

# Brambles

Sustainability Review 2020



[brambles.com/sustainability](https://brambles.com/sustainability)

 Celebrating our  
2020 goals

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## Brambles at a Glance

Brambles' purpose is to connect people with life's essentials, every day.

Through its 'share and reuse' model, Brambles moves more goods to more people in more places than any other organisation.

Our circular business model eliminates waste and pollution, keeps products and materials in use, rather than using them up, and reduces carbon and the demand on the natural resources.

### What Brambles does

As a pioneer of the sharing economy, Brambles is one of the world's most sustainable logistics businesses.

Our circular business model facilitates the 'share and reuse' of the world's largest pool of reusable pallets and containers.

This enables Brambles to serve its customers while minimising the impact on the environment and improving the efficiency and safety of supply chains around the world.

Brambles' platforms form the invisible backbone of global supply chains, primarily serving the fast-moving consumer goods, fresh produce, beverage, retail and general manufacturing industries.

### How Brambles creates value

Brambles uses the power of its circular business model, network advantage and expertise to leverage key capital inputs into its business to generate significant value for customers, shareholders and employees.

For customers, Brambles' end-to-end supply chain solutions deliver operational, financial and environmental efficiencies not otherwise available through one-way, single-use alternatives.

For shareholders, Brambles delivers sustainable growth at returns well in excess of the cost of capital and seeks to generate sufficient cash flow through the cycle to fund dividends and support reinvestment in growth, innovation and the development of its people.

For employees, Brambles provides development and exciting career opportunities in approximately 60 countries. By fostering a culture of innovation, inclusiveness and agility, Brambles seeks to attract and retain the diverse range of talent which is integral to its success.

In a resource-constrained world, circular business models like those operated by Brambles are recognised as a practical business solution enabling the world to trade more responsibly. By replenishing what it extracts and by providing its products via a service, Brambles helps reduce both the constant pressure on natural resources and the waste production typical of conventional linear business models.

Brambles capitalises on its unique position in the supply chain to enable customer collaboration and address sustainable development challenges, such as optimising transport networks, addressing food waste and promoting sustainable use of the world's forests.

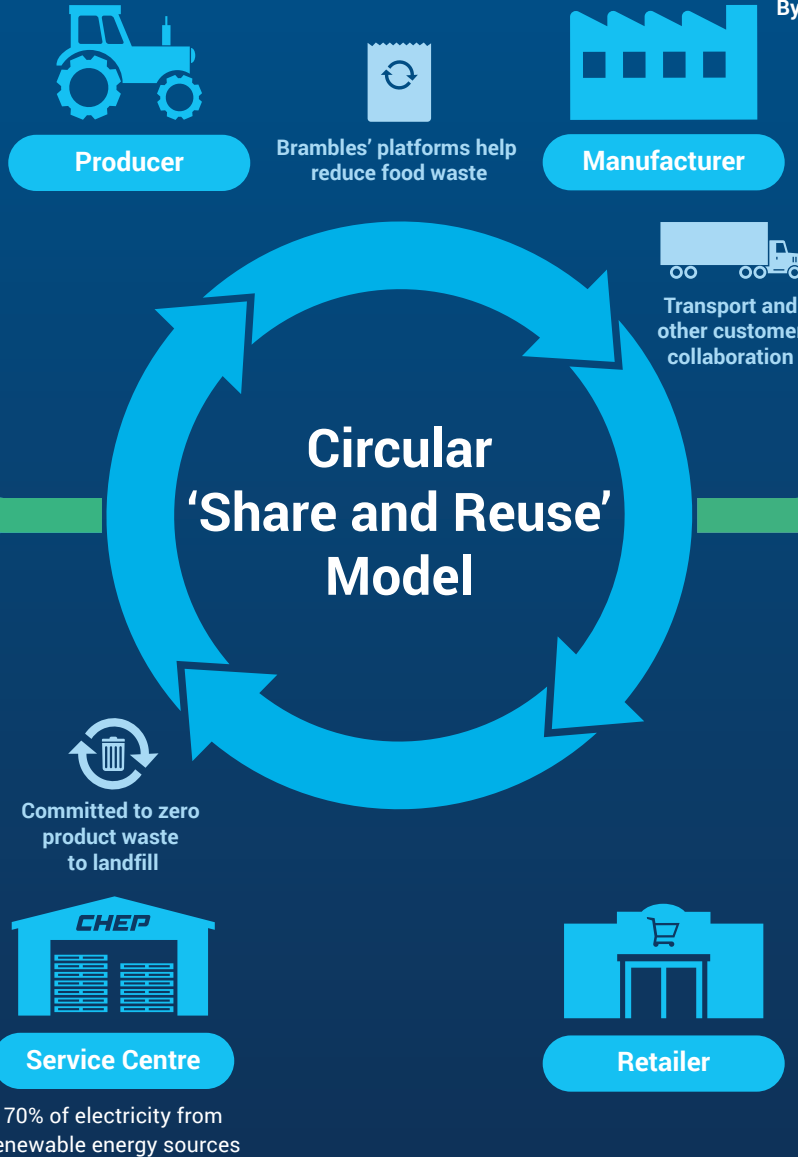
In this way, Brambles strives to create a circular economy, on a global scale.

## INPUTS

Brambles has used the Integrated Reporting <IR> 'capitals' framework<sup>1</sup> to illustrate the interaction and interdependencies between its sources of value, business model and ability to create value over time.


- 
**Natural Capital**  
 100% wood from certified sources which regenerates stocks of raw materials and drives demand for sustainable forest products
- 
**Manufactured Capital**  
 330 million assets shared and reused throughout the world's supply chains
- 
**Human and Intellectual Capital**  
 Attracting talent, ideas and innovation
- 
**Financial Capital**  
 Attracting long-term investment
- 
**Social and Relationship Capital**  
 Fostering positive stakeholder relationships in communities

## VALUE CREATION



## OUTPUTS

By sharing and reusing Brambles' platforms versus single-use alternatives, value is created for its customers, the environment and society.

- 
**Natural Capital**  
 Customer-driven environmental savings:
  - 2.0m tonnes of CO<sub>2</sub>
  - 2,500 megalitres of water
  - 1.7m cubic metres of wood
  - 1.8m trees
  - 1.3m tonnes of waste
- 
**Social and Relationship Capital**  
 Customer value:
  - Enhance operational efficiency
  - Free up cash and resources
  - Lower overall supply chain costs
  - Sustainable packaging objectives
 Building our social licence through advocacy for a circular economy
 
- 
**Intellectual Capital**  
 Network advantage and digital solutions are creating the supply chains of the future
 
- 
**Human Capital**  
 Developing, engaging and remunerating our people in an inclusive environment
- 
**Financial Capital**

<sup>1</sup> The International Integrated Reporting <IR> Framework. Integrated Reporting highlights the key resources and relationships used and affected by an organisation.

<sup>2</sup> Economic value is a measure of the broader financial benefit provided by an organisation.



## About Our Review

Brambles' Sustainability Review reports on our material sustainability issues, for the financial year ending 30 June 2020. This report also shares Brambles' sustainability vision and targets for the period 2020 to 2025.

This is part of a suite of external integrated communications including Brambles' 2020 Annual Report, and our Response to Climate Change available for our stakeholders on our website.

This report reflects on Brambles' five-year journey from 2015 to 2020 and our 2025 vision.

Our supplementary information document for this review, available on the Brambles website at [brambles.com/sustainability-review](https://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](https://brambles.com) is our response to the following three sustainability reporting frameworks:

- Global Reporting Initiative (GRI) Standard;
- UN Global Compact Communication on Progress for 2020; and
- UN Sustainable Development Goals (SDGs).

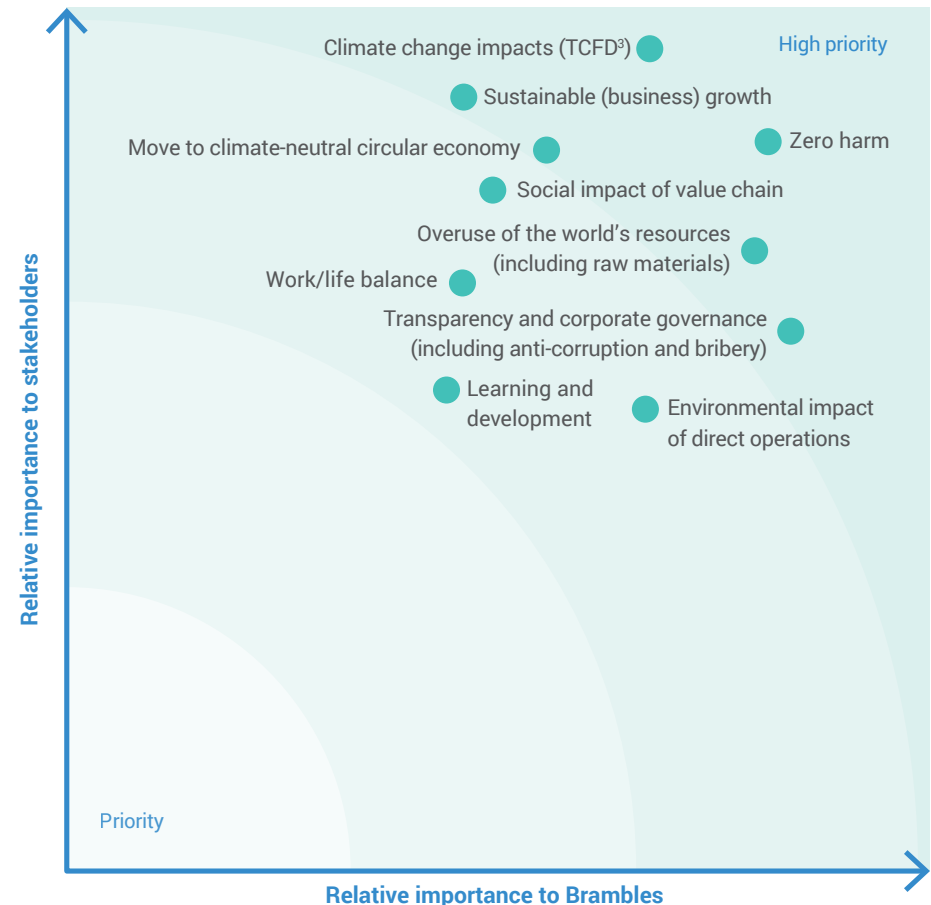
Brambles uses the services of KPMG Limited to provide limited assurance on key elements of this review. Information which has been subject to such assurance is clearly identified by the words, "This page is covered by assurance" or "Data on this page is covered by assurance". The KPMG Limited Assurance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



## Materiality Matrix

Brambles has engaged key stakeholders to contribute to the formation of 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 process including surveys with customers, investors, peers, industry groups, and employees and media reviews. Brambles considers the materiality process to be iterative and it is reviewed and updated regularly. More information on this process is available in the supplementary document on our website.



<sup>3</sup> Task Force on Climate-related Financial Disclosures.



## Introduction from the CEO

It is sometimes only in a crisis that the importance of support systems becomes truly apparent.

2020 has seen ordinary people become extraordinary community heroes by keeping our health systems operating, our manufacturing producing, and our supermarket shelves stocked. Similarly, in these times, Brambles' services to the world's supply chains have proven not only to be the invisible backbone of global supply chains but also a vital network connecting people to life's essentials when they need them most.

I would like to take this opportunity to commend our people for rising to the challenge and rapidly adapting to a very fluid situation. Our global pandemic taskforce and supporting regional teams immediately initiated the necessary changes required to protect our people while ensuring our customers had the platforms where they needed them, in the number they needed and the quality they needed to be to meet the volatile movements in consumer demand.

Our supply chain teams and our service centre employees simultaneously adjusted to Covid-19 safe work practices while recovering, repairing and reconditioning our pallets, crates and containers to match the heightened levels of customer activity.

The advantage of our broad network was demonstrated by its ability to continue functioning within a rapidly changing environment. The Covid-19 pandemic tested our network and our people capabilities in ways that would have been hard to imagine only a short time ago. It was very positive that we were able to continue to meet our customers' needs, while also working to keep our employees and the communities in which we operate safe.

The fact that the world's biggest brands have been sharing and reusing Brambles' platforms during a period of stockpiling of consumer goods in many markets was a reminder of the agility of our circular business model. It is no coincidence that we are seeing a tipping point towards the circular economy, transitioning from a conceptual model to mainstream adoption.

It's clear that a circular economy helps businesses recover and prosper while meeting the challenges of global issues such as climate change and waste. This shift is demonstrated by major brands and retailers committing to circular strategies driven by increasingly conscious consumers. Governments are also acting, recognising the importance of the circular economy in compacts such as the European Union's New Green Deal. Brambles' rating of A in Circulytics™, the world's first circular economy measurement tool, is a clear indication of our leadership position in this space.

