Bidcorp

Bidcorp

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Sustainability report
For the year ended June 30 2023

Food | Service | Technology

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IT'S ALL ABOUT **THE FOOD, SERVICE,** AND **TECHNOLOGY...**

OUR SDGS

Throughout our 2023 reporting suite, we have highlighted the relevant UN SDGs to which the content relates by using an icon alongside.

This 2023 sustainability report is to be read as part of our full 2023 annual reporting suite, which includes our annual integrated report and other supplementary reports.

Bidcorp's 2023 annual reporting suite is available on our website: www.bidcorp-reports.com/reports/integrated-report-2023/

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Cross-reference content within this report

Click here for more information on the company's website

2023 SUSTAINABILITY REPORT – IT'S ALL ABOUT FRESH THINKING

Tasneem Abdool-Samad
Chairman, social and ethics committee

Increasingly, achievements, challenges, setbacks, and learnings are being shared between businesses… I am greatly encouraged by the maturity and commitment with which our people have stepped up to keep their sustainability compliance on track.

This report is, in many respects, a "busy" report. It is full of information and insights into how Bidcorp and its many businesses are practising sustainability every day – in different contexts and in different ways. This report is designed to give an objective and balanced view of how we at Bidcorp are working to transform our impacts, both positive and negative, on people and planet.

Recently, while visiting our European operations, I witnessed for myself the "busyness" with which our people are engaged in various sustainability initiatives, how seriously they take their responsibilities, and how enthusiastically they embrace the opportunities. Meeting face-to-face is always useful in adding an extra layer of understanding, insight, and passion to contextualise the detailed reports which we as directors and members of the board's social and ethics committee regularly receive from our global operations.

Sharing best practice

Embracing Bidcorp's decentralised business model that prioritises initiative and on-the-ground risk assessment and execution, our in-country executives and managers are empowered to take sustainability decisions that best suit their local requirements.

Increasingly, achievements, challenges, setbacks, and learnings are being shared between businesses. In this way, our teams are able to replicate successes without incurring duplicate difficulties, time, and costs. Areas of such shared experience include electric vehicles, refrigeration, insulation and solar power solutions. Items of capital investment, including new buildings and equipment and how these can be specified and delivered to minimise negative environmental impacts, are also topics that are regularly discussed between operations. (Here, the policy of owning our own properties gives us considerably greater control over how our facilities are fitted out, than when they are owned by landlords.)

A growing reporting burden

Not only are supply chains and operating contexts unique to each business, so too are the regulatory landscapes in which they operate and which our people have to navigate. I must acknowledge the rapidly growing non-financial reporting and compliance burden our businesses face. This burden is set to only grow. As much as it threatens to distract our managers from their core business – of delighting customers and suppliers and keeping their people safe and motivated – I am greatly encouraged by the maturity and commitment with which our people have stepped up to keep their sustainability compliance on track.

The Bidcorp corporate team is responsible for setting guardrails within which social and environmental as well as health and safety practices occur. Operations all follow these parameters and report regularly to group, and the board, on their work.

At a group level there are some material advances to report. One was the inclusion this year, for the first time, of carbon emission projections in the annual budget and strategy-setting processes. This means that each business is now budgeting its carbon emissions 12 to 15 months out, a process that we will soon extend into the medium term.

It is a responsibility of the board to consistently and responsibly "stretch" management to deliver the best possible financial and sustainability outcomes. So, in 2023, we began considering our sustainability targets beyond 2025, despite the technological impediments in electric-heavy goods vehicles development, I anticipate that we will soon communicate to stakeholders on this.

We will also soon report externally on the work that has gone into preparing our business for external assurance of our carbon emissions data. As those who have been involved in such processes will attest, this is a considerable undertaking but, at the time of writing, preparations are well in hand to achieve limited assurance over selected 2024 environmental data.

In closing, I thank my fellow directors and members of the social and ethics committee for their hard and inspired work in another year of conspicuous success – both financial and non-financial. But, in particular, I commend our in-country management teams and sustainability champions on another job well done.

OUR JOURNEY SO FAR

Our vision is to be the best foodservice provider – a positive force for change

We take our commitments to environmental responsibility seriously and we do address our greatest impacts being emissions, our plastics, and waste. We ensure that in all our operations we have commitments in place that demonstrate the part we have to play to minimise deforestation and promote responsible sourcing of food.

Bidfood is a user of energy, around the world we operate multi-temp warehouses with frozen, chilled, and ambient refrigeration requirements, and we operate fleets of multi-temp vehicles delivering our products to our customers. We are committed to investing in the latest technology available in vehicles and refrigeration solutions to ensure the impact we make on the environments in which we operate is kept to an absolute minimum.

We're progressing on our journey to setting emissions targets beyond 2025. This topic is a priority for Bidcorp's board and management team; but we recognise that this is a journey. Bidcorp is proud to be doing this properly, step-by-step, incrementally making real changes daily.

We're all increasingly aware of the role that we have to play in terms of addressing environmental and social challenges. Foodservice needs continued momentum across the industry, in all geographies – Bidfood cannot do this alone – it's all about collaboration. We are engaging with our stakeholders to drive this change.

Bidcorp has committed to a 25% **reduction in** our **carbon footprint by 2025***

- Running our businesses in an environmentally efficient and waste-minimising manner
- Demonstrating the financial benefits of being environmentally conscious and responsible
- Rolling out a sustainability strategy that contributes to a long-term industry drive towards the UN's SDGs
- Committed to accurate monitoring, creating efficiencies and reporting reductions in fuel consumption, electricity and water usage and impactful waste management

** Based on the 2018 reported carbon emissions on a like-for-like basis. 2018 did not include waste emissions but we have subsequently recalculated and included them*

BIDCORP'S JOURNEY SO FAR

Bidcorp's target of a 25% reduction of carbon emissions across the group by 2025 remains – we continue to make improvements to achieve this target.

Capital investment (capin) is focussed on this target. Improvements in processes are aligned to this goal. Changes in supply chain sourcing of food and related products are with this goal in mind.

Significant changes and improvements have been noted across the whole group. Incentivising management through remuneration targets have assisted, but more than this a group-wide acknowledgement and commitment to being a "Positive force for change" has been the real driver. The group measures, monitors, and tracks monthly, quarterly, and annual improvements on all scope emission categories, by each business, in keeping with our decentralised governance approach.

The group is committed to targets that will drive measurable action to be a positive force for change. Targets are set for three to five years ahead, in order to ensure that we incentivise and measure progress. Annually the group's budget and strategy process requires management teams to set their own short- to medium-term targets, projects, and commitment to capin which will deliver real and meaningful reductions to the carbon emissions reported.

