



10 September 2025

The Manager - Listings
Australian Securities Exchange Limited
Exchange Centre
20 Bridge Street
SYDNEY NSW 2000

Via electronic lodgement

Dear Sir or Madam,

Brambles Sustainability Review 2025

Attached is the Brambles 2025 Sustainability Review, which is also available on Brambles' website at brambles.com/sustainability-review.

The release of this announcement was authorised by Carina Thuaux, Company Secretary.

Yours faithfully
Brambles Limited

Carina Thuaux
Company Secretary

The background of the entire page is a dark navy blue. It is populated with a variety of 3D geometric shapes. In the upper left, there are several large, prominent shapes: a large green triangle, a large blue sphere, and a large green rectangle. These are surrounded by a dense cluster of smaller, similar shapes in both blue and green. As these shapes move towards the right, they become progressively smaller and more numerous, creating a sense of motion and depth. The shapes are rendered with soft shadows and highlights, giving them a three-dimensional appearance.

Brambles

Leading a future of regeneration

Celebrating our 2025 targets

SUSTAINABILITY REVIEW 2025

Forward-looking statements

Certain statements made in this report are “forward-looking statements” – that is, statements related to future, not past, events. Words such as “anticipates”, “expects”, “intends”, “plans”, “believes”, “seeks”, “estimates”, “will”, “should” and similar expressions are intended to identify forward-looking statements. Similarly, statements that describe Brambles’ objectives, plans, goals, or expectations are forward-looking statements.

Forward-looking statements are not historical facts, but rather are based on Brambles’ current beliefs, assumptions, expectations, estimates and projections. Forward-looking statements are not guarantees of future performance, as they address matters that are uncertain and subject to known and unknown risks and other factors that are beyond the control of Brambles, are difficult to predict and could cause actual results to differ materially from those expressed or forecast in the forward-looking statements. These factors include prevailing macroeconomic conditions, customer demand, the price of lumber and other key inputs, efficiency of global supply chains, including the extent of destocking, and movements in inflation and FX rates.

Brambles cautions shareholders and prospective shareholders not to place undue reliance on these forward-looking statements, which reflect the views of Brambles only as of the date of this report. Brambles makes no representations as to the accuracy, completeness or reliability of the forward-looking statements contained in this report, as well as the assumptions on which the statements may be based. The forward-looking statements made in this report relate only to events as of the date on which the statements are made. Brambles will not undertake to release publicly any revisions or updates to these forward-looking statements to reflect circumstances or events occurring after the date of this report, except as may be required by law or by any appropriate regulatory authority. Past performance cannot be relied on as a guide to future performance.

Third-party information

This report contains statements and disclosures that have been prepared by Brambles, based on public information and data from other third-party sources at the time of analysis and publication. Brambles has not independently verified the information obtained from public and third-party sources. Brambles provides no representation or warranty regarding the accuracy, completeness or reliability of third-party information and data.

Leading a future of regeneration

Celebrating our 2025 targets

Brambles' circular business model and ambitious sustainability targets are underpinned by our sustainability vision to create regenerative supply networks. Five years after the adoption of our regenerative vision, our biggest accomplishment is the successful demonstration of its feasibility across different facets of the business. As we enter the first year of our 2030 Sustainability Programme, we continue to pursue a regenerative vision, with nature at its core.

Brambles' 2030 Sustainability Programme and targets are described on pages 9–11 of this report, and on our website: brambles.com/sustainability-review.

Brambles' 2030 sustainability vision is to create regenerative supply networks

Brambles seeks to deliver tangible value for nature and communities, and transform supply networks

Through these actions, we aim to drive a future of sustained prosperity for Brambles

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About this review

Brambles' Sustainability Review 2025 reports on the material sustainability issues and achievements for the financial year ending 30 June 2025.

This Sustainability Review highlights the key achievements and performance against the 2025 Sustainability Programme and introduces Brambles' new strategy (2026–2030). It forms part of Brambles' suite of external reporting. Other documents within this suite (available at brambles.com) include Brambles':

- Annual Report (including specific climate-related disclosures and definitions of key terms used throughout this report available at brambles.com/investor-centre);
- Modern Slavery Statement;
- Corporate Governance Statement;
- 2025 Sustainability Programme and sustainability targets;
- 2030 Sustainability Programme and sustainability targets;
- Brambles' Sustainability Performance Data Summary; and
- Basis of Preparation – ESG Metrics (including definitions of key terms used throughout this report available at brambles.com/sustainability-review).

Also available on brambles.com/sustainability is our response to the following sustainability reporting frameworks:

- Global Reporting Initiative (GRI) standards;
- Sustainable Accounting Standards Board (SASB) standards;
- UN Global Compact Communication on Progress;
- UN Sustainable Development Goals (SDGs) (via our 2025 and 2030 sustainability targets);
- The Integrated Reporting <IR> Framework (via 'The value Brambles creates' section shown on page 3 of this report); and
- The Taskforce on Nature-related Financial Disclosures (TNFD) (pages 22–23 of this report show the section Integrating nature as a strategic priority).

A description of our approach to sustainability governance (including a summary of our sustainability strategy, stakeholder engagement, determining material sustainability issues, the Brambles Tax Transparency Report, to be released at the end of 2025, and Zero Harm Charter) is available at brambles.com/sustainability-governance.

Our *Basis of Preparation – ESG Metrics 2025* contains further detail on our assessment of materiality, risks and opportunities, assurance process, data measurement techniques, stakeholder engagement, and a glossary of terms.

Assurance on key elements of this Sustainability Review has been provided by KPMG. Information that has been subject to such assurance is clearly identified by the words: 'This page is covered by assurance' or 'Data on this page is covered by assurance'. The KPMG Assurance Report is available at brambles.com/sustainability-review.

Brambles' approach to reporting and disclosure references various frameworks, including the GRI standards, the SASB standards and the <IR> Framework. <IR> principles have been adopted in this report to demonstrate to Brambles' stakeholders how our dependencies and impacts on these sources of value (the capitals), our operating model, and our ability to create value over time are interrelated. Our 2025 Annual Report also contains Brambles' climate-related disclosures, prepared with reference to the Australian Sustainability Reporting Standard AASB S2 *Climate-related Disclosures* (AASB S2) as issued by the Australian Accounting Standards Board (AASB). However, it does not contain all the requirements to fully comply with AASB S2, as the Australian Sustainability Reporting Standard only applies to Brambles from FY26.

Finally, Brambles has committed to early adoption of the TNFD framework, and we have continued incorporating TNFD-aligned disclosures in this Sustainability Review.

To ensure Brambles meets the information requirements of key stakeholders, and the reporting obligations across the jurisdictions where we operate, we continue to actively monitor the evolving landscape of ESG reporting regulations, frameworks and standards. Most notably, this includes the IFRS Sustainability Disclosure Standards IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information* and IFRS S2 *Climate-related Disclosures* (and jurisdictional adoptions), and the European Sustainability Reporting Standards (ESRS) drafted by the European Financial Reporting Advisory Group (EFRAG). Brambles welcomes moves by regulators and governments to progress disclosure requirements to enable consistent reporting, and we look forward to publishing and refining our disclosures over the coming years.

Material topics

As in prior years, Brambles reviewed sustainability topics deemed material by its businesses and stakeholders. These topics are identified through stakeholder engagement processes covering key external and internal sources of feedback. Our *Basis of Preparation – ESG Metrics 2025* contains further details on our assessment of materiality. Two new topics have been identified as material for Brambles and formally integrated into our 2030 Sustainability Programme and targets. These topics are 'partnership to advance regeneration' and 'policy impact'. Topics identified previously continue to remain material but have been reworded for clarity. The four topics identified as most material to Brambles are 'climate change', 'nature and biodiversity', 'sustainable business growth' and 'zero harm'.

Nature Positive

- Climate change
- Nature and biodiversity
- Resource use (including raw materials)
- Waste and circular materials
- Socially and environmentally responsible sourcing

Business Positive

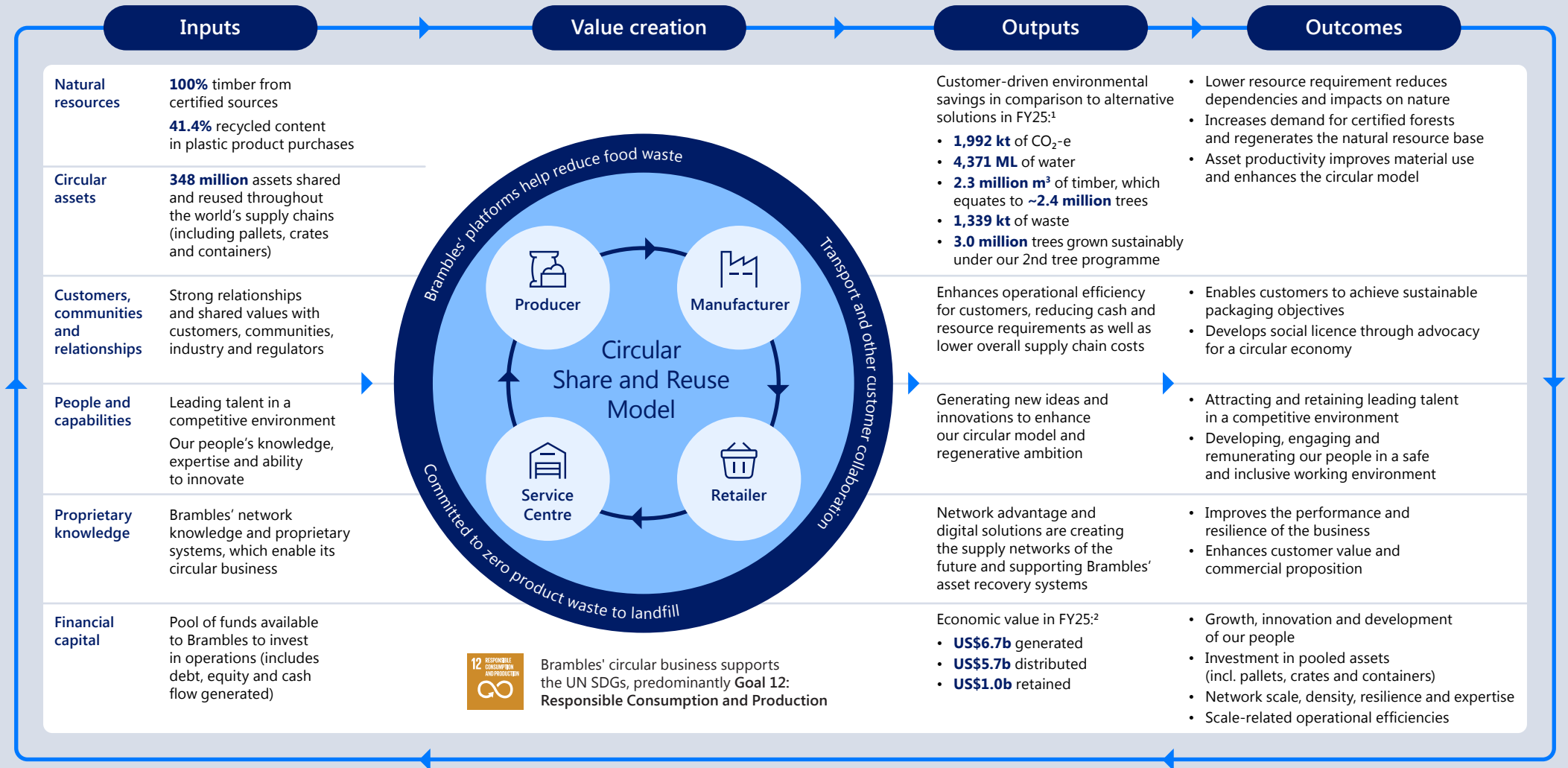
- Sustainable business growth
- Zero harm and human rights
- Work/life balance
- Transparency and corporate governance (including anti-corruption and bribery)
- Learning and development
- Partnership to advance regeneration

Communities Positive

- Social impact of value chain
- Policy impact

The value Brambles creates

Based on the six capitals identified in the Integrated Reporting <IR> Framework, the diagram below illustrates how Brambles creates sustainable value for our customers, investors and other key stakeholders through our six key inputs of: natural resources; circular assets; customers, communities and relationships; people and capabilities; proprietary knowledge; and financial capital. All figures shown below relate to FY25.



1 Environmental benefit metrics are calculated by comparing the savings through use of a Brambles product to a single-use alternative (obtained from independent peer reviewed product Life Cycle Assessments (LCAs) performed by acknowledged experts), multiplied by the volume of each related product issued to customers during the Year.

2 With reference to the GRI Standards: economic value generated relates to Group sales revenue; economic value distributed relates to dividends, employee costs, income taxes, interest on loans and payments to suppliers (a breakdown is available on page 9 of the Brambles 2025 Annual Report); economic value retained represents the difference between economic value generated and distributed.

INTRODUCTION FROM THE CEO AND CSO

Leading a future of regeneration

Reflecting on Brambles' 2025 Sustainability Programme, we acknowledge its significant success both within and outside Brambles, and in delivering the first phase of our regenerative ambition. The experiences over the past five years, including confirmation of our leadership in sustainability and demonstration of the clear business advantages of our circular model, have laid the foundation for even greater aspirations in our 2030 programme, which we are pleased to share in this Sustainability Review.



We also recognise that we are navigating a changing geopolitical landscape. For Brambles, this has sharpened our focus on value creation for all our stakeholders, which remains a central guiding principle in Brambles' approach to sustainability. It is a responsibility we take seriously as a recognised leader in sustainability, and as a business integral to supply networks across the world. We remain determined to support our customers in achieving their sustainability goals by aligning our efforts with their ambitions.

Our achievements over the past five years have delivered real impact. When Brambles adopted our regenerative vision in 2020, aiming to create a regenerative supply chain, we were moving into uncharted territory. Today, Brambles has developed a framework that not only showcases the practicality of this vision but also highlights its successful integration across our business. This commitment to regeneration demonstrates what is possible when bold ideas are put into action.

An example is our flagship Forest Positive programme, delivering benefits through sustainable sourcing and community-based reforestation initiatives including in Zambia and Tabasco, Mexico. This has enabled the sustainable growth of over 3 million additional trees in FY25.

As more businesses and governments respond to the urgency to transition to a lower-emission world, Brambles also stepped up our own efforts to decarbonise our operations and broader supply chain, highlighted by our ambition of net-zero GHG emissions by 2040. We are pleased to report we are on track with our validated Science-based Targets (SBTs), achieving a 17.2% reduction across Scope 1, 2 and 3 GHG emissions since FY20.

Through our proactive approach to climate-related reporting, we are aligning to new regulatory requirements on mandatory climate disclosure in Australia. Importantly, these disclosures detail how Brambles is impacted by climate risks and are crucial to the ongoing integration of risk mitigations and the capturing of new growth opportunities within the low-carbon transition.

Strong improvements to our safety results reflect our culture of care, and we are proud to report a further 24.1% reduction in our BIFR in FY25. In FY26, we will align with industry-standard safety KPIs to enhance comparability with peers.

Although we have celebrated many successes, we recognise we have not met all our 2025 sustainability targets. However, the insights our teams have gained from these experiences have driven important foundations for our 2030 programme.

Our sustainability vision for 2030 is to create regenerative supply networks. The next phase of our sustainability strategy embodies an evolutionary spirit, building on the core regenerative themes of the 2025 Sustainability Programme while responding to the shifting expectations of our stakeholders. Fundamental to our regenerative vision is positioning nature at the programme's core, aiming to replace what we take and to create more than we need. This key evolution extends our focus on nature by encompassing ecosystems and their biodiversity, and sees us targeting to regenerate two hectares for every one required for our timber needs.

This also recognises Brambles' role in global supply networks where we operate as an enabler that can support the transition of more customers, communities and policymakers towards a resilient, regenerative, circular economy.

Sustainable
growth of
3m+
additional trees
enabled in FY25

17.2%
reduction in
Scope 1, 2 and 3
GHG emissions
since FY20

Regenerative Supply Networks is a key element of our Brambles of the Future strategy, reinforcing our drive to inspire innovative sustainability thinking across our organisation.

A good example is our product innovation vision, which aims to establish a new standard in circular product design by using sustainable, durable materials and maximising their value while seeking regenerative solutions at their end-of-life.

Brambles' circular business model is key to our value creation, merging sustainability

with business benefits. We facilitate the smart movement of goods while helping customers progress toward important sustainability goals. Our digital innovations, activated by the Shaping Our Future transformation, are enhancing our circular performance and supporting customers in improving their.

→ **Fundamental to our regenerative vision is positioning nature at the programme's core, aiming to replace what we take and to create more than we need.**

We are also responding to calls for business to advocate for more enabling policies that drive the adoption of the circular economy, support economic productivity, and deliver nature and climate-positive outcomes.

As more severe weather disruptions unfold, we will leverage our network resilience experience to support local communities by connecting people with life's essentials. This involves helping customers and food banks facilitate donations of food, water and critical supplies to those in need.

In the past year, we've seen that Brambles is among a growing number of leading organisations recognising the vital support nature provides to businesses and communities. Our sustainability programme aims to support the Kunming-Montreal Global Biodiversity Framework to halt, then reverse the loss of nature by 2030 with ongoing recovery beyond that.

As we look ahead, our commitment to sustainability remains steadfast. In marking the 150th year since the founding of our business, we continue to turn outwards with heightened ambition, ready to innovate, influence and shape a more sustainable, regenerative future.

