

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

What Brambles does

As a pioneer of the sharing economy, Brambles is one of the world's most sustainable logistics businesses.

Its circular business model perpetuates the share and reuse of the world's largest pool of reusable pallets and containers.

This enables Brambles to serve its customers while minimising the impact on the environment and improving the efficiency and safety of supply chains around the world.

Brambles' platforms form the invisible backbone of global supply chains, primarily serving the fast-moving consumer goods, fresh produce, beverage, retail and general manufacturing industries.

The world's largest brands trust Brambles to help them transport life's essentials more efficiently, safely and sustainably.

How Brambles Creates Value

Brambles uses the power of its circular business model, network advantage and unique expertise to leverage the key capital inputs into its business to generate significant value for customers, shareholders and employees.

For customers, Brambles' end-to-end supply chain solutions deliver operational, financial and environmental efficiencies not otherwise available through one-way, single-use alternatives.

For shareholders, Brambles delivers sustainable growth at returns well in excess of the cost of capital and seeks to generate sufficient cash flow through the cycle to fund dividends and support reinvestment in growth, innovation and the development of its people.

For employees, Brambles provides development and exciting career opportunities in approximately 60 countries. By fostering a culture of innovation and agility, Brambles seeks to attract and retain the talent which is integral to its success.

In a resource-constrained world, circular business models like that operated by Brambles are recognised as a critical economic evolution to enable the world to trade more responsibly. By regenerating what it extracts and by providing its products via a service, Brambles helps reduce both the constant pressure on natural resources and the waste production typical of conventional linear business models.

Brambles capitalises on its unique position in the supply chain to enable customer collaboration and address sustainable development challenges, such as optimising transport networks, addressing food waste and promoting sustainable use of the world's forests.

In this way, Brambles creates a circular economy, on a global scale.

Brambles announced the sale of IFCO in February 2019; for the purposes of this report we will be reporting Fiscal Year 2019, excluding IFCO as it was divested before the end of the financial year.

For more information go to www.brambles.com

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	July 1 2018	June 30 2019	Yes	3 years

C0.3

(C0.3) Select the countries/areas for which you will be supplying data.

- Australia
- United Kingdom of Great Britain and Northern Ireland
- United States of America

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

USD

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Operational control

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain
Chief Executive Officer (CEO)	The Brambles Chief Executive Officer (CEO) has operational responsibility for sustainability issues, including those related to climate change. The CEO is an executive Board member. The Executive Leadership Team (ELT) helps to formulate sustainability policies and is responsible for implementing these across the organisation. Brambles Sustainability Risk Committee (SRC), formed in 2016, is responsible for assisting the CEO, CFO and Executive Leadership Team (ELT) with sustainability strategies and activities, consistent with the Group's Shared Values. Sustainability matters relevant for each region are raised with the relevant ELT member on a regular basis. The Board is responsible for the establishment and review of the effectiveness of the Group's system of internal control and risk management. This includes consideration of climate change risks. The Board is also responsible for the Group's Environmental Policy and Corporate Social Responsibility Policy.

C1.1b

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of board-level oversight	Please explain
Scheduled – some meetings	<p>Reviewing and guiding risk management policies</p> <p>Monitoring implementation and performance of objectives</p> <p>Monitoring and overseeing progress against goals and targets for addressing climate-related issues</p> <p>Other, please specify (Public sustainability reporting)</p>	<Not Applicable>	<p>As stated above, the Board is responsible for the establishment and review of the effectiveness of the Group's system of internal control and risk management. This includes consideration of climate change risks. The Board is also responsible for the Group's Environmental Policy and Corporate Social Responsibility Policy. The Board is responsible for approving the Group's overall strategic objectives, facilitating the provision of appropriate financial and human resources to meet these objectives and reviewing executive management's performance; and the Group's risk management framework and systems of internal control and the conduct of a bi-annual review of the effectiveness of the risk management framework, including by a determination that it is properly identifying risks, the materiality of risks identified and mitigation steps for them (see 2019 Corporate Governance Statement, p 1 https://brambles.com/Content/cms/Corporate_Governance/2019/2019_Corporate_Governance_Statement.pdf). In FY16, Brambles established a sustainability risk and control committee to report through normal risk management processes. This is a management committee that assists the Executive Leadership Team (ELT) to oversee the sustainability strategy and policies, including those relating to climate change. Brambles has developed a sustainability strategy and reports its sustainability performance, policy and overall governance on its website (https://www.brambles.com/sustainability-governance). The Vice President - Global Head of Sustainability reports to the Board on an annual basis to present progress on sustainability targets and the annual Sustainability Review (which is also reviewed and approved by the Board).</p>
Sporadic - as important matters arise	<p>Reviewing and guiding strategy</p> <p>Reviewing and guiding major plans of action</p> <p>Reviewing and guiding risk management policies</p> <p>Reviewing and guiding annual budgets</p> <p>Reviewing and guiding business plans</p> <p>Monitoring implementation and performance of objectives</p> <p>Overseeing major capital expenditures, acquisitions and divestitures</p>	<Not Applicable>	<p>The schedule of matters reserved to the Board for approval includes overseeing the integrity of the Group's reporting systems for the Directors', corporate governance, sustainability and remuneration reports and other significant statements to the press, stock exchange and/or shareholders. If climate change issues impacted any of the schedule of matters reserved to the Board for approval then the Board would review, including the Group's overall strategic direction and strategic plans for its major business units; acquisitions or disposals of assets which exceed the authority limits delegated to the Chief Executive Officer and Chief Financial Officer; and budgets, financial objectives and policies, and significant capital expenditure (see 2019 Corporate Governance Statement, p 1 https://brambles.com/Content/cms/Corporate_Governance/2019/2019_Corporate_Governance_Statement.pdf).</p>

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Sustainability committee	<Not Applicable>	Assessing climate-related risks and opportunities	<Not Applicable>	Half-yearly
Chief Sustainability Officer (CSO)	<Not Applicable>	Other, please specify (Report progress on managing risks/opps)	<Not Applicable>	Annually
Risk committee	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Half-yearly

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

In 2016, Brambles established a Sustainability Risk Committee (SRC). The SRC is a management committee comprising Brambles' Global Head of Sustainability and Group Vice President, Risk & Assurance and a cross section of senior Brambles corporate and business unit executives. The objectives of the SRC are, amongst others, to assist the ELT and the Board to fulfil their corporate governance and oversight responsibilities relating to sustainability risks by identifying, assessing, monitoring and reporting on the Group's exposure to sustainability risks, determining whether the Group has a material exposure to any sustainability risks and monitoring new and emerging sustainability risks, including those relating to climate change. The CEO has operational responsibility for climate change issues, with the SRC assisting both the CEO and the ELT in this role. The Committee was established and given responsibility in identifying, assessing, monitoring and reporting on sustainability issues, including climate change, as individuals appointed to the committee have relevant and applicable functional expertise. The SRC supplements the role of the Group Risk and Control Committees (RCCs), which continue, as a part of their regular review of their respective risk profiles and material risks, to identify, assess and, if applicable, adopt mitigation plans for economic, environmental and social sustainability risks. The Group Vice President, Internal Risk and Audit, who reports to the Chief Financial Officer, has operational responsibility for overseeing the internal risk program.

The Vice President - Global Head of Sustainability reports to the Vice President, Investor Relations, who reports to the CFO, who reports to the CEO. This role corresponds to that of Chief Sustainability Officer and is responsible for setting targets and sustainability strategy programs, as well as monitoring and reporting performance against the relevant KPIs. This includes Brambles' targets and programs that address issues related to climate change, including emissions reduction targets, the setting of a science-based target, as well as energy and emissions reduction and efficiency programs, for example, transport, supply chain and other programs. In addition, those within the business who have operational responsibility for functions impacted by these programs, such as Logistics, Operations and Procurement, work with the Vice President - Global Head of Sustainability to both formulate and carry out programs within their area. For example, the chain of custody certification target for our timber purchases, which helps us reach our target of zero deforestation, is managed by the Vice President, Global Procurement. Energy efficiency programs that involve the installation of energy efficient infrastructure are managed by the Operations team and are the ultimate responsibility of the Senior VP, Global Supply Chain Operations. Another example is the Senior Vice President Logistics, who oversees transport collaboration programs between Brambles and customers. These targets and programs are undertaken to mitigate the risks and opportunities related to climate change and other environmental impacts of our business. Performance is monitored through internal systems and processes, including our environmental data collection system and our internal audit processes.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive	Type of incentive	Activity incentivized	Comment
President	Monetary reward	Please select	Senior Vice President Logistics - Transport Collaboration between Brambles and Customers. Collaboration projects create practical benefits for customers such as reduced fuel and transport service costs, positive sustainability outcomes and supply chain insights. Our SVP Logistics has an objective on increasing transport collaboration and reducing empty trips, which reduces our scope 3 emissions.
Chief Sustainability Officer (CSO)	Monetary reward	Please select	Global Head of Sustainability - Sustainability strategy development and implementation, development and achievement of sustainability goals. This is the role that corresponds to the Chief Sustainability Officer within Brambles.
Chief Procurement Officer (CPO)	Monetary reward	Please select	Senior Director of Procurement - The risk of contributing to deforestation is Brambles' most material sustainability issue. This is comprehensively addressed through a management program 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.
All employees	Non-monetary reward	Please select	Brambles' employee volunteering policy provides employees with three days of paid volunteer leave per year during usual contracted hours. This time can be used to volunteer their services to community-based not-for-profit environmental or educational organisations. During FY19, employees volunteered more than 21,000 hours. Brambles recognises the volunteering efforts of our employees by featuring them in internal communications, on the company intranet, on www.chep.com, and in our sustainability reporting. Coinciding with World Environment Day on 5 June 2019 Brambles hosted our second Sustainability Day across all regions. Employees helped at local food banks, holding education sessions on healthy eating habits for children, tree planting, collecting waste, and some donating blood. CHEP Australia's partnership with Landcare Australia saw 80 employees regenerate habitats in their local communities. CHEP Mexico arranged for over 200 employees to attend a single volunteering event. In India, the Mumbai office organised blood donations to save lives. The 2019 sustainability awards recognise the innovative ideas arising from our engaged workforce and are reviewed by the regional executive management teams. For 2019, the winning projects were: Better Business: The New Zealand Fresh team won the award for securing a significant 10-year collaboration with a major retailer. The agreement means CHEP will continue providing the retailer with RPCs to replace single-use cardboard and look at converting an additional 1.6 million cardboard boxes to RPCs. Better Planet: A Global Supply Chain Network Optimisation Analyst, won the award for her work in supporting the United Nations High Commissioner for Refugees (UNHCR). The UNHCR Supply Chain team approached CHEP for help in optimising their Global Stockpiles Network. When needed, UNHCR can ship core relief items from these stockpiles to assist up to 600,000 people within 72 hours. This project is a perfect example of the impact that our logistics expertise can have in any supply chain. Better Communities: An Account Manager has won the award for her work over the last two years to improve CHEP's collaboration with Food Banks Canada (FBC). Through her efforts, FBC are now an official Cooperative Distributor of CHEP equipment, which means that CHEP customers can use our pallets to send unwanted food to the food banks.
Other, please specify (Suppliers, customers and NGOs)	Non-monetary reward	Please select	Brambles uses its logistics knowledge to minimise the carbon footprint of our customers by working with suppliers to reduce transport distances and associated emissions. We also work collaboratively with customers and suppliers to eliminate unnecessary empty return truck trips. Brambles also works with community organisations, such as food banks and environmental groups, on collaborative projects that have environmental benefits, including issues related to climate change. Brambles features customers, suppliers and community organisations that it works with online at www.chep.com and in its Sustainability Review (see pp 10-13 https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf).
Energy manager	Monetary reward	Please select	incentives vary around the world; however, two examples are in CHEP Europe and CHEP Australia, that monitor progress on energy initiatives versus targets regularly, both absolute emissions and using a KPI intensity metric. Monetary bonuses are linked to KPI achievement.
Management group	Monetary reward	Please select	For some senior managers, annual bonuses are linked to implementing energy efficient measures and achieving reduction targets.
Environment/Sustainability manager	Monetary reward	Please select	Members of the sustainability team have KPIs linked to reductions objectives (annual bonuses). In some regions, this is cascaded down to other departments (eg Operations Europe). Other employees have bonuses partly linked to implementing energy efficient measures and achieving reduction targets.

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment
Short-term	0	3	Brambles uses a proximity rating system in its risk management processes. Brambles' ratings encompass five criteria: 0-6 mths, 6-12 mths, within the 3 year strategy period, beyond the three year strategy period and uncertain. To compare to the CDP classification of short-term, we have selected 0-3 years as the closest reflection of our internal ratings.
Medium-term	3	5	Brambles uses a proximity rating system in its risk management processes. Brambles' ratings encompass five criteria: 0-6 mths, 6-12 mths, within the 3 year strategy period, beyond the three year strategy period and uncertain. To compare to the CDP classification of medium-term, we have selected 3-5 years as the closest reflection of our internal ratings.
Long-term	5	10	Brambles uses a proximity rating system in its risk management processes. Brambles' ratings encompass five criteria: 0-6 mths, 6-12 mths, within the 3 year strategy period, beyond the three year strategy period and uncertain. To compare to the CDP classification of long-term, we have selected 5-10+ years as the closest reflection of our internal ratings. Uncertain proximity rating may extend beyond 10 years.

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

Brambles uses a risk matrix going from insignificant to severe consequence. A substantive financial impact on our business would be what we classify as a major or severe consequence and would correspond to an impact of between 20M USD and 30M USD or more than 30 million USD on the group operative profit.

Brambles risk management processes are outlined in detail on its website and Corporate Governance Statement pp 11-13 (https://brambles.com/Content/cms/Corporate_Governance/2019/2019_Corporate_Governance_Statement.pdf). The identification, assessment and adoption of mitigation plans for material economic, environmental and social sustainability risks (which includes those related to climate change) was incorporated into the Group's risk management framework. "Material" risks include those that have a substantive financial impact, or a substantive impact on the Group's reputation, a material effect on the Group's value or share price, or its ability to execute its strategy. Our risk management framework is described in the Corporate Governance Statement on Brambles' website, which incorporates effective risk management into its strategic planning processes and requires business operating plans to effectively manage key risks. In order to identify key risks (and effective mitigants), Brambles assesses both the likelihood of an event occurring, and then the consequence or impact if that event materialises. We split our impact or consequence (on the business) into five levels: Almost Certain, Likely, Possible, Unlikely, or Rare. Impact is assessed as being Severe, Major, Moderate, Minor, or Insignificant. An Almost Certain or Likely consequence or Severe or Major impact would likely have a "substantive impact" on our business. It can be split into a number of different elements for which there are definitions: Health & Safety, Environmental, Financial Loss, Image & Reputation, Legal & Compliance, People, Asset Loss, Treasury Covenants, Share Price, and Group Operating Profits.

In FY20, Brambles has progressed its assessment of the risks and opportunities of climate change. This involved engaging cross-functional TCFD teams across each region and using climate scenario analysis to identify climate-related risks and opportunities specific to Brambles' value chain. Brambles selected three climate scenarios comprising: a 1.5°C scenario to reflect government led 'Rapid Decarbonisation'; 'Middle Of The Road' (2°C) with strong leadership from industry; and a 'No Climate Action' (4°C) scenario reflecting weak or poorly coordinated actions in terms of a global social, political and economic responses to climate change.

As part of this process, climate-related risk has been identified as a stand-alone risk and will be reassessed using Brambles' risk management framework and approach. In addition, Brambles is evaluating existing strategic and operating risks in the context of climate-related risk in its external operating environment. Further details on Brambles' approach to climate-related risks are set out on page 12.

https://brambles.com/Content/cms/pdf/2019/Brambles_2019_Annual_Report.pdf

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered

Direct operations
Upstream
Downstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term
Medium-term
Long-term

Description of process

In FY20, Brambles has progressed its assessment of the risks and opportunities of climate change. This involved engaging cross-functional TCFD teams across each region and using climate scenario analysis to identify climate-related risks and opportunities specific to Brambles' value chain (https://brambles.com/Content/cms/pdf/ResultsCentre/2020_Full_Year_Results/Brambles_2020_TCFD_Report.pdf). Brambles selected three climate scenarios comprising: a 1.5°C scenario to reflect government led 'Rapid Decarbonisation'; 'Middle Of The Road' (2°C) with strong leadership from industry; and a 'No Climate Action' (4°C) scenario reflecting weak or poorly coordinated actions in terms of a global social, political and economic responses to climate change. Three key climate themes have emerged for Brambles Brambles' Low-carbon Advantage The immediate and ongoing opportunities related to Brambles' low-carbon, circular business model outweigh short-term climate-related risks in the decarbonising 1.5°C and 2°C climate scenarios. In decarbonising economies, efficient use of natural resources will become more important and the inherent advantage within Brambles' circular business model presents clear and ongoing opportunities. This is enhanced through Brambles' Transport Collaboration solutions and Zero Waste World programme. Brambles forthcoming 2025 Sustainability targets will further amplify market opportunities, help customers with their decarbonisation and circularity commitments while preparing for future climate and waste regulation. Brambles' Network Resilience The agility and scale of the Brambles network and asset pools creates an inherent resilience to supply chain shock, enabling greater responsiveness to customers before and after severe climate-related weather events. Adaptability will be increasingly important as exposure to supply chain shocks from physical climate-related weather events increases in all three climate scenarios. Brambles' network resilience is a market differentiator and a key mitigant enabling greater agility pre-weather event and reliability during the recovery phase. Current efficiency workstreams will further strengthen the resilience of Brambles' networks. Brambles' response to the Covid-19 crisis has emphasised the ability to maintain a resilient network during a widespread supply chain crisis. Raw Material Supply Security and Continuity Longer-term climate-related risks relating to raw material supply security and continuity, have been identified including physical impacts and carbon offsets. These risk are considered in the current strategic planning processes including mitigations already underway as part of procurement and supply chain and asset efficiency programmes. The price and availability of lumber supply as well as the potential impact of pests and disease were identified as emerging climate-related risks which are expected to evolve over a five to ten-year timescale and manifest differently under the three climate scenarios considered. The next phase of Brambles' TCFD response will look to embed the TCFD outcomes and apply monitoring and measurement approaches to ensure the benefits are realised and risks continually mitigated. Further information on Brambles response to the TCFD recommendations including more detail on the risks and opportunities of climate change is available on brambles.com Moreover, Brambles risk management processes are outlined in detail on its website and Corporate Governance Statement pp 11-13 (https://brambles.com/Content/cms/Corporate_Governance/2019/2019_Corporate_Governance_Statement.pdf). The identification, assessment and adoption of mitigation plans for material economic, environmental and social sustainability risks (which includes those related to climate change) was incorporated into the Group's risk management framework. "Material" risks include those that have a substantive financial impact, or a substantive impact on the Group's reputation, a material effect on the Group's value or share price, or its ability to execute its strategy. The risk and control committees (RCCs), as a part of their regular review of their respective risk profiles and material risks, identify, assess and, if applicable, adopt mitigation pmanagement into its strategic planning processes and requires business operating plans to effectively manage key risks. In order to identify key risks (and effective mitigants), Brambles assesses both the likelihood of an event occurring, and then the consequence or impact if that event materialises. We split our impact or consequence (on the business) into five levels: Almost Certain, Likely, Possible, Unlikely, or Rare. Impact is assessed as being Severe, Major, Moderate, Minor, or Insignificant. An Almost Certain or Likely assessment for economic, environmental and social sustainability risks. The Sustainability Risk Committee (SRC), a management committee comprising a cross section of senior Brambles corporate and business unit executives with relevant and applicable functional expertise. The SRC supplements the role of the Group RCCs, which continue, as a part of their regular review of their respective risk profiles and material risks, to identify, assess and, if applicable, adopt mitigation plans for economic, environmental (including issues related to climate change) and social sustainability risks. The SRC receives and reviews that part of the bi-annual risk reports prepared by the Group RCCs to the ELT that relate to their respective sustainability risks and the risk mitigations plans for those risks. It assesses and reports to the ELT on whether the Group has a material exposure to those risks. Any such risks, and their associated mitigation steps, are included in the twice yearly report from the ELT to the Board (see Section 7.2). The SRC also reviews and approves on a bi-annual basis a sustainability risk matrix for the Group. A description of the nature of the Group's material economic, environmental and social sustainability risks is set out in the Operating & Financial Review on pages 8, 12-18 of Brambles' 2019 Annual Report (https://brambles.com/Content/cms/pdf/2019/Brambles_2019_Annual_Report.pdf). In FY19, Brambles' Sustainability Risk Committee conducted a review of the economic, environmental and social sustainability risks to which the Group is subject. This review identified climate change impacts and safety as the Group's material sustainability risks. A full review of Brambles' sustainability risks and performance is included in the 2019 Sustainability Review, available on Brambles' website (materiality matrix on page 4 https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf).