Beyond the carbon emissions targets, our operations are setting targets on areas of influence and improvement they can make in consumer behavioural trends, encouraging plastic reduction, production substitution for more sustainable alternatives, improved service and business practices that will enable us to work together to make a positive long-term impact. These bottom-up targets and strategies are key in informing the ultimate group-wide commitments and targets.

** Based on the 2018 reported carbon emissions on a like-for-like basis. 2018 did not include waste emissions but we have subsequently recalculated and included*

OUR JOURNEY THIS YEAR

We have made significant progress this year and we are proud of the achievements we have made. Not all of these achievements came without a few lessons learned along the way. We continue to push the boundary, sometimes needing to adjust the trajectory, but we are able to share these learnings around the group. These shared learnings contribute to our consolidated progress on this journey together.

SOLAR INVESTMENT

Bidcorp has 43 solar installations around the world.

- Bidfood UK completed five new installations in the year
- Bidfood Australia is the biggest producer of solar power within the group, with current installations (17 units) supplying 8% of its energy needs and 36% of the total renewable energy generated by the group
- Further significant capin is budgeted to increase our power generation capability in the Czech Republic, South Africa, and the United Kingdom; as well as further expanding the current capacity in existing installations

REFRIGERATION SOLUTIONS

We recognise the impact we have on the environment using refrigeration gasses. We are committed to embracing efficient emissions solutions. Bidfood European operations are ensuring that all new builds will have zero-emissions cooling systems in place.

Unfortunately, during 2023 Angliss Greater China had two significant refrigeration gas leaks, both due to equipment weaknesses installed in rented facilities. Management have engaged with the local landlords at these sites to ensure a commitment to improve the quality and conditions of these facilities.

BIDFOOD NETHERLANDS – AHEAD OF THE PACK

Bidfood Netherlands has taken big strides in their journey to minimise their impact:

- Capin of more than R175 million in 2023 to update the delivery fleet, buying cleaner diesel trucks and electric trucks for inner city, short distance trips
- In 2023 a new entrant to the Dutch power supply market offered a clean energy alternative, providing power generation with a zero-emissions factor. Bidfood switched over to this pro-active service and in 2024 anticipate this change will impact up to 85% of its power supply needs

STRIDES AGAINST DEFORESTATION

It can be clearly seen that land-use change, deforestation, animal feed and on-farm processes produce the greatest share of food related emissions. Bidfood Poland launched a campaign committing to plant a sapling tree for every customer who registered on the Bidfood ecommerce platform. Over 500 trees were planted as a result!

SCOPE 3 PROGRESS

Reporting of Scope 3 emissions remains a challenge particularly because value chains can be complex and not always transparent.

- Scope 3 includes several categories of emissions, and we currently only measure and verify our Scope 3 emissions for waste and water. However, we have started to investigate and engage with our supply chain to understand the extent of our scope 3 exposure
- Focussed supplier engagements are underway to collaborate towards emissions labelling by product. These improvements will equip our customers to make more informed decisions about the products they buy

HOW WE MEASURE OUR PROGRESS

Annually Bidcorp reports growth, both organic and acquisitive, in line with the group strategy. In order to embrace the continued value creation and success of the group, Bidcorp has adopted a "carbon emissions efficiency ratio" measure to assess progress against our 2025 carbon emissions reduction target. This measure calculates carbon emissions as a percentage of revenue, in each business, in each currency (emissions as a percentage of 1 000 units of revenue in local currency). Group emissions reporting is translated at the 2018 forex translation rates, ensuring that a like-for-like comparison is maintained and emissions are measured against a relative level of growth and activity. During 2023 inflationary pressures were experienced on food and other costs. Due to this impact a decision was made to adjust for this inflationary impact, particularly in our developed markets. We have adjusted our carbon emissions efficiency ratio in the current year with an average inflationary impact, specific to each geography. We anticipate that we will continue to adjust for inflationary impacts through 2024 and 2025 should inflation conditions remain.

We are proud of our progress

Green new builds

We embrace the opportunity to invest in our depots and in doing so capture the opportunity to make real and sustainable improvements to our infrastructure.

Bidfood Netherlands Zierikzee Depot:

- installed a low emission refrigeration solution
- enhanced energy efficiency through the following changes:
  - heat recovery initiatives will be enhanced through a heat exchanger heating a 1 500-litre buffer water tank which will increase the temperature of the warehouse by about 15 degrees, reducing the use of carbon emitting natural gas to achieve this
  - the residual heat generated will be captured and used to keep the construction floor of the frozen cell above zero
  - the admin and office windows will have outside blinds installed to insulate further
  - installation of insulating white heat reflective roofing material
  - the vehicle docking levellers and shelters are installed on the outside of the building enabling the trucks to dock without opening the overhead warehouse door, releasing the refrigerated air within
  - installation of an insulated high-speed door between the ambient and cool area
  - all lighting installed is low-energy, LED lighting

View our video
Temperature controlled storage facility in Glasgow

"Our goal is to strengthen our commitment to sustainability by reducing our environmental footprint and energy usage across our estate, while improving the efficiency of our operations. Partnering with Star Refrigeration, with their solid expertise in CO_2 refrigeration, has been instrumental in meeting these objectives and supporting us throughout our net-zero journey."

Claire Cox, Bidfood UK Head of Property

Bidfood Australia committed to green new builds, which will include:

- high efficiency ammonia refrigeration solutions – with zero-carbon emissions impact
- fire resistant insulated refrigeration panels
- additional warehouse wall insulation to reduce energy consumption
- energy efficient lighting throughout incorporating daylight-harvesting and movement sensors
- high-quality dock sealing cushions to ensure less intrusion of non-refrigerated air to reduce energy consumption
- solar arrays to reduce electricity consumption
- rainwater capture solutions for amenities and landscaping
- cable provision for electric vehicle charging

Current projects underway have made significant progress, and we anticipate these depots to be completed early in 2024. These facilities will be double the current size of the depots they are intended to replace, however the estimated power consumption will remain unchanged – this is approximately a 45% energy efficiency on the current facilities.

Power blackouts in our South African operations

As a South African headquartered multinational we are often asked about the impact of South Africa's electricity blackouts on our operations. Our operations have been negatively impacted. Total grid-supplied electricity usage reported in South Africa during 2023 was down by 14%, as a result of lack of power supply due to "load shedding".

Despite using less grid-supplied electricity in South Africa, the cost was approximately R1 million more due to higher government-imposed tariffs. In addition, unbudgeted capital expenditure was required to equip branches with electricity producing generators. Some easing was experienced in certain industrial/manufacturing regions where local government supported businesses through a curtailment programme to reduce the number of power-cuts in these industrial areas and ease the burden of electricity shortages.

Bidfood South Africa has plans to invest in excess of R40 million in 2024 to increase their solar-power generation and battery storage capacity.

ESG ratings

Bidcorp is regularly assessed by rating agencies on our environmental, social and governance (ESG) performance. These ratings are used by investors as part of their investment decisions.