Graham Chipchase
Chief Executive
Officer

J.J. Freijo
Chief Sustainability
Officer

Investor engagement and ESG recognitions

Brambles is strategically positioned at the forefront of the evolving ESG landscape due to our circular business model, ambitious sustainability targets, comprehensive climate strategy and early adoption of nature-related reporting frameworks such as the Taskforce on Nature-related Financial Disclosures (TNFD).

Brambles' sustainable business model provides an investment pathway and exposure to the low-carbon, circular economy that delivers sustainable growth at returns well in excess of the cost of capital.

As investor attention continues to rise, particularly focused on nature and climate-related concerns, Brambles' strong reputation for sustainability is reinforced by our commitment to key guiding principles (see page 9).

Brambles' customers are increasingly focused on sustainability, allowing the company to differentiate, offering innovative, customer-focused communications that highlight the environmental benefits of working with us.

The integration of finance and sustainability has improved data collection and decision making, allowing Brambles to enhance our sustainability strategy while adapting to regulatory changes.

Brambles has used green finance instruments, including green bond issuances in March 2023 and April 2025, which comply with the International Capital Market Association's Green Bond Principles. Brambles has also established a sustainability-linked loan connected to our most material sustainability targets. The executive compensation modifier is also linked to the same targets promoting accountability throughout the organisation.

Looking forward, Brambles will continue to implement nature-related frameworks, leveraging digital initiatives and our circular business model to support growth. This will support the creation of positive environmental, social and economic outcomes for stakeholders, aligning with growing investor interest in a rapidly evolving regulatory environment.



4th

most sustainable company in the world in the 2025 Corporate Knights Global 100 list from over 8,000 analysed, scoring 100% on sustainable revenue and sustainable investment (2nd in 2024).



AAA

maximum rating from MSCI has been maintained, demonstrating industry leadership in managing the most significant ESG risks and opportunities.

**Dow Jones
Best-in-Class
World Index**

2nd

in the Dow Jones Best-in-Class World Index (formerly the Dow Jones Sustainability Index) in our industry category in 2024 (1st in 2023). This marks Brambles' 11th consecutive year on the list.



CDP A List

for both Climate Change and Forests awarded to Brambles in 2024, the highest rating for transparency and action in these areas, and for the first time recognised as a Supplier Engagement Leader (A- for both Climate Change and Forests in 2023).



Best ESG Engagement

by an Australasian Company in 2025 per AIRA, marking our first award in this category, and our fifth consecutive recognition (Best ESG and Sustainability Reporting by an Australasian Company in 2024).



Global Top Employer

recognition making us one of only 17 companies with this certification in 2025. Brambles is also recognised as a Top Employer in 26 countries and four regions.



3rd

ranking by TIME Magazine in its World's Most Sustainable Companies list for 2025.

This is Brambles' second year of inclusion, which has seen us advance to 3rd (4th in 2024).

Read more at [TIME.com](https://www.time.com)



FTSE4Good

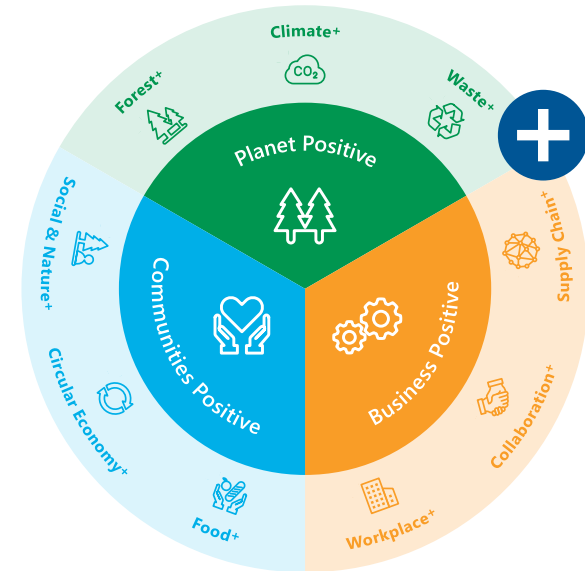
Constituent

of the FTSE4Good Index since 2014 showcasing leading performance on ESG practices.

Celebrating 2025

When Brambles adopted our ambitious 2020 vision, 'to create a regenerative supply chain', the practicality of the concept was unknown. The vision required a change in the way supply chains traditionally operate, from a system that consumes natural resources and produces waste, to one that consumes waste and creates natural resources as it operates.

As the 2025 Sustainability Programme comes to a close, Brambles has created a framework for its regenerative vision, successfully demonstrating its feasibility across different facets of the business. A summary of the 2025 programme's achievements and progress is shown below, with the full results against our 2025 targets shown on pages 7–8.



2025 highlights

Reflecting on the successes and lessons learned from the 2025 programme is crucial for developing the next phase. Brambles achieved early success against several targets, while gaining insights that laid the foundations for even greater ambitions in 2030.



Nature and resources

Brambles' high-impact forest regeneration projects in Zambia, and Tabasco, Mexico have contributed to the sustainable growth of over 3 million additional trees in FY25, demonstrating that business value, community empowerment and nature regeneration can happen together. This has served as the springboard for our 2030 Nature Positive focus area. To tackle resource consumption, our product innovation teams developed new, durable circular products from waste materials, while adapting for a digital-ready future.



Climate

The trajectory of our total Scope 1, 2 and 3 GHG emissions reduction is tracking in line with Brambles' validated SBTs. Our climate transition plan has received widespread recognition from investors and customers, and has been a key factor in our high ESG indices ratings.



Workplace

Our safety programme is embedded in our way of working. We have made significant progress in empowering women in leadership roles and improving gender representation in our service centres. Sustainability is a key factor for joining and staying at Brambles, motivating our people to drive positive change for the business and our partners.



Customer collaboration

Brambles partnered with over 600 customers, helping to capitalise on empty transport lanes and optimise the broader network. Customer engagement and collaboration helped extend our influence on the wider network. Initiatives such as issuing Sustainability Certificates to customers, demonstrating the environmental benefits of our circular model, were widely shared by customers through traditional and social media.



Communities

The Sustainability team has been relentless in advocating to over one million people about the benefits of a circular economy. Every Brambles' operating region is immensely proud of our role in supporting food rescue organisations that served over 20 million meals to those in need in 2025 alone.

2025 shortfalls

We also acknowledge there were targets we didn't hit and recognise that this is a reflection of our ambitious goals, which sought to balance aspiration with attainability.



Women in management

In 2025, we reached 38.8% representation of women in management, up from 31.3% in 2020, although we fell short of our 40% target due to lower turnover rates. In service centre roles, while representation increased from 6.6% to 9.8%, we fell short of our target to double the representation of women. Importantly, these experiences have helped shape Brambles' Employee Experience-Index (EX-Index) programme for 2030. The business has strategies in place to hire, retain and engage female employees across the organisation.



Zero waste to landfill

Brambles has focused its 2025 waste strategy on product waste, with 93.6% of service centres, including third-party locations, diverting their product waste from landfill. While aiming for zero product waste has been challenging, we are proud of a 66.6-percentage point improvement from 27.0% in FY21.



Brambles' 2025 sustainability targets

Data on this page is covered by assurance

	Target	Metric	FY25 progress	Since FY24	2025 programme result
Planet Positive Brambles' Planet Positive programme has the ambition to build a regenerative nature-positive business by restoring forest ecosystems, going beyond zero waste and drawing down more carbon than we produce.	Forest Positive				
	Enable the sustainable growth of two trees for every tree we use	First tree: trees replanted through certified sustainable forestry programmes ³	2.6 million trees	↑ 3.0% increase	✓
		Second tree: enabled the sustainable growth of second tree ⁴	3.0 million trees	↑ 74.7% increase	✓
	100% sustainable sourcing of timber	Sustainably sourced timber	100%	— Maintained	✓
	Transform more forestry markets to Chain-of-Custody (CoC) certification	CoC sourced timber	85.7%	↑ 7.7 pts improvement	✓
	Climate Positive				
	SBTi validated 2030 climate targets for full value chain	Performance against SBT (includes Scope 1, 2 and 3 emissions) ⁵	1,290.5 kt of CO ₂ -e	0.1% increase since FY24 ↑ 17.2% improvement against FY20 baseline	○
	100% renewable electricity in our own operations	Electricity from renewable sources ⁶	100%	— Maintained	✓
	Maintain carbon neutrality in operations (Scope 1 and 2 emissions)	Carbon neutrality for operations (Scope 1 and 2 emission sources)	100%	— Maintained	✓
	Waste Positive⁷				
	Zero product materials sent to landfill for all Brambles and subcontracted locations	Percentage of in-scope plants diverting product waste from landfill:			
		• Brambles-managed plants	95.6%	↑ 13.0 pts improvement	✗
		• Third-party plants	92.9%	↑ 10.1 pts improvement	
		• All plants	93.6%	↑ 10.9 pts improvement	
	30% recycled and upcycled plastic waste in plastic products	Percentage of in-scope plants with solutions in place to divert product waste from landfill	99.3%	↑ 2.2 pts improvement	✓
		Recycled content in plastic product purchases	41.4%	↓ 0.3 pts decrease	

Key ↑ ↓ Performance above FY24 — Performance maintained since FY24 ↑ ↓ Performance below FY24 ✓ 2025 target achieved ○ 2030 target on track ✗ 2025 target missed



Further details on these results and the programme's evolution can be found on pages 6 and 9, and against each target area in the 'Our 2030 programme' sections of this report.

³ For every tree used, Brambles has continued to enable the replanting of another through sustainable forestry programmes. The number of trees is derived from certified sourcing volumes each year.

⁴ In FY25, Brambles enabled the sustainable growth of 3.0 million trees through partnership with WeForest in Zambia (2.8 million trees) and with WILDTRUST in South Africa (over 200,000 trees).

⁵ See Brambles' GHG emissions performance on page 19.

⁶ Brambles' renewable electricity results include electricity from renewable contracts 56%, onsite generation 6% and Energy Attribute Certificates (EACs) 38%.

⁷ During the 2025 Sustainability Programme, Brambles reprioritised our waste targets to allow us to focus on those with the most material impact, shown in the table above. As a result, quantitative measurements of progress against two targets were not performed or reported. These two targets are: 'zero waste sent to landfill for all Brambles locations, including offices and service centres' and 'optimise all water use, including reclaiming, recycling, replenishment and treatment'.



BRAMBLES' 2025 SUSTAINABILITY TARGETS continued

Data on this page is covered by assurance

	Target	Metric	FY25 progress	Since FY24	2025 programme result
Business Positive  Brambles' Business Positive programme supports our ambition to pioneer regenerative supply chains by improving our circular model every year, increasing the environmental benefits in our customers' supply chains, and building a safe, inclusive and respectful workplace.	 Supply Chain Positive				
	Continuous increases in environmental benefits in our customers' supply chains through our share and reuse model	Increased our positive environmental impact across our customers' supply chains ⁸	1,992.2 kt of CO ₂ -e	↑ 7.1% increase	✓
			4,371.1 ML of water	↑ 2.5% increase	
			2.3 million m ³ of timber, which equates to ~2.4 million trees	↑ 5.3% increase	
			1,339.1 kt of waste	↑ 6.8% increase	
	Co-develop and improve our performance in leading circular measurement tools for industry	Ellen MacArthur Foundation (EMF) Circulytics score	Achieved before programme discontinuation in 2024 ⁹		✓
	 Positive Collaboration				
	Double the number of customer collaborations from 250 to 500	Customers in collaboration	637 customers	↑ 29.7% increase	✓
		Collaborative initiatives	2,599 initiatives	↑ 27.3% increase	
		CO ₂ -e saved	81,109.3 t of CO ₂ -e	↓ 15.5% decrease	
	 Workplace Positive				
	25% reduction in BIFR	BIFR performance	2.2	↓ 24.1% improvement	✓
	At least 40% women in management roles and double the representation of women in Brambles service centres	Women on the Board	41.7% ¹⁰	↓ 2.7 pts decrease	✗
Women in management roles		38.8%	↑ 0.8 pts improvement		
Women in service centre roles		9.8%	— Maintained		
Percentile rating for inclusivity		Top 25%	— Maintained		
Achieve rating of top 25% for inclusivity and launch an accessibility programme in each region	Regions with accessibility programmes	All	— Maintained	✓	
	Top Employer accreditation	Top Employer in 26 countries, 4 regions; Global Top Employer	— Maintained		
Communities Positive  Brambles' Communities Positive programme supports resilience, promotes circularity, and reflects the connections between society, the economy and nature.	 Food Positive				
	Collaborate with food banks to serve rescued food to at least 10 million people annually	People receiving meals through Brambles' support for food rescue organisations	20.0 million people	↓ 2.9% decrease	✓
	 Circular Economy Transformation				
	Advocate, educate and impact one million people to become circular economy change makers	People reached through our communications, training and advocacy	1.3 million people ¹¹ (Cumulative result FY21 to FY25)	— Maintained	✓
	 Positive Impacts for People and Our Planet				
Transparently measure and validate our performance against all 2025 targets	Adopt natural and social capital accounting approaches	Brambles is an early adopter of the TNFD framework. ⁹ Progress to date on pages 22–23.		✓	

Key ↑↓ Performance above FY24 — Performance maintained since FY24 ↑↓ Performance below FY24 2025 target achieved 2030 target on track 2025 target missed

8 Environmental benefit metrics are calculated by comparing the savings through use of a Brambles product to a single-use alternative (obtained from independent peer reviewed product LCAs performed by acknowledged experts), multiplied by the volume of each related product issued to customers during the Year.

9 Not covered by assurance.

10 The percentage of women on the Board reflects additional Non-Executive Directors appointed during FY25. Total number of women on the Board increased to five at the end of FY25 (FY24: 4).

11 Not covered by assurance. Circular economy training and advocacy has continued throughout FY25, however as the target was achieved in FY24, the number of people reached has not been tracked for FY25.

Embracing 2030

Brambles' 2030 Sustainability Programmes builds on our vision to create regenerative supply networks. This means striving for nature-positive outcomes as a core principle of a regenerative business. It also means leveraging Brambles' position at the centre of global supply networks to encourage more customers, communities, policymakers and public institutions to transition towards a resilient, regenerative and circular economy. Our regenerative supply network is a long-term guiding vision, and our targets are designed to drive progress along that path, acknowledging different stages of advancement.

The 2030 Sustainability Programme goals and targets have been developed through a comprehensive internal and external stakeholder engagement process, which confirmed our focus areas and inspired us to explore new opportunities for positive impact. A set of guiding principles has driven the 2030 programme design and corresponding targets:



Ambition to maintain our global leadership position



Regeneration of nature as the centrepiece of the programme



Expanded scope, impacting the entire value network



A value-centric approach for us and for our partners



Rigour, essential for protecting Brambles' reputation and credibility

The evolution of the programme maintains the focus on the existing essentials, such as forest certification, decarbonisation, recycled and upcycled plastics, zero waste, a safe and inclusive workplace, and food bank collaborations. The 2030 programme will play an increasing role in Brambles' growth objectives, enhancing value for customers through collaborative opportunities and advanced digital capabilities. Our circular model underpins all aspects of the programme, and it is evolving to leverage transformation initiatives that can help Brambles and our customers achieve higher levels of circularity.

Brambles recognises the emerging and evolving nature of topics covered in the 2030 Sustainability Programme. Despite this, Brambles has taken the approach of setting ambitious goals, understanding that the existing frameworks to monitor these outcomes may need to mature, and we are planning to take an active role in this evolution.

¹² Under our 2030 Sustainability Programme, Brambles aims to contribute to regeneration through restoration, conservation and sustainable management of land.



What does regeneration mean to Brambles?

For Brambles, regeneration is a process that aims to:

- put back more than what we need;
- halt degradation to ecosystems and the depletion of resources and capital;
- activate processes that restore damage from over-exploitation.

Regeneration aims to introduce social, economic or nature-based benefits that seek to maximise positive outcomes for stakeholders while preventing further value degradation. Regeneration is a self-sustaining process that, once established, continues to improve with little or no ongoing intervention.

Regeneration is not limited to natural ecosystems, although these are an intuitive example, where previously degraded land can be reforested, encouraging biodiversity to return, improving overall ecosystem condition.¹²

Our 2030 Sustainability Programme and targets aim to create regenerative supply networks. We recognise that this programme is part of a longer-term ambition that will require ongoing efforts beyond 2030.



Brambles' 2030 sustainability targets are outlined on pages 10–11. More details on the sustainability programme's evolution for each target area can be found in the 'Our 2030 programme' sections of this report.

Brambles' 2030 sustainability targets

The table below and on the next page shows the main targets under Brambles' 2030 Sustainability Programme. Additional enablers, supporting targets, and definitions of key terms in bold are available on our website: brambles.com/sustainability-review.

The definitions, boundaries and relevant metrics of our 2030 sustainability targets will continue to be developed and refined during FY26 and will be available in the Basis of Preparation – ESG Metrics 2026, which will be released with our 2026 Sustainability Review.



Nature Positive

Brambles' Nature Positive focus area aspires to build a regenerative nature-positive business by restoring forest ecosystems, going beyond zero waste and aiming to draw down more carbon than Brambles produces.