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

Relevance & inclusion	Please explain

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	Brambles notes regulatory compliance as a risk in the 2019 Annual Report, p 18 (https://brambles.com/Content/cms/pdf/2019/Brambles_2019_Annual_Report.pdf). Brambles operates in a large number of countries with widely differing legal regimes, legislative requirements and compliance cultures. A failure to comply with regulatory obligations and local laws could adversely affect Brambles' operational and financial performance and its reputation. Mitigating actions include the Code of Conduct which provides a framework for detailed policies addressing regulatory compliance (https://brambles.com/corporate-governance-overview). Adoption of Group-wide online compliance training programmes supplement face-to-face training. A dedicated Chief Compliance Officer is responsible for monitoring the implementation and ongoing application of compliance management systems. As stated in the Corporate Governance Statement, p 1 (https://brambles.com/Content/cms/Corporate_Governance/2019/2019_Corporate_Governance_Statement.pdf), "Brambles is a global provider of supply chain logistics solutions and operates in approximately 60 countries. It is therefore subject to an extensive range of legal, regulatory and governance requirements. Brambles is committed to observing the requirements applicable to publicly listed companies in Australia. The Board is conscious that best practice in the area of corporate governance is continuously evolving, and will therefore continue to anticipate and respond to further corporate governance developments." Brambles Code of Conduct (https://brambles.com/corporate-governance-overview) applies to all Brambles' directors, officers and employees and requires them to conduct business in accordance with the laws and regulations of the countries in which the business is located, and in a manner so as to enhance the reputation of Brambles. In addition, the ELT, through the Chief Executive Officer, also prepares a risk report to the Board twice yearly, which includes a review of the Group's risk profile, mitigation factors, economic, social and environmental sustainability risks and emerging risks. Through its response to the TCFD recommendations, Brambles has taken into account current regulations such as carbon price and international trading of carbon permits to understand the impact on the price of timber.
Emerging regulation	Relevant, always included	Brambles Chief Compliance Officer, reporting to the Vice President, Legal and Secretariat, is responsible for monitoring emerging regulation. As stated in the 2019 Corporate Governance Statement (https://brambles.com/Content/cms/Corporate_Governance/2019/2019_Corporate_Governance_Statement.pdf), "The Board is conscious that best practice in the area of corporate governance is continuously evolving, and will therefore continue to anticipate and respond to further corporate governance developments." (p 1) This includes emerging regulation. Regulatory compliance is noted as a strategic and operating risk in the 2019 Annual Report, p 18. "A failure to comply with regulatory obligations and local laws could adversely affect Brambles' operational and financial performance and its reputation". (https://brambles.com/Content/cms/pdf/2019/Brambles_2019_Annual_Report.pdf) Through its response to the TCFD recommendations, Brambles has taken into account emerging regulations such as the increase of carbon prices and international trading of carbon permits to understand the impact it will have on the price of timber.
Technology	Relevant, always included	Brambles reports on risks related to technology in its 2019 Annual Report in the Strategic and Operating Review, pp 12-17-18 (https://brambles.com/Content/cms/pdf/2019/Brambles_2019_Annual_Report.pdf). The risk of cyber security, where the unauthorised access to or use of Brambles' IT systems could adversely impact Brambles' ability to serve its customers or compromise customer or employee data, resulting in reputational damage, financial loss and/or adverse operational consequences. In response, Brambles has implemented an IT security strategy which utilises technologies and processes to protect systems and to detect and promptly respond to unauthorised or inappropriate activities. These controls include, but are not limited to, e-mail filtering, anti-virus software, security awareness and training, as well as the use of penetration testing across our network. Brambles uses the National Institute of Standards and Technologies Cyber Security Framework to monitor, track, and report progress to Senior Management. Information security is also listed as a risk. Brambles relies on its IT systems to operate its business. The misuse, loss of or unauthorised access to sensitive data due to incomplete or unsuitable identification, storage, processing or disposal procedures could result in financial loss, operational disruption and/or reputational damage. Preventative controls have been put in place to mitigate the risk of loss or misuse of data. These controls include the encryption of laptops, e-mail data retention controls and the ability to store data in secure drives. In 2016, Brambles reinforced its commitment to innovation and sustainability by establishing its new venture, BXB Digital. BXB Digital is working to provide innovative, data-driven solutions that go beyond traditional boundaries. Our solutions aim to leverage the Brambles' networks of over 330 million assets, delivering customers world-wide a more connected, intelligent and efficient supply chain. (p 9-15, 2019 Sustainability Review https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf). Through its response to the TCFD recommendations, Brambles has taken into account technology in assessing transitional risks such as the opportunities for low-carbon products (such as Brambles') in the transition to a low-carbon economy.
Legal	Relevant, always included	As stated in the Corporate Governance Statement (https://brambles.com/Content/cms/Corporate_Governance/2019/2019_Corporate_Governance_Statement.pdf), "Brambles is ... subject to an extensive range of legal, regulatory and governance requirements. Brambles is committed to observing the requirements applicable to publicly listed companies in Australia. The Board is conscious that best practice in the area of corporate governance is continuously evolving, and will therefore continue to anticipate and respond to further corporate governance developments." (p 1) Brambles Code of Conduct (https://brambles.com/corporate-governance-overview) applies to all Brambles' directors, officers and employees and requires them to conduct business in accordance with the laws and regulations of the countries in which the business is located, and in a manner so as to enhance the reputation of Brambles. Through its response to the TCFD recommendations, Brambles has taken into account legal aspects in assessing transitional risks such as the increase of price on emissions for transport fuels and the opportunity it creates for some solutions that Brambles offers such as transport orchestration.
Market	Relevant, always included	Risks related to the market are reported in our 2019 Annual Report, in the Strategic and Operating Review, pp 16-18 (https://brambles.com/Content/cms/pdf/2019/Brambles_2019_Annual_Report.pdf). This includes Macro-economic conditions, Industry trends in the retail, grocery and consumer goods supply chains, Network capacity, Competitors and Retailer acceptance of pooled solutions. Brambles' reports its response to each of these in the Annual Report. In addition, as stated in the Corporate Governance Statement (https://brambles.com/Content/cms/Corporate_Governance/2019/2019_Corporate_Governance_Statement.pdf), "Brambles is a global provider of supply-chain logistics services and operates in more than 60 countries. It is therefore subject to an extensive range of legal, regulatory and governance requirements. Brambles is committed to observing the requirements applicable to publicly listed companies in Australia. The Board is conscious that best practice in the area of corporate governance is continuously evolving, and will therefore continue to anticipate and respond to further corporate governance developments." (p 1) Brambles Code of Conduct (https://brambles.com/corporate-governance-overview) applies to all Brambles' directors, officers and employees and requires them to conduct business in accordance with the laws and regulations of the countries in which the business is located, and in a manner so as to enhance the reputation of Brambles. Through its response to the TCFD recommendations, Brambles has taken into account market changes in assessing transitional risks such as the increased cost of diesel for transportation due to carbon pricing.
Reputation	Relevant, always included	Several of the strategic and operating risks reported in the 2019 Annual Report, p 16-18, include reference to reputational damage as one of the consequences of the risk (https://brambles.com/Content/cms/pdf/2019/Brambles_2019_Annual_Report.pdf). As stated in the Corporate Governance Statement (https://brambles.com/Content/cms/Corporate_Governance/2019/2019_Corporate_Governance_Statement.pdf), "The Board is conscious that best practice in the area of corporate governance is continuously evolving, and will therefore continue to anticipate and respond to further corporate governance developments." (p 1) Brambles Code of Conduct (https://brambles.com/corporate-governance-overview) applies to all Brambles' directors, officers and employees and requires them to conduct business ... in a manner so as to enhance the reputation of Brambles." Through its response to the TCFD recommendations, Brambles has taken into account reputation requirements for companies to be able to leverage the low-carbon products increase in demand opportunity in the transition to a low-carbon economy, and assess the privileged position Brambles is in due to its recognized circular business model.
Acute physical	Relevant, always included	Any acute physical risk, including climate-related, and its potential implications are monitored through our risk management processes. Brambles Group Risk and Audit manages physical risk with robust site and asset management plans and modelling, including emergency response and business continuity. Global building surveys applying Zero Harm standards are conducted continually. Brambles monitors the impact of its global operations through the use of an environmental management system to further improve analysis. Brambles also closely monitors the impact of and on its supply chain, including sourcing of raw materials such as timber, that may be impacted by, or have an impact on, climate-related risks (eg deforestation). Brambles notes that material sourcing is a risk in the 2019 Annual Report, p 15 (https://brambles.com/Content/cms/pdf/2019/Brambles_2019_Annual_Report.pdf). "Ongoing secure supply of materials for the production and repair of pooling equipment, in particular wood used for pallets, is critical to Brambles." Material sourcing may be impacted by acute physical changes. Safety is another key risk noted in the Annual Report that may be as a result of acute physical risks; "Brambles' Zero Harm Charter states that everyone has the right to be safe at work and to return home as healthy as they started the day." (p 14) Through its response to the TCFD recommendations, Brambles has taken into account acute physical risks such as severe weather events and has assessed for example, their impact on freight carriers and assets movements.
Chronic physical	Relevant, always included	As for acute physical risks, any chronic physical risk, including climate-related and its potential implications are monitored through our risk management processes. Brambles Group Risk and Audit manages physical risk with robust site and asset management plans and modelling, including emergency response and business continuity. Global building surveys applying Zero Harm standards are conducted continually. Brambles monitors the impact of its global operations through the use of an environmental management system to further improve analysis. Brambles also closely monitors the impact of and on its supply chain, including sourcing of raw materials such as timber, that may be impacted by, or have an impact on, climate-related risks (eg deforestation). Brambles notes that material sourcing is a risk in the 2019 Annual Report, p 15 (https://brambles.com/Content/cms/pdf/2019/Brambles_2019_Annual_Report.pdf). "Ongoing secure supply of materials for the production and repair of pooling equipment, in particular wood used for pallets, is critical to Brambles." Material sourcing may be impacted by chronic physical changes. Through its response to the TCFD recommendations, Brambles has taken into account chronic physical risks such as droughts related to severe long heat-waves and associated decreases in the supply of timber.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Emerging regulation	Carbon pricing mechanisms
---------------------	---------------------------

Primary potential financial impact

Increased direct costs

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Proliferation of regional legislation. Brambles business in the UK is directly affected by the UK Carbon Reduction Commitment Energy Efficiency scheme, moving to a climate change levy in July 2019. Climate change levies and similar taxes are in place in various countries around the world, including the Republic of Ireland, Germany, Netherlands, Norway, Sweden, etc. These add additional costs to energy bills. Reporting of emissions may also be required by legislation in some countries, for example, Brambles previously came under Australia's NGER Scheme, where we were required to monitor and report emissions when a certain threshold had been reached. While none of these represent a substantive risk to the company, the potential proliferation of similar and varying legislation in other countries could present a risk since the company operates in more 50 countries around the world. CHEP UK is registered. The CRC Energy Efficiency Scheme in the UK is a legislative requirement to report and purchase allowances based on Scope 1 and 2 emissions (excluding transport). Reporting under this scheme will continue to apply until FY2019, when the UK government will replace it with an increase in the Climate Change Levy. Other countries or regions have adopted other climate-related schemes, for example, the New Zealand Emissions Trading Scheme, the European Union Emission Trading Scheme, etc. China has announced that in 2017, it will launch a national cap-and-trade program involving six of its largest carbon-emitting industrial sectors, beginning with coal-fired power generation. Cap and trade schemes will lead to an increase in cost for Brambles, its businesses and its customers. Moreover, through its response to the TCFD recommendations, Brambles has identified the implementation of a carbon price and international trading of carbon permits and their expected to increase as economies decarbonise as a risk. Carbon offsets generated by forests and purchased by industries that have high technology and cost barriers to decarbonisation could compete with forestry products and lead to an increase price of timber for Brambles.

Time horizon

Long-term

Likelihood

Likely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

0

Potential financial impact figure – maximum (currency)

1140000

Explanation of financial impact figure

Participating in the UK CRC scheme requires CHEP to purchase allowances for the tonnes of CO2 generated. It is difficult to estimate the financial implications were such schemes to come into place into other countries where Brambles currently operates; however, if they apply only to scope 1 and scope 2 emissions, the impact would not be significant. Brambles combined scope 1 and scope 2 emissions for FY19 were 48.49 kilotonnes of CO2. If UK pricing per tonne were applied globally, this would have cost approximately US\$1.13 m (applying June 2019 foreign exchange rates). (This would represent less than 0.03% of FY19 operating expenses.) Brambles has evaluated strategic and operating risks in the context of climate-related risk in its external operating environment in reference to TCFD recommendations. The next stage of the TCFD project in FY21 will involve integrating aspects of the TCFD recommendations into the strategy and planning, including CAPEX and OPEX allocations over the next two-to-three financial periods.

Cost of response to risk

150000

Description of response and explanation of cost calculation

Brambles has invested in an environmental management system and is updating to an improved system in FY19 to improve monitoring, analysis and reporting of its footprint. Brambles global environment reporting and analysis system allows us to better assess the impact of legislation should it come into force, given the greater ease of accessing emissions data in individual countries and regions. Brambles businesses have the capacity to enter their energy, waste and water data regularly and analyse the information at their discretion. Our environmental reporting system includes emissions data at a site and country level. It also allows integrated compliance analysis and reporting. We will utilise this system to obtain further details on the cost implications of climate change levies and taxes wherever they apply globally. Brambles also works to reduce energy consumption and emissions in the UK and globally. CHEP UK works with an independent consultancy firm to report Brambles' emissions in the UK. Brambles has also increased the purchase of renewable energy in the UK and around the world, as a lower carbon alternative to previous electricity purchases. Moreover, to mitigate the possible increase in timber, Brambles has a coordinated global approach to materials procurement including sourcing certified sustainable timber. This is supported by dedicated teams in each region to mitigate risks associated with demand / supply. Brambles scale and consistent demand enables positive contract negotiations. Diversity of supplier relationships globally increases adaptability. Brambles also looks at innovation with alternative materials.

Comment

There are set up and annual subscription costs of environmental management software; however, this is not substantial to the business. The market rate for suitable systems varies from \$10,000-200,000, or monthly charges per user which are lower. The purchase of renewable energy in the UK may mean a price difference to the cost of non-renewable energy, but this is not reported separately. Costs associated with risk mitigation take a number of forms, for example, capital costs and overhead costs (such as employing sustainability experts, etc). Capital expenditure, which may have included retrofitting more efficient technologies during site relocations and upgrades, was \$106.8 millions in FY19. (Annual Report, p111 https://brambles.com/Content/cms/pdf/2019/Brambles_2019_Annual_Report.pdf) Repairs and maintenance expenses, which include non-capital expenditure on refurbishments and upgrades, were \$778.9 millions in FY19 (p 73). The specific cost of energy efficient installation is not tracked

or reported separately at a global level.

Identifier

Risk 2

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Legal	Exposure to litigation
-------	------------------------

Primary potential financial impact

Decreased revenues due to reduced demand for products and services

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Regulatory compliance is noted as a key business risk (p 18 Annual Report 2019 https://brambles.com/Content/cms/pdf/2019/Brambles_2019_Annual_Report.pdf). Governments and regulatory authorities have become increasingly focused on environmental, sustainability and other issues. Governmental and customer focus on these issues may lead to additional regulatory and legislative action which could increase our costs of operations or adversely affect demand for our services. Government regulations affect all aspects of Brambles' operations. Those regulations impose obligations on (amongst other things) environmental protection. The Australian Competition and Consumer Commission supervises companies making green claims, including carbon claims. Legal protections and expectations are contained in the Australian Consumer Law (ACL), which is a schedule to the Competition and Consumer Act 2010. The ACL states that businesses must not mislead or deceive consumers in any way, and it carries serious penalties for businesses that fail to meet these requirements (<https://www.accc.gov.au/about-us/australian-competition-consumer-commission/legislation>). This means Brambles' must be able to verify and substantiate public statements of environmental benefits.

Time horizon

Unknown

Likelihood

Unlikely

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

If we fail to comply with regulatory obligations, it could give rise to investigations by regulators or litigation, adversely affect licenses we hold and damage our reputation, which could adversely affect our operational and financial performance. Any material change or increase in regulatory obligations could adversely affect the viability of our business model and strategy. Increases in operating costs could negatively impact profitability or cash flow. Risks of making 'green claims' including carbon claims without evidence to substantiate is a Federal Court action. Brambles is evaluating strategic and operating risks in the context of climate-related risk in its external operating environment, in reference to the TCFD recommendations. The next stage of the TCFD project in FY21 will involve integrating aspects of the TCFD recommendations into the strategy and planning, including CAPEX and OPEX allocations over the next two-to-three financial periods.

Cost of response to risk

0

Description of response and explanation of cost calculation

The Chief Executive Officer, through the Executive Leadership Team (ELT), has principle responsibility for risk management. Brambles operates a company-wide risk management framework. In addition, Brambles employs a Senior Director, Government & Regulatory Affairs, Marketing, who assists with monitoring of regulation, including environmental regulation, for the Group globally. For further information on corporate governance and risk management, please see the attached Corporate Governance Statement. Brambles seeks to minimise this risk through its sustainability strategy, including targets to reduce its impact on the environment (including emissions reductions). An inventory of carbon related claims aligned with evidence is kept. Since FY12, Brambles has used the services of an independent third party to verify its data and statements in its annual sustainability review, including its GHG emissions. (see assurance statement for FY19 at https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_sustainability_assurance_opinion.pdf)

Comment

The cost of independent assurance of Brambles GHG emissions is not separated from assurance of other sustainability indicators. Costs associated with our sustainability strategy, targets and risk mitigation activities take a number of forms. There are raw material costs (eg buying certified source materials), capital costs (eg investments in energy efficiency projects) and overhead costs (eg employing sustainability experts, etc). Specific costs are not disclosed but are not substantial to the business. Any risk and its potential implications are monitored through our risk management processes. No incremental cost is associated with monitoring this risk.

Identifier

Risk 3

Where in the value chain does the risk driver occur?

Downstream

Risk type & Primary climate-related risk driver

Emerging regulation	Mandates on and regulation of existing products and services
---------------------	--------------------------------------------------------------

Primary potential financial impact

Increased indirect (operating) costs

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Many of Brambles' customers provide FMCG products that may be impacted by voluntary or mandatory product labelling. This information requires cooperation with their suppliers, including Brambles' businesses, to determine the carbon impact of products and services. The world's first carbon label, the Carbon Reduction Label, shows the carbon footprint embodied in a product and was first introduced in the UK in 2006 by the Carbon Trust (<https://www.carbontrust.com/client-services/certification/product-footprint/>). FMCG manufacturers and retailers were the first to begin labelling their products in 2007. Current Footprint label holders include some of Brambles' customers. Similar programs exist or are underway elsewhere. For example, in 2012, the European Commission commissioned a study to investigate the possibility of creating a product label which provides consumers with information about the environmental lifecycle performance of the product (Single Market for Green Products initiative). In February 2015, Wal-Mart, one of Brambles' customers, announced a new online badging program in an effort to index supply chain sustainability standards across product categories.

Time horizon

Short-term

Likelihood

More likely than not

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Customer requests for information to enable them to calculate the carbon impact of individual brands or products will require Brambles to improve its own data collection systems. While current requirements do not represent a substantive cost to Brambles, proliferation of such legislation or customer and industry initiatives could introduce operational complexity and associated cost burden to our businesses. Brambles is evaluating strategic and operating risks in the context of climate-related risk in its external operating environment, in reference to the TCFD recommendations. The next stage of the TCFD project in FY21 will involve integrating aspects of the TCFD recommendations into the strategy and planning, including CAPEX and OPEX allocations over the next two-to-three financial periods.

Cost of response to risk

150000

Description of response and explanation of cost calculation

Brambles has invested in an environmental management system and is updating to an improved system in FY19 to improve monitoring, analysis and reporting of its footprint. Brambles global environment reporting and analysis system allows us to better assess the impact of legislation should it come into force, given the greater ease of accessing emissions data in individual countries and regions. Brambles businesses have the capacity to enter their energy, waste and water data regularly and analyse the information at their discretion. Our environmental reporting system includes emissions data at a site and country level. In addition, CHEP offers a carbon neutral pallet service, allowing customers to further reduce environmental impact. The service enables customers to purchase carbon credits to help finance emission-reduction projects worldwide. CHEP uses LCA data where possible to enable them to calculate customers' environmental impact, including greenhouse gas emissions. If required by customers, CHEP collaborates to determine the impact in their supply chains.

Comment

There are set up and annual subscription costs of environmental management software; however, this is not substantial to the business. The market rate for suitable systems varies from \$10,000-200,000, or monthly charges per user which are lower. The cost of implementing our environmental reporting system is not substantial to the business. Specific costs related to joint collaborations with customers are not disclosed due to commercial sensitivity.

Identifier

Risk 4

Where in the value chain does the risk driver occur?

Upstream

Risk type & Primary climate-related risk driver

Chronic physical	Changes in precipitation patterns and extreme variability in weather patterns
------------------	-------------------------------------------------------------------------------

Primary potential financial impact

Increased direct costs

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Risks to Brambles' supplier in the forestry sector. Changing and unstable weather patterns, such as temperature increases and limited rainfall could generate more drought incidences and pose challenges to raw material and agricultural systems. Brambles depends on the availability of natural resources, such as lumber, fuel and plastic resin. Droughts may impact on the availability of lumber in certain regions for our suppliers. In addition, risks to Brambles' client sectors, such as food and agriculture and information technology, due to changing areas of suitable land, increased incidence of pest and disease, impacts on production, may impact on demand for provision of services by Brambles' businesses. Fluctuations in commodity prices and raw material availability may affect our operations, operating revenues and results of operations. We have operations that are directly or indirectly exposed to volatility in costs of fuel, lumber, plastic resin and other raw materials that have the potential to impact our operations and margins. We generally source supplies of raw materials from a range of providers in each geographic region; however, any failure to source sufficient timber and other raw materials required for the production of pallets on a large scale, at acceptable costs and as required, could significantly affect our operations and adversely

affect our business. In addition, any increase in the cost of materials, such as timber and plastic resin, may also increase our repair costs of pallets, RPCs and containers. Through its response to the TCFD recommendations, Brambles has identified the decreases in the supply of timber related to both acute and chronic physical climate-related impacts as a risk as it could increase costs. Physical risks include storm damage, bush/wildfires, drought, pests & disease.