The opportunities of Brambles' circular business model have also been emphasised in our first detailed disclosure responding to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This document describes for our stakeholders why Brambles is not only well positioned for the low-carbon transition but also why we should play our part in enabling it. Brambles is also joining other global sustainability leaders in making the pledge for a 1.5-degree climate future which aspires to create a thriving society and economy while mitigating the worst impacts of climate change.

2020 also witnessed a flashpoint in community tension in the US that triggered a powerful global movement calling for change. Brambles sees diversity as a strength and while we are extremely proud to have more female leaders in our business than ever before, there remains much work to do to build a truly inclusive business. In this review you will see the many different facets of our diversity and inclusion programmes that continue to evolve beyond gender.

Importantly, this review reflects the incredible progress over the last five years through the efforts of our employees. We have much to celebrate and are delighted to have achieved most of our 2020 sustainability goals set in 2015. We share the story from 2020 and, most importantly, what's next. Our 2025 vision is ambitious, reflects the sentiments of our key stakeholders



Brambles will pioneer what a truly regenerative supply chain is



and sets challenging aspirations. Our message is clear, we must restore nature to tackle climate change and create shared social value. Brambles will pioneer a truly regenerative supply chain by not only restoring and replenishing the resources we require but committing to creating more positive impacts beyond our business for the benefit of future generations.

In this way, we aim to be the company delivering the supply chains the world needs now and into the future.

**Graham Chipchase**  
Chief Executive Officer

## Recognition

Brambles continues to achieve consistently top scores in reputable investor surveys, receiving recognition as an Environmental, Social and Governance (ESG) leader.

Here, we offer a snapshot of our ESG ratings for the year in review as well as other sustainability assessments relevant for our business.

## ESG Road-shows

During FY20, Brambles investor engagements continued in all key regions and adapted to online sessions in the second half. This dialogue provided the business an opportunity to share our sustainability story and learn what's important for investors ranging from institutional pension funds to sustainability focused impact funds.

The key themes arising from these conversations included the importance of sustainability issues for retail customers and food producers such as waste packaging, climate change, and regulations around human rights and slavery in supply chains. We also discussed what's next for Brambles' sustainability journey including our 2025 vision and the concept of becoming a regenerative business.

**Barron's<sup>4</sup>**

Rated #1 most sustainable international company

MEMBER OF  
**Dow Jones  
Sustainability Indices**  
In Collaboration with RobecoSAM

96<sup>th</sup> percentile in industry category



Rated A in Circular Economy Assessment by Ellen MacArthur Foundation



Maximum AAA rating




Constituent of the FTSE4Good index 2014-2020

<sup>4</sup> Published by Dow Jones, sister publication to The Wall Street Journal.

# Our progress and final achievements for our 2020 goals

Brambles is proud to have achieved many of the sustainability goals we set in 2015. Where we have fallen short, our progress has nonetheless been strong.





**VIDEO**

[Our 2020 Goal Achievements](#)



## Better Planet

Target	2020 Result	Status
<b>Zero Deforestation</b>		
100% wood from certified sources	100%	✓ Achieved
Year-on-year improvement in Chain of Custody	63%	✓ Achieved
<b>Zero Emissions</b>		
20% CO <sub>2</sub> reduction in emissions per unit delivered	33% reduction	✓ Achieved
Year-on-year improvement in energy provided from renewable sources	70% electricity	✓ Achieved
<b>Zero Waste</b>		
Zero product waste to landfill (timber)	100%	✓ Achieved
Zero product waste to landfill (plastic) <sup>5</sup>	94%	○ Continuous progress



## Better Business

<b>Better Supply Chains</b>		
Yearly environmental improvements in Brambles' customers' supply chains	2.0m tonnes of CO <sub>2</sub> 1.3m tonnes of waste 1.8m trees	✓ Achieved ✓ Achieved ✓ Achieved
<b>Better Collaboration</b>		
Yearly improvements in customer collaboration projects	273 customers 75.8 million kms 86.2 kilotonnes of CO <sub>2</sub>	✓ Achieved ✓ Achieved ✓ Achieved
<b>Better Workplace</b>		
25% reduction in Brambles Injury Frequency Rate (BIFR) from 2015 baseline	5.5	✓ Achieved
30% of leadership positions to be held by women, including 30% at Board level and 30% at management level	> 30% in all areas	✓ Achieved



## Better Communities

<b>Volunteering</b>		
One day per employee per year (provision of three days per employee per year)	1.42 hours achieved per employee in FY20	○ Continuous progress
<b>Donations</b>		
Contribute 0.7% of pre-tax profits annually to our Better Communities programmes	0.8%	✓ Achieved

<sup>5</sup> Less than 0.1% of plastic waste was sent to landfill. More information on page 30.

# Brambles' 2025 sustainability vision is to pioneer regenerative supply chains

2020 initiates the “decade of action” on the United Nations Sustainable Development Goals (SDGs). Brambles' 2025 targets are our guide to leading on the global goals by focusing our actions where our business can have the most positive impact.

After extensive stakeholder consultation, Brambles has developed the next phase of our sustainability programme, evolving our successful “Better” model into a “Positive” model.

To date, sustainability programmes have focused on reducing a business's negative impacts but sustaining a degenerative model. Now more than ever, organisations must go beyond eliminating negative impacts and grow their positive impacts beyond the boundary of their business.

Brambles' commitment is to be nature-positive – restore forests, go beyond zero waste, and drawdown more carbon – and create regenerative supply chains for our customers.

This regenerative concept means restoring, replenishing then creating more value or capital for society and the environment than the business takes out.

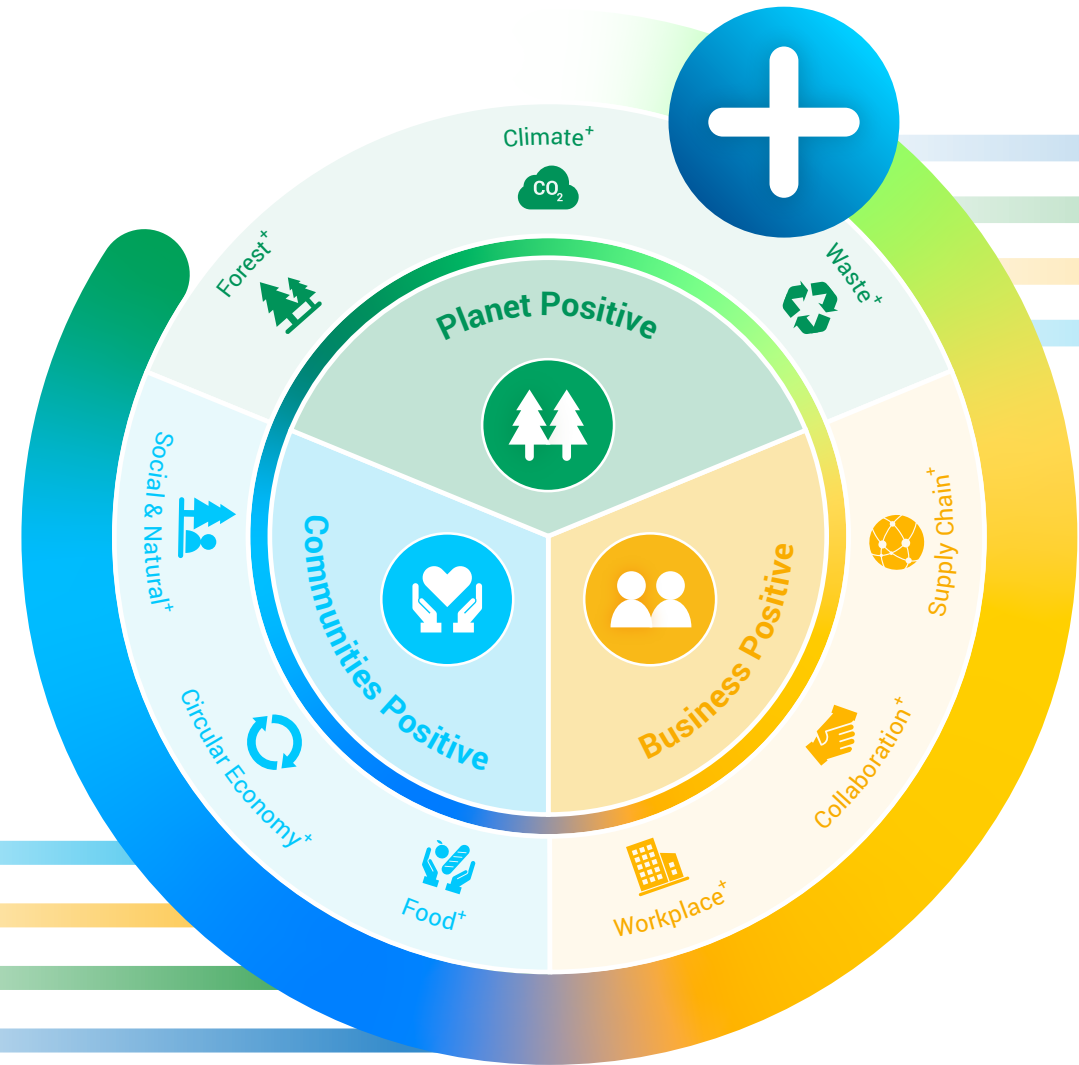
We believe this vision is ambitious and, right now, we don't have all the answers. However, through the commitment of our people and partners we will collaborate to find the solutions.

As a pioneer in the circular economy, we are well positioned to succeed in this new context and importantly, we have already begun.



VIDEO

[Pioneering regenerative supply chains](#)



**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-positive way**

# Brambles' 2025 positive vision and regenerative targets



## Planet Positive

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



## Forest Positive

SDG 15  
SDG 8  
SDG 13

Brambles will sustainably grow two trees for every tree we use. One tree through our certification programme and one additional tree for the planet. We will ensure 100% sustainable sourcing of timber indefinitely, and enable the transformation of more forestry markets to Chain of Custody (CoC) certification.



## Climate Positive

SDG 13  
SDG 7

Brambles commits to a 1.5-degree climate future including a Paris Agreement aligned science based carbon emissions target for our supply chain.

100% of our electricity will be renewable and all our operations will be carbon neutral by 2025.



## Waste Positive

SDG 12  
SDG 6

Brambles commits to:

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



## Business Positive

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



## Supply Chain Positive

SDG 12  
SDG 13  
SDG 9

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.



## Positive Collaboration

SDG 17

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

SDG 3  
SDG 5  
SDG 10  
SDG 16

Brambles commits to:

- + A 25% reduction in BIFR and to develop a wellbeing-at-work programme;
- + At least 40% women in management roles and double the number of women in our plants;
- + Top 20% for inclusivity and launch an accessibility programme in each region; and
- + Lead on anti-corruption and human rights including modern day slavery.



## Communities Positive

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



## Food Positive

SDG 2

Collaborate with food banks to serve rescued food to 10 million people. Volunteering, in-kind donations, skills and expertise sharing and financial donations will be the catalysts for this target.



## Circular Economy Transformation

SDG 4  
SDG 12

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



## Positive Impacts for People and Our Planet

Brambles commits to developing natural and social capital accounting approaches to transparently measure and validate our performance against all 2025 targets and confirm progress towards our regenerative status.



Direct Impact







# Better Business

The transition to a more sustainable and more circular economy is underway. The environmental impact of products, their packaging and how they move through supply chains has never been more in focus.

Brambles' circular solutions are recognised as leading the world in this movement, which is confirmed in our results from emerging circularity measurement tools<sup>6</sup>.

By expanding our circular 'share and reuse' approach to more customers in more supply chains we can scale the benefits across the globe and lay the foundations for a regenerative supply chain.

<sup>6</sup> Refer to pages 11 and 16 for Brambles' participation in the Ellen MacArthur Foundation's Circularity project.



## Brambles 2020 sustainability goals

### Better Supply Chains

Year-on-year environmental improvements in Brambles' customers' supply chains

### Better Collaboration

Year-on-year improvement in customer collaboration projects

### Better Workplace

Reduce Brambles Injury Frequency Rate (BIFR) by 25% and achieve 30% representation of women on Brambles' Board and in management

## Relevant SDG targets



### Target 12.2

Achieve the sustainable management and efficient use of natural resources



### Target 12.5

Substantially reduce waste generation through prevention, reuse, reduction and recycling



### Target 12.6

Encourage companies to adopt sustainable practices and to integrate sustainability information into their reporting cycle



### Target 9.1

Develop quality, reliable, sustainable and resilient infrastructure



### Target 17.7

Promote the development, transfer, dissemination and diffusion of environmentally sound technologies



### Target 5.5

Ensure women's full and effective participation and equal opportunities for leadership



### Target 8.4

Improve global resource efficiency and endeavour to decouple economic growth from environmental degradation



### Target 8.7

Eradicate forced labour, end modern slavery and human trafficking and eliminate child labour

# Better Supply Chains

## OUR 2020 GOAL

Yearly improvements in environmental benefits in our customers' supply chains.