CDP DISCLOSER 2023

Bidcorp has further demonstrated our commitment to environmental transparency by disclosing our environmental impact through CDP, a leading environmental disclosure platform.

CDP

Environmental awareness	Social engagement and responsibility	Sound governance
ENVIRONMENT QualityScore	SOCIAL QualityScore	GOVERNANCE QualityScore
4	6	3
2022: 4	2022: 6	2022: 3

as at June 30 2023

https://login.isscorporatesolutions.com

Our commitment to environmental sustainability

BIDCORP'S 2023 CARBON EMISSIONS

Bidcorp reported a **9% increase** in total **carbon emissions** this year, a pleasing result as constant currency **revenue increased** by **24%**

Scope 2 reported best progress for second year in a row

- **Scope 1** up 7% – fuel and gas contributed 46% of the group's total emissions
- **Scope 1+** up 47% – refrigeration contributed 13% of the group's total emissions
- **Scope 2** up 2% – electricity contributed 39% of the group's total emissions
- **Scope 3** up 24% – waste and water contributed 2% of the group's total emissions

Most divisions reported an improvement in their carbon emissions efficiency ratio

- **Australasia** up 7%, contributing 21% of the group's total emissions
- **UK** up 5%, contributing 23% of the group's total emissions
- **Europe** up 5%, contributing 29% of the group's total emissions
- **Emerging Markets** up 17%, contributing 27% of the group's total emissions

Bidfood Depot, Morwell, Victoria, Australia

TOTAL CARBON EMISSIONS

332 745 tCO_2e
2022: 306 362[1]

Emissions ↑ 9% Revenue* ↑ 24%

Refer to page 16

AUSTRALASIA

68 536 tCO_2e
2022: 63 916

Emissions ↑ 7% Revenue* ↑ 24%

Refer to page 21

UNITED KINGDOM

76 794 tCO_2e
2022: 72 810[1]

Emissions ↑ 5% Revenue* ↑ 29%

Refer to page 25

EUROPE

97 758 tCO_2e
2022: 92 870[1]

Emissions ↑ 5% Revenue* ↑ 27%

Refer to page 29

EMERGING MARKETS

89 657 tCO_2e
2022: 76 766

Emissions ↑ 17% Revenue* ↑ 9%

Refer to page 34

** In constant currency*

SCOPE 1 – Direct emissions

Scope 1 emissions
(excl refrigerants and aircon gases)
152 256 tCO_2e ↑ 7%
2022: 142 792[1]

Scope 1+ emissions
(only refrigerants and aircon gases)
42 526 tCO_2e ↑ 47%
2022: 28 944

Scope 1: Direct activities		2023	2022
Fuel	(kilolitres)	55 555	50 934[1]
Gas	(tonnes)	2 043	2 236
Scope 1+: Refrigerants and aircon gases			
Aircon gas	(tonnes)	19,2	19,6
Scope 1: Zero-emissions			
Electricity	(Solar power (kwhs))	9 816 624	8 623 036

Bidfood electric truck

SCOPE 2 – Purchased electricity

131 279 tCO_2e ↑ 2%
2022: 129 257

Scope 2: Electricity – grid supplied		2023	2022
Grid electricity	(kWh)	308 241 955	297 464 610

Bidfood Czech, Kralupy solar

SCOPE 3 – Indirect activities

6 684 tCO_2e ↑ 24%
2022: 5 369[1]

Scope 3: Waste		2023	2022
Waste recycled	(tonnes)	21 786	20 061[1]
Waste to landfill	(tonnes)	11 968	10 281[1]
Food waste reused	(tonnes)	1 594	2 147

Scope 3: Water		2023	2022
Municipal water	(kilolitres)	1 028 480	943 005
Other water	(kilolitres)	6 487	5 932

Bidfood Brazil, recycling water

[1] 2022: Netherlands scope 1 (1 934 tCO_2e) and the UK scope 3 (58 tCO_2e) have been adjusted downwards as a result of identifying an error in the data captured

Bidcorp – Positioned to benefit from a more eco-friendly world

Bidcorp achieved record results in 2023, in spite of the impact of increased inflation and interest rates experienced during the year. These improved volumes did not result in an equal increase in emissions, with emissions increasing at only 9% against a 24% increase in revenue. Innovative solutions and investment in new vehicles and equipment assisted us in reducing our carbon emissions.

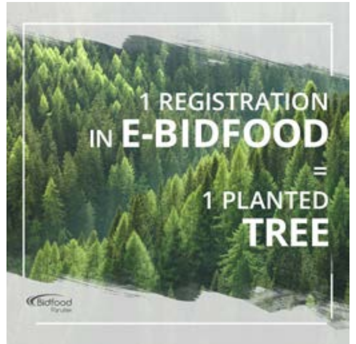
We continue to educate and raise awareness amongst our stakeholders, especially our employees, on the impact of climate change and our emission reduction efforts. Transition risks and opportunities and the adverse potential impact of climate change is assessed on a country-by-country basis across the group, as part of our internal risk management process. On the ground teams best understand their environment and are able to make the changes necessary to contribute towards reducing carbon emissions.

Extreme weather events have impacted our operations in the past year, and it is likely that there are more to come. Severe heat in southern Europe over the summer and Cyclone Gabrielle in New Zealand in February 2023 are just two examples in the last year. After the cyclone in New Zealand, our Bidfood Hawkes Bay branch suffered damage to electrical and refrigeration equipment due to power loss and subsequent surges. Many customers in the Hawkes Bay region remained closed for an extended period as their premises and access routes from surrounding roads were impaired. Thankfully our regional Bidfood depots were able to step in and provide support and products to our team and their customers, a great support in a time of great need.

The impact of both drought and significant heat waves through most of Europe over the past summer is likely to have long-term impacts on reduced crop yields for years to come, potentially impacting the sustainability of many food producers. We recognise the impact these events can have on our business and we are engaging with our stakeholders to mitigate these risks as best we can. Part of our approach to protecting the supply chain and reducing our carbon emissions is to source products locally, supporting local and regional food producers where possible.

As a responsible corporate citizen we recognise the impact of all aspects of climate change, including deforestation, loss of biodiversity, water scarcity, etc will have on the world. We are committed to ensuring we play our part and contribute positively to protecting our environment. We are committed to being a positive force for change.

Bidfood Poland – Ecommerce supporting biodiversity



A unique approach to encouraging our customers to register online with us has been to commit to planting a tree for every new customer to register on our ecommerce platform. In cooperation with a partner, a specialist in seedlings and tree planting, we have already planted 500 trees in just a few short months. The uptake has been phenomenal, and the appreciation from our new customers significant. Each new tree was acknowledged with a certificate to the new-ecommerce customer recognising them for their contribution to sustaining our planet. This is only the start of a new and exciting project to be a positive force for change.

