

The background of the entire page is a dark blue gradient. On the right side, there is a large, dense cluster of 3D geometric shapes in various shades of blue and purple. These shapes include cubes, spheres, triangles, and pyramids, some of which are semi-transparent, creating a complex, layered effect. The shapes appear to be floating or falling from the top right towards the bottom right.

UK Gender Pay Gap Report 2026

Covering the period April 2024 to April 2025

Brambles

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 entity has well-balanced representation, but distribution varies across job bands. Women are concentrated in lower paying job bands and under-represented in senior roles which attract higher salaries and bonuses.

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.

Our bonus participation gaps are influenced by joiners, leavers and employees becoming eligible for a bonus for the first time as well as structural and policy factors.

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 equitably for their job responsibilities and performance, regardless of gender. Linking our bonus schemes to objective criteria helps ensure fair and equitable 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 2025 and bonus data covering the period April 2024 to April 2025.

Gender pay gap

The gender pay gap measures the differences 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

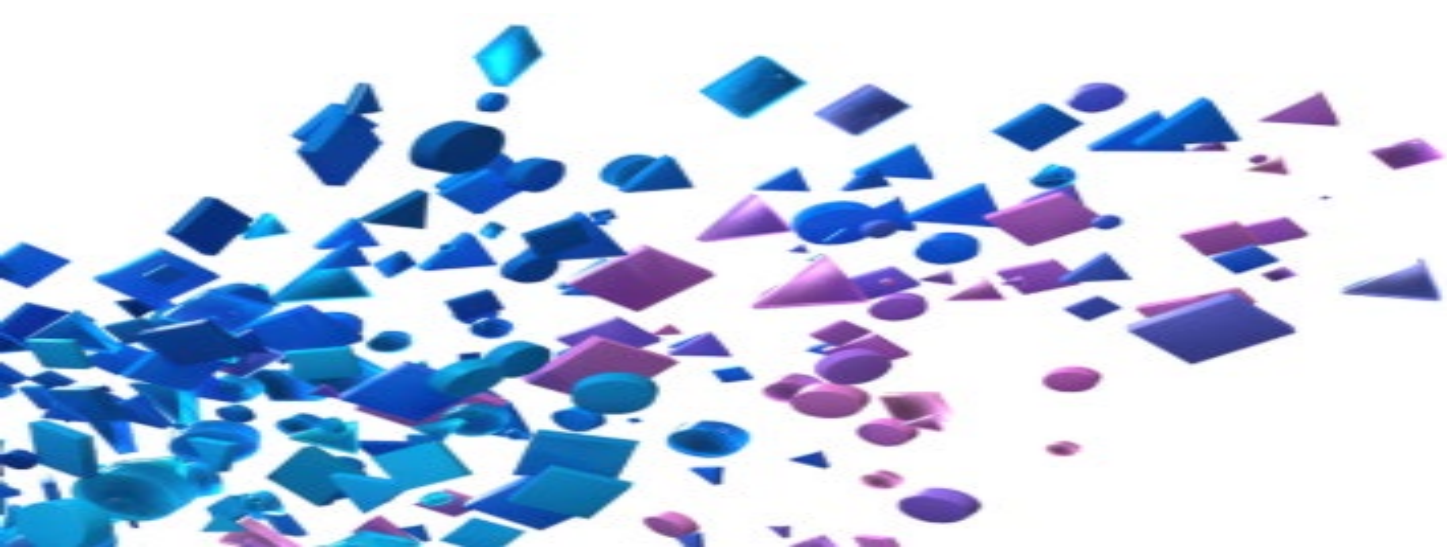
If all employees were lined up in order of earnings, the median pay gap would be the difference between the hourly rate of the middle-earning woman and the middle-earning man. This calculation is also used for median bonus pay.

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.

Participation gaps

Participation gaps show the percentage of men and women who received a bonus.



