Basis of Preparation – ESG Metrics 2026

Brambles

Basis of Preparation – ESG Metrics

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Boundaries

The sustainability data presented in the 2026 Annual Report, 2026 Sustainability Review, and 2026 Five-Year Data Performance Summary covers Brambles Limited and its controlled subsidiaries (Brambles) for the financial year ended 30 June 2026 (FY26, or 'the year'). Brambles Limited is an ASX-listed supply chain logistics company with a network of 750+ service centres in ~60 countries, employing ~12,000 people. Brambles is a provider of supply chain logistics solutions based on the provision of reusable pallets, crates, and containers for shared use by multiple participants throughout the supply chain. Brambles primarily serves customers in the fast-moving consumer goods (e.g. dry food, grocery, health, and personal care), fresh produce, beverage, retail, and general manufacturing industries. During FY26 Brambles operated primarily through the CHEP brand and manages its businesses within the following operating segments:

- CHEP EMEA – The pallet and container pooling businesses in Europe, Middle East, Türkiye, and Africa, in addition to the CHEP-branded Reusable Plastic Crate (RPC) business in South Africa
- CHEP Americas – The pallet and container pooling businesses in the Americas, and
- CHEP Asia-Pacific – The pallet and container pooling businesses in Asia-Pacific and the CHEP-branded RPC business in Australia and New Zealand.

The ESG metrics include the results of Brambles Limited's controlled subsidiaries (which excludes joint ventures and associates).

Every year Brambles aims to improve the way data is gathered and processed. This can lead to increased accuracy for already reported figures. When this occurs, Brambles is transparent about data restatements and related fluctuations where material. Where relevant, restatements are explained in footnotes in the Annual Report, Sustainability Review and Five-year Data Performance Summary.

Identification of material topics, key impacts, risks and opportunities

Management reviews sustainability topics on an annual basis to determine those deemed material by its businesses and stakeholders. Brambles identifies sustainability topics through both internal and external stakeholder engagement. Assessment of risks and opportunities arising from material sustainability topics is also conducted as a part of this process through Brambles' Sustainability Risk Committee (SRC).

Stakeholder engagement

To support the identification of material topics Brambles seeks feedback from key stakeholder groups such as government and non-government organisations (NGOs), employees, customers, suppliers, investors and communities. Key stakeholders are identified as those groups significantly impacted by the policies and practices of Brambles businesses.

As part of collecting this feedback, Brambles:

- Engages in iterative conversations with relevant regulatory bodies, government and NGOs, and employee representative bodies
- Conducts customer, employee and supplier surveys and consultation forums
- Uses various channels to communicate with shareholders about its financial and ESG performance, strategies, and activities. This includes the Annual Report and the Annual General Meeting, Half Year results and Investor Roadshows
- Enables detailed analysis by the investment community. A policy of consistent access and treatment is applied, irrespective of the views and recommendations expressed
- Holds briefings with investors and analysts to provide information (both financial and ESG related) and seek feedback from time to time. No new materials or price sensitive information is provided at those briefings unless it has been previously or is simultaneously released to the market. A record of any briefing is maintained, and copies of presentation materials are available on the Brambles website. New or updated information and materials provided at these meetings are also released to the Australian Securities Exchange
- Informs employees of significant company news and strategic developments through regular announcements and newsletters, in-house publications, information posted on the intranet and face-to-face meetings with senior managers
- Conducts a bi-annual employee engagement process, administered through the Brambles Employee Pulse Survey. The survey is confidentially offered to all employees[1]. The results of this survey are communicated to employees. Data is used to track year on year progress from previous surveys, measuring Brambles against internal and external best practice and identifying key actions for improvement
- Gathers the 'voice of the customer' through a variety of channels. This includes strategic leadership forums, face-to-face customer interviews, global market insights, sharing of global best practice throughout Brambles, and customer care centres. Information gathered through this process is used to improve customers' experience of Brambles products, services and people
- Requires its suppliers' practices to be in line with its principles. Brambles is committed to driving efficiency and environmental sustainability in the supply chains it serves. Brambles' Procurement functions are responsible for sourcing suppliers for the business, as well as managing

[1] The survey is administered to all permanent employees who have completed at least three months of service as of the survey date.

those relationships and monitoring performance. Brambles' Compliance function manages supplier adherence to Brambles' compliance requirements. Brambles' Global Procurement Policy was implemented in 2018, is reviewed annually and was last revised in 2025. The Policy confirms the alignment of the Procurement functions to Brambles' Code of Conduct

- Recognises that its business units are proactively collaborating with their third-party managed service centres and suppliers to meet increasing expectations. For example, addressing customers' growing interest in understanding their environmental impact and in turn demonstrating the benefits of using Brambles' products and services. By working in partnership with suppliers as Brambles rolls out its Supplier Code of Conduct, Brambles' business units will be able to improve supply chain transparency and understanding to achieve more sustainable and mutually beneficial outcomes
- Requires designated Regional CEOs (as part of Brambles' internal compliance efforts) to disclose details of any representations received from local communities, governments or legitimate special interest groups raising any significant, or potentially significant, community relations issues in bi-annual management declarations.

Background on Brambles' materiality process

Brambles' risk management processes consider the ASX's Corporate Governance Principles and Recommendations, Fourth Edition.

Economic, environmental, and social sustainability risks are incorporated into the Group's Risk Management Framework and managed by the SRC. For further information on the SRC, refer to the Sustainability Report – Climate Update in the FY26 Annual Report and the Corporate Governance Overview on the Brambles website.

During FY25, Brambles refreshed its understanding of sustainability-related impacts, risks and opportunities across the business and its value chain. This assessment helped identify the sustainability topics most relevant to Brambles and its stakeholders and informed the Group's sustainability strategy and the priorities reflected in the 2030 Sustainability Programme, which was approved by both the Executive Leadership Team (ELT) and Board.

The assessment drew on a range of inputs, including engagement with internal and external stakeholders, employee survey insights, a review of industry practices and peer disclosures, and updated analysis of Brambles' value chain. The assessment was also informed by input from the Group Risk function to ensure consistency with Brambles' broader risk management processes. These activities helped identify the sustainability matters of greatest significance to Brambles' operations and stakeholders, and those with potential to influence business performance over time.

While the assessment identified a broad range of topics across environmental, social and governance areas relevant to Brambles' impacts, risks and opportunities, not all material topics require standalone sustainability targets. Some material topics relate to foundational governance practices or ongoing business conduct areas that are managed through existing policies, processes and risk frameworks rather than time-bound public targets. Brambles' sustainability targets therefore focus on the areas where measurable performance outcomes can best drive strategic progress and reflect stakeholder expectations.

Material topics

The topics identified as material include:

Environmental:

- Impacts on forests, species, habitats, and ecosystem resilience linked to timber sourcing and certification
- Land use and ecosystem impacts, including restoration, conservation and sustainable land management
- Climate change, energy use and emissions reduction
- Waste, circularity and net-positive solutions
- Sustainable sourcing and materials use

Social:

- Health and safety of workers under Brambles' supervision
- Gender equality and inclusion within Brambles' workforce
- Water use, and access and sanitation in local communities

Governance:

- Corporate culture and Zero Harm
- Corruption and bribery
- Management of relationships with suppliers
- Protection of whistleblowers

2030 Sustainability Programme

The 2030 Sustainability Programme was developed taking these material topics into account. The programme covers three focus areas: **Nature Positive**, **Business Positive** and **Communities Positive**.

Brambles aims to achieve all targets set out in the tables below by 30 June 2030 unless otherwise stated.

The nature of long-term sustainability targets, mean they are inherently uncertain and the pathway to achieving them may change as circumstances change. The targets themselves may also evolve over time as circumstances change. The targets below are based on assumptions as at the date of this document, and are subject to uncertainties and risks (some of which may be beyond the control of Brambles) such that undue reliance should not be placed on them.

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	Targets
Forest Positive	• 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 • Maintain 100% sustainably certified timber sourcing • Achieve year-on-year growth in the proportion of Chain-of-Custody certified timber purchases from 2025 • Implement or contribute to one biodiversity initiative in five timber sourcing regions
Climate Positive	• Achieve validated 2030 science-based emission reduction targets to progress towards Brambles' 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 • Maintain 100% renewable electricity in Brambles' operations
Circular Resources	• Implement solutions to 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 • Substitute 80% of virgin plastic purchases with circular materials or solutions • Implement water efficiency initiatives at Brambles operated service centres in water-stressed areas • Implement circular design principles for all new products, including using circular materials or solutions to amplify durability and circularity

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

Target area	Targets
Supply Chain Positive	• 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 cumulatively across the five-year period to 2030
Workplace Positive	• 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 • Maintain the representation of women on the Board at 40% and increase the representation of women in management roles to 40% and in service centre roles to 12%

BASIS OF PREPARATION – ESG METRICS continued

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

Target area	Targets
Positive Policy Impact	• 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 • Implement a global Public Affairs function and develop a policy engagement framework by 2026
Food Positive	• 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	• Proactively contribute to community development and support crisis response programmes in each of Brambles' five operating regions • Develop a framework for a community development programme to support ongoing community needs in each of Brambles' five operating regions by 2026 • Develop a framework for engaging with relevant authorities to support their crisis response programmes in each of Brambles' five operating regions by 2026

Assurance

In FY26, Brambles engaged both PwC and KPMG to undertake assurance engagements in respect of certain information.