## OUR ACHIEVEMENTS

Brambles' achievements for 2020 are illustrated in the infographic to the right and are verified using robust Life Cycle Assessment (LCA) studies.

▶

**VIDEO**

[Our 2020 Goal Achievements: Better Supply Chains](#)

The video shows the impact Brambles' circular solutions have had since 2015.



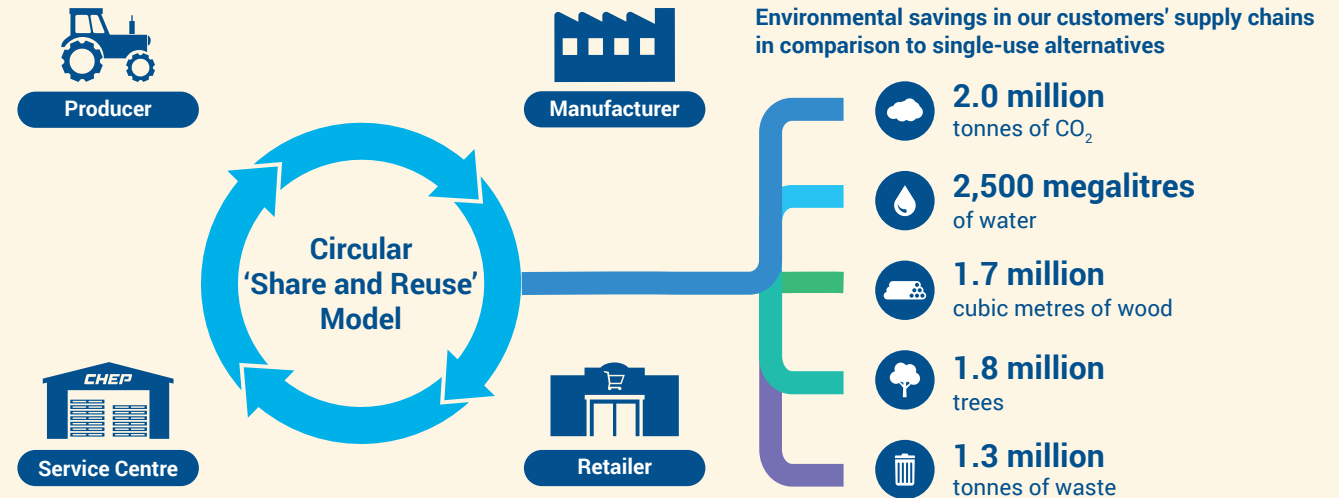
Brambles has contributed to the development of Circulytics™, the most comprehensive circularity measurement tool for companies.

**"Brambles scores an overall A, which reflects their position as a leading actor in the circular economy."**  
(EMF analyst commentary in 2020 assessment)

[Learn more →](#)

## Brambles is built on circular principles

The Ellen MacArthur Foundation (EMF) is the global authority on the circular economy. It identified three key principles that form the foundation of a circular system.



### The EMF's principles of a circular system

- 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.
- 2 **Keep products and materials in use**  
Build an economy that keeps things in use, rather than simply using them up.
- 3 **Regenerate our natural systems**  
Not only protect, but actively improve the environment, ultimately creating regenerative systems.

### How Brambles implements these principles for customers

Designed to be shared and reused, our pallets, crates and containers embody circularity, eliminating waste and helping customers initiate their own circular strategies.

Brambles' products are durable and kept at their highest value through recovery, repair and reuse, retaining their utility for the benefit of multiple users over their lifetime.

Based on renewable, reusable, recyclable or biodegradable materials, Brambles' platforms form the basis of a circular system that replenishes what it needs, paving the way for a regenerative future.

Table 1: Three principles forming the foundation of a new system – taken from the Ellen MacArthur Foundation's learning resource. The results displayed in Brambles' 'share and reuse' model are derived from peer-reviewed life cycle assessment (LCA) calculations. All data and calculation methodologies are available in our supplementary information document at [brambles.com/sustainability-review](https://brambles.com/sustainability-review).





## Better Supply Chains continued

Our 'share and reuse' solutions help accelerate the evolution of a circular economy by transitioning customers from single-use or one-way packaging to reusable packaging. Here, we describe the journey from 2015, and our 2025 vision and targets.



### Rising to the challenge: supply chain resilience in the pandemic

Our business has been crucial in connecting people with life's essentials during the Covid-19 pandemic, with each Brambles business immediately classified as an essential service at the start of lockdowns in each region.

Initially, there were extreme surges in demand for pallets. The ambiguity and uncertainty in each region was challenging and the agility of our teams and network was significantly stretched as demand constantly changed.

Keeping our people safe was vital, with our office-based employees working remotely and our plant employees implementing key safety measures in service centres.

Our plant employees worked extremely hard in a situation that was truly unprecedented and we commend their service to the business, our customers and our communities.

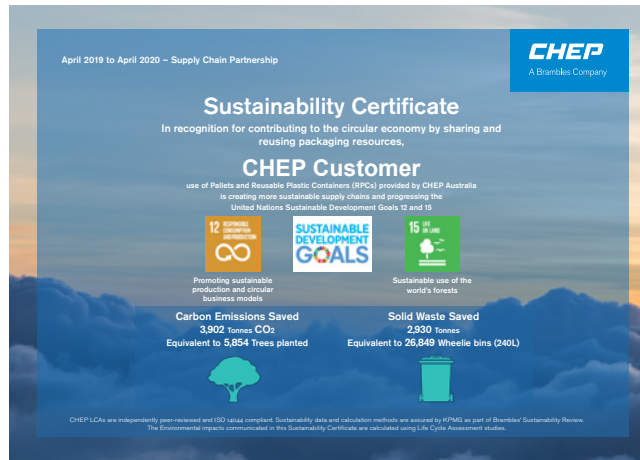
Brambles met the challenge and has the experience and agility to respond to future crises. Covid-19 has illustrated that safety is always paramount, and that collaboration in the value chain from our suppliers to our customers is the key to resilience.



## OUR 2020 JOURNEY

Brambles' Better Supply Chains programme has achieved its 2020 goal and defined what it means to deliver life's essentials, more sustainably.

By quantifying the environmental savings from our circular, 'share and reuse' model using life cycle assessments (LCA) we demonstrated to customers the value of reusable solutions over prevalent single-use alternatives. By producing Sustainability Certificates, Brambles showcases customers' environmental achievements. To date, we have awarded hundreds of these certificates to customers globally. Brambles' sales teams have embraced Sustainability Certificates as a key differentiator and are using them in customer tenders, business reviews and sustainability conversations. Brambles' customers have also embraced the Sustainability Certificates for their own sustainability communications. In this way, Brambles' certification has become a credential for a more sustainable supply chain.



A Sustainability Certificate from CHEP Australia demonstrates the environmental benefits of our circular solutions and links actions to the relevant Sustainable Development Goals.

## OUR 2025 VISION AND TARGETS



## Supply Chain Positive



Year-on-year increase in environmental benefits in our customers' supply chains through our 'share and reuse' model



Brambles will contribute to circular economy measurement tools, suitable for all sectors and industries, and use these tools to improve the circularity of our business. The EMF Circulytics™ tool is the leading example

Brambles will pioneer regenerative supply chains by expanding our circular model every year, increasing the environmental benefits in our customers' supply chains and leveraging the natural capital created through our Forest Positive initiatives.

At a practical level this means:

- Replacing single-use and one-way alternatives with our circular solutions;
- Accounting for the carbon and waste reductions using LCA;
- Accounting for the natural capital benefits from our Forest Positive programme; and
- Leveraging natural capital benefits to offset the residual impact of our customers' supply chains.

Supply Chain Positive aims to take the principles of circularity to broad scale adoption and is why we are actively participating in the development of circular economy measurement tools. This will initiate our pathway to creating regenerative supply chains for customers.



# Better Supply Chains continued

Here, we provide a snapshot of customer case studies demonstrating how our LCA approach provides tangible impacts and a positive narrative for customers' sustainability programmes.



## BETTER SUPPLY CHAINS CASE STUDY

### Brambles' net-zero-carbon supply chain solutions

Brambles has led the market with zero-carbon supply chain solutions with the carbon neutral Quarter Pallet in Europe and the carbon neutral Half Pallet in North America. Zero-carbon means the residual carbon emissions from customers using these products is reduced to zero using certified carbon offsets. More customers are looking to address the emissions from their supply chains and Brambles' zero-carbon solutions provide access to the circular economy and strive for the climate future we and our stakeholders desire.

**Use of the Quarter Pallet** supports the Uganda Community Reforestation project working with 6,000 farmers to improve financial security and build sustainable livelihoods through community based tree planting programmes, sequestering 8,222 tonnes of CO<sub>2</sub>.

[Learn more about the reforestation project](#)



**Use of the Half Pallet** supports the Mississippi Alluvial Valley Reforestation project in replanting one million hectares of native woodland to restore one of North America's most important ecosystems, sequestering 926 tonnes of CO<sub>2</sub>.

[Learn more about the reforestation project](#)



## CUSTOMER CASE STUDY

### Fyffes fruit on a sustainable journey

With its sustainability strategy pillar "Stewardship for the Planet", Fyffes seeks to reduce its carbon footprint throughout the supply chain. One of these initiatives is the use of reusable pallets to transport millions of boxes of Fyffes fruit worldwide, through a partnership with CHEP. Last season, 100% of Fyffes melons were transported on CHEP pallets, and their use in transporting Fyffes bananas continues to grow. Fyffes has saved 152,000 kilograms of solid waste and avoided 115,396 kilograms of greenhouse gas.

Erick Pinot, CHEP's General Manager in Central America, says, "We feel proud to partner with Fyffes and share our commitment to make the world a better place through the circular economy that these pallets offer."



## CUSTOMER CASE STUDY

### Fonti di Vinadio S.p.A.

Fonti di Vinadio S.p.A. is the Italian bottler and distributor of Acqua Sant'Anna mineral water.



Founded in 1996 by the Bertoni family, it is one of the leading national brands in the sector. The company places a high priority on sustainability and minimising the impact of its operations. CHEP provides a pallet pooling solution that supplies euro pallets and half pallets of consistent quality for safe handling and product protection. In addition, CHEP has the global experience and expertise to optimise the customer's transport routes and achieve a reduction in empty transport kilometres, minimising CO<sub>2</sub> emissions and generating cost savings.

These synergies led to an estimated annual reduction in environmental impact of 1,800 tonnes of CO<sub>2</sub>, the equivalent of replanting about 1,500 trees or 41 laps around the world by car!



## BETTER SUPPLY CHAINS CASE STUDY

### Reusables save carbon, waste and food waste in New Zealand's fresh supply chain

Brambles' strategy to promote the superior environmental performance of reusable platforms saw CHEP New Zealand (NZ) completing its first LCA study in 2020. It compared CHEP's reusable plastic crates (RPCs) to single-use cardboard alternatives. Importantly, given the use of the RPCs in the fresh food sector, the study also considered the prevented food waste due to advantages in both the protection of produce and faster cooling times throughout the supply chain.

One CHEP NZ RPC, compared to a single-use cardboard alternative will save approximately:

<b>65%</b>	<b>90%</b>	<b>130</b>
carbon	solid waste	kilograms of single-use cardboard over its lifetime



Each year, the entire CHEP NZ RPC pool saves approximately **8,000 tonnes of CO<sub>2</sub>** from avoided food waste

# Better Collaboration

## OUR 2020 GOAL

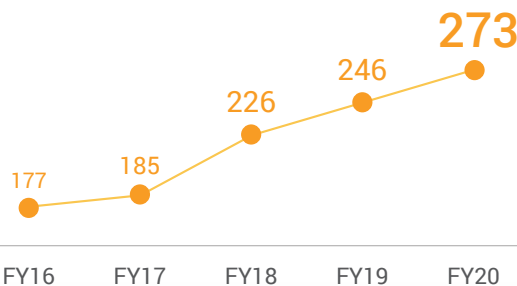
Yearly increases in collaboration projects and the impacts they have.

The purpose of Brambles' Better Collaboration programme is to develop partnerships on shared goals. By connecting our suppliers and customers, Brambles facilitates bigger impacts, increasing positive business and environmental impacts throughout the value chain.

## OUR ACHIEVEMENTS

In 2020, Brambles increased the number of collaboration partners by 11% to 273. The combined transport distance from collaborative projects exceeded 75 million kilometres and prevented over 86,000 tonnes of CO<sub>2</sub> from entering the atmosphere.

### Customers participating in collaborative projects



Our 2020 Goal: **Yearly collaboration improvements**

**VIDEO**  
[Our 2020 Goal Achievements: Better Collaboration](#)

## OUR 2020 JOURNEY

Brambles' Better Collaboration programme was an internal innovation developed in 2015 by a group of committed members of our Supply Chain team.