Our results

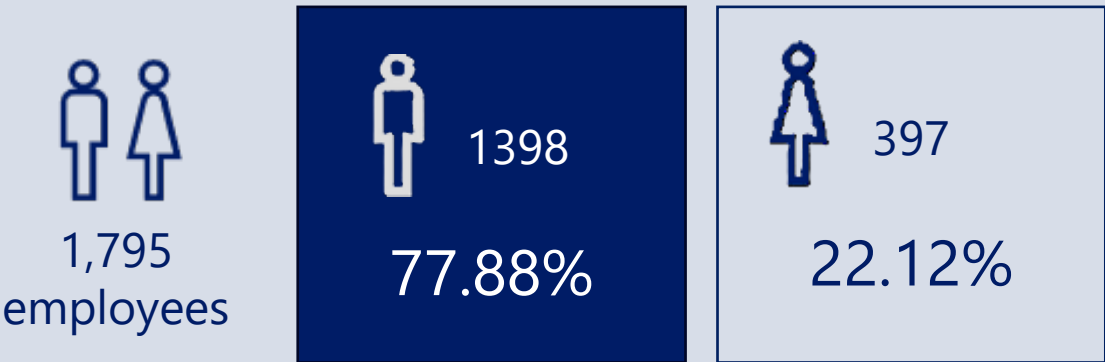
While we are required to report gender pay gap data for each UK legal entity with 250 or more employees separately, we have also chosen to present a combined view of our UK workforce to provide a transparent picture of our overall gender pay gap.

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 fewer female employees hold these roles, their average salary remains higher and leads to a pay gap that favours women.