PwC and KPMG's assurance scope is set out in detail in their [unmodified] assurance reports. The PwC report is included in the Annual Report. KPMG's reports are included both in the Annual Report, and on the website: Results Centre.

PwC and KPMG have not been engaged to and did not provide assurance over metrics that are not listed within their signed reports.

Data measurement approach, inputs and assumptions

Nature positive

Restoration, conservation or sustainable management of two hectares for every one required for Brambles' timber needs

Scope

Brambles has committed to enable the restoration, conservation or sustainable management of two hectares of land for every one hectare required to supply its timber needs. Performance is assessed on a cumulative basis over the FY26-FY30 Sustainability Programme period; results are not required to be linear year-on-year.

The target applies to land associated with Brambles' global timber sourcing, covering timber used in pallet manufacture and repair across all regions and brands.

First hectare: The first hectare represents the land required to supply Brambles' timber needs where that land is under sustainable management. Where timber is sourced in accordance with Brambles' Global Lumber Sourcing Policy and recognised forest certification standards (refer to 'Sustainably certified timber sourcing' section below), the land area required to supply that timber is recognised as the first hectare, reflecting the sustainable management of forest area through replanting, natural regrowth and responsible forest management practices. As Brambles is committed to maintaining sustainably certified timber sourcing, hectares required and hectares recognised under the first hectare are expected to be equivalent, subject to meeting sustainable management requirements.

Second hectare: The second hectare represents land-based outcomes enabled by Brambles that go beyond sustainable management required for its timber supply. Eligible outcomes include:

- land under ecological restoration
- land under conservation to maintain or enhance ecosystem integrity, and
- land subject to sustainable management actions exceeding baseline sustainable forest management (this includes the creation of new sustainable timber sources, improvements to forest management outside Brambles' supply chain to enable certification and future sourcing, and additional conservation, restoration or ecosystem service outcomes in forests already supplying Brambles).

Second-hectare outcomes may occur both on land outside Brambles' timber supply footprint or on the same land used for timber sourcing[2]. Where the same land is recognised under both the first and second hectare, the contributions must be distinct in purpose and outcome, with the basis for recognition clearly documented and applied consistently[3].

Land may be recognised under the second hectare where Brambles makes a meaningful contribution to enabling the outcome, including through funding, long-term procurement commitments, convening[4], technical input or governance support. Outcomes are recognised once funding is committed, Brambles' contribution is contractually secured, and implementation has commenced or is expected to commence within 12 months following the reporting date. For initiatives recognised prior to implementation commencing, retrospective monitoring is performed to confirm implementation occurs within the expected timeframe.

Recognised outcomes are expected to be maintained over the long-term (i.e. ten years or more) and supported by appropriate governance arrangements.

Calculation

First hectare: The hectares required to supply Brambles' timber needs are calculated by converting annual timber purchase volumes into an estimate of the land area required to grow that timber. The calculation is based on established forestry parameters, including forest productivity, timber growth rates, harvesting cycles and processing yields, derived from scientific literature and industry-recognised datasets. In practical terms, annual sawn timber purchase volumes are adjusted to estimate the volume of standing timber required (using industry-based processing yield assumptions), this is then converted into an area estimate using literature sourced forest productivity factors (growth rates and harvest rotation). Parameters are applied consistently over time, and annual results are aggregated to determine cumulative hectares required.

[2] Where additional outcomes are enabled beyond baseline sustainable management.
[3] An example of this is where Brambles use the timber from the first hectare, this land is then replanted and some years later Brambles enacts further regenerative actions on the same parcel of land.
[4] Being one of the main convenors and/or enabling the project to be established or scaled (playing a structuring role).

Second hectare: The hectares are calculated by summing the eligible hectares associated with Brambles-enabled restoration, conservation and/or additional sustainable management initiatives, in accordance with the eligibility and recognition criteria set out above.

Progress toward the target is assessed by comparing cumulative hectares that are sustainably managed, restored or conserved (first hectare plus second hectare) against the cumulative hectares required to supply Brambles' timber needs. Performance is expressed as a ratio of hectares enabled per hectare required.

Refer to Appendix 1 for calculation formulas.

Data sources and validation

Data used to measure progress includes timber sourcing data from Brambles' procurement systems for the first hectare and project-level documentation, certification records or partner reporting for the second hectare. Partner reporting refers to information provided by external delivery partners that demonstrates the status of implementation and, where relevant, the location or area covered by an initiative. This is complemented by Brambles' project records, such as contractual commitments and evidence of funding or payment. Supporting documentation may vary in format and level of detail by project type, delivery partner and geography; however, Brambles retains sufficient evidence to support eligibility and recognition of hectares reported. Whilst recognition of hectares is based on implementation of activities rather than measured ecological outcomes in a given reporting year, Brambles applies proportionate monitoring and validation approaches through a Monitoring, Reporting and Validation (MRV) framework to support confidence in the effectiveness of initiatives over time. The MRV framework is an internal governance tool and does not determine the timing of hectare recognition.

Sustainably certified timber sourcing

Scope

Brambles has a policy of sustainably certified timber sourcing covering the operations of its controlled subsidiaries. This means the timber is sourced under one of the two most recognised international forestry management schemes, or equivalent endorsed systems. Brambles retains access to documentation confirming that the timber comes through certified sourcing and this is backed up by a certified due diligence process and audit control framework.

Brambles' timber may also be Chain-of-Custody (CoC) certified; this means Brambles has received documentation from the relevant supplier that timber purchased has an associated CoC certification, and this can be verified.

Calculation

At the end of each reporting period, each region submits reports to Brambles on:

- The volume of timber (cubic metres) purchased
- A breakdown of this volume including details of species purchased, including any species that appear on the International Union for Conservation of Nature (IUCN) Red List of threatened species. For species that are classified in the IUCN category of "Near threatened" or worse, the regions are required to provide the volume of timber involved and details on what the business has done to work with suppliers to better understand and optimise its use, so as to not affect the population in a negative way.

Due to the time taken to compile this reporting, and tight reporting timelines, reporting is based on 5 months of actual purchase data and is extrapolated for the remaining month of a six-month reporting period.

Starting in FY26, Brambles has commenced work to collaborate with the relevant certification bodies to further enhance the integrity of timber certifications, including consideration of the impacts on endangered species.

In circumstances where a supplier loses certification, Brambles' approach is determined based on the type of certification held:

- **Timber from certified sourcing:** If Brambles becomes aware that a supplier's source of origin certification is revoked, terminated, or suspended, Brambles stops purchasing from that source. Brambles encourages the supplier to re-certify, and purchasing resumes only once the certification is reinstated.
- **CoC certification:** If Brambles becomes aware that a supplier's CoC certification is revoked, terminated, or suspended, Brambles conducts a due diligence exercise to verify that the timber still comes from certified sourcing and termination/suspension is not related to a critical infringement of CoC requirements (e.g. related to human and worker rights, or unlawful behaviour). The supplier is given up to 12 months to re-certify, provided they have started the process. During this period, timber sourcing will be reported as certified if the timber's sourcing origin is confirmed as certified. If due diligence fails to verify the certified sourcing origin or if certification is not reinstated by the end of the 12-month period, Brambles will stop purchasing from the supplier.

Chain-of-custody certification

Where Brambles' timber is CoC certified, Brambles and its subcontractors purchase timber for use in the operations of Brambles' controlled subsidiaries from suppliers that are CoC certified by one of the two most recognised international forestry standards:

1. Forest Stewardship Council® (FSC®) (FSC®-N004324), and
2. Programme for the Endorsement of Forest Certification (PEFC) (PEFC/01-44-79).

Certification is available under both FSC®, PEFC, or PEFC endorsed schemes. Those schemes require timber originating from certified sourcing is correctly tracked along the supply chain and workers' and human rights requirements are respected.

Buy to sell (BTS) strategy

Under this strategy pallet components are purchased directly by Brambles and then resold to new pallet manufacturers (NPMs) who assemble the pallets. All BTS timber must be CoC certified.

Biodiversity initiatives

Scope

Brambles has committed to implement or contribute to at least one biodiversity initiative in five timber sourcing regions over the FY26-FY30 Sustainability Programme period.

The target applies to initiatives located in Brambles' timber sourcing regions, which may be defined at country, sub-national or ecosystem level. Initiatives may be delivered directly by Brambles or with suppliers, NGOs, communities or other partners.

Qualifying biodiversity initiatives are those intended to enhance biodiversity, including initiatives aimed at improving species abundance and/or reducing extinction risk. Initiatives are recognised where Brambles has made a contribution, including through funding, partnerships, technical input, convening or governance support.

