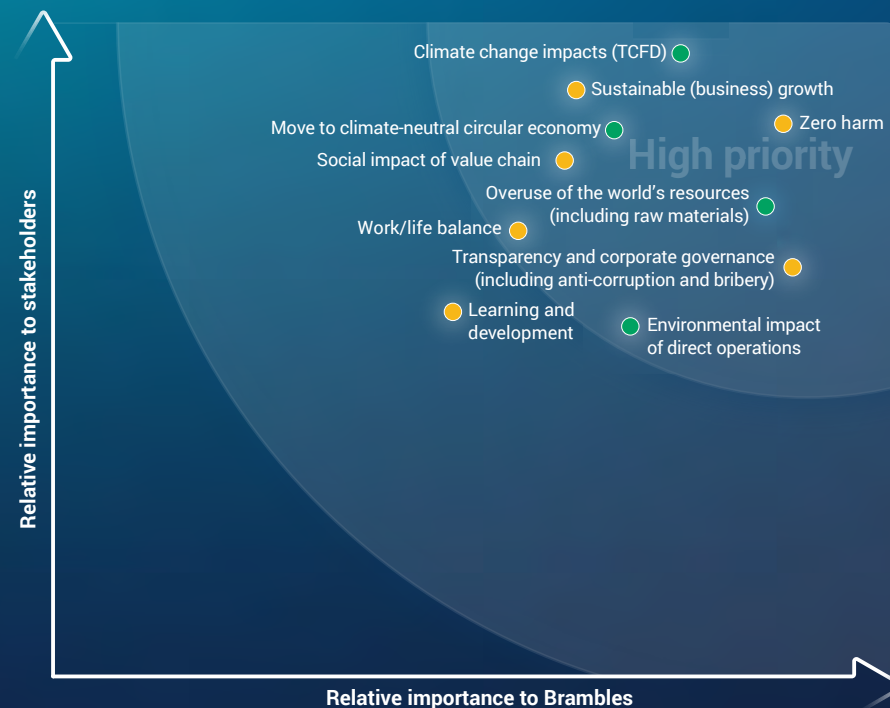
United Nations
Global Compact



Materiality Matrix

Brambles' engagements with key stakeholders have helped develop this materiality matrix.

It outlines the top issues ranked for relative importance to our stakeholders and their relative importance to Brambles. A variety of sources are used to inform this iterative process including surveys with customers, investors, peers, industry groups, employees and media reviews. More information on this process is available in the supplementary document on our website.



- Business Positive
- Planet Positive

Introduction from the CEO

I am pleased to share Brambles' 15th Sustainability Review. The contrast in global context from our initial sustainability communication in 2007 to the present day could not be more apparent.

Regeneration

Each year, our vision to pioneer regenerative supply chains becomes more prescient. The path to regeneration requires integrated thinking, resilience, ambition and demonstration of positive value creation. These themes are evident in our progress over the last year and the stories we share in this review illustrate the reinforcing nature of sustainability and business value creation.

The social contract with communities and broader society has taken on new meaning in the current uncertain environment. It has tested - and strengthened - our belief that businesses can provide leadership and model standards to address the degenerative pathways that reduce value and create negative impact. In this way, a regenerative ambition seeks a positive but practical direction.

We have seen sustainability leaders worldwide, including some of Brambles' key customers, adopt regenerative strategies, validating our vision, strategy and direction of travel. This trend is aligned with increasing awareness of the need for more sustainable, climate-conscious, ethical supply chains. It also offers insight as to why Brambles' leadership on sustainability truly sets us apart. This year, we invite our readers to Step into the Positive with us and define their part in creating a regenerative future.

Integration and resilience

It is apparent that the pace of change is accelerating and global challenges have amplified. However, I remain encouraged by the collective commitment of our people to integrate sustainability further into our business.

The supply chain disruptions of COVID-19-related labour shortages and existing inflationary pressures have deepened from the conflict in Ukraine, testing our systems and processes in acquiring certified sustainable materials.

However, Brambles' FY22 performance emphasises the value of integrating sustainability controls into core decision-making processes. A clear example emerges through the current materials sourcing environment, where shortages were mitigated by our close relationship with our supplier base, developed through years of collaboration on our certification programme. Moreover, higher costs have been balanced by value chain efficiencies implemented through the Shaping Our Future transformation programme.

Agility in our materials sourcing actions, acceleration of our asset efficiency programme and our approach to developing our people and systems for digital supply chains further demonstrate the reciprocity of sustainability and business value creation.

We have also seen our workforce embracing the digital future and uncovering new value for Brambles and our customers. In this review, we show how our platform innovations and digital capabilities combine to enhance circularity while designing solutions for tomorrow's supply chain challenges.

Responding to the physical impacts of climate change is an increasingly critical element of our business, with various weather events in FY22 testing our operational processes. Brambles' network advantage and agile asset relocation actions ensured our people were safe, our operations continued and our customer contingency measures were robust.

We have increasingly seen capital markets reorient their investment mandates to integrate environmental, social and governance (ESG) elements in response to regulatory change, societal expectations and the financial opportunities sustainable business models offer. Brambles' leading position across the most credible ESG ranking platforms demonstrates our ability to deliver financial returns from a sustainable business model

Ambition on climate

The release of our new ambitious Climate Positive agenda in June set a benchmark in climate leadership because it builds upon the environmental advantages of our core circular model. Our pragmatic approach to decarbonisation exemplifies Brambles' Step into the Positive campaign by reaching beyond our business boundaries to accelerate action through practical initiatives, supply chain collaborations and industry partnerships.



The importance of sustainability for our customers has reached new levels, seen in the pronounced shift in consumer preferences for low or zero-waste and carbon consumption models. Brambles effectively support customers by managing supply chain risks, highlighting the low-carbon, no-waste advantages of a circular model, and offering innovative, value-creating partnerships that deliver against customers' sustainability goals.

Our people

Our people have delivered outstanding results for Brambles' business and, by extension, the world's supply chains. Most importantly, despite the volatility this year, our teams are more engaged than ever. Brambles' service centre employees are the firmly established 'stewards of circularity', keeping our assets in circulation for as long as possible and delivering enhanced levels of safety in the workplace.

Our people want to make positive change through their work for the world, which fuels their enthusiasm to strive for better results. This is why Brambles thrives in the emerging regenerative paradigm. We trust our circular model and regenerative approach can be a template for other organisations to Step into the Positive and walk this path together.

Graham Chipchase
Chief Executive Officer

ESG Recognition

Environment, Social and Governance

Brambles' circular business, resilient operations, climate ambition and 2025 targets set a benchmark that is reflected in its leading positions in credible ESG rankings.

Investors recognise the importance of driving progress towards a more circular economy as a path that addresses decarbonisation and climate risks, increases resilience and protects their long-term financial interests. This is why Brambles' value proposition resonates with capital providers seeking financial returns while growing their sustainable investment portfolio.

Brambles' ESG engagement strategy continued throughout the year, which saw an increase in face-to-face engagements and ESG-themed events. Investors raised issues, including climate change reporting and disclosure, product materials, modern slavery, workforce diversity and inclusion, and the emerging themes of nature and biodiversity.

Feedback continues to be positive, and the market welcomed the release of Brambles' Science Based Targets initiative (SBTi)-validated targets and ambitious net-zero by 2040 target.

Brambles received several new ESG recognitions, including being an inaugural member of the Terra Carta in November 2021 and receiving 'Best ESG Reporting Award' from the Australasian Investor Relation Awards in May 2022.

During investor engagements, we emphasise Brambles' low-carbon, circular business model and our leading results in independent and credible ESG indexes. A sample of these results are provided on the right.

Brambles uses the investor engagements to educate investors about the circular economy and its connection to addressing climate change and emerging concerns around nature and biodiversity. We hope this advocacy will result in a better understanding of and investment in circular businesses and help build a more resilient, nature-positive financial system.

Brambles generates financial returns from its circular business model and sustainability programme.

10th most sustainable company globally

Maximum AAA rating. Top 8% of companies assessed



2nd most sustainable company in DJSI index sector category



A- in its Forests submission



Ellen MacArthur Foundation (achieved A-)



Inaugural recipient of Terra Carta Seal



Best ESG & Sustainability Reporting by an Australasian Company¹

¹ Awarded in May 2022 by Australasian Investor Relations Association.

Brambles' 2025 Sustainability Targets

Brambles' roadmap to regeneration is articulated in our ambitious 2025 sustainability targets. Our 2022 performance against these targets is outlined below.



Planet Positive

Our commitment is to be Planet Positive by restoring forests, going beyond zero waste and drawing down more carbon than we produce, ultimately becoming a regenerative, nature positive business.

TARGET

UN SDG ALIGNMENT

FY22 PROGRESS

SINCE FY21



Forest Positive



- Enable the sustainable growth of two trees for every tree used
- 100% sustainable sourcing of timber
- Transformation of more forestry markets to Chain-of-Custody (CoC) certification

Sustainably sourced timber	100%	✓ Achieved
CoC sourced timber	72%	↑ 3 pts improvement
Trees replanted through certified sustainable forestry programmes	3,684,734	↑ 13.5% improvement
Trees planted in afforestation or reforestation projects	63,426 trees in over 6 countries	↓ 5% decrease ¹
CO ₂ -e sequestered from afforestation projects	31,625 tonnes	↓ 9% decrease ¹



Climate Positive



- SBTi verified climate targets for full value chain aligned to a 1.5°C degree climate
- 100% renewable electricity and all our operations will be carbon neutral by 2025

Carbon neutrality for operations (Scope 1 and 2 emission sources)	Achieved	✓ Achieved
Electricity from renewable sources ²	100%	✓ Achieved
Performance against SBT (includes scope 1, 2 and 3 emissions FY21 vs FY22) ³	1,480 ktCO ₂ -e	↓ 1.4% improvement



Waste Positive



- Zero product materials sent to landfills for all Brambles and subcontracted locations
- 30% recycled or upcycled plastic waste in plastic products

Number of Brambles new and next generation platforms containing recycled content ⁴	9	✓ Achieved
Brambles' total recycled plastic material purchased	14%	↓ 1 pt decrease ⁵
Percentage of plants diverting product waste from landfill: ⁵		
• Brambles managed plants	74%	↓ 2 pts decrease ⁷
• Third-party plants	55%	↑ 38 pts improvement
• All plants	58%	↑ 31 pts improvement

¹ Brambles is developing a medium term strategy for our afforestation and reforestation programme to increase impact and address nature, biodiversity and carbon sequestration opportunities.

² Brambles renewable electricity results include electricity from renewable contracts 31.4%, on-site Generation 1.2%, Energy Attribute Certificates (EACs) 55% and Voluntary Carbon Offsets (VCOs) 12.4%.

³ Brambles' SBT results covering FY20, FY21 and FY22 is available on page 25.

⁴ This datapoint is not assured

⁵ In FY22, Brambles expanded the scope of its Zero Product Waste to landfill measurement to include >95% of sites that handle Brambles assets.

⁶ Brambles' purchase of recycled material will increase as new product innovations are launched in FY23.

⁷ The small decrease in waste diversion at Brambles' managed plants is being addressed through regional decarbonisation plans.

Business Positive

Brambles will pioneer regenerative supply chains by improving our circular model every year, increasing the environmental benefits in our customers' supply chains.

Build a safe, inclusive and respectful workplace.

TARGET

UN SDG ALIGNMENT

FY22 PROGRESS

SINCE FY21



Supply Chain Positive



- Increase environmental benefits in our customers supply chains through circular model
- Co-develop circular measurement tools for industry and improve Brambles' circular performance

Increased our positive environmental impact across our customers' supply chains

2.5 m tonnes of CO₂-e

2.3% improvement

4,470 megalitres of water

7.3% improvement

3.2 m cubic metres of wood

0.1% improvement

3.1m trees

0.1% improvement

1.5 m tonnes of waste

1.7% improvement

Ellen MacArthur Foundation (EMF) Circulytics score¹ A-

Achieved



Positive Collaboration



- Double the number of customer collaborations through our Zero Waste World from 250 to 500

Customers in collaboration

370

25.4% improvement

Collaborative initiatives

1,488

6.9% improvement

CO₂-e saved

105,962 tonnes

5.7% decrease



Workplace Positive



- 25% reduction in BIFR
- At least 40% women in management roles

BIFR performance

4.1

18% improvement

Top Employer accreditation

Achieved in 21 countries and across four regions

Achieved

Women on the Board

40%

4 pts Achieved

Women in management roles

33%

1.4 pts improvement

TARGET

UN SDG ALIGNMENT

FY22 PROGRESS

SINCE FY21



Food Positive



- Collaborate with food banks to serve rescued food to 10 million people

People receiving meals through Brambles' support for food rescue organisations

16,216,021 globally

Achieved



Circular Economy Transformation



- Advocate, educate and impact one million people to become circular economy change makers

People reached through our communications, training and advocacy²

FY22: 504,305

Cumulative result since FY20: 599,464

Improvement



Positive Impacts for People and Our Planet

- Adopt leading natural and social capital accounting approaches

Brambles are reviewing the recently released Task Force for Nature-related Financial Disclosures V0.2 beta framework for applicability to our business. Brambles are also involved in the pilot testing phase of the Greenhouse Gas Protocol GHG Protocol Land Sector and Removals Guidance working group to understand accounting approaches for natural capital.