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

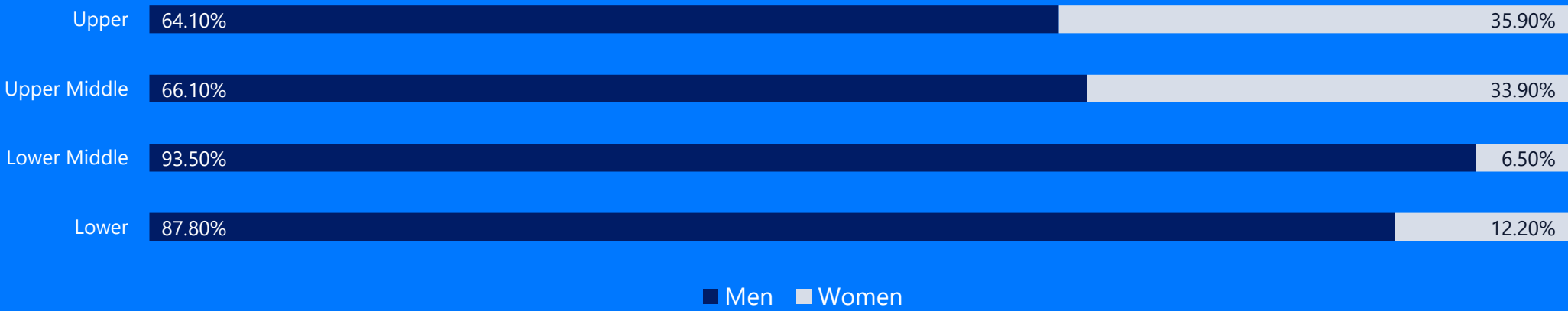
Headcount and gender representation



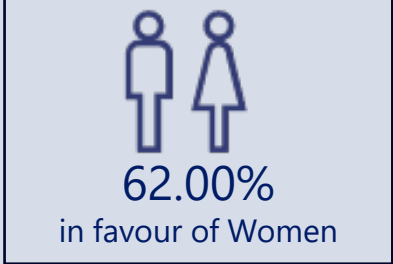
Representation by job category



Gender proportions across pay quartiles



Median pay gap



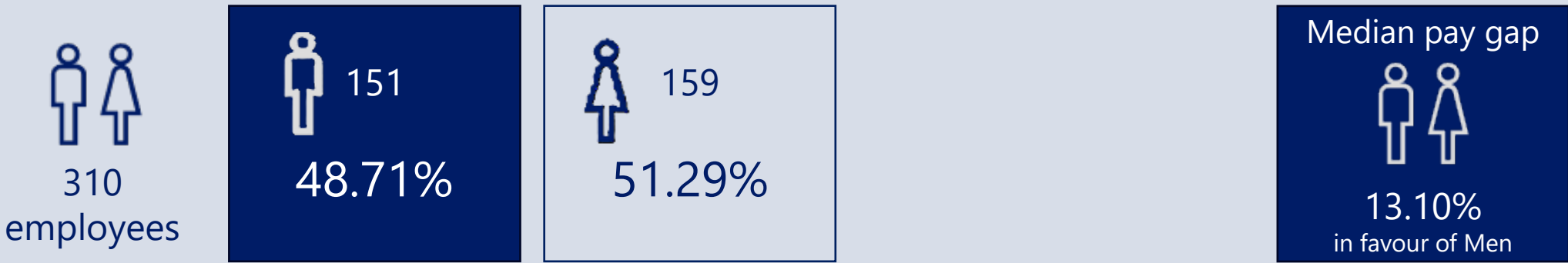
92.10%
of Men received a
bonus

92.10%
of Women received a
bonus

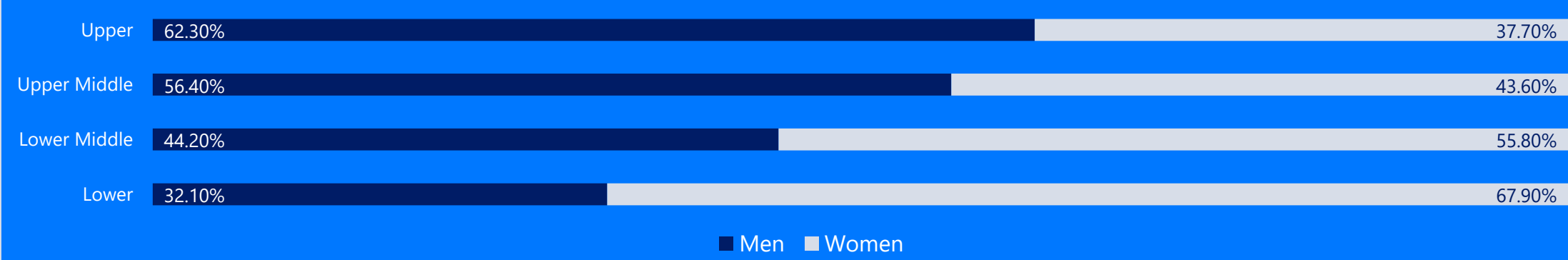
We remain committed to enhancing gender balance and have set targets to increase the representation of women in senior management roles to 34.5% by 2030, increase the representation of women in management roles to 40% by 2030 and increase the representation of women in our service centres to 12% by 2030.