They identified extensive opportunities to create more value for customers by eliminating inefficiencies in the supply chain while delivering more positive outcomes for our environment.

Importantly, this programme placed Brambles in an enabling position leveraging both our circular business model and place in the supply chain to initiate collaborations with our customers and collaboration amongst other supply chain participants.

The programme expanded throughout Brambles' regions and consequently, increased its environmental impacts. This is testament to the value our customers ascribe to Better Collaboration.

In 2019, Better Collaboration found its natural home in Brambles' Zero Waste World (ZWW) programme allowing our commercial and logistics teams to coordinate collaborations and draw from Brambles' full suite of sustainability solutions. The accumulated savings in carbon and kilometres since its inception in 2015 are provided below, demonstrating the power of partnerships on shared challenges.



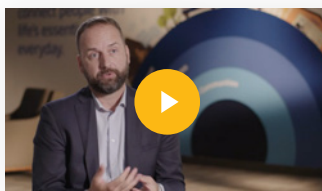
Total environmental savings through transport collaboration since 2015:



**348+**  
million kilometres



**348+**  
kilotonnes of CO<sub>2</sub>



**VIDEO**

[Goal achieved! Increase in customer collaborations](#)

## OUR 2025 VISION AND TARGETS



# Collaboration Positive



We aim to increase the number of customer collaborations, doubling the impact and the number of current collaboration initiatives from 250 to 500

As an initiator of a circular economy, Brambles will accelerate the circular transition for our customers. Collaboration Positive recognises that we can do more together.

Positive collaboration is enabled through our visibility of supply chains and our partnerships and is unique to our business model. Our collaboration projects differentiate Brambles by uncovering new value which helps customers with their own supply chain sustainability objectives.

Looking forward, this programme will continue to capitalise on our scale, data and relationships to solve shared sustainability challenges. For customers, Collaboration Positive will leverage our BXB Digital capabilities and new products and services for maximum impact and be delivered through our ZWW programme.



## Zero Waste World

- 1 **Eliminating waste** – with our circular model
- 2 **Eradicating empty transport trips** – using network scale and visibility to form partnerships
- 3 **Cutting out inefficiency** – using end-to-end solutions and BXB Digital technology

[Learn more](#) →

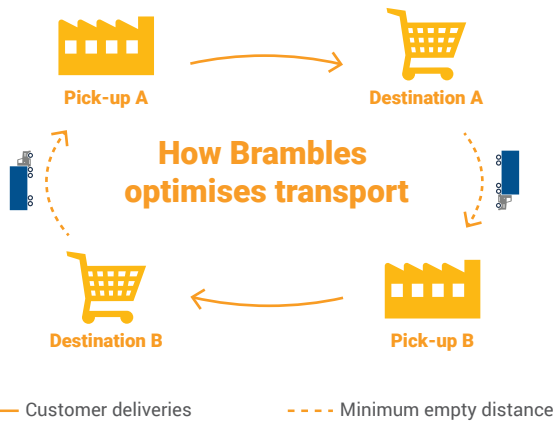




## Better Collaboration continued

### How Brambles optimises transport

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



### We optimise transport in four different ways:

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



### CUSTOMER CASE STUDY



## Group Mahou San Miguel (MSM) and CHEP: From commodity to strategic sustainability partner



### CUSTOMER CASE STUDY



### CUSTOMER CASE STUDY



## Ice River Springs keeps its circular business flowing – one bottle and pallet at a time

Ice River Springs, a private-label bottled water producer with operations in Canada and the US, stands out from the competition in many ways, including its focus on sustainability. Their bottles are made from 100% recycled material and are 100% recyclable.

Working with CHEP, with its pooled (shared and reusable) pallets, was a strategic choice. Since Ice River Springs produces recycled bottles in a closed-loop production process at its Blue Mountain Plastics plant, CHEP pallets are used to move goods around the company's production and distribution facilities, in addition to delivering the finished product to stores.

"Working with CHEP and Zero Waste World is a natural partnership for us. Ice River Springs is built around a sustainable framework, and we've proven it leads to profit." Crystal Howe, Sustainability Manager Ice River Springs.

In a nine-year period, Ice River Springs achieved significant environmental savings. It avoided more than 703,000 kilograms of CO<sub>2</sub> and eliminated more than 907,000 kilograms of solid waste from landfill.



[View the full case study](#)



[Watch the video](#)

## Reckitt Benckiser (RB) and CHEP set the example for transport collaboration in Poland

CHEP Poland has begun working with Reckitt Benckiser on Collaborative Transport Solutions (CTS), which aim to optimise their transportation.

RB owns some of the world's most loved brands in three categories: hygiene, health and nutrition. Its Poland business uses over one million CHEP pallets every year. CTS works by having our customers share trucks with us and with each other. By using our CTS, customers can improve transport availability, reduce their logistic costs and cut their carbon emissions.

# Thought Leadership, Advocacy and Innovation

Participation in sustainability forums is a key engagement approach for Brambles. Despite many of these events switching to online virtual formats in 2020, discussion and action on the circular economy is at an all-time high. What's clear is that the circular economy is a concept whose time has come.

## AirShared

AirShared is a digital collaboration platform which is part of the Zero Waste World initiative by Brambles, created to share ideas, challenges, and trends related to sustainable mobility and to manage the collaborative transport projects in a simpler and more effective way. The main aim of AirShared is to create a community of companies that share the same values and commitments to sustainable mobility, the collaborative economy, and the circular economy.



VIDEO

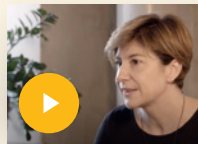
[Why AirShared?](#)

## Digital technology optimises our pallet collection engine

CHEP Mexico used BXB Digital to attach 200 tracking devices to CHEP pallets issued for use between manufacturing plants in Mexico and a major US retailer. Monitoring the activity revealed a detailed picture of the flows between distribution centres and stores. The results produced accurate cycle time reports, identifying potential loss sites enabling CHEP to more efficiently plan pallet collections. This helped to minimise the number of trucks on the road without impacting service. The valuable data was applied to machine learning and artificial intelligence systems and used to optimise CHEP's pallet collection engine. As a result of this combined effort, the data used is directly improving the collection process for 40% of pallet collections in Mexico, reducing asset cycle times and unlocking sustainability outcomes for CHEP and its customers.

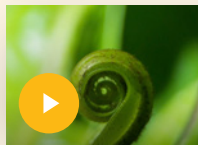
## The Future of Reuse

After winning the Australian Packaging Covenant Organisation (APCO) Sustainable Packaging Excellence award for 2019, CHEP Australia participated in a Future of Reuse panel with Tom Szaky, CEO of circular start-up Terracycle and creator of the consumer facing reuse solution, the Loop Platform.



VIDEO

[Think circular, act circular, measure circular: business leaders discuss Circulytics™](#)



VIDEO

[Circulytics™ - Measuring your transition to circularity](#)



## Circulytics™

The world's first comprehensive circular measurement tool, Circulytics™, was reviewed and tested by more than 30 major companies including Brambles, as part of the EMF's Circular Economy (CE) -100 programme. It measures how efficiently companies reuse energy and materials and how effectively their products or services contribute to the circular economy. Circulytics™ highlights and inspires opportunities for innovation and provides quick understanding for those actively moving away from the current 'take, make, waste' linear economy.

Brambles' circular business model performed extremely well, receiving an overall A rating reflecting the embedded nature of circular design, thinking and processes in the business.

"Brambles' core reuse business model leverages one of the innermost loops of the circular economy butterfly diagram, which suggests that they are likely a company well positioned to thrive in a circular economy." EMF analyst commentary.

The tool also highlights any areas for improvement and for Brambles this means using more recycled or upcycled materials at the input stage.

Circulytics™ is now a freely available resource. Watch the videos to find out more.

## TAKING ACTION FOR 2025

### Brambles' Circulytics™ scorecard, 2020

Enablers	A+	Outcomes	B+
Strategy and planning	A+	Input	C
Innovation	A+	Output	A+
People and skills	A+		
Systems, processes and infrastructure	A+		
External engagement	A+		

Brambles scores an overall **A** rating in Circulytics™



## Governance – Modern Slavery

### Brambles' approach to anti-corruption and human rights, including modern slavery

Brambles is committed to operating in an environment in which all our employees act with honesty, integrity, fairness, and accountability. At the core of our governance and control environment is our Risk Management Programme.

Senior management is responsible for the implementation of mitigation plans, including those related to the prevention of corruption and human rights violations including modern day slavery.

These risks, and the associated progress on risk mitigation, are reported to the Audit Committee and the Board twice each year and are supported by various functions, including Group Risk, Internal Audit, Global Compliance and Sustainability.

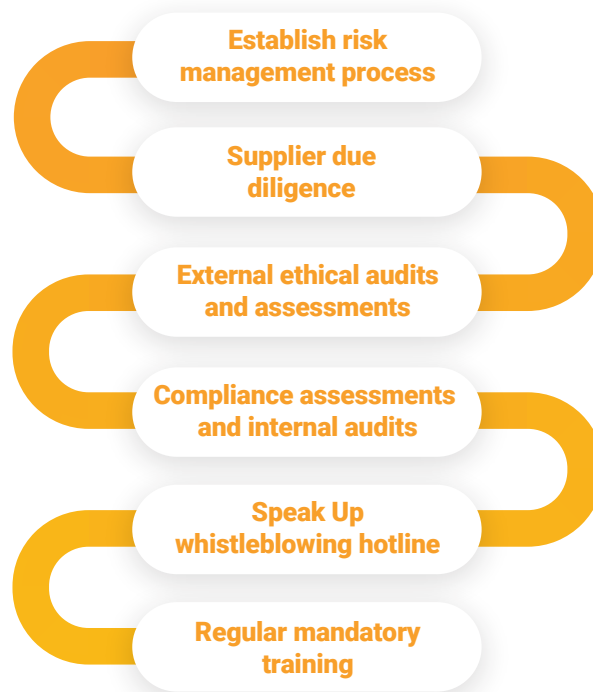
Brambles does not tolerate forced, bonded or compulsory labour, human trafficking or other kinds of slavery in our own operations or in our supply chain. The company is committed to taking appropriate steps to ensure that everyone who works for Brambles or any of its Group Companies—in any capacity anywhere in the world—is treated fairly, with dignity and respect and benefits from a working environment in which their fundamental human rights and freedoms are upheld.



**Brambles is a signatory to the United Nations Global Compact (UNGC) and continues to support the UNGC's Ten Principles in the areas of human rights, labour, environment, and anti-corruption.**

[Learn more →](#)

### The following governance and controls relating to modern slavery are also in place:



### Modern Slavery Community of Practice

To help Australian business navigate new developments and share learnings in a safe space, the Global Compact Network Australia (GCNA) hosts a Modern Slavery Community of Practice (MSCoP) for business members. Brambles participates in the GCNA's MSCoP.

### Brambles' Governance and Controls

Brambles has implemented a governance and control environment, which is described in Brambles' Slavery and Human Trafficking Statement, as required by the UK Modern Slavery Act, and posted annually to the Brambles website at [brambles.com](http://brambles.com)

In 2021, Brambles will publish a Slavery and Human Trafficking Statement as required by the Australian *Modern Slavery Act 2018*. As Brambles' Slavery and Human Trafficking Statement makes clear, at the core of Brambles' governance and control environment is its Code of Conduct and Human Rights Policy:

#### Code of Conduct

Brambles' Code of Conduct provides the cultural and behavioural framework that guides everything we do.

#### Human Rights Policy

This policy, which articulates the various human rights principles advanced throughout Brambles' Code of Conduct, is guided by international human rights principles encompassed in the Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights.



Brambles' regions are responding to ethical supply chain customer surveys.

CHEP Canada has received Platinum recognition in their 2020 EcoVadis assessment, scoring **78/100** and positioning the business in the top 1% of responding companies. Brambles' strong position on ethics contributed to the result.



## Better Workplace

### OUR 2020 GOAL

Our employee value proposition aims to attract capable people who want to develop their careers, develop themselves and who are passionate about creating more sustainable supply chains.

### OUR ACHIEVEMENTS

**77%**  
employee engagement

#### Brambles' Pulse Survey FY20

The participation of 86%, 3 points higher than the FY19 survey, was largely due to a strong response rate from plant-based employees, which increased by 7%, taking their overall response to 84%.

Engagement is at 76% for plant-based employees. This represents a 1% increase and is also 3% above the industry benchmark for manufacturing. 78% of office-based employees are engaged which is one point above previous results. Overall, there is a small increase in overall engagement to 77% (which is two points below the benchmark for the top 20% of companies).

