

Brambles

2017 Sustainability Review

CHEP IFCO



About Brambles

Who we are...

Brambles Limited is an ASX-listed supply chain logistics company with operations in over 60 countries.

What we do...

Brambles is the world's leading 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, under a circular "share and reuse" model known as pooling.

With in-depth knowledge of how supply chains work, Brambles has unique expertise that leverages its network advantage to provide customers with logistics solutions that improve the efficiency, safety and sustainability of their supply chains.

Our customers...

Brambles primarily serves customers in the fast-moving consumer goods (e.g. dry food, grocery and health and personal care), fresh produce, beverage, retail and general manufacturing industries, counting many of the world's best-known brands among its customers.

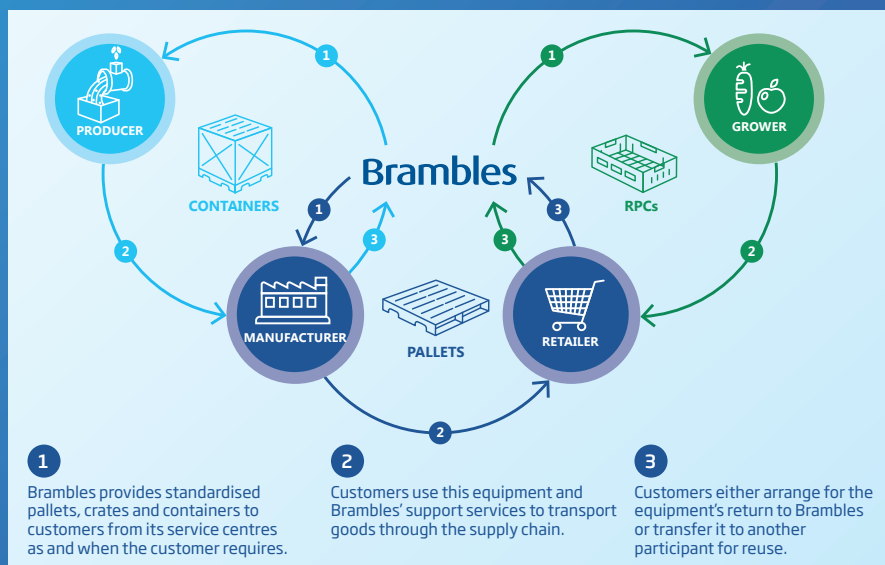
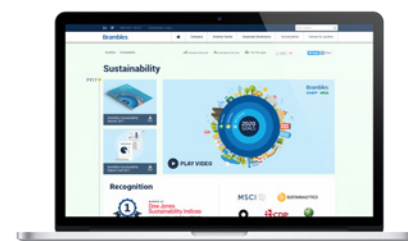


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Thank you!	BC



For more information, go to brambles.com/sustainability

About our Review

Brambles' Sustainability Review reports on our activities assessed as material sustainability issues for the financial year ending 30 June (FY17). The focus is communicating how Brambles' business model supports value creation by combining the principles of the circular and sharing economies. The review is guided by our 2020 sustainability goals which define where Brambles can have the most positive impact across our full value chain. Each section describes our goals and how they align with the Sustainable Development Goals (SDG), our performance for the FY17 period as well as supporting case studies.

Our supplementary information document for this review, available on the Brambles website (brambles.com/sustainability), contains further information on the following: assessment of materiality; risks and opportunity; assurance process; data measurement techniques; stakeholder engagement; and a glossary of terms. For FY17, a table detailing our response to the following three sustainability reporting frameworks is available on our website:

- Global Reporting Initiatives (GRI) G4 Indicators
- UN Global Compact Communication on Progress for 2017
- UN Sustainable Development Goals (SDGs)

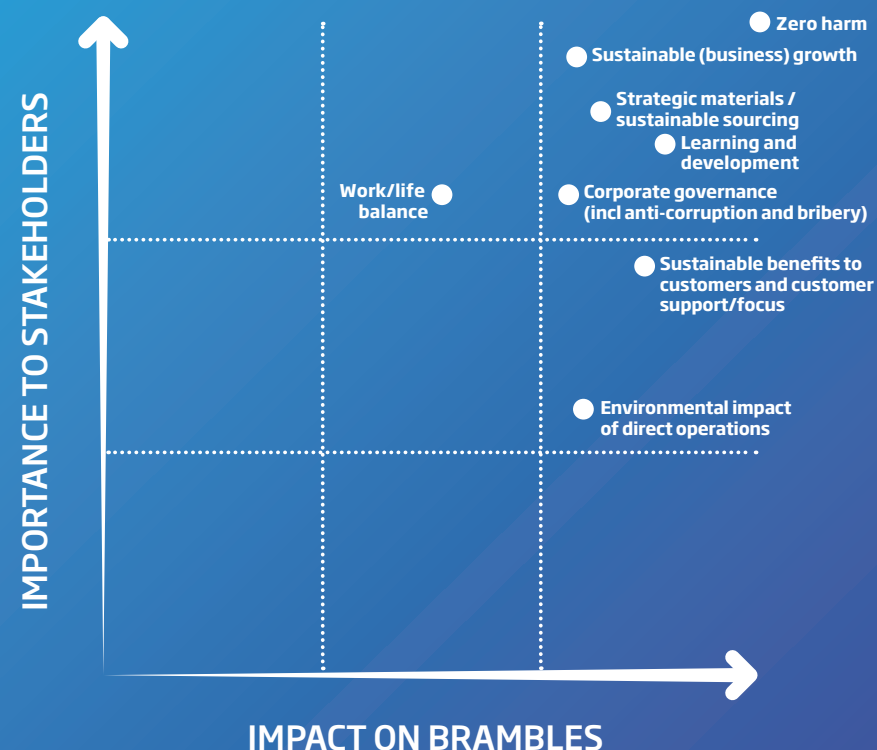
As in previous years, we have retained KPMG to provide limited assurance on key elements of this review, with a focus on the sustainability benefits of Brambles' share and reuse business model. The information in the review which has been subject to KPMG assurance is clearly identified by the words "This page is covered by assurance." The KPMG Assurance Report is available on the Brambles website at brambles.com/content/cms/sustainability-2017/FY17-Brambles-sustainability-assurance-opinion.pdf



Materiality Matrix

We listen to our stakeholders to understand what's important to them.

Feedback from our stakeholders is assessed and ranked to determine the sustainability topics most material to them and to our businesses. For FY17, these are the most material sustainability topics for our Group.



Introduction from the CEO

Making the world's supply chains more efficient,
safe and sustainable

“ **DOW JONES SUSTAINABILITY INDEX**
HAS RANKED BRAMBLES IN THE
TOP POSITION ”
FOR OUR INDUSTRY CATEGORY



“ DURING THE YEAR, WE
CONTINUED OUR SOLID
PROGRESS TOWARDS OUR
2020
SUSTAINABILITY GOALS ”

Brambles' approach to sustainability is core to the long-term value we create for all our stakeholders. Through the successful combination of our circular, “share and reuse” business model, global scale and supply chain expertise, we are able to reduce operating costs and demand for natural resources, both in our own company and across the world's supply chains in which Brambles operates.

This 2017 Sustainability Review provides both the opportunity for others to assess our progress during the past year and to showcase examples of Brambles' sustainable business model at work.

During the year, we continued our solid progress towards our 2020 sustainability goals. This included obtaining 99.1% of our timber from certified sources, bringing us closer to our 2020 target of 100%. We achieved zero product waste to landfill at more service centres and realised a 7.8% decrease in carbon emissions. We also continued to have a significant impact in our customers' supply chains, helping them to reduce costs and deliver on their own sustainability commitments. Because of this, more than 200 customers now participate in our sustainability-focused collaboration initiatives.

In terms of safety, I am pleased to report that the professionalism of our people and deeply-embedded safety culture have helped us make further reductions in workplace injuries and to achieve zero fatalities in our operations during the year. While tracking well against our 2020 targets, we recognise that it is critically important to remain vigilant and to continue to improve.

It has been encouraging to note that environmental, social and governance (ESG) investor research from Morgan Stanley Capital International (MSCI), Macquarie Bank and Sustainalytics have recognised Brambles' sustainability progression, by awarding either top rankings or leadership status to our company. It is especially pleasing to see that Dow Jones Sustainability Index (DJSI) has ranked Brambles in the top position for our industry category in 2017. This independent research and analysis is gaining importance as investors and shareholders appreciate the interdependence between an organisation's financial outcomes and non-financial programmes.

All Brambles' employees and an increasing number of partners around the globe have contributed to this period's excellent results. I thank them for their efforts. Let us continue our shared focus on sustainable value and building the supply chains of the future.

A handwritten signature in black ink, appearing to read 'Graham Chipchase'.

