

People

Brambles recognises that people are its most important asset and is committed to providing a safe, rewarding and challenging environment for its employees and assisting them in reaching their potential.

Brambles is an equal opportunity employer. Its recruitment and selection processes are based on merit and skill competency. Brambles advertises vacancies internally via its intranet careers site. All suitable employees are encouraged to apply for appropriate roles. The only exception to this approach is targeted succession planning for specific roles.

Employee matters, including development and training, are the responsibility of the Senior Vice President – Human Resources, who reports directly to the Chief Executive Officer.

LABOUR PRACTICES

Brambles supports and upholds the United Nations Universal Declaration of Human Rights, as referenced in its Code of Conduct.

Through its employment policies, Brambles is committed to:

- providing a safe working environment with an objective of achieving Zero Harm through industry best practice in health and safety management;
- being an equal opportunities employer, committed to developing a diverse workforce where everyone is treated fairly irrespective of gender, sexual orientation, age, disability, race or religion;
- creating an environment where everyone is encouraged to give their best and realise their full potential, by providing learning and development opportunities for individuals and groups; and
- ensuring employees can discuss any problem connected with their work confident that they will receive a fair, impartial and confidential review of the issue.

CHEP and Recall pride themselves on promoting diversity within their teams. One example is Recall's European leadership team, which comprises seven different nationalities amongst its nine members. Recall believes that promoting diversity leads to a better understanding of local issues and cultures.

Under the Brambles Speaking Up Policy, everyone is encouraged to notify the company of any suspicions about actual or planned breaches of the law, company policies or the Code of Conduct. Details of whom to approach, how to do so and the subsequent process are clearly outlined. Brambles will not tolerate the victimisation of any employee who speaks up in such circumstances.

12,785
TOTAL NUMBER OF
EMPLOYEES IN FY09*

EMPLOYEES BY BUSINESS UNIT



Recall	37.4%
CHEP EMEA	32.8%
CHEP Americas	17.0%
CHEP Asia-Pacific	12.1%
Corporate	0.7%
Recall	4,784
CHEP EMEA	4,197
CHEP Americas	2,168
CHEP Asia-Pacific	1,546
Corporate	90
TOTAL	12,785

*Employee numbers are the 12 months average for the 2009 financial year.

Brambles continues to ensure that employees are informed of significant company news and strategic developments. Methods of employee communication include announcements and newsletters distributed by email, in-house publications, information posted on the intranet and face to face meetings with senior managers.

Brambles complies with all legislative requirements regarding superannuation and defined benefit plan obligations in the countries in which it operates. For example, in Australia, Brambles contributes at least 9% of employees' base salary to a designated superannuation fund, as required by Australian Federal legislation.

EMPLOYEE ENGAGEMENT

One of Brambles' core values is a commitment to diversity, people and teamwork. It is fundamental that each employee is treated with integrity and respect.

All employment policies and practices are designed with this in mind.

Employee engagement is monitored through the Brambles Engagement Survey (BES). This is extended to all employees and is confidential. It surveys employees' perceptions of their workplace and the data is used to track progress from previous surveys, measure Brambles against internal and external best practice and identify key actions for improvement.

The most recent BES was conducted in April 2008. The response rate of 86% was an improvement of 13 percentage points on the previous survey. The results of the survey were communicated to employees in each business and were used to identify and understand concerns at a local level and to drive action to address any concerns. The next BES will be conducted in November 2009.

Brambles believes that the interests of employees and shareholders should be aligned. This is achieved by ensuring that the Board of Directors and Executive Leadership Team members maintain a minimum shareholding in Brambles Limited. Employee share ownership across the group is encouraged through participation in Brambles' global employee share plan MyShare, which was approved by shareholders at Brambles 2008 AGM.

CASE STUDY: MYSHARE

Under MyShare eligible employees are able to contribute between A\$100 and A\$5,000 from their post tax salary over a twelve month period. Each month, these contributions are used to purchase Brambles shares on the Australian Securities Exchange. If the employee remains employed for two years, and does not sell the purchased or "acquired" shares, Brambles matches the shares on a one for one basis.

Brambles believes this plan is a great way for employees to acquire shares in the company and to build a meaningful stake in its success over time.

