

Group Diversity, Equity & Inclusion Policy



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Brambles

CHEP
A Brambles Company

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Summary

The Brambles Group Diversity, Equity & Inclusion (DEI) Policy sets out the organisation's commitment to building a diverse workforce and an inclusive, respectful workplace where everyone can realise their full potential. The policy establishes governance, accountability, and measurable objectives to embed DEI across all aspects of the employee experience. It applies globally to employees, leaders, contractors, and third parties, and aligns with Brambles' Code of Conduct, workplace dignity standards, and local legislation. The policy is underpinned by a zero-tolerance approach to bullying, harassment, and victimisation, and is reviewed annually by leadership and the Board.

Key Takeaways

- **Clear commitment to inclusion:** Brambles is committed to equal opportunity, merit-based recruitment, fair remuneration, and respectful treatment for all colleagues, regardless of personal characteristics or background.
- **Global scope with local alignment:** The policy applies to all employees worldwide and is supported by local laws, policies, and procedures across regions.
- **Zero tolerance for inappropriate behaviour:** Bullying, harassment, and victimisation are not tolerated and may result in disciplinary action, up to and including dismissal, in line with local legislation.
- **Strong governance and accountability:** DEI oversight sits with the Board and Executive Leadership Team, with clear responsibilities across leaders, HR, Employee Resource Groups (ERGs), regional DEI councils, and all employees.
- **Measurable objectives and reporting:** DEI progress is tracked through agreed metrics, including diversity data, employee experience measures, and regulatory reporting (such as Workplace Gender Equality Agency reporting in Australia).
- **Employee Resource Groups are central:** ERGs are supported and sponsored by leadership, focusing on areas such as gender balance, race, disability, neurodiversity, veterans, and LGBTIQ+ inclusion.
- **Inclusive employee experience:** DEI is embedded across recruitment, talent development, promotion, pay equity, training, and leadership behaviours.
- **Shared responsibility:** Every employee, leader, supplier, and customer is expected to uphold DEI principles, speak up against inappropriate behaviour, and act with dignity and respect.

Who does this policy apply to?

This policy covers **all employees** and their responsibilities at work and outside of the workplace, such as when representing the business on third party sites, on business trips or at work-related events or social functions and on-line.

We expect third parties (including suppliers and customers) working with Brambles to align with the principles in this policy and comply with applicable laws in their jurisdictions.

What is important to know about this policy?

Brambles is committed to a diverse workforce and an inclusive workplace. This policy sets the governance framework, measurable objectives, and reporting obligations for DEI across Brambles. It operates alongside the Code of Conduct, Speak Up Policy, Global Dignity at Work Policy, and applicable laws.

As an equal opportunity employer focused on merit-based recruitment, development, and fair remuneration, we commit to taking a zero-tolerance approach to bullying, harassment or victimisation of any kind as permitted by local legislation and commit to ensuring all colleagues are treated, and treat others, with dignity and respect.

We believe that an inclusive work environment allows employees to realise their full potential regardless of gender, race, religion, age, disability, ethnicity, sexual orientation, or any other factor that makes an individual unique.

How this works across locations?

This policy aligns with and reflects local legislation. It is supplemented and supported by local policies and procedures in each country/region as appropriate.

We are taking the following actions to implement this policy:

What we report on:

In our efforts to create a diverse and inclusive work environment we comply with international, national and local regulatory requirements in reporting our progress and performance. We clearly communicate our DEI ambitions, progress and challenges to build trust and encourage collective effort toward achieving DEI objectives.

The Board and Executive Leadership Team have agreed clear measures, subject to periodic review and business context, to be included as part of an Employee Experience Index under our 2030 Workplace Positive Commitments.

Please refer to our annual report for detail on our Group goals and reporting.

As an ASX listed company, each year, Brambles and its CHEP Australia operating company submit mandatory reporting data to the Australian statutory body, *Workplace Gender Equality Agency*.

Further information on reporting can be found [here](#).