Graham Chipchase
Chief Executive Officer

Our Progress Towards Our 2020 Goals



Brambles' 2020 sustainability goals	Performance against goals	Change since 2016
Better Supply Chains		
Yearly environmental improvements in Brambles' customers' supply chains	2.5 megatons CO ₂ -e saved	↑ 6% Improvement
	4,600 megalitres water saved	↑ 7% Improvement
	1.6 million m ³ wood saved	↑ 8% Improvement
	1.4 megatons waste diverted from landfill	↑ 3% Improvement
	4,329 tonnes food waste saved by using RPCs	↑ 10% Improvement
	1.6 million trees saved from share and reuse model	↑ 8% Improvement
Better Collaboration		
Yearly improvements in customer collaboration projects	202 customers	↑ 14% Improvement
	64,711,682 kilometres	↑ 108% Improvement
	54,082 tonnes of CO ₂ -e saved through transport collaboration projects	↑ 107% Improvement
Better Workplace - People		
25% reduction in Brambles' Injury Frequency Rate (BIFR)	6.6 BIFR	↓ 32% Improvement
30% of leadership positions are held by women including 30% at Board level and 30% at management level	36% women on Brambles Board	↑ 6% Improvement
	26% women in management positions	↑ 1% Improvement
Achieve global best practice employee engagement of 73% and enablement of 71%	72% employee engagement	Steady
	69% employee enablement	Steady
Better Planet - Zero Deforestation		
100% of wood from certified sources	99.1% wood from certified sources	↑ 2% Improvement
Yearly progress towards 100% Chain of Custody Certified wood	57% wood carrying full chain of custody certification	↑ 9% Improvement
Better Planet - Zero Emissions		
20% CO ₂ reduction in emissions per unit delivered	7.8% reduction in CO ₂ /unit delivered	↓ 7.8% Improvement
Yearly improvement in energy provided from renewable sources	14% of energy from certified renewable sources	↑ 1.3% Improvement
Better Planet - Zero Waste		
Zero product [wood and plastic] waste to landfill	80% Brambles' largest managed sites diverted wood product from landfill	↑ 8% Improvement
	97% Brambles' largest managed sites diverted plastic product from landfill	↑ 2% Improvement
Better Communities - Volunteering Time		
Interim target of one day per employee per year (provision of three days per employee per year)	1.27 volunteer hours/employee/year	↑ 10% Improvement
	17,221 employee hours volunteered	↑ 0.04% Improvement
Better Communities - Donations		
Contribute 0.7% of pre-tax profits to our Better Communities programmes	US\$4,541,137 - 0.68% of pre-tax profit	↑ 49% Improvement



FY17 Brambles' Sustainability Highlights
WATCH THE VIDEO
vimeo.com/235659001

Recognition

Investor focus on Environmental, Social and Governance (ESG) programmes.

Brambles proactively participates in investor surveys and uses these insights to improve our understanding of and performance against a broad range of ESG criteria.

Brambles' sustainable business model, our sustainability framework and strong approach to governance have been consistently recognised as leading our industry category. Here we offer a snapshot of ESG ratings, including Brambles' performance for the year reviewed.

Dow Jones Sustainability World Index (DJSI)

MEMBER OF
Dow Jones Sustainability Indices
In Collaboration with RobecoSAM

TOP POSITION IN INDUSTRY CATEGORY

MSCI ESG Leaders Index

MSCI
Morgan Stanley Capital International

TOP 10% OF COMPANIES ANALYSED
GLOBALLY ACHIEVING THE MAXIMUM
AAA RATING

Sustainalytics

 **SUSTAINALYTICS**

"LEADER" TOP 1%
OF THE 89 COMPANIES ANALYSED

Macquarie Bank



TOP TIER OF THE **TOP 100 ASX**
STOCKS COVERED IN THE 2016 MACQUARIE
EQUITIES ESG SURVEY

FTSE4Good



CONSTITUENT OF THE FTSE4GOOD INDEX
2014, 2015 & 2016

Brambles' performance for the ESG ratings is based on information provided in the FY16 period.

Better Business

Brambles' business model successfully combines the circular and sharing economies and in FY17, our network circulated 590 million reusable platforms through a system of 500,000 customer touch points in over 60 supply chains worldwide. **Each time our customers choose Brambles' share and reuse solutions over one way packaging, carbon emissions are reduced, waste is avoided, and raw materials are saved.**

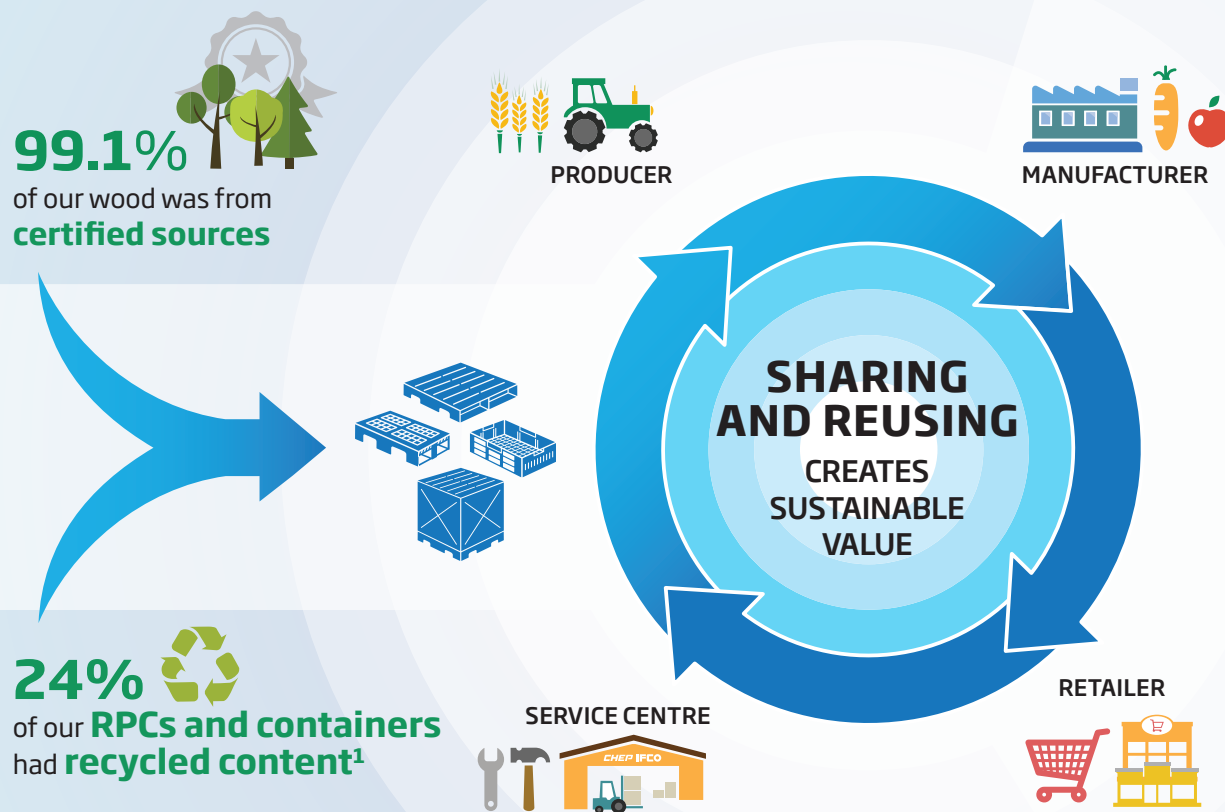
This is circularity, at scale.



Brambles' Better Business 2020 sustainability goals embody innovation through our circular business model and collaboration throughout the supply chain. Our goals directly align with the United Nations Sustainable Development Goals.

Share and Reuse

Brambles' purpose is to create better supply chains by optimising whole supply chain networks rather than their individual components. This helps move our customers' goods safely and cost efficiently through multiple points in the supply chain while reducing the environmental impacts of single use packaging. **This infographic summarises the global environmental benefits of our circular, share and reuse business model.**



Customers sharing and reusing our pallets and RPCs saved

1.6 million trees + **4,600+ megalitres of water**

By repairing and reusing our pallets we reduced wood consumption by

1.6 million cubic metres

Our customers saved

2.5 million tonnes CO₂ + **1.4 million tonnes of waste** by using our pallets and RPCs

By collaborating with customers we saved over

54,000 tonnes CO₂ + **64.7 million kilometres**

Our RPCs saved over

4,329 tonnes of food waste

Our in-kind equipment donations helped redistribute over

163,200 tonnes of rescued food¹,

which provided over

326 million meals¹ for those in need

¹ This calculation not covered by assurance. The method is detailed in the supplementary document on the Brambles website, brambles.com/sustainability

BETTER BUSINESS

Better Supply Chains

Brambles' Better Supply Chains sustainability goal aims to **expand our circular networks**.

Our share and reuse business model perpetuates a virtuous cycle of sharing and reusing resources, creating more efficient supply chains by reducing operating costs and demand on natural resources. The environmental benefits are summarised on page 7.

Our customer solutions harness our supply chain expertise and enhance our sustainable business model.

A Product-Service-System

(PSS) business model is part product, part service, distributed through a system. For Brambles, our products provide customers a service combining access to our platforms and our extensive system, comprising a physical and knowledge network unrivalled anywhere in the world.

Reinvesting in natural capital

aims to maintain capital stocks of natural resources. Our sustainable sourcing efforts on page 20 in the Better Planet > Natural Resources section of the report describes our commitment to preserving and enhancing natural capital.

Brambles, a true enabler of a global circular economy

The Ellen MacArthur Foundation (EMF) is the global authority on the circular economy. They describe four business model shifts required to create a functioning circular economy.

Brambles embodies all four shifts.