In its first year of operation, more than 2,000 employees in 24 countries elected to participate in MyShare, despite the volatile circumstances of most economies. Brambles anticipates that by the end of the first plan year (February 2010), more than half a million shares in Brambles will have been purchased by employees under the MyShare plan.

Brambles has made further improvements to the plan administration for the 2010 plan year, which should see an increase in the number of employees participating.

CASE STUDY: RECALL UK PROVIDES EMPLOYEE BENEFITS

A focus on reward and benefit in Recall UK has seen the introduction of many employee benefits at minimal or no cost – a recognition scheme, loans for annual travel cards, the introduction of a benefits booklet giving employees great discounts on many lifestyle related benefits, reduced gym membership fees and a part government funded bicycle purchase scheme to promote healthy living and the introduction of long term service awards. These additional benefits have had a positive impact on engagement.

CASE STUDY: CHEP SPAIN IS "COMMITTED TO BE A BEST PLACE TO WORK"

CHEP Spain focused on generating employee pride by participating in Spain's "Best Workplaces" survey; a survey designed around a trust and management culture. Over 250 companies participated in the country and CHEP Spain ranked 81 in the top 100 and within the top 20 of its company category. CHEP Spain is now entitled to use the logo "Committed to be a best place to work" – not only engendering pride in current employees but also promoting CHEP's business to the local market and attracting talent through great media exposure.

LABOUR/MANAGEMENT RELATIONS

Brambles respects the individual's right to freedom of association and relates to its people through both collective and individual agreements, according to local law, custom and practice.

Following its formation in 2004, the Brambles European Works Council meets formally on an annual basis. Its purpose is to bring together management and elected workers' representatives from all the EU Member States in which Brambles operates. Representatives are consulted, receive information and give their views on a range of issues such as health and safety, business performance, sales activity, business developments and employment trends. At the last meeting held in Manchester in July 2009 the Group President CHEP EMEA, the Senior Vice President – Human Resources and other senior management attended and took part in wide-ranging discussions with the Works Council members concerning Brambles, CHEP and Recall.

HEALTH AND SAFETY: ZERO HARM

Brambles is committed to achieving Zero Harm. This means zero injuries to employees, contractors, customers and local communities. Brambles' Zero Harm Charter is available on the website.

The Board is responsible for setting health and safety policies. The Group Presidents of CHEP and the Group President and Chief Operating Officer of Recall are responsible for policy implementation and safety performance, within the monitoring and reporting framework governed by the Group Risk Committee. More information is provided in the Corporate Governance Statement in the 2009 Annual Report.

Brambles believes everyone has the right to be safe at work and to return home to their family and friends as healthy as when they started the day.

Brambles' Zero Harm Charter, which sets out the vision, values and behaviours and commitment required to work safely, is provided to all employees and is available on the Brambles website.

Brambles' Zero Harm commitment is based on the belief that all accidents, injuries and harm can and should be prevented. To that end, every manager is accountable for achieving Zero Harm and required to demonstrate leadership in creating a culture which actively promotes Zero Harm. Everyone is responsible for committing and contributing to Zero Harm.

Brambles thinks first of Zero Harm, considering health, safety and the environment in all decisions concerning the development of projects, the selection of commercial partners and suppliers and the launch of new products or services. Economic considerations do not overrule health and safety or environmental concerns.

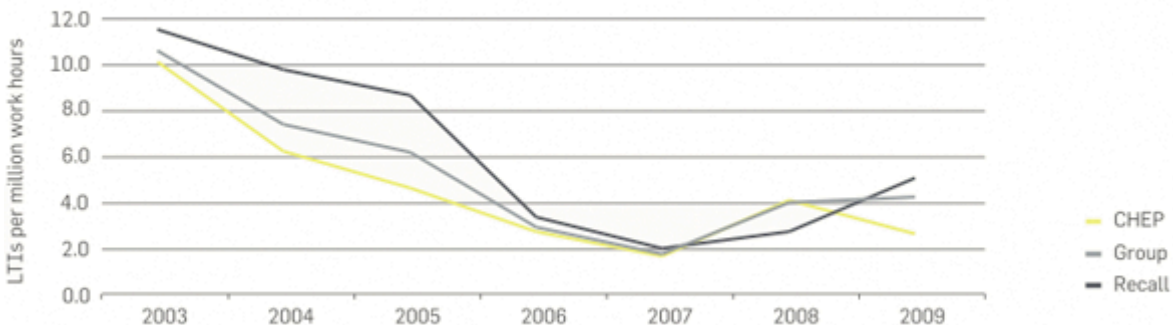
Brambles ensures that occupational health, safety and environment (OHS&E) management systems and training reflect its Zero Harm commitment.