Target area	Goal	Main targets
 Forest Positive	Regenerate two hectares for every one required for Brambles' timber needs	- Enable the restoration, conservation or sustainable management of two hectares for every one required for Brambles' timber needs, cumulatively across the five-year period to 2030 (see page 14 for more details) - Maintain 100% sustainably certified timber sourcing - Achieve year on year growth in the proportion of Chain-of-Custody certified timber purchases from 2025
 Climate Positive	Achieve Brambles' Science-based Targets and respond to climate change impacts through adaptation and mitigation measures	- Achieve validated 2030 science-based emission reduction targets to progress towards our ambition of net-zero GHG emissions by 2040 - Integrate climate adaptation processes across Brambles' timber sourcing and service centre network to enhance resilience against physical climate-related risks
 Circular Resources	Reach 80% net-positive solutions for Brambles' product waste, and for virgin plastic substitution in Brambles' products	- Divert all product waste from landfill for Brambles operated and subcontracted service centres - Implement net-positive product waste solutions across 80% of Brambles operated and subcontracted service centres (see page 21 for more details) - Substitute 80% of virgin plastic across new product purchases with circular materials or solutions



Further details on the sustainability programme's evolution can be found on page 9 and against each target area in the 'Our 2030 programme' sections of this report.



Business Positive

Brambles' Business Positive focus area supports circularity by increasing the environmental benefits in our customers' supply chains, building a safe, inclusive and respectful workplace, and partnering for positive outcomes across the supply network and beyond.

Target area	Goal	Main targets
 Supply Chain Positive	Achieve year-on-year growth in circular benefits in Brambles' customer supply chains	Achieve year-on-year growth from 2026 in circular benefits in Brambles' customer supply chains by converting from linear alternatives and improving asset productivity
 Positive Partnerships	Activate sustainability collaborations with 1,000 partners across Brambles' supply network	Activate sustainability collaborations with 1,000 partners across Brambles' supply network cumulatively across the five-year period to 2030, by building on the collaborations achieved in 2025
 Workplace Positive	Continue the pursuit of Zero Harm and achieve a year-on-year increase in Brambles' Employee Experience-Index	- Reduce Brambles' Lost Time Injury Frequency Rate from 1.0 to 0.9 by 2026 - Achieve a year-on-year increase in Brambles' Employee Experience-Index from 2026 - Increase the representation of women in management roles to 40% and in service centre roles to 12%



Communities Positive

Brambles' Communities Positive focus area promotes circularity, supports resilience, and reflects the connections between society, the economy and nature.

Target area	Goal	Main targets
 Positive Policy Impact	Promote regeneration, circularity and sustainability in policy development	Implement a global public affairs strategy, including programmes in each of Brambles' five operating regions, to promote responsible business practices, advancing a regenerative circular economy
 Food Positive	Achieve year-on-year increases in food waste avoided and food surplus rescued	Achieve year-on-year increases in food waste avoided and food surplus rescued using Brambles' platforms, digital capabilities and collaborations with food rescue organisations from 2026
 Community Resilience	Leverage Brambles' resources for community resilience through crisis response programmes	Proactively contribute to community resilience and support crisis response programmes in each of Brambles' five operating regions



Nature Positive

Brambles' Nature Positive focus area aspires to build a regenerative nature-positive business by restoring forest ecosystems, going beyond zero waste and aiming to draw down more carbon than Brambles produces.

Contents

	Forest Positive	13
	Climate Positive	18
	Circular Resources	20
	Integrating nature as a strategic priority	22

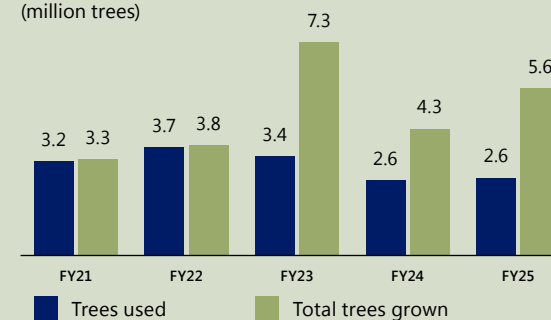
¹³ Product materials include lumber, plastic, paint and nails, with floor sweepings excluded from scope due to contamination. Our measurement covers locations that account for 95% of Brambles' outbound product volume.

¹⁴ More information about Brambles' use of contractual instruments, and their impact on our Scope 1, Scope 2 and renewable electricity results can be found on page 184 of Brambles' 2025 Annual Report.

FY21–FY25 highlights

Enabling the sustainable growth of two trees for every one used in our operations

(million trees)



93.6%

of in-scope plants diverting product waste from landfill¹³

Up 66.6-percentage points since the FY21 baseline of 27.0%, representing a total of **383 sites** in FY25



41.4%

recycled and upcycled content in plastic product purchases

Up 26.4-percentage points since the FY21 baseline of 15.0%

100%

renewable electricity¹⁴ maintained in Brambles' own operations since FY21

In line with

our SBT trajectory for Scope 1, 2 and 3 GHG emissions

32.3%

reduction in Scope 1 and Scope 2 GHG emissions¹⁴ Since FY20 baseline year

16.8%

reduction in Scope 3 GHG emissions Since FY20 baseline year



Forest Positive

Brambles' 2025 Forest Positive target area aims to set a global benchmark for sourcing certified sustainable timber for our products while promoting the regeneration of forests and ecosystems. This is achieved through our timber sourcing policy and our target to enable the sustainable growth of two trees for every one used in our operations.

Our 2025 targets

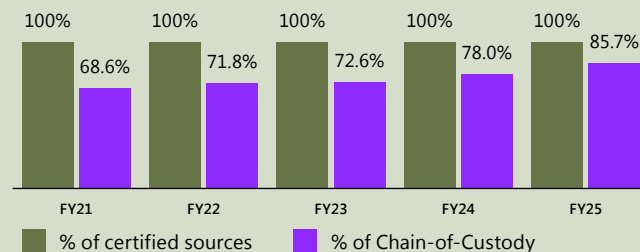
Enable the sustainable growth of two trees for every tree we use¹⁵

100% sustainable sourcing of timber

Transform more forestry markets to Chain-of-Custody (CoC) certification

FY25 achievements

Certification status of purchased timber



Replanting of
2.6 million
trees enabled through
certified sustainable
forestry programmes

Sustainable growth of
3.0 million
additional trees enabled
under our second tree pillar

Achievement data for the FY25 year is covered by assurance

Our 2025 journey

Brambles' demand for certified timber promotes sustainable forestry practices that avoid deforestation and aim to preserve and enhance biodiversity within the forest estate. We actively encourage more forestry managers to leverage our experience through Brambles' Fast Track to Certification programme to assist with the process. Our focus on increasing the purchase of CoC-certified timber provides further visibility of origin and supports integrity in the value chain.

Brambles' strategic approach to achieving our 2025 Forest Positive targets includes a regenerative forestry programme that enables the sustainable growth of two trees for every one used. We are excited to announce that as we transition to our 2030 Sustainability Programme, we have achieved this ambitious target, enabling the sustainable growth of 5.6 million trees in the final year of the 2025 programme. This includes more than 2.6 million trees required for pallets and over 3 million additional trees through our second tree pillar. Importantly, the forestry projects that helped Brambles achieve this result had a holistic approach that allowed benefits to flow to local communities and regional ecosystems. See page 17 for more details.

The evolution of our Forest Positive target area is described to the right, with the following page illustrating Brambles' new target to enable the restoration, conservation or sustainable management of two hectares for every one required for Brambles' timber needs, cumulatively across the five-year period to 2030.



CDP A list

for both Climate and Forests,
demonstrating transparency and action

Our 2030 programme



Forest Positive

+ Regenerate two hectares for every one required for Brambles' timber needs

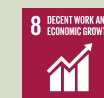
Brambles' 2030 programme places nature at its core, aiming to achieve nature-positive outcomes that support our regenerative vision.

Aligning with evolving nature-based metrics, we are transitioning from measuring our impact through the number of trees sustainably grown to look at ecosystems more holistically. To this end, we are moving to the restoration, conservation or sustainable management of two hectares for every one required for Brambles' timber needs.

This change not only supports the Global Biodiversity Framework targets adopted at COP15,¹⁶ but also reflects a broader understanding of two key principles:

- that trees generate their greatest value as part of functioning ecosystems, supporting biodiversity, regulating climate, and delivering benefits to people; and
- that a diverse range of landscapes and ecosystems underpin the resilience of our operations and the forests we depend on, providing essential ecosystem services to our supply chain and long-term sustainability.

Supporting UN Sustainable Development Goals



¹⁵ See page 15 for more details.

¹⁶ COP15 was the 15th meeting of the Conference of the Parties to the Convention on Biological Diversity, held in December 2022.

FOREST POSITIVE continued

Our 2030 land regeneration target

First hectare: Land required for Brambles' timber needs

Second hectare: Land restored, conserved or sustainably managed

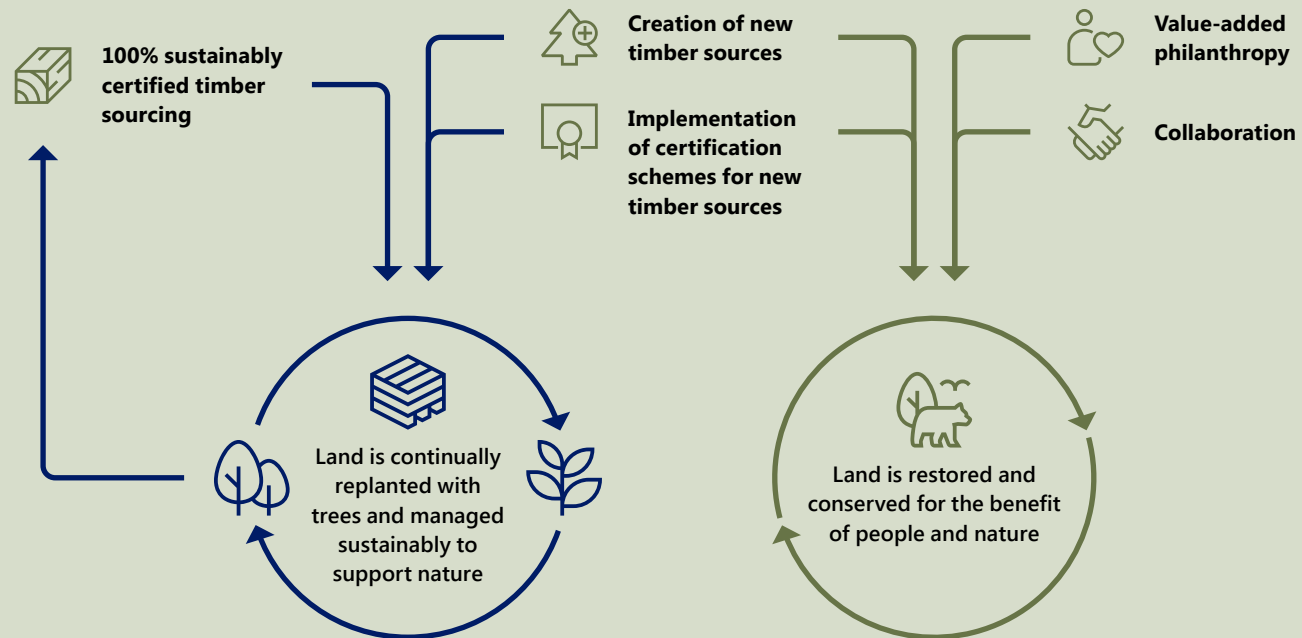
Our target

Enable the restoration, conservation or sustainable management of two hectares for every one required for Brambles' timber needs cumulatively across the five-year period to 2030

Restoration is the process of assisting the recovery of an ecosystem that has been degraded, damaged or destroyed.

Conservation is the process of protecting and managing land in ways that achieve positive and sustained long-term outcomes for the ecosystems and natural habitats, and the maintenance and recovery of viable populations of species in their natural surroundings.

Sustainable management is the process of managing land in accordance with, and certified under, one of the two most globally-recognised standards, FSC® (FSC®-N004324) or PEFC (PEFC/01-44-79). Both programmes incorporate 'deforestation-free' and 'conversion-free' classifications within their standards.



Restoration, conservation and sustainable management is enabled through the below initiatives:

100% sustainably certified timber sourcing

Maintaining 100% sustainably certified timber sourcing, which incorporates deforestation-free and conversion-free practices.

Creation of new timber sources¹⁷

Partnering with organisations to create sustainable forestry practices in degraded regions. In creating new timber sources, part of the land is set aside for conservation. See page 17 for our work in Tabasco, Mexico.

Implementation of certification schemes for new timber sources¹⁷

Accelerating future suppliers' certification through Brambles' Fast Track to Certification programme. In obtaining certification, part of the land is set aside for conservation.

Value-added philanthropy

Investing with various organisations to implement regenerative projects. See page 17 for our partnership with WeForest.

Collaboration

Collaborating with customers and suppliers to implement regenerative projects.

¹⁷ While Brambles plays a key role in creating these new timber sources and implementing the certification for these new timber sources, not all the land is required for our timber needs exclusively. Some of the timber production may enter the supply chain of other timber users.

FOREST POSITIVE continued

Brambles' sustainable sourcing

We are proud to report that we remain in full compliance with our global timber sourcing policy, requiring 100% of our timber to be from certified sustainable sources, which support forestry practices that avoid deforestation.

During the Year, we achieved a 7.7-percentage point increase in timber purchases carrying full CoC certification to 85.7%. In addition to being sustainably certified, CoC timber guarantees timber originating from certified sourcing is correctly tracked along the supply chain and human rights are respected.

Brambles will continue to work towards increasing CoC volumes with suppliers in strategic regions. Our sustainability and procurement teams are also engaging openly with certification bodies to ensure new and emerging issues, such as climate, biodiversity and human rights risks, are more effectively integrated into future certification revisions. Our dedication to this work is reflected in our new 2030 targets. Further details on the evolution of our 2030 Sustainability Programme can be found on pages 9–11.

 Brambles' Global Procurement Policy – Lumber Sourcing

85.7%

of Brambles' timber purchases carrying full CoC certification

Beyond sustainable sourcing

Enabling the sustainable growth of two trees for every one used

2.6m trees

Under our first tree pillar, Brambles enabled the sustainable regrowth of **2.6 million trees** in FY25, equal to the number of trees used in our operations

+

3.0m trees

Under our second tree pillar, Brambles enabled the sustainable growth of an additional **3.0 million trees** in FY25

=

5.6m trees

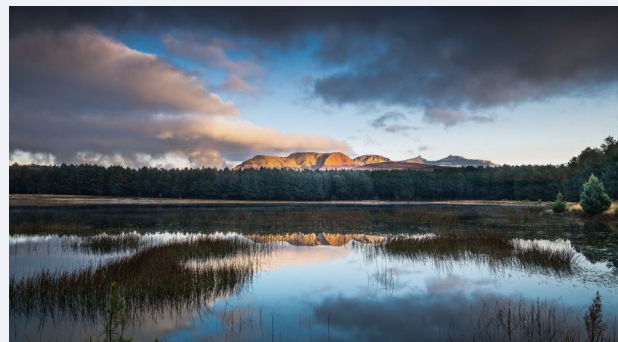
In FY25, Brambles enabled the sustainable growth of **5.6 million trees, exceeding our target** of enabling the sustainable growth of two trees for every one used



First tree: ensures deforestation-free operations

Sustainable materials sourcing: first tree

Through Brambles' global timber sourcing policy, which requires that our timber comes from certified sources, we ensure that every tree used has another grown sustainably in its place, thereby maintaining the number of trees grown sustainably. In addition to sustainable sourcing, our teams are actively driving resource efficiency by improving circularity and influencing customer behaviour. As a result, we have seen a ~55% increase in the number of pallets recovered through our asset productivity initiatives in FY25, helping reduce the demand for timber, new pallets and associated GHG emissions. See page 27 for more details on Brambles' asset productivity.



One of Brambles' timber farms in South Africa, © Matthieu Rivart.



Second tree: is enabled through Brambles' Forest Positive strategy

Brambles' Forest Positive strategy: second tree

Under our 2025 regenerative target, we aim not only to ensure that every tree used is regrown sustainably, but to exceed this by enabling the sustainable growth of an additional tree for every one used by FY25. The second tree pillar encourages multiple strategies to increase forest mass, beyond our operational boundary. This approach has yielded a substantial and enduring positive impact on our business, society and the environment, and required multi-stakeholder collaboration for success.

Brambles' sustainability and procurement teams developed a four-point strategy for enabling the sustainable growth of additional trees under our second tree programme which included:

- 1 Creation of new timber sources;
- 2 Obtaining certification for timber sources;
- 3 Value-added philanthropy; and
- 4 Afforestation from carbon credits and other methods.

→ **The approach for achieving the second tree pillar encourages multiple strategies to increase forest mass, beyond our operational boundary.**



FOREST POSITIVE continued

FY25 certified sourcing of timber

This infographic shows Brambles' global timber procurement activity, demonstrating 100% sustainable sourcing for FY25 and the regeneration projects contributing to our Forest Positive targets.

 Location of afforestation and reforestation projects

Sustainably certified timber purchases

Certified source

Includes timber sourced either from certified forests or through a certified due diligence system under the globally recognised standards of the:

- Forest Stewardship Council® FSC®-N004324 (FSC®); or
- Programme for the Endorsement of Forest Certification PEFC/01-44-79 (PEFC).



The mark of responsible forestry
FSC® N004324

CoC timber purchases

CoC certified source

Certification is available under both FSC® or PEFC standards and guarantees timber originating from certified sourcing is correctly tracked along the supply chain and human rights are respected.