Communities Positive

Brambles' Communities Positive programme will build resilience, promote circularity and account for the connections between society, the economy and nature.

¹ Brambles also consulted with the World Business Council for Sustainable Development (WBCSD) on their Circular Transition Indicators (CTI) Tool.

² New baseline and methodology expanded measurement scope include social media and media release impressions.

³ Biogenic carbon refers to carbon that is sequestered from the atmosphere during biomass growth and may be released back to the atmosphere later due to combustion of the biomass or decomposition.



Business Positive

Linear consumption and production patterns are central to the triple planetary crisis of climate change, biodiversity loss and pollution.

SDG 12 aims to ensure sustainable production and consumption systems by 2030. Broader adoption of circular models creates value by accelerating decarbonisation, preserving nature, and designing out waste.

Brambles' Business Positive commitments provide a template for the practical application of circular principles. They also drive collaboration throughout the value chain and a safer workplace that thrives on diversity, equality and inclusion.



Brambles' 2025 Sustainability Targets



Supply Chain Positive

- Continuous increases in environmental benefits in our customers' supply chains through our 'share and reuse' model
- Co-develop and improve our performance in leading circular measurement tools for industry



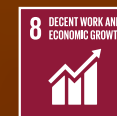
Collaboration Positive

- Brambles will expand our customer collaborations in all regions through our Zero Waste World initiative, doubling the number of customer collaborations from 250 to 500



Workplace Positive

- At least 40% of the Board and management roles held by women by 2025 and doubling female employees in our plants
- **Inclusive company:** Brambles employees rating us within top 20% of inclusive companies to work for
- **Accessible workplace:** Launch an accessibility programme in each region



Supply Chain Positive



Brambles' Supply Chain Positive commitments aim to replace linear supply chains by growing its circular model. Communicating the benefits of circular models by leveraging measurement tools, demonstrate the advantages of low-carbon, no-waste, circular solutions.

+ Our 2025 targets

- + Increase the environmental benefits in our customers' supply chains through our 'Share and Reuse' model
- + Improve performance in leading circular measurement tools, and advocate and promote their use for industry

FY22 achievements

Amplifying the positive impact of our circular model

The avoided environmental impacts of our circular model is shown on the right. Impacts are verified by independent peer-review using ISO 14040 life cycle assessment (LCA) standard and is assured annually.

Measuring the positive impact of our circular model

Brambles' contributes our expertise to the testing and development of circular measurement tools. Brambles encourages other businesses to initiate their circular journey's by using the EMF¹, [Circulytics™ tool](#) or the World Business Council for Sustainable Development [Circular Transition Indicators \(CTI\) tool](#).

Brambles' Circulytics™ 2022 scorecard | Overall Score: A-²

Enablers	A	Outcomes	B
Strategy and planning	A	Products and materials ³	A
Innovation	A	Services ³	A
People and skills	A	Plant, property and equipment (PPE) assets ^{3,4}	C
Operations	A	Water ⁴	D-
External engagement	A	Energy ⁴	D
		Finance ⁴	N/A



¹ Ellen MacArthur Foundation

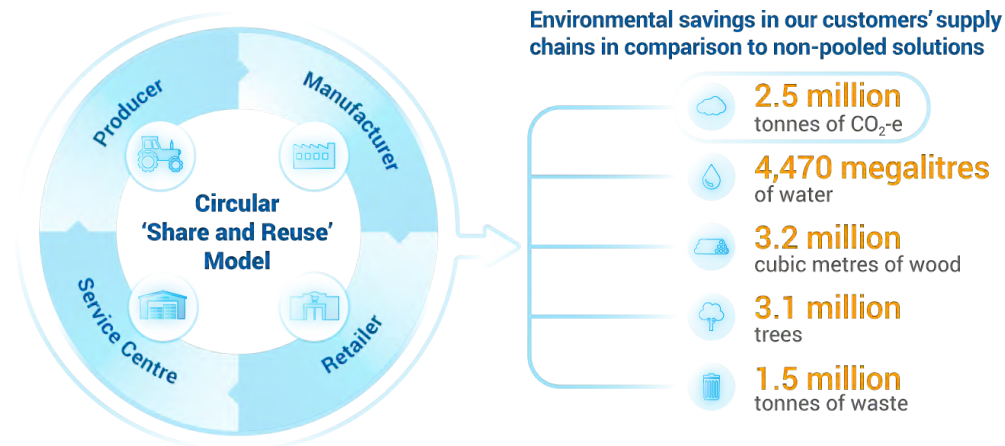
² Waste to Wealth: The Circular Economy Advantage. Peter Lacy and Jakob Rutqvist

³ Products and materials, Services and PPE assets covered by assurance

⁴ Brambles is developing our data collection systems to respond more effectively to these Circulytics categories

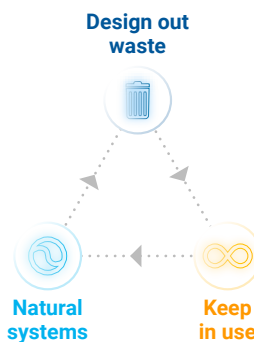
These five circular operational models¹ are central to Brambles' business. Adopting any one will accelerate the transition to a low-carbon, circular economy.

- **Circular material supply** using, renewable or recovered materials
- **Resource recovery** developing digital technology to recover and increase reuse
- **Product life extension** extending the life cycle of assets through design for repair and durability
- **Sharing platforms** sharing assets, through the network to amplify their benefits
- **Product to service** leasing products and gaining the benefit, instead of ownership/disposal



EMF'S PRINCIPLES OF A CIRCULAR SYSTEM

HOW BRAMBLES IMPLEMENTS THESE PRINCIPLES



- 1 Design out waste and pollution** 80% of a product's environmental impact can be determined during the design stage. By viewing waste as a design flaw, it can be avoided in the first place. Designed to be shared and reused, our pallets, crates and containers exemplify circularity, eliminate waste and help customers initiate their own circular journeys. See page 14 for more information.
- 2 Keep products and materials in use** Build an economy that keeps things in use, rather than simply using them up. Brambles' products are durable and kept at their highest value through recovery, repair and reuse, retaining their worth over their entire life cycle.
- 3 Regenerate our natural systems** Not only protect, but actively improve the environment, ultimately creating regenerative systems. Made from nature: based on renewable, reusable, recyclable or biodegradable materials, Brambles' platforms form the basis of a circular system of exchange with nature.

Supply Chain Positive Continued

Step into the Positive campaign invites customers to join the Regenerative journey

The CHEP businesses launched a customer-focused sustainability campaign to advance our vision to pioneer regenerative supply chains by inviting them to join CHEP and 'Step into the Positive'. The purpose is to share our sustainability experience and encourage a greater understanding of how regenerative strategies, like creating value from waste or restoring natural resources, will lead to net positive outcomes.

Walmart Giga-Guru status awarded to CHEP North America and North LATAM

CHEP has participated in Walmart Inc.'s Project Gigaton™, which aims "to reduce or avoid one gigaton of carbon emissions from global value chains by 2030." Brambles' climate leadership, validated by its commitment to a 1.5-degree climate future, verified science-based targets, net zero by 2040 roadmap and ongoing operational collaboration for greater supply chain efficiencies, led Walmart to feature CHEP as a 'Giga-Guru' among all its suppliers. This recognition from the world's largest retailer demonstrates the value of leading from the front on climate and sustainability.



Recognition from major Australian retailer, Coles

CHEP Australia was recognised as a finalist in the 'Sustainability Partner of the Year' category for the 2022 Coles Group Supplier Partner Awards for supplier excellence. This showcases CHEP's partnership with Coles and demonstrates how CHEP sustainable platforms are helping Coles' on their Together to Zero & Better Together strategy.



Stage one of the campaign has focused on CHEP employees to build an understanding of the concepts and messaging. Stage two, planned for September 2022, will concentrate externally and leverage CHEP's sustainability brand and leadership position. As the campaign progresses, it will build partnerships and engage customers to uncover new opportunities to reduce the impact from their business.



#StepIntoThePositive with Brambles

Cultiva, an Italian leader in fresh produce, partners with CHEP on sustainable supply chains

Cultiva aims to be carbon neutral in five years, and its revised sustainability strategy placed respect for the land and the planet as a central theme. CHEP will move Cultiva's products and minimise the environmental impact of its supply chain, from the first to the last mile. Leveraging CHEP's Sustainability Calculator, an expansion of product flows estimates Cultivas' impact will save approximately 40 tonnes of carbon emissions, five tonnes of solid waste and prevent harvesting more than 40 trees annually. The value of the alignment between Cultivas' and CHEP's sustainability programme is so substantial that the customer aims to communicate CHEP's impact externally to demonstrate their commitment to sustainable supply chains.

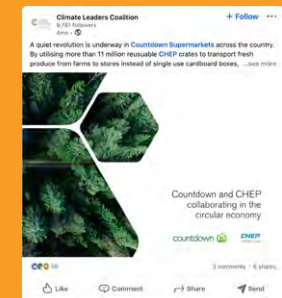


Countdown Supermarkets – Sustainability collaboration builds a positive relationship with a key account in CHEP New Zealand

Leveraging our 'Share & Reuse' model, the New Zealand (NZ) Fresh team delivered a strategic commercial engagement with the country's largest retailer, Countdown Supermarkets. The project involved a Life Cycle Analysis (LCA) of Reusable Plastic Crates (RPCs) compared to single-use alternatives in the NZ fresh supply chain. The superior environmental results of the RPCs were so compelling that a joint case study was produced with NZ's peak industry sustainability body, the Sustainable Business Council (SBC).

Countdown and its grower's environmental savings:

- 10,100 tonnes of CO₂-e, the equivalent of planting over 5,050 trees annually
- Over 1,700 tonnes of waste, equivalent to more than 43,600 wheelie bins (240L)
- Over 332,000 Kiloliters of water, equivalent to more than 3,300 residential swimming pools



[Find out more](#)

"We see our relationship with CHEP as an excellent example of two businesses working together to help shape this brighter future."

Kiri Hannifin,
Director Corporate Affairs, Safety and Sustainability

Supply Chain Positive Continued

The markets in which Brambles operates indicate an increasing preference for more sustainable, climate-conscious solutions. Brambles' direct sustainability messaging to customers capitalises on this trend with a 74% increase in Sustainability Certificates issued in FY22.

Brambles' innovative use of Sustainability Certificates has created a credential for our customers. The certificates quantify the environmental advantages of Brambles' circular model for customers by calculating the carbon emissions, waste and material savings over typical single-use or one-way alternatives. The Sustainability Certificates are independently verified to ISO 14040 LCA standard. They are being used by customers for internal and externally facing communications to demonstrate their sustainable actions in their own supply chains.

NUMBER OF SUSTAINABILITY CERTIFICATES IN FY22 BY REGION

Asia-Pacific	210
Europe	750
Latin America	79
Middle East and Africa	42
North America	106
Total	1,187

74% increase in Sustainability Certificates issued in FY22 compared to FY21



A sample Sustainability Certificate from CHEP New Zealand.