**#TopEmployer in Europe for third year in a row due to our excellent employee conditions and HR practices.**

### OUR 2020 JOURNEY

A Better Workplace has taken on a new meaning during the pandemic and has become a source of stability for our people amidst ongoing uncertainty. All regions have actively engaged with their employees working remotely, often also home schooling or caring, to ensure they remain connected to their teams and peers.

#### Brambles Pulse

During FY20, Brambles performed a global Pulse Survey as well as a Mini Pulse to better understand our employees' experience. The results were valuable in getting insights into the business and identifying local areas where we can make improvements at a team level and ultimately create a better workplace. The Pulse results indicate that employees feel positive about how their work contributes to success and is enabled by the removal of barriers. Employees would like to see more communication around strategy as well as more opportunities for teams to collaborate.

#### Mini Pulse results 2020

The Mini Pulse was aimed at understanding how employees were coping with changes brought about by the unique Covid-19 situation and whether there was more Brambles could do to support them.

The results of the Mini Pulse, indicate that they feel well supported during this time. They also feel that Brambles is taking a genuine interest in their wellbeing.

More than 4,500 people completed the survey. Because of the circumstances Brambles was not operationally able to survey the majority of our plant-based teams but did hear from many of its plant-based support and management teams. Feedback from these employees was in aggregate less positive than the average and is therefore being addressed as a priority.

**Brambles' employee MyShare programme is at 43.3% participation**

### OUR 2025 VISION AND TARGETS

## Workplace positive

Our 2025 targets reflect the issues that are important for our people. Brambles aims to provide a workplace with purpose and compassion; one that upholds the expectations of all stakeholders now and in the future.

#### Amazing place to work

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

#### Anti-corruption and human rights, including modern slavery

- + Advance human rights conditions in our businesses and supply chain
- + Work to uphold anti-corruption in all forms in our businesses and supply chain

	Employee turnover (%) FY20	Employees by segment FY20
CHEP Americas	39.26	4,543
CHEP EMEA	6.21	5,355
CHEP Asia-Pacific	9.81	1,571
Corporate	9.35	596
<b>Group</b>	<b>19.09</b>	<b>12,065</b>





## Safety

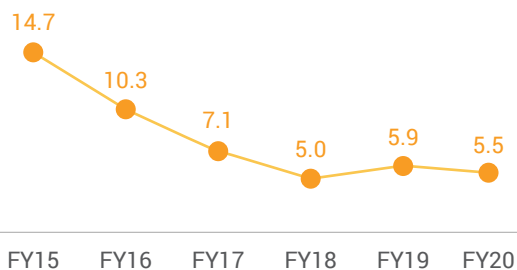
### OUR 2020 GOAL

Reduce Brambles Injury Frequency Rate (BIFR) by 25% on 2015 levels.

### OUR ACHIEVEMENTS

In FY20, Brambles met its year-on-year improvement target, recording a BIFR of 5.5, which represents a 61% decrease, significantly better than our goal, in BIFR for the five-year period ending June 2020.

#### Brambles Injury Frequency Rate



Brambles is committed to Zero Harm – to our people and those we work with; to our customers and the communities we serve; and to the environment upon which we all depend. Brambles’ Zero Harm programme aims to achieve a reduction in the BIFR each year.

BIFR measures work-related injuries requiring medical treatment, fatalities, lost time and modified duties per million hours worked. BIFR includes contractors working under Brambles’ management but does not include outsourced service centres. Brambles’ Lost Time Injury Frequency Rate is available in the [five-year performance summary](#).

### OUR 2020 JOURNEY

Keeping our people safe has always been paramount for Brambles and making our workplace safer has consistently been rated as a top issue by our people. Our journey from 2015 has not been without its challenges but Brambles has always been committed to learning and improving. 9 July 2020 was the anniversary of the death of José Luis Segura at our Bellpuig service centre, Spain. Graham Chipchase marked the occasion with a communication to all employees about the tragedy and a reminder that workplace safety is not about statistics or programmes, but about making sure everyone returns to their loved ones at the end of each day.

#### Protecting our team members’ health during the Covid-19 pandemic

Recognising the threat of the Covid-19 pandemic early on, Brambles established a global task force in early February to monitor the progression of the outbreak and act as needed to ensure the health of our staff around the world. This task force developed guiding principles that allowed for rapid decision making in a fluid situation while remaining true to our core values.

Critical in this work was establishing and implementing the necessary controls to keep our service centre staff safe and healthy. They have operated continuously since the beginning of the pandemic to keep critical supply chains around the world supplied with pallets, crates and containers.

Our office-based staff transitioned to work from home to reduce transmission risks and in response to government requirements. As offices reopen slowly, and after sanitation and social distancing measures are in place, capacity is being strictly managed and individuals are encouraged to continue working from home if they prefer during the transition.



Since our service centres around the world continue operating as an essential service to global supply chains, we have continued holding Safety Differently Learning Teams without interruption.

### OUR 2025 VISION AND TARGETS



## Safety positive



Brambles will commit to a minimum of 25% reduction in BIFR by 2025



Expand well-being at work programmes

Brambles is always committed to the safety of our people, our customers and the communities we serve. Looking ahead, our safety strategy will focus on continued implementation of our Safety Differently programme using the Human and Organisational Performance (HOP) framework which helps apply our changes in a practical and employee-centric way.

#### Further Enhancing Our Hazardous Area Entry Controls

Brambles is moving toward a harmonised machine safety standard that meets or exceeds local regulatory standards in the approximately 60 countries where we operate. In FY20, the Global Safety and Process Engineering teams collaborated to update global safety standards to deliver greater standardisation and increase additional layers of defence for controlling entry into hazardous areas such as robotic cells.

#### Safety Differently

A philosophy that emphasises a bottom-up approach to safety through engagement with the frontline team members who actually do the work. HOP is a pragmatic operating philosophy that embodies five key principles that drive how we approach Safety Differently: people make mistakes; blame fixes nothing; context drives behaviour; learning is vital; and how we react matters. The Covid-19 pandemic delayed some regional training on Safety Differently but we have utilised virtual meeting tools to overcome this.

# Talent and Learning

## OUR APPROACH

One of the most critical investments at Brambles is to develop skills and competencies needed to successfully execute our business strategy.

This means ensuring we have the right talent pipeline for our future needs and that our people can effectively lead change in response to the rapidly changing supply chain industry.

## OUR ACHIEVEMENTS



In FY20, Brambles' employees accomplished **62,863 learning hours** and online course completion.



Brambles' employees have logged over **95,900 education and training days** since 2015.

Training hours for FY20 show an overall decrease of 28% as compared to FY19, mainly due to lower amounts of session-based training taking place because of Covid-19 travel and attendance restrictions.

## OUR 2020 JOURNEY

Brambles' Talent and Learning (T&L) programme has evolved considerably since 2015 in response to the changing nature of work and the talent we need now and for the future.

Here, we provide an overview of the varied programmes aimed at developing specific employee bands and particular capabilities as well as targeting certain needs in different regions.

### The Emerging Leaders Programme

This is a two-year rotational programme encouraging career mobility by placing experienced employees into businesses with a specific skills shortage.

### The Leadership Academy

Brambles' Leadership programme was launched in 2016 to develop our employees' skills and has been key to our success up to FY20. The Leadership Academy consists of a comprehensive catalogue of online courses, videos, books, virtual classes and face to face programmes delivered in many languages.

### The Graduate Development Programme

The Graduate Development Programme is a two-year intensive development programme rotating graduates through key business functions as well as connecting them with top executive mentors and professional internal coaches to equip them with the skills for long-term success at Brambles.



VIDEO

[Discover Brambles' Graduate Programme](#)

## OUR 2025 VISION AND TARGETS

Our talent and learning strategy is becoming more critical as our business pursues an ambitious strategic aspiration to position Brambles for continued success at the heart of global supply chains through the 2020s and beyond.

This will bring new critical capabilities, skill sets and competencies necessitating a new approach to the development for our teams. This includes more agile, technology-based learning and easy to consume modules. This approach will strengthen the development and deployment of talent with a focus on accelerating succession and diversity and building a pipeline of the right talent. Over the next period our T&L team will be re-designing our development programmes for a more virtual delivery, as well as implementing our new Learning Management System (LMS) strategy. Both projects are now in progress and are part of the T&L objectives for FY21.

### Learning during Covid-19

The T&L team rapidly responded to remote working brought on by Covid-19 in 2020. In response we created a Learning Virtually Hub that included online access to content on virtual teaming, virtual wellbeing and virtual leadership. We also created sessions on Virtual Presentations and Meeting Management and ran six live programmes globally.

### Building Change Management Capability in Brambles

Change management is a core capability for all our leaders and managers as it allows individuals to be more resilient and adaptable to change. Brambles is investing in the resources to support effective change managers to support large change initiatives. This ensures projects are delivered faster and more cost effectively while managing the pace of change for our people and building trust and functional ownership in the change process.

# Inclusion and Diversity

## OUR 2020 GOAL

Achieve 30% representation of women on Brambles' Board and in management.

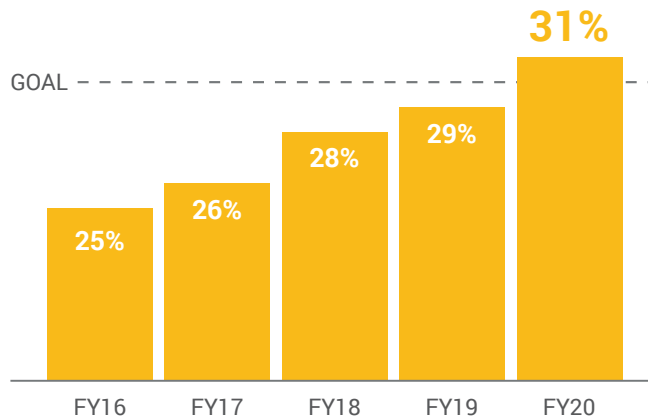
## OUR ACHIEVEMENTS

Brambles has exceeded its goal, achieving greater than 30% of women:

- On our Board;
- In our Executive Leadership Team; and
- In our management teams.

This is the result of a concerted effort from our leaders to drive greater gender representation across the organisation.

### Representation of women in management positions



Further information on Brambles' gender salary ratios by level, is contained in our [supplementary document](#).

## OUR 2020 JOURNEY

Brambles' Inclusion and Diversity (I&D) programme has evolved considerably since we set our gender diversity goals in 2015.

An essential part of the I&D development has been creating a compassionate environment where individuality is celebrated as a normal part of our working community. Our I&D programme has now flourished throughout many regions and become a key component of how we appeal to talent and retain our people. To ensure our I&D vision for the business is shared across all geographies, we set up a global I&D council, supported by regional I&D councils in all regions. On page 22, we share the many ways I&D is thriving throughout Brambles.



### VIDEO

[Our 2020 Goal Achievements: 30% women in management positions](#)

### Breaking down barriers: Over 30% of management roles held by women

Mona Garland, Vice President, Human Resources North America, talks about how this was achieved.

"Many think it's really tough to improve female representation in a supply chain company, and our industry isn't necessarily known as a magnet for attracting women," said Mona.

"So we have to be purposeful in our approach. We have a great Talent Acquisition team that is working diligently to ensure we have the right type of pipeline to continue feeding our diverse talent."

## OUR 2025 VISION AND TARGETS

# Inclusion and Diversity Positive

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

Our I&D vision is to harness the power of our diversity and build a truly inclusive environment that fuels innovation, growth and agility. We see diversity as both a strength and an advantage and recognise the exceptional variety of talent, creativity, thought, experience, perspectives and styles this brings. This will enable us to identify best-in-class supply chain solutions for our customers. We believe that everyone should have a voice and we commit to listen to those voices in order to deliver the very best experience for our employees, customers and shareholders. Put simply, we believe that an inclusive and diverse environment is better for our people and better for our business.

### What would a truly inclusive and diverse Brambles look and feel like?



**Authentic**  
Every employee brings their full authentic self to work every day



**Organisational DNA**  
I&D is part of everyone's role and woven into what we do as individuals and a business



**Open**  
Diverse opinions are valued and every voice has the right to be heard



**Consistent**  
All employees understand the meaning and value of Inclusion and Diversity regardless of role or location

# Inclusion and Diversity continued

Here, we provide a snapshot of Brambles' inclusion and diversity activities from all our regions, celebrating our I&D in all its forms.



## CULTURE & ETHNICITY

### CHEP's Boost for Broad-based Black Economic Empowerment (BBBEE) in our communities

In CHEP South Africa's Weatherboard and Braecroft locations we are excited and very proud to commence our new Learnerships programme in FY21.

Learnerships aim to provide unemployed youth from disadvantaged backgrounds with practical workplace skills and exposure as well as formal qualifications. What is also very close to our hearts, is that our Learnerships are targeted at the youth living in the communities that CHEP operates in, thereby uplifting and strengthening the social fabric in these areas.