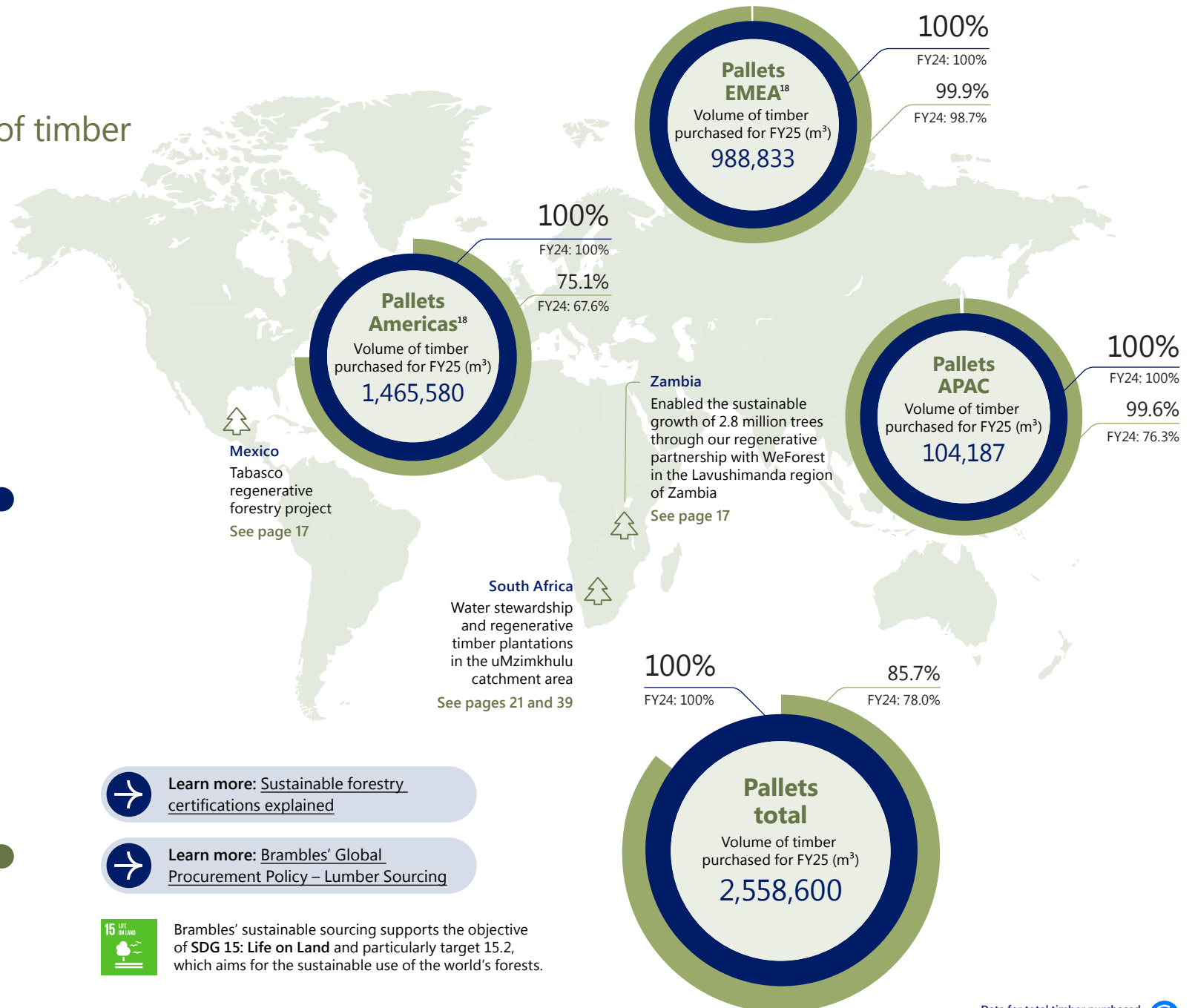
Learn more: [Sustainable forestry certifications explained](#)



Learn more: [Brambles' Global Procurement Policy – Lumber Sourcing](#)



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



18 In line with Brambles' financial statements: EMEA is presented as the total of Europe and AMET; Americas is presented as the total of North America and LATAM.



FOREST POSITIVE continued

Regeneration in action

Regenerative forestry in Tabasco, Mexico

Brambles has previously reported on an innovative nature and community-centric project in Mexico's Tabasco state. Brambles has played a key role in the project by actively facilitating the collaboration between local stakeholders, community landowners, forestry specialists, non-governmental organisation (NGOs) and government agencies to transform land cleared for agricultural use, restoring forested landscapes and creating stable economic opportunities for the local community. Further, we will drive sustained demand for certified timber which is fundamental to the project's success.

→ ***The project aims to regenerate native tree species, restore and conserve biodiversity, enhance habitats, and develop a new approach for community-inclusive regenerative forestry.***

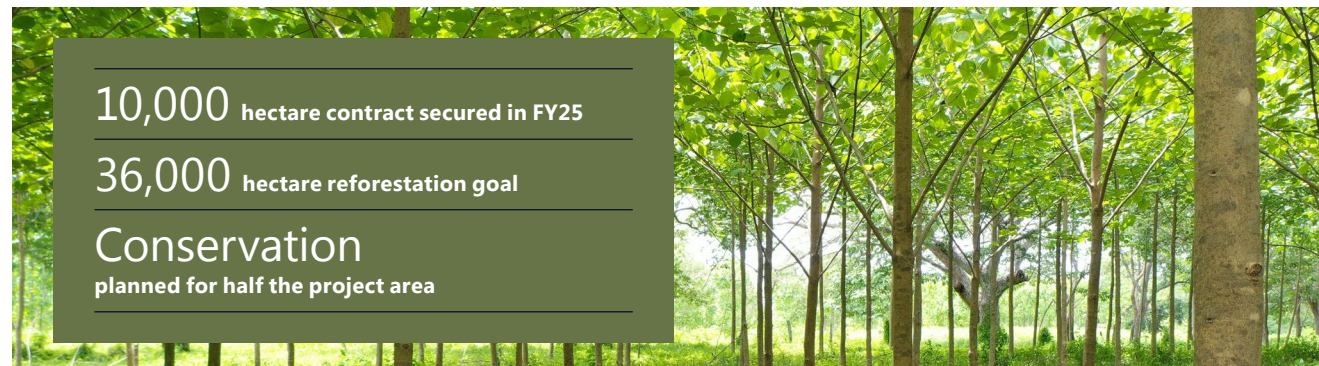
In FY25, Brambles secured contracts with a regional forestry and timber supplier. With these contracts in place, Brambles is planning to reforest approximately 10,000 hectares over the next 10 years, contributing to a larger goal of reforesting 36,000 hectares, of which half is planned to be conserved for nature.



This new local supply is expected to reduce transport-related emissions and enhance circularity, as timber used for pallets in Mexico has traditionally been sourced from certified forests in Brazil. The Gmelina species being supplied under this contract will improve pallet durability and circularity.

The Tabasco project aims not only to establish a secure timber supply but also to regenerate native tree species in adjacent areas, to restore and conserve biodiversity, enhance habitats, and develop a new approach for community-inclusive regenerative forestry.

A targeted skills programme will help create forestry-related jobs, benefiting the local community economically and socially. This initiative aligns with Brambles' 2030 sustainability targets, fostering positive outcomes for nature, people and their communities.



Gmelina trees at the Tabasco plantation.

19 Information on the Key Biodiversity Area is available at keybiodiversityareas.org/site/factsheet/7200.

Funding reforestation in the Lavushimanda region, Zambia

Throughout FY25, Brambles has continued to provide funding support to WeForest, a non-profit organisation dedicated to developing scalable and sustainable forest landscape restoration projects that regenerate and conserve forests worldwide. Through this initiative, WeForest enabled the sustainable growth of 2.82 million trees in FY25 across more than 3,000 hectares, including a Key Biodiversity Area.¹⁹ Building on the work done in FY24, a total of 4.44 million trees have been sustainably grown through Brambles' partnership with WeForest.



Free, prior and informed consent is sought by WeForest before projects are undertaken, © WeForest.



Falls on Mutinondo River, in Zambia's Lavushimanda region, © Ruben Foquet, WeForest.

A key part of our WeForest partnership is the Lavushimanda Community Conservation project, an ambitious landscape project in Zambia's Muchinga Province. It aims to mitigate climate change through the restoration of degraded Miombo woodland and avoid deforestation, while enhancing the area's biodiversity.

Through the promotion of sustainable forest-friendly green economic development opportunities, and by building capacity for good forest governance and resource management for the long-term, this work is also improving the wellbeing of local communities living adjacent to the forests.



Learn more: [Lavushimanda Community Conservation Project, Zambia](#)



Climate Positive

Brambles' Climate Strategy comprises a transition plan (building on our low carbon advantage²⁰ and decarbonisation plan) and an adaptation plan (responding to the opportunities and risks of network resilience and raw material supply).

Our 2025 targets²¹

100% renewable electricity in our own operations

Maintain carbon neutrality for Scope 1 and 2 GHG emissions

By 2030, our validated SBTs include 42% absolute reduction in Scope 1 and 2 GHG emissions, and 17% absolute reduction in Scope 3 GHG emissions (on FY20 levels)

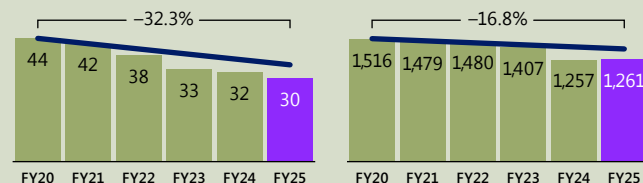
By 2040, we aim to achieve our net-zero emission ambition, covering 100% of Brambles' operational and value chain GHG emissions (Scope 1, 2 and 3)

FY25 achievements

Maintained 100% renewable electricity and carbon neutrality in our own operations

Emissions reductions in line with SBTs and long-term net-zero ambition

Scope 1 & 2 emissions (ktCO₂-e) Scope 3 emissions (ktCO₂-e)²²



Achievement data for the FY25 year is covered by assurance

— SBT trajectory

Our 2025 journey

In FY25, we maintained 100% renewable electricity and carbon neutrality in our operations²¹ while our emissions reductions continued to track in line with our SBTs and long-term net-zero ambition. This performance reflects good progress on delivering on the detailed operational plan supporting Brambles' Climate Positive strategy.

In addition to our operational progress, we continue to focus on the following action areas:

Enhancing integration into financial decision-making

Brambles updated our Decarbonisation Financial Plan to estimate the net financial impact of delivering on the operational roadmap for achieving our 2030 SBTs, and outcomes have been incorporated into regional budgets and four-year financial plans.

Launching a supplier engagement programme

A key FY25 initiative was launching the Climate Smart Partners supplier engagement programme on decarbonisation, introduced to in-scope suppliers in February 2025. It supports material supplier categories (carriers, subcontracted service centres and timber suppliers) on their decarbonisation journey. The first phase targets over 650 global suppliers, accounting for ~65% of Brambles' GHG emissions.

Learn more about our climate strategy on pages 160–186 of Brambles' 2025 Annual Report.



Supplier Engagement Leader
recognition by CDP

Our 2030 programme

Climate Positive

+ Achieve Brambles' Science-based Targets and adapt our network to physical climate impacts

Brambles is continuing in the pursuit of our validated 2030 SBTs and 2040 net-zero ambition, while at the same time formalising our efforts to enhance climate resilience through a new 2030 target that focusses on integrating climate adaptation processes across Brambles' timber sourcing and service centre network.

Further, Brambles' climate adaptation plan will enable our teams to support customers and communities better during disruptions by leveraging our network resilience. In our materials sourcing supply chain, this means securing certified raw materials while understanding climate risks related to forestry.

Supporting UN Sustainable Development Goals



Climate strategy

Climate transition plan

Climate adaptation plan

Low carbon advantage

Network capacity

Raw material supply

²⁰ Brambles considers its business model to be low-carbon intensive relative to single-use alternatives. This is supported by independent peer-reviewed LCAs performed by acknowledged experts.

²¹ More information about Brambles' use of contractual instruments, and their impact on our Scope 1, Scope 2 and renewable electricity results can be found on page 184 of Brambles' 2025 Annual Report.

²² Total restatements to FY24 Scope 3 GHG emissions, with a net impact of (36.5) ktCO₂-e, reflect the exclusion of CHEP India and the impact of data quality enhancements relating to downstream transport and capital goods emissions.



CLIMATE POSITIVE continued

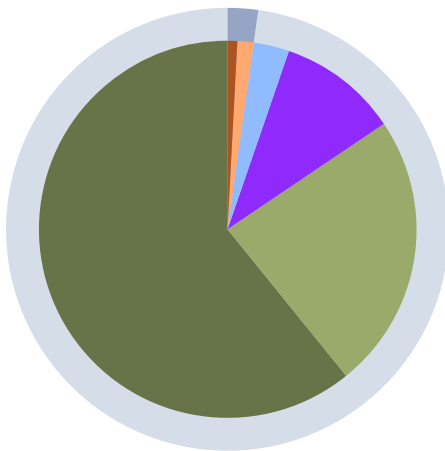
Brambles' FY25 SBT performance

Scope 1, 2 and 3 GHG emissions

Brambles' Scope 1, 2 and 3 GHG emissions increased by 0.1% compared to FY24. Despite this, emissions have decreased by 17.2% compared to our FY20 baseline, keeping our emissions reduction trajectory ahead of our validated SBTs. This improvement has been driven by the operating environment as well as the planning and delivery of the comprehensive decarbonisation strategy. The following aspects contributed to our FY25 performance:

- An increase in pallet pooling equipment purchases after the benefit from retailer and manufacturer inventory optimisation experienced in FY24 (which resulted in lower pallet purchases during that year) started to subside;

- Subcontracted downstream transport emissions saw a modest decline. Emissions rose in the USA and LATAM due to inventory collection efforts. Europe and APAC achieved significant reductions through multimodal transport and cleaner fuels. Overall, FY25 logistics emissions are 23.4% lower than the FY20 baseline year, reflecting route and truck optimisation efforts, progress on multimodal and the adoption of zero and low emissions fuels;
- A 17.5% decrease in emissions from outsourced service centres as a result of the incorporation of supplier-specific utilities data in Brambles' emissions calculations, reflecting suppliers' efforts to electrify and adopt renewable electricity.
- Continued progress in the electrification of forklift truck fleets at CHEP-operated sites, driving down Scope 1 site fuel emissions;
- Significant improvement in the transition to low and zero emissions vehicles comprising CHEP operated fleets; and
- Network changes in CHEP North America, shifting operational control of some sites, therefore transferring Scope 1 and 2 emissions to Scope 3 emissions.



	GHG emissions by source (ktCO ₂ -e)		Change	Change	2030 targets
	FY25	FY24	FY25 vs FY24	FY25 vs FY20 baseline	validated by SBTi (on FY20 levels)
Scope 1 and 2					
CHEP fleet fuel	11.3	11.8	-4.2%	31.4%	SCIENCE BASED TARGETS 2030 target: 42% reduction
CHEP site fuel	18.2	20.2	-9.9%	-8.1%	
CHEP electricity	–	–	–	-100%	
Total Scope 1 and 2	29.5	32.0 ²³	-7.8%	-32.3%	
Scope 3					
Waste	41.1	40.5	1.5%	-4.6%	SCIENCE BASED TARGETS 2030 target: 17% reduction
Outsourced service centres	123.4	133.8	-7.8%	-17.5%	
Capital goods (product materials)	355.1	338.8	4.8%	0.1%	
Logistics ²⁴	741.4	743.9	-0.3%	-23.4%	
Total Scope 3	1,261.0	1,257.0 ²⁵	0.3%	-16.8%	
Total GHG emissions	1,290.5	1,289.0	0.1%	-17.2%	



FY25 data for: total Scope 1 and 2; total Scope 3; and total emissions is covered by assurance

²³ Total restatements to FY24 Scope 1 GHG emissions, with a net impact of (0.4)ktCO₂-e, reflect the exclusion of CHEP India.

²⁴ Scope 3 logistics GHG emissions includes both upstream and downstream transport.

²⁵ Total restatements to FY24 Scope 3 GHG emissions, with a net impact of (36.5)ktCO₂-e, reflect the exclusion of CHEP India and the impact of data quality enhancements relating to downstream transport and capital goods emissions.

²⁶ Brambles' renewable electricity use includes electricity generated onsite from solar panels, from renewable electricity contracts and certified 'Greenpower'. Brambles utilises both Bundled and Unbundled Energy Attribute Certificate (EAC) instruments for its market-based Scope 2 method of emissions accounting, ensuring alignment with the SBTi's RE100 methodology. Volume data for purchased EACs is recorded against country level meters to provide the appropriate negative emissions accounting. EACs are forward purchased and retired once applied.

Examples of key decarbonisation initiatives



Subcontracted transport

Brambles doubled the number of zero and low emissions fuels projects for subcontracted road freight services in Europe in FY25, with over 35 active projects in collaboration with carrier partners. Modest progress was also made in the USA, Canada and Brazil. We also continued efforts to increase Brambles' share of multimodal transport in key jurisdictions, including Australia, New Zealand, the USA and Europe.



CHEP operated fleets

The total penetration of zero and low emissions vehicles in CHEP operated fleets doubled in FY25 compared to FY24. A pilot of one electric Low Volume Recovery truck operated by CHEP in the USA commenced in FY25, with a second truck planned for early FY26.



Renewable electricity

Brambles is seeking to progressively decrease its reliance on Energy Attribute Certificates (EACs)²⁶ by pursuing onsite and offsite renewable electricity opportunities. In FY25, solar panels were installed at 15 Brambles and third-party service centres. The use of EACs has reduced 21% since FY24.