Brambles' Sustainability Certificates have become a credential for our customers

These are just some examples of how our customers are using Brambles' services and the Sustainability Certificates to celebrate progress on their sustainability ambitions. Shown below are customer social media posts.

in LATAM



#CencosudPerú received the sustainability certification for reducing its environmental impacts in its logistics operations, thanks to the joint work of our #Wong team and #Metro, together with CHEP, a company focused on the optimization of the pooling service. This recognition represents:
#Disminución of almost 115 thousand kilos in CO₂ emissions.
#Ahorro estimated 225 thousand dm³ in woods.
#Reducción of more than 64 thousand kilos in waste.
 We will continue to develop a sustainable business model that allows us to continue contributing to a better future for tod@s.



🗨️ 8 ❤️ 233

in LATAM



We received a sustainability recognition from our supplier CHEP!
 A couple of years ago, we have been working with CHEP, a pioneer company in the handling of pallets of circular economy and we are very happy, that thanks to the management we carry out together, during 2020 and 2021, we have achieved different savings that contribute to the care of the environment.



Si el mundo es mejor, sabe mejor.

🗨️ 18 ❤️ 228

in Greece



Lidl Hellas opens new ways of sustainability thanks to the model of sharing and reusing equipment of CHEP
 At Lidl Greece, we promote strategic partnerships that strengthen the perspective of sustainable development. Taking advantage of the possibilities offered by our collaboration with CHEP, we managed the following in 2020: 🌳 Saving forest resources by 252,972dm³, equivalent to 244 trees saved! 🌱 Reduction of carbon dioxide emissions by 307,332kg, equivalent to 7 truck trips around the earth! ♻️ Reduction of municipal waste by 27,062kg, which is equivalent to 6 trucks full of waste.



🗨️ 20 🔄 60 ❤️ 187

in South Africa



Leading South African food manufacturer, RCL Foods receives Environmental Certificate for Excellence in Sustainability from CHEP
 RCL FOODS leading South African food manufacturer has been presented with an environmental certificate for excellence in sustainability, recognising that RCL FOODS has reduced its CO₂ emissions by 56%, its wood usage by 71%, and its waste by 59% by using CHEP's share-and-reuse pooling services.



🗨️ 9 🔄 56 ❤️ 178

in Italy

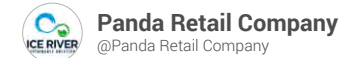


Cultiva chooses CHEP for the good of the planet
 Team that wins ... gets stronger to improve. Year after year. Discover the results we have achieved in terms of sustainability in 2021 thanks to the collaboration with CHEP for pallet pooling.
 ✓ -67% of trees felled
 ✓ -54% CO₂ emissions
 ✓ -76% of waste



🗨️ 1 🔄 7 ❤️ 52

in Middle East and North Africa



Panda Retail Company proud to have received the Certificate of Excellence in Environmental Sustainability
 Panda Retail is proud to have received the Certificate of Excellence in Environmental Sustainability from CHEP, which specialises in customer service in a range of industrial supply chains, in recognition of Panda's efforts to reduce the environmental impact of its operations and activities by reducing carbon dioxide emissions by 78% and reducing waste by 61%.



🗨️ 6 🔄 6 ❤️ 221

Positive Collaboration



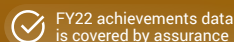
+ Our 2025 targets

- Brambles aims to grow customer collaborations in all regions through our Zero Waste World (ZWW) programme, doubling the number of customer collaborations from 250 to 500 while making the world's transport networks more efficient

FY22 achievements

1,488

Collaboration initiatives



83,754,494 km

Saved in FY22

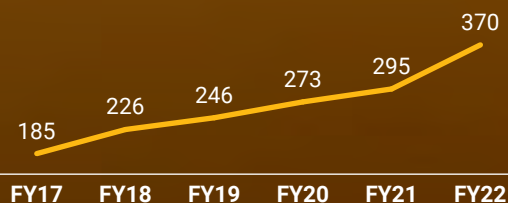
4% decrease on FY21

105,962 tonnes

CO₂-e saved in FY22

6% decrease on FY21

Customers participating in collaborative projects¹



¹ Customers participating in collaboration projects includes ZWW projects for the first time



A blueprint for collaboration

The number of customers engaged has increased Brambles' Positive Collaboration progress this year. This included the **Eliminating Waste** and **Eradicating Empty Transport Lanes** components of the ZWW programme for the first time.

Overall, transport-related activity including total distance, decreased due to lower asset collections and movements in FY22.

Positive Collaboration is a highly valued offering for customers and is unique to Brambles. It is executed through our ZWW and logistics teams and is an enabler for Brambles' 2025 sustainability targets. The collaboration culture this programme fosters serves to build relationships and create shared value on common sustainability issues. This will be an advantage for Brambles as long-term coalitions become common practice to achieve decarbonisation targets.

Zero Waste World Summit

The ZWW Summit, hosted twice annually by CHEP North America, boasts industry innovators who are solving complex problems to build a regenerative future.

In FY22, two virtual ZWW events took place with participation from 200+ attendees from the sustainability industry. The events featured speakers from Aspire Bakeries, LOCOAL, Neste, Trane Technologies, Trenton Renewables and Trex, addressing how their organisations are driving changes to reduce and even eliminate empty transport miles, packaging waste and supply chain inefficiencies.

View the [Zero Waste World Events page](#) for more details and to watch the on-demand event recordings for the fall and summer summits.



▶ [Watch video](#)

Refill Revolution: CHEP joins the world's biggest multi-retailer refill trial

CHEP Europe has joined the 'Refill Coalition', a group of UK retailers committed to developing the world's biggest multi-retailer refill solution and reducing supermarket packaging waste. The solution could play a key role in reducing the 56 billion units of single-use plastic packaging sold annually in the UK. The Refill Coalition's solution will reimagine how key food staples (e.g. pasta and grains) and household products (e.g. home and personal care products) are supplied. Part of the system, being developed through the coalition, is a bulk home delivery refill solution – an industry first.



How Brambles drives Transport Collaboration

By leveraging our extensive networks, logistics knowledge and data, Brambles can fill empty lanes, taking carbon out of an industry highly challenged in its dependency on fossil fuels.

We optimise transport in four different ways:

- Plant Network Optimisation** – positions service centres in optimal locations to capitalise on routes with the highest volume of platform exchange
- Transport Collaboration (CHEP and customer)** – creates collaborative partnerships by being a trusted non-competitive player
- Transport Orchestration** – facilitates optimisation of empty transport journeys between two or more customers
- Multi-modal** – utilises multiple transport modes such as rail and sea for the greatest cost and carbon efficiencies.



Product Innovation for a Circular Business

Brambles' products are the physical enabler of our global circular network that drives our regenerative vision. We place sustainability at the core of every step of an iterative innovation process.

Sustainability is inherent from solution concept to material choice, to how it's used and reused in the supply chain as well as best practice end-of-life (EOL) considerations.

Designing out waste and pollution is one of the key principles from the EMF's design for circularity principles. Brambles' Product innovation process leverages iterative user-centric feedback. Our product innovation teams transform these insights into circular solutions that support customers' supply chain and sustainability requirements and Brambles' regenerative vision.

Here, we provide insight into our product innovation process demonstrating the processes behind the world's most circular products.

Empathise

Voice of customer & product strategy

Understanding the need for a new or improved solution. Will this solution drive a positive customer experience? What is the business strategy this product supports? Does the proposal align with our sustainability targets?



1

Design and develop

Prototyping

Prototyping incorporates customer input at all stages. This includes technical design, but also the best commercial value proposition for the circular model



4

Test

Safety

- Pallet Test Track simulations 10 years of performance in eight weeks to validate damage results
- ISO 8611 testing to ensure that product meets defined performance safety criteria



5

Our Innovation Center


[▶ Watch video](#)

Define

Alternative solutions

- Products that meet a circular model, digital and sustainability needs
- Build or buy?
- Innovation partnerships



2

3

Ideate

Material selection

- Material durability tested, meaning the potential number of reuses, drives the circular model
- Materials: 100% sustainable sourced and 100% recyclable materials and where appropriate, recycled material content



6

Implement

Commercialisation

A strategy that engages more partners into the circular system improves the whole



Q+ wheeled Quarter Pallet


[▶ Watch video](#)

Asset Efficiency

Brambles circular business is driven by the number of times our assets are shared and reused. Improving asset efficiency delivers financial and environmental value, setting the standard for circular models.

Accelerating our asset efficiency initiatives in FY22, saved approximately four million pallets through recovery and salvage programmes.

Improved collection ability enabled the recovery of more pallets and was supported by insights from data analytics and leveraging new technology capabilities. For example, our teams deployed small truck fleets across North America (NA) and Europe to increase collection frequency and cycle time. In the US, we continued our focus on engaging with distributors in higher risk of loss channels and engaged our recyclers more effectively. We also installed new pallet remanufacturing at 20 US service centres to increase pallet life and reuse. Maximising circularity is supported by asset efficiency and demonstrates the reinforcing nature of sustainability and business value creation.

Managed Exchange/Managed Recovery (ME/MR)

The ME/MR solution, implemented in North America, is offered to customers as an alternative method for sourcing CHEP pallets, improving the circular business model. ME/MR allows customers to pick up good quality pallets directly from the store or distribution centre, resulting in faster pallet collection, reduced costs, empty miles and improved environmental outcomes.



CHEP US Pallet Remanufacturing

This initiative allows our operations to transform previously unusable materials into quality, ready to deploy assets. Two major workstreams include three connector board repairs and multi-coloured pallet media blasting. Both programmes increase asset life expectancy, reduce the need for new raw materials and improve the sustainability outcomes of the circular model.



Accelerating initiatives to overcome pallet supply constraints and improve the environmental outcomes of our circular business model, delivers business and sustainability value

IMPROVE PALLET COLLECTIONS

ASSET RECOVERIES

KILOTONNES CO₂-e SAVED¹

IMPROVE VISIBILITY OF OUR ASSETS

Small trucks deployed across NA and Europe enabling efficient low volume collections

▶ ~900,000 pallets

45 kt

Engaged with 2,000+ higher risk of loss channels in the US to improve collections

▶ ~400,000 pallets

20 kt

New asset productivity decision engine to improve collections and losses in higher risk lanes

▶ ~300,000 pallets

15 kt

Changed fee structures with recyclers to enhance recoveries

▶ ~500,000 pallets

25 kt

Created 5 recycler processing centres to store, inspect and sort pallets in the US, improving collections and expanding the network

▶ ~300,000 pallets

15 kt

Recruitment of highly trained asset protection managers and increased asset protection initiatives, including legal actions

▶ ~100,000 pallets

5 kt

- **Targeted smart asset deployments** by channel/customer in over 20 countries
- **Developed 4 advanced analytics products** – Health, Spot, Detect, Predict e.g. loss prediction, collection frequency or anomaly detection algorithms
- **Developed 180+ process roadmaps** to integrate new digital capabilities (Machine Learning, Robotic Process Automation and/or Chatbots)

IMPROVE PALLET LIFE AND RE-USE

FY22 REMANUFACTURES

KILOTONNES CO₂-e SAVED¹

CHANGE MARKET BEHAVIOUR

Improved pallet remanufacturing capacity, including upgrades at 20 US service centres with new processes, technology and standards

▶ 1.5m pallets

75 kt

TOTAL

4m pallets

TOTAL

199 kt

- **Increased pricing for high-risk lanes** capturing 60% of flows in Europe and 40% of flows in the US at the end of FY22
- **Developed 75+ new retailer collaboration plans** developed to improve collections and reduce loss

~4 million pallets recovered and salvaged through data analytics and refurbishment. That's enough wood to conserve approximately 195,000 trees.

¹ Brambles has used a universal carbon emission factor conversion of 50kg of CO₂-e per pallet, which includes biogenic carbon.

Workplace Positive



Our people want to make positive change in the world through their work, which fuels their enthusiasm to strive for better results. This is why Brambles thrives in the emerging regenerative paradigm.

+ Our 2025 targets

- + Our employees rate us in the top 20% of places to work
- + Global Top Employer accreditation

FY22 achievements¹

Our employee survey Pulse scores:

78 Employee Engagement (high-performing Benchmark 79)

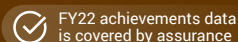
78 Wellbeing

75 Employee Recognition

75 Growth Opportunities

Top Employer
in 21 countries and four regions

Achieved
Top 20% great places to work



FY22 achievements data is covered by assurance

¹ Employee Engagement, Employee Wellbeing, Inclusive Company and Authentic Company, are covered by assurance. Employee Recognition and Growth Opportunities, are not covered by assurance.

