The background of the slide is a dark blue gradient. On the right side, there is a dense, dynamic cluster of various 3D geometric shapes. These shapes include cubes, spheres, triangles, and pyramids, rendered in shades of light blue and pink. They appear to be floating or falling from the top right towards the bottom right, creating a sense of movement and depth. The shapes are semi-transparent, allowing some to overlap and appear darker.

# Gender Pay Gap Report 2025

Covering the period April 2023 to April 2024

**Brambles**

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# We are the living network

At Brambles, we are committed to fostering an inclusive, diverse, and equitable workplace where everyone has the opportunity to thrive. As a global leader in supply chain solutions, operating in over 60 countries primarily through our CHEP brand, we recognise that diversity, equity and inclusion are key drivers of innovation, performance, and long-term success.

Our global workforce of approximately 13,000 people is central to our mission of connecting the world's supply chains sustainably. We believe that fairness, equity, and transparency are fundamental to building an organisation where all employees are valued and rewarded fairly.

This gender pay gap report reflects our ongoing commitment to closing the gap, ensuring equal opportunities for all, and driving meaningful change both within our business and across our industry. While we have made progress, we remain dedicated to continuous improvement, fostering a workplace where gender equality is not just a goal but a reality.

"Closing the gender pay gap is not just a compliance exercise – it's about building a culture where every employee feels valued and empowered. A key focus for us in the coming year is enhancing the overall Employee Experience – ensuring that every aspect, from onboarding and recognition to engagement, culture, belonging, wellbeing, and the policies and processes that guide our people, supports fairness and inclusion. By taking actionable steps and holding ourselves accountable, we are driving meaningful change to ensure that our people are rewarded fairly for the work they do."



**Lucy Knight**  
Chief People Officer

"We believe that true progress comes from creating an environment where everyone – regardless of gender – has an equal opportunity to succeed. While we recognise the work still to be done, we are committed to real change that drives equity and fairness across our business. This report is a testament to our dedication, and we will continue striving for a workplace where talent, ambition, and contribution are the only measures of success."



**Alasdair Hamblin**  
Regional General Manager,  
UKI, Iberia, Benelux & Nordics

# Understanding our data

Brambles in the UK operates several legal entities, with two meeting the criteria required for gender pay gap reporting: Brambles Holdings (UK) Ltd and CHEP UK Ltd.

Brambles Holdings (UK) Ltd represents our central based functions in the UK. This is the first year we are reporting data for this entity as we have now met the headcount threshold required.

CHEP UK Ltd represents UK specific operations, including our operational service centres. This entity has a high share of male employees, with men primarily in operational roles in our service centres, while most women hold office-based positions. This pattern is common in the supply chain and logistics sectors, where female representation tends to be lower than average.

Our pay and bonus gaps are driven by uneven gender representation across all levels of our organisation, a long-term challenge that we are committed to addressing. The pay and bonus gaps do not, however, indicate that men and women are being paid differently for equal work.

## Pay

We use an objective job architecture system with defined pay ranges for each job band, regardless of gender. Annual, data-driven reviews ensure our pay ranges remain competitive and fair. By consistently applying the same pay structure to all employees, regardless of gender, we demonstrate our commitment to treating men and women equally and ensure that everyone is compensated fairly.

## Bonus

We operate several bonus schemes based on job band, ensuring that all employees are rewarded equally for their job responsibilities and performance, regardless of gender. Linking our bonus schemes to objective criteria helps ensure fair and equal compensation. We also operate a global voluntary employee share plan, 'MyShare' which is available to all employees.

## Reporting period

The data is retrospective, with pay gap data relating to April 2024 and bonus data covering the period April 2023 to April 2024.

## Gender pay gap

The gender pay gap measures the difference in average earnings between men and women within an organisation at a specific point in time.

## Gender pay gap vs equal pay

Equal pay refers to ensuring that men and women receive the same pay for the same or similar work. In contrast, the gender pay gap reflects overall differences in average earnings and does not account for role, seniority, or job type.

## Calculating the mean gender pay gap

The mean gender pay gap compares the average hourly pay for women and men across the organisation. The same calculation applies to bonus pay.

## Calculating the median gender pay gap

If all employees were lined up in order of earnings, the median pay gap would be the difference between the hourly rate of the middle-earning woman and the middle-earning man. This calculation is also used for median bonus pay.

## Gender proportions across pay quartiles

Quartiles represent the pay rates from the lowest to the highest for our employees, split into four equal-sized groups and showing the percentage of men and women in each group.

By understanding these measures, we can better assess pay equality, identify trends, and continue working towards a more balanced and inclusive workplace.