Time horizon

Long-term

Likelihood

About as likely as not

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Impacts on raw materials would lead to increased costs for Brambles. Increases in operating costs could negatively impact our profitability or cash flow. Failure to source sufficient timber and other raw materials required for the production of pallets at acceptable costs could significantly affect operations. Brambles reported operating expenses of \$213.1m on raw materials and consumables and \$778.9m on repairs and maintenance in FY19 (p 73 Annual Report 2019 https://brambles.com/Content/cms/pdf/2019/Brambles_2019_Annual_Report.pdf). Capital expenditure for CHEP (includes purchasing pallet, crate and container assets) was \$1,060.4m (p 71). Brambles is evaluating strategic and operating risks in the context of climate-related risk in its external operating environment, in reference to the TCFD recommendations. The next stage of the TCFD project in FY21 will involve integrating aspects of the TCFD recommendations into the strategy and planning, including CAPEX and OPEX allocations over the next two-to-three financial periods.

Cost of response to risk

0

Description of response and explanation of cost calculation

Because we recover, repair and allow customers to reuse our products many times, we are able to reduce demand on resources. For eg, customers' use of pooled pallets saved at least 1.7 million cubic metres of timber (1.7 million trees) in FY19 (p 3, Sustainability Review 2019 https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf). We reported 63.035 tonnes of wood reclaimed and reused in pallet manufacture in FY19 (https://brambles.com/Content/cms/sustainability-2019/Five_year_performance_data_combined_2019.xlsx). We generally source supplies of raw materials from a range of providers in each geographic region; however, should over the mid to long term the impacts of climate change prompt the relocation of customers' operations, or the location of served industry sectors (such as fresh produce), then Brambles would need to consider the most appropriate basis for service continuity to those customers or industries.

Comment

The cost of recovering and reusing wood and plastic is not considered separately, as it is an inherent part of our business model. Management of transport and energy suppliers is conducted through normal procurement processes. No incremental cost is associated. Any risk and its potential implications are monitored through our risk management processes. No incremental cost is associated with monitoring this risk.

Identifier

Risk 5

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Acute physical	Increased severity and frequency of extreme weather events such as cyclones and floods
----------------	----------------------------------------------------------------------------------------

Primary potential financial impact

Increased direct costs

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Increased intensity, period and frequency of heat waves, causing infrastructure impacts, such as buckling rail tracks and temporary port closure. For example, increasing temperature extremes could impact on the availability of grid electricity, access and the ability for our services to access transport on affected infrastructure, such as roads, rail, etc, increased exposure at particular times of the year (for eg, peak demand). Increased, intensity, frequency and area of impact of cyclones, causing damage to our assets, including facilities, as well as roads and other infrastructure. Unexpected events could disrupt our operations and adversely affect our results of operations. We are subject to the risks of unexpected events, natural disasters such as hurricanes, tornadoes, floods, fires, earthquakes, etc and potential outbreaks of public health related issues that may directly impact the fast-moving consumer goods industry, such as food borne illnesses. Each of these events could adversely affect our operational and financial performance. These events could result in customer disruption, employee safety issues, physical damage to one or more key operating facilities, temporary closure of one or more key operating facilities, temporary disruption of information systems, reputational damage, financial impairment or litigation. Brambles' computer systems, including back up systems, are subject to damage or interruption from power outages, catastrophic events, such as fires, tornadoes and hurricanes, and so on. Interruption or failure of these systems could impair our ability to provide our services effectively and materially damage our reputation and ability to attract and retain customers. Through its response to the TCFD recommendations, Brambles has identified that ports across the European coastline, particularly in the Atlantic region, are highly exposed to extreme weather events such as storms or floods, whilst Southern Europe is expected to experience greater road damage as the climate heats. Moreover, due to severe weather events, freight carriers will adapt working methods, such as no driving 24 hours before or after a severe event. This will disrupt asset movements for returns and issues to customers.

Time horizon

Medium-term

Likelihood

About as likely as not

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

These impacts may affect our ability to continue to operate our business as usual. All of these potential effects may also impact our insurance premiums over time, as for the business community generally. However, at this point there is no current impact on our insurance premiums due to climate change or rising temperatures specifically (and has not been over the previous 5-10 years). During FY20, Brambles commenced the process of assessing its exposure to climate change risks by reference to the TCFD recommendations. As part of this process, climate-related risk has been identified as a stand-alone risk. Brambles is evaluating strategic and operating risks in the context of climate-related risk in its external operating environment, in reference to the TCFD recommendations. The next stage of the TCFD project in FY21 will involve integrating aspects of the TCFD recommendations into the strategy and planning, including CAPEX and OPEX allocations over the next two-to-three financial periods.

Cost of response to risk

0

Description of response and explanation of cost calculation

Brambles has insurance policies to cover our respective properties and operational hazards with policy specifications and insured limits that we believe are customarily carried for similar properties and operating activities. Group Risk and Audit manages risk with robust site and asset management plans and modelling, including emergency response and business continuity. We continue to monitor any potential impacts of this risk through our normal risk management processes. We have independent and physically separate primary and secondary computer systems, as well as offsite storage and a disaster recovery plan. Moreover, Brambles is well placed to assist with the logistics opportunities that arise from the disruption of main logistics routes caused by the increased frequency of extreme weather events and natural disasters. Brambles also already monitors potential weather crises, whilst also having a deep understanding of available routes/lanes to enable flows of pallets and goods - minimising the impact to customers in affected regions. Our Network resilience therefore provides an inherent advantage: Largest coordinated network of Service Centres in all markets, Largest asset pools, Extensive transport data and supplier relationships, Supply chain agility allowing flexible asset management strategies during disruptions e.g. short-term sprint, relocations, increased repair and issue activity, asset purchase, increased TPM6 capability and Business continuity planning and experience.

Comment

Risks and potential implications are monitored through risk management processes. No incremental cost is associated. Overhead costs, such as employing sustainability experts, etc are not disclosed due to commercial sensitivity, but are not substantial. Brambles has not had any impact in the past 5-10 years on insurance premiums for continuing operations. Insurance premiums are not disclosed due to commercial sensitivity, but are a part of doing business.

Identifier

Risk 6

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Chronic physical	Changes in precipitation patterns and extreme variability in weather patterns
------------------	-------------------------------------------------------------------------------

Primary potential financial impact

Increased capital expenditures

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Changing precipitation patterns is a risk to Brambles because this may lead to physical effects on our assets (wooden pallets, etc). Changes in precipitation may also impact on our ability to provide a resilient product, as prolonged rainy seasons and humidity may cause mould on pallets. Climate change may increase the occurrence and frequency of floods, which can then affect our direct operations. Flood damage and business interruption will increase costs, disrupt supply chains and impact insurance premiums. Each of these events could adversely affect our operational and financial performance. These events could result in customer disruption, employee safety issues, physical damage to one or more key operating facilities, temporary closure of one or more key operating facilities, temporary disruption of information systems, reputational damage, financial impairment or litigation. Our operations and properties may be uninsured or underinsured and failure to maintain adequate insurance may result in a default under our debt instruments. Changing and unstable weather patterns, such as limited rainfall, could generate more drought incidences and pose challenges to raw material and agricultural systems, as well as fluctuations in commodity prices. Brambles depends on the availability of natural resources, such as timber.

Time horizon

Long-term

Likelihood

About as likely as not

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Impacts on raw materials would lead to increased costs for Brambles. Increases in operating costs could negatively impact our profitability or cash flow. Failure to source sufficient timber and other raw materials required for the production of pallets at acceptable costs could significantly affect operations. Brambles reported operating expenses of \$213.1m on raw materials and consumables and \$778.9m on repairs and maintenance in FY19 (p 73 Annual Report 2019 https://brambles.com/Content/cms/pdf/2019/Brambles_2019_Annual_Report.pdf). Capital expenditure for CHEP (includes purchasing pallet, crate and container assets) was \$1,060.4m (p 71). Brambles is evaluating strategic and operating risks in the context of climate-related risk in its external operating environment, in reference to the TCFD recommendations. The next stage of the TCFD project in FY21 will involve integrating aspects of the TCFD recommendations into the strategy and planning, including CAPEX and OPEX allocations over the next two-to-three financial periods.

Cost of response to risk

0

Description of response and explanation of cost calculation

Because we recover, repair and allow customers to reuse our products many times, we are able to reduce demand on resources. For eg, customers' use of pooled pallets saved at least 1.7 million m3 of timber in FY19 (p 3, Sustainability Review 2019 https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf). We reported 63.035 tonnes of wood reclaimed and reused in pallet manufacture in FY19. Group Risk and Audit manages risk with robust site and asset management plans and modelling, inc emergency response and business continuity. Any risk and its potential implications are monitored through our risk management processes. In 2015, economic, environmental and social sustainability risks was incorporated into the Group's risk management framework. This framework was enhanced with the establishment of a Sustainability Risk Committee (SRC). CHEP carefully manages the durability and quality of timber pallets through several different ways, including control of the repair process, selection of the type of wood used in the supply process, control of the manufacture of timber pallets, and research, development and testing of timber species and pallet construction. This includes the projects run by CHEP's Innovation Centre, often in conjunction with customers. CHEP engages closely with customers to ensure satisfaction with quality and safety. We also seek to address our own impact on deforestation and climate change through targets and efficiency improvements.

Comment

Any risk and its potential implications are monitored through our risk management processes. No incremental cost is associated with monitoring this risk. Brambles has not had any impact in the past 5-10 years on insurance premiums for continuing operations. Insurance premiums are not disclosed due to commercial sensitivity.

Identifier

Risk 7

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Reputation	Increased stakeholder concern or negative stakeholder feedback
------------	----------------------------------------------------------------

Primary potential financial impact

Decreased revenues due to reduced demand for products and services

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Climate change mitigation/adaptation and deforestation are of increasing concern to stakeholders, including customers. Customer demand for sustainable outsourced supply chain solutions amidst an intensifying competitive environment is noted as a key part of Brambles' operating model and customer value proposition. Reputational risk could arise by not addressing our environmental impacts and assisting customers' supply chains, especially as attention extends to forest commodities and water. A lack of transparency could lead to customers moving to competitors, undermining our credibility and value of our business brand. Reputational risk could arise if we are not seen to be addressing our own impacts on the environment and assisting our customers with their supply chain. Brambles is subject to the risk that negative publicity, whether true or not, may affect stakeholder perceptions of Brambles' past actions and future prospects. Brambles could face reputational damage that affects its share price through exclusion from ethical/green investment funds, including superannuation funds in Australia that increasingly consider sustainability initiatives of the companies they invest in. If Brambles does not effectively communicate to the market this may lead to a loss of investor confidence in the business and its management and reduced share price performance.

Time horizon

Medium-term

Likelihood

Unlikely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Brambles' sales revenue in FY19 was \$4,595.3m. Revenue specifically related to major customers or customers engaged in our various sustainability programs (eg, carbon neutral) is not reported. In 2019, at least 50% of shares held by our top 50 shareholders were from companies that were signatories to the UN Principles for Responsible Investment. One of our top 20 shareholders as at June 2019 (p 57 Annual Report 2019), HSBC Custody Nominees (Commonwealth Super Corp), reported

they were: "Recipient of the United Nations' Principles of Responsible Investing Royal Award for excellence in sustainability in October 2003". CSC also reported their public market equities carbon footprint. (<https://www.csc.gov.au/-/media/Files/Multibrand/Factsheets/stewardship-factsheet.pdf>) Brambles is evaluating strategic and operating risks in the context of climate-related risk in its external operating environment, in reference to the TCFD recommendations. The next stage of the TCFD project in FY21 will involve integrating aspects of the TCFD recommendations into the strategy and planning, including CAPEX and OPEX allocations over the next two-to-three financial periods.

Cost of response to risk

150000

Description of response and explanation of cost calculation

Brambles seeks to minimise this risk through its sustainability strategy, including targets to reduce its impact on the environment (including emissions reductions). The targets Brambles sets are key drivers in our efforts to continuously improve and deliver more efficient, safer and environmentally sustainable supply chains. Further commentary on material sustainability issues, targets and progress is in the 2019 Sustainability Review. Brambles engages with customers on these issues in various ways, for example, we will respond to some of our customers in 2019 through the CDP supply chain questionnaire. Brambles annual reporting on progress regularly provides communication to the investment community to alleviate this risk. Brambles considers sustainability throughout its business operations, including through its Code of Conduct and Zero Harm Charter. Brambles responded to investor requests regarding environmental management and performance in FY19, including through the CDP investor response, Dow Jones Sustainability Index and its Sustainability Review. Brambles also responds to various other sustainability and ethical investment fund surveys and approaches and is listed or mentioned in many as a strong performer. This includes FTSE Russell (formerly FTSE4Good), MSCI, Sustainalytics, ISS, etc.

Comment

Any risk and its potential implications are monitored through our risk management processes. No incremental cost is associated with monitoring this risk. Responding to external surveys involves the time of both internal resources and external consultants, but the cost is not substantial to the business.

Identifier

Risk 8

Where in the value chain does the risk driver occur?

Upstream

Risk type & Primary climate-related risk driver

Market	Increased cost of raw materials
--------	---------------------------------

Primary potential financial impact

Increased indirect (operating) costs

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Risks to Brambles' supplier for transport. Significant increases in fuel prices may negatively impact its operations. Fuel/energy taxes and regulations also impact on the cost of transport services. Fuel/energy taxes currently exist in countries where Brambles' businesses operate, for example, in Australia an excise tax on fuel is levied by the federal government. The price of fuel, impacted by fuel taxes, is one of the conditions that contributes to a key business risk, where changes in business conditions in the markets we serve may affect the profitability of our business models. We have operations that are directly or indirectly exposed to volatility in costs of fuel that has the potential to impact our operations and margins.

Time horizon

Medium-term

Likelihood

Likely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Impacts on fuel prices would lead to increased costs for Brambles. Increases in operating costs could negatively impact our profitability or cash flow. Brambles reported operating expenses of \$1118.1m on transport in FY19 (p 73 Annual Report 2019 https://brambles.com/Content/cms/pdf/2019/Brambles_2019_Annual_Report.pdf). Capital expenditure for CHEP (includes purchasing pallet, crate and container assets) was \$1,060.4m (p 71). Brambles is evaluating strategic and operating risks in the context of climate-related risk in its external operating environment, in reference to the TCFD recommendations. The next stage of the TCFD project in FY21 will involve integrating aspects of the TCFD recommendations into the strategy and planning, including CAPEX and OPEX allocations over the next two-to-three financial periods.

Cost of response to risk

0

Description of response and explanation of cost calculation

Using our logistics knowledge by collaborating with our key partners reduces transport distances and associated costs and environmental impacts. By collaborating with 246 customers through our transport programs in FY19, we saved 84,000 tonnes CO2 and 69.6 million kilometres in trips. (p 11 https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf)

Comment

Costs of customer focused fuel-related programs are not monitored separately to normal customer processes. Transport expenses for Brambles for FY19 (continuing operations) were US\$1,118.1 m (p 73 Annual Report 2019 https://brambles.com/Content/cms/pdf/2019/Brambles_2019_Annual_Report.pdf). Brambles does not report other energy costs (such as electricity) separately in its financial reports. Any risk and its potential implications are monitored through our risk management processes. No

incremental cost is associated with monitoring this risk.

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.4a

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Opp1

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Products and services

Primary climate-related opportunity driver

Development and/or expansion of low emission goods and services

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

Brambles works with customers and suppliers directly, using our logistics knowledge, to help customers understand their supply chains and minimise their environmental footprint. Moving customers from one way systems to our share and reuse model delivers measurable environmental benefits for customers, including reducing emissions, water use, resource use and waste, including food waste, throughout the value chain. In FY19, we were able to quantify the environmental benefits of customers' use of our solutions (see 2019 Sust Review p 9). Regulation and taxes on fuel could lead to a greater interest in our pooled products. For example, in FY19, by collaborating with 246 customers through our transport programs we saved 69.6 million kilometres and prevented over 84,000 tonnes of CO2. In the US, fleet optimisation helps customers earn revenue and reduce empty miles by hauling CHEP's backhaul freight and the customer storage program reimburses customers for storing pallets on site using seasonally available space, reducing transportation. In Europe, we partner with customers on transport, Total Pallet Management and multimodal programs. CHEP also works with transport providers to replace diesel trucks with more eco-friendly natural gas trucks to reduce scope 3 emissions. The introduction of alternative fuels such as liquid natural gas (LNG) and compressed natural gas (CNG) to transport our pallets helps to develop a more sustainable supply chain. New regulations and initiatives to provide environmental communication to consumers are expected in some countries (eg EU, France, China, Thailand, Japan, Mexico). Many countries already have voluntary environmental product labelling standards. FMCG customers with high awareness of climate change may be looking to reduce the entire life cycle impact of their products. Product labelling requirements present an opportunity for Brambles' businesses to demonstrate the reduction in environmental impact from using our solutions. For example some customers have engaged in our carbon neutral program. Moreover, through its response to the TCFD recommendations, Brambles has identified that the transition to a low-carbon economy will require rapid emission reductions across all sectors of all economies. This will be driven by both government policy, business innovation and supported by changes in consumer consumption patterns and behaviour. Low or zero carbon products and services will capitalise on this opportunity.

Time horizon

Short-term

Likelihood

More likely than not

Magnitude of impact

High

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

While the exact financial impact of the opportunity to Brambles through increased customer revenue by those interested in the environmental benefits of pooling is not reported, Brambles reported US\$4,595.3m in sales revenue in FY19. (p 4 2019 Annual Report: https://brambles.com/Content/cms/pdf/2019/Brambles_2019_Annual_Report.pdf). The number of customers participating in the carbon neutral pallet program has grown from when it was first offered, with more than 38,000 tonnes of CO2 offset since it began in Europe in 2013. Brambles does not report revenue from specific customers for reasons of commercial sensitivity. Monetary savings are realised by customers, as well as Brambles. Savings related to nominated transportation projects were not specified in 2019 financial reporting. Transport expenses for Brambles for FY19 (continuing operations) were US\$1,118.1 m (p 73 Annual Report 2019). Transport costs of our customers are not disclosed in our financial reporting. Brambles is evaluating strategic and operating risks in the context of climate-related risk in its external operating environment, in reference to the TCFD recommendations. The next stage of the TCFD project in FY21 will involve integrating aspects of the TCFD recommendations into the strategy and planning, including CAPEX and OPEX allocations over the next two-to-three financial periods.

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

Brambles' business model is inherently sustainable. Because we recover, repair and allow customers to share and reuse our products many times, we are able to reduce demand on resources and waste. The CHEP carbon neutral program allows customers to offset the footprint of their CHEP pallet movements and purchase internationally

recognised VCS-certified carbon credits in reforestation projects in developing countries. Brambles also applies our logistics and supply chain expertise in our own product development. Brambles works to reduce its environmental footprint by using our logistics knowledge to minimise the footprint of its customers and the supply chain through network optimisation, improving transport efficiencies, transport collaboration, Total Pallet Management and multimodal (use of road, rail and sea) programs, which reduce transport distances and associated emissions. (see pp 11-13, 2019 Sustainability Review). Brambles has a target of year on year improvement in carbon emission intensity for transport emissions (CO2/kilometre). Brambles also has targets for reducing emissions and increased renewable energy use. Installation of more energy efficient equipment rewards continuous improvement in our equipment upgrades and energy usage through reduced operational costs. Reducing energy use is a key component of emissions reductions activities, subsequently reducing energy costs. Moreover, our Zero Waste World programme makes circular solutions more accessible to customers.

Comment

All opportunities and their potential implications are investigated through our operational processes. Management of customers and accounts is conducted through normal account management processes. No incremental cost is associated. Operating expense information is reported in Brambles 2019 Annual Report.

Identifier

Opp2

Where in the value chain does the opportunity occur?

Please select

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Move to more efficient buildings

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description

Incentives to cutting GHG emissions cost-effectively through energy efficiency, promoting energy efficient equipment, renewable alternatives, etc, make these cheaper due to increased market demand. The move to more energy efficient equipment rewards continuous improvement in our equipment upgrades and energy usage through reduced operational costs. Brambles has targets to reduce GHG emissions and upgrades to more efficient equipment through internal projects.

Time horizon

Short-term

Likelihood

About as likely as not

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

200240000

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Reducing energy use is a key component of emissions reductions activities, subsequently reducing energy costs. Energy costs are included in our annual financial reporting, in operating expenses, but not reported separately. Decreased energy use may contribute to lower occupancy costs. Brambles has reported that energy costs are between 0-5% of expenses in FY19. The above figure represents 5% of total expenses in FY19. Although energy efficiency projects would not remove the total cost of energy, the maximum could not be higher than this figure. Brambles is evaluating strategic and operating risks in the context of climate-related risk in its external operating environment, in reference to the TCFD recommendations. The next stage of the TCFD project in FY21 will involve integrating aspects of the TCFD recommendations into the strategy and planning, including CAPEX and OPEX allocations over the next two-to-three financial periods.

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

Brambles has targets for reducing emissions and increased renewable energy use. Installation of more energy efficient equipment rewards continuous improvement in our equipment upgrades and energy usage through reduced operational costs. Reducing energy use is a key component of emissions reductions activities, subsequently reducing energy costs. Brambles' circular solutions help open up transport improvement opportunities. Practical examples are provided below: Transport Optimisation is exclusive to Brambles and enabled by the foundation of our network advantage and supply chain visibility. We do it in four different ways: 1. Creating collaborative partnerships – by being a trusted non-competitive player 2. Plant Network Optimisation (PNO) – positions service centres or TPMs to capitalise on routes with the highest volume of platform exchange 3. Transport orchestration – 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

Comment

The cost of installing energy efficient equipment is not reported separately in our financial reporting; however, would be included in the relevant expenses or capital costs in our 2019 Annual Report.