Top Employer

As part of Brambles' Amazing Place to Work strategy, we sought external best practice validation and benchmarking to help improve our employee experience through 'Top Employer' accreditation. We participated in accreditation with the Top Employer Institute, a globally recognised best practice organisation, to help do this.



In FY22, Brambles received further accreditation with the addition of five more countries (US, Mexico, Italy, Australia and Brazil). Twenty-one countries are now accredited, representing 91% of our employees. We also have the additional regional seal of LATAM to add to the European and African seals. We are very proud that we have improved our scores. In FY23, we have our goal of achieving global accreditation.

Pulse

In FY22, Brambles undertook two employee surveys to monitor our employees' engagement and track our progress as a business against our Amazing Place to Work strategy. Our Year-End Engagement survey closed with a participation rate of 83%, eight points above the benchmark, and with improved participation from both our Plant and non-Plant-based employees. Engagement results at Group level remain steady at 78 points, close to the high-performing benchmark of 79 points and are trending positively for our non-plant-based employees at 81 points.

These results align with the broader market trends where employee engagement and happiness at work have been levelling since September 2021. However, in our latest survey, almost 60% of Pulse metrics have improved, with only 13% decreasing. Our employee sentiment particularly improved about growth opportunities, the recognition they get and their empowerment to make decisions regarding their work. Further opportunities include improving 'barriers to execution' and 'customer focus'.

Building Brambles' capabilities for today and for our future

KEY FACTS

70%
increase year on year in training hours for our workforce

Transformation capability building

To deliver our transformation strategy and achieve the Shaping our Future ambitions, we have grown skills, knowledge and experience in three key areas:

1 Digital Capabilities

To achieve our digital transformation, we need to develop, build and embed digital capability in every role across our business, enabling more effective and efficient data-led decision making and developing advanced Digital capability.

In FY22, we focused on developing our digital and data capabilities through the following key areas:

- Digital and data leadership
- Advanced analytics
- Consume and leverage data

2 Transformation Capabilities

Transformation capability includes:

- Project Management
- Change Management
- Agile/Product Management, and
- Developed carbon calculator for sustainability relevant initiatives.

Our focus during FY22 has been on ensuring that our people have the right foundational skills for their roles.

3 Business Excellence

Business Excellence capabilities are the core skills to deliver, embed and sustain our transformation across the entire business. The Ability to Execute programmes supports our Business Excellence strategic priority by giving all our people the tools and ways of working that will be critical for us to reach a level of excellence, which is standard across the business. Nearly 1,000 people went through this training last year.

45%
of vacancies filled with internal talent

63,000 hours
of digital learning consumed in FY22, which also represents 220% increase on last year

Health, Safety and Wellbeing



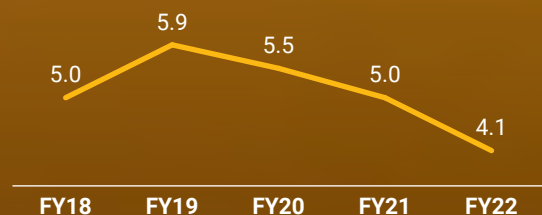
Brambles' Zero Harm Charter states that everyone has the right to be safe at work and return home as healthy as they started the day. This approach includes Brambles' Feel Good programme to support mental wellbeing.

+ Our 2025 targets

- + Achieve 2022 Safety Improvement Target for BIFR 4.5

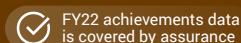
FY22 achievements

FY22 BIFR 4.1



This result represents an 18% safety performance improvement from our FY21 results. The BIFR of 4.1 is significant because Brambles achieved its 2025 BIFR target ambition three years in advance.

This is credit for the hard work and dedication of all participants and stakeholders within the organisation.



FY22 achievements data is covered by assurance

2025 journey

Brambles is supplementing our Zero Harm ambition by introducing Safety First as a cultural enabler. Safety First ensures safety risks are 'designed-out' from the beginning of any new process, supporting our Zero Harm philosophy.

Our new Safety First roadmap is based on three key phases, each designed to help navigate Brambles towards a vision of Zero Harm.

The first phase includes the development of a series of six goals which are due for implementation in FY23:

1. **Safety First Management System** – ISO 45001 aligned and standardised
2. **Laser focus on key risks** – Hunting for incident pre-cursors
3. **Brambles' Welfare Standards** – Setting minimum standards in our workplaces
4. **Safety Differently** – Embedding the methodology across the globe
5. **Leading Indicators** – Proactive safety measurements
6. **Process Automation** – Health, Safety and Environment (HSE) supporting engineering projects from concept to completion

Brambles' wellbeing programme – Feel Good

Brambles recognises that safety begins with a healthy mindset, which is why we initiated the Feel Good programme. After surveying our people, we identified four key themes to guide our activities: supporting healthy habits, mental health and resilience, sleep, and nutrition.



The following resources will also support our people:

- A new global strategy for wellbeing
- Feel Good calendar, promoting external events and campaigns;
- A global Feel Good space on the Employee Hub for all wellbeing resources and materials
- Learning resources on Brambles' Academy are grouped under the four pillars of financial, mental, physical and social health

Compliance: GAP Audit performance continues to improve with a 9% increase overall in FY22. Our next version of GAP will launch for FY23 with a focus on Active Leadership and critical risks.



Safety First in a global pandemic

The protection of our people is our highest concern.

As the pandemic continues to impact the globe, Brambles remains vigilant in all of its operations. COVID-19 protocols and arrangements follow relevant Government advice. Brambles C19 Steerco maintains a control tower approach to ensure visibility of infection rates and to enable appropriate support if issues arise.



Brambles' World Safety Week 2022

Brambles actively ensures employees are given the opportunity to participate in the annual World Safety Week celebrations.

In FY22, the central theme was Safety Differently, which included a range of live webinar events held by Brambles staff across the globe to reinforce its adoption and application benefits.

Safety Differently is a contemporary development in the safety field that recognises and promotes the synergy between Human and Organisational (HOP) performance.



Brambles' Mental Health awareness campaign for the European Leadership community in FY22

[▶ Watch video](#)



SAFETY FIRST CULTURE – SUCCESS FACTORS

	Active Leadership	Making time for safety Understanding responsibility
	Workplace Conditions	Minimum fit-for-purpose welfare standards
	Empower and Mobilise	Building capability and capacity in our people
	Performance Excellence	Leading indicators illustrate proactive safety performance
	Owning Tomorrow	Upstream safety planning

Diversity, Equity and Inclusion




At Brambles, we value the unique contribution that every one of our people makes to our business. We are committed to equal opportunity for all. The power of a diverse and inclusive workplace fosters productive connections with our people, suppliers and customers. It also inspires innovation and growth, driving world-class results.

+ Our 2025 targets


- Gender balance:** At least 40% of the Board and management roles held by women by 2025 and doubling female employees in our plants
- Inclusive company:** Brambles employees rating us within top 20% of inclusive companies to work for
- Accessible workplace:** Launch an accessibility programme in each region


FY22 achievements


 **40%** of Brambles Board roles held by women

33% Women in Leadership roles (up 1.4 pts from 2021)

7% of service centre employees are women

 Brambles in **top 20%** of companies globally for inclusivity (employee rating)

 **Accessibility Schemes** launched three programmes to support disability and race

 FY22 achievements data is covered by assurance

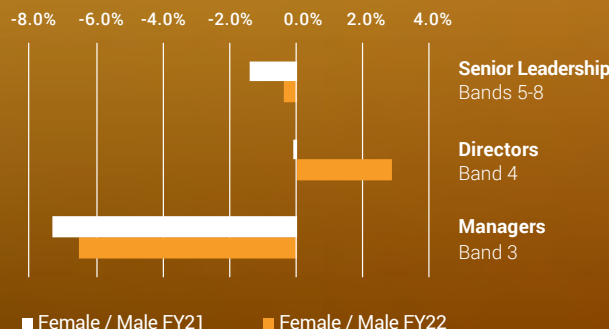
Breaking down barriers to ensure equity

Brambles is constantly seeking to evolve and improve our approach to creating an inclusive environment where diversity can flourish in all its forms.

Brambles is using Equity-inspired Design to place equity at the heart of everything we do. This ensures equal opportunities for success and advancement, enabling everyone to be the best version of themselves every day. The approach leverages the power of diverse experiences and perspectives. It also includes identifying and eliminating barriers that prevent full participation and ongoing reviews of process and policy to ensure equitable outcomes for all.

For example, to help progress our gender diversity ambitions, we have tailored our recruitment experience, work environments and communications approach to appeal to more talented women.

Gender salary ratios by level Female / Male



Making sure every voice is heard

Core to our commitment to Diversity, Equity and Inclusion is the belief that every voice has the right to be heard. Initiated in our North American region, we now have numerous Employee Resource Groups (ERGs) and forums across our global business to support this. These groups provide a safe space for individuals to freely express their thoughts and feelings. They also offer insights and feedback to our business and help shape more inclusive policy, strategy and process design. Among our efforts in this area, we have forums representing: Women; Black, African American and Caribbean colleagues; Hispanic and Latin American individuals; LGBTQ+ employees; Veterans and their families and People with Disabilities.

Supporting accessibility

CHEP Sub-Saharan Africa launched an accessibility programme focused on creating a workplace where all our people, including those with disabilities, can thrive. Using the Equity-inspired Design approach, the programme seeks to identify and implement enhancements to our ways of working, workplace design, policy and process, with a particular focus on recruitment and professional development. The scheme is supported by a training and awareness programme, ensuring that our people understand the importance of disability inclusion and are equipped with the necessary skills to help everyone succeed.

Data and digital supporting gender balance and neurodiversity

Our global Data and Digital team support Diversity, Equity and Inclusion in every aspect of our work. Despite the traditionally male-dominated sector, one-third of Digital leadership positions in Brambles are held by women. Building on this success, the team launched a programme of work designed to attract and develop neurodivergent talent. To leverage the full potential of our digital future, we will need to think, work and collaborate differently. Focusing on this aspect of diversity will further enhance our inclusive culture, where differences help drive innovative solutions for our customers and address the challenges of a rapidly changing marketplace.

Looking ahead for DEI



Brambles will continue to drive gender balance in leadership roles and our service centres by ensuring our work environment and ways of working are equitable for all. We are embedding Diversity, Equity and Inclusion considerations into our global processes to support our people managers to lead inclusively.

Governance



Brambles is committed to operating in an environment in which all our employees act with honesty, integrity, fairness, and accountability.

These principles are key to our business success, core to protecting supply chains, and central to our efforts to deliver consistently to our customers, communities and shareholders.

+ Our objectives

- + Brambles aims to provide a workplace with purpose and compassion; one that upholds the expectations of all stakeholders now and in the future
- + Update structure and strategy of the Global Ethics and Compliance Programme
- + Advance anti-corruption and human rights programmes, including modern day slavery

FY22 achievements

- Released Brambles' first consolidated Australian and UK Modern Slavery Statement
- Completed due diligence evaluations for 1085 new suppliers, with two potential suppliers not meeting Brambles requirements
- Onboarded 1,000 new suppliers, rejected two
- Launched first Supplier Annual Certification to more than 9,000 suppliers
- Code of Conduct training achieved a 99% completion rate

Brambles Risk Management Programme

Brambles' governance and control environment is managed by our risk management programme, which continuously assesses risk, including corruption risk, at both the Group and business level. This programme is supported by various functions, including Group Risk, internal Audit and Global Compliance.

Beyond the Risk Management programme, we have implemented the following governance and controls:



Ethics and Compliance Training

In FY22, Brambles launched our annual refresher Code of Conduct Course to all employees and launched a pilot of online Code of Conduct training in eight service centres across four regions. We also delivered the following training to employees globally:

- Induction
- Conflicts of Interest
- Speak Up and Whistleblower hotline
- Anti-bribery
- Privacy and Security
- Ethics in the Workplace

Brambles' regions are responding to ethical supply chain customer surveys



EUROPE
CANADA



MEXICO
US
AUSTRALIA

CHEP Canada and CHEP Europe have received Platinum recognition in their 2021 EcoVadis assessments, scoring 80/100 and 76/100 respectively. This positions these businesses in the top 1% of responding companies. Brambles' strong governance and approach to business ethics contributed to the result.