Figures reported for 2024 are reflective of employees' gross pay after any reduction for a salary sacrifice scheme, in line with government guidance. Bonus metrics are calculated based on rewards related to profit sharing, productivity, performance, incentive and long service awards with a monetary value.



# Our results

While we are required to report gender pay gap data for each UK legal entity with 250 or more employees separately, we have also chosen to present a combined view of our UK workforce to provide a transparent picture of our overall gender pay gap.

Combining the entities causes a shift in representation, which in turn affects the figures compared to presenting each entity separately. This highlights how our gender pay gap is driven by uneven gender representation across all levels of our organisation.

The large number of male employees in operational roles, on the lower end of the wage spectrum lowers the overall male average salary. Since far fewer female employees hold these roles, their average salary remains higher and leads to a pay gap that favours women.

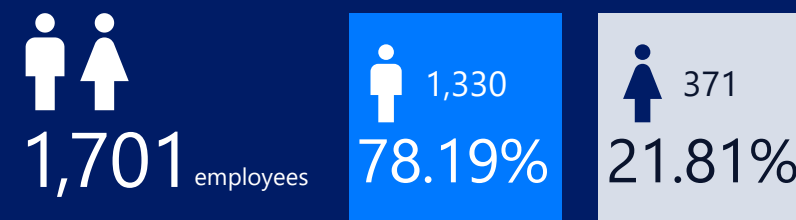
## Representation by job category

■ Men ■ Women



## Brambles Holdings (UK) Ltd and CHEP UK Ltd combined

### Headcount and gender representation



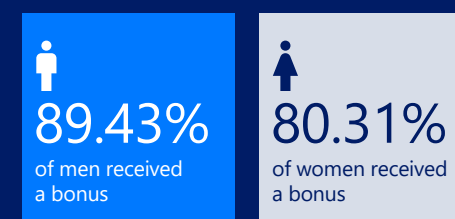
### Gender proportions across pay quartiles



### Pay



### Bonus



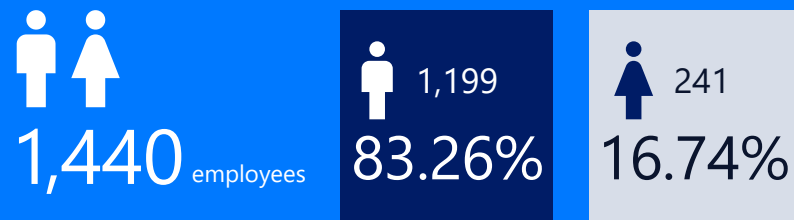
The percentage of men and women receiving a bonus is influenced by several factors, such as employees becoming eligible for a bonus for the first time, and employees joining and leaving our organisation.

# Breaking down our results

## CHEP UK Ltd

Our UK specific operations, including our operational service centres.

### Headcount and gender representation



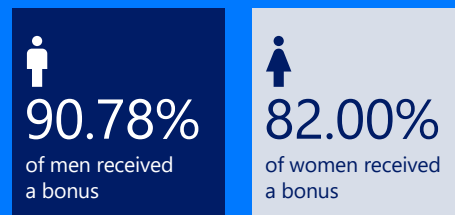
### Gender proportions across pay quartiles



### Pay



### Bonus



Representation is uneven, with women largely underrepresented in operational roles in our service centres, and in our senior roles which attract higher salaries and bonuses. This imbalance drives the pay and bonus gaps. Increasing female representation in supply chain and leadership is not only the right thing to do – it is a crucial step toward achieving our 2025 sustainability targets: at least 40% women in management roles and increasing the number of women in our operational service centres.

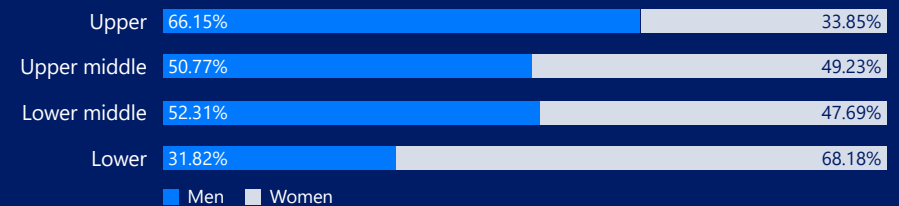
## Brambles Holdings (UK) Ltd

Our central based functions in the UK, which are mostly office based.

### Headcount and gender representation



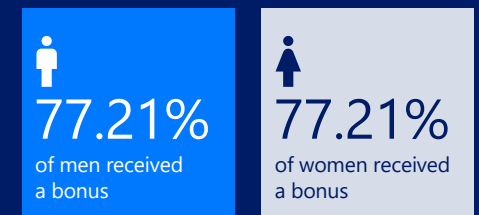
### Gender proportions across pay quartiles



### Pay



### Bonus



Representation is well balanced, but it is uneven across our job bands, with women disproportionately represented in senior roles which attract higher salaries and bonuses. This imbalance drives the pay and bonus gaps. We remain committed to enhancing gender balance within managerial roles and continue to make progress in our goal of having 40% representation of women in managerial roles by the end of FY25.