Bidfood UK – Reaching out to make a difference

Bidfood UK has been working in partnership with Aimers Coffee & Tea Ltd and City Coffee on a Tanzanian Msia Coffee Project since 2017. The project aims to support the Msia Secondary School in Tanzania, contributing £3 from every case of Msia Coffee sold to the school. To date the project has enabled the building of a six-acre coffee farm, with more than 5 500 coffee trees and providing work to 131 people. Since initiation the team has planted a further 17 000 coffee trees and created employment opportunities for locals in harvesting coffee. The project has also funded the drilling of a borehole to provide water to not only the Msia School, but also to the local community, producing nearly 32 000 litres of water a day. We are proud of the positive impact we have made to these people.

Bidfood owning their sustainability journey

Bidcorp's decentralised structure delegates the ownership of sustainability projects and programmes to each management team in the group. This delegation creates accountability and actualises a real achievement of environmental sustainability. Embracing the group target set, each operation sets out to understand, identify, implement, and monitor the solutions necessary to meet the target set.

Some of these stories are told in the documents and links alongside:

Bidfood Australia

Bidfood Belgium

Bidfood UK

Bidcorp has various structures and processes in place in order to manage our sustainability efforts. In accordance with the four pillars present across the pre-eminent disclosure standards more information is detailed in the paragraphs that follow:

Governance

The board values a sustainable business approach and has set the tone and direction of the group by emphasising the importance of integrating and prioritising environmental, social and governance (ESG) issues. The board oversees and is ultimately responsible for identifying material issues, for setting targets, and for monitoring the progress made against achieving these targets. The social and ethics committee (SEC) and audit and risk committee (GARC) assist the board in discharging these responsibilities.

The SEC meets on a quarterly basis and reviews the group's progress in ESG metrics and targets, as well as our compliance with legislation. It also looks forward and discusses potential future risks and opportunities linked to our operating environment. Global developments are considered, including those in reporting and the regulatory environment. The systems and processes within the group are discussed and improvements identified.

The GARC meets quarterly, with a focus on risk for at least one of the quarterly meetings. The divisional audit and risk meetings (DARC) includes management of each operating entity within the group and provide a forum to query ESG data submitted and discuss any material issues during the period as well as future developments/plans. A document pack is submitted by each entity and includes a risk register and an ESG dashboard and narrative. The GARC chairman prepares a summary which is presented to the board to keep all directors informed.

Assurance is obtained by some businesses on their non-financial information and emissions reporting published. We are seeing a significant increase in the instances of this assurance oversight in our businesses. In 2024, the group will include an assurance review of the group's reported carbon emissions.

Strategy

Bidcorp creates value through the continued successful implementation of the group's strategy. The group's business activities are set out in the 2023 annual integrated report, where it is evident that sustainable business practices are pivotal to our ongoing value-creation plan.

In June 2023 we included an ESG component in our 2024 annual budget process. Companies were asked to project their F2024 environmental capex and emissions, detailing improvements. The exercise helped finance teams across our geographies to better understand how their emissions are calculated and will assist in setting targets for the group. Information obtained has, where relevant, been included in this report so as to provide further detail of our efforts going forward.

The board has applied its mind, identifying those challenges and opportunities presented to the group through the course of the year. These material issues are all intrinsically linked to the group's long-term sustainability, which have therefore been reported on in this sustainability report.

Bidcorp's top material issues 2023

- TM Talent Management
- ICS Information and Cyber Security
- RG Regulatory Governance
- CC Climate Change
- SCS Supply Chain Stability
- CE Consumer Environment
- CI Cost Inflation
- FS Food Safety
- GF Growth & Funding
- MPV Macro Political Volatility
- HSL Hospitality Sector Lockdown

Refer to **2023 annual integrated report** for more detail on the group's material issues

In 2023 some of the significant global events (both natural and political) that we had to navigate, included:
- an earthquake struck southern and central Türkiye (February 2023)
- cyclone Gabrielle in New Zealand (February 2023)
- heavy storms wreaked havoc in the northern Italian region of Emilia-Romagna, causing severe flooding and landslides (May 23)
- southern European heatwave (mid-2023)
- the Russian invasion of Ukraine (throughout the year)

Management approach

Bidcorp operates a decentralised business model, where all businesses within the group are responsible for running their own operations. Some sustainability issues are specific to individual operations. In-country management independently identifies these risks and opportunities. Each operation is responsible for creating and maintaining a risk register and during the annual budget process opportunities linked to sustainability are highlighted.

In the management approach that follows we have outlined how we have integrated sustainability initiatives into our business in order to address key risks and opportunities. We have linked these issues with the SDGs. The SDGs that are most aligned to our operations have been chosen as a focus of our sustainability efforts. By contributing to the SDGs our own enterprise value is enhanced. Our plans to achieve these goals, are outlined below. We have categorised our approach into four areas:

1 Food and health
2 People
3 Development
4 Practices and reporting-related efforts

Specific examples of actions taken can be found in the divisional ESG reports, as presented from page 22.

1 Food and health

Bidcorp's linked SDG targets:

Target 2.1: By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations including infants, to safe, nutritious and sufficient food all year round.

Target 2.2: By 2030, end all forms of malnutrition, including achieving, by 2025, the international agreed targets on stunting and wasting in children under five years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women, and older persons.

Target 2.c: Ensure stable food commodity markets

Target 3.3: Fight communicable diseases

Target 3.4: Reduce mortality from non-communicable diseases and promote mental health

Target 14.4: Sustainable fishing

Bidcorp's material issues

- CC Climate change
- FS Food safety
- SCS Supply chain stability
- TM Talent management
- RG Regulatory governance

Bidcorp's approach: We address these challenges through our inventory (choice of range and method of disposal) and nutrition initiatives.

Actions taken include:
- Sustainable food sourcing is a key tenet of our operations and our business has won awards due to its actions. Where possible, local produce is favoured over imported products.
- Nutrition campaigns are run on a regular basis to educate our stakeholders. Nutrition plays a key role in promoting physical health and fighting disease. Integrating nutrition into our business operations helps strengthen customer loyalty and addresses a key material issue.
- Donating food to foodbanks.

Other ways we contribute to the above goals include:

- A food focus is incorporated into our corporate social investment (CSI) strategy. We look to feed nutritious food to the hungry – children are a focal point.
- Reducing emissions: Climate change has negative repercussions for food security and the world's diversity of species. By setting emission reduction targets we can assist in reducing global warming.
- The well-being of our employees is key to talent management. Employee surveys, health information events and the management of health issues, such as COVID, are important tools used by us to achieve SDG3 Good Health and Well-Being.
- Food safety is critical to good health. Bidcorp has documented food safety standards – all suppliers are required to undergo a food safety assessment.