Brambles' New Supplier Due Diligence Programme

Our third-party due diligence programme is the cornerstone of Brambles' Anti-bribery and Anti-corruption Programme and is embedded in our Vendor Onboarding Tool. The new supplier risk profile is consistent with our expectations with geography largely determining risk profile. LATAM and APAC (Asia) have more medium and high-risk suppliers, mainly due to their country risk profiles. Most of Brambles' high-risk suppliers are new lumber suppliers, labour suppliers or third-party service centre operators. All medium and high-risk suppliers are asked to provide copies of their anti-bribery and human rights policies. All suppliers who successfully complete due diligence are asked to complete a Supplier Acknowledgment Form, acknowledging the principles set out in [Brambles' Supplier Policy](#). In FY22, there was an increase in the return of Supplier Acknowledgment Forms globally, reflecting the work the local teams placed on following up with suppliers.

Risks of modern slavery practices in Brambles' operations and supply chains

Our Human Rights Working Group (HRWG) assesses Brambles' potential to cause, contribute to or be directly linked to modern slavery through its operations or its supply chains. The business faces a wide range of business and compliance risks, including those associated with corruption and modern slavery.

Modern Slavery Risk Assessment: Brambles' operations

Brambles' personnel are employed directly by a Group company. This, along with our policies, compliance training and internal hiring procedures consistent with our policies, lowers the risk of modern slavery in our operations.



View our Modern Slavery Act at brambles.com/modern-slavery-act

Our Modern Slavery Risk Assessment is focused on the following arrangements examining the inherent risks, considering:

- **Nature of the work:** job requirements and corresponding skillset
- **Geography:** country reports on human rights practices and country condition reports
- **Recruiting processes:** labour recruitment policies and practices, and transparency.



Planet Positive

Regeneration provides a pathway to help meet the needs of people, restore ecosystems, increase natural capital and plays a critical role in a 1.5°C climate future.

Natural climate solutions (NCS) are one of the most effective solutions to address climate change and protect biodiversity. NCS protect and rebuild natural habitats, help restore transformed ecosystems and sustainably manage the needs of people and nature.

Brambles' Planet Positive commitments define our pathway to becoming a regenerative, nature-positive business.



Brambles' 2025 Sustainability Targets



Forest Positive

- Enable the sustainable growth of two trees for every tree we use
- Maintain 100% sustainable sourcing
- Grow the CoC programme throughout the world's forestry supply chains



Climate Positive

- Brambles commits to a 1.5°C degree climate future aligning with the 2015 Paris Climate Agreement
- Setting SBTs covering 100% of our Scope 1 and 2 and over 90% of our Scope 3 emissions
- 100% of electricity for our operations will be renewable by 2025
- All our operations will be carbon neutral by 2025



Waste Positive

- Zero product materials sent to landfill for all Brambles and subcontracted locations
- **Innovate closed-loop products:** aspire to use 30% recycled or upcycled plastic waste by 2025 and 100% by 2030
- 100% of Brambles locations, including offices and service centres, will be zero waste to landfill
- **Water positive:** optimise all water use, including reclaiming, recycling, replenishment and treatment



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Forest Positive

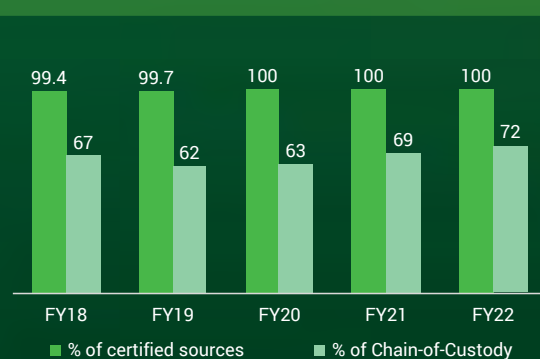


Brambles' regenerative vision is to contribute to global efforts to restore forests to near pre-industrial age levels. Our Forest Positive strategy is a simple equation, two trees for one. This means we will help grow two trees for every one we use for our pallets – adding millions of new trees by 2030. In this way, we will help grow one for our business and one for our planet.

+ Our 2025 targets

- + Enable the sustainable growth of two trees for every tree we use
- + Maintain 100% sustainable sourcing
- + Grow the CoC programme throughout the world's forestry supply chains

FY22 achievements



FY22 Material Sourcing

Brambles' longer-term procurement strategy combined with short-term targeted actions was instrumental in navigating wood sourcing supply challenges during the year. Despite these difficulties, all Brambles' regions maintained certified sustainable sourcing for 100% of timber materials and increased the quantity of CoC certified materials to 72%.

Brambles' procurement teams focused on increasing collaboration between regions, accelerating efficiency projects to address challenges in one region with opportunities from another. Importantly, Brambles leveraged its position as a global customer for the diverse supplier network to ensure the security of sustainably certified raw material supply and security continuity. This experience has scenario tested the potential climate-related risks identified during our climate change analysis and reinforced our mitigations.

Brambles timber strategy

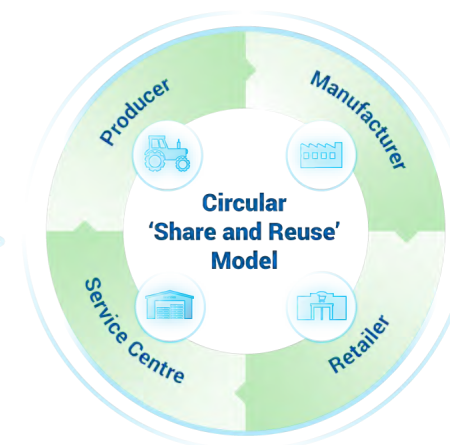
Brambles' timber strategy aims to increase the company's access to sustainably certified timber at competitive prices. Our experience from the North American Sawmilling and global Sustainable Forest Certification Programme has provided unique insights into global forestry supply chains. Brambles has developed strong relationships with suppliers to ensure a competitive price in exchange for consistent and reliable demand for certified materials. This advantage will help unlock more value by aggregating Brambles material demand across the entire value chain. As part of the Shaping Our Future work, our optimisation initiatives have helped manage supply risks and inflation while growing the supplier base for certified forest products in new markets. These efforts are helping transform the global forest product market toward higher standards for employees, communities and the forest ecology.

Securing sustainably sourced materials during significant supply chain upheaval

Brambles' integrated approach to sustainable sourcing, asset productivity and network efficiency continues to manage the challenges.

Procurement initiatives

- Increasing supply certainty for certified materials
- Leveraged global scale for price
- Developed joint venture partnerships with sawmills to maximise saw-log yields
- Investigating and testing alternative materials and wood species for future platforms
- Acquiring and certifying more timber farms (South Africa)
- Maintaining 100% sustainable sourcing
- Annual CoC improvements
- Expanding sustainable certifications into new regions



Shaping Our Future initiatives are delivering material efficiencies:

- Improve asset utilisation
- Reduce equipment loss
- Lower damage rates through closer collaboration with customers and partners.
- Maximising material yields in sawmills and the asset repair process, including rolling out more automation lines and standardising processes.
- The efficiency and resilience of Brambles' operations, allows the Group to transfer best practices rapidly from one market to another.
- Anticipating and responding to volatile customer demand profiles during the pandemic has required more agility in these difficult circumstances.

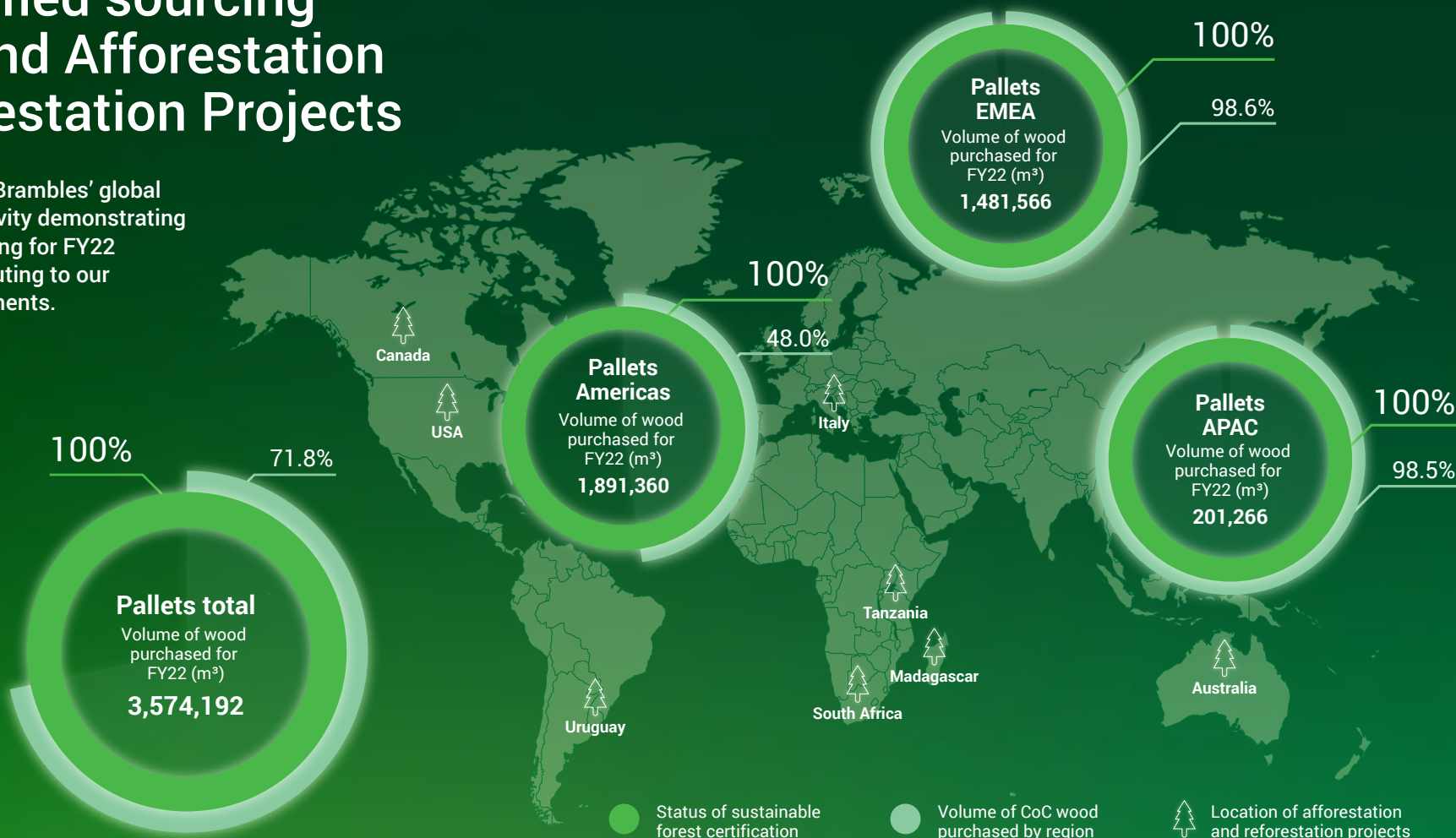
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FY22 certified sourcing of wood and Afforestation and Reforestation Projects

This infographic shows Brambles' global timber procurement activity demonstrating 100% sustainable sourcing for FY22 and the projects contributing to our Forest Positive commitments.



Brambles' sustainable sourcing supports the objective of SDG 15, Life on Land and particularly target 15.2, which aims for the sustainable use of the world's forests.



[Learn more about sustainable forestry certifications](#)



[Learn more about Brambles' Global Procurement Policy, Lumber Sourcing](#)

Certified source

Includes forests that are managed under the globally recognised standards of the:

- Forest Stewardship Council® (FSC®) (FSC-C104794)
- Programme for the Endorsement of Forest Certification™ (PEFC™) (PEFC/07-32-233).

Chain of Custody

Certification is available under both FSC® or PEFC™ standards and guarantees wood is sourced from certified forest resources through defined points in the value chain.

Foundations of a nature-positive, Regenerative model

CHEP Sub-Saharan Africa (SSA) has 18 pine-timber farms in South Africa covering over 13,500ha. This pioneering, sustainable and regenerative approach is putting more resources and value into the world than is taken out.