# Actions for success

We believe a diverse, equitable, and inclusive workplace benefits our people, strengthens our business, and is the right thing to do. We are committed to increasing women's representation at all levels, ensuring equal opportunities for career growth. Through targeted hiring, retention, and development efforts, we are building a workforce that reflects our diverse communities.

By embedding these efforts into our culture, we foster innovation, enhance collaboration, and drive long-term success. We are actively increasing women's representation in leadership, decision-making, and key business areas to create a workplace where everyone thrives.

Expanding women's representation in supply chain and leadership is key to achieving our 2025 sustainability targets: at least 40% women in management and increasing the number of women in our operational service centres. This commitment strengthens gender balance and builds a more equitable organisation.

"Across our organisation we're striving to dismantle the barriers that women face in advancing their careers and attaining positions of leadership. This includes bringing awareness to bias and outdated ways of working as well as promoting what great male allyship looks like. We're doing this by creating a psychologically safe work environment that ensures women and underrepresented groups in our business can have their voices heard, so that we can work collaboratively toward solutions that make an impact. As part of this commitment, we recently held groups of confidential listening sessions for women in leadership across our global Supply Chain function to better understand the barriers they face in terms of career progression. This research has provided valuable insights and helped us to create solutions which we can implement across our wider business as best practice, ensuring a more inclusive and equitable work environment for everyone."



**Sabrina Remedios**  
Global Director, Diversity, Equity & Inclusion

## Progression

- To better understand the challenges women face in advancing to management positions, we conducted research to help us identify barriers to progression. Using these insights, we continue to take action to drive meaningful change and create a workplace where women can thrive.
- We have a dedicated mentoring programme, supporting women in supply chain to develop and advance their careers.
- We encourage targeted training, by offering learning opportunities tailored to equip women with the skills they need to progress.

## Inclusive Recruitment and Promotion Practices

- We use enhanced recruitment practices to ensure diverse representation in our candidate slates.
- We are strengthening leadership capabilities to foster agility, inclusivity, and a talent pipeline that is prepared for the future.
- We will continue to assess equity and fairness in our annual salary reviews, bonus awards, and both internal and external job offers.
- Reviewing our job architecture framework is a milestone on our journey towards greater workplace equity and talent transparency. Over the past year, we have improved how we categorise and identify what people do, enabling clearer understanding and fairer opportunities for all.

## Policies

- We now provide support to women navigating the menopause and raising awareness and understanding to all colleagues.
- We are maximising and promoting policies that support career progression, including raising awareness of flexible working and other initiatives.
- We are continuously reviewing, improving, and developing inclusive policies to remove barriers, enhance opportunities for women, and create a workplace where everyone can thrive.



# Fostering an inclusive and accessible workplace

At Brambles, we strive to be the smart choice for both our current employees and future talent by creating a workplace that is inclusive, equitable, and accessible for all. This fosters equal opportunities, values diversity, and promotes equity.



**AdaptAbility** is our key accessibility initiative, designed to fulfil our commitment to becoming an access-friendly, disability-confident, and neurodiversity-confident employer. As the first accessibility initiative of its kind in our European business, AdaptAbility recognises that everyone has different abilities, and that colleagues with disabilities or long-term conditions may need tailored support to thrive.

In 2023, we took a significant step forward by launching our **Workplace Adjustments Policy and Plan**. In 2024, we have focused on enhancing the initiative with:

- Accessibility IT training sessions to ensure digital inclusivity.
- Disability awareness training for all employees.
- Specialised disability training for people managers.
- Accessible communication guidance to promote inclusive interactions across the organisation.



We recently joined Business Disability Forum (BDF) as Partners. BDF is a UK membership organisation dedicated to disability inclusion. It works with businesses, government, and disabled people to remove barriers, fostering a more accessible and inclusive workplace where everyone can contribute and thrive.

## Everway

In addition, we've partnered with Everway (formerly Texthelp) to launch Read&Write globally – a powerful suite of digital literacy support tools designed to empower everyone to work with greater confidence, accuracy, and efficiency. These tools are available not only to our people but also extend to their family members, ensuring broader access to essential support.



View the video to see how we are working towards our commitment to becoming the most access-friendly and disability-confident employer in the UK and Ireland.