Circular Resources

Designing out waste is the first component of the circular economy. We minimise waste and divert valuable resources from landfill, including through collaboration with subcontracted locations, paving the way for regenerative supply chains.

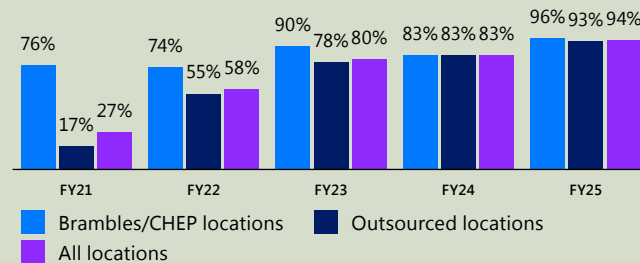
Our 2025 targets

Zero product materials sent to landfill for all Brambles and subcontracted locations²⁷

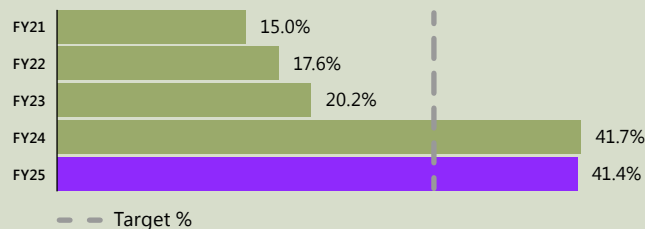
30% recycled and upcycled plastic waste in plastic products

FY25 achievements

Percentage of locations with zero product waste to landfill



Recycled and upcycled content in plastic product purchases



Achievement data for the FY25 year is covered by assurance

Our 2025 journey



Zero product waste to landfill

Across the 2025 Sustainability Programme, we achieved a 66.6-percentage point improvement in Brambles and third-party service centres diverting product waste from landfill, for a result of 93.6%.

During the Year, the proportion of Brambles and third-party service centres diverting product waste from landfill increased by 10.9-percentage points on FY24 to 93.6%. Even with these continuous improvements, we landed short of our target to send zero product waste to landfill, driven by the availability of suitable waste solutions across regions. Despite this challenge, 99.3% of sites now have plans in place to divert product waste from landfill, and we are focussing on implementing these solutions during FY26.



Incorporating recycled and upcycled plastic

Recycled content in our plastic product purchases remains high at 41.4% (FY24: 41.7%), exceeding our 2025 target of 30%. Over the course of the 2025 Sustainability Programme, we have increased the recycled and upcycled content in our plastic products by 26.4-percentage points, while continuing to innovate and explore ways to incorporate alternative materials into our products.

Our 2030 programme



Circular Resources

- Reach 80% net-positive solutions for Brambles' product waste, and for virgin plastic substitution in Brambles' products

Brambles is embedding circular economy principles throughout our product lifecycle, conducting life cycle assessments (LCAs) during product development, incorporating digital readiness, waste reduction and planning for closed-loop outcomes at the end of a product's lifecycle.

Our target to divert all product waste from landfill will be further strengthened by prioritising those landfill avoidance solutions that are closed-loop, regenerative, resource-positive or communities-positive.²⁸ At the same time, ambitions around recycled plastic content are increasing to substitute 80% of virgin plastics with circular solutions.

In recognition of the growing awareness and need for action on water, we are pleased to announce that under our 2030 targets we will be focussing on water efficiency initiatives, with a priority on Brambles' service centres in water scarce areas.

Supporting UN Sustainable Development Goals



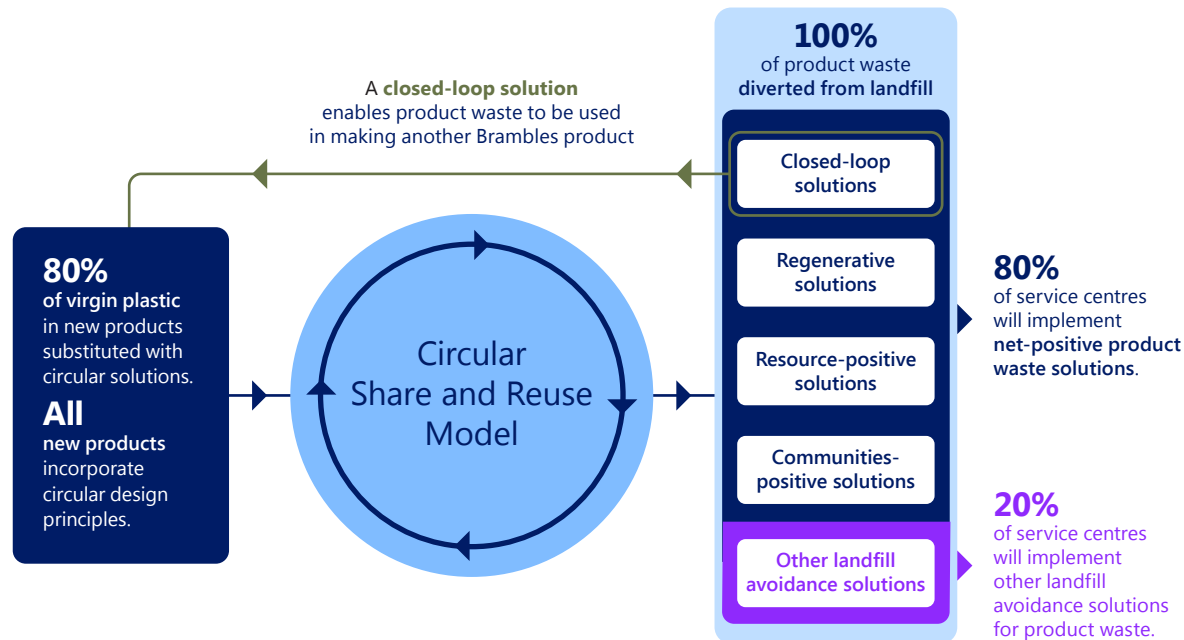
²⁷ Product materials include lumber, plastic, paint and nails, with floor sweepings excluded from scope due to contamination. Our measurement covers locations that account for 95% of Brambles' outbound product volume.

²⁸ Closed-loop, regenerative, resource-positive and communities-positive solutions are defined on our website: brambles.com/sustainability-review.



CIRCULAR RESOURCES continued

Our 2030 waste and product targets



Optimising our water use

Brambles is progressively implementing water efficiency technologies at facilities that require process washing for platforms, such as crates and produce containers.

Service centres use a range of initiatives to drive responsible water stewardship, including water metering and rainwater harvesting. The Rochedale facility in Australia implemented a water metering system in FY23, identifying inefficiencies and reducing water dump frequencies. By reducing the manual dump frequency, there was a 67% reduction in water use, and water usage per crate improved by 13%, without compromising wash quality.

In Sub-Saharan Africa, rainwater harvesting systems have been rolled out across several service centres over the course of the 2025 Sustainability Programme, including Jet Park Pallets, where multiple tanks, ranging from 5,000 to 10,000 litres, support ablation and backup water systems. The Cornubia Service Centre houses the largest rainwater harvesting installation in the network, with a capacity of approximately 100,000 litres.

Beyond operational sites, Brambles' timber plantations in South Africa contribute to watershed health by clearing invasive alien vegetation and restoring water flow to natural ecosystems. A summary of the impacts of our activities on people in the uMzimkhulu Catchment is shown on page 39.



100,000L rainwater tank at the Cornubia Service Centre.



reddot winner 2025
sustainable design

CHEP and Cabka win a second Red Dot award for the FalConic® Sleeve Pack Container

During the Year, we launched the FalConic Sleeve Pack Container (SPC) in Europe – a stackable, reusable solution designed for the handling, storage and transportation of light dry cargo such as pots, tubs, trays and lids.

We are thrilled to announce that CHEP and Cabka have won a second Red Dot Award for this groundbreaking container, with a double recognition in Design and Sustainability, validating our leadership in reusable packaging

solutions and recognising the value delivered to our customers through the exceptional work carried out with our strategic partner.

Made from 80% recycled plastic and fully recyclable, the FalConic SPC combines outstanding performance and circularity. The innovative sleeve, lid and drop locking mechanisms eliminate the need for hook-and-loop fasteners and stretch wrap, while a modular design allows for increased adaptability and Internet of Things capabilities that enhance traceability and customer insights. These features improve operational efficiency, reduce environmental impact and help businesses

comply with the upcoming Packaging and Packaging Waste Regulation in Europe.

The Red Dot Award jury had the following to say:

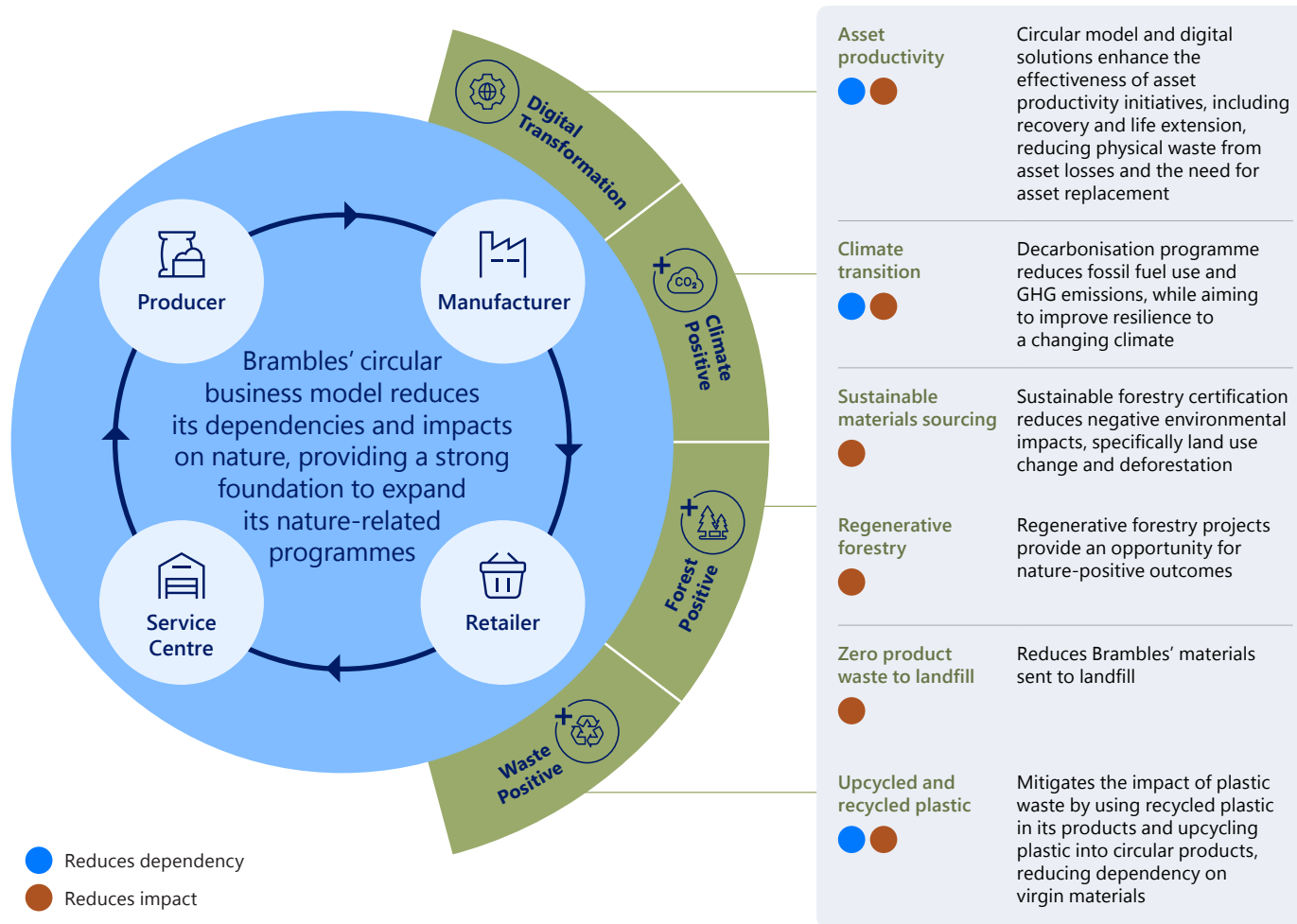
→ **The FalConic Sleeve containers are ecologically well thought out from production to recycling and are a convincing part of a regenerative supply chain.**



Learn more about
the CHEP FalConic® SPC

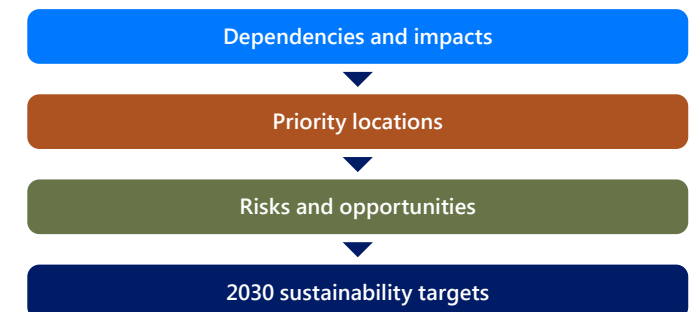
Integrating nature as a strategic priority

Nature underpins the resilience of Brambles' business and the supply networks it supports. As ecosystems face increasing pressure from climate change, biodiversity loss and resource scarcity, Brambles' regenerative ambition recognises the urgent need to shift from minimising harm, to actively restoring the natural systems we depend on. This approach is central to Brambles' 2030 sustainability targets.



Nature: from assessment to action²⁹

Brambles' circular business model provides a foundation for addressing nature-related issues, with each element reducing either our dependency or our impact on nature. During the Year, we continued to strengthen our understanding of how nature-related issues influence business resilience and long-term value creation. We also reaffirmed our early adoption of the Taskforce on Nature-related Financial Disclosures (TNFD) framework by assessing reporting readiness and nature-related dependencies, impacts, risks and opportunities (DIROs) using the Locate, Evaluate, Assess and Prepare (LEAP) approach. The project delivered an analysis, which identified key nature-related focus areas, and developed a nature-related risks and opportunities register. Based on the analysis of Brambles' operations, our impacts and dependencies, and TNFD's definition of priority locations, Brambles arrived at an informed, evidence-based view of the sources of potential material nature-related DIROs across our direct operations, suppliers and customers, by sector and material location.



²⁹ More information about Brambles' TNFD assessment can be found on pages 20–21 of Brambles' 2025 Annual Report.



INTEGRATING NATURE AS A STRATEGIC PRIORITY continued

Priority locations

Brambles' initial assessment scope covered over 320 locations, following the LEAP methodology. Future assessments will include third-party service centres and seek greater detail on forest locations.

Forestry interface

18 plantations owned in South Africa

Some adjacent to the UNESCO World Heritage site Maloti-Drakensberg Park



93 sawmill locations

in Brambles' upstream supply chain were used as a proxy for where certified timber is harvested



Operations

216 service centres operated by CHEP were assessed



Brambles' nature-related risks and opportunities

Considering the dependencies, impacts and priority locations identified, Brambles developed a register of nature-related risks and opportunities, following TNFD guidelines and assessing their likelihood and potential impact.

Key risks

Competition for land and wood; forest vulnerability



Reliance on certification schemes



Key opportunities

Enhance biodiversity management in forest operations



Regeneration and restoration of forest ecosystems



Brambles' diversified timber sourcing strategy ensures certified material supply is maintained, meeting our policy while also mitigating market volatility. We actively promote certification in markets where we source timber and enhance forest resilience through regenerative activities. Brambles will continue engaging certification bodies to evolve standards in line with broader 2030 climate and nature goals.

Water stress in key timber sourcing regions and service centre locations



Business model expansion and innovation in product development



While Brambles' operations generally present low nature-related risk, we recognise the water stress categorisation in some regions. To enhance water stewardship, we have implemented rainwater harvesting, reuse systems and process efficiencies at relevant operations.

By maximising circularity, we help customers meet nature-related goals. We promote the environmental benefits of reuse, including through Sustainability Certificates based on ISO-compliant LCAs. Our 2030 sustainability targets focus on circularity across product design, use and end-of-life phases.

Taking action on Nature in our 2030 programme

The insights from the TNFD assessment and engagement with relevant stakeholders have been fundamental in shaping the 2030 sustainability targets, which integrate nature more deeply into the Brambles' strategy and decision-making processes. This builds on the foundation established by the successful 2025 programme but extends our ambition by leveraging our leadership in sustainable forestry and the circular economy. We will also broaden our focus to tackle wider nature-related challenges, including biodiversity loss, land degradation, water stress and climate resilience throughout our operations and supply chains.

Guided by the 2022 Kunming-Montreal Global Biodiversity Framework and the 2015 Paris Agreement, Brambles is adopting a more integrated approach to nature. This involves transitioning from a tree-based metric to a more holistic, ecosystem-based

strategy that emphasises the restoration, conservation and sustainable management of land. This shift demonstrates Brambles' broader aim to support biodiversity, enhance ecosystem health and build community resilience, all of which underpin our commitment to creating nature-positive supply networks and increasing our regenerative impact. This nature-centric strategy is reflected in the Nature Positive focus area of the 2030 Sustainability Programme and builds on successful initiatives, such as our flagship forest positive projects in Mexico, Zambia and South Africa.

Brambles will scale these efforts across our supply chain and operations. For example, we will aim to **enable the restoration, conservation, or sustainable management of two hectares for every one required for Brambles' timber needs**, and to **implement biodiversity initiatives in key sourcing regions**.



CHEP South Africa and WWF promote water stewardship.



Regenerative project in the state of Tabasco, Mexico.