Management approach continued

2 People

Bidcorp's linked SDG targets:

Target 5.1: End discrimination against women and girls

Target 5.5: Ensure full female participation in leadership and decision making

Target 10.1: Reduce income inequalities

Target 10.3: Ensure equal opportunities and end discrimination

Target 10.b: Encourage development assistance and investment in least-developed countries

Bidcorp's material issues

- TM Talent management
- MPV Macro Political Volatility
- RG Regulatory governance

Bidcorp's approach: SDG 5 and SDG 10 are the two goals most aligned with our employment policies and practices.

Bidcorp actively looks to promote and empower women. Historically driving trucks and working in warehouses have tended to be male-dominated careers due to the nature of the activity, however we are committed to actively changing this gender profile, and as such have set a target to have at least 30% of our whole workforce female. The chief executive of Australia, the country which has the highest profit contribution in the group, is a woman. Our audit and risk committee and social and ethics committee have female chairs. Our employment policies look to facilitate the advancement of the role of women within the workplace such as favourable maternity leave arrangements and flexible working arrangements, where possible. Gender pay gap studies are encouraged and their findings are thoroughly reviewed. Bidcorp has a global tip-off line, operated by Deloitte. This facilitates the reporting of discrimination of any sort, including that against women.

In a 2022 report published by Oxfam, South Africa was ranked #1 in terms of income inequality. As a business headquartered in South Africa the issue of income inequality needs to be monitored closely. Bidcorp is addressing this issue by investing in the South Africa SME Fund, prioritising black economic empowerment within our South African operating environment, and looking to include and expand on our metrics that help us evaluate all forms of inequality within our group.

3 Development

Bidcorp's linked SDG targets:

Target 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix

Target 8.2: Diversify, innovate and upgrade for economic productivity

Target 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

Bidcorp's material issues

- ICS Information and Cyber Security
- CC Climate change
- GF Growth & Funding

Bidcorp's approach: The upgrading and maintenance of facilities is not only a means to improve efficiencies, it also assists in reducing our carbon footprint. Bidcorp continues to invest in new state-of-the-art facilities fitted with the latest green technology and ensures that existing facilities undergo regular maintenance. The installation of solar at our facilities across the group is helping to improve the global energy mix. Our operations in Belgium are currently considering installing an onsite wind turbine.

Reductions in refrigeration gas emissions is another example of how we are investing efficiently. New installations lead to fewer leakages (due to the better condition of the systems) and the type of gas used in new builds is chosen due to their low-emission properties. As part of the annual group budgeting process, our divisions need to detail any planned capital expenditure, specifically outlining the elements that are more environmentally efficient.

Our group is at the forefront of foodservice digital ecommerce with its proprietary technology. In addition, our internal systems use technology as much as possible to improve efficiencies. In 2021, IT managers formed a working group and established a set of cybersecurity standards which all environments are required to comply with.

Our commitment to environmental sustainability
Bidcorp ESG report
Divisional ESG reports
Reporting frameworks

Management approach continued

4 Practices and reporting

Bidcorp's linked SDG targets:

Target 12.5: Substantially reduce waste generation

Target 12.6: Encourage companies to adopt sustainable practices and sustainability reporting

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Bidcorp's material issues

- CC Climate change
- GF Growth & Funding

Bidcorp's approach: Responsible waste management is championed within Bidcorp. Best practices are shared across the group. Improvements are sought in our product ranges promoting those with sustainable qualities. Attention is paid to the use of plastic, looking to eliminate its use where possible.

As with waste management, other best practices in sustainability are shared through various forums. We have a sustainability policy which communicates our group approach. Documentation of key initiatives in our external reporting further facilitates group knowledge. Our management teams consider the climate-related risks prevalent in their environments and plan accordingly.

Sustainability reporting is an evolving field that we remain abreast of. We do this through training, engaging with relevant discussion forums, and reading the latest guidance material produced. We wish to keep our stakeholders informed in a manner that is relevant, transparent, and accurate.

Metrics, target and performance

2023 Sustainability report

Our approach

In assessing the carbon emissions of the group as a whole, the adopted group-wide approach and methodology used aligns with the UK's greenhouse gas reporting regulation, as set out in the widely adopted UK's Climate Change Act 2008. In line with this methodology the group converts resources consumed into a single carbon emissions unit in order to be a comparable unit in measuring the group's emissions, being tonnes of CO_2 emissions (tCO_2e).

This report has used the guiding principles of the Greenhouse Gas (GHG) Protocol Corporate Standard and has applied and adhered to the guidelines provided by the following sources:

- UK's department for energy security and department for business energy and industrial strategy 2023 factors as published:

  https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2023

- Country specific electricity emission factors as published:

  http://www.carbonfootprint.com

The data used in the reports was submitted by each of the operations in the group through the financial consolidation CUBE tool and reported by division on a quarterly basis, in line with the group's governance and reporting structures.

Organisational boundary

All operating entities, included within the group definition, as detailed in the 2023 annual financial statements (AFS), have been included in the scope of this report. This report details the GHG inventory analysis for the financial year July 1 2022 to June 30 2023, including comparatives of the previous financial year and an analysis of the percentage change year-on-year.

Metrics, target and performance continued

Reporting boundary

SCOPE 1 DIRECT EMISSIONS

Emissions from sources that we own or control directly. We currently are measuring fuel, gas and solar.

Fuel: includes diesel and petrol usage, primarily consumed in the delivery of products to our customers. Bio-diesel/HVO is included but amounts used are immaterial to date. Fuel used in outsourced deliveries is tracked but not yet included in our emission metrics. Our 2018 baseline did not include external deliveries.

Gas: LNG (liquefied natural gas), NG (natural gas) and LPG (liquefied petroleum gas) used in some instances of warehouse and building warming, forklifts fuel and other such industrial uses.

Refrigeration and aircon gas: used in the cooling and refrigeration of depots, warehouses and vehicles. There is a range of gases used in the cooling functions, and their related emissions factors are wide and varied. We record the resultant emissions of these gases under scope 1+.

Solar: power generated by our onsite installations to run our facilities. Solar power does not result in emissions. Its generation is quantified and reported as it is a meaningful metric to better understand our power consumption. It is classified under scope 1 as it is directly controlled by us.