Resource efficiency is central to both Brambles' business model and our products. The results of our share and reuse model on page 7 demonstrate how our business model maximises resource utility.

Everything is a reusable resource is a concept that promotes a continuous cycle of material flows. Brambles' solutions are founded on continuous cycles of share and reuse. Also, our zero waste commitments mean our product materials have secondary uses avoiding landfills.

CHEP
A Brambles Company

WATCH THE VIDEO

CHEP Australia
Circular Economy
vimeo.com/235473772



Brambles' customer solutions

Creating more sustainable supply chains is a central theme of our solutions. This supports the idea that through sharing and reusing resources, the compromise between profit and planet can be rebalanced. Brambles' customer solutions leverage our in-depth end-to-end supply chain expertise to help customers in consumer goods, retail and fresh food industries improve efficiency, reduce costs and increase sales. Our expertise uses a systems perspective of supply chains rather than optimising individual parts.

Our solutions include:

- Value Chain Analysis (VCA) Platform solutions
- Food Waste Reduction
- Transportation Optimisation
- Environmental Impact Analysis (EIA)
- Product Damage Reduction

More information and more solutions are available at solutions.chep.com.

BETTER BUSINESS

Better Supply Chains



Helping Walmart Canada move closer to zero waste

The summer months bring Canada's gardeners to Walmart for the planting season. However, as the customers left with plants a waste problem followed, with empty wooden racks used to shelve and display the plants amassing. As waste levels increased, Walmart employees struggled to cope with disposal. Waste compactors overflowed and health and safety issues appeared. Walmart Canada's progression towards zero waste was at risk.

Walmart asked CHEP Canada to determine if their own empty trucks could transport the waste plant racks to a recycler.

New study confirms environmental benefits of IFCO RPCs

A recent peer-reviewed Life Cycle Assessment study from [Franklin Associates](#)¹ confirms seven key sustainability benefits of RPCs and validates the substantial environmental benefits of RPCs over corrugated, cardboard containers.

The benefits come primarily from avoidance of energy consumption and emissions incurred during corrugated cardboard container production². Unlike single use fresh produce corrugated cardboard containers, IFCO RPCs average up to 100 uses over their lifetime. This means manufacturing inputs for RPCs on a per-trip basis are negligible, with less than 1/100th of the energy and emissions involved in the production of a new RPC.



THE **SUSTAINABILITY BENEFITS** ARE **FAR GREATER FOR RPCs** THAN FOR CORRUGATED CARDBOARD CONTAINERS

Even factoring in resources expended in the reverse logistics of RPCs, the sustainability benefits are far greater than for corrugated cardboard containers on a per-trip basis. **Durable and reusable**, RPCs combined with IFCO's logistical efficiencies and optimised wash process are what really make the difference. IFCO's end-of-life processes mean 100% of RPC plastic is reground and used to make new RPCs, closing the product loop. More information is available at [IFCO News](#).



2,000 TONNES OF WOODEN GARDEN RACKS HAVE BEEN RECYCLED IN THE TRANSPORT COLLABORATION PROGRAMME

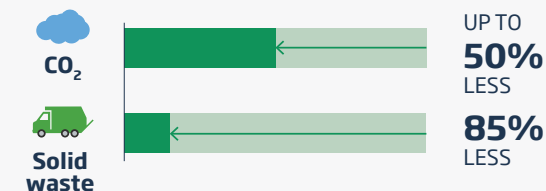
CHEP worked with Walmart's 400 Canadian stores to develop a specific solution combining CHEP's expertise in achieving zero wood waste to landfill and our unique reverse logistics, [Transport Collaboration](#) programme.

Since the project began more than 2,000 tonnes of wooden garden racks have been recycled. Health and safety conditions have improved; waste costs have reduced and the solution has positively impacted waste diversion metrics.

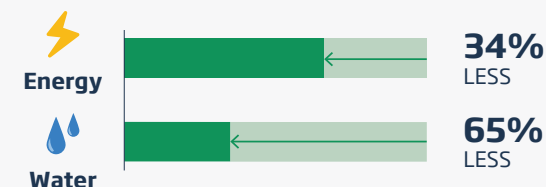
CHEP and Walmart's partnership shows how collaboration can scale up the transition to a circular economy.

Environmental impact

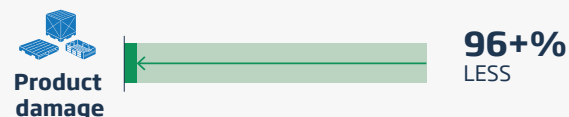
Compared with corrugated cardboard boxes, IFCO RPCs produce:



Compared with corrugated cardboard boxes, IFCO RPCs use:



They also reduce product damage by over **96%**, cutting down on food waste.



IN FY17 CUSTOMERS USING OUR CARBON NEUTRAL PRODUCTS HAVE OFFSET **7,474 TONNES OF CO₂** TOTALING 31,127 TONNES SINCE THE PROGRAMME BEGAN IN 2013.

¹ The LCA was commissioned by IFCO to update an LCA conducted in 2011.

² The study considers corrugated/cardboard recycling rate of 38.4% (Corrugated Packaging Alliance)

BETTER BUSINESS

Better Collaboration

Brambles' Better Collaboration goal aims to annually increase the number of participants in collaboration projects. In FY17, the number of **partners increased by 14%** to 202.

The **combined transport distance saved exceeded 64,700,000 kilometres** and over **54,000 tonnes of carbon emissions.**

BY COLLABORATING WITH OVER 200 CUSTOMERS, WE REDUCED TRANSPORT DISTANCES BY MORE THAN **64,700,000 kms** AND  **SAVED MORE THAN 54,000 TONNES OF CO₂**

Our collaboration projects differentiate Brambles by creating practical benefits for customers such as reduced fuel and transport service costs, positive sustainability outcomes and supply chain insights. Our customers recognise the unique value this service provides which helps to foster longer-term, mutually beneficial relationships.

Brambles optimises customers' transport supply chains in four key ways:

- 1 **Creating collaborative partnerships** by being a trusted non-competing player
- 2 **Network optimisation** positions service centres or TPMs³ to capitalise on routes with the highest volume of platform exchange
- 3 **Transport collaboration** facilitates optimisation of empty transport journeys between two or more customers
- 4 **Multi-modal** utilises multiple transport modes such as rail and sea for the greatest cost and carbon efficiency



³ Brambles Total Pallet Management, or TPM, service operates within customers' premises, eliminating the need for platform recovery through a CHEP service centre

JBS and CHEP USA collaborate for increased efficiency and sustainability

JBS USA (JBS) is a leading processor of fresh and value-added beef, pork and poultry products in North America. JBS operate a fleet of more than 600 trucks. In FY17, CHEP and JBS agreed to expand pallet volumes and initiate a collaborative supply chain project. During 2017, **the partnership eliminated 1.4 million kilometres of transportation distance and reduced CO₂ emissions by 1.5 million kilograms.**

 **1.5 MILLION** KILOGRAMS OF CO₂ EMISSIONS REDUCED

“At JBS, we constantly seek to reduce our environmental footprint across our operations, and that includes our significant transportation assets. CHEP was a logical partner to help us make our transportation system more efficient and more sustainable. The results of our work together speak for themselves, and we look forward to working with CHEP to develop additional platform and supply chain solutions.”

Tim Wagner, Procurement Category Manager, JBS

“We look forward to our expanded relationship with JBS and the opportunity to continue our collaboration to deliver additional value through our supply chain solutions.”

Laura Nador,
President, CHEP Pallets USA

CUSTOMERS WHO WORKED WITH CHEP USA TO REFINE THEIR SUPPLY CHAINS GENERATED **US\$60 MILLION+** IN SAVINGS AND NEW REVENUE OPPORTUNITIES



BETTER BUSINESS

Better Collaboration

Transport Orchestration creates collaborative partnerships in Europe

CHEP's Transport Orchestration programme is changing CHEP's European profile from an equipment provider to a true supply chain and logistics solutions partner. By participating in different Orchestration projects, 40 CHEP customers including Heineken, KCC and CAPSA have saved a combined US\$415,600 in transport costs and reduced their CO₂ emissions by 412 tonnes annually.

Collaborative logistics is a strategic priority for CHEP Europe and can include one or more of the below solutions for our customers:

- **Collaboration** – sharing transport with CHEP
- **Orchestration** – enabling collaboration among customers
- **Procurement** – supporting customers in obtaining improved transport costs by offering them a transparent benchmark



These projects are often fundamental to CHEP's ability to build joint business plans with key customers, e.g. the paper product manufacturer, Industrie Cartarie Tronchetti (ICT), only has one factory supplying products to the whole of Spain, so its transport costs are very high.

When its contract with CHEP came to an end, ICT renewed it straight away, avoiding tendering, because it could see the unique value the future cost reductions Transport Orchestration would deliver.

40 CHEP CUSTOMERS
HAVE SAVED A COMBINED
US\$416,600 IN TRANSPORT COSTS

Collaborating for a circular economy

In February 2017, CHEP USA partnered with the Wharton School's Initiative for Global Environmental Leadership at the University of Pennsylvania for a thought leadership discussion called **"Connecting the Dots: Sustainability Through a Circular Economy"**.