Through work with WeForest, Brambles is supporting reforestation projects in Zambia's Mafinga Hills and Lavushimanda regions.



Business Positive



Brambles' Business Positive focus area supports circularity by increasing the environmental benefits in our customers' supply chains, building a safe, inclusive and respectful workplace, and partnering for positive outcomes across the supply network and beyond.

Contents

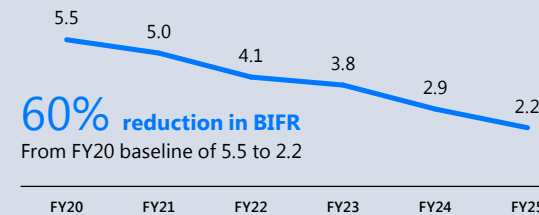
	Supply Chain Positive	25
	Positive Partnerships	28
	Workplace Positive	30

³⁰ BIFR is the Brambles Injury Frequency Rate, calculated based on the number of incidents and injuries per million hours worked.

³¹ Cumulatively, across the 2025 Sustainability Programme.

FY21–FY25 highlights

Continuing reduction in BIFR³⁰



Cumulative environmental impacts avoided for customers through Brambles' share and reuse model³¹

10,125 kilotonnes of CO₂-e

12.9 million m³ of timber
Equating to 13.3 million trees

6,558 kilotonnes of waste

20,341 megalitres of water

Cumulative savings by Brambles and our customers through collaboration initiatives³¹

488 kilotonnes of CO₂-e

428 million kilometres

637

customers engaged in collaboration initiatives
As at 30 June 2025

Global Top Employer

accreditation since 2023
Top Employer recognitions maintained across the 2025 Sustainability Programme

38.8%

management roles held by women
Up 7.5-percentage points since FY20 baseline of 31.3%



Supply Chain Positive

Brambles' Supply Chain Positive target area is the foundation of our low-carbon, circular model. The circularity of our products is driven by Brambles' share and reuse business model, with the impact measured through Life Cycle Assessments (LCAs).³² Brambles is reducing resource consumption, emissions generated and waste produced by:

- converting customers from linear alternatives;
- improving asset productivity; and
- improving product design and durability.

Our 2025 targets

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

FY25 achievements

Avoided environmental impacts in our customers' supply chains in comparison to linear alternatives³²

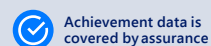
1,992
kilotonnes of CO₂-e

4,371
megalitres of water

2.3 million
m³ of timber

1,339
kilotonnes of waste

Equating to
~2.4 million trees



Achievement data is covered by assurance

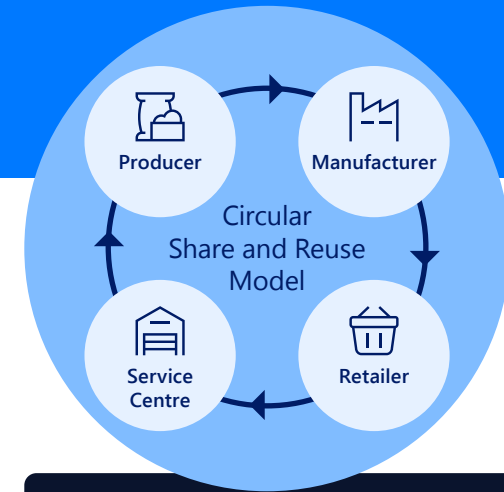
Our 2025 journey

Brambles' business model focuses on sharing and reusing our products, providing our customers access to more sustainable practices. The environmental benefits to our customers' supply chains are measured by comparing the savings of using our products (like pallets, crates and containers) to traditional single-use or less circular alternatives. Brambles' commercial teams share the LCA results during customer engagements in the form of Sustainability Certificates. See page 26 for more information. The environmental impacts of our operations are constantly being addressed through our sustainability programme, including decarbonisation, zero product waste, transport and network optimisation, and more recently, the benefits from our asset productivity solutions.

→ ***Our share and reuse business model minimises our environmental impact compared to linear alternatives and helps customers adopt more sustainable practices.***

The circular economy landscape is evolving with advances in measurement, standards and reporting. During the 2025 programme, Brambles actively utilised leading circular tools such as Circulytics from the EMF and developed our own tool, the Circularity Index, to engage customers on where they could make improvements. The upcoming ESRs E5 *Resource use and circular economy*, and the introduction of the 59000 series by the ISO, signal an evolution towards a more sophisticated understanding of circularity in business. As part of the 2030 sustainability targets, Brambles has committed to implementing best-practice circular design principles for all new products, including incorporating LCAs and the ISO standards into the design process (see page 20).

³² Environmental benefit metrics are calculated by comparing the savings through use of a Brambles product to a single-use alternative (obtained from independent peer reviewed product LCAs performed by acknowledged experts), multiplied by the volume of each related product issued to customers during the Year.



Our 2030 programme

Supply Chain Positive

- **Achieve year-on-year growth in circular benefits in Brambles' customer supply chains**

Our Supply Chain Positive target area is about creating value for customers and the environment by embedding circularity into supply chains. Brambles will focus on demonstrating the positive impact on customers' supply chains by making them more circular through improved asset productivity and extended product lifecycles.

In addition, by incorporating circularity tools in customer engagements, we aim to influence customer behaviour, improving the circularity of our assets.

Brambles will continue to use LCAs to measure and report on the avoided environmental impact through the use of our circular products.

Supporting UN Sustainable Development Goals



SUPPLY CHAIN POSITIVE *continued*

Barilla converts from pallet exchange to Brambles' share and reuse pallets

CHEP Italy has reached a landmark agreement with Barilla, the world's largest pasta producer. This agreement will see Barilla converting the majority of its domestic pallet flows in Italy to CHEP reusable pallets. In addition, Brambles' state-of-the-art supply chain diagnostics and digital capabilities will offer Barilla deeper insights into its supply chain, enabling continuous improvement, waste elimination and innovation.

→ **CHEP's sustainability credentials, high-quality standards and innovative digital solutions align perfectly with our commitment to reducing waste, optimizing logistics, and ensuring product safety. This collaboration represents a significant step toward a more sustainable future for Barilla and the communities we serve.**

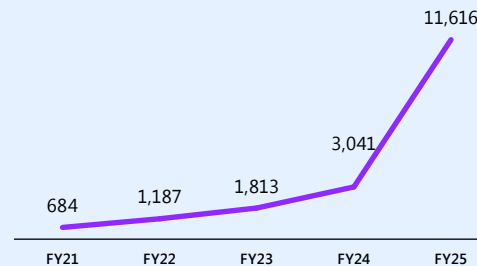
Roberto Magnani

Vice President of Logistics, Barilla

Sustainability Certificates

Brambles' use of Sustainability Certificates allows customers to demonstrate their sustainability credentials. The certificates allocate the total avoided environmental impacts (shown on the previous page) to individual customers, and show the GHG emissions, waste and material savings over typical single-use or less circular alternatives. Sustainability Certificates are based on independently peer-reviewed studies to ISO 14040 and ISO 14044 LCA standards, and are used by customers for internal and external facing communications to demonstrate their sustainable actions in their own supply chains.

Number of Sustainability Certificates issued



Our European and Australian businesses have driven the year-on-year increase in the number of certificates. By automating the process for issuing Sustainability Certificates, they are enabling more customers to better understand the impact of their choices, and to communicate these impacts to their own customers and stakeholders.

To the right are some examples of our customers sharing the sustainability advantages of working with CHEP throughout the Year.



It has been a busy month of award wins for the team at Portugal Duty Free! The latest recognitions are testament to the brilliant work that has taken place across the business over the past few years, even in the midst of store refurbishments and business transitions. [... more](#)



For the fourth consecutive year, we received the CHEP Sustainability Certificate, thanks to the use of the pallet pooling model, a practice that allowed us to: Save more than 33 thousand trees; Reduce more than 7.6 million kg of CO₂; Avoiding the generation of 9.5 million kg of waste. [... more](#)



Congratulations to Mayers Fine Food in Australia for avoiding the creation of 1,496 tonnes of carbon emissions equivalent to 2,245 trees planted and 1,063 tonnes of solid waste equivalent to 9,738–240 litre wheelie bins. [... more](#)



Saving the planet, one pallet at a time! Thanks to reusable pallets from CHEP, 208 tonnes of CO₂ were avoided in 2024. Less CO₂, more good mood. We even received a nice certificate (and a bonus photo). Thank you to CHEP for this partnership! [... more](#)



Fine Hygienic Holding (FHH) has been recognized with CHEP's Excellence in Sustainability Certificate for its factory in Jordan. This accolade underscores FHH's commitment to environmentally conscious practices for a better future. [... more](#)



A sample of the Sustainability Certificate in Australia

SUPPLY CHAIN POSITIVE *continued*

Enhancing circularity through asset productivity

Impacts of Brambles' asset productivity strategy

Brambles' asset productivity strategy is improving the circularity of our business through initiatives that increase asset sharing, reuse and recovery. This preserves the value of our assets while conserving natural capital through reduced demand for raw materials.

During the Year, approximately 25 million pallets³³ were recovered and salvaged through a range of asset productivity initiatives and pallet remanufacturing processes supported by data analytics and the deployment of smart assets. In addition to initiatives under our digital strategy, we continue to invest in product quality, including improving repair standards, automation benefits and enhanced materials for product durability. These investments reduce the environmental impact of our assets and increase their circularity.

Asset productivity initiative	How it works
Go-to-Market	Changing customer behaviours
Retailer framework	Enhancing collaboration with retailers
Asset collection	Smarter collections in North America, Europe and LATAM
Asset recovery and protection	Low volume recovery, high risk recovery, loss prevention in North America, Europe and LATAM
Asset life extension	Pallet remanufacturing

Total savings³⁴

128,888
tonnes of CO₂-e



1,096,122
m³ of timber



648,180
tonnes of waste



24.93m
pallets

³³ Compared to an FY21 baseline, with these initiatives commencing in FY22. Approximately 16 million pallets were recovered and salvaged through these efforts in FY24.

³⁴ Environmental savings are estimated from weighted average emissions per new pallet used in FY22 (5.17 kgCO₂-e per pallet), and typical material requirements for a B1208A pallet. The emissions savings do not account for the additional transport to increase pallet recovery; such emissions are reflected in our reported logistics emissions (see page 19).



Serialised pallets being dispatched to customers from our Izarra Service Centre at Santiago de Chile.

Brambles' digital strategy is enhancing our circular performance

Brambles' digital capabilities support asset productivity, customer experience, commercial decision-making and development of new solutions to remove waste from customers' supply chains. Through asset digitisation, Brambles utilises serialisation, targeted diagnostics and continuous diagnostics – or Serialisation+ when all three initiatives are implemented.

Data gathered from such assets drives both network optimisation and improves asset productivity by identifying the points in the supply network where assets may otherwise be lost, allowing them to be recovered. By detecting asset loss and improving recovery, we have reduced the consumption of resources and strengthened the circular economy.

Brambles' digitisation strategy



Data analytics

Using data to streamline decision-making across Brambles



Asset digitisation

Using smart and serialised assets to provide visibility into our asset pools and customer networks



Customer solutions

Combining our supply chain expertise, smart assets and data analytics to develop innovative solutions

Implementation examples from FY25

Integrating with our smart asset data, Brambles is using machine learning technology to determine the most efficient collection routes across more than 100,000 global locations.

In the USA, Brambles completed a two year project with more than 200,000 autonomous tracking devices in circulation across the network. Data from such projects has many applications, including in asset recovery.

In Portugal, we worked with a customer to provide insights including the length of time taken for fresh produce to be unloaded, length of exposure to room temperature, whether the refrigeration system had been turned off or on, and for how long.



Positive Partnerships

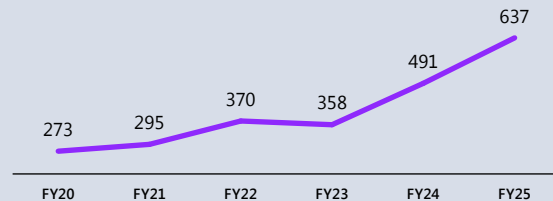
Core to our Positive Partnership strategy, is Brambles' collaboration with customers which aims to create supply chains that reduce impact, achieve shared sustainability goals and, in time, have a net positive effect.

Our 2025 targets

Double the number of customer collaborations from 250 to 500

FY25 achievements

Customers participating in collaborative projects



2,599
collaboration initiatives
Since FY20

637
customers participating
in collaborative projects

79.5 million
kilometres
Saved in FY25

81,109
tonnes of CO₂-e
Saved in FY25

The increase in the number of customers participating in collaborative projects is driven by strong progress in the Americas, where collaborations covered a broad range of topics including wood waste, Scope 3 emissions, decarbonisation and transport orchestration.



Achievement data for the FY25 year is covered by assurance

Our 2025 journey

Our collaboration projects differentiate Brambles by uncovering new value and facilitating impactful solutions. Importantly, these projects place Brambles in an enabling position, leveraging our circularity expertise, our share and reuse business model and our place in the supply chain to initiate collaborations with our customers and other supply chain participants.

How Brambles collaborates with customers

Brambles' collaboration projects span a wide range of areas:

Reduce the carbon impact of the logistics industry³⁵



by leveraging Brambles' extensive networks, logistics knowledge and data

- Plant network optimisation
- Transport collaboration
- Transport orchestration
- Multimodal transport

Co-create and deliver innovations and scalable solutions that go beyond Brambles' core business



- Technical support with automation
- Digital pilots
- Collaborative research
- Co-creating prototypes
- Reducing waste
- Supporting reduction in GHG emissions
- Supporting the setting of sustainability goals

Our collaboration initiatives are often not confined to just one of these focus areas and deliver multiple benefits, as shown through our FY25 collaboration in Chile on the following page.

Our 2030 programme



Positive Partnerships

+ Activate sustainability collaborations with 1,000 partners across Brambles' supply network

Our Positive Partnerships target area builds on the success of our 2025 Customer Collaboration programme, expanding it to a broader network of strategic partners including suppliers, NGOs, policymakers and educational institutions. Continuing on from our 2025 baseline, we aim to activate sustainability collaborations with 1,000 partners across our supply network.

Brambles acknowledges that no single organisation can solve complex sustainability challenges alone, making such partnerships an important aspect of achieving our sustainability ambitions. Strategic partnerships allow Brambles and our stakeholders to pool expertise, scale impact and unlock innovation across the supply chain.

In achieving this target, Brambles' employees play a vital role in identifying opportunities, building relationships and driving conversations that lead to meaningful collaboration.

Supporting UN Sustainable Development Goals



³⁵ These initiatives are defined in Brambles' *Basis of Preparation – ESG Metrics 2025*.



POSITIVE PARTNERSHIPS *continued*



Bringing together Chile's four largest retailers

In Chile, a pioneering logistics initiative is reshaping how goods move across the country. By bringing together the country's four largest retailers, Brambles has enabled a collaborative transport model that exemplifies circular logistics in action.

→ ***This closed-loop system has enabled the elimination of empty trips, optimisation of routes and avoidance of 3,140 tCO₂-e in FY25.***

This closed-loop system is simple yet powerful: retailers return the CHEP pallets to their own distribution centres, from there we collect and transport them to our service centres. After delivering goods, the trucks pick up empty pallets on their return journey.

This has enabled the elimination of empty trips, optimisation of routes and avoidance of 3,140 tCO₂-e in FY25.



Recognising Brambles' Positive Partners

We recognise the critical contributions our external partners (customers, suppliers, transport providers, subcontracted service centres, manufacturers, retailers, industry bodies and community groups) play in accelerating progress towards our sustainability targets. Working together is key to advancing regenerative supply networks.

During Brambles' internal Sustainability Week, we champion all things sustainability throughout our global business, including our Positive Partner Awards, which launched in FY23. Below we spotlight the FY25 Global Winners. For further details on Brambles' Sustainability Week, see page 40.



EUROPE

Consum

According to Brambles' Circularity Index data, Consum has the second-lowest product carbon footprint amongst our Spanish retail customers. We maintain a strong relationship with Consum, collaborating on initiatives like continuous diagnostics and reverse logistics. Through this relationship, TPMs³⁶ have also been embedded throughout Consum's supply network to enhance network performance, and we are partnering to drive innovation through testing of Digital Customer Solutions.

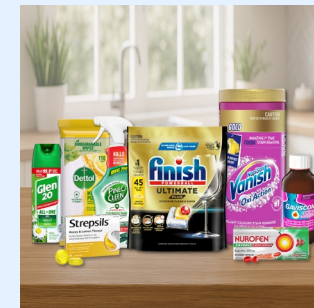


NORTH AMERICA

Prologis

Prologis has helped CHEP launch its first onsite solar project in North America at the Orlando Service Centre, Innovation Centre and Test Track, and is supporting four additional solar initiatives, including one in Canada.

This collaborative spirit and forward-thinking approach to implementing decarbonisation solutions beyond onsite solar, such as exploring EV charging and biomass energy solutions, is supporting CHEP's net-zero roadmap and zero product waste to landfill goal.



AMETA

Reckitt

CHEP and Reckitt partnered to optimise pallet loads across the Australian logistics supply chain, reducing truck usage by approximately 30%, equivalent to 41 fewer trucks movements over 12 months. An additional 250 truck trips are saved annually through pallet reuse at retail distribution centres and reduced relocations. Reflecting our shared commitment to sustainability, Reckitt was also invited to present its best-in-class sustainability data capabilities to our team, demonstrating how data-driven decisions can unlock meaningful impact across both of our organisations.