Initiatives may also contribute to other Forest Positive or nature-related targets, including the hectares target, provided eligibility criteria for each target are met and reporting avoids double counting.

Calculation

Initiatives are recognised once funding is committed, Brambles' contribution is contractually secured, and implementation has commenced or is expected to commence within 12 months following the reporting date. Each region is counted once when at least one qualifying biodiversity initiative has been implemented or supported. Performance is assessed on a cumulative basis over FY26-FY30.

Monitoring approaches are determined on a project-by-project basis, proportionate to project context and scope, in line with the MRV framework. Whilst measurement of ecological outcomes is not prescribed and is not required for recognition under this location-based target, Brambles will apply proportionate monitoring and documentation approaches to support confidence in the ecological relevance and effectiveness of initiatives over time.

Progress is assessed using project documentation, partner reporting and internal records confirming implementation and geographic coverage.

Achieve validated science-based emission reduction targets

Science-based targets (SBT)

SBTs are publicly set with the Science Based Targets Initiative (SBTi). The targets provide a path to reduce emissions, which is validated by the SBTi against standards it has developed for businesses to reduce their GHG emissions in line with climate science.

The SBTs to 2030 were derived using the Absolute Contraction Approach for Scope 1 (net), Scope 2 (market-based) and all in-scope categories of Scope 3 with the exception of downstream transportation and distribution (category 9) for which the Sectoral Decarbonisation Approach (SDA Transport tool) was used. These SBTs were validated by the SBTi in 2021. The baseline year for the SBTi target is 2020.

An initial scoping study for materiality was completed at a high level using economic modelling on a summary of financial spend data to determine where more effort and data would be required for the full carbon inventory.

Brambles performs an annual inventory of its full supply chain emissions; however, as some of the categories are deemed immaterial (i.e., not required to meet the SBTi threshold of 67%[5] of total Scope 3 emissions), these immaterial categories are out of scope for Brambles' validated SBTs.

Brambles' Scope 3 SBT emissions categories (covering ~92% of Scope 3 emissions) are as follows:

- Category 2, Capital goods includes the acquisition, processing and transport of new pooling equipment and repair materials
- Category 4, Upstream transportation and distribution
- Category 5, Waste generated in operations at Brambles' operated and subcontracted locations
- Category 9, Downstream transportation and distribution - subcontracted transport services, and
- Category 10, Processing of sold products -Third-party managed service centre operations.

Brambles has a policy to review its SBTs every 5 years, in line with the guidelines of the SBTi.

Scope 1, 2 and 3 greenhouse gas (GHG) emissions

Scope

GHG emissions have been measured in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition 2004). Brambles' reporting boundary for GHG emissions includes its organisational boundary and operational boundary:

Organisational boundary: Brambles applies the operational control approach to establish its organisational boundary for the reporting of GHG emissions. Following this approach allows Brambles to account for emissions from operations where it has sufficient influence to introduce and implement operating policies.

Operational boundary

- Direct GHG emissions from sources that are owned or controlled by businesses and operations within Brambles' organisational boundary are reported as Scope 1 GHG emissions
- GHG emissions from the generation of purchased electricity consumed by these businesses and operations are reported as Scope 2 GHG emissions
- Indirect emissions arising from Brambles' value chain activities are reported as Scope 3 emissions

[5] Refer to the SBTi's GETTING STARTED GUIDE FOR DEVELOPING SCIENCE-BASED TARGETS, version 1.2, October 2025.

Calculation

Scope 1 and 2 GHG emissions inputs

Activity data is collected for locations that contribute to 95% of the Scope 1 and 2 emissions. Emissions from the remaining 5% of locations are estimated based on intensity-based activity data. Scope 1 includes 100% of fleet emissions. Scope 1 and 2 emissions data is collected primarily from vendor reports sent directly to Brambles' sustainability analysis system and from energy and fuel invoices received at smaller locations that are manually recorded in the system. The system estimates supplier data that has not been received from third parties at the time of reporting. Estimations are calculated using the most recent available data from third parties, or where seasonality is significant, using relevant data from the same period in the previous year.

Production data (i.e., issue volumes) used for analysis is by product type and site and is sourced from Brambles' Enterprise Resource Planning (ERP) system.

Scope 3 GHG emissions inputs

For Scope 3 accounting, Brambles' value chain emissions are calculated using a hybrid approach based on direct physical data (e.g., distances travelled, weight of loads, volume of timber) and economic modelling with Input-Output Analysis (IOA).

Spend (Direct/Indirect) data is categorised and mapped to a detailed multi-regional input-output database (EXIOBASE). For many indicators EXIOBASE compiles emissions and resource extractions by country and industry.

Material scope 3 categories include capital goods, upstream transport, waste generated in operations, downstream transport, and processing of sold products.

Capital goods and upstream transport:[6] calculations are performed using both spend data and physical data to confirm completeness and are checked against recent case studies, such as Life Cycle Assessments (LCAs). In FY26 these calculations have been supplemented with survey responses from pallet manufacturers that account for approximately 23% of the timber product volumes purchased.

Physical emissions factors are used from the comprehensive EcoInvent life cycle inventory (Version 3.11) and other high-quality, country-specific sources.

Examples of physical data include volumes of timber and fastenings, litres of paint, number of new pallets and other assets.

Waste: Brambles operates a circular business model. Emissions from waste are therefore calculated using the mass of both materials purchased to replace components that cannot be reused (timber, paint and nails), and pallets scrapped during the period. This approach is also applied to estimate the mass of timber waste used to generate electricity onsite at Brambles operated sites (which is included in Scope 1). Emission factors are applied based on waste solutions in place to divert product waste from landfill.

Downstream transport: data on planned distances travelled and weight of loads is obtained from Brambles' Transport Management System. Emission and consumption factors used are from Global Logistics Emissions Council (GLEC) framework v3.2 unless the carrier is an Environmental Protection Agency (EPA) Smartway partner; where this is the case the more specific Smartway factor has been used in the calculation. Tonne kilometres relating to Smartway partners make up approximately 19% of total tonne kilometres in FY26.

Processing of sold products: emissions from third-party managed service centres are determined based on throughput and representative emissions calculated by reference to Brambles operated service centres. In FY26, these calculations have been supplemented with supplier consumption data received from approximately 30% of the third-party managed service centres through surveys.

Emissions factors

Emissions factors are referenced from the most appropriate regional public sources included in the table below[7]:

Geography	Source of emissions factors	Year
Australia	National Greenhouse Accounts Factors	2025
Canada	National Inventory Report: Greenhouse Gas Sources and Sinks in Canada	2026
	Canada Emission Factors and Reference Values Version 3.0 October	2025
Ireland	Sustainable Energy Authority of Ireland	2025
	AIB Association of Issuing Bodies European Residual Mixes 2025 results, Version 1.0	2026
New Zealand	New Zealand Government Company Emissions Guidance	2026
South Africa	Eskom Integrated Report	2025
United Kingdom	UK Government GHG Conversion Factors for Company Reporting	2025
USA	US Environmental Protection Agency (EPA) eGRID, by state	2023
	US EPA GHG Emissions Factors Hub	2025
	US Residual Mix Factors (Green-e)	2025
Other	International Energy Agency Data Services, by country	2025
	IPCC 2006 Stationary combustion	2006

Assumptions Brambles uses to measure its GHG emissions

Scope 1 and 2

Energy use for periods where actual data is not yet available from suppliers is assumed to be consistent with usage in prior periods for each location (taking seasonal fluctuations into account).

Scope 3

Upstream transport: Upstream transport distances (from timber, paint and nail supplier locations to Brambles' delivery locations) are assumed to be consistent over the period unless notified that distribution and delivery locations have changed.

[6] Upstream transport – is transport to move capital goods from suppliers to Brambles' locations.

[7] Emissions factor sources may evolve over time; this table will be updated each reporting period to reflect the sources referenced in the reporting.

Waste: Materials are only purchased to replace components that cannot be reused or salvaged from pallets scrapped. It is therefore assumed that the mass of repair timber, paint and nails purchased and pallets scrapped are a reliable indicator of product waste disposed. This assumption also applies to the mass of timber consumed onsite to generate electricity (which is included in Scope 1), scrapped pallets are allocated to these sites using an average scrap rate which is applied to the number of pallets that have flowed through the site during the period.

It is assumed that emissions from non-product related waste (e.g., product packaging such as cardboard, plastic wrap, food waste) can be influenced at Brambles operated locations (and are included in the emissions calculation for these locations) and is generated at a consistent rate across all Brambles operated locations.

Downstream transport: Distances used to calculate downstream transport are based on planned distances when actual distances are not available; it is assumed that on average, planned distances will align with actual distances travelled. It is also assumed that vehicles use non-renewable fuel unless otherwise informed by carriers.

Processing of sold products: It is assumed that energy usage at third-party managed locations is consistent with the energy usage for the same type of service centre, in similar geographic locations in the Brambles operated network, unless reliable data is received directly from third-party managed locations in which case the actual data is used. It is assumed that due to the estimations applied and reliance on supplier data, amounts or calculations may change over time.