A key message was that recycling is not circular and that the global economy needs a vision of a circular economy, powered by a circular supply chain that produces zero waste and zero carbon emissions.

The fundamental building block of a circular supply chain is sharing and reusing resources.

CHEP collaborated with the visionary stakeholders – a major packaging manufacturer; a multinational food, snack and beverage corporation; a grocery retailer and a leading consumer research company. Each discussed their sustainability efforts and explained how collaboration helped make a circular supply chain a reality.



Laura Nador, President of CHEP USA

Dennis M. Donelon, Senior Director Supply Chain Integration, PepsiCo

Dan Martin, SVP US Sales and Customer Operations

BETTER BUSINESS

Innovation



WATCH THE VIDEO

Illuminate • Re-Imagine
• Transform

bxbdigital.com/#what-we-do

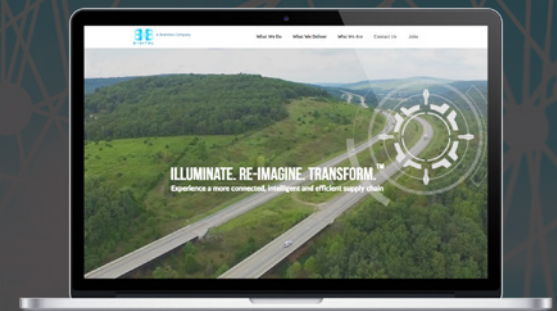


Brambles' circular business model functions through an ecosystem of customers, facilities and partnerships and is underpinned by our extensive supply chain knowledge. Our unique position presents an opportunity to harness big data and illuminate, re-imagine and transform global supply chains.

Tapping into the Internet of Things for a more sustainable supply chain

In 2016, Brambles reinforced its commitment to innovation and sustainability by establishing its new venture, BXB Digital. We are combining digital technologies with our physical platforms, so that our partners across the supply chain can experience a more connected, intelligent and efficient supply chain.

As we develop new, data-driven solutions that seamlessly integrate with our reusable platforms, operations and business processes, we aim to provide customers with near real-time feedback and the ability to monitor and analyse the movement of their goods throughout the supply chain. This visibility across the supply chain ecosystem will illuminate inefficiencies, and ultimately result in less waste, better safety and compliance standards, and a smaller environmental footprint.



THROUGH BXB DIGITAL, BRAMBLES AIMS TO **ILLUMINATE, RE-IMAGINE** AND **TRANSFORM** GLOBAL SUPPLY CHAINS.

FIND OUT MORE AT BXBDIGITAL.COM

Better Workplace

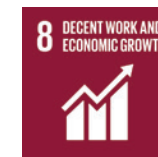
Investment in employee safety, learning and development opportunities and embedding inclusion and diversity into our work culture enables better teamwork and drives performance. This underpins the engagement of our people and helps fulfil our vision to be an employer of choice.



25% reduction in Brambles' Injury Frequency Rate (BIFR)



30% of leadership positions to be held by women (30% at Board level (achieved 2014) and 30% at management level by 2018)



Global best practice employee engagement and corporate governance (73%)

Brambles

Brambles' Better Business 2020 sustainability goals embody innovation through our circular business model and collaboration throughout the supply chain. Our goals directly align with the United Nations Sustainable Development Goals.

BETTER WORKPLACE

People

Brambles aims to achieve global best practice in both **employee engagement** and **enablement**.*

Engaged employees are our primary source of value creation.

Brambles is committed to attracting talented individuals to become part of our global team. In exchange, we offer unique career development paths and a positive working environment which aims to harmonise our employees' abilities with Brambles' purpose.

*** Global best practice**
Employee engagement 73%
Employee enablement 71%

Engagement and enablement

Brambles receives confidential employee feedback every year through our Brambles' Employee Survey (BES), giving valuable insights which help the business improve and bring out the best from our diverse global team.

Engagement evaluates an employee's willingness for discretionary effort, while enablement measures how our work environment helps sustain consistent performance. In 2017, 92% of eligible employees participated in the BES. In a year of significant organisational change and pressure on our results, we maintained a high level of employee engagement and enablement.



91% OF SURVEYED EMPLOYEES BELIEVE BRAMBLES IS **COMMITTED TO THE RIGHT SUSTAINABILITY ACTIONS**

The FY17 results remain steady with the FY16 period, seeing engagement remaining one point below best practice at 72%, with enablement two points below best practice at 69%.

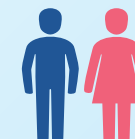
The majority of respondents believe Brambles is committed to its core values of safety, sustainability and diversity. Feeling part of a team and having a good understanding of what is expected also scored strongly. These results are consistent with previous BES outcomes.

“ **The focus on sustainability is amazing and one of the reasons why I'm proud to work for this company.** ”
(BES survey response)



Brambles' Engagement Survey (BES) results

TOTAL EMPLOYEES
13,797
As at 30 June 2017



92% Participation in BES
72% Employee engagement
69% Employee enablement

FY17 employee turnover¹

Employee turnover increased 1 point to 32%, in line with FY16. This is partly driven by the impact of the CHEP Recycled business in North America, where employees are likely to be short-term and seasonal.

	Employee turnover (%) FY17	Employees by segment FY17
Pallets Americas	63.5*	5,702
Pallets EMEA	7.2	4,515
Pallets Asia-Pacific	14.2	1,634
RPCs	11.2	1,220
Corporate	32.3	726
Group	32.3	13,797

* Voluntary turnover for CHEP Recycled in FY16 was 98.6%

BRAMBLES HAS **4,265** (30%) EMPLOYEE SHAREHOLDERS PARTICIPATING IN THE MYSHARE EMPLOYEE SHARE SCHEME.
(As at June 30, 2017)

BETTER WORKPLACE

Safety

Brambles is committed to Zero Harm – to our people and those we work with, to our customers and the communities we serve, and to the environment upon which we all depend.

Brambles aims to achieve a **25% reduction** in the FY17 Brambles' Injury Frequency Rate (BIFR).



BIFR by segment	FY17	FY16	Change
CHEP Americas	12.3	19.6	-37%
CHEP EMEA	2.7	2.6	4%
CHEP Asia Pacific	7.1	8.3	-14%
CHEP	7.1	10.4	-32%
IFCO	2.6	2.7	-4%
Corporate	5.8	9	-36%
Group	6.6	9.7	32%

Committed to Zero Harm

Brambles' Zero Harm Charter states that everyone has the right to be safe at work and to return home to their family and friends as healthy as when they began their day. Zero Harm continues to be a material sustainability topic rated very highly by our stakeholders.

Brambles' Injury Frequency Rate

BIFR measures work-related injuries, fatalities, lost time, modified duties and incidents requiring medical treatment per million hours worked. BIFR includes contractors working under Brambles' management, but does not include outsourced service centres. **We met our target of year-on-year improvement in the BIFR rate in FY17, recording a rate of 6.6, an improvement of 32% from FY16.**

Most business units in the Group improved in FY17, with RPCs improving by 3% and CHEP by 32%. CHEP Recycled Pallet Solutions achieved significant improvement in safety performance with an increased emphasis on engagement between service centre leadership and employees.

Pallets in **CHEP UK achieved a gold award from the Royal Society for the Prevention of Accidents for an impressive fifth year in a row.**



6.6 BIFR RECORDED IN FY17, AN **IMPROVEMENT OF 32%** FROM FY16

Brambles' Safety Award



Roy Hussey, Manager of the Edinburgh Parks Service Centre in South Australia, began his career at CHEP 13 years ago as a crate wash line operator, before being appointed as Supervisor in 2007 and Service Centre Manager in 2010.

An engaged and passionate leader is critical to creating an environment where Zero Harm is a priority and is supported by a positive, safety culture where everyone looks out for their teammates.

Under Roy's leadership, **Edinburgh Parks continues to demonstrate exemplary safety performance with not a single Lost Time Incident in 16 years.** Equally impressive, it has been 11 years since the last BIFR incident, representing some 350,000 exposure hours without issue.

In recognition of his outstanding commitment for this year's successful Zero Harm results, Roy was chosen as the overall 2017 Brambles' Global Safety Award winner.

268,000 NEAR MISS REPORTS SUBMITTED IN FY17



Brambles also continued to drive better reporting of Near Miss and First Aid Treatment reporting which helps identify areas of high risk. There were more than **268,000 Near Miss Reports submitted in FY17 which was an 18% increase from FY16.** First Aid Treatment reports increased by 16% over the same period. The extensive information provided by these records is a major enabler.

Brambles held the third annual Global Safety Week in FY17. There was enthusiastic participation across the Group and a significant increase in safety award nominees.

BETTER WORKPLACE

Inclusion and Diversity

Brambles' objective of having **women represent 30% of Board positions** by 30 June 2015 was **achieved** in 2014.

To achieve greater diversity in management we aim for 30% of management positions to be held by women. FY18 will see a strategic review including additional steps which Brambles can take towards this objective.

FOR FY17, WOMEN COMPRISE
36% OF BRAMBLES' BOARD
26% OF OUR MANAGEMENT

At Brambles, we believe that an inclusive work environment allows our employees to realise their potential, regardless of gender, age, disability, ethnicity, sexual orientation and any other factor that makes an individual unique. By being inclusive and diverse, we're better able to relate to our customers, suppliers and communities.