Identifier

Opp3

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Products and services

Primary climate-related opportunity driver

Development of climate adaptation, resilience and insurance risk solutions

Primary potential financial impact

Increased revenues through access to new and emerging markets

Company-specific description

Changing climactic conditions allow Brambles businesses to develop products to help their customers withstand these conditions faced in transportation, such as international shipping. Several product developments address customers' needs to respond to changing climate patterns and temperature extremes with an environmentally friendly solution. For eg, CHEP's reusable automotive international shipping container IcoQube ensures greater protection for goods during shipment, completely fills a standard sea container and significantly reduces the waste associated with traditional packaging. It improves CHEP's ability to solve important automotive supply chain issues, including the extreme climate conditions and high levels of humidity found inside sea vessels, for example when crossing the equator (<https://www.chep.com/no/en/automotive-and-industrial/product/icoqube-1-automotive-platform-14450>). CHEP also work with customers to improve the transportation of food, which is more vulnerable to temperate extremes and changes in temperature. Brambles businesses have demonstrated their ability to respond to customer needs in situations that may arise due to climate change, such as extreme weather events. Climate change and environmental issues are important to a number of customers that assess the impacts of physical events due to climate change. For eg, Nestle, Unilever, Procter & Gamble and Jaguar Land Rover are some of our customers who demonstrate this concern by participating in the CDP, some achieving leadership status. Inclusion in ethical/green investment funds and sustainability indices can also be a result of recognition of sound sustainability policies and performance, improving reputation with customers and investors. From time to time, Brambles' businesses provide pallets, RPCs and containers free of charge to transport emergency supplies for relief efforts in times of disaster.

Time horizon

Short-term

Likelihood

Virtually certain

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Please select

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Brambles does not report the value of individual contracts due to commercial sensitivity. Brambles reported US\$4,595.3m in sales revenue in FY19. (p 4, 2019 Annual Report) The percentage of shares held by ethical/green investment funds is not known. A list of the twenty largest ordinary shareholders is on p 57 of the Annual Report 2019. Brambles determined in 2017 that at least 50% of shares held by our top 50 shareholders are from companies who are signatories to the UN Principles for Responsible Investment, which may indicate an interest in the sustainability practices of those companies in which they invest. The Advertising Value Equivalency (AVE) associated with media coverage of the environmental benefits of Brambles pooled products is measured annually. Brambles is evaluating strategic and operating risks in the context of climate-related risk in its external operating environment, in reference to the TCFD recommendations. The next stage of the TCFD project in FY21 will involve integrating aspects of the TCFD recommendations into the strategy and planning, including CAPEX and OPEX allocations over the next two-to-three financial periods.

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

Climate change and environmental issues are the focus of many companies. This includes Brambles' customers and potential customers. Through our supply chain packaging solutions, pallets, crates and containers are reused continuously, reducing consumption and raw material waste, while an optimised network increases efficiency and reduces transport emissions. Increased awareness of sustainability issues presents opportunity for the benefits of existing products to be recognised and formally measured. There was extensive media coverage during FY19 of customers adopting our share and reuse solutions related to environmental benefits, including reduced emissions (see attached). In addition, Brambles' focus on addressing its own environmental footprint and supply chain (for eg, by working towards its target of chain of custody certification for timber purchased for CHEP pallet manufacture, reducing GHG emissions, removing timber waste from landfill, improving recycling, etc) could lead to broad reputation gains. A good reputation could also impact our ability to recruit employees committed to our environmental actions. Brambles conducts product development and testing at our Innovation Center in Orlando, Florida. Brambles businesses have demonstrated their ability to respond to customer needs in situations such as extreme weather events. The benefits of our service and business model are also more attractive to existing and potential customers as they address environmental impacts

Comment

The costs of product development are not separated out for environmental or sustainability projects. All opportunities and their potential implications are investigated through our operational processes. No incremental cost is associated with monitoring these. Operating expense information is reported in Brambles 2019 Annual Report. Brambles reported in-kind donations of pallets, crates and services to the value of US\$2,781,638 in FY19. The volunteering value provided by Brambles' employees in FY19 was US\$582,544. (see 2019 Sust Review p 28 https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf) The cost of managing community partnerships and other programs is not reported separately; however, this would be included in the operating expense information reported in Brambles 2019 Annual Report.

Identifier

Opp4

Where in the value chain does the opportunity occur?

Please select

Opportunity type

Resilience

Primary climate-related opportunity driver

Other, please specify

Primary potential financial impact

Please select

Company-specific description

Climate change will impact agricultural and forestry systems. The secure supply of wood is critical to Brambles. CHEP uses timber to make and repair reusable pallets in

our pooling system. We work with suppliers in timber (development), securing longer term supply of raw materials. This improves our competitive opportunity in creating reliable supply of high quality raw materials that may be impacted by changes in temperature patterns. We also minimise our environmental footprint. Because we recover, repair and allow customers to reuse our pooled products many times, we are able to reduce demand on resources and waste. Customers' use of pooled timber pallets saved at least 1.7 million trees in FY19. (see 2019 Sust Review, p 9 https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf) As a credible and trusted partner in our customers' supply chains, we aim to continuously improve the way we source materials. Through proactive engagement with our suppliers and customers, we seek to positively influence and subsequently improve our supply chain, including timber. Brambles has a target of yearly improvements towards 100% chain of custody certification for all timber purchased, working towards the aspiration of zero deforestation, as well as 100% wood from certified sources (<https://www.brambles.com/sustainability-goals-better-planet>). According to CDP Forests, deforestation accounts for approximately 10-15% of the world's greenhouse gas emissions, equivalent to the entire transport sector. We continue to look for opportunities to overcome challenges to the supply of pallet-grade chain of custody certified timber in all regions. (see 2018 Sust Review, pp 20-23 https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf).

Time horizon

Long-term

Likelihood

About as likely as not

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Brambles works with suppliers in achieving sustainability outcomes as part of general procurement practice. The value of individual contracts is not reported due to commercial sensitivity. In FY19, Brambles purchased 3.167 cubic metres of wood for use in CHEP pooled pallets. As supply of certified timber increases, this reduces price premiums, and in some cases they no longer apply. Our work with suppliers in timber development secures longer term supply and improves competitive opportunity. The cost of timber to the business is captured in capital expenditure for CHEP (which includes the purchase of manufactured pallets) US\$1,062.4 m and operating expenses (raw materials and consumables) \$213.1 m. (see p 73 of the 2019 Annual Report). We do not know at this time, due to the complexity and time frame involved, what the financial impact may be. Brambles is evaluating strategic and operating risks in the context of climate-related risk in its external operating environment, in reference to the TCFD recommendations. The next stage of the TCFD project in FY21 will involve integrating aspects of the TCFD recommendations into the strategy and planning, including CAPEX and OPEX allocations over the next two-to-three financial periods.

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

In order to achieve improvement and promotion of responsible and sustainable procurement of timber, Brambles continues to work with strategic suppliers to further increase the available supply of chain of custody certified timber. A target of achieving a yearly improvement in chain of custody certification for timber and 100% of certified timber have been set, to provide a focus for the continual improvement and promotion of the responsible and sustainable procurement of timber (see Better Planet Goals <https://www.brambles.com/sustainability-goals-better-planet>). In FY19, Brambles purchased 3.167 million cubic metres of wood for use in CHEP pooled pallets. Of the wood purchased in FY19, 99.7% was from certified sources, with 62.3% carrying chain of custody certification.

Comment

The costs of procurement practices, such as supplier programs, is not separated out for environmental/sustainability projects and managed through operational processes. No incremental cost is associated with these. Operating expense information is reported in Brambles 2019 Annual Report. https://brambles.com/Content/cms/pdf/2019/Brambles_2019_Annual_Report.pdf

Identifier

Opp5

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Resilience

Primary climate-related opportunity driver

Other, please specify (Supply chain resilience to shock)

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

Vulnerability to supply chain shock from climate-related weather extremes increases in all three climate scenarios e.g. storms, flooding and bush/wildfires with each event exacerbating supply chain uncertainty. However, Brambles Network resilience provides an inherent advantage and will lead to higher brand reputation, customer satisfaction and new business partnerships.

Time horizon

Short-term

Likelihood

Likely

Magnitude of impact

High

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Brambles is evaluating strategic and operating risks in the context of climate-related risk in its external operating environment, in reference to the TCFD recommendations. The next stage of the TCFD project in FY21 will involve integrating aspects of the TCFD recommendations into the strategy and planning, including CAPEX and OPEX allocations over the next two-to-three financial periods.

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

Brambles is well placed to assist with the logistics opportunities that arise from the disruption of main logistics routes caused by the increased frequency of extreme weather events and natural disasters. Brambles also already monitors potential weather crises, whilst also having a deep understanding of available routes/lanes to enable flows of pallets and goods - minimising the impact to customers in affected regions. Our Network resilience therefore provides an inherent advantage: Largest coordinated network of Service Centres in all markets, Largest asset pools, Extensive transport data and supplier relationships, Supply chain agility allowing flexible asset management strategies during disruptions e.g. short-term sprint, relocations, increased repair and issue activity, asset purchase, increased TPM6 capability and Business continuity planning and experience.

Comment**Identifier**

Opp6

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Use of more efficient production and distribution processes

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

Under the faster decarbonisation climate scenarios of 1.5°C and 2°C a price on emissions for transport fuels could become a reality. Increasing cost of transport for customers. Our transport collaboration programs would help them offset this increase in cost.

Time horizon

Medium-term

Likelihood

Virtually certain

Magnitude of impact

High

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Brambles is evaluating strategic and operating risks in the context of climate-related risk in its external operating environment, in reference to the TCFD recommendations. The next stage of the TCFD project in FY21 will involve integrating aspects of the TCFD recommendations into the strategy and planning, including CAPEX and OPEX allocations over the next two-to-three financial periods.

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

Brambles' Supply Chain Network Optimisation and Design team works across all regions to maximise efficiencies which inherently reduces cost and carbon within the networks. Transport collaboration (TC) programme is unique to Brambles. TC occurs with and between customers, logistics partners and suppliers, capitalising on empty lanes and / or alternative (multi-modal) transport solutions. Using our logistics knowledge by collaborating with our key partners reduces transport distances and associated costs and environmental impacts. By collaborating with 246 customers through our transport programs in FY19, we saved 84,000 tonnes CO2 and 69.6 million kilometres in trips. (p 11 https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf)

Comment**Identifier**

Opp7

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Use of more efficient production and distribution processes

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description

The increased cost of diesel for transportation due to carbon pricing is likely to happen. Brambles can reduce the impact of this increase in cost thanks to its Plant Network Optimisation (PNO) and by Capitalising on more empty lanes for asset returns.

Time horizon

Medium-term

Likelihood

Likely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

Brambles is in a good position to minimize the impact of this increase in costs thanks to its Plant Network Optimisation (PNO) and by Capitalising on more empty lanes for asset returns. Moreover, Expanding empty lane opportunities to customers through CHEP's 'orchestration' programme will also lead to increased customer satisfaction and new business opportunities.

Comment

C3. Business Strategy

C3.1

(C3.1) Have climate-related risks and opportunities influenced your organization's strategy and/or financial planning?

Yes, and we have developed a low-carbon transition plan

C3.1a

(C3.1a) Does your organization use climate-related scenario analysis to inform its strategy?

Yes, qualitative and quantitative

C3.1b

(C3.1b) Provide details of your organization’s use of climate-related scenario analysis.

Climate-related scenarios and models applied	Details
2DS Other, please specify (1.5DS)	<p>Brambles accepts climate science and recognises that climate change is influencing both short-term weather events and longer-term climatic trends. Climate-related physical impacts are also influencing society and economies, which is translating into policy and investment decisions as well as shifts in consumer behaviours. Responding to the specific challenges of climate change is intimately linked to Brambles' focus on its circular 'share and reuse' model. Within this context, Brambles has responded to the recommendations of the 2017 TCFD, an initiative of the G20 Financial Stability Board. This document provides our stakeholders with a consistent narrative on how these trends could positively or negatively impact the financial circumstances of the business under a range of possible climate scenarios and over different timescales. In FY20, Brambles has progressed its assessment of the risks and opportunities of climate change. This involved engaging cross-functional TCFD teams across each region and using climate scenario analysis to identify climate-related risks and opportunities specific to Brambles' value chain. This engagement included development of climate scenarios, which connect the political, business and social responses to climate change to associated global carbon budgets and emission pathways as well as the expected physical climate-related impacts. One recommended disclosure from the TCFD is to take into consideration different climate-related scenarios, including a 2°C or lower scenario. The TCFD does not recommend a specific scenario and indeed there isn't a global scenario that includes the detail required to test the key elements of the Brambles' business model. For scenario modelling, Brambles started with the Intergovernmental Panel on Climate Change (IPCC2) Representative Concentration Pathways (RCP3) and Shared Socioeconomic Pathways (SSP4) bringing together information from these sources and overlaying other relevant sources in order to construct three scenarios that achieve the TCFD five principles of plausible, distinctive, consistent, relevant and challenging. As a result, average global temperature scenarios of 'Rapid decarbonisation (1.5°C)', 'Middle of the road (2°C)' and 'No climate action (4°C)' were selected to test Brambles' business model over the short, medium and longer-term. Importantly, each scenario included a narrative of relevant industry indicators to enable potential insights into possible futures that could be strategically advantageous for Brambles' business model and/or present business risks with potential financial implication. The TCFD project has revealed three key climate-related themes for Brambles: - Brambles' Low-carbon Advantage The immediate and ongoing opportunities related to Brambles' low-carbon, circular business model outweigh short-term climate-related risks in the decarbonising 1.5°C and 2°C climate scenarios. - Brambles' Network Resilience The agility and scale of Brambles' network and asset pools creates an inherent resilience to supply chain shock, enabling greater responsiveness to customers before and after severe climate-related weather events. -Raw material supply security and continuity Longer-term climate-related risks relating to materials, specifically timber for pallets, is considered in the strategic planning process, including mitigations already underway as part of procurement, supply chain and asset efficiency programmes. The process of responding to the TCFD recommendations has clarified that managing climate-related risks while capitalising on opportunities will require widespread collaboration and strategic partnerships and Brambles' sustainable business model presents our stakeholders with a proven low carbon solution ready to be deployed, at scale.</p>

C3.1d

(C3.1d) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	CHEP's carbon neutral pallet program allows participating customers to offset the annual carbon footprint of their CHEP pallet movements with internationally-recognised certified credits, organised in partnership with the Carbon Neutral Company. Customers are able to reduce the carbon footprint of their supply chain and invest in reforestation projects in developing countries. Customers using our carbon neutral products have offset more than 38,000 tonnes of CO2 since the program began in 2013.
Supply chain and/or value chain	Yes	Creating more sustainable supply chains is a central theme of our solutions. 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 and create environmental benefits (lower emissions, resource use and reduce waste and water usage). The secure supply of wood is critical to Brambles. CHEP uses timber to make and repair reusable pallets in our pooling system. We work with suppliers in timber (development), securing longer term supply of raw materials. In order to achieve improvement and promotion of responsible and sustainable procurement of timber, Brambles continues to work with strategic suppliers to further increase the available supply of chain of custody certified timber. A target of achieving chain of custody certification for 100% of timber has been set, to provide a focus for the continual improvement and promotion of the responsible and sustainable procurement of timber (see Better Planet Goals https://www.brambles.com/sustainability-goals-better-planet). In FY19, Brambles purchased 3.167 million cubic metres of wood for use in CHEP pooled pallets. Of the wood purchased in FY19, 99.7% was from certified sources, with 62.3% carrying chain of custody certification. Brambles also works with customers and transport suppliers to minimise the environmental impact of transporting our reusable solutions. This allows us to minimise our footprint and that of our customers.
Investment in R&D	Yes	Brambles has created a business unit BXB Digital to realise opportunities to improve customer supply chains. BXB Digital taps into the 'Internet of Things' to bring digital intelligence to Brambles' global assets, building upon the innovative solutions we have in the market. This approach will complement and extend our solutions by harnessing our network advantage in the supply chain. Circulating our physical assets through supply chains with digital capabilities will provide greater efficiency, reduced cost, and more sustainable solutions for our customers. Potential applications include asset management, goods visibility and quality monitoring across the supply-chain. In addition, CHEP runs an Innovation Centre in Florida, USA, that explores options for improved product development, increasing reliability and reducing waste. This includes testing pallet configurations and timber that is used in pallet manufacture to ensure quality and reliability, extending pallet life and reducing our demand on resources. Projects are often conducted in conjunction with customers.
Operations	Yes	Our physical operations have been impacted from extreme weather events from time to time (see adaptation and mitigation activities above). When sites have been impacted by flooding, we have been able to re-route all customer transactions through other service centres, providing continuity of service and minimising disruption. Our timber procurement has been impacted by our improved sustainable sourcing practices (see above). Our dealings with our transport providers have also been impacted as we seek to minimise transport distances, reduce empty miles and improve the transport efficiency and environmental performance (such as through the use of LPG and other more fuel efficient vehicles).

C3.1e

(C3.1e) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues Direct costs Indirect costs Capital expenditures Capital allocation Assets	Brambles created the carbon neutral pallet offering and this has been expanded globally. Revenue from this program is not significant; however, is included in our sales projections. Moreover, the risks and opportunities presented by managing our supply chain, including transport and timber, are factored into our financial planning process. Budget projections rely on our ability to manage and predict our operating costs in these areas. Programs that reduce our transport costs and distances and improve our certified timber supply, both of which are affected by climate related risks and opportunities, are factored into these projections. In addition, impacted Brambles' financial capital allocation and capital expenditure is impacted particularly in relation to our purchase of manufactured timber pallets (these are a capex item in our financial reporting and represent manufactured capital). Because we control the purchase of timber that is manufactured into pallets by our suppliers, we are able to closely monitor and plan financially for this expenditure. Where climate related impacts, such as floods and hurricanes or cyclones have damaged our sites, capital expenditure has been required to ensure these remain operational (this includes the replacement of timber pallets). However, in these situations in the past, our insurance coverage has ensured these costs were reimbursed. Our capital expenditure is also required where we have implemented energy and efficiency projects to reduce our emissions impact, such as solar projects and LED light installations. Our human capital is impacted by our commitment to addressing climate related risks and opportunities in so far as it assists us in engaging our employees and providing them with skills and knowledge in improving their own safety, wellbeing and reducing their impact on the environment. While this has minimal impact on our financial planning processes, reducing employee turnover through engagement does have a positive financial benefit. Allowing opportunities for employees to volunteer and collaborate with food banks improves our social capital (as well as employee engagement). The value of donated products and services is a cost to our businesses and is considered in our financial planning. Finally, our financial planning processes take into account the costs related to timber pallets, which are an asset in our financial reporting, and our sites. This includes the costs related to manufacturing (particularly the purchase of certified timber, including the need to import timber to countries where a local certified supply stream could not be found) and site resilience, including site upgrades (such as solar installation, biomass boilers, water recycling, lighting upgrades, etc). These costs are considered in our budgetary processes.

C3.1f

(C3.1f) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

Intensity target

C4.1b

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

Target reference number

Int 1

Year target was set

2015

Target coverage

Company-wide

Scope(s) (or Scope 3 category)

Scope 1+2 (location-based)

Intensity metric

Other, please specify (grams of CO2e per TEU (Brambles products are normalised using Twenty-foot equivalent units (TEUs) so they are comparable using a standard logistics industry accepted measure of the products physical volume (the B1208A Euro pallet.))

Base year

2015

Intensity figure in base year (metric tons CO2e per unit of activity)

0.257

% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure

100

Target year

2020

Targeted reduction from base year (%)

20

Intensity figure in target year (metric tons CO2e per unit of activity) [auto-calculated]

0.2056

% change anticipated in absolute Scope 1+2 emissions

-64

% change anticipated in absolute Scope 3 emissions

41

Intensity figure in reporting year (metric tons CO2e per unit of activity)

0.212

% of target achieved [auto-calculated]

87.5486381322957

Target status in reporting year

Underway

Is this a science-based target?

No, but we anticipate setting one in the next 2 years

Please explain (including target coverage)

Brambles aims to achieve a 20% reduction in scope 1 and 2 carbon emissions per unit delivered by 2020. In FY19, Brambles achieved a further reduction in CO2 per unit delivered, with 0.212g of CO2 per TEU. This equates to a 18% reduction against our 2020 goal since our FY15 baseline (FY15 scope 1 and 2 emissions = 122,520 tons CO2). With (revised) group intensity at 0.257 g of CO2e per TEU in 2015 the target was 0.2056g of CO2e per TEU. In FY16 Brambles achieved 0.257g per TEU. In FY17 the group achieved 0.243g per TEU. FY18 the group achieved 0.234 g of CO2e per TEU. Brambles will be setting a new science-based target in 2020. Supporting this goal is our objective to increase the contribution of clean energy in our service centres. In FY19, total scope 1 and 2 emissions were 48,890 tons CO2e. Total scope 1 and 2 emissions reductions from FY15 is 73,630 tons CO2e. Reported scope 3 emissions have increased since FY15, due in part to increased activity and improved data collection. Since our intensity target does not include scope 3 emissions, the % change anticipated has not been stated. We will be setting a science-based target in FY20, in line with our commitments under the TCFD framework.

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

Target(s) to increase low-carbon energy consumption or production

C4.2a

(C4.2a) Provide details of your target(s) to increase low-carbon energy consumption or production.