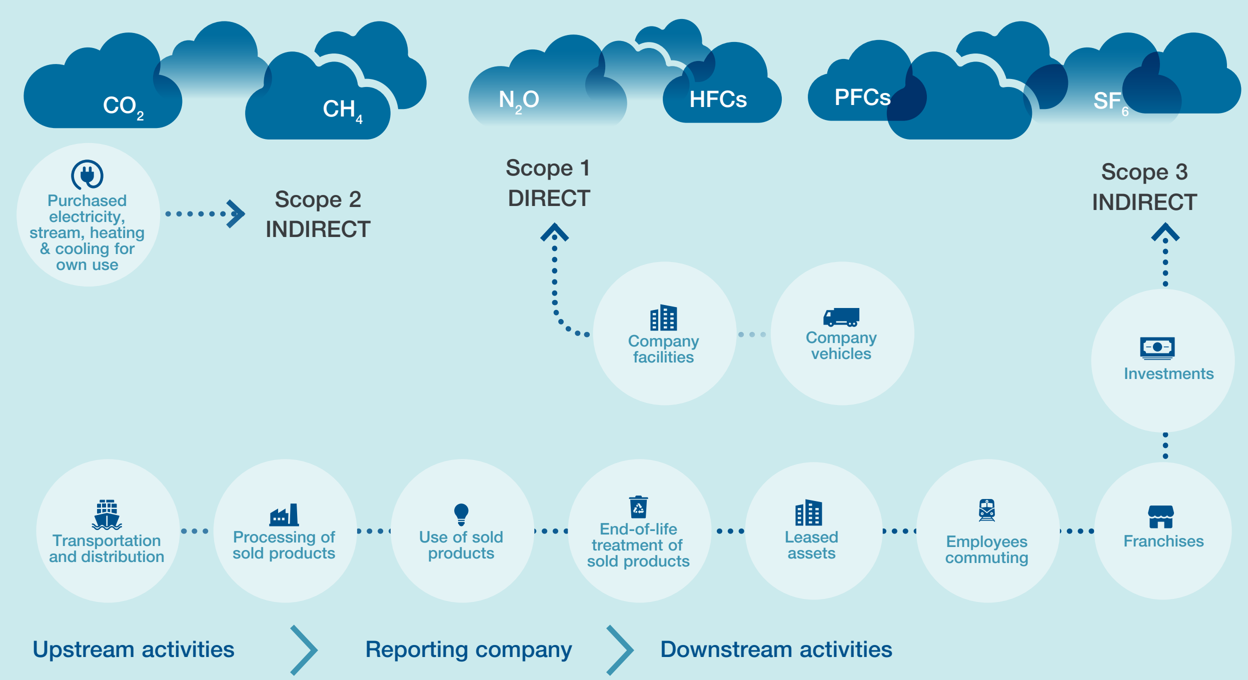
SCOPE 2 PURCHASED ELECTRICITY

The indirect emissions from the use of grid-provided electricity. Each of the operating entities within the group are users of locally provided grid-electricity, with specific emissions factors linked to particular environments.

SCOPE 3 INDIRECT VALUE CHAIN ACTIVITIES

Currently the group measures scope 3 emissions linked to waste and water. Waste emissions include those linked to waste to landfill and waste recycled. Water emissions are those linked to purification processes. We recognise the emissions linked to waste and water are a small contributor to our scope 3 emissions. The bulk of our scope 3 emissions is attributable to our supply chain, which we are currently not able to quantify. We are taking steps to better understand our supply chain emissions and to facilitate the measurement of our supply chain scope 3 emissions.

Overview of GHG protocol and emissions across the value chain



Metrics, target and performance continued

Carbon emissions factors

Bidcorp uses the emissions factors published by the UK government. For country grid emissions factors not included in this resource the following sites are used:

- carbonfootprint.com; and
- www.iges.or.jp.

If a government agency publishes a grid emissions factor, the rate is applied. Emissions factors are updated annually.

Link to emissions factors used:

https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting

Bidcorp calculates its carbon emissions efficiency ratio as follows:

Emissions ratio = total emissions of CO_2e in kg/sales x1 000

Targets

The group has set itself a target of a 25% reduction in emissions by 2025, as measured by our carbon emissions efficiency ratio. Each operating unit (usually on a per country basis) has been allocated an emissions target in its own currency. Our reporting baseline year is 2018 and thus currency conversion is set using the 2018 average exchange rates to remove currency-related fluctuations. Inflation had in the past been nominal, but in the last year due to higher inflation rates experienced, it needed to be factored into our carbon emissions efficiency ratio in order for it to be a true measure of progress relative to growth. The group's inflation percentage was obtained on a country-by-country basis for the period from Trading Economics weighting the country factor by revenue contribution to the group.

Link to trading economics source:

https://tradingeconomics.com/countries

ESG-linked incentivisation

In keeping with the group's decentralised business model, the board has delegated to management the specific people and planet linked targets to be determined by each business.

The group's executive directors' remuneration includes ESG-linked key performance indicators. Sustainability progress is considered in incentives awarded to operational management.

For more detail please refer to our **2023 remuneration report**

Bidcorp ESG report

Group growth and investment

		2023	2022	% change
Group emissions tracking				
Group total carbon emissions*	(tCO_2e)	**332 745**	306 362	*9*
How we measure ourselves:				
Bidcorp carbon emissions efficiency ratio**	(CO_2e per R1k)	**2,22**	2,25	*(1)*
Group performance results				
Revenue	(Rbn)	**196,3**	147,1	*33*
Trading profit	(Rbn)	**10,7**	7,6	*38*
Group manufactured capital				
Depots	(m^2)	**1 559 800**	1 423 871	*10*
Vehicles	(#)	**7 693**	7 071	*9*
Delivery vehicles	(#)	**5 782**	5 286	*9*
% electric delivery vehicles	(%)	***0,6%***	*0,4%*	
Passenger vehicles	(#)	**1 911**	1 785	*7*
% electric passenger vehicles	(%)	***5,2%***	*1,0%*	
Group capital investment into:	(Rm)	**4 435**	3 082	*44*
Depots		***64%***	*69%*	
Vehicles		***27%***	*20%*	
IT hardware and software		***9%***	*11%*	

* *2022 Scope 1 and 3 emissions have been adjusted downwards, scope 1: 1 934 tCO_2e and scope 3: 58 tCO_2e*
** *2023's carbon emissions efficiency ratio is inflation adjusted*

The group's total carbon efficiency ratio has improved, meaning we have produced less carbon emissions relative to the increase in activity incurred – activity that is reflected in the increased revenue reported in 2023. We have managed to grow our business whilst preventing a parallel increase in carbon emissions – a trend we intend to continue.

Year-on-year emissions rose by 9% versus a revenue increase of 24% (in constant currency). Three divisions reported an improved segmental emissions ratio. The biggest percentage improvements from Australasia (7% reduction) and Europe (9% reduction).

Scope 1 in Europe was marginally higher despite a constant currency increase in revenue of 27%. The Netherlands spent R175 million in 2023 to update its fleet, purchasing both more fuel-efficient cleaner diesel trucks and electric trucks.