Our approach to inclusion and diversity

Brambles has several leadership development programmes that focus on creating an inclusive environment.

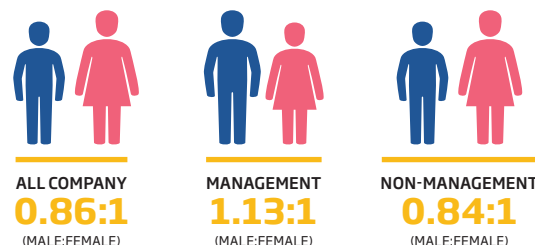
The FY17 Inclusion and Diversity (I&D) strategy focused on realising the impact that non-inclusive behaviours and unconscious bias have on employee engagement, performance management, and recruitment.

Remuneration driven by "work value"

The Brambles' remuneration framework is underpinned by a comprehensive banding structure, which uses work value as the basis for establishing pay ranges based on local market conditions. This provides a sound basis for delivering a non-discriminatory pay structure for all employees.

Brambles saw year-on-year movements in gender salary ratios, which has improved in the three reporting segments. This suggests that, on average, females are being paid more than men compared to last year.

Gender salary ratios by segment



CHEP South Africa hosts valuable inclusion and diversity workshops

South Africa held its first I&D Workshop called Bambanani, meaning "coming together", welcoming attendees from the Middle East, India and Africa leadership teams. Women from all levels of the organisation and plant-based employees also participated. During FY17, every plant- and office-based employee in the South African business attended a similar session and action plans will be put into practice in FY18. Workshops were also run in Europe and each business unit has its own I&D plans.

Workshop participants said:

"Every single Brambles' region should be offering the Bambanani experience."

(Service centre employee)

"As a new employee, the Bambanani workshop has been a great insight to me. It helped me see the organisation as a place where we need to practice humanity, unity, and more especially, no colour. We all have a common goal, making this company the best. Also, on a personal level, it helps to actually understand myself first before trying to understand everybody else."

(Global IT Procurement)

Permanent employees by gender (%)



OFFICE-BASED (%)		PLANT-BASED (%)	
71.29	28.71	CHEP Americas	95.95
56.89	43.11	CHEP EMEA	89.95
61.43	38.57	CHEP Asia-Pacific	95.66
54.57	45.43	IFCO	78.26
55.00	45.00	Corporate	58.33
61.08	38.92	Group	93.11
			6.89

BETTER WORKPLACE

Learning and Development, and Talent Management

Understanding our customers requires innovative thinking and creative problem solving. This is cultivated through planned investment in our human capital.

Brambles is on target to reach our objective of **2-3 training days** per employee per year by FY18.

In FY16, we recorded just over 96,000 training hours. In FY17, this exceeded **170,500** hours, an increase of **78%**, totaling **1.73 training days per employee**.

Learning and development at Brambles

Brambles' Learning and Development (L&D) strategy provides our employees with the skills, knowledge and capability to be effective in their role. We cater for many learning styles blending online, face to face and virtual content.

Our academies provide opportunities for employees to develop skills for their role and forge a career path across different areas of the business.

The Leadership Academy

Brambles' Leadership programme was launched in 2016 to develop our employees' skills. The Leadership Academy consists of a comprehensive catalogue of online courses, videos, books, virtual classes and face to face programmes. These are delivered in many languages.

FY17 Leadership Academy highlights

- Over **200** middle managers participated in our face to face global management development programmes
- **24** high-potential managers in the US cohort of the Accelerated Performance and Development Programme
- **25%** of participants promoted to Director
- **33%** promoted to Senior Manager or significantly changed roles
In Europe, 28 participants graduated with:
- **29%** promoted to Director
- **29%** to Senior Manager roles



A POST TRAINING IMPACT SURVEY REVEALED **94%** OF ATTENDEES NOW USE WHAT THEY HAVE LEARNED IN THEIR ROLE

Making learning accessible to all

In July 2016, we surveyed over 2,000 employees globally to find out what, why, when and how they learn, and our Voice of the Learner programme became an important component of the 2017 L&D strategy. It was also the main driver behind the first Brambles' Learning Week, held in January 2017.

Learning week achievements:

- **7,000** online courses were completed
- **4,541** learning hours over five days
- **52%** of employees wanted accessible learning in their own language
- Programmes delivered in seven major languages



Understanding our customers through the Commercial Academy

Launched last year, the Commercial Academy is now **online 24/7 and Solutions Selling** training has been delivered to a further 750 employees around the world. 380 employees in 20 countries have spent time in store with their major customers, often after hours when shelves are being replenished, to gain better understanding of supply chain issues.

Participant feedback says it all:

“Being from the asset department I found this training very useful, as I learned new knowledge in terms of sales.”

(Central & Eastern Region Asset Management)

“One of our goals is to create experts who make it easy for customers in new and unique ways. It is not possible to do this without understanding the changes in consumer behaviour, how manufacturers are responding to consumer needs and finally how retailers are operating and competing on the store floor.”



Mike Bowie, Director Customer Service, CHEP Northern Europe

Better Planet

Our circular business model is underpinned by sustainable sourcing of renewable and recyclable materials.

Reinvesting in natural capital by purchasing certified wood supports the sustained regeneration of forest resources, providing our business with a reliable source of raw materials. This creates value by supporting the organisation's long-term strategy.



Zero Deforestation

Brambles aims for 100% certified source and aspires for 100% chain of custody certification for all wood supply by 2020

Zero Emissions

20% CO₂ reduction in emissions per unit delivered by 2020

Zero Waste

Zero product (wood and plastic) waste to landfill by 2020

Brambles

The Brambles' Better Planet 2020 sustainability goals address sustainable use of forests, action on climate change and demonstrate sustainable production and consumption. Our goals directly align with the United Nations Sustainable Development Goals.

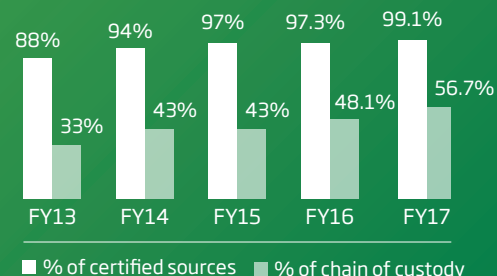
BETTER PLANET

Natural Resources

Materials > Wood

Brambles' objective is to purchase 100% of our wood from certified sources by 2020 and to progress year on year towards a 100% chain of custody (CoC) certification.

In FY17, **99.1%** of the wood we used in manufacture and repair of pallets came from certified sustainable sources.



Committed to Zero Deforestation

Brambles' circular business model depends on a secure supply of renewable raw materials, predominantly wood, for the manufacturing and repair of pallets.

The risk of contributing to deforestation is Brambles' most material sustainability issue. This is comprehensively addressed through a management programme that includes:

- **Sourcing of certified sustainable wood**
- **Remuneration incentives linked to sustainable sourcing**
- **Consistent and transparent external reporting**

Sourcing wood from sustainably managed forests helps deliver global best practice in procurement and supports organisational efficiencies.

This includes upholding Brambles' commitment to zero deforestation which is imperative for our investors, employees and customers and critical to maintaining our social licence to operate.

Supplier collaboration increases CoC wood

Close partnership with suppliers was key to increasing CoC wood in Mexico and Argentina. This has strengthened CHEP's regional supply chain and progressed our global commitment to sourcing sustainable forest products.

“It's important to collaborate on key partnerships, especially when progressing through the rigour of a chain of custody process. For CHEP LATAM this has paid off.”
Guillermo Soto, Director, Procurement CHEP Pallets LATAM

An infographic of Brambles' wood procurement performance by region is provided on page 21.



IN FY17, **99.1%**
OF BRAMBLES' WOOD SUPPLY
CAME FROM **CERTIFIED SOURCES**

Progress towards our goals

Brambles' dedicated "timber category" procurement team offers remuneration benefits linked to progress towards our goal of purchasing 100% of our wood supply from certified sustainable sources by 2020. In FY17, 99.1% of Brambles' wood supply came from certified sources, representing a 1.8 percentage point improvement on FY16 levels.

Brambles also aspires to achieve 100% CoC certification for its global wood supply. In line with this goal, the percentage of wood with CoC certification increased to 57% in FY17 from 48% in FY16. Although CoC certification is not consistently available throughout all regions supplying Brambles' wood, our procurement teams continue to investigate and promote collaboration on CoC certification programmes, improving the supply chains in the markets where we operate.

The drivers behind this positive progress in FY17 can be attributed to ongoing dialogue and active collaboration with wood milling operations and forestry managers.



Brambles' business is dependent on forest resources throughout the regions in which we operate



BETTER PLANET

Natural Resources

Materials > Wood



Driving best practice in our South African timber farms

CHEP South Africa (SA) directly manages 10 Forest Stewardship Council (FSC) certified timber farms. **Gordon McKenzie, Manager, Forestry, has recently been awarded best practice results in the regional FSC scheme.** This recognition encompasses industry leading systems for reforestation, biodiversity conservation and sustainable employment for local communities. By managing our own timber farms CHEP SA gains valuable insights and expertise on sustainable forestry management. This excellence is constantly shared with our global wood supplier base.