The vertical integration strategy in South Africa was initiated because of ongoing shortages of industrial-grade timber. The strategy was to secure sustainable timber plantations for supply to sawmills. CHEP is cultivating regenerative, sustainably managed forests certified by the most credible global forestry certification standards. Forestry certification promotes the following landscape practices:

- Absorb carbon and produce oxygen
- Mitigate severe weather events, reduce wind speed and prevent soil erosion and reduce climate-change-related risks
- Contribute to holistic biodiversity outcomes, e.g. filtering water and holding moisture, providing base inflows for wetlands and waterways
- Offer employment and sustainable livelihoods for communities
- Increase productivity of farmland through agroforestry

How forest management certification improves biodiversity

Forest management certification confirms that the forest is being managed in a way that preserves biological diversity and benefits local people and workers' lives while ensuring it sustains economic viability.

Forest Management includes requirements for the promotion of afforestation and reforestation through native or non-native species, where these are well adapted and non-harmful to site conditions and contribute to ecological connectivity. Harvesting activity needs to include actions preventing negative impacts on ecosystem functions, among the most important: carbon sequestration, protection of water courses and soil resources and conservation of biological diversity.



Wattled cranes feed in the Braecroft forests.



CHEP SSA invests in external and internal fire break burning, as well as general fire prevention measures.



The sawmill produces 90% of CHEP SSA's annual pallet purchases, and 40% of the repair material, with timber supplied to exact CHEP dimensions, maximising timber yield.



CHEP has recently acquired biodiverse mountain wetlands, containing headsprings that filter water and hold moisture for base inflows into local wetlands and waterways.



CHEP is undertaking remediation works to protect waterways and enhance ecological function.



Free cattle grazing land, firewood and hay bales are provided to the Brooklands farm community. Braecroft foresters educate children on sustainability topics, such as poaching and fire prevention.



Poisons are banned, so habitat for raptors and owls is created for pest control.



Climate Positive



2025 targets

Brambles helps to decarbonise our customers' supply chains every day through our circular business model. Our validated Science-based Targets, decarbonisation roadmap and net-zero by 2040 commitment set a new benchmark for climate ambition.

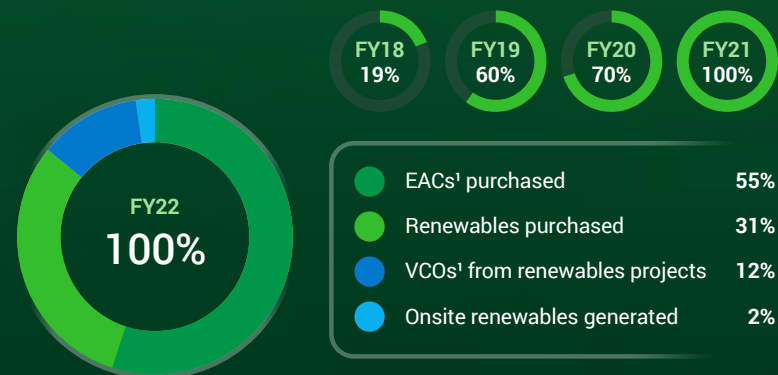
+ Our 2025 targets

- + Brambles commits to a 1.5°C degree climate future aligning with the 2015 Paris Climate Agreement
- + Science-based Targets (SBT) to 2030 covering our Scope 1, 2 and 3 emissions
- + 100% of electricity for our operations will be renewable by 2025
- + All our operations will be carbon neutral by 2025
- + Net-zero greenhouse gas emissions by 2040

FY22 achievements

Brambles has taken immediate action in our Climate Positive programme, increasing usage of renewable electricity to 100%. We will decrease the contribution of verified carbon offsets (VCO) to zero through our Climate Positive strategy.

The FY22 make up of renewable energy is provided below.



Addressing climate change through our circular business model

Brambles' circular business model, validated SBT, net-zero by 2040 target and vision to pioneer regenerative supply chains, places the business at the forefront of climate ambition. During the year, our service centres have increased the proportion of renewable electricity powering our business to 88%. The remaining 12% is covered by VCOs from certified renewable energy projects. VCOs will be scaled down as the contributions from renewable electricity increase. Since FY21, Brambles has been carbon neutral, covering 100% of our scope 1 and remaining scope 2 operational emissions. Our carbon offset strategy invests in forestry regeneration projects supporting our Forest Positive and Community Positive programmes. This synergy demonstrates the integration of Brambles' sustainability strategy and highlights our determination to leverage natural climate solutions (NCS) in our pathway to a net-zero position.

New horizons: Brambles' Science-based Targets and commitment to net-zero emissions by 2040

FY22 has seen rapid progress in our decarbonisation roadmap and ambitious Climate Positive programme. We received verification of our SBTs, which cover over 90% of material emissions sources in our value chain. Brambles' SBT performance and the emissions breakdown of our total GHG emissions for FY22 are provided separately on page 25.

Brambles' has strengthened its regenerative vision by committing to net-zero emissions covering our full value chain by 2040. The company's pledge to align with the 2015 Paris Climate Agreement and participate in global efforts to limit average global temperatures to 1.5°C was a driving force behind the process. Brambles was already committed to achieving net-zero greenhouse gas (GHG) emissions by 2050 however, this new target responds to the urgency of climate change bringing the deadline forward by ten years.

This milestone raises the benchmark for climate leadership in the private sector and demonstrates that business is a critical force for positive change. The infographic on page 26 illustrates the trajectory for our net-zero target and outlines key actions already underway to deliver ongoing progress.

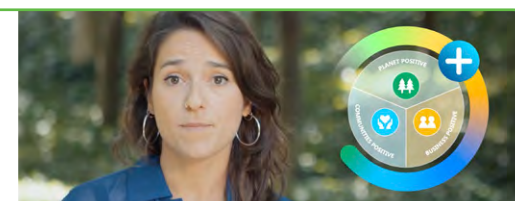
During the year, our core circular model helped customers avoid over 2.5 million tonnes of GHG emissions and preserve 3.1 million trees while moving life's essentials.



Video

Watch the video from our Head of Decarbonisation Marisa Sanchez

[▶ Watch video](#)



✓ Data on this page is covered by assurance

¹ Brambles' renewable electricity result includes electricity from renewable electricity contracts, certified 'Greenpower', Energy Attribute Certificates (EACs) and Verified Carbon Offsets (VCOs) from renewable energy projects.

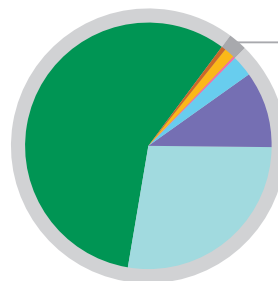
Climate Positive Continued



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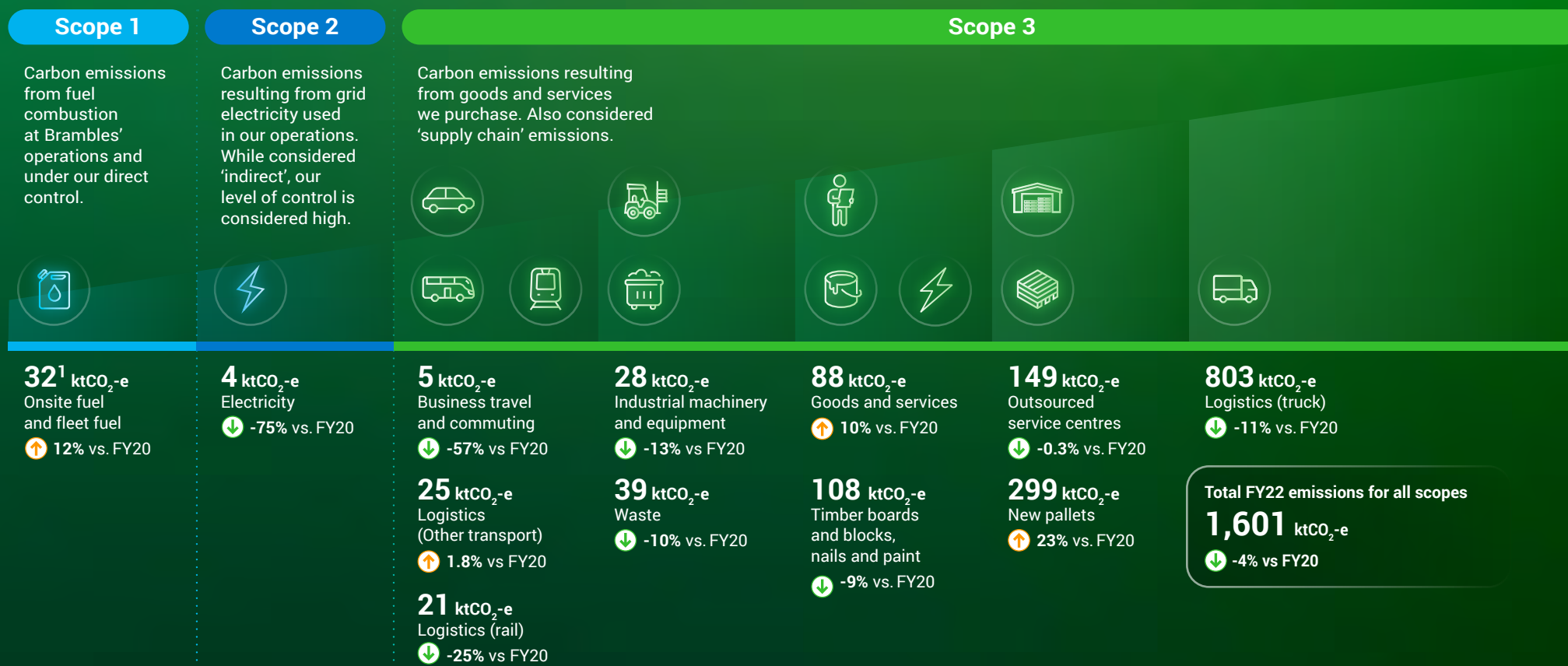
Science-based Targets performance: Scope 1, 2 and 3 GHG emissions FY21 vs. FY22

Brambles' SBT emissions have remained steady, with a slight 1.4 pts decrease between FY21 and FY22, representing a 4.5% reduction on the FY20 SBT baseline. Declines from reduced transport activity are evident in our Scope 3 logistics due to reduced asset collections. A renewable electricity contract for CHEP Australia and increased EAC purchases globally delivered a 9 ktCO₂-e reduction in Scope 2 emissions. Improved asset productivity, (see page 15) and reduced product waste have delivered a 6.3 pts GHG emission decrease on FY21. Emissions increases in our Scope 1 category were driven by more natural gas and LPG use at service centres. Capital goods expenditure on new pallets has driven a 7.6 pts increase representing a 27 ktCO₂-e GHG emissions rise since FY21. Brambles' decarbonisation roadmap and our net-zero pathway are provided on page 26 and on the Brambles' website.



	FY22 Emissions by source (ktCO ₂ -e)	Change since FY21 (pts)	Change since FY20 baseline
Scope 1 & 2			
● CHEP fleet fuel	9 ¹	23.1	16.6%
● CHEP site fuel	22 ¹	2.5	13.8%
● CHEP electricity	4	-60.2	-75.0%
Scope 3			
● Waste	39	-6.3	-10.0%
● Outsourced service centres	149	-1.4	-0.3%
● Capital goods (product materials)	407	7.6	-12.0%
● Logistics	849	-4.0	-10.7%
Total emissions	1,480	-1.4	-4.5%

Brambles' total GHG emissions by scope and category FY22 vs. FY20 baseline



¹ CHEP Fleet Fuel is 9.3kt. CHEP Site Fuel is 22.4kt. The total equals 31.7kt

Climate Positive Continued



Brambles' decarbonisation roadmap

Brambles has created a dedicated decarbonisation team integrated within the supply chain function and a governance structure to manage the challenge effectively. Working with internal and external stakeholders across many initiatives, the team has created an actionable roadmap to ensure this corporate, strategic vision becomes a reality across five continents and 60 countries.

Brambles' decarbonisation plans will pursue emissions reductions in our operations and subcontracted sites, with logistics suppliers and through strategic procurement engagements and controls. The key levers for decarbonisation include:

- **Asset efficiency:** maximising the recovery and reuse of our platforms, enhancing the company's circular model and reducing expenditure on new assets
- **Renewable electricity:** in our own and subcontracted locations
- **Network productivity:** plant and logistics optimisation, reducing empty transport lanes and maximising truck loads
- **Enabling the testing of alternative fuels:** zero emissions transport technologies (such as electric and hydrogen trucks) and alternative fuels for heating
- **Reducing the volume of waste:** diverting it from landfill to low or zero emissions processes.