As data collection processes mature, Brambles is transitioning to report using more physical, product specific data rather than spend-based data in its Scope 3 calculations.

Contractual instruments – Scope 1 and 2 GHG emissions

Brambles' renewable gas use includes the purchase of Renewable Gas Guarantee of Origin (RGGO) Certificates, these are retired once applied.

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 where non-renewable electricity has been sourced from the grid, ensuring alignment with the SBTi's RE100 methodology. Volume data for purchased EACs is recorded against country level electricity consumption, EACs are retired once applied.

Climate Adaptation

Percentage of locations that have undergone a screening assessment for vulnerability to severe weather-related events

Scope

All locations with assets insured by Brambles, both Brambles operated and third party managed, are imported into Marsh's property, risk analytics and insights platform, Blue[i], which uses MunichRe's NATHAN (Natural Hazard Assessment Network) risk assessment data to assess each location against a range of natural hazards.

Calculation

This metric represents the proportion of locations with insured assets, across both Brambles operated and third-party managed locations, that have undergone assessment for vulnerability to severe weather events.

Percentage of Brambles timber procurement professionals trained on the Brambles' Climate Risk Screening Tool

Scope

The total number of Brambles timber procurement professionals is obtained from the Workday HR system at financial year end. Timber procurement professionals are those reporting either directly or indirectly to the Director, Global Strategic Sourcing Timber Product Operations who is also considered a timber procurement professional.

The number of Brambles timber procurement professionals who attended the Timber Risk Screening Tool training is tracked manually using the Microsoft Teams list of attendees. Future reporting will be automated through Brambles' in-house learning platform.

Calculation

This metric represents the proportion of Brambles timber procurement professionals who have completed training on Brambles' Climate Risk Screening Tool, relative to the total number of Brambles timber procurement professionals.

Product Waste

Scope

Brambles has set two product waste-related targets to 2030:

- Implement solutions to divert all product waste from landfill for Brambles operated and subcontracted service centres, and
- Implement net-positive product waste solutions across 80% of Brambles operated and subcontracted service centres.

To achieve these targets, all active service centres that handle Brambles' product (with exceptions noted below) need to implement solutions to divert product waste from landfill.

Product waste includes lumber, plastic, nails, metal plates, digital tracking and tagging devices and paint, where these materials cannot be reclaimed or reused in repairing Brambles' products.

Disposal methods that count towards avoiding landfill include reusing timber or plastic in repair processes or sending product waste to Brambles-approved waste management solutions. These include net-positive solutions or other landfill avoidance solutions, excluding dumping and incineration with no energy or heat reclaim process. Net-positive solutions refer to those that go beyond landfill diversion to turn product waste into a resource with which to create a net-positive impact. Refer to Appendix 3 for the Product Waste Solution Hierarchy.

Brambles performs an exercise to determine the service centres in scope for the product waste performance calculations. The Brambles network is constantly changing with locations opening and closing each year. To enable consistent measurement, the scoping exercise is performed at least twice - once at the start

of the full target period and again in the middle of the target period, producing a fixed list of sites included in scope for reporting.

Both Brambles operated and third-party managed locations are included in the scoping exercise.

The scoping for all active locations uses a 95% pareto[8] based on issue volumes[9]. Issue volumes are used as they are an indicator of the level of activity at each site.

Newly opened service centres and service centres newly classified as in-scope during the reporting period are given a 12-month notice period prior to inclusion within the reporting scope of the target. This is to allow operations teams sufficient time to implement landfill diversion solutions.

Service centres identified as 'closed' are excluded from scope as it is not possible to obtain survey responses from these locations.

Other exclusions include:

- Non-pooled products or materials (e.g., container liners and accessories such as stretch wrap and cling film, as well as other non-product related purchases such as office supplies, service centre equipment, etc.)
- Virtual locations
- Service centres that do not generate or transfer product waste
- Inactive locations
- Service centres where the waste contract is managed by a CHEP customer or participating retailer[10]
- Supplier plants, i.e., third-party plants that manufacture Brambles' products, as products are not classified as Brambles' products until they have left these plants
- Any service centre or specific waste stream within a service centre approved by leadership for a temporary exemption through the established formal exemption process. Total exemptions are capped at 2% of total issues volume in a given financial year
- Waste received from other sources, such as packaging from purchases, is not included. Only Brambles' product waste generated within the boundaries of the physical service centres is in scope for this metric. Brambles does however endeavour to recycle all recyclable materials that pass through its sites.

Calculation

In-scope service centres are sent a biannual product waste survey to capture how each of their product waste streams were managed during the reporting period.

Progress against the product waste-related targets is measured using two metrics:

- Landfill-diversion product waste solutions score (up to 100%)
- Net-positive product waste solutions score (up to 100%)

The results of the survey are used to award each location a score from 0% to 100%. For the first metric, 100% means all product waste streams at the location have solutions in place to divert product waste from landfill, dumping or incineration without energy recapture. For the second metric, 100% means all product waste streams at the location have solutions in place classified as net-positive. For a waste management solution to be considered net-positive, it needs to be closed-loop[11], regenerative[12], resource-positive[13] or communities-positive[14].

Responses per product waste stream are weighted to reflect the materiality of each stream in terms of volume of waste produced at that service centre.

If service centres report that product waste was sent to landfill, dumping or incineration without energy recapture, follow-up details are collected both through the survey and, if needed, through direct communication with service centre representatives on root cause, remediation strategy and implementation timeline to support accurate reporting, mitigation and prioritisation efforts. Implementation of a landfill-diversion or net-positive solution during the reporting period for a product waste stream is considered remediation, and that waste stream will receive a score of 100% for the relevant metric if the remediated solution is in place by the end of the reporting period. In the absence of a completed survey for in-scope service centres, it is assumed that the service centre sent product waste to landfill.

Internal audits and spot checks on the product waste survey responses are performed throughout the reporting period following a risk-based approach.

Virgin plastic substitution

Scope

All Brambles' plastic pooling assets (pallets, crates and containers) and plastic components purchased during the reporting period are in the scope of this metric.

Calculation

To calculate the percentage of virgin plastic substitution, the weight of circular materials is divided by the total weight of virgin plastic and circular materials purchased.

Circular materials are nature positive, waste positive, closed-loop, biomaterials or other materials or solutions that offer other environmental or circular economy benefits as compared to virgin plastic. This excludes timber purchased for use in Brambles' timber pallets as this does not substitute virgin plastic.

[8] A pareto is a way to prioritise what matters most. Using a 95% pareto, Brambles focuses on the sites that represent 95% of its issue volumes.
[9] Total volume of product units flowing through a site during a reporting period.
[10] A participating retailer is a retailer that has signed an agreement to return Brambles' equipment on a timely basis and accept responsibility for losses.
[11] Closed-loop solutions are approved end-of-life solutions that enable Brambles' product waste to be used in making another Brambles product.
[12] Regenerative solutions are approved end-of-life solutions that give Brambles' product waste a second life that regenerates or restores nature.
[13] Resource-positive solutions are approved end-of-life solutions that enable Brambles' product waste to be used in the making of a non-Brambles product.
[14] Communities-positive solutions are approved end-of-life solutions for Brambles' product waste that create a positive social impact in the community.

Circular product design principles

Scope

Brambles aims to implement circular design principles for all new products, including using sustainable materials to improve durability and circularity while considering safety and performance standards.

A product is a fully assembled, ready-to-use pallet, crate, bin or other pooled product that is available for issue to customers under Brambles' share and reuse model.

A new product is a product that incorporates one or more substantial changes to its core structure, primary material composition or functional performance characteristics. In some cases, this may include redesigned product components to improve durability and circularity.

New products are designed using a stage gate framework to assess the business case of each potential new product, which includes how circular design principles are being implemented. This may include conducting LCAs during the design process. Products are designed incorporating digital readiness, waste reduction and planning for closed-loop outcomes at the end of a product's lifecycle.

Calculation

This target is calculated as the number of new products developed with circular design principles divided by the total number of new products developed each period.

Water efficiency initiatives in water-stressed areas

Scope

Brambles has set a 2030 target to implement water efficiency initiatives at Brambles-operated service centres that use operational water and that are located in water-stressed areas.

Water-stressed areas are those that have been assigned a 'high', 'extremely high' or 'arid and low water use' water risk on the Aqueduct Water Risk Atlas tool of the World Resources Institute.

Operational water is defined as water used in the processing of Brambles' products, including activities such as crate and container washing, cutting or controlling dust during reconditioning operations. Operational water excludes any water used for employee hygiene, sanitation, irrigation, or other non-process purposes within the service centre.

Brambles performs a scoping exercise to determine the sites to be included in the calculations for water efficiency performance.

To enable consistent measurement, the scoping exercise is performed at least twice - once at the start of the target period and again in the middle of the target period, producing a fixed list of sites included in scope for reporting.

