



BRAMBLES APPROACH TO ITS PEOPLE

Brambles believes an engaging, safe, tolerant and diverse work environment brings out the best in its people.

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

Brambles is committed to providing a safe, rewarding and challenging environment to help employees reach their potential. Brambles operates a competency framework which allows employees to understand the skills and competencies required to do their job, and which ones need to be developed for career progression. This framework is at the core of Brambles' recruitment efforts and performance appraisal systems. Every employee has an annual appraisal with their manager. Ensuring its employees are engaged means listening to employee feedback and treating employees with integrity and respect.

Brambles is committed to engaging with its employees, ensuring that the right systems are in place to support them and making sure they are safe.

Brambles will do this by improving employee engagement scores, conducting its employee survey annually, as well as using other frequent employee engagement activities, improving its Zero Harm score every year, increasing education, training and development opportunities, measured in training and development days and improving employee metrics for diversity information, career development opportunities, equal opportunity and so on.

Employee engagement is monitored through the Brambles Employee Survey (BES). The confidential survey is conducted annually and is offered to employees in both web and paper-based formats.

Brambles is committed to selecting, recruiting, developing and supporting people solely on the basis of their professional capability and qualifications, irrespective of gender and other diversity factors. Brambles selects, retains and develops the best people for the job on the basis of merit and job related competencies.

In FY11, Brambles introduced a diversity policy that deals with diversity across a range of measures. This policy is available on Brambles' website.

To meet ongoing and future needs, Brambles is committed to developing the skills of its people.

One of the areas of focus for Brambles' sustainability strategy is its people and the education, training and development opportunities available to them. Brambles is committed to ensuring that its people are fully trained and equipped to do their job.

A large number of training courses are available to employees through proprietary web-based systems, which enables Brambles to monitor the number of training days and their effectiveness.

Brambles' has set targets for 2015 that are available in the [Sustainability Roadmap](#).

Employee matters, including development and training, are the responsibility of the Group Senior Vice President - Human Resources, who reports directly to the Chief Executive Officer.

Labour practices

Brambles supports and upholds the United Nations Universal Declaration of Human Rights, as referenced in its Code of Conduct.

Through its employment policies, Brambles is committed to:

- providing a safe working environment with an objective of achieving Zero Harm through industry best practice in health and safety management;



- being an equal opportunities employer, committed to developing a diverse workforce where everyone is treated fairly irrespective of gender, sexual orientation, age, disability, race or religion;
- creating an environment where everyone is encouraged to give their best and realise their full potential, by providing learning and development opportunities for individuals and groups; and
- ensuring employees can discuss any problem connected with their work confident that they will receive a fair, impartial and confidential review of the issue.

Under the Brambles Speaking Up policy, everyone is encouraged to notify the company of any suspicions about actual or planned breaches of the law, company policies or the Code of Conduct. Details of whom to approach, how to do so and the subsequent process are clearly explained. Brambles does not tolerate the victimisation of any employee who speaks up in such circumstances.

Brambles complies with all legislative requirements regarding superannuation and defined benefit plan obligations in the countries in which it operates.

Brambles is an equal opportunity employer. Its recruitment and selection processes are based on merit and skill competency. Brambles advertises vacancies internally via its intranet careers site.

All suitable employees are encouraged to apply for appropriate roles. The only exception to this approach is targeted succession planning for specific roles.

Labour/management relations

Brambles respects the individual's right to freedom of association and relates to its people through both collective and individual agreements, according to local law, custom and practice.

Following its formation in 2004, the Brambles European Works Council meets formally on an annual basis. Its purpose is to bring together management and elected workers' representatives from all the EU Member States in which Brambles operates. Representatives are consulted, receive information and give their views on a range of issues such as health and safety, business performance, sales activity, business developments and employment trends.

SAFETY & WELLBEING

Brambles' sustainability strategy underlines its commitment to achieving [Zero Harm](#). This means zero injuries, zero environmental damage and zero detrimental impact on human rights.

The Board is responsible for setting health and safety policies. The Group Presidents of Brambles businesses are responsible for policy implementation and safety performance, within the monitoring and reporting framework governed by the Executive Leadership Team, which took over the Group Risk Committee function in 2010.

Brambles' [Zero Harm Charter](#), which sets out the vision, values and behaviours and commitment required to work safely, is provided to all employees.

Brambles' Zero Harm Charter states that everyone has the right to be safe at work and to return home to their family and friends as healthy as when they started the day. Each and every person is expected to work safely. Brambles seeks to apply best occupational health, safety and environment practice for employees, contractors, customers and local communities.

Brambles Injury Frequency Rate (BIFR) is the primary measure of safety performance across the Group. BIFR provides a comprehensive view of employee safety and includes:

- Work-related fatalities;
- Loss of a full work shift due to injury;
- Modified duties for a full work shift following an injury; and



- Incidents that require external medical treatment.

BIFR is recorded at a rate per million hours worked.

The Zero Harm strategy developed in 2010 and associated internal structures and performance measurement processes are aimed specifically at the BIFR to create breakthrough performance by addressing the underlying cause of injury.

In 2010, Brambles created the Zero Harm Council.

In 2012, Brambles amended its Zero Harm Council to consider the new businesses that joined the group. The council, sponsored by Brambles businesses' Group Presidents and chaired by the Group Pallets Safety Director, comprises business leaders and the business heads of Zero Harm. The new direction of the council was aimed at onboarding the new businesses and sharing of safety best practice and innovation.

While the council monitors strategy and tracks performance, operational activity remains the responsibility of the businesses.

Each business has its own OHS&E management systems, including business-specific policies, procedures, risk assessment, monitoring and compliance mechanisms. These systems include hazard management, near misses and system failure reporting, recording and corrective action procedures. OHS&E management systems are designed to ensure that each employee receives the appropriate safety training.

Safety is the responsibility of each individual employee, while accountability for safety is clearly integrated into manager and supervisor job descriptions.

During the latter part of FY13, the IFCO PMS and Paramount teams were incorporated into the Pallets Safety leadership team. During FY14 the council function will once again be reviewed, to consider the best way to drive continuous safety improvement in the Pallets, RPC and Containers business segments and deliver effective best practice sharing.