Sustainable Sourcing Policy

Brambles updated our Sustainable Sourcing Policy for wood in January 2017. The policy maintains our strong preference for sourcing CoC certified wood, followed by sourcing wood from forests under the FSC or the Programme for the Endorsement of Forest Certification (PEFC) standards. FSC and PEFC standards are classified as “certified source” and where CoC or certified source is not available, Brambles’ due diligence process is used. This latest policy update includes:

- Clear accountability and accuracy for sourcing data
- Standardised training for sustainability issues related to forestry

CHEP Recycled

On 11 August 2017, Brambles announced its decision to divest its non-core North American recycled whitewood pallet business, CHEP Recycled, in order to focus on its core pooled pallet activities. As part of Brambles, CHEP Recycled has evolved throughout its sustainability journey developing sound practices in sustainable materials sourcing, providing the businesses with a solid foundation for a continued role in eliminating deforestation.



CHEP SA forestry team (left to right) Titus Magwenyane, Larrence Cheesmann, Thabisile Zuma and Gordon McKenzie



Sustainability forestry certifications explained

Procuring certified wood products through a credible forestry standard ensures the natural capital values of the forest are preserved. The forestry standards Brambles specifies require forestry managers to conserve the ecological functions of the forest. This includes utilising harvesting techniques that protect vulnerable plant and animal species as well as the maintenance of important processes such as carbon sequestration, soil erosion and water quality controls throughout the broader catchment.

Critically, the forestry standards also deliver practical economic and social benefits to local communities, offering stable and secure employment and protecting human rights while ensuring a renewable supply of raw material for industry.

CoC certification guarantees wood is sourced from certified forest resources through defined points in the supply chain. It demonstrates that each step of the supply chain is closely monitored through independent certification bodies.

Certified source includes forests that are under the globally recognised management standards of FSC or PEFC. Both standards prevent deforestation and include controls to protect biodiversity and human rights, while enhancing economic and social outcomes for local communities. Brambles does not prefer one standard over the other, regarding each as equally effective.

Brambles’ due diligence process is a 24-step investigation which verifies the wood purchased complies with our strict sourcing policy.

BETTER PLANET

Certified sourcing > Wood

This infographic shows Brambles' global wood procurement activity for FY17, and our performance against our 2020 sourcing goals. It displays:

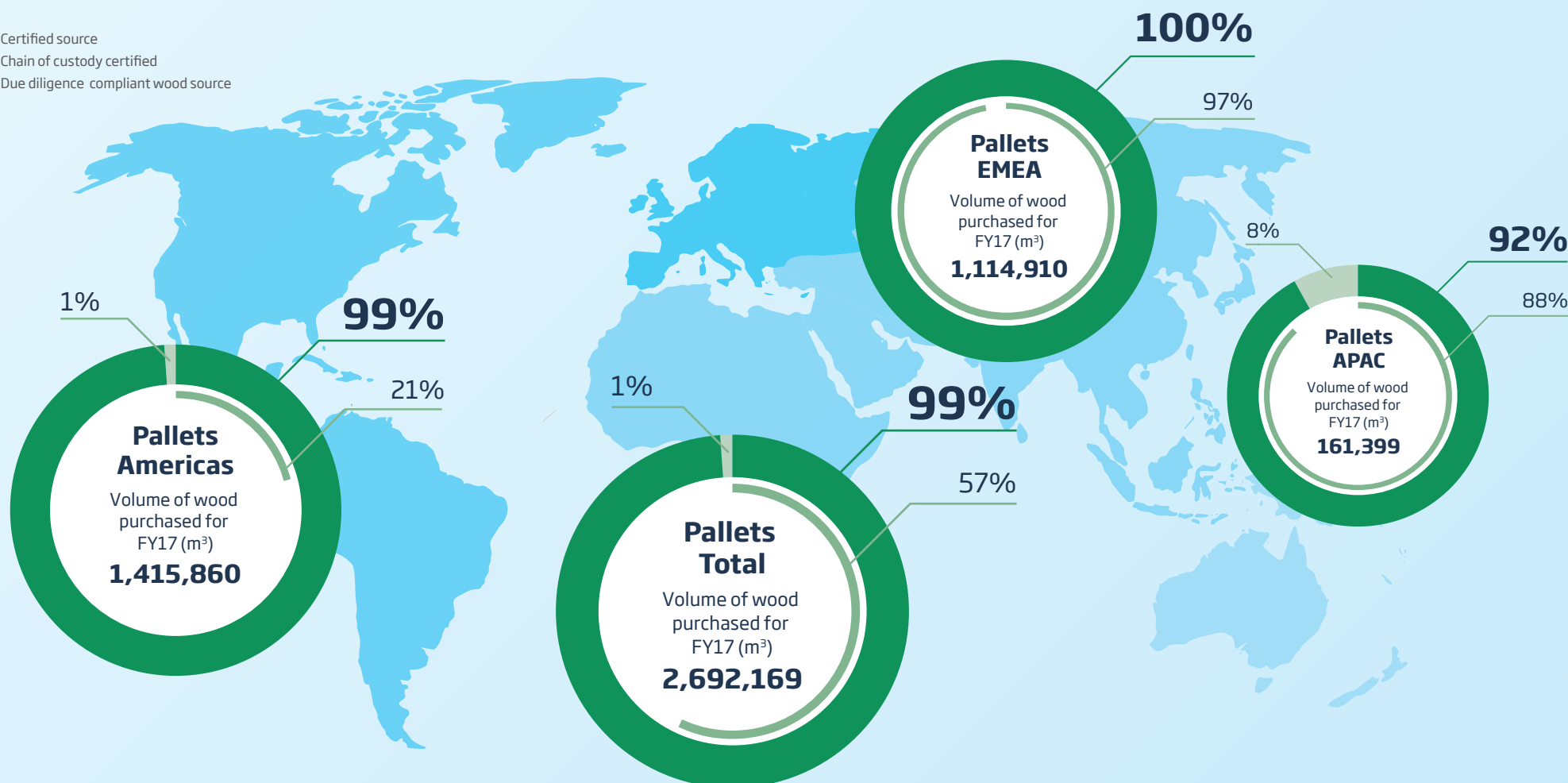
- Status of sustainable forest certification
- Origin of wood by region
- The volume of wood purchased by region

International Union for the Conservation of Nature (IUCN) Red List update:

Of the 50 species that are or may be in CHEP's FY17 wood supply:

- Longleaf Pine only species classified as endangered on Red List
- Longleaf Pine is estimated to be a small part of the North American wood volume
- CHEP USA works with suppliers to manage its potential use
- CHEP USA continues support for the Longleaf Pine Alliance

- Certified source
- Chain of custody certified
- Due diligence compliant wood source



BETTER PLANET

Natural Resources

Materials > plastics > detergents

Resources > water

For the FY17 period, Brambles purchased over 96,600 tonnes of raw plastic material for the manufacture of reusable pallets, crates and containers.

Brambles **recovered and recycled over 22,600 tonnes of end-of-life plastic materials.**

Brambles purchased 4.6 million litres of detergents for washing products.



Plastics

The IFCO life cycle assessment on page 9 helped clarify the importance of quality, durable, reusable and recoverable products which are characteristic for circular business models. **An RPC on average, is reused up to 100 times over its life maximising its value before becoming irreparable, then recycled.**

However, our zero-product waste to landfill goals means the vast majority of end-of-life plastic products are either reground for new products or recycled via a third party.

Detergent

Brambles saw a decrease of 4% per unit in detergent use on FY16. Brambles recognises the link between deforestation and unregulated, unsustainable palm oil production. Our regional procurement teams confirmed that **purchased detergents did not contain any palm oil for FY17.**

FY17 plastic (tonnes) and detergent purchase (litres)

	Plastic purchase by business unit (tonnes)	Detergent purchase by business unit (litres)
	FY17	FY17
IFCO	64,017	4,251,301
CHEP	23,227	419,769
RPCs Total	87,244	-
Containers	9,449	-
Group	96,693	4,671,070

CUSTOMERS SHARING AND REUSING OUR PALLETS AND RPCs SAVED
4,600 megalitres
 OF WATER DURING FY17

Resource use > water

Access to fresh water sources is a critical issue for the communities in which we operate.

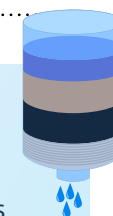
To maintain high sanitation standards required by Hazard Analysis and Critical Control Points standards Brambles uses water to wash our plastic products before each use.

Our FY17 results were driven by IFCO RPCs that saw a 30% reduction in water use while washing a higher volume of RPCs than in FY16. **IFCO's investment in smart guardian monitoring systems for RPC wash facilities has delivered resource reductions for energy, water and chemical inputs.**

IFCO's progress on water recycling technology

IFCO's pursuit for higher operational efficiencies such as reducing water and energy consumption has focused on water recycling solutions. A key challenge throughout this project was the variability of waste water contamination from the wash cycle, requiring either higher chemical doses or a higher filtration specification. The learnings from this project have been critical to finding the right water recycling technology. IFCO aims to have a fully functioning water recycling plant operating in FY18.