Scope 2 in Australasia increased by 8% versus a constant currency increase in revenue of 24%. Australia is the biggest producer of solar power within the group, with current installations (17 units) supplying 8% of its energy needs in 2023. Across the group R126 million was spent on solar in 2023, spend split as follows the UK (43%), Europe (43%), and Australasia (14%).

UK solar from left, clockwise: Nottingham, Worthing, Paddock Wood and Salisbury

BIDCORP FLEET

As a transporter of multi-temp food products, committed to maintaining the highest standard of food safety and quality, we acknowledge that emissions linked to our fleet are a large contributor to Bidcorp's direct emissions impact. We take this very seriously and make every effort to ensure we responsibly manage this impact down. Our efforts to improve our fleet linked scope 1 emissions include:

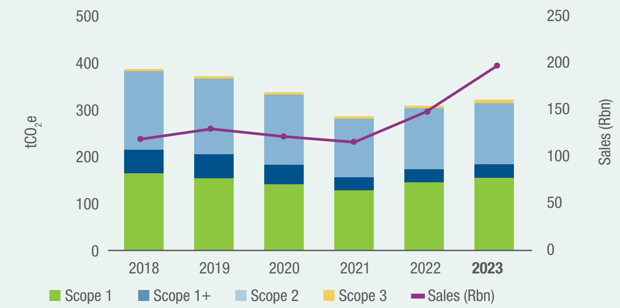
- maintaining a modern fleet which actively contributes to improving our fuel efficiency. During 2023 we did feel the impact of the delays in the supply of new delivery vehicles, with long wait times for orders to be fulfilled often in excess of six months. This has started to ease towards the end of the year and we are hopeful for the backlog to be cleared early in 2024
- focusing on improved truck refrigeration solutions, switching to cleaner aircon gases, as well as using electricity, solar, or battery to power the fridges on some of our trucks
- investing in updated software to better track and plan our routes
- trialling the latest fuel and vehicle alternatives

A HVO or bio-diesel trial by our Edinburgh depot was put on hold. Although the fuel was working well, we were concerned about possible deforestation links. Due to an uptick in demand recycled bio-diesel has been in short supply and there have been global reports of virgin oil being fraudulently passed off as recycled bio-diesel.

Electric vehicles (EVs) are still a small portion of the groups fleet, with trials having been conducted in different countries with varying results. Regulations and government funding have facilitated our transition in some instances such as the Netherlands and China. For the group overall the technology/cost benefit is not yet viable for large scale adoption, although we continue to monitor and seek green transport solutions, both electric and other.

Electric truck, New Zealand

Reported carbon emissions *(tCO_2e)*



Bidcorp has not made use of environmentally or socially covenanted financing. Carbon credits have not been purchased and there are no known environmental tax credits.

Prior year adjustments to our reported emissions have been made as our reporting journey improves and the quality of the information we gather matures and improves. Some of the adjustments made include:

2022:	Netherlands fuel downward adjustment
2019:	Bidfood UK recorded fuel downward adjustment
2018 – 2021:	Australian waste downward adjustment
2018 – 2020:	Poland refrigeration gas downward adjustment

Group environmental summary

		2023	2022	% change
Total emissions	(tCO_2e)	**332 745**	306 362	9
Scope 1 – Direct emissions – Fuel, gas and solar	(tCO_2e)	**152 256**	142 792*	9
Fuel	(kilolitres)	**55 555**	50 934	9
Gas	(tonnes)	**2 043**	2 236	(9)
Non-grid electricity	(kWh)	**9 816 624**	8 623 036	14
Scope 1+ – Direct emissions – Refrigeration and aircon gas	(tCO_2e)	**42 526**	28 944	47
Refrigeration and aircon gas	(tonnes)	**19,2**	19,6	(1,9)
Scope 2 – Indirect emissions – Purchased electricity	(tCO_2e)	**131 279**	129 257	2
Grid electricity	(kWh)	**308 241 955**	297 464 610	4
Scope 3 – Indirect value chain activities – Waste and water	(tCO_2e)	**6 684**	5 369*	24
Food waste reused	(tonnes)	**1 594**	2 147	(26)
Waste recycled	(tonnes)	**21 786**	20 061	9
Waste to landfill	(tonnes)	**11 968**	10 281	16
Water	(kilolitres)	**1 028 480**	943 005	9

* 2022: Netherlands Scope 1 and the UK scope 3 emissions have been adjusted downwards, scope 1: 1 934 tCO_2e and scope 3: 58 tCO_2e

Scope 1 and 2 emissions still make up the bulk of our measured emissions (46% and 39% respectively), but neither rose significantly during the year despite a 24% increase in revenue. This is a reflection of both our capital investment in more energy efficient assets and improved driving routes and practices. Isolated incidences caused a rise in our refrigeration related emissions.

The quantity of refrigerant gas used in 2023 was less but the type of gas that was leaked caused much higher emissions. Waste measurements and practices continue to be an area of focus. Waste and water still only account for 2% of our measured emissions.

The contribution of scope per division varies. The UK grid electricity is relatively clean hence their scope 2 emissions are a much lower relative contributor to their overall emissions. Australasia refrigeration gas has largely switched to ammonia and CO_2 thus scope 1+ emissions made up only 2% of their total emissions reported.

Australia and the UK's total emissions impact is in line with their sales contribution. Europe contributed 35% of the revenue in 2023 but its emissions were 29% of the group total. Emerging Markets was the opposite with 16% of group revenue contribution but 27% of emissions were from this division. The EU has put in place legislation to combat climate change which has driven significant progress in the past year. More stringent reporting requirements, inner city vehicle restrictions, and the phasing out of harmful refrigeration gases are just a few examples of recent legislation changes. Countries within our Emerging Market division are using national-grid supplied electricity with higher emission factors and do not have the same progressive legislation pressures at this time.

2023 total emissions by scope contribution	GROUP 2023	AUS 2023	UK 2023	EUR 2023	EM 2023
TOTAL EMISSIONS	332 745	68 536	76 794	97 758	89 657
Scope 1 – Direct emissions – Fuel, gas and solar	*46%*	*41%*	*73%*	*44%*	*27%*
Scope 1+ – Direct emissions – Refrigeration and aircon gas	*13%*	*2%*	*10%*	*9%*	*28%*
Scope 2 – Indirect emissions – Purchased electricity	*39%*	*52%*	*16%*	*45%*	*44%*
Scope 3 – Indirect value chain activities – Waste and water	*2%*	*5%*	*1%*	*2%*	*1%*
Emissions contribution	*100%*	*21%*	*23%*	*29%*	*27%*
Revenue contribution	*100%*	*23%*	*26%*	*35%*	*16%*

2022 total emissions by scope contribution	GROUP 2022	AUS 2022	UK 2022	EUR 2022	EM 2022
TOTAL EMISSIONS	308 354	63 916	72 868	94 804	76 766
Scope 1 – Direct emissions – Fuel, gas and solar	*47%*	*41%*	*70%*	*47%*	*31%*
Scope 1+ – Direct emissions – Refrigeration and aircon gas	*9%*	*3%*	*9%*	*8%*	*17%*
Scope 2 – Indirect emissions – Purchased electricity	*42%*	*52%*	*20%*	*44%*	*51%*
Scope 3 – Indirect value chain activities – Waste and water	*2%*	*4%*	*1%*	*1%*	*1%*
Emissions contribution	*100%*	*21%*	*24%*	*30%*	*25%*
Revenue contribution	*100%*	*23%*	*26%*	*34%*	*17%*

Climate-related risks and opportunities

Risks and opportunities linked to climate change can be examined through two lenses:

- The transition to a lower carbon economy
- Physical impacts of climate change and how these affect enterprise value

Bidcorp's response and assessment to both items is detailed below.