Target reference number

Low 1

Year target was set

2015

Target coverage

Company-wide

Target type: absolute or intensity

Absolute

Target type: energy carrier

Electricity

Target type: activity

Consumption

Target type: energy source

Renewable energy source(s) only

Metric (target numerator if reporting an intensity target)

Percentage

Target denominator (intensity targets only)

<Not Applicable>

Base year

2015

Figure or percentage in base year

0

Target year

2019

Figure or percentage in target year

60

Figure or percentage in reporting year

60

% of target achieved [auto-calculated]

100

Target status in reporting year

Achieved

Is this target part of an emissions target?

In 2016, Brambles set a target of achieving a 20% reduction in carbon emissions per unit delivered by 2020 from 2015 levels, as well as two supporting goals of year on year improvement in carbon emission intensity for transport emissions (CO2/kilometre) and year on year improvement in energy provided from renewable sources.

Is this target part of an overarching initiative?

No, it's not part of an overarching initiative

Please explain (including target coverage)

Brambles has set a target of year on year improvement in energy provided from renewable sources. This includes both on-site generation and third party clean electricity procurement. The total contribution of renewable electricity was 60% for FY19, making this a 34 percentage point increase on FY18. Taking this a step further, CHEP Australia installed a 100kw solar system on approximately two-thirds of the CHEP Dandenong Service Centre, which repairs on average 5.3 million pallets per year. This installation follows extensive energy efficiency work upgrading lighting to LED14 at six of CHEP's major services centres and an ongoing Air Compressor Efficiency Programme aimed at reducing the electricity use of our highest demand processes.

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Yes

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	0	0
To be implemented*	0	0
Implementation commenced*	0	0
Implemented*	6	2407425
Not to be implemented	0	0

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Initiative category & Initiative type

Other, please specify	Other, please specify (Food Waste Reduction)
-----------------------	----------------------------------------------

Estimated annual CO2e savings (metric tonnes CO2e)

307007

Scope(s)

Scope 3

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

0

Investment required (unit currency – as specified in C0.4)

2781638

Payback period

<1 year

Estimated lifetime of the initiative

Ongoing

Comment

Food loss and waste: Brambles donated in-kind equipment to global food banks to redistribute over 682444 tonnes of rescued food in FY19. If this food had gone to landfill, it would have generated approximately 307007 tonnes of CO2 (calculated by applying the US EPA's Waste Reduction Model (WARM), version 15, with a breakdown of our food waste reduction and rescued food efforts. Donations of in-kind equipment to community organisations, mostly food banks, was valued at \$2,781,638 in FY19 (p 28, 2019 Sust Review). This figure has been used as the estimate of the cost of the initiative. While we did not experience any monetary savings from the initiative, community groups and foodbanks around the world would derive monetary benefits.

Initiative category & Initiative type

Transportation	Other, please specify (Transport collaboration)
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Estimated annual CO2e savings (metric tonnes CO2e)

84000

Scope(s)

Scope 3

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

0

Investment required (unit currency – as specified in C0.4)

0

Payback period

<1 year

Estimated lifetime of the initiative

Ongoing

Comment

We conduct transport optimisation programs to improve logistics solutions for our customers and transport providers. This includes collaboration, where customers share transport with our businesses; orchestration, where collaboration is enabled among customers; and procurement, where we support customers in obtaining improved transport costs and reducing distances by offering them a transparent benchmark. While Brambles may save some money in transport costs, these would not be as significant as those experienced by our customers. Although there may be a cost in our sales personnel engaging with customers and suppliers on transport collaboration, this is part of our day to day business activities and not specified for this purpose. Benefits of transport collaboration in FY19 are reported in our 2019 Sustainability Review, p 11. https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf

Initiative category & Initiative type

Other, please specify	Other, please specify (Behavioral change)
-----------------------	-------------------------------------------

Estimated annual CO2e savings (metric tonnes CO2e)

2000000

Scope(s)

Scope 3

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

0

Investment required (unit currency – as specified in C0.4)

0

Payback period

<1 year

Estimated lifetime of the initiative

Ongoing

Comment

Brambles works with companies to demonstrate the benefits of shifting to our reusable platforms from less environmentally beneficial platforms (such as one way disposable packaging). Estimated CO2 savings represented above are only part of the global environmental benefits of our circular share and reuse business model. In FY19, our customers saved 2.0 million tonnes CO2 by sharing and reusing our solutions. Further information is included in our Sustainability Review 2019, p 9. https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf We conduct various projects to enable our teams to demonstrate our environmental benefits to customers and potential benefits. For example, we developed a decision making tool for use by our customers to assist with better packaging decisions by evaluating the financial and sustainability impacts of Returnable Transit Packaging (RTP). The RTP tool consistently demonstrates the advantages of our reusable packaging over single use packaging and was developed through an industry collaboration project started through The Ellen MacArthur Foundation's Circular Economy 100 group. Development of the tool was done in conjunction with the Ellen MacArthur Foundation in FY16 and incurred no specific cost in FY19. Although there may be a cost in our sales personnel engaging with customers on the use of the tool, this is part of our day to day business activities and not specified for this purpose.

Initiative category & Initiative type

Waste reduction and material circularity	Other, please specify (Waste recovery)
------------------------------------------	----------------------------------------

Estimated annual CO2e savings (metric tonnes CO2e)

5811

Scope(s)

Scope 3

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

0

Investment required (unit currency – as specified in C0.4)

0

Payback period

<1 year

Estimated lifetime of the initiative

Ongoing

Comment

Brambles reclaims and reuses timber from damaged and broken pallets and plastic from damaged reusable plastic crates (RPCs). Timber is reused in the repair and manufacture of new timber pallets, while damaged RPCs are reground to manufacture new RPCs. CO2 savings have been estimated based on the US EPA's Waste Reduction Model (WARM), version 15, using the volume of timber (4,388 tonnes) and plastic reclaimed (4,334 tonnes) as reported in our 2019 Sustainability Review and nominating the plastic and timber as 'source reduced', p 25 (https://www.brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf) In addition, 57,647 tonnes timber was recycled in other ways after being reclaimed in the process. The amounts from source reduction of timber and plastic and recycled timber were added together to give the estimate of the CO2 savings above. There is a monetary saving to Brambles due to the reduction in the need for purchasing virgin timber and plastic; however, the exact amount is not reported in our financial statements. Although there may be a cost in our operations personnel reclaiming and reusing the timber from broken or damaged pallets in the repair and manufacture of new pallets, and the regrinding of damaged RPCs to manufacture new RPCs, this is part of our day to day business activities and not specified for this purpose.

Initiative category & Initiative type

Low-carbon energy consumption	Low-carbon electricity mix
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Estimated annual CO2e savings (metric tonnes CO2e)

10515

Scope(s)

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

0

Investment required (unit currency – as specified in C0.4)

0

Payback period

<1 year

Estimated lifetime of the initiative

Ongoing

Comment

Our commitment to annual increases in the contribution of clean energy to our service centres saw renewable energy supply 60%. This commitment helps manage electricity costs, complements our emission reduction goals and meets the expectations of our stakeholders. Actual monetary savings have not been calculated and are considered insignificant, if they occur at all. Investment required has also not been reported but may be incurred from on-site installations in FY19. Renewable electricity procurement from third party retailers was to 41,953 MWh in FY19 from a total of 70,764 MWh used by Brambles in the fiscal year.

Initiative category & Initiative type

Low-carbon energy generation	Solar PV
------------------------------	----------

Estimated annual CO2e savings (metric tonnes CO2e)

92

Scope(s)

Scope 2 (location-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

0

Investment required (unit currency – as specified in C0.4)

0

Payback period

<1 year

Estimated lifetime of the initiative

Ongoing

Comment

In FY19, a 100W solar installation in Dandenong, Australia is expected to offset 11% of the weekly energy demand on average at the site. This installation is funded by the landlord as part of the lease renewal. Investment required for other projects has not been reported but would be incurred from on-site installations. Renewable electricity generation from on-site plant increased in FY19 to a total of 444 MWh. CO2 emissions saved has been estimated from the MWh of on-site. Annual monetary savings from the Newcastle site are reported here.

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Compliance with regulatory requirements/standards	Regulatory requirements drive investment in emission reduction activities in certain parts of our operations as we comply with state, local, federal and international requirements. Various regulations affect building design and retrofits, fleet services and other activities in our operations.
Dedicated budget for low-carbon product R&D	CHEP has offered its carbon neutral pallet program since 2013, starting in Europe. The program is offered to customers in Europe and the US. The program allows customers to offset the footprint of their CHEP pallet movements and purchase internationally recognised VCS-certified carbon credits in reforestation projects in developing countries. CHEP has a growing number of carbon neutral product customers. The quarter pallet carbon neutral product has also been offered in all European countries since FY15. CHEP Europe announced that its pallet pool in Sweden was carbon neutral. Since the program began, customers have offset more than 38,000 tonnes of CO2.
Employee engagement	Brambles regularly encourages its employees to reduce their environmental footprint or find ways to benefit their natural environment. From time to time, training videos and other educational activities are provided to employees to improve their environmental awareness and behaviours. For example, environmental calculators allowing employees to estimate their carbon footprint are available on Brambles intranet. Sustainability information is also provided on the intranet, including promoting various sustainability initiatives and volunteering opportunities each year. Brambles and its businesses communicate the environmental volunteering done by employees in its internal newsletters and intranet. In some businesses, Brambles 'give as you earn' policy encourages employees to donate to not-for-profit community-based organisations, including environmental organisations, with matching programs in place in some businesses. Sustainability leadership is provided throughout the Group. Coinciding with World Environment Day on 5 June 2019 Brambles hosted our second Sustainability Day across all regions. The aim was to recognise and celebrate our sustainability successes, improve our progress towards the 2020 goals and encourage our employees to learn more about their role in Brambles' unique sustainability story. Sustainability Day Awards - The 2019 sustainability awards recognise the innovative ideas arising from our engaged and industrious workforce. The awards are categorised around our Better Business, Better Planet and Better Communities framework and are submitted for review by the regional executive management teams. For 2019, the winning projects for each 'Better' category demonstrated value creation across our service centres network, within our customers' supply chains and for our employees.
Internal incentives/recognition programs	For some employees, a monetary reward (bonus) is linked to sustainability achievements, including energy savings, emissions reductions and external recognition of emissions reduction activities (such as through CDP). This applies to Sustainability Directors and managers, as well as others, throughout the Group. In some regions (and increasing) this is cascaded to other departments (Operations Europe, for example). CHEP Europe monitors progress versus target regularly, both absolute emissions and using a KPI, grams CO2 per C-stock generated. Sites achieving emissions savings are recognised in internal publications in some businesses. For example, CHEP Australia publishes sites that achieve emissions reductions in its internal newsletter, its sustainability report and on its internal television system.
Partnering with governments on technology development	Around the world, where available, Brambles' businesses take advantage of partnership opportunities with governments or government agencies. For example, CHEP Australia took part in the Clean Energy Strategies for Business program administered by the Office of Environment and Heritage in Australia, along with CHEP customers. The program 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.
Other (Setting targets and sharing best practice throughout the Group)	Brambles is committed to zero environmental harm including taking action on climate change and addressing its impacts through our value chain. Brambles set a goal of zero emissions. We commit to achieving a 20% reduction in carbon emissions per unit delivered by 2020. In support of this goal, Brambles aims to achieve: - Year on year improvement in carbon emission practice for transport emissions (CO2/kilometre). - Year on year improvement in energy provided from renewable sources. Brambles will continue to work within its direct business as well as with material suppliers and collaborate with customers to reduce the carbon intensity of our activities. Brambles is now investigating setting a science-based target that incorporates scope 1, scope 2 and scope 3 targets.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?

Yes

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products or that enable a third party to avoid GHG emissions.**Level of aggregation**

Product

Description of product/Group of products

Customers can opt to make their supply chains carbon neutral by choosing Brambles' carbon neutral pallet solutions. Because of the environmental efficiencies of our pooling model, CHEP is able to achieve carbon neutrality for customers and some of our markets and products. Customers are given the option to make their supply chain carbon neutral by purchasing carbon offset credits. These credits are verified through registered local and international carbon offset projects. Since the program began, more than 38,000 tonnes of carbon has been sequestered by participating customers. This has delivered a range of environmental and social benefits such as preventing deforestation, and promoting reforestation activities as well as sustainable agriculture and education programmes. CHEP has offered its carbon neutral pallet program since 2013, starting in Spain. The quarter pallet carbon neutral product has also been offered in all European countries since FY15, after being introduced in Germany in FY14. In 2014, CHEP Europe announced that its pallet pool in Sweden was carbon neutral.

Are these low-carbon product(s) or do they enable avoided emissions?

Low-carbon product

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Other, please specify (VCS certified carbon offsets)

% revenue from low carbon product(s) in the reporting year

0.5

% of total portfolio value

<Not Applicable>

Asset classes/ product types

<Not Applicable>

Comment

Total revenue from low carbon products in FY19 would be less than 1% of all revenue for the Year. This is provided as an estimate only, as the exact revenue amount has not been publicly reported.

Level of aggregation

Group of products

Description of product/Group of products

Brambles share and reuse circular business model enables our customers to avoid emissions, waste and resource use compared to alternative platforms. Our circular business model perpetuates a virtuous cycle of sharing and reusing resources, allowing customers to deliver life's essentials more sustainably. Brambles' products are designed for reuse and follow best practice circular processes to maintain the constant flow of assets through Brambles' networks, for example: Recover > recondition/repair > redistribute > reuse > share and repeat. Designed for durability, Brambles' products are superior to single use alternatives as they are maintained to their highest functional value through reconditioning and repair, achieving maximum use over their lifetime. Product durability is made more circular through the practice of regenerating natural capital inputs through sustainable sourcing and recycling all end-of-life products. Brambles' product value is amplified through extensive sharing networks which maximise the number of deliveries performed on an individual platform over its useful life. By using our pallets and reusable plastic crates (RPCs) in FY19, our customers saved 2.0 million tons CO2, 1.3 million tons waste and 2,600 megalitres of water. (see p 9 of our 2019 Sustainability Review https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf). The environmental benefits of our share and reuse model are calculated using life cycle analyses.

Are these low-carbon product(s) or do they enable avoided emissions?

Avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Other, please specify (LCAs)

% revenue from low carbon product(s) in the reporting year

100

% of total portfolio value

<Not Applicable>

Asset classes/ product types

<Not Applicable>

Comment

Information on the LCAs used to base estimated emissions savings and other environmental benefits are outlined in our 2019 Supplementary Information document available at https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf. All Brambles' revenue comes from customers' use of our pallets, RPCs and containers.

C5. Emissions methodology**C5.1**

(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).

Scope 1

Base year start

July 1 2014

Base year end

June 30 2015

Base year emissions (metric tons CO2e)

74880

Comment

Scope 2 (location-based)

Base year start

July 1 2014

Base year end

June 30 2015

Base year emissions (metric tons CO2e)

47639

Comment

Scope 2 (market-based)

Base year start

July 1 2014

Base year end

June 30 2015

Base year emissions (metric tons CO2e)

0

Comment

All emissions are calculated based on country (or State for US and Australia) average emissions factors where electricity was purchased. We did not report market-based emissions.

C5.2

(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)

26650

Start date

July 1 2018

End date

June 30 2019

Comment

As reported in our five year performance data download, available at https://brambles.com/Content/cms/sustainability-2019/Five_year_performance_data_combined_2019.xlsx - Better Planet - Greenhouse gas

Past year 1

Gross global Scope 1 emissions (metric tons CO2e)

49510

Start date

July 1 2017

End date

June 30 2018

Comment

As reported in our five year performance data download, available at https://brambles.com/Content/cms/sustainability-2019/Five_year_performance_data_combined_2019.xlsx - Better Planet - Greenhouse gas

Past year 2

Gross global Scope 1 emissions (metric tons CO2e)

64398

Start date

July 1 2016

End date

June 30 2017

Comment

As reported in our five year performance data download, available at https://brambles.com/Content/cms/sustainability-2019/Five_year_performance_data_combined_2019.xlsx - Better Planet - Greenhouse gas

Past year 3

Gross global Scope 1 emissions (metric tons CO2e)

78940

Start date

July 1 2015

End date

June 30 2016

Comment

As reported in our five year performance data download, available at https://brambles.com/Content/cms/sustainability-2019/Five_year_performance_data_combined_2019.xlsx - Better Planet - Greenhouse gas

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based

We are reporting a Scope 2, location-based figure

Scope 2, market-based

We are reporting a Scope 2, market-based figure

Comment

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year

Scope 2, location-based

32800

Scope 2, market-based (if applicable)

22230

Start date

July 1 2018

End date

June 30 2019

Comment

As reported in our five year performance data download, available at https://brambles.com/Content/cms/sustainability-2019/Five_year_performance_data_combined_2019.xlsx - Better Planet - Greenhouse gas

Past year 1

Scope 2, location-based

40930

Scope 2, market-based (if applicable)

0

Start date

July 1 2017

End date

June 30 2018

Comment

As reported in our five year performance data download, available at https://brambles.com/Content/cms/sustainability-2019/Five_year_performance_data_combined_2019.xlsx - Better Planet - Greenhouse gas

Past year 2

Scope 2, location-based

45280

Scope 2, market-based (if applicable)

0

Start date

July 1 2016

End date

June 30 2017

Comment

As reported in our five year performance data download, available at https://brambles.com/Content/cms/sustainability-2019/Five_year_performance_data_combined_2019.xlsx - Better Planet - Greenhouse gas

Past year 3

Scope 2, location-based

41820

Scope 2, market-based (if applicable)

0

Start date

July 1 2015

End date

June 30 2016

Comment

As reported in our five year performance data download, available at https://brambles.com/Content/cms/sustainability-2019/Five_year_performance_data_combined_2019.xlsx - Better Planet - Greenhouse gas

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

C6.5

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status

Relevant, not yet calculated

Metric tonnes CO₂e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Brambles has reviewed our operations to determine the main contributors to Scope 3 emissions and identified purchased goods as one of these. Purchased goods include harvesting of timber purchased from suppliers and other purchased goods and services, such as paper and cardboard. Because of the complexity of obtaining data on these emissions, including the lack of information from suppliers and industry uncertainty to emissions calculations, we do not currently have this data.

Capital goods

Evaluation status

Relevant, not yet calculated

Metric tonnes CO₂e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Brambles has reviewed our operations to determine the main contributors to our Scope 3 emissions and identified capital goods – particularly pallets and containers – as one of these. Brambles did not calculate the emissions from capital goods, including pallets, crates and containers, in FY19. Because of the complexity of obtaining data on these emissions, including the lack of information from suppliers and industry uncertainty to emissions calculations, we do not currently have this data. Purchase of other fixed assets and IT supplies may be relevant, but are not relevant as these capital goods are not considered material.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status

Relevant, not yet calculated

Metric tonnes CO₂e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

While there are likely to be fuel and energy related activities that are not included in our scope 1 and scope 2 reporting, the categories currently disclosed cover the majority of our emissions. Because any other emissions are relatively insignificant, obtaining this data is not considered a worthwhile exercise as they would not make a material difference to our reported emissions and energy data.

Upstream transportation and distribution

Evaluation status

Relevant, not yet calculated

Metric tonnes CO₂e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Brambles has not calculated the emissions generated in the transportation of purchased raw materials, or other supplier delivered goods. As for capital goods and other categories above, the complexity of obtaining data on these emissions, including the lack of information from suppliers and industry uncertainty to emissions calculations, means we do not currently have this data. Other forms of upstream transportation and distribution have not been evaluated. The categories currently disclosed cover the majority of our emissions.

Waste generated in operations

Evaluation status

Relevant, calculated

Metric tonnes CO2e

5811

Emissions calculation methodology

In FY19, Brambles' businesses generated 48183 metric tonnes of general waste. General waste emissions are estimated at 5,811 metric tonnes of CO2-e. Estimated emissions from waste and recycling for Brambles' operations for FY19 were calculated using the US EPA Waste Reduction Model (WARM) v 15. While not all waste and recycling is generated in the US, this spreadsheet is used to calculate an estimate of the possible emissions impact of waste and recycling in our operations. Estimated emissions breakdown for waste was calculated using default options and based on mixed municipal solid waste to landfill. However, due to Brambles' reclaim and recycling efforts, emissions saved from recycling lumber, mixed paper, mixed metals and mixed plastics means that all waste and recycling had a net emissions impact of -87,884.49 t CO2-e in FY18. This is 93,621.57 t CO2-e less than the emissions impact if all waste was sent to landfill, based on US estimates. Spreadsheet available on request, as this is not reported on our website.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

All waste data was obtained from our own operations, based on supplier invoices. Reclaimed wood and plastic data, used for the comparison data only, was obtained from our own operations.

Business travel

Evaluation status

Relevant, calculated

Metric tonnes CO2e

4871

Emissions calculation methodology

Travel data and associated emissions were provided by our corporate travel provider. Figure provided captures air travel taken by Brambles' employees using the corporate travel provider. It includes air travel, hotel stays and car hire booked through our corporate travel provider, but does not include other forms of travel, or travel booked outside of the corporate travel provider for FY19.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

To reduce air travel in FY19, Brambles continued to encourage the use of videoconferencing, tracking the emissions saved. In FY19, CO2-e was avoided through the use of videoconferencing. This figure was not available in time for our submission.

Employee commuting

Evaluation status

Relevant, not yet calculated

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Brambles has identified employee commuting as a main contributor to our scope 3 emissions. No primary commuting data is available at this time. Brambles had 11,744 permanent employees around the world as at 30 June 2019. We have not calculated emissions data associated with employee commuting due to the complexity in determining this as a multinational corporation with operations and employees in over 60 countries. At our Alpharetta, US site, electric vehicle charging stations were included in recent upgrades to encourage employees to use electric vehicles and power them while at work.