LATAM

Absoluto Transportes

CHEP's logistics provider Absoluto Transportes has successfully converted its routes in Brazil's Minas Gerais region from diesel to electric. These routes represent approximately 35% of the total electric transport movements for the Year in Brazil, resulting in an estimated reduction of 11.5 tCO₂-e. Absoluto Transportes was able to achieve this conversion without increasing freight costs compared to diesel alternatives.

³⁶ TPM refers to Brambles' Total Pallet Management programme, which is offered to major manufacturers and retailers, allowing Brambles to manage a customer's pallet and container needs on-site and supply them without additional transport.



Workplace Positive

Brambles' Workplace Positive target area recognises that our people want to make positive change in the world through their work, fueling their enthusiasm to strive for better results. At the same time, Brambles has a duty of care to provide our people with a work environment that is safe and inclusive, while supporting their professional and personal goals and values.

Our objectives

Achieve rating of top 25% of places to work

Achieve Global Top Employer Accreditation

FY25 achievements³⁷

80/100

Employee engagement score³⁸
(high-performing benchmark 78)

76/100

Career growth opportunities score
(high-performing benchmark 76)

76/100

Excitement about the future score
(high-performing benchmark 78)

4.9%

Turnover for banded employees

50.1%

Banded vacancies filled with internal talent

15.8%

Turnover of unbanded employees³⁹

Global Top Employer accreditation

Recognised in 26 countries and four regions³⁸

Ranked within the top 25%

of great places to work globally⁴⁰

Maintaining our Global Top Employer status

Brambles has maintained our Global Top Employer status after first achieving this accolade in FY23.



We are proud to be among only 17 companies to be certified as a Global Top Employer.

Brambles is also certified in a total of 26 countries, covering 97% of our employee population.

Our overall employer assessment showed the business excelling in areas including:

- Digital HR;
- Wellbeing;
- Employee Listening;
- Ethics and Integrity;
- Sustainability;
- Diversity;
- Equity and Inclusion;
- Work Environment; and
- Talent Acquisition.

See what our team in the Middle East had to say about being certified in four regions across the world:



Certified in four regions across the world

Pulse results

In FY25, Brambles achieved an outstanding 89% participation rate, one of our highest ever. Engagement remains strong at 80 (two points above the high performing benchmark) and is reflective of low turnover, solid growth and internal mobility opportunities. Overall, 70% of our Pulse metrics are at or above the respective high-performing benchmarks.

70%
of our Pulse metrics meet the high-performing benchmark

The results reveal a workforce that remains engaged, committed and resilient, and we are proud of our progress, particularly in areas including sustainability, customer focus and team-level empowerment. At the same time, employees are seeking stronger leadership visibility, more consistent and clear communication, and a work environment that better supports wellbeing, connection and career growth. By aligning leadership behaviour, communication and strategy with these core needs, Brambles can continue to build a culture based on collaboration, trust and performance.



³⁷ Non-percentage values represent scores from Brambles' Global Engagement Survey.

³⁸ Covered by assurance.

³⁹ Unbanded employees are front line workers, operating and working on the production line of Brambles' service centres.

⁴⁰ Per results of Brambles' Global Engagement Survey and the global high-performing benchmark data from the survey provider.

WORKPLACE POSITIVE *continued*

Health, safety and wellbeing

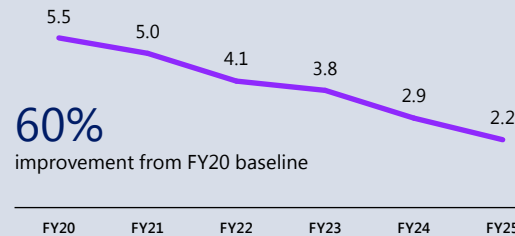
Brambles' Zero Harm Charter emphasises that everyone has the right to feel safe at work and return home as healthy as they started the day. This commitment extends to holistic wellbeing through our Feel Good programme, which supports mental, physical, social and financial wellbeing.

Our 2025 targets

25% reduction in BIFR⁴¹

FY25 achievements

BIFR



The Brambles Safety First leading indicators continue to support proactive measures across key safety aspects and will remain part of how we measure safety performance.

Achievement data for the FY25 year is covered by assurance

Our 2025 journey

Over the course of the 2025 Sustainability Programme, we reduced BIFR by 60%, exceeding our 2025 target of a 25% reduction.

While we continue to work towards our ambition of Zero Harm, our plans to continuously develop our Safety First culture are firmly on track and our incident performance targets show a positive trend.

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

Brambles' Safety First roadmap is based on key Zero Harm focus areas:

Active leadership

Safe workplace conditions

Empower and mobilise our people

Performance excellence

Owning tomorrow

The Safety First strategic timeline is 2021 through to 2025 and beyond, and is divided into three phases that aim to reset the framework (Phase 1: 2021), build capability (Phase 2: 2023) and drive continuous improvement (Phase 3: 2025 and beyond).

Our 2030 programme



Workplace Positive Health, safety and wellbeing

+ Continue Brambles' pursuit of Zero Harm

Under the 2030 Sustainability Programme, Brambles will transition from using BIFR as the primary measure of safety culture and site conditions. Beginning in FY26, we will adopt Lost Time Injury Frequency Rate (LTIFR) as the key metric for reporting safety performance, while also monitoring Total Injury Frequency Rate (TIFR) internally.

This approach will enable Brambles to benchmark our performance against industry peers and strengthen our approach to risk management and injury prevention strategies. As we progress through Phase 3 of Brambles' Safety First strategy, we intend to use FY26 to reassess our performance, serving as a baseline for Brambles to set a longer-term direction and targets.

The Brambles Safety First leading indicators will continue to support proactive safety measures across key areas and will remain an integral part of our performance monitoring.

Achieving true safety excellence means addressing all workplace injuries. By focusing on LTIFR and TIFR, Brambles reinforces its commitment to a safer, healthier work environment and the pursuit of Zero Harm.

Supporting UN Sustainable Development Goals



⁴¹ BIFR is the Brambles Injury Frequency Rate, calculated based on the number of incidents and injuries per million hours worked.



WORKPLACE POSITIVE *continued*

The Safety First strategic timeline

Phase 1: 2021

Resetting the framework

Safety Strategy Phase 1 has yielded positive results, reflected in the lower incident statistics.

Phase 2: 2023

Building capability

Using the developments in Phase 1 to enhance a range of supporting tools and systems to enable standardisation across our operations.

Phase 3: 2025 and beyond

Continuous improvement

Embedding proven practices, integrating emerging technologies, and leveraging data and active leadership to accelerate our journey towards Zero Harm.

Key highlights from Phase 3 on the Safety First Strategy

Continuous improvement



Performance outcomes

Leading indicators show a mature Safety First culture, supported by strong discipline and leadership accountability. Full deployment of key controls, including pedestrian segregation, machine guarding and mean time between failures, have reduced high-risk exposure. Timely risk mitigation was driven by high hazard and near miss close-out rates and audit compliance, while BIFR saw significant year-on-year reductions, confirming the impact of Phase 2 initiatives.



Culture and leadership accountability

Improved engagement with frontline teams has been a key driver of cultural maturity. Physical service centre walkthroughs by leadership have reinforced frontline accountability, while the continued rollout of our situational awareness and other safety-based capability building programmes are maturing a culture of continuous learning and improvement.



Workplace safety standards: facilities, equipment use, and fire prevention

During the Year, we have implemented procedures on the safe use of approved work equipment, including deployment of a nail gun standard. We have rolled out global fire prevention standards to standardise fire risk controls across the network and have strengthened welfare compliance, enhancing wellbeing and consistency in workplace conditions.

World Safety Week

This Year's World Safety Week focused on vulnerable road users, spotlighting road risk as a key Zero Harm priority. Engagement sessions were held across the network, featuring global webinars with external speakers, regional activities, videos from our Executive Leadership Team and personal pledges. These activities reinforce Brambles' commitment to safer roads for all.

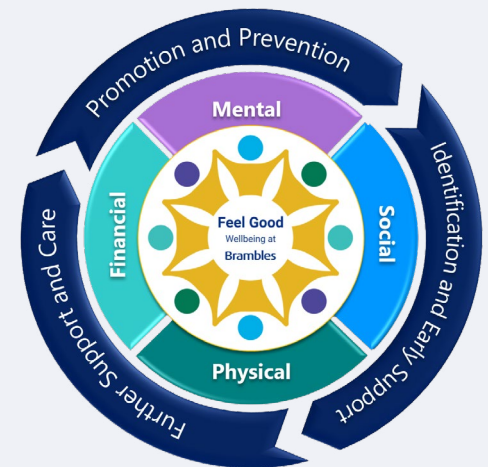


Brambles' Wellbeing programme

Feel Good

In July 2024, we launched our **Global Wellbeing Strategy: Shaping 2027 and Beyond**, marking a significant milestone in our programme for employee wellbeing. This holistic strategy, recognised by Top Employer and featured in their Best Practice Library, focuses on both addressing the root causes of wellbeing challenges and supporting individuals in managing their impacts.

Throughout 2025, our efforts centred on embedding wellbeing across Brambles by expanding access to services and support, delivering targeted training, and running global communication and awareness campaigns. Our approach empowers employees to make daily choices that enhance their wellbeing, while fostering a collaborative environment where the organisation, leaders, and individuals all play a role in helping each other thrive.



WORKPLACE POSITIVE *continued*

Diversity, equity and inclusion

As an organisation that wants to create a net positive impact on our planet, people and communities, inclusion and equity play a fundamental role. Our people strategy also revolves around creating a culture that maximises the potential of our workforce. Diversity, equity and inclusion (DEI) sits at the heart of all these intersections. We value the unique contribution that every one of our people makes to our business.

Our 2025 targets

At least 40% women in management roles and double the representation of women in Brambles service centres

Achieve rating of top 25% for inclusivity and launch an accessibility programme in each region

FY25 achievements

41.7%

of Board roles held by women
Down 2.7 pts from FY24

38.8%

of management roles held by women
Up 0.8 pts from FY24

9.8%

of service centre roles held by women
Consistent with FY24

Ranked within the top 25%

of companies globally for inclusivity⁴²

Eight accessibility programmes

across our global operations



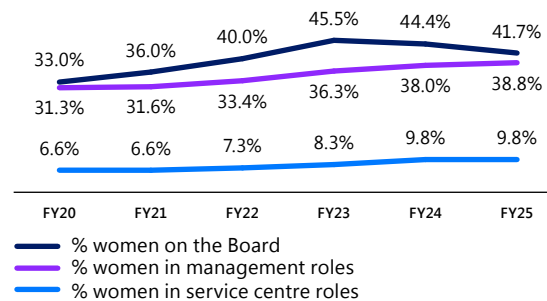
Achievement data is covered by assurance

Our 2025 journey

Gender diversity

The year-on-year trend in the representation of women across the business is testament to our commitment to diversity. Increased retention has resulted in slower turnover in roles and therefore slowed progression against our targets. As a result, we have fallen short of our gender diversity target and the percentage of women in service centres has remained steady on FY24. However, we are encouraged to report a continued increase in the percentage of women in management, and consistent achievement above target for women on the Board.

Representation of women at Brambles⁴³



Celebrating our Inclusive Company ranking

In 2025, Brambles ranked within the Top 25% of Inclusive Companies,⁴² maintaining this streak for a fifth consecutive year. This high-performing benchmark is set by our engagement survey provider and shows how we compare against 1,300 global businesses.

This composite measure tracks our development in becoming a diverse, inclusive and authentic business. The metric combines our scores in the Authenticity and Inclusion categories of our annual engagement survey.

Our 2030 programme



Workplace Positive Diversity, equity and inclusion

+ Achieve a year-on-year increase in Brambles' Employee Experience-Index

Brambles remains focused on achieving our gender representation goals, including 40% women in management and 12% women in service centres. Embedding DEI as the core of our new Employee Experience (EX) framework reflects our commitment to a workplace where everyone feels included, valued, treated fairly and transparently, and empowered to contribute to our innovative culture.

Under the 2030 Sustainability Programme, the new EX-Index will focus on the three core pillars of DEI:

- **Diversity:** Increasing the representation of women;
- **Equity:** Ensuring fair pay for our employees through ongoing pay equity assessments and alignment with living wage benchmarks; and
- **Inclusion:** Strengthening our inclusive culture through employee feedback on authenticity and inclusion.

Leaders will be offered development support to voluntarily take more ownership of fostering inclusion, integrating DEI into decision-making and ensuring equitable access to opportunities.

This integrated approach is designed to strengthen and resonate with our global workforce and deliver long-term value to our people and stakeholders.

Supporting UN Sustainable Development Goals



⁴² Per Brambles' Global Engagement Survey and the global high-performing benchmark data from the external survey provider.

⁴³ Total restatements to FY24 women in management and women in plant roles, with a net impact of 0.5% and 0.1% respectively, reflect the exclusion of CHEP India.

WORKPLACE POSITIVE *continued*

Data on this page is covered by assurance

Employee Resource Groups and diversity

As part of our ongoing commitment to increase the representation of women across our business, in FY25 we launched a Women in STEM (Science, Technology, Engineering and Mathematics) Employee Resource Group (ERG) with executive sponsorship. This ERG serves as a vibrant community for women professionals and their allies, providing opportunities for mentorship, leadership development and collaboration.

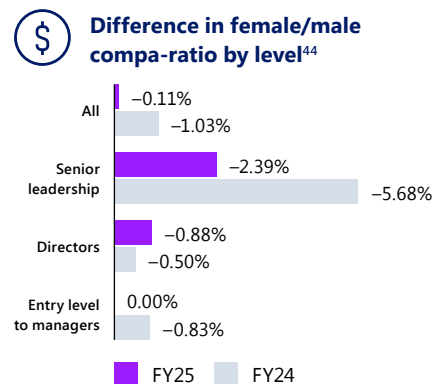
We believe that by bringing together diverse perspectives, we can drive innovation and success within Brambles and the broader STEM community.

Our Women in STEM ERG sits alongside three other large regional ERGs that provide wider support to all women across the business and 14 different Lean In circles across Europe and LATAM.

Our commitment to creating spaces of belonging for the diverse communities within our business remains strong, with ERGs that support the LGBTIQ+ community, neurodiversity, disability, different generations and veterans, as well as different races and ethnicities. These communities support our culture of inclusion and psychological safety, and assist in creating a more equitable experience for every employee at Brambles.

Pay transparency

During FY25, Brambles' commitment to delivering fair and equitable reward practices for all our colleagues globally has remained a key focus area. We have further narrowed the overall pay gap between men and women across the entire organisation with significant progress being made at the senior leadership level. Over the past 12 months, Brambles has enhanced the training and guidance materials available to both HR colleagues and people leaders, equipping them to make informed and well-considered reward decisions across all stages of the employee lifecycle.



⁴⁴ Covered by assurance. Assurance covers the FY25 difference in female/male compa-ratio for all employees. The split by level is not covered by assurance. Negative values indicate where women's pay is below that of men's, while a value of nil indicates where women and men are receiving equal pay.

⁴⁵ The specific courses included in this metric may vary from year-to-year depending on what is offered and assigned as mandatory. Induction training (Code of Conduct for New Hires) remains the only consistent annual requirement.

Brambles' governance and supplier engagement

FY25 achievements

99.6%of office-based employees have completed ethics-related training⁴⁵**613**

due diligence evaluations completed

10

SMETA audits across third-party service centres and timber suppliers

3

in-person human rights inspections in third-party service centres

Beyond creating a positive environment for our employees, Brambles aims to operate in an environment in which our business and our suppliers act with honesty, integrity, fairness and accountability. We regularly engage with our suppliers to assess and uplift working conditions for workers across the value chain. Our high standards are reflected in a range of governance frameworks and controls:

[Code of conduct and group policies](#)[Ethics and compliance training](#)[Third-party due diligence, human rights, privacy and information security programmes](#)[Speak Up, reward and remediation programme](#)[Ethics surveys, compliance assessments, monitoring and auditing](#)

Brambles' Third-Party Due Diligence programme sets out our policies, expectations and obligations in relation to our anti-bribery, human rights, privacy and information security programmes, among others. All new suppliers must complete due diligence, which is repeated periodically. Additionally, as a condition of onboarding, all high-risk suppliers must sign Brambles' compliance terms and conditions, acknowledging they will comply with all applicable anti-bribery and anti-corruption, human rights, trade sanctions, privacy and environmental laws.

Under our Human Rights Monitoring Programme, Brambles performs comprehensive human rights issue assessments across our third-party plant operations and selects certain third-party service centres to undergo an independent Sedex Members Ethical Trade Audit (SMETA) or internal human rights inspections. SMETA audits are also a condition of onboarding certain suppliers including timber suppliers, sawmills, new pallet manufacturers or third-party plant operators.



Helpful links: [Modern Slavery Statement](#) / [Coupa Supplier Portal](#) / [Brambles' Supplier Policy](#)



Communities Positive



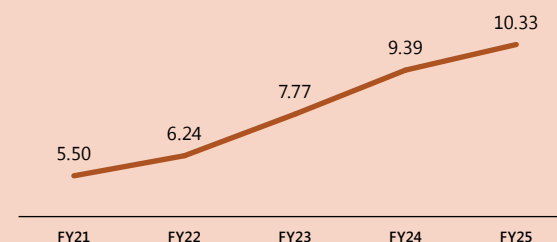
Brambles' Communities Positive focus area promotes circularity, supports resilience, and reflects the connections between society, the economy and nature.

