



BRAMBLES APPROACH TO CUSTOMERS

Brambles' first shared value is 'all things begin with the customer'. Through Brambles' pooling model, which is based on the inherent sustainability principles of recover, reduce, reuse and recycle, customers have the opportunity to develop more efficient, safer and environmentally sustainable supply chains.

Brambles believes it makes a positive contribution to sustainable business practices. It aims to integrate sustainability into the way it does business and the value proposition it offers to customers, employees and shareholders. Brambles' sustainability strategy was reviewed and updated in 2011, to include customers as an area of focus.

Brambles' businesses are focused on providing products and services that deliver competitive advantage to Brambles and its customers. Brambles is committed to improving customers' experience of its products, services and people.

Brambles Sustainability Strategy aims to integrate sustainability into the way it does business and the value proposition it offers to customers. Brambles seeks to create value for customers by working closely with them to improve the sustainability of their supply chains, develop innovative service offerings, coordinate improvements, and continually enhance the environmental benefits of its product and service offerings. Regular dialogue with stakeholders, including customers, will determine which corporate responsibility and sustainability issues are of key and emerging importance to them.

Responsibility for managing relationships with customers resides with the Group Presidents of each of Brambles' operating businesses.

Brambles' business units are focused on improving customer engagement and measuring levels of customer satisfaction to ensure its customer relationships are a continuing source of competitive advantage. For more information on customer satisfaction, please see the [Customer performance data document](#) or the [Sustainability Review](#).

In FY12, Brambles' businesses established global account management to facilitate more strategic relationships with multinational customers.

Brambles' businesses also seek to engage customers through industry initiatives and strategic forums. For example, CHEP works with many leading industry organisations and lists its association partnerships on its website.

To continue to improve customers' experience of its products, services and people, Brambles seeks to hear 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 the Group, the Net Promoter program and customer care centres.

Brambles is committed to using resources more efficiently and encouraging the sustainable use of its products and services. Brambles has an excellent opportunity to improve and demonstrate the environmental benefits of its business models, by using the information it acquires due to its unique position in the supply chain.

Brambles continues to address growing interest among customers to understand the total cost of their supply chains and works closely with customers to minimise their footprint.

For example, in the Pallets segment, CHEP USA's and CHEP EMEA's dedicated value solutions teams work in partnership with customers to evaluate objectively their supply chains and develop solutions based on Lean and Six Sigma methodologies that deliver lower financial and environmental costs across the supply chain.



In FY13, Brambles joined the steering committee member of the World Economic Forum's food waste project alongside several of its customers to engage with them in addressing this important environmental issue.

CHEP's global quality team, which operates under the global operations function in the Pallets segment, is responsible for setting product quality standards and audit conformance, translating customer needs into pallet quality standards and responding to customer complaints.

One of Brambles' shared values is a belief in a culture of innovation. To emphasise the importance of innovation to the long term success of the company, Brambles has in place an innovation team and framework that educates our people in how to capture and develop the ideas and provides funds to instigate new ways of operating and delivering value to customers.

Brambles also has an innovation fund. The fund seeks to encourage a new mindset among Brambles' employees.

Regional Boards have been established across the Group to drive the innovation process deeper into the businesses. This will allow regional management teams to focus on opportunities commensurate to their area of operation.

CHEP's Innovation Center in Orlando, Florida is a world-class product testing and engineering facility. Using ISO, ISTA and other testing standards, CHEP collaborates with customers to test their packaging, new products and technologies. Through these services CHEP adds value and drives innovation and savings for customers.

Brambles businesses meet applicable product and service information and disclosure requirements, where relevant to the regulations of the countries in which they operate.

Brambles business units are focused on measuring and improving levels of customer satisfaction and making sure their products, services and customer relationships are a source of competitive advantage.