Upstream leased assets

Evaluation status

Relevant, calculated

Metric tonnes CO2e

242100

Emissions calculation methodology

We estimate outsourced service centre (OSC) emissions by applying our average internal service centre grams CO2-e per production unit and apply to production figures for the OSCs, using country specific emission factors. Brambles outsourced service centres and transport account for their reported Scope 3 emissions in the Sustainability Review https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Brambles calculates an estimate of CO2 generated by our OSCs by using the CO2 impact of our own service centres. While we calculate an estimate for the emissions from the OSCs that manufacture our pooled pallets, crates and containers, Brambles has not calculated the emissions generated by the leased assets of suppliers of our raw materials, such as timber mills that supply our timber, or other suppliers.

Downstream transportation and distribution

Evaluation status

Relevant, calculated

Metric tonnes CO2e

732410

Emissions calculation methodology

We estimate Scope 3 emissions for transport. We calculate an emissions estimate either by using data available, applying a specific module developed by LeanLogistics or, where that module cannot be used, estimates are made based on type of fuel, place of travel, type of vehicles and travel distances.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

Emissions are estimated using internal data; however, we rely on LeanLogistics and our transport providers to provide all supporting data (such as kilometres travelled).

Processing of sold products

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Brambles retains ownership of its pooled assets, thereby ensuring that end of life management is controlled and recovery, reuse and recycling efforts can be maximised. This means there are no emissions from processing of sold products for all of our continuing businesses.

Use of sold products

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Brambles is able to make customers' supply chains more sustainable, compared to the use of alternative platforms. Because we recover, repair and allow customers to share and reuse our solutions many times, we are able to reduce GHG emissions, demand on resources and waste. In FY19, customers' use of RPCs and pooled wooden pallets saved at least 2.0 million tonnes of CO2-e. This figure was calculated using life cycle analyses (please see the 2019 Sustainability Review - supplementary review for further information on methodology https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf). This data has been verified by third party assurance. (see 2019 Sustainability Review p 9 https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf).

End of life treatment of sold products

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Brambles retains ownership of its pooled assets, thereby ensuring that end of life management is controlled and recovery, reuse and recycling efforts can be maximised. Our circular business model perpetuates a virtuous cycle of sharing and reusing resources, allowing customers to deliver life's essentials more sustainably. The environmental benefits of our share and reuse business model are summarised in our 2019 Sustainability Review (p 9 https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf). Brambles' products are designed for reuse and follow best practice circular processes to maintain the constant flow of assets through Brambles' networks, for example: Recover > recondition/repair > redistribute > reuse > share and repeat. Designed for durability, Brambles' products are superior to single use alternatives as they are maintained to their highest functional value through reconditioning and repair, achieving maximum use over their lifetime. Product durability is made more circular through the practice of regenerating natural capital inputs through sustainable sourcing and recycling all end-of-life products.

Downstream leased assets

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Brambles does not have any leased assets apart from our outsourced service centres (OSCs) (upstream) that manufacture our pooled products for use and reuse.

Franchises

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Brambles does not operate any franchises.

Investments

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Brambles does not have investments outside of those made within our own operations.

Other (upstream)

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

While there may be other upstream emissions not included in our scope 1 and scope 2 reporting, the categories currently disclosed cover the majority of our emissions.

Other (downstream)

Evaluation status

Relevant, calculated

Metric tonnes CO2e

0

Emissions calculation methodology

Our inkind equipment donations helped redistribute over thousands of tonnes of rescued food, which may have otherwise ended up in landfill. As we are unable to enter a negative value in the emissions column, 0 has been entered

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

While there may be other downstream scope 3 emissions, we believe the categories disclosed cover the majority of our emissions.

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

Yes

C6.7a

(C6.7a) Provide the emissions from biogenic carbon relevant to your organization in metric tons CO2.

	CO2 emissions from biogenic carbon (metric tons CO2)	Comment
Row 1	0	While we do have emissions from biogenic carbon, we did not measure these in FY19. We are improving our data collection and measurement to include these in future years.

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure

0.212

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

48890

Metric denominator

Other, please specify (TEU (Brambles products are normalised using Twenty-foot equivalent units (TEUs) so they are comparable using a standard logistics industry accepted measure of the products physical volume (the B1208A Euro pallet.))

Metric denominator: Unit total

210210298

Scope 2 figure used

Market-based

% change from previous year

46

Direction of change

Decreased

Reason for change

Significant reduction in Scope 1 due to divestment of the IFCO Business and also a reduction in Scope 2 with purchase of renewable sourced electricity.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

Yes

C7.1a

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).

Greenhouse gas	Scope 1 emissions (metric tons of CO2e)	GWP Reference
CO2	26650	Other, please specify (Other, please specify (Emissions factors we use are given by the source in CO2-e. On the very few occasions (if any) where we have to convert to CO2-e, we used 25 for methane and 298 for nitrous oxide (from IPCC AR4))

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Scope 1 emissions (metric tons CO2e)
Australia	4145
United Kingdom of Great Britain and Northern Ireland	3591
Other, please specify (Rest of the world)	18916

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

By business division

C7.3a

(C7.3a) Break down your total gross global Scope 1 emissions by business division.

Business division	Scope 1 emissions (metric ton CO2e)
Pallets	26150
RPCs	500
Corporate	0

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted for in Scope 2 market-based approach (MWh)
Australia	14253	14253	15785	0
United Kingdom of Great Britain and Northern Ireland	334	334	11041	9917
Other, please specify (Rest of the World)	18213	7651	43495	32466

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

By business division

C7.6a

(C7.6a) Break down your total gross global Scope 2 emissions by business division.

Business division	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Pallets	30041	19479
RPCs	1514	1514
Corporate	1244	1244

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Decreased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	18692	Decreased	20	Current scope 2 divided by previous year Total CO2e excluding divestments
Other emissions reduction activities	700	Decreased	1	Energy efficiency projects in Australia.
Divestment	7673	Decreased	8	The difference in Total CO2 with divested business divided by previous year Total CO2 excluding divested business
Acquisitions		<Not Applicable>		
Mergers		<Not Applicable>		
Change in output		<Not Applicable>		
Change in methodology		<Not Applicable>		
Change in boundary		<Not Applicable>		
Change in physical operating conditions		<Not Applicable>		
Unidentified		<Not Applicable>		
Other		<Not Applicable>		

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Market-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	Yes
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	Yes

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	HHV (higher heating value)	14	124970	124984
Consumption of purchased or acquired electricity	<Not Applicable>	42397	28368	70765
Consumption of purchased or acquired heat	<Not Applicable>	0	0	0
Consumption of purchased or acquired steam	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired cooling	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	0	<Not Applicable>	0
Total energy consumption	<Not Applicable>	42411	153338	195749

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	Yes
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Fuels (excluding feedstocks)

Liquefied Petroleum Gas (LPG)

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

32679

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

0

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Emission factor

0.00156

Unit

metric tons CO2e per liter

Emissions factor source

All emissions factors come from one of these three sources: International Energy Agency (IEA), US EPA or National Greenhouse Accounts (Australia).

Comment

Fuels (excluding feedstocks)

Diesel

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

38049

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

0

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Emission factor

0.00271

Unit

metric tons CO2 per liter

Emissions factor source

All emissions factors come from one of these three sources: International Energy Agency (IEA), US EPA or National Greenhouse Accounts (Australia).

Comment

Fuels (excluding feedstocks)

Petrol

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

10720

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

0

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Emission factor

0.00231

Unit

metric tons CO2e per liter

Emissions factor source

All emissions factors come from one of these three sources: International Energy Agency (IEA), US EPA or National Greenhouse Accounts (Australia).

Comment

Fuels (excluding feedstocks)

Natural Gasoline

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

43340

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

0

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Emission factor

0.186

Unit

kg CO2e per kWh

Emissions factor source

All emissions factors come from one of these three sources: International Energy Agency (IEA), US EPA or National Greenhouse Accounts (Australia).

Comment

Fuels (excluding feedstocks)

Kerosene

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

183

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

0

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Emission factor

0.00259

Unit

metric tons CO2e per liter

Emissions factor source

All emissions factors come from one of these three sources: International Energy Agency (IEA), US EPA or National Greenhouse Accounts (Australia).

Comment

Fuels (excluding feedstocks)

Biodiesel

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

14

MWh fuel consumed for self-generation of electricity

0

MWh fuel consumed for self-generation of heat

0

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Emission factor

0.009

Unit

kg CO2 per liter

Emissions factor source

All emissions factors come from one of these three sources: International Energy Agency (IEA), US EPA or National Greenhouse Accounts (Australia).

Comment

C8.2d

(C8.2d) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
Electricity	444	444	444	444
Heat	0	0	0	0
Steam	0	0	0	0
Cooling	0	0	0	0

C8.2e

(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero emission factor in the market-based Scope 2 figure reported in C6.3.

Sourcing method

Unbundled energy attribute certificates, Renewable Energy Certificates (RECs)

Low-carbon technology type

Wind

Country/region of consumption of low-carbon electricity, heat, steam or cooling

Canada

MWh consumed accounted for at a zero emission factor

8214

Comment

Sourcing method

Unbundled energy attribute certificates, Renewable Energy Certificates (RECs)

Low-carbon technology type

Wind

Country/region of consumption of low-carbon electricity, heat, steam or cooling

United States of America

MWh consumed accounted for at a zero emission factor

18399

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, not supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

Country/region of consumption of low-carbon electricity, heat, steam or cooling

Europe

MWh consumed accounted for at a zero emission factor

5423

Comment

Sourcing method

Green electricity products (e.g. green tariffs) from an energy supplier, not supported by energy attribute certificates

Low-carbon technology type

Low-carbon energy mix

Country/region of consumption of low-carbon electricity, heat, steam or cooling

United Kingdom of Great Britain and Northern Ireland

MWh consumed accounted for at a zero emission factor

9917

Comment

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

Description

Waste

Metric value

23561

Metric numerator

metric tons general waste

Metric denominator (intensity metric only)

% change from previous year

8

Direction of change

Decreased

Please explain

Recycling efforts and Zero Waste World program

Description

Land use

Metric value

Metric numerator

metric tons CO2 per year (carbon sequestration)

Metric denominator (intensity metric only)

% change from previous year

0

Direction of change

No change

Please explain

Brambles operates 10 lumber farms in South Africa. We are working to calculate the carbon sequestration data that applies to the farms and will report this in future.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	No third-party verification or assurance

C10.1a

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

FY19_Brambles_sustainability_assurance_opinion.pdf

Page/ section reference

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Relevant standard

ASAE3000

Proportion of reported emissions verified (%)

100

C10.1b

(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Scope 2 approach

Scope 2 location-based

Verification or assurance cycle in place

Annual process

Status in the current reporting year

Complete

Type of verification or assurance

Limited assurance

Attach the statement

FY19_Brambles_sustainability_assurance_opinion.pdf

Page/ section reference

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Relevant standard

ASAE3000

Proportion of reported emissions verified (%)

100

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

Yes

C10.2a

(C10.2a) Which data points within your CDP disclosure have been verified, and which verification standards were used?

Disclosure module verification relates to	Data verified	Verification standard	Please explain
C4. Targets and performance	Year on year change in emissions (Scope 1)	ASAE 3000	Year on year change in carbon dioxide emissions per unit delivered - see p 2 of Assurance Statement.
C8. Energy	Renewable energy products	ASAE 3000	% energy from certified renewable sources (see p 2 of Assurance Statement)
C4. Targets and performance	Progress against emissions reduction target	ASAE 3000	Carbon emissions and kilometres saved and customers participating in transport collaboration projects (see p 2 of Assurance Statement)

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

No, and we do not anticipate being regulated in the next three years

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

Yes

C11.2a

(C11.2a) Provide details of the project-based carbon credits originated or purchased by your organization in the reporting period.

Credit origination or credit purchase

Credit purchase

Project type

Forests

Project identification

The Uganda Community Reforestation project organises hundreds of small community based tree planting initiatives on lands owned by subsistence farmers. Under traditional practices, farmers clear trees to increase available agricultural land, a process which erodes quality by removing nutrients from the soil. Forestry projects such as this combine carbon sequestration with sustainable development, helping to improve community livelihoods through education and training, and create additional sources of income beyond smallholder farming. In addition to delivering emissions reductions to help take action to combat climate change (SDG 13), the project delivers other sustainable development benefits including: - Gender Equality: Small farming groups must include men and women. Women are also given access to leadership training and managerial responsibility. - Life on Land: The project provides a sustainable supply of fuelwood which reduces pressure on nearby areas of High Conservation Value. - Decent Work and Economic Growth: Training helps build the overall economy by strengthening business capacity. Increasing marketable foods, such as fruits, nuts, and honey, has allowed many farmers to sell a greater range and volume of products to nearby markets. - Quality Education: Through newsletters and small group seminars, training is provided on preparing and developing tree nurseries, conservation farming techniques, and the importance of health and hygiene issues. - Zero Hunger: Use of conservation farming techniques such as intercropping, can lead to double crop yields. The credits reported would correspond to the ones purchases in 2019. They all carry VCS and CCB certification.

Verified to which standard

VCS (Verified Carbon Standard)

All credits in this project carry VCS and CCB certification.

Number of credits (metric tonnes CO2e)

8222

Number of credits (metric tonnes CO2e): Risk adjusted volume

8222

Credits cancelled

No

Purpose, e.g. compliance

Voluntary Offsetting

C11.3

(C11.3) Does your organization use an internal price on carbon?

No, but we anticipate doing so in the next two years

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?

Yes, our suppliers

Yes, our customers

Yes, other partners in the value chain

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement

Compliance & onboarding

Details of engagement

Climate change is integrated into supplier evaluation processes

% of suppliers by number

% total procurement spend (direct and indirect)

97

% of supplier-related Scope 3 emissions as reported in C6.5

Rationale for the coverage of your engagement

All preferred suppliers represent most of our spend.

Impact of engagement, including measures of success

All preferred suppliers have been screened using an industry standard screening tool. Due diligence is done for all new suppliers, focusing on environmental, governing sanctions, anti-bribery, anti-money laundering, forced/child labor, human rights. Brambles' supplier policy is integrated into the on-boarding process for new suppliers (https://brambles.com/Content/cms/Code-of-Conduct/English/Supplier-Policy_English.pdf). Timber suppliers are required to provide a PEFC or FSC certificate (ensuring no deforestation) and 99.7% of our Timber suppliers did so in FY19.

Comment

C12.1b

(C12.1b) Give details of your climate-related engagement strategy with your customers.

Type of engagement

Collaboration & innovation

Details of engagement

Run a campaign to encourage innovation to reduce climate change impacts

% of customers by number

% of customer - related Scope 3 emissions as reported in C6.5

8

Portfolio coverage (total or outstanding)

<Not Applicable>

Please explain the rationale for selecting this group of customers and scope of engagement

Brambles' Better Collaboration goal aims to annually increase collaboration projects across the supply chain. In FY19, 246 customers collaborated, representing 8% of our scope 3 emissions. By providing the foundation for additional circular opportunities to expand throughout the networks we are able to deliver tangible benefits for customers and the environment such as reduced transport journeys, fuel use and carbon emissions. This helps our customers achieve cost savings and meet their environmental targets. We engage with customers directly or through collaborative forums, including industry associations. We prioritise engagements that align with our business objectives, including our sustainability goals. Brambles' circular solutions help open up transport improvement opportunities. Transport Optimisation is exclusive to Brambles and enabled by the foundation of our network advantage and supply chain visibility. We do it in four different ways: 1. Creating collaborative partnerships – by being a trusted non-competitive player 2. Plant Network Optimisation (PNO) – positions service centres or TPMs to capitalise on routes with the highest volume of platform exchange 3. Transport orchestration – 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 Circular resource management: Using our reverse logistics capabilities, waste management issues have been solved for major retailers. BXB Digital: Our digital business is working to create end-to-end digital solutions, which can leverage the Brambles backbone of over 610 million assets to deliver visibility into the location and condition of goods as they move through the supply chain. Our goal is to enable customers world-wide to transform their supply chain networks for optimal efficiency and sustainability.

Impact of engagement, including measures of success

We measure the success of these engagements through stakeholder feedback, improved customer relationships, as well as through quantitative measures, such as reduction in emissions, transport kilometres, internal costs and other environmental benefits. In FY19, our transport collaboration programs involved 246 customers, reduced transport distances by more than 69.6 million kilometres and prevented over 84,000 tonnes of CO2 from entering the atmosphere. (https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf). We measure the success of other customer supply chain improvements through other environmental benefits and improved customer engagement.

C12.1d

(C12.1d) Give details of your climate-related engagement strategy with other partners in the value chain.

Brambles' businesses are also well placed to address the environmentally important issue of food loss and waste in the supply chain, which contribute to GHG emissions through landfill and wasted food production. We do this by collaborating with customers and retailers, as well as in our own product development. We reduce food waste through the development of reusable solutions to transport specific types of food products, for example, CHEP has worked with Unilever in the past to improve transport and reduce waste for tomatoes. We also divert usable food that would otherwise end up in landfill to foodbanks by donating equipment to community organisations around the world. Our in-kind donations in FY19 helped redistribute over 682000 tonnes of rescued food. If this food had gone to landfill in FY19 helped redistribute over 682000 tonnes of rescued food. If this food had gone to landfill in FY19 it would have generated approximately 307,007 tonnes of CO2 (based on US EPA WARM method v. 15).. US retail giant, Kroger Co., has credited Brambles' share and reuse solutions with helping its transition to a circular economy.

"We partner with CHEP and IFCO, which both contribute to global sustainability through their "shared" business models of pooled pallets, bulk containers and reusable plastic containers (RPCs). These packaging solutions bring both operational efficiencies and environmental benefits. Compared with one-way packaging, reusable platforms and containers offer a lower carbon footprint, reduced water consumption and less waste". (2018 Sustainability Review, p 10 https://www.brambles.com/Content/cms/sustainability-2018/Sustainability_Review_2018.pdf) Maple Leaf is on a mission to be the 'Most Sustainable Protein Company on Earth'. Seeing a values alignment in using CHEP solutions in its facilities, Maple Leaf featured CHEP in its 2017 Sustainability Report:

"By using CHEP pallets, we reduce waste and improve transport efficiencies, reducing cost and carbon emissions. Savings of 37 metric tonnes of greenhouse gases and 49 metric tonnes of solid waste were realised from Maple Leaf Foods' use of CHEP pallets in 2017". (ibid)

C12.3

(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?

- Direct engagement with policy makers
- Trade associations
- Funding research organizations
- Other

C12.3a

(C12.3a) On what issues have you been engaging directly with policy makers?

Focus of legislation	Corporate position	Details of engagement	Proposed legislative solution
Energy efficiency	Neutral	In the UK, the CRC Energy Efficiency Scheme (through the Department of Energy and Climate Change) is a legislative requirement whereby CHEP reports its UK Scope 1 and 2 emissions and purchase allowances based on these emissions (excluding transport). CHEP UK engages with a consultant to report and keep up-to-date with any changes and simplifications to the legislation. CHEP appears in the annual report publication (listed as Cyan Logistics, which is the highest UK parent covering all Brambles businesses) at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/577132/LIT_10638.xlsx . This scheme expired on 1 July 2019.	The CRC Energy Efficiency Scheme (or CRC Scheme) is designed to improve energy efficiency and cut emissions in large public and private sector organisations. The CRC affects large public and private sector organisations across the UK, together responsible for around 10% of the UK's greenhouse gas emissions. Participants include supermarkets, water companies, banks, local authorities and all central government departments. publicly. HM Treasury has issued a consultation paper which proposes the abolition of the CRC Energy Efficiency Scheme (CRC), and its replacement by a single business energy consumption tax based on Climate Change Levy (CCL). The Government also proposes to develop a single reporting framework to replace current requirements under ESOS, Mandatory Greenhouse Gas Reporting and other schemes including the CRC scheme and the Climate Change Agreements. It is proposed to design this framework "through the prism of " ESOS, a scheme which the Government is committed to maintain, because it is an EU requirement under the Energy Efficiency Directive. The scheme has been replaced in 2019 by a levy on energy bills.
Other, please specify (Food waste)	Support	World Economic Forum - working with business, political, academic thought leaders to help shape global, regional and industry agendas. Brambles works with the World Economic Forum and members on the Forum's food waste projects. Brambles has also created opportunities for international non-profit organisation Enactus and the WEF, focusing on reducing food loss and waste. Addressing the issues of food security and food waste, Brambles works with food banks around the world, applying our logistics and supply chain expertise. In FY16, Brambles signed a three year agreement with the Global Foodbanking Network, an international not for profit organisation that supports food banks in more than 30 countries. Brambles also continued its efforts in FY19 to address food waste in partnership with customers and suppliers. With the world's population forecasted to rise to 9.1 billion by 2050, it is estimated that food production needs to increase by 70% to keep pace with the growing population. At the same time, it is estimated that between one-third and one half of the food produced by the developed world is lost post-harvest between the farm and consumer. The contribution of food waste to GHG emissions through both landfill and increased pressure on agricultural resources is well documented. Brambles recognises that through the application of its logistics and supply chain expertise it is uniquely placed to help reduce food waste throughout the value chain. We do this by collaborating with customers and retailers, as well as in our own product development.	The WEF has publicly stated that cutting food loss and waste is a great way to drive sustainability and development and a crucial step on the way to providing quality, nutritious food to a growing global and urban population. The WEF's New Vision for Agriculture initiative engages leaders of business, government, civil society, farmers organisations, development partners and other groups to work together to achieve sustainable agricultural growth. The initiative works at the global level with the G8 and G20, and facilitates national-level partnerships. Substantial gains in agricultural productivity can be realised through investment, innovation, policy and other improvements.
Other, please specify (Circular Economy)	Support	The Circular Supply Chain introduces fully renewable, recyclable or biodegradable materials that can be used and reused in consecutive lifecycles to reduce costs and increase predictability and control. The European Commission launched its circular economy package at the end of 2015. It aims to promote – in a descending order - prevention, reuse, recycling, recovery, with disposal being the management option of last resort. To do so, it is updating the framework directive on waste (2008/98/EC) and its daughter directives, including the Directive on Packaging and Packaging Waste (94/62/EC).	Brambles is using this opportunity to promote its business model of prevention and reuse, and this over making Europe a recycling economy, which is becoming a buzz phrase too commonly used. It is trying to align with like-minded allies with the same industry sector aims, including Plastics Europe, an EU trade association, and Reloop, a loose grouping of the transport and sales packaging industries to lobby together to improve the legislation and increase the amount of reusable packaging equipment put on the EU market. Brambles' business model follows all five circular business strategies defined in 'Waste to Wealth' to help our products circulate through multiple stages of supply chains. The environmental benefits of our circular share and reuse model are significant compared to linear, single use business models, especially when deployed at a global scale. (Waste to Wealth released by Accenture Strategy outlines five circular economy business models which the authors Peter Lacy and Jakob Rutqvist say will provide companies with a 'circular advantage'.)