Active locations are filtered using a 95% pareto based on issues volumes[15], which are used as an indicator of the level of activity at each location. Only Brambles-operated full[16]-service centres are included in the scoping exercise. The Aqueduct Water Risk Atlas tool is then used to establish a preliminary list of sites classified as 'high (40-80%)', 'extremely high (>80%)', and 'arid and low water use'. Out of these sites, only those that consume operational water are in scope for this target.

Calculation

Progress against this target area is measured as percentage of in-scope Brambles-operated service centres that have implemented one or more water efficiency initiatives. A water efficiency initiative includes any projects, equipment or operating procedures that reduce the demand on local high-quality freshwater sources or improve effluent quality to retain freshwater within the natural treatment and reuse cycle rather than removing it from potable-quality pathways. These initiatives can include process optimisation, equipment upgrades, water recycling and reuse, leak detection and preventative maintenance, or implementation of alternative cleaning methods.

Internal audits and spot checks on the implementation and continued maintenance of water efficiency initiatives are performed throughout the reporting period following a risk-based approach.

Business positive

Avoided environmental impacts

Scope

This section describes the methods used to estimate the avoided environmental impacts that the Brambles share and reuse model produces in its customers' supply chains. Calculations stated in the pooling model diagram (refer to pages 8 and 9 in the 2026 Annual Report) are based on the results of LCAs conducted for pallets, RPCs, and foldable bins.

LCA studies provide the unit factors for CO_2-e emissions, water consumption, timber consumption, and total waste to landfill generated by products. They cover the whole lifecycle of the product, from the raw materials to the end of life.

LCA studies have been independently conducted by external consultants in accordance with the ISO 14044 Life Cycle Assessment methodology. The European[17], USA and Australian Pallets studies, the Australia and New Zealand RPC studies, and the Australia foldable bins studies, which when aggregated represent more than 85% of issue volumes included in the calculation, have been subjected to a peer review process.

[15] Total volume of product units flowing through a location during a reporting period.
[16] This excludes Brambles operated Total Pallet Management (TPM) operations at customer locations.
[17] Excludes the 0604 Pallet.

Calculation

To quantify total avoided environmental impacts, LCA unit factors are applied to corresponding equipment issue volumes in each region. Only regions/countries with LCA studies available were considered for the calculations, as per the table below[18]:

Region / Country	Timber Pallets LCA	RPC LCA	Foldable Bins LCA
Europe	X		
North America	X		
South America	X		
South Africa	X		
Australia	X	X	X
New Zealand		X	

The LCA studies consider the savings generated when using the specific equipment types below when compared to a single-use alternative:

Region	Equipment	LCA Completed By
Europe	8060 Pallet	RDC Environment
Europe	1208 Pallet	RDC Environment
Europe	1210 Pallet	RDC Environment
Europe	0604 Pallet	RDC Environment
North America (USA and Canada)	48x40 Inch Pallet	RDC Environment
North America (Canada)	48x20 Inch Pallet	RDC Environment
South Africa	1210 Pallet	RDC Environment
South America	1210 Pallet	RDC Environment
Mexico	48x40 Inch Pallet	RDC Environment
Australia	1165 Pallet	RMIT University
Australia	RPC	RMIT University
Australia	Foldable Bins	Arete Sustainability
New Zealand	RPC	Arete Sustainability

This approach represents a conservative estimate of the annual global environmental benefits of Brambles' pooled solutions, since it does not include:

- Savings from regions that don't currently have an LCA, or
- All equipment types, and therefore not all equipment used by customers in the year.

The number of trees preserved through Brambles customers' adoption of its pooled timber pallets is determined by converting saved timber volume (m^3) into equivalent tree units (which is approximately $1m^3$ to 1 tree).

Equivalents

Environmental benefits are also apportioned by the total number of Brambles employees and compared to recognisable items (e.g. annual US household CO_2-e emissions, number of garbage trucks etc.) to provide meaningful context for Brambles employees when reading the Sustainability Review.

To calculate the environmental benefits equivalents the following inputs are used:

- The United States Environmental Protection Agency's Greenhouse Gas Equivalencies Calculator | US EPA to translate the tonnes of CO_2-e into the equivalent of carbon emissions produced by homes in the US
- The number of water tank trucks is calculated based on trucks with a 20,000-litre tank
- The number of garbage trucks is calculated using the amount of waste in an average garbage truck per the Greenhouse Gases Equivalencies Calculator - Calculations and References | US EPA.

Partnerships

Scope

The Positive Partnerships target measures the number of external partners with which Brambles has engaged in sustainability collaborations, where the partnerships are intended to deliver outcomes that go beyond standard commercial or transactional activities. These partnerships are categorised across key partner and partnership types, including:

Partner types	Partnership types
Suppliers	• Product innovation • Decarbonisation • Forestry, and • Due diligence corrective action plans
Customers	• Logistics • Total Pallet Management (TPM) service centres • Digital solutions, and • Sustainability reporting
NGOs, federations, associations and education bodies	Support collective action and capability building

For the stakeholder to be eligible for inclusion, they must have engaged in a partnership with Brambles that has demonstrated a positive impact on one or more of the Brambles 2030 Sustainability goals and/or Sustainable Development Goals (SDGs).

Calculation

Brambles first assesses the nature of the partnerships to determine their eligibility and then counts the number of associated stakeholders with which it has collaborated.

A partnership is eligible if it is active in at least one reporting year during the FY26-FY30 Sustainability Programme. Each partner associated with the qualifying partnership contributes to:

- The incremental annual count in the year in which it is first recognised, and
- The cumulative total toward the FY30 target.

[18] The list of LCAs will evolve over time, new LCAs will be added to the calculations as the relevant studies are finalised.

Partners associated with multi-year partnerships are counted once, in the first financial year in which they are active and are not duplicated in subsequent years for cumulative reporting.

Partnerships are classified as operational or non-operational, which impacts the basis on which the count of partners is performed.

Partners associated with non-operational partnerships are counted once at the legal entity level in the financial year in which they become active. Partnerships with the same partner in different countries are counted separately. Supplier due diligence partnerships are recognised once approved through Brambles' third-party onboarding process and are counted at the supplier legal entity level.

Partners associated with operational partnerships, including logistics, TPMs and supplier decarbonisation initiatives, are counted at the site or project-level. Distinct projects with the same partner may be counted separately where they relate to clearly differentiated initiatives, technologies or markets. Supplier decarbonisation initiatives are recognised only where implementation of actions is demonstrated.

Deduplication is applied within the same partnership type, financial year and country. Potential overlaps across different partnership categories are reviewed through internal governance processes to determine appropriate treatment and avoid double counting.

Lost time injury frequency rate (LTIFR)

Scope

LTIFR is Brambles' primary measure of safety performance, replacing the Brambles Injury Frequency Rate (BIFR) from 2026. This approach will enable Brambles to benchmark its performance against industry peers and strengthen its approach to risk management and injury prevention strategies.

Although reporting and investigation of all incidents plays a role in making a safer workplace, only incidents impacting Brambles employees and contractors, labour hire, or temporary employees working under Brambles' supervision will be considered as Brambles Recordable Incidents and used in the calculation of LTIFR.

Incidents on site at Brambles' operations not involving workers under Brambles' supervision i.e. third-party managed service centre employees, visitors, customers and third parties (e.g. trades people, servicemen, etc.) are reported and investigated but are not included in LTIFR. Serious incidents occurring at third-party managed operations are reported to Brambles and, where possible, the findings of the investigations are provided to Brambles for review but are not included in LTIFR.

Brambles performs a scoping exercise prior to the start of each financial year to determine the Brambles operated sites (which includes plants and offices) in scope for the financial year. New Brambles operated sites are included in scope if they have been in operation for at least six months prior to the start of the financial year.

Calculation

LTIFR represents the number of lost time injuries per one million work hours (exposure hours) over a specified period. As a widely adopted industry benchmark for occupational health and safety, LTIFR enables consistent performance tracking and supports Brambles' commitment to maintaining a safe and healthy workplace for all workers under Brambles' supervision.

Exposure hours refer to the total number of working hours used in the calculation of LTIFR and are recorded in iCARE, a system designed for managing incidents and related processes and hosted by the third-party provider VelocityEHS.

For hourly workers, exposure hours are based on actual hours worked. For salaried employees, exposure hours are estimated using contracted hours. Labour hire[19] hours are manually captured from time reports submitted to Brambles.

Employee Experience Index

Scope

Brambles measures its Diversity, Equity, and Inclusion (DEI) progress using the Employee Experience (EX) Index. The EX Index consists of the following core components:

- **Diversity:** women in leadership roles – calculated as the percentage of women in Senior Director and above roles
- **Equity:** fair pay, comprising of two elements:
  - Pay Parity – the median compa-ratio[20] comparison by gender, and
  - Living Wage[21] for all Brambles employees – defined as pay that supports a decent standard of living, externally benchmarked and reviewed annually
- **Inclusion:** Inclusivity Index (combined authenticity and inclusion measures) – measured through the Brambles' Global Engagement (Pulse) Survey.

Calculation

The EX Index is calculated and reported as an overall weighted score comprising women in leadership, pay parity, living wage and inclusion.