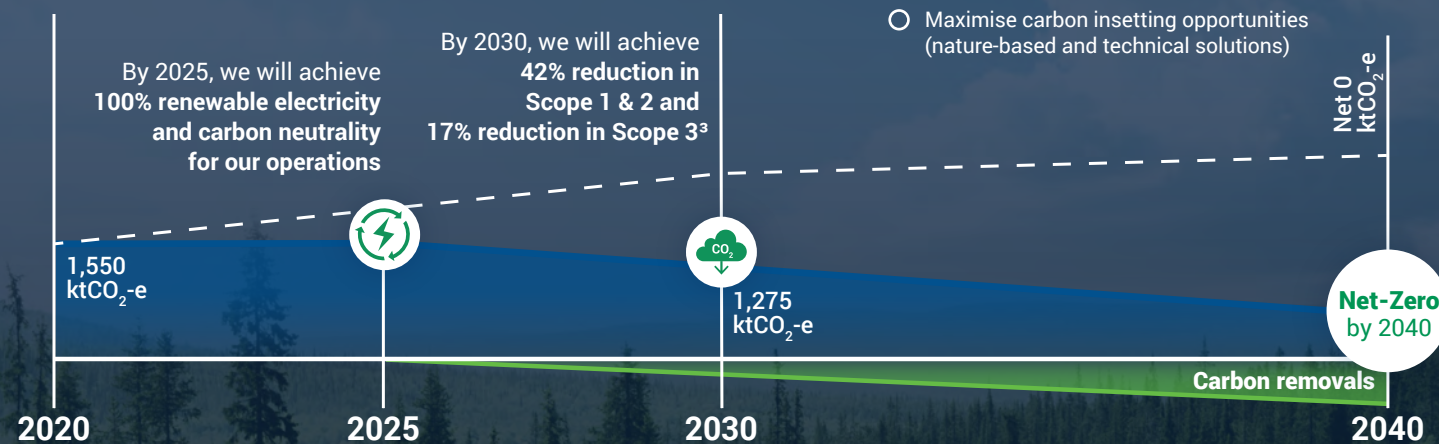
Brambles will progressively embed decarbonisation targets into our strategic and financial decision-making processes. This includes integrating carbon considerations into capital allocation, policies, product design and procurement processes. We will also seek to collaborate with our suppliers, customers, and the broader industry. Governments also have an essential role in developing an enabling policy environment, supporting research and development for transport transition technologies, and supporting infrastructure.

Accelerate

- 100% renewable electricity at CHEP locations and 3PLs
- 100% FLT electrification at CHEP locations and 3PLs
- Zero product waste to landfill
- Zero waste CHEP locations
- Improve asset recovery rates
- Plant network & logistics optimisation²
- Extend vertical transport collaboration
- Carrier & customer collaborations to pilot lower-emissions fuels & emerging transport technologies
- Wood waste to energy (e.g. biomass)
- Embed CO₂-e considerations into procurement policies & contracts
- Transition small and medium-duty CHEP-owned recovery fleets to ZEV¹
- Supplier engagement programme to support vendors with target setting
- Increase recycled/upcycled content in products
- Accelerate multimodal opportunities
- Accelerate carbon insetting nature-based projects (e.g. forestry)
- Pilot carbon insetting technical projects (e.g. wood waste to biochar)
- Pallet durability

Scale up

- Maximise multimodal opportunities
- Contribute to establishing charging infrastructure to enable the deployment of zero emissions transport technologies (electric, hydrogen)
- Scale procurement of low/zero emissions transport services
- Maximise carrier and customer collaborations to adopt lower-emissions fuels and zero emissions transport technologies
- Maximise vertical transport collaboration to reduce empty lanes through digital solutions
- Maximise asset recovery and productivity through the Digital Strategy
- 100% zero emissions CHEP-owned recovery fleets
- Scale up the use of renewable fuels for heating (locations and pallets)
- Maximise recycled/upcycled content in products
- Maximise carbon insetting opportunities (nature-based and technical solutions)



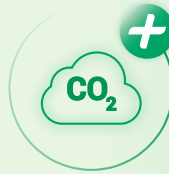
- Existing solution
- Emerging solution
- Business as usual
- Emissions reduction pathway
- Removals pathway

¹ Zero Emissions Vehicles, including battery electric vehicles (BEVs) and hydrogen fuel cell electric vehicles (FCEVs).
² Logistics optimisation includes reduced empty miles, maximised stack height, transport occupancy rate, mega-trucks and onsite solutions.
³ Emissions sources in-scope for Brambles' science-based targets. Excludes other purchased goods and services, business travel and employee commuting on the basis of materiality.



2030 targets verified by SBTi

Task Force on Climate-related Financial Disclosures (TCFD)



Brambles' circular business model and resilient network combined with its 1.5-degree climate-aligned targets and net-zero by 2040 commitment define a leading climate transition plan that generates financial returns from a sustainable business model.

Addressing climate change is part of Brambles' Regenerative vision, which aims to replenish the resources we need while creating more positive outcomes for society and the planet.

Advancing the circular economy is an enabling strategy to address climate change and biodiversity loss while allowing businesses to grow and thrive within the decarbonising economic transition.

FY22 achievements

Validation of Brambles' science-based targets and our commitment to net-zero by 2040.



Brambles' new Climate Positive commitments have responded to the metrics and targets recommendation from the TCFD and align with the climate-related opportunity associated with our low-carbon circular business model. Accelerating Brambles' transition to a net-zero business will help our customers advance their decarbonisation goals. These ambitious targets and the actions Brambles is pursuing are available on page 25.



Brambles' core circular business model and 2025 sustainability targets define a leading climate strategy. The immediate and ongoing opportunities related to Brambles' low-carbon, circular business model outweigh short-term, climate-related risks in the decarbonising 1.5°C and 2°C climate scenarios.

The markets in which Brambles operates indicate an increasing preference for more sustainable, climate-conscious solutions, especially for key accounts, such as retailers and manufacturers, with a direct interface with activated consumers.

Brambles support our customers by managing supply chain risks and highlighting our circular model's low-carbon, no-waste advantages through the provision of Sustainability Certificates page 12. We also offer innovative, value-creating partnerships that deliver against its customers' sustainability goals, such as our Positive Collaboration and ZWW programme.



The agility and scale of Brambles' network and extensive asset pools create an inherent resilience to supply chain shock, enabling greater responsiveness to customers before and after severe climate-related weather events.

FY22 presented many opportunities for Brambles to test and demonstrate the resilience of our network. In addition to ongoing heightened demand from customers for its pool of assets, incidences of climate-related weather events impacted both its plants and critical pieces of transport infrastructure.



Longer-term, climate-related risks relating to materials, specifically timber for pallets, are considered in Brambles' strategic planning processes. This includes extensive mitigations already underway as part of procurement, supply chain and asset efficiency programmes.

In a year of continued disruption, including ongoing materials shortages, Brambles remained steadfast in our commitment to 100% sustainable sourcing of wood and expanded the supply base for CoC forest certification. Delivering on these outcomes required extensive collaborations to rapidly onboard certified suppliers in new markets and bring its customers along the sustainability materials journey. This is in addition to the significant contributions of value chain efficiencies, specifically, the Shaping Our Future transformation initiatives that improve asset efficiency and network productivities. These experiences have provided real-world stress-testing for Brambles' systems and processes, confirming the resilience in the face of future climate-related impacts.



Addressing climate change through the circular economy
brambles.com/tcfd

Waste Positive



Brambles' circular business model and Waste Positive targets reinforce the fundamentals of the circular economy by keeping materials in use and designing out waste at the beginning. Stepping beyond our business boundary, we aim to use more recycled plastic waste in our products and expand our zero waste initiatives with our suppliers.

+ Our 2025 targets

- + Zero product materials sent to landfill for all Brambles and subcontracted locations
- + Innovate closed-loop products: aspire to use 30% recycled or upcycled plastic waste by 2025 and 100% by 2030
- + 100% of Brambles' locations, including offices and service centres, will be zero waste
- + Water positive: optimise all water use, including reclaiming, recycling, replenishment and treatment

FY22 achievements

Percentage of product waste diverted from landfill

Brambles' managed plants



Outsourced plants



All our plants (including Brambles and third-party plants)



FY22 achievements data is covered by assurance

Zero waste to landfill – Progress on targets

Brambles and its third-party plants have delivered another solid year of progress in the Waste Positive programme. In FY22, the measurement scope was expanded to account for more non-Brambles locations that interact with our products, such as TPMs¹, resulting in better coverage and higher ambition.

In total, 624 sites have confirmed they have not sent any Brambles' product waste (wood or plastic) to landfill. Of these, 105 are managed directly by CHEP businesses and 519 are classified as third-party. This coverage accounts for more than 95% of Brambles' product issue volumes. 74% of Brambles' service centres and 55% of our third-party suppliers' diverted product waste from landfill. This demonstrates that 58% of locations have diverted product waste from landfills, representing a 31-percentage point improvement on FY21. Brambles' recently validated SBT and decarbonisation engagement process provided the platform to drive these positive results.

Zero Waste critical for decarbonisation and circularity

During FY22, Brambles' regional decarbonisation teams developed roadmaps of specific initiatives to reduce emissions and waste. Brambles' Waste Positive target: to achieve zero product waste sent to landfills by 2025 for our own operations and third-party service centres, has been incorporated into this decarbonisation programme. In FY21, we estimated that waste emissions from our products sent to landfill comprise 2.8% of our Scope 3 emissions. In FY22, emissions reduced by 3.7% due to improved asset productivity measures. Including zero waste initiatives in the decarbonisation roadmap creates efficiencies for both Climate and Waste Positive programmes and helps improve our circular model.

Microsoft Co-Project on SWAP

CHEP joins forces with nine EMF members in the Stretch Wrap Alternative Project to reimagine pallet wrap. The SWAP is a cross-industry effort promoted by the EMF and is made up of ten organisations, including CHEP, Microsoft, Anthesis Group, BASF, Berry Global, Inc., Cisco, The Estee Lauder Companies INC, Flex Mainetti, SCG and WSP, collaborating to explore circular alternatives to stretch wrap packaging, focusing on reuse, recycling and composting.

Read more at [LinkedIn](#) and [Microsoft](#)

Case study: Pallecon Peppers Unlimited

Peppers Unlimited, a condiment sauce producer annually shipping more than 12 million gallons of sauce, sought to replace one-way corrugated boxes that require costly and wasteful disposal. They adopted CHEP Pallecon 315 collapsible liquid containers to protect their orders while in use and take up less space while not in use, achieve an efficient, sustainable shipping process and utilise the trackable barcode for inventory and food safety.

[Find out more](#)



¹ Total Pallet Management



Communities Positive

Given ongoing uncertainties in many parts of the world, the value generated for communities through Brambles' Communities Positive programme is an important source of hope for positive change.

Brambles' practical contribution to food relief efforts is essential to the social safety net for many communities worldwide. Our advocacy for circular business models seeks to ensure businesses can thrive while addressing the risks and opportunities of climate change and nature loss.

FY22 Communities Positive investment



- Volunteering hours
US\$555,527
- Corporate donations and sponsorships
US\$1,396,659
- In-kind donations
US\$4,290,121

Total community contributions

US\$6,242,307

Brambles' 2025 Sustainability Targets



Food Positive

- Collaborate with food banks to serve rescued food to 10 million people



Education Positive

- Brambles will advocate, educate and impact one million people to become circular economy change makers



Positive impacts for people and the planet

- Brambles commits to adopting or developing natural and social capital accounting approaches to transparently measure and validate our performance against all 2025 targets



Data on this page is covered by assurance

Food Positive



Compounding global issues have exacerbated an existing food crisis in many regions placing even more importance on food relief agencies.

Brambles' supply chain expertise and our assets help food rescue organisations provide meals to millions of people worldwide. This is made possible through in-kind support, provision of logistics knowledge and skills, employees for volunteering and financial donations.

+ Our 2025 targets

- + Collaborate with food banks to serve rescued food to 10 million people

FY22 achievements

Brambles has once again exceeded its initial Food Positive target by facilitating meals to over 16.2 million people for FY22.

This result was achieved in the context of extreme pallet, raw materials shortages and supply chain disruption.



FY22 achievements data is covered by assurance

With food insecurity intensifying, Brambles' businesses have become even more critical in helping to facilitate the flow of rescued food to and from food relief organisations. Providing in-kind pallets and containers to food banks helps them address ongoing food relief requirements and emergency relief efforts, many of which are made worse by climate-related weather events, such as droughts, fires and floods.