C12.3b

(C12.3b) Are you on the board of any trade associations or do you provide funding beyond membership?

Yes

C12.3c

(C12.3c) Enter the details of those trade associations that are likely to take a position on climate change legislation.

Trade association

CEI-BOIS

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

CEI-Bois, the European Confederation of woodworking industries, was founded in 1952 and represents the interests of the European woodworking industry. The primary goal of CEI-Bois is to further the interests of the European wood sector and to this end, it aims to influence EU policy-making. It is the main body representing and defending the interests of the European woodworking and furniture industries towards the European Union.

How have you influenced, or are you attempting to influence their position?

CHEP's Senior Director, Global Government and Public Affairs is the chairman of this body and his team is involved in climate change and environmental policies for the group and dealing with the European Director-General Environment and Director-General Climate.

Trade association

FEFPEB, the European Federation of Wooden Pallet and Packaging Manufacturers, and other timber packaging organisations around the world

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

The main objectives of FEFPEB are the promotion of timber packaging and the determination and defence of the interests of the European Wooden Pallet and Packaging Industry. FEFPEB also monitors and provides comment on illegal logging/timber, renewable energy and biomass (through associated organisations) and lightweight packaging. Other timber packaging organisations that we are involved with follow similar aims.

How have you influenced, or are you attempting to influence their position?

CHEP's Senior Director, Global Government and Public Affairs is an Executive Director of FEFPEB. In this role he addresses climate change impact with the Director-General Environment; for example, through the adverse impact on climate with Drying Chambers for Heat Treatment to ensure pallets and lumber are ISPM15 compliant. Brambles purchases timber products from timber millers for use in our pallet business. Therefore, the FEFPEB provides Brambles with industry insights pertinent to our operations.

Trade association

Australian Food and Grocery Council's Sustainability Council

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

CHEP is a founding member of the AFGC's, Retail and Suppliers Roundtable, Sustainability Council. Other founding members include some of our customers from the retail and food manufacturing industries. AFGC is the leading national organisation representing Australia's food, drink and grocery manufacturing industry. AFGC's Sustainability Commitment is a ten year strategy that sets clear objectives, targets, metrics and case studies that will shape the future direction of the food and grocery manufacturing industry's performance across water, energy and emissions, packaging and social and sourcing indicators.

How have you influenced, or are you attempting to influence their position?

In 2012, the AFGC's Future of Packaging white paper identified a need for greater understanding of the implications of packaging on sustainability outcomes. As a responsible partner throughout food supply chains, CHEP Australia commissioned the Royal Melbourne Institute of Technology's Centre for Design study on 'The role of packaging in minimising food waste in the supply chain of the future.' The study was released in June 2013 and a copy is available at chep.com. Food waste is a contributor to GHG emissions through landfill. Brambles and its business are also members of other food and grocery trade associations around the world (see the CHEP website for a list of current associations http://www.chep.com/about_chep/associations/) that may take similar positions. Food and grocery retailers represent some of Brambles largest customers. Brambles also assists with innovative solutions for the transport and display of food and grocery items in retailers.

Trade association

Efficient Consumer Response (ECR) and related organisations

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

The ECR ("Efficient Consumer Response") movement effectively began in the mid-nineties and was characterized by the emergence of new principles of collaborative management along the supply chain. A related organisation CHEP is involved with is GS1. Climate change issues are dealt with to a lesser extent by GS1.

How have you influenced, or are you attempting to influence their position?

The CHEP President, Europe is a board member for ECR (Europe). Brambles is actively involved in some of the ECR associations around the world, but this is limited and generally interactions only occur as a member.

C12.3d

(C12.3d) Do you publicly disclose a list of all research organizations that you fund?

Yes

C12.3e

(C12.3e) Provide details of the other engagement activities that you undertake.

In 2013, Brambles became a signatory to the UN Global Compact, indicating support for its principles, including those on environmental challenges and responsibilities. Brambles communication on progress for 2019 can be found at <https://www.brambles.com/un-global-compact-communication-on-progress>. Brambles is also a member of the Global Compact Network Australia (GCNA) which actively communicates, promotes and facilitates the programs of the UNGC in Australia. Brambles is also a member the Global Compact Network in Spain.

CHEP is also a member of other regional bodies that work on climate change or related issues from time to time, for example, the Australian Packaging Covenant.

CHEP lists all of its associations on its website at <http://www.chep.com> by country. CHEP is a member of Lean and Green in Europe and Green Freight in Europe. Lean and Green promotes measuring and reducing carbon emissions; while Green Freight assists CHEP with its pioneering presence in new geographies. CHEP participates in projects with both organisations. These are examples of the activities in which CHEP engages.

C12.3f

(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

Brambles defines sustainability as the strategies and activities the Group has adopted in relation to its employees, the environment, ethics and the community.

The Brambles Chief Executive Officer (CEO) has operational responsibility for sustainability issues.

The ELT helps to formulate sustainability policies and is responsible for implementing these across the organisation.

Brambles Sustainability Risk Committee (SRC), formed in 2016, is responsible for assisting the CFO and Executive Leadership Team (ELT) with sustainability strategies and activities, consistent with the Group's Shared Values. Sustainability matters relevant for each region are raised with the relevant ELT member on a regular basis. The SRC is a management committee a cross section of senior Brambles corporate and business unit executives with relevant and applicable functional expertise.

The Board is also regularly updated on sustainability issues, either by the CFO or members of the Sustainability Risk Committee.

Brambles' Chief Compliance Officer is responsible for ensuring that all policy-related activities are in line with Brambles' strategic objectives and internal policies.

C12.4

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication

In voluntary sustainability report

Status

Complete

Attach the document

Sustainability_Review_2019.pdf

Page/Section reference

7 and 25

Content elements

Emissions figures

Emission targets

Other, please specify (Details on emissions activities for the Year)

Comment

On page 25, we report on our Zero Emissions approach, including performance for the Year, progress against targets and a breakdown of our emissions data. This data and information is also assured by our independent assurance provider.

Publication

In voluntary communications

Status

Complete

Attach the document

Five_year_performance_data_combined_2019.xlsx

Page/Section reference

The five year performance data download contains data on energy and emissions for the reporting year and the previous four years (five years in total). This is available on our website at [https://brambles.com/Content/cms/sustainability 2019/Five_year_performance_data_combined_2019.xlsx](https://brambles.com/Content/cms/sustainability%2019/Five_year_performance_data_combined_2019.xlsx). Other sustainability data is also reported in this document.

Content elements

Emissions figures

Comment

C15. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

C15.1

(C15.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Chief Executive Officer	Chief Executive Officer (CEO)

SC. Supply chain module

SC0.0

(SC0.0) If you would like to do so, please provide a separate introduction to this module.

SC0.1

(SC0.1) What is your company's annual revenue for the stated reporting period?

	Annual Revenue
Row 1	4595300000

SC0.2

(SC0.2) Do you have an ISIN for your company that you would be willing to share with CDP?

Yes

SC0.2a

(SC0.2a) Please use the table below to share your ISIN.

	ISIN country code (2 letters)	ISIN numeric identifier and single check digit (10 numbers overall)
Row 1	AU	000000BXB1

SC1.1

(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

Requesting member
Jaguar Land Rover Ltd

Scope of emissions
Scope 1

Allocation level
Company wide

Allocation level detail
<Not Applicable>

Emissions in metric tonnes of CO₂e
200.98

Uncertainty (±%)
10

Major sources of emissions

Fuel and gas

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Jaguar Land Rover for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 1 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Jaguar Land Rover Ltd

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

167.42

Uncertainty (±%)

10

Major sources of emissions

Electricity

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Jaguar Land Rover for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 2 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Jaguar Land Rover Ltd

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

7348.81

Uncertainty (±%)

10

Major sources of emissions

Transport and outsourced service centres' energy usage

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Jaguar Land Rover for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 3 emissions figures were not externally verified for FY19. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Empresas CMPC

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

14.63

Uncertainty (±%)

10

Major sources of emissions

Fuel and gas

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for empresas CMPC for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 1 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Empresas CMPC

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

12.19

Uncertainty (±%)

10

Major sources of emissions

Electricity

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for empresas CMPC for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 2 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Empresas CMPC

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

534.98

Uncertainty (±%)

10

Major sources of emissions

Transport and outsourced service centres' energy usage

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for empresas CMPC for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 3 emissions figures were not externally verified for FY19. Limitations occur in the completeness of

the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Grupo Bimbo, S.A.B. de C.V.

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

7.26

Uncertainty (±%)

10

Major sources of emissions

Fuel and gas - Iberia

Verified

No

Allocation method

Allocation based on the market value of products purchased

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Grupo Bimbo Iberia for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 1 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Grupo Bimbo, S.A.B. de C.V.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

6.05

Uncertainty (±%)

10

Major sources of emissions

Electricity - Iberia

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for grupo Bimbo Iberia for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 2 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Grupo Bimbo, S.A.B. de C.V.

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

265.62

Uncertainty (±%)

10

Major sources of emissions

Transport and outsourced service centres' energy usage - Iberia

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for grupo Bimbo Iberia for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 3 emissions figures were not externally verified for FY19. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Grupo Bimbo, S.A.B. de C.V.

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

3.18

Uncertainty (±%)

10

Major sources of emissions

Fuel and gas - México

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Grupo Bimbo México for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 1 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Grupo Bimbo, S.A.B. de C.V.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

2.65

Uncertainty (±%)

10

Major sources of emissions

Electricity - México

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for grupo Bimbo México for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 2 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Grupo Bimbo, S.A.B. de C.V.

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

116.18

Uncertainty (±%)

10

Major sources of emissions

Transport and outsourced service centres' energy usage - México

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for grupo Bimbo México for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 3 emissions figures were not externally verified for FY19. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Diageo Plc

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

28.62

Uncertainty (±%)

10

Major sources of emissions

Fuel and gas

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Diageo for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 1 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Diageo Plc

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

23.84

Uncertainty (±%)

10

Major sources of emissions

Electricity

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Diageo for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 2 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Diageo Plc

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

1046.32

Uncertainty (±%)

10

Major sources of emissions

Transport and outsourced service centres' energy usage

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Diageo for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 3 emissions figures were not externally verified for FY19. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Johnson & Johnson

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

80.08

Uncertainty (±%)

10

Major sources of emissions

Fuel and gas

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Johnson & Johnson for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 1 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Johnson & Johnson

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

66.71

Uncertainty (±%)

10

Major sources of emissions

Electricity

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Johnson and Johnson for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 2 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Johnson & Johnson

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

2928.13

Uncertainty (±%)

10

Major sources of emissions

Transport and outsourced service centres' energy usage

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Johnson and Johnson for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 3 emissions figures were not externally verified for FY19. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

PepsiCo, Inc.

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

563.71

Uncertainty (±%)

10

Major sources of emissions

Fuel and gas

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for PepsiCo for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 1 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

PepsiCo, Inc.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

469.58

Uncertainty (±%)

10

Major sources of emissions

Electricity

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for PepsiCo for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 2 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

PepsiCo, Inc.

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

20612.06

Uncertainty (±%)

10

Major sources of emissions

Transport and outsourced service centres' energy usage

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for PepsiCo for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 3 emissions figures were not externally verified for FY19. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Kellogg Company

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

209.49

Uncertainty (±%)

10

Major sources of emissions

Fuel and gas

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Kellogg for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 1 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Kellogg Company

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

174.51

Uncertainty (±%)

10

Major sources of emissions

Electricity

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Kellogg for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 2 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Kellogg Company

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

7659.95

Uncertainty (±%)

10

Major sources of emissions

Transport and outsourced service centres' energy usage

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Kellogg for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 3 emissions figures were not externally verified for FY19. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Walmart, Inc.

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO₂e

209.51

Uncertainty (±%)

10

Major sources of emissions

Fuel and gas

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Walmart for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 1 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Walmart, Inc.

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

174.52

Uncertainty (±%)

10

Major sources of emissions

Electricity

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Walmart for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 2 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Walmart, Inc.

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

7660.58

Uncertainty (±%)

10

Major sources of emissions

Transport and outsourced service centres' energy usage

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Walmart for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 3 emissions figures were not externally verified for FY19. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Clorox Company

Scope of emissions

Scope 1

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

140.96

Uncertainty (±%)

Major sources of emissions

Fuel and gas

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Clorox for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 1 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Clorox Company

Scope of emissions

Scope 2

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

117.42

Uncertainty (±%)

10

Major sources of emissions

Electricity

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Clorox for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 2 emissions figures were externally verified for FY19, but this did not extend to customer-specific data for the period. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

Requesting member

Clorox Company

Scope of emissions

Scope 3

Allocation level

Company wide

Allocation level detail

<Not Applicable>

Emissions in metric tonnes of CO2e

5154.07

Uncertainty (±%)

10

Major sources of emissions

Transport and outsourced service centres' energy usage

Verified

No

Allocation method

Allocation based on another physical factor

Please explain how you have identified the GHG source, including major limitations to this process and assumptions made

Allocation based on activity recorded for Clorox for the time period. Every movement of a pallet, crate, or container from our service centre for customer use is noted as an 'issue'. 'Issues' applicable to the customer are used to calculate customer's share of total emissions for the time period. Our emissions and emissions intensity figures for the period are applied to the issues for FY19. Our global scope 3 emissions figures were not externally verified for FY19. Limitations occur in the completeness of the customer data we have collected globally, ie accuracy of internal reporting.

(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).

Global emissions data, used to calculate the above customer breakdown, was published in 2018. This was in both our Sustainability Review 2019 at https://brambles.com/Content/cms/sustainability-2019/Sustainability_Review_2019.pdf . Five years of emissions data is also provided at https://brambles.com/Content/cms/sustainability-2019/Five_year_performance_data_combined_2019.xlsx. All previous reports and other reported sustainability information is available on our website at <https://www.brambles.com/sustainability-review>. This does not include customer-specific data used to make the above calculations, which is commercial-in-confidence and compiled internally.

SC1.3

(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Allocation challenges	Please explain what would help you overcome these challenges
Other, please specify (Estimates used in calculation of scope 3)	Calculations of customer-specific emissions can be made due to the extensive information we have on the environmental impact and benefit of our pooled products. Information and data is obtained from the independent life cycle analyses (LCA) conducted by experienced LCA practitioners on our pooled products in several different regions and our internal environmental data collection system. The data in the LCA covers the full product life cycle and is made relative to customer through the defined 'functional unit'. For example, the functional unit for our pallets LCAs is "1,000 litres of produce moved from the producer to the retail store's inbound goods loading bay in a packaging unit that meets the retailers specified hygiene standard for food transportation". This functional unit is made specific to the customer from the amount of pallet movements over a 12 month period. We can improve the calculations by conducting LCAs for more of our pooled products and in more regions. For the Brambles scope 3 emissions associated with transport we use an internal reporting system. A specific module for CO2-e measurement of subcontracted transport carriers was developed with LeanLogistics and implemented in Europe and the USA. This system allows CHEP to estimate a baseline to measure the impact of its collaborative transportation, route optimisation, network optimisation and Total Pallet Management initiatives. The Scope 3 transportation emissions in regions other than Europe is estimated through distance measurement where available (Americas, Australia, MEA) and through the quantity of product delivered (Asia). We could improve our estimates for transport with more primary data and less estimation.

SC1.4

(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

Yes

SC1.4a

(SC1.4a) Describe how you plan to develop your capabilities.

We are implementing a new environmental data collection system globally to improve the calculation and reporting of our emissions, which will make the calculations of customer-specific emissions more accurate. We are also working to improve the global collection of customer data, which will expand the emissions reporting. We can also work to allocate emissions on a regional/country/site level for scope 1 and scope 2 data as our collection system improves. Estimating scope 3 emissions can also be improved where we track the travel distances for customers through transport programs, rather than using estimates.

SC2.1

(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.

Requesting member

Jaguar Land Rover Ltd

Group type of project

Relationship sustainability assessment

Type of project

Sustainability audit of existing relationship

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings

7717.21

Estimated payback

0-1 year

Details of proposal

Brambles will look at your entire supply chain and then determine how we can help you handle and transport your products at a lower cost to your business and with minimal impact to the environment. We will find ways to help eliminate waste, emissions and increase your efficiencies and use more sustainable materials. We can also help you determine where you can use returnable transit packaging and containers. Brambles works collaboratively with customers to eliminate unnecessary empty return truck trips, so that customers benefit from sharing transportation and fill empty space on trucks. CHEP can provide a carbon neutral offering for customers. Participants are able to offset the annual carbon footprint of their CHEP pallet movements. Features of the program include: • The requirement that the product's materials come from

sustainable sources. • A robust measurement system that covers all service centres, subcontracted locations, offices and transportation functions. • A comprehensive life-cycle analysis developed in partnership with an independent third party, carried out under ISO14040 standards and peer-reviewed. • A partnership with a recognised leader in the carbon credit industry, the Carbon Neutral Company, to purchase internationally recognised Verified Carbon Standard-certified credits. The cost of purchasing offset credits for customers to achieve carbon neutrality is relatively inexpensive, due to the inherent environmental efficiencies of the pooling model. By choosing to purchase credits, customers are able to reduce the carbon footprint in the supply chain and invest in reforestation projects in developing countries. Specific collaboration initiatives are available with our Automotive business in Europe. We can increase transport efficiencies by optimising loads through improved truck fill rates for deliveries to collections, and by eliminating transportation legs through shared locations. Estimated CO₂e savings represent the entire customer footprint for FY19; however, if we were able to shift entirely to carbon neutral platforms, the CO₂e savings would be the entire footprint for each year, so considerably more.

Requesting member

Empresas CMPC

Group type of project

Relationship sustainability assessment

Type of project

Sustainability audit of existing relationship

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO₂e savings

561.8

Estimated payback

0-1 year

Details of proposal

Brambles will look at your entire supply chain and then determine how we can help you handle and transport your products at a lower cost to your business and with minimal impact to the environment. We will find ways to help eliminate waste, emissions and increase your efficiencies and use more sustainable materials. We can also help you determine where you can use returnable transit packaging and containers. Brambles works collaboratively with customers to eliminate unnecessary empty return truck trips, so that customers benefit from sharing transportation and fill empty space on trucks. CHEP can provide a carbon neutral offering for customers. Participants are able to offset the annual carbon footprint of their CHEP pallet movements. Features of the program include: • The requirement that the product's materials come from sustainable sources. • A robust measurement system that covers all service centres, subcontracted locations, offices and transportation functions. • A comprehensive life-cycle analysis developed in partnership with an independent third party, carried out under ISO14040 standards and peer-reviewed. • A partnership with a recognised leader in the carbon credit industry, the Carbon Neutral Company, to purchase internationally recognised Verified Carbon Standard-certified credits. The cost of purchasing offset credits for customers to achieve carbon neutrality is relatively inexpensive, due to the inherent environmental efficiencies of the pooling model. By choosing to purchase credits, customers are able to reduce the carbon footprint in the supply chain and invest in reforestation projects in developing countries. We can increase transport efficiencies by optimising loads through improved truck fill rates for deliveries to collections, and by eliminating transportation legs through shared locations. Estimated CO₂e savings represent the entire customer footprint for FY19; however, if we were able to shift entirely to carbon neutral platforms, the CO₂e savings would be the entire footprint for each year, so considerably more.

Requesting member

Johnson & Johnson

Group type of project

Relationship sustainability assessment

Type of project

Sustainability audit of existing relationship

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO₂e savings

3074.92

Estimated payback

0-1 year

Details of proposal

Brambles will look at your entire supply chain and then determine how we can help you handle and transport your products at a lower cost to your business and with minimal impact to the environment. We will find ways to help eliminate waste, emissions and increase your efficiencies and use more sustainable materials. We can also help you determine where you can use returnable transit packaging and containers. Brambles works collaboratively with customers to eliminate unnecessary empty return truck trips, so that customers benefit from sharing transportation and fill empty space on trucks. CHEP can provide a carbon neutral offering for customers. Participants are able to offset the annual carbon footprint of their CHEP pallet movements. Features of the program include: • The requirement that the product's materials come from sustainable sources. • A robust measurement system that covers all service centres, subcontracted locations, offices and transportation functions. • A comprehensive life-cycle analysis developed in partnership with an independent third party, carried out under ISO14040 standards and peer-reviewed. • A partnership with a recognised leader in the carbon credit industry, the Carbon Neutral Company, to purchase internationally recognised Verified Carbon Standard-certified credits. The cost of purchasing offset credits for customers to achieve carbon neutrality is relatively inexpensive, due to the inherent environmental efficiencies of the pooling model. By choosing to purchase credits, customers are able to reduce the carbon footprint in the supply chain and invest in reforestation projects in developing countries. We can increase transport efficiencies by optimising loads through improved truck fill rates for deliveries to collections, and by eliminating transportation legs through shared locations. Estimated CO₂e savings represent the entire customer footprint for FY19; however, if we were able to shift entirely to carbon neutral platforms, the CO₂e savings would be the entire footprint for each year, so considerably more.

