Shaping Our Future transformation

The continued progress made through its Shaping Our Future transformation programme has elevated the customer experience and delivered a step change in value creation, making Brambles better for its customers, employees, shareholders and the societies in which it operates.

Encompassing every aspect of the organisation, the transformation programme has optimised the performance of Brambles' existing business – strengthening resilience and efficiency and delivering structural improvements to financial performance. It has also boosted the inherent sustainability of Brambles' low-carbon, circular business model, reinforcing Brambles' position at the forefront of regenerative supply networks.

At the same time, the transformation has established the foundations for the Brambles of the Future. This includes the digital, technological and innovation capabilities now embedded across the organisation, which have underpinned the step change in value creation delivered to date and position the business for continued success.

Maintaining circular assets
Conserving natural resources
Enhancing proprietary knowledge
Enhancing customer relationships

Elements of Brambles' Shaping Our Future positively contribute to the above 'capitals' as outlined in the Integrated Reporting <IR> Framework

Stream	Ambitions	Transformation outcomes and key initiatives
Digital transformation Harness the power of data and digital insights to unlock new sources of value for Brambles and its customers	• Reimagining a digitally enabled pooling model to transform the customer experience and simplify Brambles • Driving data analytics as a core competency of Brambles • Deploying asset digitisation and advanced analytics to provide visibility into its asset pools and networks • Developing a business building capability to create new customer solutions focused on improving business performance and sustainability • Identifying and addressing causes of inefficiency in end-to-end supply networks, driving value for customers and for Brambles	Enabling improvements in customer experience, commercial decision-making and asset productivity as well as developing unique capabilities in scaling multiple asset tracking technologies and creating new solutions to illuminate the supply network. Key achievements and initiatives include: • Advanced analytics tools developed and implemented, further refined with machine learning and artificial intelligence capabilities supporting improved outcomes • Autonomous tracking devices deployed across 34 countries through targeted and continuous diagnostics • Serialisation+ implemented in Chile with the full pool serialised, providing end-to-end visibility of every pallet and unlocking transformation outcomes through the new Effortless Service Offer model, with more than half of Brambles' customers in Chile converted by the end of FY25. Operational testing for Serialisation+ expanding in North America and UK • Developed and launched three Digital Customer Solutions with two commercial agreements signed in FY24. Additional customers, including some major brands, are piloting a range of solutions in the US, UK, Spain, Portugal, Germany, New Zealand, Australia and Chile • Proprietary autonomous technology delivering over 1 billion+ data feeds per year, converted into actionable and valuable insights through Brambles' BRIX platform
Customer value Make Brambles the natural partner of choice for supply networks, for today and tomorrow	• Creating an effortless customer experience, making it easy for customers to choose and stay with Brambles • Enhancing platform and service quality, focused on what makes a difference for customers and differentiating versus competition • Collaborating with customers to unlock new sources of value and solve shared supply chain problems • Investing in customer systems, data and insights to guide decisions • Delivering increased customer value powered by digitisation of our platforms	Investing to increase pallet quality and availability, elevating delivery standards and improving speed of customer interactions, including modernising Brambles' customer portal. Key achievements and initiatives include: • Continued uplift across all operational and relationship customer experience metrics, including: an increase in NPS by 16pts since FY21; 'delivery in full, on time' (DIFOT) improvements; and a rise in customer satisfaction scores based on transaction surveys • Increased the percentage of customer orders placed through electronic channels by 13pts since FY21 • Launch and rollout of Brambles CARE programme to 7,000 employees, aimed at enabling a customer-first culture that seeks to understand, partner and innovate alongside customers • Dynamic pallet delivery notifications (real-time tracking) deployed in Europe, North America, Latin America, Australia and South Africa
Business excellence Reinvent the organisation, technology and processes to be simpler, more effective and efficient	• Improving organisational efficiency through process simplification and automation • Building the technical foundations to support transformation, including updated IT tools and cloud migration • Attracting, retaining and empowering high-calibre people • Developing distinctive capabilities, notably in digital services, advanced analytics and automated supply networks	Continuing to enhance the employee experience through inclusion, reinforcing the safety culture and upgrading and implementing new systems. Key achievements and initiatives include: • Reduced Brambles Injury Frequency Rate to 2.2 in FY25 representing a reduction of 56% against the FY21 baseline • 38.8% of managerial roles held by women, an increase of 7pts on FY21 • 5,000+ roles trained in data analytics across the organisation • Migration of systems to the cloud, implementation of new customer relationship management tool and streamlining of multiple processes
Asset efficiency and network productivity Deploy new technologies and ways of working to increase productivity and sustainability	• Optimising collection engine, improving asset control and reducing capital intensity • Standardising processes and controls to enhance the efficiency and resilience of the operations • Continuing plant and network automation journey • Removing waste from end-to-end supply chains by optimising networks with customers and suppliers	Ongoing focus to become a more resilient business, delivering key improvements to the customer experience, lowering the cost-to-serve and enabling structural reductions in the capital intensity of the business. Key achievements and initiatives include: • ~55 million pallets recovered and salvaged since FY21 through a range of asset productivity initiatives, enabled by digital integration of data analytics and smart assets and pallet remanufacturing processes. This includes: – Small vehicles fleet optimised to drive collections of low volume orders – Specialised field resources, through targeted leads and enhanced controls • 8pt improvement in pooling capital expenditure to sales ratio versus FY21 baseline • ~50% reduction in uncompensated losses versus FY21 baseline • 30 end-to-end automated repair processes installed across the network in addition to a range of other automated equipment installations including converting separated and decoupled lines to a connected inspect, sort, repair and paint process in a continuous flow, pallet dismantling and automated inspection investments, as well as broader operational excellence improvements • Ongoing rollout of operational excellence initiatives, sharing and embedding optimal practices across Brambles-owned service centre network to improve reliability, productivity and standardisation