### Raising awareness on race

In CHEP North America, during Black History Month, we addressed the topic of race through educational sessions. Lt. Daniel Keel of the Tuskegee Airmen spoke about the discrimination he faced in military and civilian life during segregation. David Acco from Acosys Consulting Services Inc. also educated employees on his experiences and the challenges faced by Indigenous North Americans.

## ACCESSIBILITY

### Accelerating Accessibility at Brambles

CHEP Spain has collaborated with the non-profit organisation A LA PAR to help young people with learning disabilities gain experience and education in the working world.

### Removing barriers through accessibility

At CHEP UK we have partnered with Leonard Cheshire and Change 100 to better understand how to be more inclusive of employees with disabilities. The partnership is designed to remove the barriers in the workplace and to allow them to achieve their full potential.

### Using theatre to talk about Inclusion, Diversity and Disability

Our colleagues in France have used theatre to talk about Inclusion and Diversity – At the beginning of January, the theatre company, Co.Théâtre, was invited to our Templemars service centre and Clichy office to open up the conversation on disability in the workplace.

## LGBTIQ+

### Leading on LGBTIQ+

Following the 2019 launch of our LGBTIQ+ Network ReachOut, a multi-region panel discussion was held with leaders from across Brambles, exploring topics such as LGBTIQ+ representation in the business, our progress so far, and what the future holds.

### LGBTIQ+ Business Network for Diversity and Inclusion

CHEP Spain has officially become a member of RED1 (LGBTIQ+ Business Network for Diversity and Inclusion).



### CHEP employees in Orlando join the Pride Day marches

<sup>7</sup> Lesbian, gay, bisexual, transgender, intersex and queer.

## GENDER

### Celebrating Women in the Supply Chain

Meet some of our #SupplyChainWomen in a [series of videos](#) to hear more about how they're succeeding in a male dominated environment.



VIDEO  
[Women in the Supply Chain – Teaser video](#)

### Membership of LEAD in Europe

CHEP continues to be an active member of [LEAD](#), an organisation committed to building a more gender balanced world in the retail, FMCG and supply chain industries.

Our colleagues from CHEP Spain joined forces with Unilever to take part in a LEAD conference called 'Doing, not trying: Women's Leadership'.

### CHEP launches Lean In circles

Lean In circles are groups of women who meet regularly to learn new skills, network and encourage each other. These meetings offer opportunities for personal development, and a support system for women who often experience restricted opportunities for networking. There are currently 11 existing circles with 8-12 participants per meeting in seven Brambles' countries.

### Gender strategy in CHEP Asia-Pacific

CHEP Australia is building a strong pipeline with a commitment to fill >50% of all Band 3 vacancies with talented women.

CHEP China and Thailand have exceeded 50% women in management positions for FY20.

### South Africa team creates Women@CHEP

CHEP South Africa has created a women's networking forum to be a safe environment for women to come together, share experiences, support and learn from one another.

### CHEP North America's Supplier Diversity Programme



VIDEO  
[Symbia Logistics Leads The Way For Women](#)



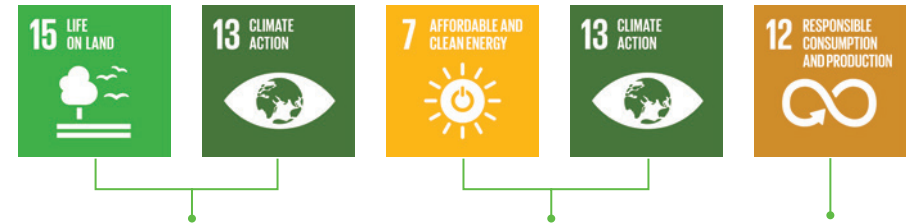


# Better Planet

The circularity of Brambles' business is sustained by regrowing our key materials under sustainable certification schemes. Our non-renewable materials are maintained in the materials economy.

Our 'share and reuse' model respects the value of these materials by amplifying their useful life for as long as possible, reducing demand for new materials. This approach is less resource intensive than alternative linear models and also inherently low-carbon.

This positions Brambles well to actively contribute to a 1.5C-degree climate future, help decarbonise our customers' supply chains and begin our journey to becoming a regenerative business.



## Brambles 2020 sustainability goals

### Zero Deforestation

Brambles aims for 100% certified source and aspires to increase Chain of Custody certification each year

### Zero Emissions

20% CO<sub>2</sub> reduction in emissions per unit delivered by 2020 on 2015 levels

### Zero Waste

Zero product (wood and plastic) waste to landfill by 2020

## Relevant SDG targets



**Target 15.1**  
Ensure conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services. In particular, forests



**Target 15.2**  
Promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests, and increase afforestation and reforestation globally



**Target 13.1**  
Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters



**Target 7.2**  
By 2030, increase substantially the share of renewable energy in the energy mix



**Target 12.2**  
By 2030, achieve the sustainable management and efficient use of natural resources

# Zero Deforestation

## OUR 2020 GOAL

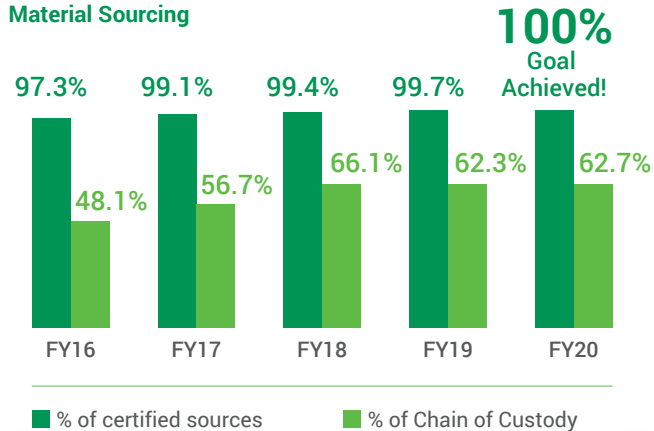
Purchase 100% of its wood from certified sustainable forests.

Supporting this goal is year-on-year improvements in Chain of Custody (CoC).

## OUR ACHIEVEMENTS

Brambles has achieved its 2020 goal to purchase 100% of our wood from certified sources. 62.7% of our wood was CoC certified.

### Material Sourcing



**VIDEO**  
 Our 2020 Goal Achievements: 100% sustainably sourced timber

<sup>9</sup> Forest Stewardship Council (FSC<sup>®</sup>) and Programme for the Endorsement of Forest Certification (PEFC<sup>™</sup>).

## OUR 2020 JOURNEY

In 2015, Brambles set our most ambitious sustainability goal: to procure 100% of our timber for pallet manufacturing and repair from certified sustainable forests.

Supporting this goal was our commitment to purchase full CoC where it was available. By driving demand for certified forest products, Brambles has helped transform the timber supply chain in all the markets where we operate. We have raised the profile and acceptance of credible certification schemes, reduced risks, and provided our customers with confidence in their supply chain partnerships.

Material sourcing is and will remain Brambles' most important sustainability issue, and to achieve our 2020 goal required collaboration between our suppliers, the forest managers and the FSC<sup>®</sup> and PEFC<sup>™</sup> certification bodies. Brambles recognises the incredible work undertaken by our central and regional procurement teams to make our sustainable sourcing commitment a reality.

Brambles' procurement approach includes:

- Commitment to sourcing sustainable wood in all regions;
- Embedding sustainable sourcing objectives against relevant roles, linked to remuneration; and
- Consistent and transparent measurement, including external assurance and public reporting.

## TAKING ACTION FOR 2025

Brambles' regenerative journey has begun by supporting two reforestation projects.



Restoring eucalypt forests on farmland in Australia.



Replanting mangroves in Mozambique.

## OUR 2025 VISION AND TARGETS



## Forest Positive

- + Brambles will grow two trees for every tree we use; one through our certification programme, and one for the planet.
- + Brambles will maintain 100% sustainable sourcing.
- + Brambles will grow the CoC programme throughout the world's forestry supply chains.

Brambles' vision for 2025 is to amplify our impact in sustainable forestry supply chains while expanding forest habitats increasing carbon sequestration and supporting biodiversity. This means for every tree Brambles needs, two trees will be grown sustainably. This is our two-for-one commitment creating a positive impact.

This objective places Brambles on a pathway towards regeneration and ultimately will help create more natural capital beyond the business's requirement for raw materials.

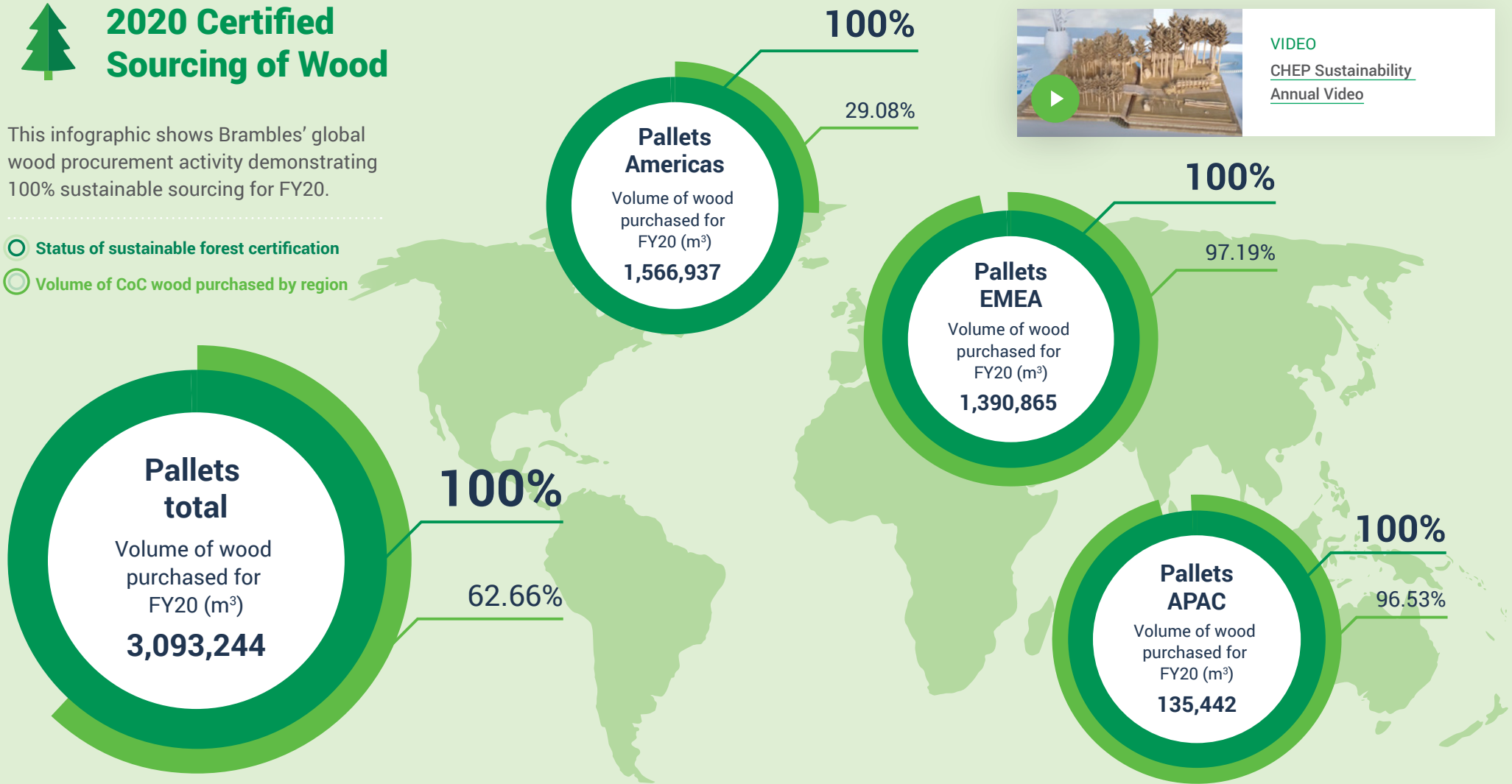
Our definition of what regenerative means for Brambles is on page 26 where we also highlight the many benefits to increasing forest cover and how this links to our programmes out to 2025.

Brambles will partner with experienced reforestation organisations to help execute this strategy and ensure we generate the maximum natural and social value through the process. Through this endeavour to become a regenerative business Brambles joins a select group of committed organisations that are taking decisive action on the greatest social, environmental and economic issues of our time.

# 2020 Certified Sourcing of Wood

This infographic shows Brambles' global wood procurement activity demonstrating 100% sustainable sourcing for FY20.

- Status of sustainable forest certification
- Volume of CoC wood purchased by region



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

[Learn more about sustainable forestry certifications](#)

### Certified source

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

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

[Learn more →](#)

### Chain of Custody

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

[Learn more →](#)





# Welcome to the Re-generation

Brambles' Forest Positive initiatives will support both our and our customers' decarbonisation objectives while increasing global forest cover. The multiple benefits of our forestry activity will generate additional value such as increasing biodiversity and opportunities in carbon markets. We aim to account for and assign a value to the benefits of nature for society and the environment. In this way, Brambles' will pioneer the world's first regenerative supply chains.