Each business has its own OHS&E management systems, including business-specific policies, procedures, risk assessment, monitoring and compliance mechanisms. These systems include hazard management, near misses and system failure reporting, recording and corrective action procedures. OHS&E management systems are designed to ensure that each employee receives the appropriate safety training.

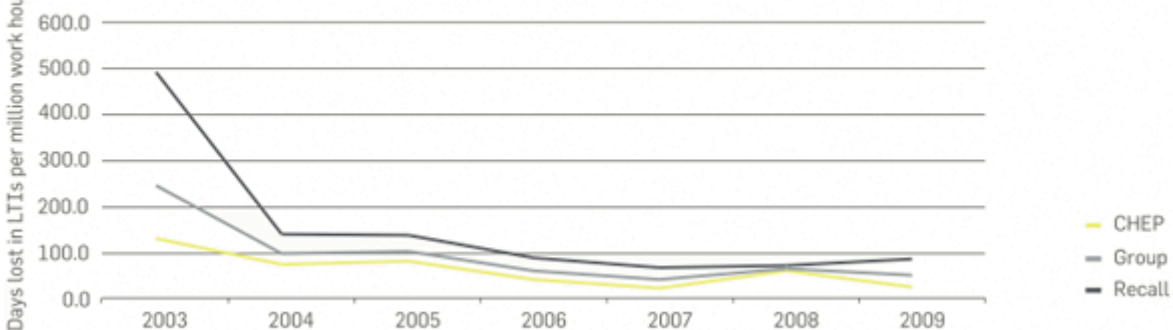
Safety is the responsibility of each individual employee, while accountability for safety is clearly integrated into manager and supervisor job descriptions.

Health and safety performance indicators measure compliance with corporate objectives and milestones, allow assessment of progress and comparison with industry benchmarks and provide incentive for improvement. These are shown below.

BRAMBLES LOST TIME INJURY FREQUENCY RATE



BRAMBLES LOST TIME INJURY SEVERITY RATE



Note: The data posted in the 2008 Annual Report under Lost Time Injury Frequency Rate (LTIFR) varies from that shown in this report. This variance is due to an error in the attribution of a Lost Time Injury (LTI) in the Recall business during this period, when the accident in question was counted in two categories. This was inaccurate and current year data addresses and corrects this error.

Overall, Brambles' health and safety performance has plateaued during the last fiscal year, although to some extent the end of year result does reverse the trend experienced in the previous year of increasing rates of injury across the Group.

At a business level, CHEP continues to drive a reduction in both injuries and their severity across the majority of operations. In contrast, Recall has had a problematic year, with an increase in numbers of incidents generally and some increase in severity, as measured in days lost.

During the year there were, sadly, two work-related fatalities in Recall. In October 2008, a Recall vehicle in Canada struck and killed a pedestrian and in November 2008, Mr Suresh Kumar, an employee of Recall in India, was fatally injured from the collapse of low height file shelving.

Both events have been the subject of major investigations seeking to fully understand their occurrence. These investigations have resulted in a range of actions being undertaken to prevent similar events from taking place both within Recall and across the Brambles Group.

Brambles is unhappy with this level of performance and particularly with the very serious and tragic events of the year in review. These results and events are inconsistent with the goal of Zero Harm. Brambles is working on new strategies to both address the issues identified and create step change in Group-wide health and safety performance. Some of these are reflected in the following case studies.

CASE STUDY: BRAMBLES' SAFETY MANAGEMENT INFORMATION SYSTEM

Brambles is rolling out a safety management information system (SMIS) globally. An initial pilot phase of 27 sites around the globe was successfully completed during the year, with plans in place to have approximately 350 sites implemented by the end of 2009 and the remainder completed in 2010. The system will provide Brambles the capability to communicate and analyse OHS&E, property, equipment, vehicles, business process and security incident knowledge and key learnings online in real time from over 450 sites in 45 countries (in multiple languages).