Women in leadership roles

Roles in Brambles are evaluated using a points factor comparison method[22] and placed into bands, with leadership roles defined as Senior Director (band 4+) and above (through to band 8 being CEO).

Brambles calculates the percentage of women in leadership roles by comparing the number of female leadership employees to the total number of leadership employees.

[19] Labour hire is a process where a company, the labour hire agency, employs workers and then provides those workers to another company, the host employer, for a specific period.

[20] A compa (comparison) ratio is a metric that compares an employee's salary to the midpoint of their salary range.

[21] Data taken from the Living Wage database (WageIndicator) from the WageIndicator Foundation.

[22] Factors (e.g., skill, effort, responsibility, working conditions) are used for comparison between jobs. Each factor is assigned a point value based on its importance to the job. Factors are not explicitly weighted, but their importance is considered when ranking jobs against benchmarks. Jobs are assigned points based on how well they meet each factor.

Pay parity

The compa-ratio for all employees other than operational service centre employees[23] is calculated by comparing their base pay to the midpoint salary for their respective position within Brambles. The individual results are collated and the median compa-ratio for females is compared to the median compa-ratio for males to determine the percentage variance between genders. This is done for each band in each country, as well as in aggregate. 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.

Living wage

A living wage refers to the remuneration received for a standard work week by an employee in a particular place sufficient to afford a decent standard of living for the worker and their family[24]. Living wage is assessed against the externally recognised WageIndicator dataset using a consistent point-in-time benchmark and reviewed annually. It is assessed for all employees.

Where any employee's total remuneration is below the relevant living wage benchmark for that country (or region within the country where applicable), the whole country the employee is employed by will be counted as not meeting the living wage benchmark.

Inclusion

Employee engagement is monitored using Brambles' Global Engagement (Pulse) Survey (the survey), which is managed through Glint, a third-party provider. The survey gathers feedback from employees, focusing on various aspects of the employee experience and workplace culture, including purpose, growth, authenticity, inclusion, clarity, empowerment, connection, wellbeing, and overall employee engagement. Insights gained from these surveys help identify areas for improvement, monitor progress, track trends in employee engagement, and enable Brambles to make data-driven decisions aligned with its strategic priorities.

The scores from the survey for the two questions 'I feel comfortable being myself at work' and 'leaders at our company value different perspectives' are averaged to determine the inclusivity index.

The survey is administered to all permanent employees who have completed at least three months of service as of the survey date. This survey excludes fixed-term or casual employees, students, interns, and contractors, except in Japan, where fixed-term employees are included due to contractual norms that allow them to become permanent after several years.

The survey aims to gauge employees' perceptions of their workplace environment. The gathered data serves several purposes: tracking progress compared to previous surveys, benchmarking Brambles against both internal and external best practices, and identifying areas for improvement. The survey results are anonymised, with only aggregated results being reported.

Comments and sentiment analysis are carried out using Glint's narrative intelligence to identify main themes and areas needing attention across Brambles employee demographics. The Global DEI team compares these scores against benchmark data sourced from Glint's High Performing Benchmark (top 25th percentile of all Glint customers). The team's goal is to identify global trends and develop internal initiatives aimed at improving scores in key areas and overall engagement.

Women on the Board

Brambles determines the percentage of women on the Board by comparing the number of female Board members to the total number of Board members.

Women in management roles

Management roles are defined as band 3 and above (through to band 8 being CEO). Non-management roles are defined as bands 0 to 2.

Brambles determines the percentage of women in management roles by comparing the number of female management employees to the total number of management employees.

Women in service centre roles

In determining the percentage of women in service centres, Brambles follows a similar calculation as for women in management, but it includes all female employees whose usual workplace is a service centre.

Communities positive

Policy engagement, community development and crisis response frameworks

A framework is defined as a basic supporting structure, approach, strategy, system, or set of ideas used to shape, guide, or resolve complex problems.

Food surplus rescued

Scope

By utilising its position in the supply chain and its resources, Brambles can help to reduce food waste and connect surplus food with partners who help communities in need.

Food surplus is considered rescued by Brambles when it is redirected to, and received by, food rescue organisations and was transported using Brambles platforms.

Calculation

The weight of surplus food rescued is calculated using the number of Brambles pooling assets collected from food rescue organisations during the year multiplied by the average load bearing capacity of each asset type. The average load bearing capacity is approximately 80% of the maximum capacity (this percentage is determined using professional judgment and assumes that not all assets would have been fully loaded).

The number of meals served represents an estimated number of meals that could typically be prepared with the surplus food

[23] Collective bargaining and hourly rates rather than salary ranges are generally in place for these employees.

[24] Source: Global Living Wage Coalition. Elements of a 'decent' standard of living include food, water, housing, education, health care, transportation, clothing, and other essential needs including provision for unexpected events.

donated to food rescue organisations using Brambles' platforms. To calculate the number of meals served, the weight of surplus food rescued is divided by an average weight per meal conversion obtained from Brambles' food rescue partners.

In-kind donations

In-kind donations relate to the use of Brambles pooling assets by food rescue organisations at no cost or at reduced rates compared to standard charges.

Monetary donations

Monetary donations refer to financial contributions to charitable causes or organisations made by Brambles during the financial year (including where Brambles matches employee donations).

Volunteering

Brambles collects, aggregates, and reports data for employee volunteer hours and calculates the corresponding value of these hours. Brambles has an employee volunteering policy that grants employees three days of paid volunteer leave per year, during usual contracted hours, to contribute to community-based not-for-profit, educational, or environmental organisations. Brambles collects the number of manager-approved volunteer hours recorded in HR systems. The value of the volunteered hours is calculated using the actual annual hourly salary (based on the full-time equivalent salary and contracted hours) of the volunteering employee.

Appendix 1: Metric calculations

Metric	Calculation
Two hectares for every hectare used	First hectare (annual hectares required) = timber purchased (m^3) / average sawmill yield / proportion of tree biomass usable as sawlogs / average standing m^3 of biomass per hectare at harvest (representing approximately 122.24m^3 per hectare) Second hectare = total area recognised during the reporting period across all eligible initiatives 2-for-1 ratio achieved= (first hectare (where sustainably managed) + second hectare) / first hectare
Sustainably certified timber sourcing	Timber purchased through certified sourcing (m^3) / total timber purchased (m^3)
Chain-of-Custody (CoC) certified timber	CoC certified timber purchased (m^3) / total timber purchased (m^3)
Implement or contribute to one biodiversity initiative in five timber sourcing regions	Count of unique timber sourcing regions with ≥1 biodiversity initiative
Scope 1 & 2 CO_2-e emissions	Physical activity data x emissions factor
Scope 3 CO_2-e – Capital goods	New pooling equipment plus repair materials (timber, paint and nails) purchased (by mass) x emissions factor The emissions factor may be a supplier-specific factor (where available) or an EcoInvent LCI factor
Scope 3 CO_2-e emissions – Logistics (includes upstream and downstream transport)	Distance × mass × emissions factor The emissions factor may be specific to the carrier (where available), from EPA Smartways (where the carrier is a Smartways partner) or from GLEC
Scope 3 CO_2-e emissions – Waste generated in operations	Repair materials (timber, paint and nails) purchased plus pooling equipment scrapped during the period (by mass) x DEFRA emissions factor
Scope 3 CO_2-e emissions – Processing of sold products	Issue volumes processed through third-party managed locations converted to twenty-foot equivalent units (TEUs) x emissions factor Emissions factors are either supplier-specific factors (where available) or based on the emissions intensity for an equivalent Brambles operated location (before taking decarbonisation improvements into account)
% renewable electricity	Renewable electricity consumed / total electricity consumed
Percentage of locations that have undergone a screening assessment for vulnerability to severe weather-related events	Total number of locations (both Brambles operated and third-party managed) with insured assets assessed for vulnerability to severe weather events / total number of locations (both Brambles operated and third-party managed) with insured assets
Percentage of Brambles timber procurement professionals trained	Number of Brambles timber procurement professionals trained on Brambles' Climate Risk Screening Tool / total number of Brambles timber procurement professionals
Sites with solutions in place to divert product waste from landfill	Sum of points awarded to each in-scope service centre / total number of service centres in scope