# Putting our customers at the heart of everything

Our Customer Experience ambition is to be the supply chain partner of choice, today and tomorrow. Our people are the key to achieve this and our FY24 European strategy focused on building our customer centric culture, where we put our customers at the heart of everything we do.

A customer first culture drives a more equitable workplace by promoting empathy and respect and encouraging inclusivity and fairness. This enables us to attract and nurture talent as an organisation that appeals to individuals of all genders.

CARE is our cultural programme which empowers our people to build their customer centric skills and behaviours. In FY24, we launched our CARE learning pathway – which included foundational training and interactive workshops, tailored to our people's roles. This equips our people with the practical knowledge, skills and insights to put our customers first in all aspects of their daily roles.

Along with wider learning and initiatives, our CARE learning pathway brings us closer to our Customer Experience ambition and is a pivotal step towards being a mature, customer centric organisation.



"Leading the CARE program has been an incredibly rewarding journey. Seeing our people embrace a customer-centric mindset and apply the skills they've gained to make a real difference for our customer is inspiring."



**Rebecca Bemrose**  
CARE Programme Senior Manager, Europe

"As we aim to become the supply chain partner of choice, the CARE learning pathway has been instrumental in aligning our entire workforce to this vision. It's about more than just processes – it's about understanding the bigger picture and the role we all play in creating a customer-centric organisation."



**Ben Murphy**  
Transformation Lead, Customer Experience

# Celebrating 50 years

2024 marked the 50th anniversary of CHEP UK & Ireland (UK&I), a momentous milestone that we proudly celebrated throughout the year. From family fun days held across the country to a spectacular evening event, we came together to honour this incredible journey and the people who have been instrumental in our success.

The celebrations culminated in a night to remember, where we marked 50 years of CHEP UK&I with an unforgettable event. It was a night dedicated to honouring our exceptional colleagues and their achievements, reflecting on our legacy, and embracing a future filled with opportunity. This milestone not only allowed us to celebrate our past, but also served as an inspiration for our people – reinforcing the impact of their contributions, fostering a sense of pride and belonging, and motivating us all to continue driving excellence.

As we look ahead, this anniversary reaffirms our unwavering commitment to diversity, equity, and inclusion as we continue to grow and evolve together.

What a remarkable journey it has been!

*Here's to the next 50 years*



"In my 40 years at CHEP, I've seen firsthand how our commitment to excellence has shaped our success. As we celebrate 50 years, I'm proud to be part of a company with such a bright future."



**John Riley**  
Director  
Loss Prevention &  
Recovery Europe

"Having been with CHEP for over 40 years, I've seen the company grow into something truly special. The relationships we build and the teamwork we share make this place feel like home, and I'm proud to be part of it."



**Debbie Hughes**  
PA to Country  
Leadership Team



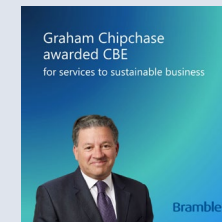
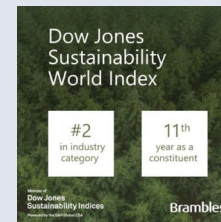
# We are proud of what we have achieved

2025 marks our 10th year as a **Top Employer** for the UK, our 8th for Ireland and the 3rd year we received the global award.

Being recognised as a Top Employer reinforces our commitment to creating an inclusive, supportive, and high-performing workplace. This achievement not only strengthens our ability to attract and retain top talent, but also drives meaningful change by fostering a culture of continuous development, well-being, and diversity.

By setting industry-leading standards in employee experience, we empower our people to thrive – ultimately contributing to a more innovative, engaged, and sustainable future for our business and the communities we serve. More than just a recognition, this milestone highlights our role in leading change and challenging traditional models of work. By continuously evolving our approach, we are disrupting conventional HR practices, redefining workplace excellence, and setting new benchmarks for inclusion, flexibility, and employee empowerment.

In celebration of the 10-year milestone, we hosted a virtual Fireside Chat to reflect on our incredible journey over the last decade. Claire Mathews from the Top Employer Institute also joined the panel, to share her insights and celebrate our exceptional HR policies and programmes that continue to push boundaries and drive transformational change.



Proud to be a Global Top Employer 2025



"It's been wonderful to follow the journey and witness how CHEP has improved and evolved its HR practices, year after year, supported by strong business results. Closing the gender pay gap strengthens businesses, empowers individuals, and drives a more inclusive future for all. We are proud of our 10 year partnership with CHEP."



**Claire Mathews**  
Global Account Manager, Top Employers Institute

"Being a Top Employer reflects the incredible work environment we've built. It's more than an award – it validates the supportive, positive, and empowering culture that keeps us engaged and growing."



**Katie Ingham**  
Director, Retail & Asset Productivity