	Rainwater harvested (kilolitres)	Water consumed (megalitres)
	FY17	FY17
Pallets	29.8	229.60
IFCO	-	280.00
Corporate	-	0.65
Total	29.8	510.26



BETTER PLANET

Emissions

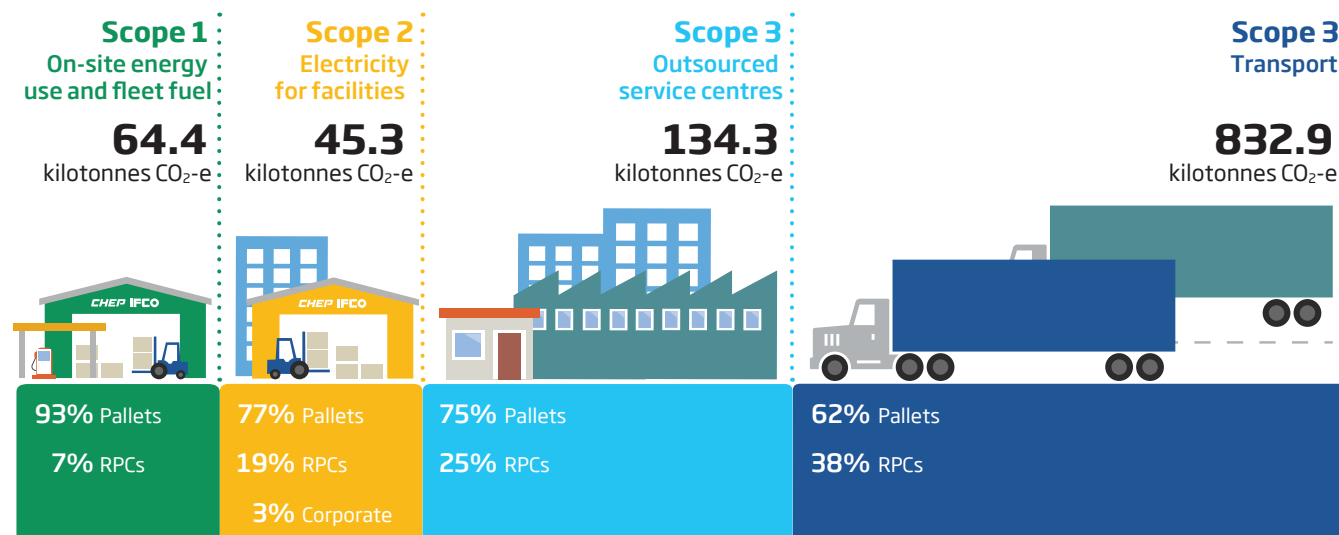
Brambles aims to achieve a **20% reduction in scope 1 and 2 carbon emissions** per unit delivered by 2020.

In FY17, Brambles achieved a **7.8% reduction in CO₂ per unit delivered**.

This equates to a 14.3% reduction against our 2020 goal since our FY15 baseline.

Supporting this goal is our objective to increase the contribution of clean energy to our service centres.

Total FY17 emissions by scope and business



By sharing and reusing our pallets, RPCs and containers, Brambles' customers helped prevent more than 2.5 million tonnes of carbon emissions throughout global supply chains. We also focus efforts in our own direct operations, reducing emissions through improved efficiencies and renewable energy.

Our intensity goal calculates the CO₂ produced from the energy used to condition each product and creates value by measuring improvements in operational efficiency.



IN CO₂ PER UNIT DELIVERED

Brambles' supply chain function is best placed to manage the direct environmental impacts of our operations as well as influence our key suppliers to optimise their own operations.

The carbon emissions reduction per unit for FY17 was driven by a combination of factors including:

- **Business growth, including eight additional sites and energy productivity**
- **More accurate data gathering**
- **An increase in renewable energy**
- **Updated carbon emission conversion factors from a decrease in emissions intensity of grid electricity**

The combined scope 1 and 2 emissions decreased 9% from FY16. Scope 1 emissions decreased 11% and included direct fuel use, emissions from gas, on-site electricity production at service centres as well as liquid fuels used in CHEP fleet vehicles.

Scope 2 emissions from purchased electricity decreased by 7% from FY16.

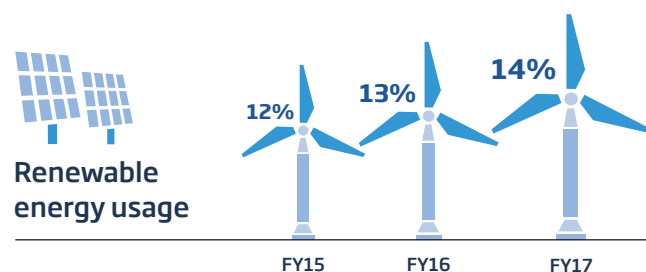
BETTER PLANET

Emissions

Shift to renewables

Brambles aims to increase the contribution of renewable electricity to our direct operations through both on-site generation and third party clean electricity procurement. This commitment helps manage electricity costs, complements our emission reduction goals and meets the expectations of our stakeholders. The total contribution of renewable electricity was 14.3% for FY17.

Renewable electricity generation from on-site plant increased by 307% on FY16, while procurement from third party retailers remained steady at 12,334 MWh over the period.



THE TOTAL CONTRIBUTION OF RENEWABLE ELECTRICITY WAS **14.3%** FOR FY17.



Clean energy strategy for CHEP Australia

CHEP Australia was selected to participate in the Clean Energy Strategies for Business programme administered by the Office of Environment and Heritage (OEH) in Australia. CHEP customers including Unilever, Lion and Brookfarm were also selected. The programme provided expert advice to help identify opportunities to develop a renewable energy goal or an emissions reduction target, and develop a strategy to reach this goal. This strategy is applicable to all CHEP service centres and will help drive operational efficiencies; manage increasing electricity costs and make our share and reuse model even more sustainable.

Optimising Europe's transport industry with "Lean and Green"



The Lean and Green (L&G) programme has helped over 500 companies in the European transport industry collaborate and reduce their carbon emissions. The L&G programme rates companies that have reduced their carbon dioxide emissions from transport by at least 20% in a five-year period with an L&G star.

Christophe Campe, Vice President, First Mile Solutions, CHEP EMEA, is an L&G ambassador promoting the initiative across Europe. Nico Anten, Managing Director, Connekt, comments about our role in the programme:

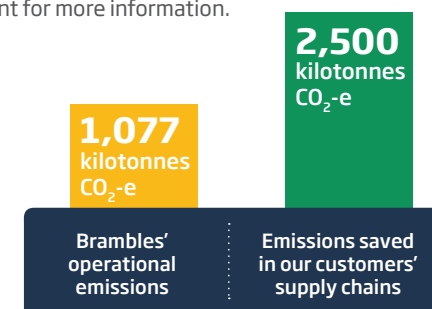
"CHEP has been instrumental in the launch of Lean & Green Europe alongside Unilever, beer brewer AB InBev, and the soft drink bottling company Refresco."

CHEP has already received L&G stars in Benelux and The Netherlands and the recent addition of CHEP Germany. CHEP has been key to expanding the L&G programme to Spain and the Czech Republic during FY17.

Carbon benefits of share and reuse

The carbon reduction from our share and reuse model outweighs Brambles' operational carbon impact.

Please see supplementary document for more information.



BETTER PLANET

Zero Waste

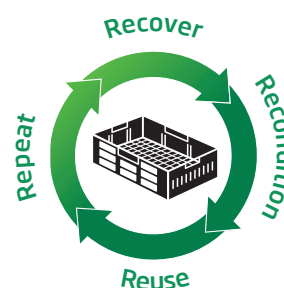
Brambles aims to achieve zero product waste, including wood and plastic, to landfill by 2020.

In FY17, **80% of Brambles' largest pallet and 97% of our largest RPC service centres have secondary uses for unusable materials** – ensuring they are diverted from landfill.

This demonstrates commitment to Brambles' sustainability goals and continued operational efficiencies at our service centres.



Brambles is constantly striving to set a benchmark in establishing a regenerative circular economy in all the supply chains in which we operate. Zero waste supports the concept that **waste equals resource**.



BRAMBLES' CIRCULAR SHARE AND REUSE MODEL HELPED OUR CUSTOMERS SAVE

1.4 MILLION
TONNES OF WASTE IN FY17



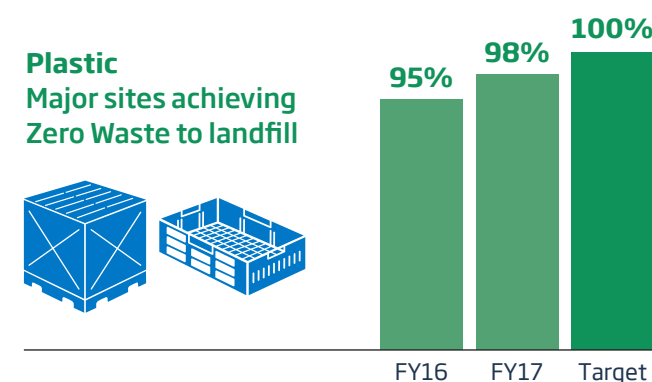
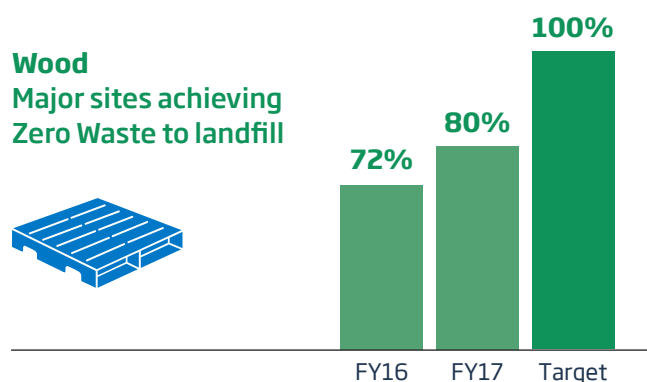
Brambles' zero waste goal

Our zero waste goals focus on our most material service centres which receive and condition the highest volume of product. For FY17, 44 sites for timber and 35 sites for plastic waste were in scope for measurement.