BASIS OF PREPARATION – ESG METRICS continued

Metric	Calculation
Net-positive product waste solutions	Sum of points awarded to each in-scope service centre / total number of service centres in scope
Water efficiency initiatives	In-scope service centres that have implemented one or more water efficiency initiative(s) / total number of sites in scope
Substitute virgin plastic with circular materials	Total tonnes circular materials purchased / (total tonnes plastic purchased + total tonnes circular materials purchased)
Circular design principles for new products	Number of new products developed with circular design principles / number of new products developed
Avoided environmental impacts	LCA product factor = linear product factor – Brambles' product factor Avoided environmental impacts = issues volumes by product x LCA product factor
Sustainability collaborations with partners across supply network	Sum of the nine metrics below
• Suppliers – product innovation	Number of suppliers engaged in at least one active project
• Suppliers – decarbonisation	Number of suppliers part of the Climate Smart Programme
• Suppliers – forestry	Number of strategic suppliers with partnership agreements and/or forest projects
• Suppliers – due diligence	Number of suppliers with a due diligence action plan
• NGOs, federations & associations, education bodies partners	Number of signed agreements or cooperation charters
• Customers – logistics	Number of active lanes
• Customers – TPMs	Number of active TPM locations
• Customers – digital	Number of active partnerships with Digital Supply Chain and Diagnostics
• Customers – joint events & reporting	Number of active partnerships
Lost time injury frequency rate (LTIFR)	LTIFR incidents / number of exposure hours x 1,000,000 exposure hours
Employee Experience-Index (EX index)	(Living wage x 10%) + (pay parity x 30%) + (inclusivity index x 30%) + (% women in leadership roles x 30%)
• Living wage	Number of countries where living wage is met / total number of countries of operation
• Pay parity	(Median of compa-ratio for female – median of compa-ratio for male) / median of compa-ratio for male
• Inclusivity index	(Pulse survey inclusion score + Pulse survey authenticity score) / 2
• Women in leadership roles	Leadership employees that have identified as female / (leadership employees that have identified as female + male + identified as neither)

BASIS OF PREPARATION – ESG METRICS continued

Metric	Calculation
Women in management roles	Same as 'women in leadership roles' (except band 3 rather than 4+)
Women in service centre roles	Employees located in service centres that have identified as female / (employees located in service centres that have identified as female + male + identified as neither)
Food surplus rescued	Number of Brambles assets collected from (or issued to) food banks x average loading capacity per asset type
Number of meals served	Weight of surplus food rescued / average weight per meal

Appendix 2: Glossary

Term	Definition
Asset productivity initiatives	Initiatives that improve the utilisation, efficiency, or lifespan of Brambles' pooled assets, resulting in avoided environmental impacts compared to baseline performance. These initiatives do not involve the introduction of new pooled assets to replace linear alternatives but improve the performance of assets already in the pool.
Assurance	Assurance relates to the review of sustainability data by an independent third party.
Avoided CO_2-e emissions	The reduction in greenhouse gas emissions, expressed as carbon dioxide equivalent (CO_2-e), achieved through the use of Brambles' pooled solutions compared with the emissions impacts of the most commonly used linear alternatives in the absence of pooling.
Avoided environmental impacts	Reductions in environmental damage generated in customers' supply chains through the use of Brambles' pooled solutions, calculated using independent LCAs and reflecting benefits including CO_2-e emissions, water consumption, timber consumption, and/or total waste to landfill generated by products.
Baseline year	The baseline year is the reference reporting period against which Brambles measures and compares changes in greenhouse gas emissions, climate-related metrics and/or progress toward climate-related targets.
Band (employees)	Roles in Brambles are evaluated using a points factor comparison method of job evaluation and placed into bands. Band 0 (or operational service centre based) employees are front line workers, operating and working on the production line of Brambles' service centres. Band 8 is the CEO.
Biodiversity	The variability among living organisms from all sources, including diversity within species, between species and of ecosystems.
Biogenic emissions	Biogenic emissions are emissions from burning or decomposing biomass such as biofuels or timber.
Biomaterials	Materials that are derived from, or produced by, biological organisms like plants, animals, bacteria, fungi, and other life forms. For the purpose of the Circular Materials targets, this excludes timber purchased for use in Brambles' timber pallets as this does not substitute virgin plastic.
Carbon dioxide equivalent (CO_2-e)	CO_2-e is the universal unit of measurement to indicate the full global warming potential (GWP) of a particular greenhouse gas emission. It considers the GWP of each of the six Kyoto greenhouse gases (carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulphur hexafluoride (SF_6)), plus nitrogentrifluoride (NF_3) and expresses them in terms of the equivalent units of carbon dioxide. It is used for measuring and reporting different emissions sources on a common basis. At the corporate level, CO_2-e is typically reported in kilotonnes (kt).
Chain-of-custody (CoC) certification	CoC certification applies to all organisations handling timber after harvest, including sawmills, NPMs, and Brambles. CoC establishes traceability rules to ensure certified timber is not substituted or mixed with non-certified material as it moves through the supply chain.
Circular design principles	Circular design principles consider the most appropriate component materials, which may include nature positive, waste-positive, closed-loop, biomaterials or other circular materials or solutions.
Circular materials or solutions	Circular materials or solutions are ones that are nature-positive, waste-positive, closed-loop, biomaterials or other materials or solutions that offer other environmental or circular economy benefits as compared to virgin plastic.
Closed-loop materials	Materials that are derived from Brambles' product waste and used in the making of another Brambles product. Where a product/component is salvaged and continued to be used in its original form/state, this is not considered a closed-loop solution as that component itself is not considered Brambles' product waste.

BASIS OF PREPARATION – ESG METRICS continued

Term	Definition
Conservation	The process of protecting and managing land in ways that maintain or enhance the ecological integrity of ecosystems, safeguard natural habitats, and support the long-term viability of populations of species in their natural surroundings.
Containers	Brambles' business is organised into several service lines, which includes Pallets, RPCs, and Containers. Containers are used in the bulk goods, automotive, aerospace, and chemical sectors.
Ecosystem services	Contributions made by nature, leading to benefits that people and businesses obtain from ecosystems, such as provision of natural resources, water regulation and habitat support.
Employees other than operational service centre employees	This category includes individuals engaged in corporate, administrative, managerial, and functional support responsibilities – such as finance, human resources, information technology, sales, marketing, as well as certain operational support functions.
Employee Experience Index	Brambles measures its Diversity, Equity, and Inclusion (DEI) progress using the Employee Experience (EX) Index. The EX Index consists of the following core components: **Diversity:** women in leadership roles – calculated as the percentage of women in Senior Director and above roles **Equity:** fair pay, comprising of two elements: • Pay Parity – the median compa-ratio[25] comparison by gender, and • Living Wage[26] for all Brambles employees – defined as pay that supports a decent standard of living, externally benchmarked and reviewed annually **Inclusion:** Inclusivity Index (combined authenticity and inclusion measures) – measured through the Brambles' Global Engagement (Pulse) Survey.
Energy Attribute Certificate (EACs)	Each EAC represents 1 MWh of renewable energy that has been produced and added to the grid.
Greenhouse gas (GHG) emissions	Gases that trap heat in the atmosphere are often called greenhouse gases. Some greenhouse gases, such as carbon dioxide, occur naturally and are emitted to the atmosphere through natural processes and human activities. Other greenhouse gases (e.g. fluorinated gases) are created and emitted solely through human activities. The principal greenhouse gases that enter the atmosphere because of human activities are carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O) and fluorinated gases. Like most businesses, Brambles impacts on climate change through the consumption of energy, which entails the burning of fossil fuels.
Leadership roles	Leadership roles are defined as Senior Director and above.
Life Cycle Assessment (LCA)	A systematic methodology for assessing the environmental impacts of a product or system across its entire lifecycle, from raw material extraction to end-of-life. Brambles' LCAs are conducted in accordance with ISO 14044.
Linear alternatives	Single-use or non-pooled packaging systems that are most commonly used in the absence of Brambles' pooled solutions and are used as the reference case in LCA comparisons.
Living wage	A living wage refers to the remuneration received for a standard work week by a worker in a particular place sufficient to afford a decent standard of living for the worker and their family. Elements of a decent standard of living include food, water, housing, education, health care, transportation, clothing, and other essential needs including provision for unexpected events. Source: What is a Living Wage? - Global Living Wage Coalition
Lost time injuries	Lost time injuries occur when the impact of a workplace incident prevents an employee from reporting to work on the next working day following that incident due to hospitalisation, or by the order of a qualified licensed medical practitioner or due to the inability of Brambles to accommodate the individual in such a way that the employee can perform a full day's useful work at full wages. The calculation of lost time for LTIFR reporting purposes includes regularly scheduled workdays (e.g. Monday to Friday or whatever

[25] A compa (comparison) ratio is a metric that compares an employee's salary to the midpoint of their salary range.
[26] Data taken from the Living Wage database (WageIndicator) from the WageIndicator Foundation.