Brambles' Food Positive programme is critical to multi-stakeholder collaboration and provides a dependable social safety net for people and families in times of crisis.

Brambles collaborates with food rescue organisations in each region to help them deliver their services. These include Global Foodbanking Network, Feeding America, Food Bank Australia and European Food Banks Federation (FEBA).

Renewal of Agreement with FEBA

CHEP Europe continues its commitment to alleviating hunger and reducing food waste by renewing its partnership with FEBA for another three years. Brambles will continue to provide supply chain knowledge, in-kind contributions (including training and consultancy in safety, logistics and warehouse management) and donations to help finance FEBA's operations.

"We are honoured to partner with Brambles to leverage its knowledge and expertise to help drive efficiency and scale in European Food Banks. Their competence is an essential asset for the future of our organisation." – **Angela Frigo, Secretary General of FEBA**

CHEP's in-kind pallets donations are considered vital to daily operations and maximising food distribution efficiency. Over the last three years, Brambles have contributed to the redistribution of an estimated 300,000 tonnes of food transported on CHEP's pallets in Europe.

International Day of Awareness of Food Loss and Waste

European Food Banks Federation (FEBA) organised a challenge for its members for the [International Day of Awareness of Food Loss and Waste](#). CHEP was part of the jury choosing the winners alongside Nestlé, Kelloggs and General Mills.

CHEP Mexico signs Pact for Food

In FY22, CHEP Mexico became a signatory of Pacto por la Comida (*Pact for Food*) with the collective aim to reduce 50% of food loss and waste in 10 years. Launched by Banco de Alimentos Mexico (BAMX), CHEP Mexico is the key supply chain & logistics partner alongside major FMCG retailers. Other stakeholders participating in the initiative are WWF and The Consumer Goods Forum. **Silvia Suárez, CHEP LATAM Sr. Director for Sustainability, Strategy & Marketing**, is the honorary president and will lead the expansion of Pacto by engaging stakeholders and ensuring key objectives are achieved.

FEBA–Brambles: A long-lasting partnership

Three-year Donation Agreement
2016

Support to FEBA COVID-19 Social Emergency Fund
2020

2019
Renewal of the Donation Agreement for three years

2022
Renewal of the Donation Agreement for three years

Surplus food is donated to food banks/food rescue organisations on CHEP platforms by farmers, growers, food brands and retailers

As food banks have CHEP customer accounts, the platforms are dehiared from donor's accounts

Food banks receive, store, then sort the donated food into orders or hampers for their charity partners to distribute. Food banks receive customer training on asset management, warehouse inventory management, design, safety reviews and e-supply chain solutions

CHEP employees volunteer to pack hampers

Food banks measure the quantity and type of food redistributed to their charity partners, which determines the basis of meals provided calculations

Food banks dehire CHEP platforms to charity partners that also have CHEP accounts to ensure CHEP's assets are tracked between entities

Food banks and their charity partners are responsible for CHEP's assets in their accounts



Volunteering in the Pandemic



Volunteering in our communities is a characteristic of Brambles' workplace culture. Despite ongoing restrictions in some regions, Brambles' employees contributed 14,834.2 volunteer hours to many worthy causes, translating to US\$555,527.0 of value for the year. Here we share some examples of the positive impact our people are having around the world.

Canada/US



CANADA
CHEP Canada contributed to Tree Canada with the equivalent of CA\$10k+ the past 12 months.



US
Planting trees at local service centres.

LATAM



MEXICO
Kilos por la Nutrición
CHEP Mexico lead the integration of the initiative with key account.



MEXICO & CHILE
Reforestation projects
CHEP employees and friends builds positive communities by planting 400 trees.

Europe



EUROPE
FEBA volunteering in food collections
FEBA members at a national Food Collection in collaboration with retailers.



ITALY
CHEP support alongside the women and mothers of the Archè Foundation with Skillando.

IMETA



INDIA
Meal distributions
CHEP India contributed to 1500 meals in just 3 months.



JORDAN
Tree planting day in Jordan for greener cities!



SOUTH AFRICA
New Do More Foundation partnership is a building block for better tomorrow for youth. [Find out more](#)



INDIA
CHEP India contributed 26K hours to teaching, supporting education for 55 children.



DUBAI
Blood Donations at the Dubai Office.

APAC



MALAYSIA
Planting trees with Free Tree Society learning of compost, rainwater harvesting, and repotting Tualang trees, the national tree of Malaysia.

CHINA
China hosted a virtual online market to raise money for a childrens house.

THAILAND
Thailand planted trees and recived education sessions on local sustainability programs.

AUSTRALIA AND NZ
Planted trees, and education sessions on regeneration and customer sustainability.

Data on this page is covered by assurance

Circular Economy Transformation



The negative impacts of linear business models are no longer a future concern, but are a present-day experience. Brambles' Circular Economy Transformation programme leverages our leadership position to offer a positive strategy to progress a regenerative business paradigm.

+ Our 2025 targets

- + Brambles will advocate, educate and impact one million people to become circular economy change makers.

FY22 achievements

Over 504,000 people have been reached in FY22 and over 599,464 since the FY20 baseline through our communication, training and advocacy, sharing the benefits of the circular economy.

FY22 achievements data is covered by assurance

Our circular economy transformation strategy

Brambles' strategy to reach, educate and inspire people occurs through three channels: education, events and communications, such as online content. Since we defined this target in FY21, we connected with over 599,464 people. Brambles' collaboration with organisations (such as the EMF) and leading events (such as the UK COP26) has accelerated progress toward our target of reaching one million people on the topic of the circular economy.

A BREAKDOWN OF OUR EMPLOYEE ENGAGEMENT EFFORTS

Trained **2,344** Brambles' employees

Reached **338,146** people on social media and **67,796** through our web resources

Attained **21,015** video views

Confirmed **6,221** people attending events, featuring a Brambles circular economy presentation

Brambles contributes to climate change discussion at COP26



Many leaders represented the Brambles during the UK COP26 Climate Change Conference events.

Juan Jose Freijo, Brambles' Chief Sustainability Officer joined speakers from Coca-Cola, E.ON, WWF and the Schmidt Ocean Institute to look at the importance of biodiversity and nature in addressing the climate and reversing nature loss and managing risk. 'Building Resilient Systems that Benefit the Future of our Planet and People'.



Brambles recognised as thought leader and students redesign our regenerative strategy!

Brambles had the honour of being selected by the EMF to submit a challenge in their famous 'From Linear to Circular' programme. This recognition of Brambles as a thought leader in circularity, and the popularity of our challenge with the students, shows how our regenerative ambitions have engaged people across the globe.

"As some of you may have experienced, the Ellen MacArthur Foundation training programme 'From Linear to Circular' is the perfect programme for beginners starting to understand circular economy," said **Marianne Richeux, Senior Manager, Zero Waste World.**



[Read more](#)

Matt Quinn, Vice President Northern Europe of CHEP joined BMW Group, Coca-Cola Europacific Partners, Johnson Controls and Roland Berger to look at 'Supply Chains and Circular Manufacturing – Driving Emissions Reduction'.

Murray Gilder, Vice President, CHEP Automotive spoke at the 'Beyond the EV Tipping Point' session, looking at how to accelerate the mass shift to EVs.

Brambles' **Chief Financial Officer, Nessa O'Sullivan** was a panellist for 'How to deliver investment in nature', hosted by McKinsey & Company. Participants discussed how to invest in natural assets – an essential component of the net-zero transition.



[▶ Watch video](#)

Brambles Sustainability Week



The past successes of Brambles' Sustainability Day encouraged us to extend the event for an entire week. The expanded focus allowed employees to learn and participate in sustainability events, across different time zones, including the announcement of Brambles' new Climate Positive targets.

Positive Impact for People and the Planet

Dependencies and impacts on nature and biodiversity is an emerging ESG issue

Brambles' dependency on nature and its resources to create value underpins our 2025 commitment to adopting methodologies that account for our value chain's natural capital risks and opportunities. In 2022, the [Task Force for Nature-related Financial Disclosures \(TNFD\)](#) produced its V0.2 beta framework to help organisations understand and disclose evolving nature-related risks. Brambles will review the V0.2 version and assess its application to our business in FY23.

Brambles are also involved in the pilot testing phase of the Greenhouse Gas Protocol Land Sector and Removals Guidance working group. The [GHG Protocol Land Sector and Removals Guidance](#) explains how companies should account for and report GHG emissions and removals from land management, land use change, biogenic products, carbon dioxide removal technologies, and related activities in GHG inventories and builds on the Corporate Standard and Scope 3 Standard. The guidance is currently being developed through a global, inclusive multi-stakeholder development process which began in 2020 and will be finalised and published in 2023.



Business Positive:

This incredible team started nine LeanIn circles, which now involves over 90 women across LATAM (almost half the female employees across the region). These circles aim to create a network for women in our region, to support their professional and personal growth. These groups meet each month and the attendees mentor each other, and share advice and experience to help everyone advance in their careers and achieve their objectives and life goals. This support network enables CHEP LATAM to become more inclusive while supporting its gender equality goals.



CONGRATULATIONS

Congratulations: Jessie Heilbron, Fernanda Alemon, Noemi Aguilar, Estefani Beltran, Norma Castillo, Laura Chacon, Ana Corea, Ana Gonzalez, Tania Vega, Piedad Sarao & Andrea Paz



Planet Positive:

The regional APAC Procurement Team have worked tirelessly to uphold Brambles' sustainable sourcing standards during heightened material supply shortages. These shortages were caused by COVID-19 and further strained by the Ukraine conflict.

The team maintained consistent communication with customers and emphasised our sustainability standards which the customers embraced.

Their efforts ensured Brambles' commitment to purchasing wood from responsibly sourced forests continued throughout the process. The initiative made significant progress in growing the timber supply base in APAC without compromising sustainability. By adding new suppliers, milling and manufacturing partners, the team increased the manufacturing of new pallets by 40% in 2022 compared to 2021.



CONGRATULATIONS

Congratulations: Andrew Wilson, Frank Zhou, Michelle Lee, Elizabeth Ajdinovic and Prakarn Butdee



Communities Positive:

The CHEP Poland Communities Positive volunteers are firm believers in giving back to their communities because it transforms their perspective, expands networks and makes a real difference in people's lives. When the conflict in Ukraine began, the team didn't hesitate to organise shelters and gather supplies for Ukrainian refugees. They also focused on supporting Ukrainian mothers as they struggled with their new situation. The team developed an attitude of gratitude during that time and began to appreciate the importance of volunteering.



CONGRATULATIONS

Congratulations: CHEP Poland's Communities Positive Team

Thank you

Stepping into the future, stepping into the positive.

Brambles' sustainability programme demonstrates that by doing the right thing in the right way, businesses can have a positive environmental and social impact while strengthening financial returns.

Two years ago, we started a new phase of our sustainability programme, one based on an inspiring and challenging vision: to create a regenerative supply chain. Today, we can proudly announce that, step by step, this vision is becoming a reality. In FY22, we achieved significant progress in our 2025 Sustainability Targets, through deeper integration with key business functions and the acceleration of our Shaping Our Future transformation programme. Moreover, the regenerative ambition is now being adopted by a whole community of companies that realise that reducing damage is longer not enough.

The disruptions we see in global supply chains today have demonstrated that sustainable models are also more resilient. Our circular operations have never been more critical in making sure that supply chains keep moving while reducing environmental damage. Building a more sustainable supply chain is not just our moral obligation, it's also an opportunity to create a stronger business. With the collaboration of our customers, suppliers and partners, and the drive and passion of our employees, we are creating the supply chain the world needs to step into a positive future.



J.J. Freijo
Global Head of Sustainability

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On average, each Brambles employee has saved:

201

tonnes of carbon emissions



Equivalent to carbon emissions produced by **24 homes** in the US in one year

362

kilolitres of drinking water



Equivalent to enough fresh water to fill **18 water tank trucks**

118

tonnes of waste to landfill



Equivalent to enough waste to fill **17 garbage trucks**

257

m³ of wood



Enough wood to conserve **252 trees**

Each year, we like to apportion the annual environmental savings of our 'share and reuse' model on a per employee basis. This connects our people to an intrinsic purpose and celebrates our collective impact while we connect global supply chains for a more sustainable future.