## Sustainable Forest Procurement Strategy

Brambles has the opportunity to create the most efficient timber supplier network and create a sustainable benchmark in the industry. The procurement team is executing Brambles' strategic priorities with the objective to lead a profound transformation for our pallet manufacturers as they introduce automation to increase efficiencies, durability and sustainability.

Brambles' scale is helping to catalyse this transformation by leveraging our purchasing capacities to increase demand for sustainable practices. Through providing market certainty, Brambles will reward the suppliers that embark on the certification process.

To accelerate this programme, Brambles is partnering with organisations that facilitate training and education in sustainable practices. Importantly, Brambles' Sustainable Forest programme is not restricted to any particular region and will play a critical role in our journey toward regeneration.

## THE POWER OF AFFORESTATION<sup>9</sup>

2025



### Forest Positive

Trees absorb carbon and produce oxygen, and are a key mitigant to climate change

Trees can mitigate the impact of severe weather events, reducing wind speed and preventing soil erosion

Used in agroforestry<sup>10</sup> systems, trees can increase productivity of farmland

Trees filter and hold moisture, releasing it over time providing base inflows for waterways

Harvested sustainably, trees are the ultimate renewable material

Trees increase biodiversity by providing homes and food for insects, birds and animals

Trees cycle nutrients, feeding the soil which underpins the structure of entire forest ecosystems

## Benefits of trees



### Climate Positive

By drawing down carbon, our forests will help reduce emissions in our businesses and our supply chain



### Positive Supply Chains

Enhancing our low-carbon business model, Forest Positive can deliver net-zero carbon supply chains for our customers



### Collaboration Positive

Our collaborations will expand beyond transport and contribute to our regenerative journey



### Water Positive

Storing and replenishing water, our forests will increase this precious resource



### Social and Natural Positive

We will account for the ecosystem services of our reforestation projects and the value they create for people and the planet

<sup>9</sup> Afforestation is the establishment of a forest or trees in an area where there was no previous tree cover.

<sup>10</sup> Agroforestry is the integration of trees and shrubs into farming landscapes for conservation and profit.



# Addressing climate change through the circular economy

**Brambles' sustainability credentials are founded in its circular 'share and reuse' model, which is inherently low-carbon**

As a leader in the circular economy, Brambles understands its potential to address climate change and, if more broadly adopted, the vision for a low-carbon future outlined in the 2015 Paris Climate Agreement, which Brambles supports, is far more probable.

## Brambles' response to the TCFF

Climate-related physical impacts are influencing society and economies, translating into policy and investment decisions as well as shifts in consumer behaviours. Within this context, Brambles has responded to the recommendations of the 2017 TCFF, an initiative of the G20 Financial Stability Board.



**TCFCD** TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

**View Brambles' FY20 TCFF disclosure**

[Read now →](#)

The TCFF project has revealed three key climate-related themes for Brambles



### Brambles' low-carbon advantage

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.

In decarbonising economies, efficient use of natural resources will become more important and the low-carbon advantage inherent within Brambles' circular business model presents a clear opportunity. This is enhanced through Brambles' transport collaboration solutions and the Zero Waste World (ZWW) programme. Brambles' 2025 sustainability targets will further amplify market opportunities and help customers with their decarbonisation and circularity commitments.



### Brambles' network resilience

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

Adaptability and agility will be increasingly important as exposure to supply chain shocks from physical climate-related weather events increases in all three climate scenarios. Brambles' network resilience is a market differentiator and a key mitigant, enabling greater agility pre-weather event and reliability during the recovery phase.



### Raw material supply security and continuity

Longer-term climate-related risks relating to materials, specifically timber for pallets, is considered in the strategic planning process, including mitigations already underway as part of procurement, supply chain and asset efficiency programmes.

The price and availability of timber supply, as well as the potential impact of pests and disease, were identified as emerging climate-related risks which are expected to evolve over a five-to-ten-year timescale and manifest differently under the three climate scenarios.

Brambles' timber supply was identified as an area of risk under each scenario. It could be exposed to transitional risks such as a price on carbon (in the decarbonising 1.5°C and 2°C climate scenarios) or exposed to physical risks in the 4°C scenario.

Climate-related Risk/ Opportunity



CLIMATE-RELATED OPPORTUNITY:

**Circular economy focus and LCA competitiveness**

**Transitional:** Technology and reputational

**Climate scenarios:**

1.5° 2°



CLIMATE-RELATED OPPORTUNITY:

**Supply chain resilience to shock**

**Physical:** Acute

**Transitional:** Market and resilience

**Climate scenarios:**

1.5° 2°



CLIMATE-RELATED RISK:

**Timber supply constraints from physical climate-related impacts (supply side)**

**Physical:** Acute and chronic

**Climate scenarios:**

1.5° 2° 4°

# CO<sub>2</sub> Zero Emissions

## OUR 2020 GOALS

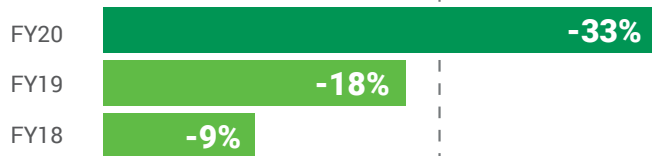
20% reduction in scope 1 and 2 carbon emissions per unit delivered.

Annual increases in the contribution of renewable electricity.

## OUR ACHIEVEMENTS

### Reduction in CO<sub>2</sub> per unit delivered

GOAL: 20% reduction

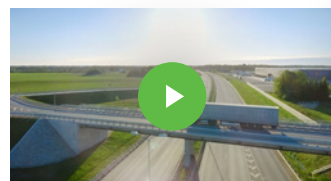


### Total contribution of renewable electricity to Brambles



Brambles 2020 goal was to achieve a 20% reduction in scope 1 and 2 carbon emissions per unit delivered.

Aligned with this goal is our commitment to increase the contribution of renewable energy.



VIDEO

[Our 2020 Goal](#)

[Achievements: 20% reduction in CO<sub>2</sub> emissions](#)

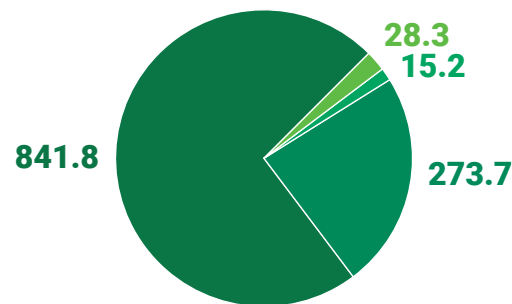
## OUR 2020 JOURNEY

Brambles' low-carbon business model has been reducing the carbon intensity of supply chains since CHEP began in 1958.

From that time, sustainability issues have become planet critical, requiring all industries to decarbonise to avoid the worst impacts of climate change. Even since 2015 when Brambles set our 2020 Zero Emissions goals, a dramatic change in emission reduction strategies has taken place.

Our contribution has been driven by our service centre operations which have been leading lighting upgrades, power factor correction and air compressor efficiencies. Recently, solar photovoltaic installations have become part of our real estate strategy and increasing amounts of renewable energy purchases driven by our procurement team have laid the foundations for our 2025 net-zero operations ambition.

### Emissions per scope (kilotonnes CO<sub>2</sub>e)



#### Scope 1<sup>11</sup>

Onsite energy use and fleet fuel  
100% Pallets

#### Scope 2<sup>11</sup>

Electricity for facilities  
87% Pallets  
6% RPCs  
7% Corporate

#### Scope 3

Outsourced service centres  
98% Pallets  
2% RPCs

#### Scope 3

Transport  
100% Pallets

<sup>11</sup> Scope 1 and 2 covered by assurance.

## OUR 2025 VISION AND TARGETS

# Climate Positive

- + Brambles pledges for a 1.5-degree future which seeks to decarbonise our economies and avoid the worst impacts of climate change
- + This includes setting and achieving a Science-based Target (SBT)<sup>12</sup>, including a commitment to decarbonise emissions in our supply chain
- + Brambles commits to use 100% electricity from certified renewable sources for all operations and achieve carbon neutral operations (Scope 1 & 2)

Brambles aims to reduce, eliminate then drawdown more carbon emissions than the business emits within our entire value chain. This will transform our low-carbon business model into a climate change solution. Our Climate Positive targets will leverage the afforestation projects in our Forest Positive initiatives and build synergies with Brambles' Supply Chain Positive programme and our commitments to the TCFD. We will also build partnerships with our suppliers to leverage the best available low- and zero-carbon products and services to address emissions in our supply chain.

Brambles' Climate Positive commitments recognise both the urgency of action on climate change and the benefits that a decarbonising economy will create for our circular business model and all our stakeholders.

<sup>12</sup> Targets adopted by companies to reduce greenhouse gas emissions are considered "science-based" if they are in line with what the latest climate science says is necessary to meet the goals of the Paris Agreement.



# Zero Waste



## OUR 2020 GOAL

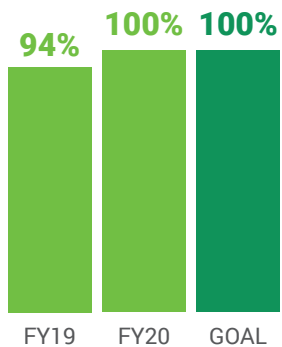
Zero product waste, including wood and plastic, to landfill by 2020.

## OUR ACHIEVEMENTS

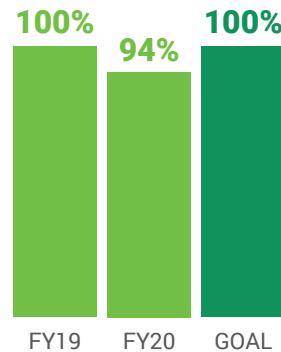
This year, 100% of Brambles' largest pallet service centres have achieved zero wood waste to landfill.

Brambles has not achieved its zero plastic waste to landfill goal with 2.7 tonnes of legacy end of life (EOL) Pallecon product in CHEP NZ proving difficult to recycle due to steel reinforcing encased within the plastic structure. While unfortunate, this example highlights the importance of life cycle product design to ensure that 100% of Brambles' products can be repurposed at EOL.

**Wood**   
Major sites achieving zero waste to landfill



**Plastic**   
Major sites achieving zero waste to landfill



Less than 0.1% of plastic waste was sent to landfill.

## OUR 2020 JOURNEY

When Brambles set our 2020 zero waste goals, they were considered very ambitious and a best practice commitment to product circularity.

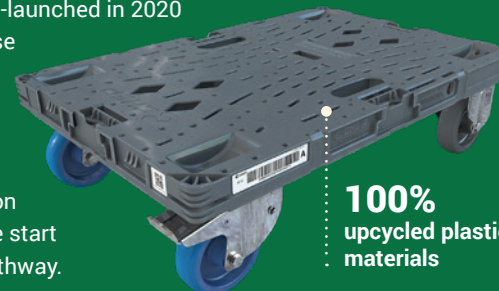
Since 2015, waste issues have increased significantly amongst our customer base with many retailers citing it as their customers' the shoppers, number one concern. Brambles' Sustainability Certificates confirm our customers with the solid waste savings from our circular model and have highlighted the clear environmental benefits of reuse over single-use, including recycled content cardboard. The ability to quickly eliminate single-use packaging from fast-moving consumer goods (FMCG) supply chains is recognised as a significant opportunity in [The Circular Economy Handbook](#), placing Brambles in a good position.

### Canadian Zero Waste subcontracted locations

CHEP Canada has gone the extra mile and engaged 14 subcontractors to participate in Brambles' zero product waste to landfill goal in addition to the 10 CHEP operated locations. All sites have achieved 100% diversion of wood from landfill which included waste vendors validating how the wood was repurposed. Sudharshan Shanmugam from CHEP Canada's operations team is responsible for this initiative and was also the winner of the North American Brambles' Sustainability award for Better Planet in 2019.

## TAKING ACTION FOR 2025

The new generation **Q+ wheeled display platform** is the most radical step forward in replacing virgin plastic with post-consumer plastic waste. Re-launched in 2020 after a rethink and redesign to use 100% upcycled plastic materials, this circular product not only locks up plastic waste but eliminates single-use cardboard alternatives. Scheduled for carbon neutral status, the Q+ signals the start of Brambles' positive product pathway.



**100%**  
upcycled plastic materials

## OUR 2025 VISION AND TARGETS



# Waste Positive



**Brambles commits to zero product waste sent to landfills including wood, plastic, nails and paint for Brambles' managed sites and subcontracted sites by 2025**



**Brambles commits 100% of Brambles' locations to be zero waste by 2025**

Circular business models have helped redefine the concept of waste as a design problem and Brambles is committed to upholding this global benchmark. Looking ahead, Brambles understands the power of collaboration which is why we will be engaging our third-party subcontractors in our zero product waste to landfill programme.