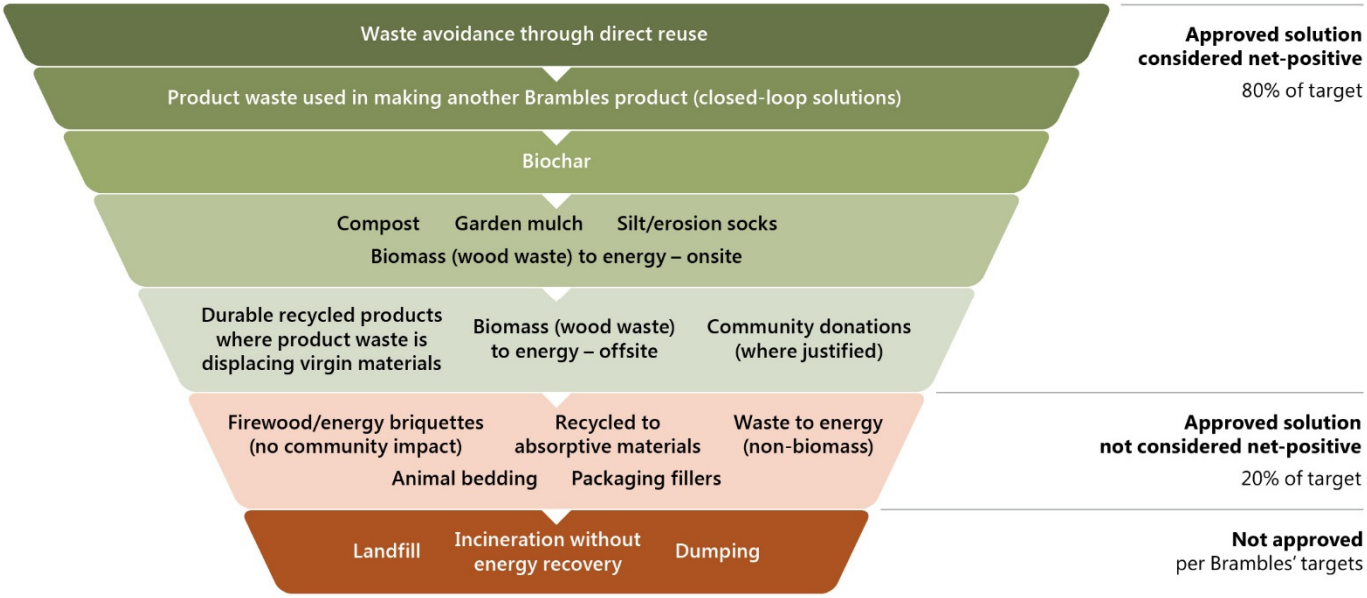
BASIS OF PREPARATION – ESG METRICS continued

Term	Definition
	common practice for workdays at the site may be) beginning the day after the incident through the last day before the injured employee returns to work. Time off scheduled and approved prior to the incident coinciding with all or part of the period of Lost Time is not included in the total amount of Lost Time.
Lost Time Injury Frequency (LTIFR)	Lost Time Injury Frequency Rate is the primary measure of safety performance in Brambles. It measures work-related lost time incidents per million work hours (exposure hours).
Nature-positive materials	Nature-positive materials deliver nature-positive contributions and outcomes, meaning that they are derived in a way that retains and restores species, ecosystems, and/or natural processes at a global, national and/or landscape level. For the purpose of the Circular Materials targets, because sustainably certified timber sourcing is considered part of Brambles' business as usual operation, timber sourced in this manner will not necessarily be considered nature-positive unless it is sourced in line with the above principles.
Operational control	Locations considered to be under Brambles' operational control are those where Brambles has full authority to introduce and implement its operating policies and are controlled by Brambles. Direct emissions from operations at these locations fall within Scope 1 and 2. Emissions produced by third-party managed locations are included as part of the Processing of sold products emissions category (Scope 3).
Operational service centre employees	Front line employees, operating and working on the production line of Brambles' service centres.
Other non-virgin plastic materials or polymer-based additives	Materials that demonstrate circular economy value compared to virgin plastics. This includes, but is not limited to, recycled fillers, chemically recycled polymer feedstocks, industrial byproduct materials used as additives, and similar inputs that reduce reliance on virgin plastic.
Pallets	Brambles' business is organised into several service lines, which include Pallets, RPCs, and Containers. Pallets are used by customers in multiple supply chains, in particular consumer goods, fresh produce, and general manufacturing, across three regions: Americas; Europe, Middle East & Africa (EMEA); and Asia-Pacific.
Partner	An external stakeholder formally engaged by Brambles in a collaborative relationship to advance shared sustainability goals, including: • Customer: an entity that pays to use Brambles' pooling equipment and engages with Brambles in a formal collaboration to advance sustainability objectives • Supplier: a current or prospective supplier or service provider that collaborates with Brambles beyond a transactional relationship to support shared sustainability goals • NGO: a non-profit, civil society, or mission-driven organisation that collaborates with Brambles to support sustainability outcomes • Federation, industry body, and trade association: a trade, sectoral, or professional organisation representing collective industry interests, with which Brambles collaborates to advance sector-wide sustainability practices, standards, policy engagement, or collective action • Educational or academic partner: an accredited educational or research institution formally collaborating with Brambles to advance sustainability goals through research, education, innovation, or capacity-building.
Pooled solutions	Reusable pallets, crates, and containers provided by Brambles for shared use among multiple customers across the supply chain.
Regeneration	For Brambles, regeneration is a process that aims to: • put back more than what the business uses • halt degradation to ecosystems and the depletion of resources and capital • activate processes that restore damage from over-exploitation. To put it simply, being regenerative means creating environmental, financial and social value. For example, by contributing to the regeneration of two hectares for every one required for Brambles' timber needs (through restoration, conservation and sustainable management of land) or by operating in a way that aims to consume waste and create natural resources.

BASIS OF PREPARATION – ESG METRICS continued

Term	Definition
Restoration	Actions intended to assist the recovery of ecosystems that have been degraded, damaged or converted, with the aim of improving ecological condition and functioning over time.
Reusable Plastic Crates (RPCs)	Brambles' business is organised into several service lines, which include Pallets, RPCs, and Containers. RPCs serve the fresh produce sector.
RE100	RE100 is the global corporate renewable energy initiative bringing together hundreds of large and ambitious businesses committed to 100% renewable electricity https://www.there100.org/ RE100 methodology is endorsed by SBTi as part of their scope 2 criteria.
Sustainably certified timber sourcing	Brambles has a policy of sustainably certified timber sourcing covering the operations of its controlled subsidiaries. This means the timber is sourced under one of the two most recognised international forestry management schemes, or equivalent endorsed systems. Brambles retains access to documentation confirming that the timber comes through certified sourcing and this is backed up by a certified due diligence process and audit control framework.
Sustainable management	Sustainable management refers to land managed in compliance with Brambles' Global Procurement Policy – Lumber Sourcing, including in accordance with one of the two most globally-recognised standards, FSC® (FSC®–N004324) or PEFC (PEFC/01-44-79). Both FSC® and PEFC standards include requirements to prevent deforestation and forest conversion.
Science Based Targets (SBTs)	Targets that are publicly set with the Science Based Targets Initiative. The targets provide a clearly defined path to reduce emissions in line with the Paris Agreement goals https://sciencebasedtargets.org/
Scope 1, Scope 2 and Scope 3 greenhouse gas emissions	Scope 1: direct emissions from owned or controlled sources. Gross Scope 1 emissions include biogenic emissions. Net Scope 1 emissions exclude the impact of renewable gas guarantee of origin certificates and biogenic emissions. Scope 2: indirect emissions from the generation of purchased energy. There are two methods used to calculate Scope 2 emissions: • Market-based: Reflects emissions from electricity that companies have purposefully chosen. It derives emission factors from contractual instruments, which include any type of contract between two parties for the sale and purchase of energy bundled with attributes about the energy generation, or for unbundled attribute claims • Location-based: Calculated using the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data). Scope 3: all indirect emissions (not included in Scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions. Source: https://ghgprotocol.org/
Target period	The target period is the five-year period starting from 1 July 2025 through to 30 June 2030, which applies to certain (but not all) targets, as identified above.
The IUCN Red List of Threatened Species™	The IUCN Red List of Threatened Species™ is recognised as a leading inventory of the global conservation status of plant and animal species. It uses a set of criteria to evaluate the extinction risk of thousands of species and subspecies. These criteria are relevant to all species and all regions of the world. With its strong scientific base, the IUCN Red List is recognised as the most authoritative guide to the status of biological diversity.
The year	Brambles' 2026 financial year: 1 July 2025 – 30 June 2026. Unless otherwise stated, references to the year 2026 or 2025 relate to the financial year.
Total Pallet Management (TPM)	Brambles's TPM program offered to major manufacturers and retailers allows Brambles to manage a customer's pallet needs on-site and supply pallets and containers without the need for additional transport. Customers' use of the TPM program helps optimise the network and reduces the energy requirements associated with the pallet pool. This helps reduce the number of pallets that have to be returned to Brambles sites for repair.

BASIS OF PREPARATION – ESG METRICS continued

Term	Definition
Twenty Foot Equivalent Unit (TEU)	The TEU is borrowed from a logistics term to describe the capacity of a shipping container. Brambles uses it to describe the equivalent factors for the size of its products. TEUs are used in both the logistics collaboration calculation and to calculate subcontracted service centre emissions (which are a material component of Scope 3 emissions).
Waste-positive materials	Materials that are sourced externally to Brambles and reused, repurposed, or recycled for use in the making of a Brambles product. This excludes product waste, which falls under the definition of closed-loop materials when used in the making of another Brambles product.
Water-stressed areas	Water-stressed areas are those that have been assigned a “high”, “extremely high” or “arid and low water use” water risk on the Aqueduct Water Risk Atlas of the World Resources Institute.

Appendix 3: Product Waste Solution Hierarchy