The SMIS provides an incident reporting and risk management tool that:

- allows users to report from all levels (activity, facility, country, region, business and group);
- has the ability to report and track incidents, near miss reporting and corrective actions;
- includes risk assessment and safety management tools; and
- allows individuals and the business to conduct comparative analyses of performance as well as the underlying root causes for that performance.

The SMIS is a vital tool in Brambles' journey towards Zero Harm. It allows Brambles to put in place a powerful risk management framework for evaluating OHS&E performance.

CASE STUDY: CHEP AUSTRALIA IMPROVES EMPLOYEES' HEALTH AND SAFETY AT HOME

CHEP Australia operates a 'Safety in the Home' program for its employees. A culture of safety at work is a natural extension of being safe at home.

The 'Safety in the Home' guide provides information to employees on the identification of safety hazards in the home and tips on preventative actions. It includes simple steps each individual can take that will assist in keeping themselves and their families safe. The guide covers areas such as ladder safety, lawn mower safety, LPG cylinder safety, cycling, kid-safe backyards and driveways, electrical safety, the flu and healthy living, complete with checklists and references.



As a part of the home safety program CHEP is running a calendar competition, where children submit a safety related picture. Twelve pictures will be selected to feature in a safety calendar for 2010, with the winners receiving prizes to the value of A\$250. Previous calendar images were a great feature and are displayed along with Zero Harm messages at numerous Brambles locations.

CASE STUDY: CHEP EUROPE CONTINUES TO DELIVER SAFETY IMPROVEMENT

CHEP Europe has had another landmark year with respect to safety. Its continuous safety improvement program delivered outstanding results in reducing both the frequency and severity of injuries. During the year the LTIFR frequency was reduced to just 0.5 LTI per one million hours worked, down by 69% compared with the previous year, which represents only three LTIs in 12 months.

CHEP's Birmingham UK Service Centre celebrated three years without a LTI and in February 2009 passed the one million exposed hour mark without an LTI.

TRAINING AND EDUCATION

Brambles is committed to ensuring that all its people are fully trained and equipped to do their job.

A large number of training courses are available to employees through a proprietary web based system, which enables Brambles to monitor the number of training days and their effectiveness.

Brambles operates a competency framework which allows employees to understand the skills and competencies required to do their job, and which ones need to be developed for higher level working.

This framework is at the core of Brambles' performance appraisal systems. Every employee has an annual appraisal with their manager.

Career progression is an important part of Brambles' employment offering and executive development activities that span the organisation. Brambles recruits from many of the best business schools for high potential executives, and provides intensive development opportunities to fast track these individuals.

Vacancies are advertised on the Brambles internal career website, which is available to all employees.

Brambles also holds a number of development centres each year to identify junior and middle managers who have the potential to move to higher levels of the organisation. In the last financial year, 56 executives went through these centres and 17 were subsequently promoted.

CASE STUDY: E-LEARNING

An online training system was first launched to CHEP employees in 2006. It was extended globally to CHEP, Recall and Brambles employees in 2008. The system, currently supplied by Skillsoft, is available to all employees. Over 11,000 employees have registered.

The system provides learning resources for skills improvement, professional development, performance support, and more. Courses range from business skills to desktop skills to employee safety and health training. During the year over 4,000 employees accessed the system and completed more than 8,800 online or instructor-led programs.

CHEP Asia-Pacific employees completed 244 e-learning courses from May-July 2009 and the top five courses were:

1. Advanced Excel 2003;
2. Basic Access 2003;
3. Energising and empowering employees;
4. Developing excellent time management; and
5. Interacting with the customer.

Simon Tall, Accounts Payable Manager with CHEP Australia, recently completed the 'Energising and empowering employees' e-learning course.

"I thoroughly enjoyed it and particularly liked the course content," says Simon.

"In the first few slides, you straight away see that the content clearly explains that energising your direct report does not have to be a sterile process.

"The course guides you through different ways you can encourage your employees in their daily jobs."

Simon said the course also made him realise that communicating people's skills and development needs should be about 'sharpening the saw' and ensuring the tools and processes they are using are working correctly.



CASE STUDY: CHEP SOUTH AFRICA ADDRESSES HIGH COST OF EDUCATION

CHEP South Africa helps employees manage the high cost of education in that region by providing bursaries and scholarships for them and their families. This program is also extended to the general community, where CHEP provides scholarships and bursaries at both secondary and tertiary levels to deserving candidates from underprivileged backgrounds.