Creation & Support of Employee Resource Groups

Employee Resource Groups (ERGs) are voluntary, employee-led groups made up of employees who share common interests, backgrounds, or characteristics, as well as those who are Friends Of these communities.

Our Employee Resource Groups (ERGs) focus on a wide variety of DEI topics, including race, gender balance, disability, veterans support, ethnic minorities, neurodiversity and LGBTIQ+, with executive sponsors promoting and supporting the ERGs' self-identified priorities.

Fostering an inclusive employee experience

We integrate DEI into recruitment via merit-based processes, bias training, and panel interviews to attract top diverse talent. All talent management and training programmes promote inclusion and empower colleagues to foster an inclusive culture.

We regularly track and review diversity metrics in hiring, promotions, pay equity, and employee satisfaction.

Responsibilities by Role

To make our DEI vision and values a reality, each of us has a role to play every day:

Employee category	Responsibility
Brambles Board will:	• approve policy and DEI measurable objectives • oversee progress against DEI measurable objectives and ensure compliance with ASX expectations through periodic reporting and annual review • lead by example and see diversity across the Board (including gender, age, ethnicity, skills, geography)
Executive Leadership Team (ELT) will:	• champion DEI through leadership accountability and resource allocation, for example ensuring training is completed • lead by example and role model inclusive workplace behaviours, stewarding our company culture • take steps to provide an environment of psychological safety and support employees so far as is reasonably practicable and subject to periodic review and business context • ensure DEI metrics reflect the aims and goals of this policy and are monitored and managed appropriately • sponsor Employee Resource Groups
People leaders will:	• Create and maintain psychologically safe, respectful teams, encourage a culture of speaking up, address inappropriate conduct, and support employees so far as is reasonably practicable • work alongside Human Resources team to ensure merit-based recruitment, provide equitable access to training, development and promotion opportunities and ensure fair remuneration • provide the appropriate support, tools and, where required, adjustments for employees to fulfil their roles effectively
HR leadership team will:	• implement this DEI policy and review it annually • report DEI metrics annually

Employee category	Responsibility
	- support the operation of Employee Resource Groups, regional DEI Councils and DEI Champions - support the provision of regular DEI training, including mentoring and coaching the Executive Leadership Team - continue to design merit-based recruitment, development and promotion and fair remuneration that appeal to and support a diverse pool of colleagues, recognising the value of diversity in optimising decision making, innovation, business resilience, agility and adaptability.
Executive Sponsors of Employee Resource Groups will:	- advocate for Employee Resource Groups, focusing on the self-identified priorities of these Groups - actively support, promote and mentor Employee Resource Groups - champion this policy and advocate for inclusion - role model inclusive behaviours
Regional DEI Councils will:	- embed DEI within regional strategies to sustain and develop an inclusive culture - support global DEI programmes and ensure their relevance to regional needs and priorities - be the DEI point of contact for the region and function they represent, sharing best practice - represent and advocate for their regional Employee Resource Groups
Every employee will:	- contribute to a culture of respect, belonging, and mutual understanding - speak up and not be a passive bystander to any inappropriate behaviour - be accountable for their own behaviour, take responsibility for personal development and participate in activities with a DEI focus and objective, where this is reasonably practicable
Suppliers and customers will:	- align with our Code of Conduct and principles of zero harm - take all reasonable steps to comply with local legislation around unlawful behaviours and the treatment of protected characteristics

Rules you should know

Zero tolerance approach

Brambles does not tolerate bullying, harassment, or victimisation and expects all colleagues to act with dignity and respect. Under the Global Dignity & Respect at Work Policy, such conduct is considered misconduct and may lead to disciplinary action, including dismissal for gross misconduct, as permitted by local legislation.

The policy will be:

- reviewed annually.
- modified and amended at the Company's discretion. Employees must follow this policy, but it is not a contract and may be changed by the Company at any time to align with current laws.

Other references you should know about

Related policies can be found by searching the below names on Workday Search / Assistant:

- Corporate Social Responsibility policy
- Brambles Code of Conduct
- Group Dignity & Respect at Work Policy
- Global Employee Privacy Policy
- Speak Up Policy