Requesting member

Walmart, Inc.

Group type of project

Relationship sustainability assessment

Type of project

Sustainability audit of existing relationship

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings

8044.61

Estimated payback

0-1 year

Details of proposal

Brambles aims to continue the work and projects it has undertaken with the Sustainability Leadership Team at Walmart. As a general rule, Brambles can help handle and transport products at a lower cost and lower impact to the environment. Brambles can work collaboratively with customers to eliminate unnecessary empty return truck trips, so that customers benefit from sharing transportation and fill empty space on trucks. CHEP can provide a carbon neutral offering for customers. Estimated CO2e savings represent the entire customer footprint for FY19; however, if we were able to shift entirely to carbon neutral platforms, the CO2e savings would be the entire footprint for each year, so considerably more. Moreover, the initiatives underway will certainly have further environmental benefits.

Requesting member

Diageo Plc

Group type of project

Relationship sustainability assessment

Type of project

Sustainability audit of existing relationship

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings

1098.77

Estimated payback

0-1 year

Details of proposal

Brambles aims to continue its conversations with Diageo around carbon neutral products. As a general rule, Brambles can help handle and transport products at a lower cost and lower impact to the environment. We will find ways to help eliminate waste, emissions and increase efficiencies and use more sustainable materials. We can also help determine where you can use returnable transit packaging and containers. Brambles works collaboratively with customers to eliminate unnecessary empty return truck trips, so that customers benefit from sharing transportation and fill empty space on trucks. Regarding carbon neutral products, participants are able to offset the annual carbon footprint of their CHEP pallet movements. Features of the program include: • The requirement that the product's materials come from sustainable sources. • A robust measurement system that covers all service centres, subcontracted locations, offices and transportation functions. • A comprehensive life-cycle analysis developed in partnership with an independent third party, carried out under ISO14040 standards and peer-reviewed. • A partnership with a recognised leader in the carbon credit industry, the Carbon Neutral Company, to purchase internationally recognised Verified Carbon Standard-certified credits. The cost of purchasing offset credits for customers to achieve carbon neutrality is relatively inexpensive, due to the inherent environmental efficiencies of the pooling model. By choosing to purchase credits, customers are able to reduce the carbon footprint in the supply chain and invest in reforestation projects in developing countries. We can increase transport efficiencies by optimising loads through improved truck fill rates for deliveries to collections, and by eliminating transportation legs through shared locations. Estimated CO2e savings represent the entire customer footprint for FY19; however, if we were able to shift entirely to carbon neutral platforms, the CO2e savings would be the entire footprint for each year, so considerably more.

Requesting member

PepsiCo, Inc.

Group type of project

Relationship sustainability assessment

Type of project

Sustainability audit of existing relationship

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings

21645.35

Estimated payback

0-1 year

Details of proposal

Brambles will look at your entire supply chain and then determine how we can help you handle and transport your products at a lower cost to your business and with minimal impact to the environment. We will find ways to help eliminate waste, emissions and increase your efficiencies and use more sustainable materials. We can also help you determine where you can use returnable transit packaging and containers. Brambles also works collaboratively with customers to eliminate unnecessary empty return truck trips, so that customers benefit from sharing transportation and fill empty space on trucks. Our Collaborative Transport Solutions use advanced data analysis to identify common transport flows, and use sharing to almost eliminate inefficient partial loads and wasted miles. It works through detecting the most efficient opportunities and sharing the same trucks with CHEP or other CHEP customers reducing empty distances and improving the payload of the transport equipment. In FY19, our transport

collaboration solutions have helped over 245 leading companies reduce empty truck journeys by 69.6 million kilometres and prevent over 84,000 tonnes of CO₂ from entering the atmosphere. CHEP can also provide a carbon neutral offering for customers. Participants are able to offset the annual carbon footprint of their CHEP pallet movements. Features of the program include:

- The requirement that the product's materials come from sustainable sources.
- A robust measurement system that covers all service centres, subcontracted locations, offices and transportation functions.
- A comprehensive life-cycle analysis developed in partnership with an independent third party, carried out under ISO14040 standards and peer-reviewed.
- A partnership with a recognised leader in the carbon credit industry, the Carbon Neutral Company, to purchase internationally recognised Verified Carbon Standard-certified credits. The cost of purchasing offset credits for customers to achieve carbon neutrality is relatively inexpensive, due to the inherent environmental efficiencies of the pooling model. By choosing to purchase credits, customers are able to reduce the carbon footprint in the supply chain and invest in reforestation projects in developing countries. Estimated CO₂e savings represent the entire customer footprint for FY19; however, if we were able to shift entirely to carbon neutral platforms, the CO₂e savings would be the entire footprint for each year, so considerably more.

Requesting member

Clorox Company

Group type of project

Relationship sustainability assessment

Type of project

Sustainability audit of existing relationship

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO₂e savings

5412.44

Estimated payback

0-1 year

Details of proposal

Brambles will look at your entire supply chain and then determine how we can help you handle and transport your products at a lower cost to your business and with minimal impact to the environment. We will find ways to help eliminate waste, emissions and increase your efficiencies and use more sustainable materials. We can also help you determine where you can use returnable transit packaging and containers. Brambles also works collaboratively with customers to eliminate unnecessary empty return truck trips, so that customers benefit from sharing transportation and fill empty space on trucks. Our Collaborative Transport Solutions use advanced data analysis to identify common transport flows, and use sharing to almost eliminate inefficient partial loads and wasted miles. It works through detecting the most efficient opportunities and sharing the same trucks with CHEP or other CHEP customers reducing empty distances and improving the payload of the transport equipment. In FY19, our transport collaboration solutions have helped over 245 leading companies reduce empty truck journeys by 69.6 million kilometres and prevent over 84,000 tonnes of CO₂ from entering the atmosphere. CHEP can also provide a carbon neutral offering for customers. Participants are able to offset the annual carbon footprint of their CHEP pallet movements. Features of the program include:

- The requirement that the product's materials come from sustainable sources.
- A robust measurement system that covers all service centres, subcontracted locations, offices and transportation functions.
- A comprehensive life-cycle analysis developed in partnership with an independent third party, carried out under ISO14040 standards and peer-reviewed.
- A partnership with a recognised leader in the carbon credit industry, the Carbon Neutral Company, to purchase internationally recognised Verified Carbon Standard-certified credits. The cost of purchasing offset credits for customers to achieve carbon neutrality is relatively inexpensive, due to the inherent environmental efficiencies of the pooling model. By choosing to purchase credits, customers are able to reduce the carbon footprint in the supply chain and invest in reforestation projects in developing countries. Estimated CO₂e savings represent the entire customer footprint for FY19; however, if we were able to shift entirely to carbon neutral platforms, the CO₂e savings would be the entire footprint for each year, so considerably more.

Requesting member

Grupo Bimbo, S.A.B. de C.V.

Group type of project

Relationship sustainability assessment

Type of project

Sustainability audit of existing relationship

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO₂e savings

122.01

Estimated payback

0-1 year

Details of proposal

México: Brambles has currently started an initiative with Grupo Bimbo around supplier vertical integration, leading to volumes being shifted from single-use pallets to CHEP reusable pallets, increasing exponentially the circularity of the supply chain and the associated environmental savings. Moreover, Brambles can look at your entire supply chain and then determine how we can help you handle and transport your products at a lower cost to your business and with minimal impact to the environment. We will find ways to help eliminate waste, emissions and increase your efficiencies and use more sustainable materials. We can also help you determine where you can use returnable transit packaging and containers. Brambles works collaboratively with customers to eliminate unnecessary empty return truck trips, so that customers benefit from sharing transportation and fill empty space on trucks. CHEP can provide a carbon neutral offering for customers. Participants are able to offset the annual carbon footprint of their CHEP pallet movements. Features of the program include:

- The requirement that the product's materials come from sustainable sources.
- A robust measurement system that covers all service centres, subcontracted locations, offices and transportation functions.
- A comprehensive life-cycle analysis developed in partnership with an independent third party, carried out under ISO14040 standards and peer-reviewed.
- A partnership with a recognised leader in the carbon credit industry, the Carbon Neutral Company, to purchase internationally recognised Verified Carbon Standard-certified credits. The cost of purchasing offset credits for customers to achieve carbon neutrality is relatively inexpensive, due to the inherent environmental efficiencies of the pooling model. By choosing to purchase credits, customers are able to reduce the carbon footprint in the supply chain and invest in reforestation projects in developing countries. We can increase transport efficiencies by optimising loads through improved truck fill rates for deliveries to collections, and by eliminating transportation legs through shared locations. Estimated CO₂e savings represent the entire customer footprint for FY19; however, if we were able to shift entirely to carbon neutral platforms, the CO₂e savings would be the entire footprint for each year, so considerably more. Savings would also become higher by shifting from single-use pallets to circular reusable CHEP pallets.

Requesting member

Grupo Bimbo, S.A.B. de C.V.

Group type of project

Relationship sustainability assessment

Type of project

Sustainability audit of existing relationship

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings

278.94

Estimated payback

0-1 year

Details of proposal

Iberia: Brambles will look at your entire supply chain and then determine how we can help you handle and transport your products at a lower cost to your business and with minimal impact to the environment. We will find ways to help eliminate waste, emissions and increase your efficiencies and use more sustainable materials. We can also help you determine where you can use returnable transit packaging and containers. Brambles also works collaboratively with customers to eliminate unnecessary empty return truck trips, so that customers benefit from sharing transportation and fill empty space on trucks. Our Collaborative Transport Solutions use advanced data analysis to identify common transport flows, and use sharing to almost eliminate inefficient partial loads and wasted miles. It works through detecting the most efficient opportunities and sharing the same trucks with CHEP or other CHEP customers reducing empty distances and improving the payload of the transport equipment. In FY19, our transport collaboration solutions have helped over 245 leading companies reduce empty truck journeys by 69.6 million kilometres and prevent over 84,000 tonnes of CO2 from entering the atmosphere. CHEP can also provide a carbon neutral offering for customers. Participants are able to offset the annual carbon footprint of their CHEP pallet movements. Features of the program include: • The requirement that the product's materials come from sustainable sources. • A robust measurement system that covers all service centres, subcontracted locations, offices and transportation functions. • A comprehensive life-cycle analysis developed in partnership with an independent third party, carried out under ISO14040 standards and peer-reviewed. • A partnership with a recognised leader in the carbon credit industry, the Carbon Neutral Company, to purchase internationally recognised Verified Carbon Standard-certified credits. The cost of purchasing offset credits for customers to achieve carbon neutrality is relatively inexpensive, due to the inherent environmental efficiencies of the pooling model. By choosing to purchase credits, customers are able to reduce the carbon footprint in the supply chain and invest in reforestation projects in developing countries. Estimated CO2e savings represent the entire customer footprint for FY19; however, if we were able to shift entirely to carbon neutral platforms, the CO2e savings would be the entire footprint for each year, so considerably more.

Requesting member

Kellogg Company

Group type of project

Relationship sustainability assessment

Type of project

Sustainability audit of existing relationship

Emissions targeted

Actions that would reduce both our own and our customers' emissions

Estimated timeframe for carbon reductions to be realized

0-1 year

Estimated lifetime CO2e savings

8043.94

Estimated payback

0-1 year

Details of proposal

Brambles can look at your entire supply chain and then determine how we can help you handle and transport your products at a lower cost to your business and with minimal impact to the environment. We will find ways to help eliminate waste, emissions and increase your efficiencies and use more sustainable materials. We can also help you determine where you can use returnable transit packaging and containers. Brambles also works collaboratively with customers to eliminate unnecessary empty return truck trips, so that customers benefit from sharing transportation and fill empty space on trucks. Our Collaborative Transport Solutions use advanced data analysis to identify common transport flows, and use sharing to almost eliminate inefficient partial loads and wasted miles. It works through detecting the most efficient opportunities and sharing the same trucks with CHEP or other CHEP customers reducing empty distances and improving the payload of the transport equipment. In FY19, our transport collaboration solutions have helped over 245 leading companies reduce empty truck journeys by 69.6 million kilometres and prevent over 84,000 tonnes of CO2 from entering the atmosphere. Moreover, CHEP also leads projects to eliminate Slip Sheets. CHEP can also provide a carbon neutral offering for customers. Participants are able to offset the annual carbon footprint of their CHEP pallet movements. Features of the program include: • The requirement that the product's materials come from sustainable sources. • A robust measurement system that covers all service centres, subcontracted locations, offices and transportation functions. • A comprehensive life-cycle analysis developed in partnership with an independent third party, carried out under ISO14040 standards and peer-reviewed. • A partnership with a recognised leader in the carbon credit industry, the Carbon Neutral Company, to purchase internationally recognised Verified Carbon Standard-certified credits. The cost of purchasing offset credits for customers to achieve carbon neutrality is relatively inexpensive, due to the inherent environmental efficiencies of the pooling model. By choosing to purchase credits, customers are able to reduce the carbon footprint in the supply chain and invest in reforestation projects in developing countries. Estimated CO2e savings represent the entire customer footprint for FY19; however, if we were able to shift entirely to carbon neutral platforms, the CO2e savings would be the entire footprint for each year, so considerably more.

SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?

No

SC3.1

(SC3.1) Do you want to enroll in the 2020-2021 CDP Action Exchange initiative?

Yes

SC3.1a

(SC3.1a) Identify which member(s), if any, have motivated you to take part in Action Exchange this year.

Please select

SC3.1b

(SC3.1b) Select the types of emissions reduction activities that your company would like support in analyzing or in implementing in the next reporting year.

- Company policy or behavioral change
- Energy efficiency in production processes
- Low-carbon energy consumption
- Low-carbon energy generation
- Transportation
- Waste reduction and material circularity

SC3.1c

(SC3.1c) As part of Action Exchange, would you like facility level analysis?

No

SC3.2

(SC3.2) Is your company a participating supplier in CDP's 2019-2020 Action Exchange initiative?

Yes

SC3.2a

(SC3.2a) Describe how your company actively considered emissions reduction projects as a result of Action Exchange. If you do not have any emissions reduction activities resulting from Action Exchange at any stage of implementation, please explain why not in the second column.

	Type of project	Details of proposal
Row 1	Other, please specify (Our initiatives in FY19 were prompted by our own strategy and targets and not by Action Exchange. We would be willing to explore these in future years if approached by customers or CDP.)	

SC4.1

(SC4.1) Are you providing product level data for your organization's goods or services?

Yes, I will provide data

SC4.1a

(SC4.1a) Give the overall percentage of total emissions, for all Scopes, that are covered by these products.

82

SC4.2a

(SC4.2a) Complete the following table for the goods/services for which you want to provide data.

Name of good/ service

Europe: 8060 Pallet

Description of good/ service

The 800 x 600 mm wooden CHEP pallet is ideal for smaller unit load and can be safely used for most applications in the distribution and transport chain in Europe. The

pallet's dimensions make it ideal for in-store pallet display, improving product presentation. To ensure compatibility with different supply chain requirements, pallets are available in three standard sizes. Evaluated as part of the LCA study as referenced at https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf

Type of product

Final

SKU (Stock Keeping Unit)

Total emissions in kg CO2e per unit

0.36

±% change from previous figure supplied

0

Date of previous figure supplied

June 30 2018

Explanation of change

https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf

Methods used to estimate lifecycle emissions

ISO 14040 & 14044

Name of good/ service

Europe 1208 Pallet

Description of good/ service

The 1200 x 800 mm CHEP pallet is a general purpose platform that can be safely used for most applications in the distribution and transportation of goods and products in Europe. To ensure compatibility with different supply chain requirements, pallets are available in three standard sizes. Evaluated as part of the LCA study as referenced at https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf

Type of product

Final

SKU (Stock Keeping Unit)

Total emissions in kg CO2e per unit

0.55

±% change from previous figure supplied

0

Date of previous figure supplied

June 30 2018

Explanation of change

https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf

Methods used to estimate lifecycle emissions

ISO 14040 & 14044

Name of good/ service

Europe 1210 Pallet

Description of good/ service

This industry standard 1200x1000mm quality wooden platform is ideal for the transport of goods in many industries including Consumer Goods, Fresh Food, Retail, Manufacturing and Automotive. This pallet can be safely used for most applications in the distribution and transport chain. To ensure compatibility with different supply chain requirements, pallets are available in three standard sizes. Evaluated as part of the LCA study as referenced at https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf

Type of product

Final

SKU (Stock Keeping Unit)

Total emissions in kg CO2e per unit

0.74

±% change from previous figure supplied

0

Date of previous figure supplied

June 30 2018

Explanation of change

https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf

Methods used to estimate lifecycle emissions

ISO 14040 & 14044

Name of good/ service

USA: 48X40 Inch Pallet

Description of good/ service

Evaluated as part of the LCA study as referenced at https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf

Type of product

Final

SKU (Stock Keeping Unit)**Total emissions in kg CO2e per unit**

3.51

±% change from previous figure supplied

0

Date of previous figure supplied

June 30 2018

Explanation of changehttps://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf**Methods used to estimate lifecycle emissions**

ISO 14040 & 14044

Name of good/ service

Canada: 48X40 Inch Pallet

Description of good/ serviceEvaluated as part of the LCA study as referenced at https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf**Type of product**

Final

SKU (Stock Keeping Unit)**Total emissions in kg CO2e per unit**

3.51

±% change from previous figure supplied

0

Date of previous figure supplied

June 30 2018

Explanation of changehttps://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf**Methods used to estimate lifecycle emissions**

ISO 14040 & 14044

Name of good/ service

South Africa: 1210 Pallet

Description of good/ serviceEvaluated as part of the LCA study as referenced at https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf**Type of product**

Final

SKU (Stock Keeping Unit)**Total emissions in kg CO2e per unit**

0.83

±% change from previous figure supplied

0

Date of previous figure supplied

June 30 2018

Explanation of changehttps://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf**Methods used to estimate lifecycle emissions**

ISO 14040 & 14044

Name of good/ service

South America: 1210 Pallet (excl Mexico)

Description of good/ serviceEvaluated as part of the LCA study as referenced at https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf**Type of product**

Final

SKU (Stock Keeping Unit)**Total emissions in kg CO2e per unit**

2.1

±% change from previous figure supplied

0

Date of previous figure supplied

June 30 2018

Explanation of change

Methods used to estimate lifecycle emissions

ISO 14040 & 14044

Name of good/ service

South America (Mexico): 48X40 Inch Pallet

Description of good/ service

Evaluated as part of the LCA study as referenced at https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf

Type of product

Final

SKU (Stock Keeping Unit)

Total emissions in kg CO2e per unit

1.85

±% change from previous figure supplied

0

Date of previous figure supplied

June 30 2018

Explanation of change

https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf

Methods used to estimate lifecycle emissions

ISO 14040 & 14044

Name of good/ service

Europe, South America (LATAM), North America, Australia: reusable plastic crates (RPCs)

Description of good/ service

Evaluated as part of the LCA study as referenced at https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf

Type of product

Final

SKU (Stock Keeping Unit)

Total emissions in kg CO2e per unit

0.2

±% change from previous figure supplied

0

Date of previous figure supplied

June 30 2018

Explanation of change

https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf

Methods used to estimate lifecycle emissions

ISO 14040 & 14044

Name of good/ service

Australia:1165 Pallet

Description of good/ service

Evaluated as part of the LCA study as referenced at https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf

Type of product

Final

SKU (Stock Keeping Unit)

Total emissions in kg CO2e per unit

3.97

±% change from previous figure supplied

0

Date of previous figure supplied

June 30 2018

Explanation of change

https://brambles.com/Content/cms/sustainability-2019/FY19_Brambles_Supplementary_Information_Document.pdf

Methods used to estimate lifecycle emissions

ISO 14040 & 14044

SC4.2b

(SC4.2b) Complete the following table with data for lifecycle stages of your goods and/or services.

SC4.2c

(SC4.2c) Please detail emissions reduction initiatives completed or planned for this product.

Name of good/ service	Initiative ID	Description of initiative	Completed or planned	Emission reductions in kg CO2e per unit
Various timber pallets, including the CHEP Europe 1/4 pallet, US 1/2 pallet, P0604A in Germany, the entire Swedish pallet pool. Brambles is expanding the products that are available as 'carbon neutral'.	Initiative 1	Carbon neutral pallet - Because of the environmental efficiencies of our pooling model, CHEP is able to achieve carbon neutrality for customers and some of our markets and products. Emission reductions per unit have not been calculated; however, in the last three years, over 38,000 t CO2e has been offset under the goods mentioned here.	Ongoing	0.34

SC4.2d

(SC4.2d) Have any of the initiatives described in SC4.2c been driven by requesting CDP Supply Chain members?

No

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I am submitting to	Public or Non-Public Submission	Are you ready to submit the additional Supply Chain Questions?
I am submitting my response	Investors Customers	Public	Yes, submit Supply Chain Questions now

Please confirm below

I have read and accept the applicable Terms