Brambles Holdings (UK) Ltd

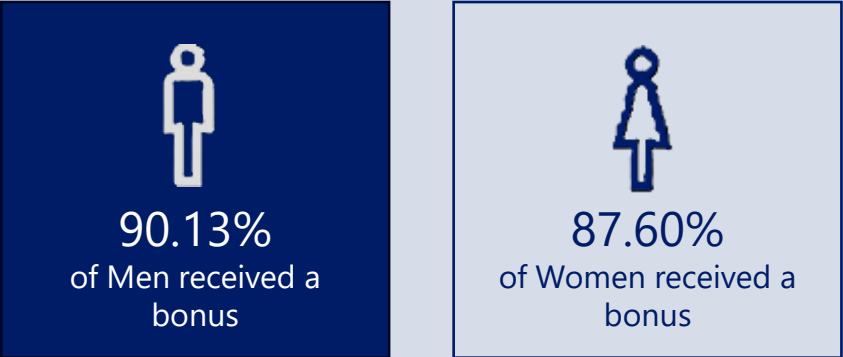
Headcount and gender representation



Gender proportions across pay quartiles

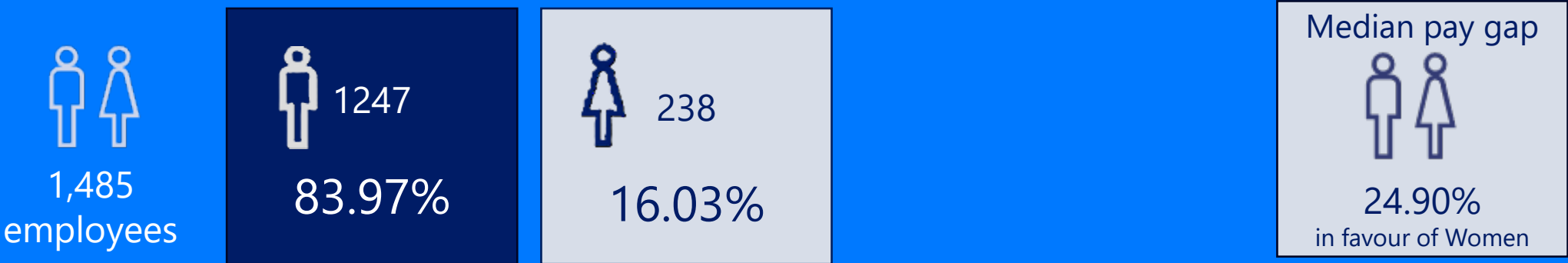


Representation is balanced, but distribution varies across job bands. Women are concentrated in lower paying job bands and under-represented in senior roles which attract higher salaries and bonuses, this drives a pay gap that favours men. Bonus participation gaps are affected by new eligibility, joiners, and leavers.

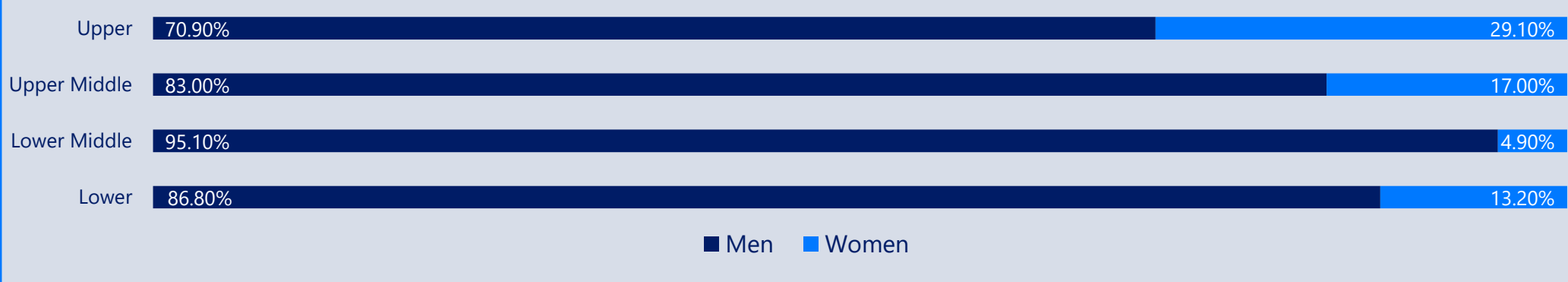


CHEP (UK) Ltd

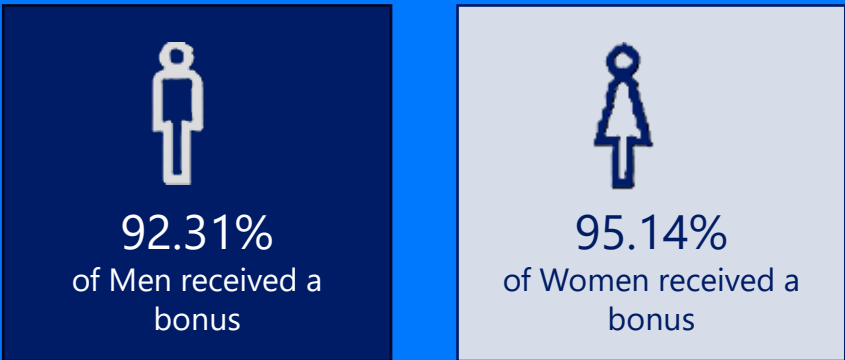
Headcount and gender representation



Gender proportions across pay quartiles



The high number of men in lower-paid operational roles reduces overall male pay levels. With far fewer women in these roles, women's pay sits higher, resulting in a pay gap that favours women.



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 our 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.