**Closed-loop Positive Products – aspire for recycled or upcycled plastic in our new plastic materials products:**

- 30% for 2025; and
- 100% for 2030.

Brambles recognises that we have a role to play in addressing the linear economy outside of our business. It's why we have committed to sourcing post-consumer waste plastics to contribute to our input materials. This addresses the plastic waste issue which is important for our customers and society.

Our products will continue their market leading performance with our Innovation team testing the recycled/upcycled content formula to ensure the structural integrity, safety and durability standards for our circular system are achieved.



# Plastic, Water and Detergents

## OUR APPROACH

Brambles purchases plastic for pallets, crates and containers for customers in the food manufacturing, fresh produce, pharmaceutical, and automotive sectors.

During FY20, Brambles required over 15,107 tonnes of raw plastic material for the manufacture of products.

## OUR ACHIEVEMENTS

We recovered and recycled over 2,078 tonnes of end of life plastic material and used 374,698 litres of detergents for washing crates and containers. Plastic remains an important material within Brambles' suite of platform solutions.

### Water use and detergents

Maintaining our asset pool to the highest hygiene standards requires water and detergents. Brambles constantly works to ensure precious water resources are used efficiently and treated before discharge. Our service centres also purchase detergents with certified sustainably grown palm oil or palm oli-free products.

Unit	Recycled water (kilolitres)	Water consumed (kilolitres)
Pallets	1,202	201,000
Corporate	293	1,000
<b>Total</b>	<b>1,495</b>	<b>202,000</b>

## OUR 2020 JOURNEY

Since 2015 the issue of single-use plastic waste has become one of society's key environmental concerns and in 2020, consumer brands and retailers are responding with bold commitments to address the issue.

It is also why the reusable packaging model is receiving attention as a consumer powered solution to the linear plastics economy.

Brambles manages the largest asset pool of reusable plastic products in the world and for us plastic is not a problem when managed in a closed-loop process. By keeping these assets in a circular system, plastic materials are an extremely versatile, durable and suitable replacement for single-use alternatives.

When Brambles' plastic products reach end of life, they are either reground and recycled into our products or sold to an approved third party for secondary use. Looking forward, Brambles will be increasingly engaging in sourcing recycled or upcycled plastic materials for input to our products. See page 29 for more information on our 2025 Waste Positive commitments.



## CASE STUDY

### Biomass Boiler – Severnside

A biomass boiler installed at Severnside plant in the UK is a renewable energy source powered by our own wood waste that has removed the requirement of natural gas for water heating for product washing and contributed renewable electricity back into the plant.



## OUR 2025 VISION AND TARGETS



# Water Positive



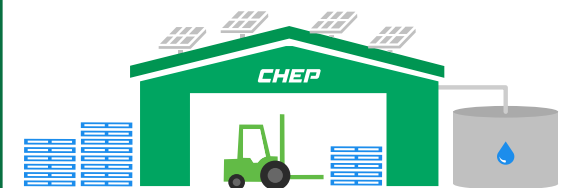
**Brambles will optimise all water use by reclaiming and recycling where possible and replenishing in water stressed areas**

This commitment aims to ensure fresh water is carefully managed through our service centre design including processes such as washing and discharges to municipal sewers. Fresh water availability will be an increasing issue in many regions and Brambles will play our role in contributing to the objectives for SDG 6 Clean Water and Sanitation and associated targets.



### Plant of the future

CHEP Australia has continued modernising its service centre network and installed sustainability features designed to reduce energy use and capture rainwater and save water during the wash process.





# Better Communities

2020 has been a test of resilience throughout the world and Brambles' Better Communities programme continues to strengthen our employees' connection to their communities.

Brambles' ability to play a vital role in food relief efforts, in all regions, while demand for our assets was extremely high, is testament to our commitment to creating Better Communities.



### Brambles 2020 sustainability goals

Brambles to contribute 0.7% of pre-tax profits to community programmes

### Relevant SDG targets



**Target 2.1**

By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round



**Target 4.7**

By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including education for sustainable development and sustainable lifestyles



**Target 15.9**

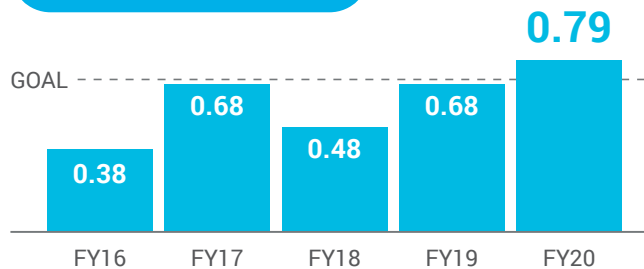
By 2020, integrate ecosystems and biodiversity values into national and local planning, development processes and poverty reduction strategies, and accounts

# Community Investment

## OUR 2020 GOAL

Contribute 0.7% of our pre-tax profits to community programmes.

## OUR ACHIEVEMENTS



Brambles is proud to have achieved our 2020 goal and contributed a total of 0.8% of pre-tax profits in many different ways. We have not achieved our goal for three days of volunteering for every full-time employee, however, we have instilled a culture of giving time and energy to our communities which will be even more important for our future programme.

### FY20 Community investment

- US\$518,707**  
Volunteering hours
- US\$1,477,363**  
Corporate donations and sponsorships
- US\$3,414,732**  
In-kind donations
- US\$5,410,802**  
0.79% of pre-tax profits

Volunteering data is covered by assurance

## OUR 2020 JOURNEY

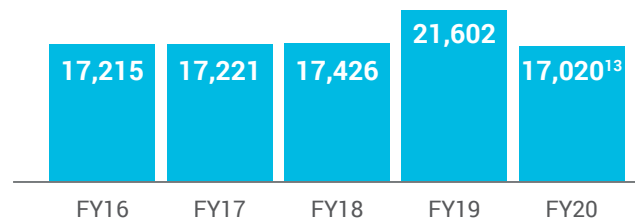
Since 2015, Brambles' Better Communities initiatives have sought to leverage our products, partnerships, position and supply chain experience to create a lasting impact in our communities. Brambles' efforts are focused in three main areas:

- Food waste and food security;
- Environmental restoration; and
- Sustainability education and awareness.

Better Communities has been very successful in engaging our people in causes that are important to them and their communities. While the value this creates is often intangible, the impact is the most enduring, with our employees sharing that their volunteering experiences are their most memorable. 2020 has been difficult for our communities, with bushfires impacting much of Australia over the 2019/20 summer followed by the spread of Covid-19 in each region and the resulting pandemic. These events have tested the resilience of supply chains and society, with our food rescue partners subject to unprecedented demand for food relief without the physical help of volunteers due to social distancing requirements.

The role that business plays in the community during these crises has been critical and Brambles' long-standing support for food banks, and its global administration has never been more important. Our in-kind equipment support has been vital, allowing a seamless flow of platforms to receive food donations from brands and retailers, many of whom are Brambles' customers, for re-distribution. 2020 has seen our largest ever in-kind support totalling over US\$3.4 million in the provision of pallets, crates and containers, validating that Brambles truly is an essential service to our communities.

### Total hours volunteered



<sup>13</sup> Decrease in FY20 due to Covid-19 restrictions.

## OUR 2025 VISION AND TARGETS

# Communities Positive

- Food Positive:** Brambles will collaborate with food banks to redistribute food to 10 million people through volunteering, in-kind donations, skills and expertise sharing and financial donations.
- Circular Economy transformation:** Brambles will advocate, educate and impact one million people to become circular economy change makers.
- Positive Impacts for People and Our Planet:** Brambles will commit to developing natural and social capital accounting approaches to measure and validate our progress for all our 2025 targets.

Communities Positive incorporates a fundamental evolution in comparison with our Better Communities programme throughout 2015-2020. Previously, Brambles set goals for community/social impact including volunteering time and total in-kind and cash donations. From 2020 onwards, our Communities Positive programme will consider in-kind and cash donations and volunteering time as the means to achieve the real objectives: positive impact in society and communities and ultimately, create lasting change in people's lives.



**VIDEO**  
[CHEP and Brambles in the Community](#)





## Community Investment continued

### CHEP Australia's Bushfire Relief Efforts

Australia experienced unprecedented extreme weather during the 2019/2020 summer which saw unstoppable 'megafires' burn more than 12 million hectares over four months.

During the Christmas holiday break CHEP Australia's Supply Chain team immediately answered a call to action to support the Bush Fire Relief efforts including CHEP employees volunteering with emergency services. The Supply Chain team mobilised well above and beyond to open plants and move loads of bins to the local Foodbank warehouses and help those in a desperate situation.

CHEP Australia in partnership with Foodbank supplied 500 pallets and 1,100 bins into warehouses across three bushfire ravaged states to receive the significant volume of community and CHEP customer food donations for the purposes of creating emergency food relief packages. CHEP products featured in the background of many media reports during this period displaying a humble but absolutely essential presence.

In March alone, 473,000kgs of food and groceries were delivered to bushfire affected areas.



VIDEO

[CHEP in-kind equipment support was crucial for Foodbank to deliver emergency relief on the firefronts](#)

### Supporting Food Banks through partnerships

Brambles continues our relationships with the European Food Banks Federation (FEBA) and the Global Foodbanking Network (GFN). FEBA is critical to ensuring European Foodbanks have the administrative support and awareness raising they need. The GFN provide essential support to global food banking organisations and their operations, globally.



### Brambles' Sustainability Day Awards

As part of the Sustainability Day Awards Brambles requests the best regional project be submitted to the executive for review and recognition with an award.

#### Better Planet

##### Sudharshan Shanmugam, North America

Sudharshan has created innovative, cost-effective solutions for reusing wood waste at the ten CHEP service centres and influencing CHEP's sub-contractor plants to implement their own zero wood waste solutions.

#### Better Business

##### Eva Granlund, Europe

As an Everyone Dancing Change Maker, Eva has made a massive contribution to making CHEP Germany more inclusive and a better place to work. She has demonstrated ownership, leadership and accountability to integrate Inclusion and Diversity into the organisation.

#### Better Communities

##### CHEP Australia's Bushfire Relief Effort team, Asia-Pacific

Great example of our business reacting immediately when a disaster occurs collaborating with Food Banks supplying essential equipment into Food Bank warehouses across fire impacted communities for emergency food relief packages.

### Sustainability Day - Virtual volunteering

During the week of Sustainability Day, over 500 volunteer hours were logged. Brambles' employees were encouraged to use their volunteering time to sign up to virtual volunteering opportunities with the following projects:



**Missing maps** – founded by the Red Cross, Doctors Without Borders and the Humanitarian OpenStreetMap Team is a collaborative project with the objective to map the most vulnerable places in the developing world, assisting charities to better respond to crises affecting those areas.



**Zooniverse** – a platform for people-powered research. This gives volunteers the opportunity to study objects of interest gathered by researchers; this helps to contribute to our understanding of our world, our history and our universe.



**Smithsonian Institution** – working with the Smithsonian Institution, volunteers can help transcribe historic documents and records to assist research and digitise information.



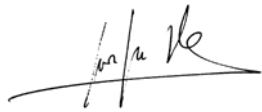
**Translators without Borders** – offer language and translation support for humanitarian and development agencies globally. By translating important medical and legal information to help people gain vital skills and knowledge.

# Thank You

## This year marks an important milestone in our sustainability journey.

We have now achieved what seemed unrealistic just five years ago, when we set our 2020 targets. This has been the result of the passionate and collaborative work of thousands of employees and partners across the whole supply chain. The outcome of their efforts goes beyond the numbers that justify our achievements. It has produced new processes, cultural changes, market innovations and ultimately, a more sustainable way to do business. I want to show my deep appreciation for their crucial contribution.

We now have new and exciting challenges ahead of us. Our ambition for the future is to pioneer regenerative supply chains. A complete new way to do business that will enable a nature-positive economy with re-use, resilience, and regeneration at its core. Everyone has a stake in this regenerative revolution. I count on the passion and drive of our people to make this vision a reality, which will demonstrate, once more, the indispensable role of businesses to create a fairer society.



**J.J. Freijo**  
Global Head of Sustainability

### Contacts

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Website: [www.brambles.com](http://www.brambles.com)

## On average, over the past five years, each Brambles' employee has saved:

**1,026 tonnes**  
of carbon emissions



Equivalent to carbon emissions produced by **123 homes** in the US in one year

**3,050 kilolitres**  
of drinking water



Equivalent to enough fresh water to fill **153 water tank trucks**

**595 tonnes**  
of waste to landfill



Equivalent to enough waste to fill **85 garbage trucks**

**771m<sup>3</sup>**  
of wood



Enough wood to conserve **794 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.