In FY17, 22,680 kilograms of damaged plastic products was recovered at our service centres.

This resource is either provided to our product manufacturers for new Brambles' products or a third party for secondary uses.

Wood reclaimed pallets (metric tonnes)	FY17	FY16
Reused in repair and manufacture of pallets – own sites	3,912	4,610
Reused in other ways (fuel and recycled) – own sites	47,828	47,219



Better Communities

Our Better Communities' activities develop and reinforce positive connections between Brambles' employees, customers and the communities in which we operate. Being a global citizen in more than 60 countries, we aim to build mutually beneficial partnerships with broader society.



Brambles to contribute 0.7% of pre-tax profits to community programmes



Three days volunteering per employee per year with interim target of one day per employee per year

Brambles

Brambles' Better Communities 2020 sustainability goals are aligned with the above United Nations Sustainable Development Goals.

BETTER COMMUNITIES

Community Investment

Brambles Better Communities' goals focus on addressing food security and food waste initiatives, including education and environmental restoration. Our main objectives are to **contribute 0.7% of pre-tax profits** to creating Better Communities by 2020 and to have each employee spend one day each year on community initiatives by 2020.¹

IN FY17, BRAMBLES' TOTAL COMMUNITY CONTRIBUTION VALUE WAS OVER

US\$4.5 MILLION 
REACHING 0.68% OF PRE-TAX PROFITS

Community investment



Volunteering
US\$424,000
↑ 6% since FY16



Corporate donations and sponsorship
US\$1,248,719
↑ 12% since FY16



In-kind donations
US\$2,868,418
↑ 86% since FY16



Total
US\$4,541,137
↑ 49% since FY16

Brambles' Better Communities programme provides unique opportunities to give back to society. We do this in three ways:

- 1 We provide financial donations to charity partners with a purpose that aligns to our business and that strive to create lasting social change
- 2 Our in-kind equipment donations help facilitate critical food rescue and redistribution operations right around the globe
- 3 Our expert volunteering efforts create value for partners, including supply chain, transportation, and safety expertise, as well as collaborating within the unique fast-moving consumer goods (FMCG) networks

In return, Brambles cultivates engaged employees, and builds stronger teams that have more effective working relationships.

✓ Volunteering figures are covered by assurance

BRAMBLES
COLLABORATES WITH OVER
100 FOOD BANKS
AROUND THE WORLD



Brambles has partnered with the Global Foodbanking Network (GFN), an international non-profit organisation that fights world hunger by creating, supporting and strengthening food banks in more than 30 countries.

Logistics expertise helps UK food waste charity

FareShare is an organisation based in the UK that collaborates with the food industry to collect food for frontline charities. Rob Spencer, Senior Director, Business Development, was seconded as Head of Strategy within FareShare to assist in progressing their mission. Rob helped coordinate CHEP's logistics activities, guiding FareShare to more effectively receive and redistribute food donations. This included building partnerships with food donors and addressing safety in their warehouses. The partnership has helped CHEP in many ways. It has strengthened relationships with our customers who are already food donors, and it has enabled CHEP to showcase the benefits of new solutions such as Value Chain Analysis and Collaborative Safety. It also aligns CHEP's brand and our efforts to reduce food waste.

Our in-kind equipment donations helped redistribute
163,200+
TONNES OF
RESCUED FOOD 

which provided over
326 
MILLION MEALS
for those in need

The in-kind equipment donations used for rescued food and meals served is based on agreed conversions with Foodbank Australia.

¹ Brambles allows three days' volunteering leave for all permanent employees each year and our aspiration is to increase volunteering participation beyond one day.

BETTER COMMUNITIES

Community Investment

Environmental restoration From port to plate and back again



CHEP Australia has applied circular economy thinking to restore degraded marine reefs in Melbourne's Port Phillip Bay. The project involved a unique collaboration between business, government, a social enterprise and environmental group, The Nature Conservancy (TNC).

The Geelong Disabled Peoples Industries use donated CHEP containers to collect discarded oyster, mussel and scallop shells from wholesalers and restaurants.

The shells are cured over six months before being aggregated with limestone to form a "reef matrix". This matrix is then submerged into a hatchery together with oyster spawn. The juvenile oysters seek out the hard surfaces provided by the recycled shells and, once mature, are released into the bay to gradually recreate the shellfish reefs.

Marine Manager of TNC, Dr Chris Gillies, said, "CHEP's support and technical knowledge on supply chain logistics has helped make the project a reality, allowing local restaurants and businesses to reduce their waste while recovering Victoria's most imperilled marine habitat."

CHEP Europe leaders deliver strategic value with skilled volunteering

In 2016, CHEP Europe partnered with the European Federation of Food Banks and became their ambassador. Since then, hundreds of CHEP employees across Europe have volunteered at their local food banks. However, CHEP sought a deeper contribution. In July 2016, Mike Pooley, President CHEP Pallets, EMEA, launched the Food Banks Project competition. **Each member of the European leadership group sponsored a team to develop a project focused on delivering long-term value to their local food bank by matching CHEP's expertise to the needs of that facility.** The projects focused on transport management, operational efficiencies, safety and effective stakeholder engagement to increase food donations.



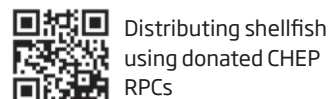
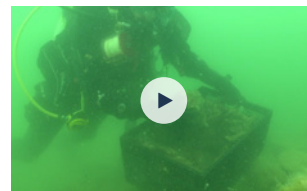
In total, nine **projects were implemented in seven European countries, involving over 100 employees from all levels of the organisation and 1100 hours of dedicated work.** In the words of Patrick Alix, FEBA Secretary General, **"The way CHEP has mobilised its leadership teams to engage with food banks in various European countries through this project contest is simply outstanding."**

To date, **300m³** of shells have been collected from participating food retailers, bypassing Geelong's landfills to the **Shellfish Restoration project.**

WATCH THE VIDEOS



The story of the shellfish reef project



Distributing shellfish using donated CHEP RPCs



BETTER COMMUNITIES

Community Investment

“CHEP China concentrates on not only its core business but also the ecological protection, positive enterprise, culture and corporate spirit.

Andy Wang, Business Development Sales and Service.



Volunteering CHEP China starts volunteering

FY17 saw the inaugural participation of CHEP China's employees in Brambles' volunteering programme. Three planned activities included helping at a disabled children's nursery, tree planting, and clothing donations following a natural disaster. The "Caring for Life" experience at the nursery was confronting for many of CHEP's procurement and logistics employees as the disabled children were either orphans or their families suffered from economic and mental stress. However, seeing the nursery's employees patiently care for these youngsters inspired them to participate. Activities included food preparation, assisting with meals and providing some much-needed positive energy for the children.

The tree planting activity saw CHEP China employees plant trees at the Shanghai Gulf National Forest. The overall aim of the project is to re-establish a natural ecology and counteract rapid urban development and its associated pollution problems.



CHEP CHINA EMPLOYEES
HELPED PLANT TREES AT THE
SHANGHAI GULF NATIONAL FOREST



IFCO NORTH AMERICA
TEAM PACKAGED

30,000

NUTRITIOUS MEALS FOR LOCAL FOOD
RELIEF CHARITY "FEEDING TAMPA BAY"



IFCO's teamwork helps Feeding Tampa Bay

The IFCO North America team met for their Annual Management Meeting in Tampa, Florida. These events are a great opportunity to get together and discuss business innovation but also a rare chance to interact with colleagues face to face. The team concluded the week by packaging 30,000 nutritious meals, which were donated to the local food relief charity "Feeding Tampa Bay". This charity partners with many of IFCO's customers for food donations.

IFCO PROVIDED IN-KIND RPCS TO

55 FOOD BANKS IN FY17 BRINGING
THEIR CUMULATIVE SUPPORT TO
166 FOOD BANKS GLOBALLY.



Thank you

2017 has been another year of solid progress in sustainability, thanks to the dedication of our employees and to the collaboration of our customers and partners. Each participant has played an important role in ensuring our circular share and reuse business model made supply chains around the world more efficient and sustainable.



J.J. Freijo
Global Head of Sustainability

On average, this year each Brambles' employee has saved:

180 tonnes of carbon emissions



Carbon emissions produced by
19 homes in the USA in one year

328 kilolitres of drinking water



0.13 Olympic swimming pools

103 tonnes of waste to landfill



Enough waste to fill
15 garbage trucks

112 m³ of wood



Enough wood to conserve
117 trees

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