Targets to boost female representation

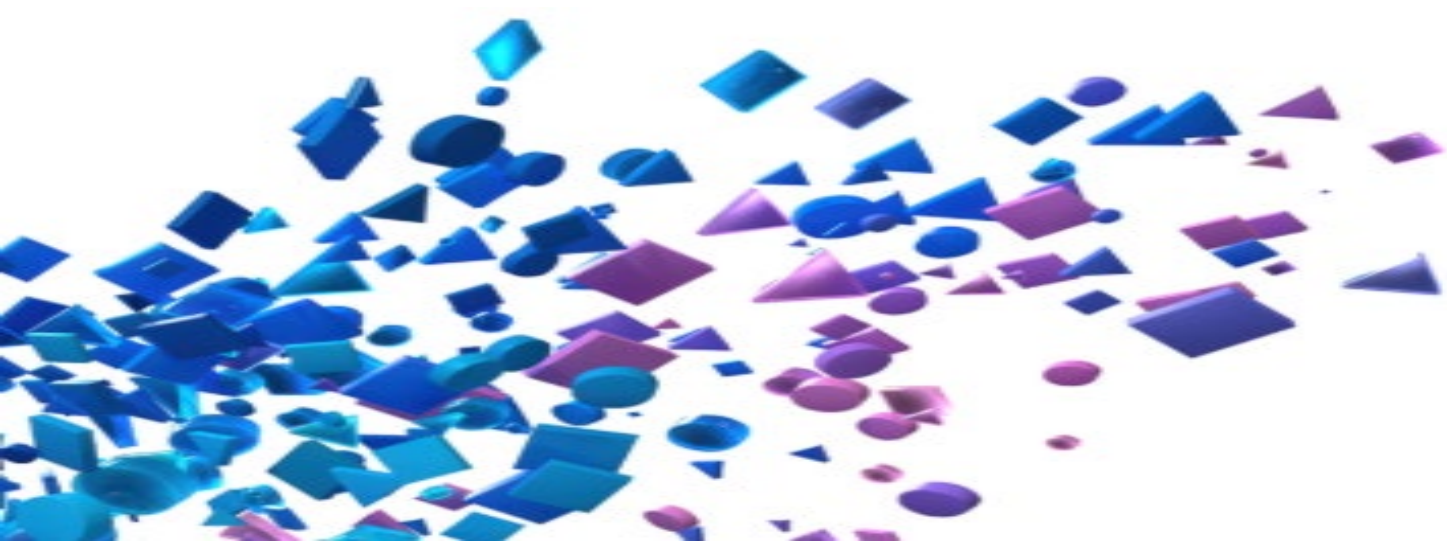
- Boosting female representation in senior management roles to 34.5% by 2030
- Increasing the representation of women in management roles to 40% by 2030
- Increasing the representation of women in Service Centres to 12% by 2030

Inclusive Recruitment and Talent Practices

- Enhanced recruitment practices to ensure diverse representation in our candidate slates
- Strengthening leadership capabilities to foster agility, inclusivity, and a talent pipeline that is prepared for the future
- 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

Policies

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



Together, we are advancing the worlds supply network

At Brambles we play a pivotal role in advancing global supply networks, leveraging our unrivalled network scale, insight and expertise to make them more resilient and regenerative. Through our people, operations and technology, we are developing solutions to unlock new value for customers, raise the bar on sustainability and bring enhanced connections, visibility and foresight to supply networks across the world.

For our 12,000 employees in ~60 countries, we provide a safe and inclusive work environment with exciting career opportunities. By fostering a culture of innovation and agility to enhance our circular business model, we seek to attract, retain and develop top talent to shape a sustainable future that connects and illuminates the world's supply networks and delivers value for customers, shareholders and communities around the world.

We are committed to fostering an inclusive, diverse, and equitable workplace where everyone has the opportunity to thrive. 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. 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 remains a key priority and an essential part of building a fair, inclusive, and high-performing organisation. We are committed to taking meaningful action and holding ourselves accountable for progress.

Ensuring our people are rewarded fairly and have equal access to opportunities is central to this commitment. While there is still work to be done, this report reflects our determination to achieve long-term, sustainable improvement.

Our goal is clear: to create an environment where success is defined by talent and contribution, and where every colleague has the opportunity to thrive."



Lucy Knight
Chief People Officer