Contents

	Food Positive	36
	Positive Policy Impact	38
	Community Resilience	39

FY21–FY25 highlights

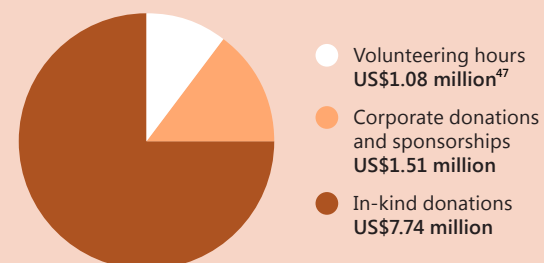
Total community contributions⁴⁶
Volunteering, corporate donations, sponsorships and in-kind donations (US\$ million)



US\$10.33m

FY25 total community contributions

FY25 community contributions by category⁴⁶



94m

people served with meals through Brambles' collaboration with food banks, cumulatively⁴⁸

102,911

volunteered hours by Brambles employees, cumulatively⁴⁸

1.3m+

people reached through our communications, training and advocacy on the circular economy, cumulatively⁴⁸

⁴⁶ Covered by assurance.

⁴⁷ See page 18 of the *Basis of Preparation – ESG Metrics 2025* for details of how we assign a value to volunteering hours.

⁴⁸ Cumulatively, across the 2025 Sustainability Programme.



Food Positive

The reliance on food banks is increasing, fuelled by global conflicts, impacts of climate change on agricultural patterns and environmental disasters, and inflation impacting food prices. The share of the global population experiencing food insecurity and chronic hunger is increasing.⁴⁹ Brambles plays an important role in facilitating the flow of rescued food to and from food relief organisations, supporting the 2030 UN SDGs Goal 2: Zero hunger.

Our 2025 targets

Collaborate with food banks to help serve rescued food to at least 10 million people per year

FY25 achievements

20.0 million people⁵⁰

provided with rescued food through our facilitation

US\$52,000+ employee donations matched

across 15 charitable organisations around the world, one year after the launch of our **Global Matching Donations Programme**

Thanking our partners

We would like to extend our thanks and recognition to the many partners that are working tirelessly to fight hunger, food insecurity and undernourishment across the world. This includes the food banks, food banking organisations and our customers who are donating and redistributing food to those who need it.

Our 2025 journey

Our position in the supply chain supports food banks:



Food donations sent: Surplus food is donated to food rescue organisations on CHEP platforms by growers, manufacturers and retailers.



Brambles' assets: As food banks have CHEP customer accounts, the assets are dehiored from donors, waiving many or all associated fees.



Food donations received: Food banks receive and sort the donated food into orders, sharing them with their charity partners on CHEP assets for distribution.



In-person volunteering: We offer 24 hours of paid volunteer leave per year to our permanent employees, with many using their time at local food banks.



Skills-based volunteering: We leverage the skills and specialisations of our people to address specific needs and challenges faced by food banks.



Donations: Through our donation-matching programme, employees can ask us to match their personal financial donations made to eligible charitable organisations.



Impact measured: Food banks measure the quantity and type of food redistributed to their charity partners and track the amount of people supported.



Returning Brambles' assets: Food banks and their charity partners are responsible for CHEP's assets in their accounts.



Going further: Brambles also tailors our support to specific regional needs, such as our work in alleviating hunger in South Africa.

Our 2030 programme



Food Positive

+ Achieve year-on-year improvements in food waste avoided and food surplus rescued

Under our 2030 Sustainability Programme, Brambles will continue to support food banks, connecting food with rescue partners to help serve communities in need. While we have historically measured our impact through food surplus redistribution alone, we are expanding our approach to reflect the wider positive impact Brambles can have on the root cause: food waste is not a problem of supply, but of supply chain inefficiencies. Sitting at the heart of these supply networks, Brambles is uniquely positioned to help reduce food loss from farm to retailer through our transport packaging innovations and digital solutions.

Beyond supplying food rescue networks with our assets, and through our employee volunteering programme, Brambles can support the creation of a more efficient and resilient food rescue and distribution network by contributing our supply chain expertise.

Further, by utilising our assets, network, experience and digital capabilities, we can keep food from spoiling and going to waste during its transportation, supporting our customers' bottom line.

Supporting UN Sustainable Development Goals



⁴⁹ According to the Food and Agriculture Organisation of the United Nations (2024), The State of Food Security and Nutrition in the World: in 2023 an estimated 28.9% of the global population were moderately or severely food insecure, and 10.7% were food insecure at severe levels. Prevalence of undernourishment is affecting 9.1% of the population compared with 7.5% in 2019.

⁵⁰ Covered by assurance.



Volunteering in our communities

Volunteering in communities is a cultural characteristic of Brambles across the world. Our Communities Positive focus area aims to build resilience through food relief, promote circularity and redefine the relationship between our business and nature.

Data for: total volunteered hours and US\$ equivalent is covered by assurance

NORTH AMERICA

14,719 hours volunteering



CHEP USA joined the Cincinnati Parks Foundation and the Arbor Day Foundation to plant 80 new trees at Sawyer Point Park, replacing groves lost to flooding and storms.



CHEP employees joined an initiative organised by Food Banks Canada aimed at providing nutritious meals to children during the summer months when school meal programmes are not available.



Test Track and Innovation Centre team

Using all 24 hours of volunteering time for 12 years in a row



The Test Track and Innovation Centre team, based in Orlando, are true CHEP Cares Champions by utilising all 24 volunteer hours for 12 years in a row, in groups of 12–30 employees at a time, contributing to thousands of hours of volunteer service over the years.

LATAM

1,525 hours volunteering



More than 60 CHEP employees and their families volunteered in the Tlalpan Forest in Mexico City to remove invasive species, allowing native species of the forest to flourish.



Together with Kerry (one of our customers operating in the food sector), CHEP Brazil employees volunteered at Mesa Brazil to prepare and deliver food kits to children in vulnerable situations.

EUROPE

6,271 hours volunteering



As part of our collaboration with the Alzheimer Centre, the CHEP Poland team created a sustainable sensory garden by planting vegetables, fruits and bee-friendly plants, enhancing both the residents' wellbeing and the local ecosystem.



In Italy, our team helped support food banks through skills-based volunteering with Banco Alimentare, providing fleet capacity at competitive prices, allowing them to stay focused on fighting food waste and hunger.



Our CHEP UK team participated in the City of Trees Citizen Forester Tree Planting event, planting 102 trees and caring for 138 more, while contributing to biodiversity and creating green spaces for the community.

AMET

1,934 hours volunteering



Across the country, CHEP South Africa employees spent World Food Day supporting our Food Positive partners, the Do More Foundation and Food Forward South Africa.



Our Westville and Cornubia coworkers in South Africa commemorated Arbour Day by planting indigenous trees with WILDTRUST, an organisation conserving terrestrial biodiversity and wildlife.

APAC

2,096 hours volunteering



CHEP Malaysia supported a local community food forest by planting soursop, guava and jackfruit trees, collaborating with SEEDS Malaysia to deliver a positive impact.



Brambles' employees in Australia supported the Salvation Army by packing 800 charity bags to be sold at the annual Woolworths Carols in the Domain Christmas concert.

26,545 hours

volunteered in FY25

US\$1.08 million

volunteered hours equivalent

US\$52,000+

of donations matched by Brambles

Under our new Global Matching Donations Programme there are 38 eligible charitable organisations across a range of causes including nature regeneration, hunger relief, human rights and health. Employee donations made to these organisations are matched dollar-for-dollar by Brambles.



Positive Policy Impact

Brambles advocates for accelerating the adoption of circular business strategies. We share our expertise and leadership to help inspire businesses to become circular, and ultimately regenerative businesses.

Our 2025 targets

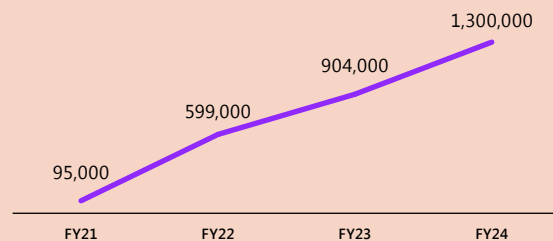
Brambles will advocate, educate and impact one million people to become circular economy change makers

FY25 achievements

We achieved our target in FY24, with over 1.3 million people reached since the start of our 2025 Sustainability Programme through our communication, training and advocacy, sharing the benefits of the circular economy.

While we have not directly measured the people reached in FY25, we have continued with these initiatives throughout the Year.

Cumulative number of people reached on the circular economy



Our 2025 journey

Brambles' 2025 journey showcases our leadership in promoting circular economy principles through education, events and communications. Internally, over 850 employees were trained in sustainability using structured programmes like the Sales & Commercial Sustainability framework. Externally, Brambles collaborated with institutions such as The European Centre for Executive Development (CEDEP) and GS1, contributing to training initiatives and reinforcing our role as thought leaders.

We actively engaged many stakeholders through webinars, workshops and speaking engagements, including sessions where 1,600 customer contacts participated across Europe. Our sustainability teams also supported public affairs efforts, notably lobbying for Extended Producer Responsibility legislation globally.

→ **Brambles' strategy is to advocate, educate and impact through three levers:**

Events

Education

Communications

In communications, Brambles launched impactful thought leadership campaigns, producing multilingual content that reached wide audiences. Recognition from the UN Global Compact, and the publication of white papers on regenerative wood-based products and circular emissions accounting further solidified Brambles as a knowledge leader in sustainability. Communications produced by Brambles, our employees, or in direct collaboration with external authors are typically shared through digital platforms and include podcasts, blogs, case studies or videos, as well as customer-focused sustainability campaigns.

Our 2030 programme



Positive Policy Impact

+ Promote regeneration, circularity and sustainability in policy development

As a global sustainability leader, Brambles aims to drive positive policy impact by engaging and advocating on issues central to our business. This includes accelerating the adoption of policies and programmes that advance the circular economy and promote responsible business practices.

To support this ambition, Brambles is establishing a dedicated Public Affairs function and policy engagement framework by 2026. Through direct consultation and involvement in industry groups, we will champion shared goals across key areas such as circular business models, climate action, nature conservation and DEI.

Our policy positions will be aligned with Brambles' broader sustainability programme and targets. Leveraging our leadership in the circular economy, we aim to help shape policies that foster sustainable practices while reinforcing our long-term business growth strategy.

Supporting UN Sustainable Development Goals



POSITIVE POLICY IMPACT *continued*

Circular economy initiatives across the world

MEXICO

Close to 400 students from two universities participated in three educational sessions focused on circular economy principles. CHEP Mexico also trained over 120 suppliers from one of the country's leading retailers through seminars organised by the customer, and delivered circular economy training to 60 employees of a major distributor.

BRAZIL

More than 300 employees from three key customers received training on circular practices.

ITALY

CHEP Italy held a Sustainability Webinar with 170 external registrants attending, joined by 50 of our employees. This webinar aimed to equip all attendees with critical information about the circular economy and Brambles' business model.

UK

Brambles was invited to participate in the Circular Supply Chain Sprint in London, organised by the EMF. We were asked to share our experience as a leading example on how businesses can offer products as a service, recovering and repairing the products, before returning them to our share and reuse pool. Attending the session was a group of 40 people across multiple industries including technology, packaging and retail, collaborating to identify the specific capabilities they need to create circular supply chains and to ideate, plan and define actions for specific projects.



EMF's Circular Supply Chain Sprint.



Community Resilience

Throughout Brambles' 2025 Sustainability Programme, we have partnered with food rescue organisations to support communities in need. This has facilitated millions of meals being served to people in times of crisis and as part of ongoing programmes. Brambles also works with communities located near our timber plantations in South Africa to respond to unique community needs.

Improving water access in the uMzimkhulu Catchment

In partnership with WWF South Africa, Brambles has funded the protection of freshwater springs in the uMzimkhulu Catchment. This initiative has delivered clean water to 1,435 people in 287 households, improved access to water for 3,385 people within one kilometre, created jobs for five local water monitors and increased one spring's flow from 4 to 19 litres per hour.



Read more: [A landscape approach to water and biodiversity stewardship](#)

Our 2030 programme



Community Resilience

+ Leverage Brambles' resources for community resilience through crisis response programmes

Brambles understands that the communities we operate in and rely on are facing increasing disruptions including from conflicts, natural disaster and climate-related events. Customers such as food and grocery retailers and manufacturers play a vital role in emergency relief. Recognising this, Brambles aims to expand its in-kind support beyond food banks, to facilitate the provision of donated essentials, including personal care items, through coordination with official emergency agencies.

We are committed to addressing regional challenges at the grassroots level, ensuring daily access to essentials and aligning with the interests of customers, suppliers and employees. By understanding local needs, Brambles will pursue strategic partnerships with governments, NGOs and customers to support crisis preparedness and recovery.

Through targeted projects, we will use our global network and expertise to deliver long-term community benefits in areas such as education, sanitation, nutrition and job skills training.

Supporting UN Sustainable Development Goals





Sustainability Week and Awards 2025



In FY25, our Sustainability Week theme was **Regeneration: celebrating 2025, embracing 2030.**

Every year during Sustainability Week, Brambles employees come together to explore how our business can celebrate sustainability as we create regenerative supply chains. In FY25, we explored the connection between Brambles' strategic initiatives and sustainability, learning how they are driving transformation and impact across the business. We celebrated our highly successful 2025 Sustainability Programme, and laid the foundations for the release of our 2030 Sustainability Programme.

A key feature of the event is the Sustainability Week Awards, which celebrate internal champions and recognise exceptional contributions towards achieving our 2025 targets. Employees nominate sustainability champions and projects from each region, making it a special time to come together to recognise our people's contributions.

→ ***The Sustainability Week Awards celebrate internal champions and recognise exceptional contributions towards achieving our 2025 targets and progress towards regeneration.***

We have also continued our Positive Partner Awards during the Year, recognising the contributions of customers, suppliers, transport providers, subcontracted service centres, manufacturers, retailers, industry bodies or community groups who have assisted us in implementing innovative low-carbon or waste-reducing technologies, or have contributed to increasing asset or transport productivity. See page 29 to learn more about the Positive Partner Awards winners.

For achievements that help transform us into a nature-positive company, reversing our negative impact on the environment through continuous improvement and regeneration. This includes work that helps us restore forests, reduces our carbon emissions, eliminates waste from our own and subcontracted service centres, or creates products from upcycled waste.



EUROPE

Hendrik Heering, Graham Packer,
Valentina Tundo, Europe Carrier Management team

Implementing 35 zero and low emissions transport projects

As part of Brambles' Decarbonisation Roadmap, our Europe Logistics team has implemented 35 zero and low emissions transport projects across the region. These initiatives target Brambles' largest and most challenging emissions source (transport), covering over 6% of European trucking activity and saving approximately 3,324 tCO₂-e in the first half of FY25 alone. This supports Brambles' target of a 17% global reduction in Scope 3 emissions by 2030.

For achievements that have a positive impact on our customers' supply chains, helping them use fewer natural resources or produce less waste and less carbon emissions. This category also covers achievements that make our company a positive place to work by promoting safety, inclusion and diversity, or our work on human rights.



AUSTRALIA

Jesse Gray, Hannah Coring, Natalie Griffin,
Pasquale Valeri, Darren Johnstone, Dean Parsons

Reusable Smart-Bin for apparel distribution

Through collaboration, Big W and CHEP have designed a new supply chain solution that combines operational, commercial and sustainability benefits to convert the retailer's apparel category into a fully reusable smart-enabled solution.

The project eliminated nearly 93,000 metres of single-use shrink wrap and 3,000 kilograms of waste (including shrink wrap, cardboard cores and cardboard cartons). Even without taking into account the emissions saved from the transportation of these products, the savings equate to over 10 tCO₂-e per year.

For achievements that grow the positive impacts we have on the communities in which we operate. Actions could include providing food to those in need or educating the world about the circular economy.



MEXICO

Edgar Coronel, Gilberto Giner, Ángeles Meneses

59 food banks registered in Mexico

CHEP Mexico integrated 59 food banks as participating distributors in our network, facilitating zero-transfer donations. In FY25, 11,405 pallets were collected, achieving a 381% growth over the volume reported two years ago.

Thanking all our employees for your contribution on our journey to creating regenerative supply networks

Each year, we like to apportion the annual environmental savings of our share and reuse model on an equivalence per Brambles employee basis. Every person, in every function in every region, plays a role in making our circular business model work effectively. This connects our people to an intrinsic purpose and celebrates our collective impact while we advance regenerative supply networks.

As we transition from our 2025 Sustainability Programme to our 2030 Sustainability Programme, the figures below show the cumulative environmental savings across our 2025 programme per Brambles employee.

Cumulative environmental saving equivalent per Brambles employee⁵¹



840

tonnes of CO₂-e

Equivalent to carbon emissions produced by **113 homes** in the US in one year



1,687

kilolitres of drinking water

Enough water to fill a **20kL water tank truck** 84 times



544

tonnes of waste to landfill

Enough waste to fill a **garbage truck** 78 times



1,071

m³ of timber

Enough wood to conserve **1,104 trees**



Data on this page is covered by assurance

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⁵¹ Based on environmental savings of Brambles' products compared to single-use alternatives. For further details regarding how equivalents are calculated, refer to Brambles' *Basis of Preparation – ESG Metrics 2025* document. Cumulative savings are based on the *FY25 Brambles Sustainability Performance Data Summary*, taking the total environmental benefits delivered in customers' supply chains across the five years to 30 June 2025 (excluding environmental benefits from transport collaboration/multimodal programmes), apportioned across our employee headcount as at 30 June 2025.