Transition to a lower carbon economy

Focus areas for the group to transition to a lower carbon economy include targeting fuel and electricity emissions. Diesel and petrol usage accounted for 46% of the current year's emissions and electricity 39%, thus by targeting these areas we can target the bulk of our current reported carbon emissions. Our scope 3 supply chain linked emissions are not yet measured but we are making progress in our efforts to start tracking them.

Fuel related emissions: Route planning, depots closer to our customers, and new vehicles have assisted in improving our fuel usage relative to sales volumes. Purchasing more electric or hybrid vehicles would reduce fuel consumption. There is a global move for electric vehicles to become mandatory in inner city zones. The lack of technological development and relative costs of these vehicles and the lack of infrastructure to support their use are the key prohibitors for Bidcorp. We are hopeful that electric vehicles will become more efficient and that the required infrastructure to support these vehicles will improve.

Electricity related emissions: The contribution of power to our carbon footprint decreased from 42% to 39%, which reflects the progress made. Across the group, capital expenditure has been earmarked for self-generating clean power, with solar being the predominant source. R126 million was spent on solar installations during the year, that spend is set to more than double in the new financial year with just under R300 million budgeted. Major installations will take place in the United Kingdom, South Africa, Australia and the Czech Republic. Bidfood in the Netherlands has switched approximately 85% of its usage to a clean energy provider with an emissions factor of zero. Our operations in Brazil in 2022 had done the same, Vektor provided 41% of our Brazil operations energy needs in 2023, their clean energy has an emissions factor of 0,05 CO_2e per kwh (96% less than the national grid). In the future other countries within our group will look to switch to green energy providers when possible.

Supply chain related emissions: Operations across our group have started this journey, engaging with suppliers to better understand where they are in their emission reduction efforts and collaborating on product emission calculations. Bidfood UK is the most advanced in their efforts, with specific detail given in the UK section of this report (page 25).

There are business opportunities for the group linked to the transition to a lower carbon economy – these include the selling of recyclable takeaway packaging and the promotion of plant-based and local products.

Physical impacts of climate change

Bidcorp operates in 35 countries with our key profit contributors being Australia, the United Kingdom, New Zealand, the Czech Republic, South Africa, the Netherlands, and Italy. In our view this is an advantage as our exposure to a climate-related disaster in one geography is limited due to our geographic diversification and decentralised operating structure. Climate change could increase food prices as unusual weather patterns could result in crop failure, less productive plantings, and potential livestock loss. Increases in instances of wild fires and floods pose a risk to our facilities, inventory, and business operations. We do have insurance policies and controls in place to ameliorate these risks.

Group social investment

		2023	2022	% change
Our team				
Total headcount at June 30		**28 022**	24 978	*12*
% Female		***27%***	*29%*	
% Disabled		***0,9%***	*0,8%*	
Team spread by function				
Warehouse/manufacturing		***39%***	*38%*	
Distribution		***25%***	*24%*	
Selling/marketing		***19%***	*19%*	
Administration		***17%***	*19%*	
Fatalities	*(#)*	**0**	3	
Employee investment				
Payroll spend	*(Rbn)*	**22,6**	17,6	*28*
Training spend	*(Rm)*	**67,0**	54,2	*24*
Training hours completed	*(hrs)*	**309 110**	309 550	*0*
Community projects				
Donations	*(Rm)*	**34,0**	24,0	*42*
Sponsorships	*(Rm)*	**35,6**	26,2	*36*

Bidfood collaboration for Ukraine

Bidfood collaboration for Ukraine

Our team grew in 2023 as sales volumes increased and employees from new acquisitions came on board. The gender split of our workforce declined from the 30% target set in prior year. Staff retention pressures have started to ease and management are focused on new recruitment initiatives to achieve the group target.

The mix between employee categories was similar to 2022. Payroll costs were up due to a larger workforce and inflation. Training spend increased with Australasia showing the largest percentage increase, with prior year comparatives being impacted by COVID-restrictions and therefore fewer training hours completed.

Bidcorp total group donations and sponsorships increased by 42% and 36% respectively during 2023. Australian donations doubled and corporate donations were up 61%. Bidfood Poland and Bidfood New Zealand worked together to donate and supply produce (20 000 kilograms) to residents of Kharkiv, Ukraine, distributing food to over 5 000 citizens in the city.

Bidcorp had no workplace fatalities during 2023

We are proud of our commitment to ensuring the highest standards of health and safety – to provide our team a safe and happy place to work. Sadly in the prior year we did report three road accident fatalities in Europe.

Our commitment to environmental sustainability
Bidcorp ESG report
Divisional ESG reports
Reporting frameworks

Divisional ESG reports

Bidfood AUSTRALASIA

Significant ESG events in 2023

- In mid-February a state of emergency was declared in New Zealand as Cyclone Gabrielle ravaged the country. It is only the third time in New Zealand's history that a national state of emergency has been declared. In New Zealand, Bidfood's Hawkes Bay branch suffered some damage to electrical and refrigeration equipment due to power surges, lost some stock as a power was out for an extended period, and many customers in the Hawkes Bay region remained closed due to flood damage to their premises or damage to roads. A successful insurance claim was lodged, our financial impact eased, but the impact on people in the region still significant.
- Staff shortages due to restrictive immigration policies have constrained growth and led to wage inflation. Australia's unemployment rate is at a 50-year low and while it is difficult to find staff in all areas, the biggest impact was felt in the warehouse and distribution teams. In 2023 New Zealand benefited from a slight easing in the unemployment rate, and they are finding it easier to find and keep staff. Staff turnover is a significant cost to our businesses in terms of recruitment fees, training, and productivity losses as new staff take time to settle.

Bidfood Australasia's growth and investment

		2023	2022	% change
Divisional total carbon emissions	*tCO_2e*	**68 536**	63 916	*7*
How we measure ourselves:				
Bidcorp carbon emissions efficiency ratio*	*(CO_2e per R1k)*	**1,99**	2,14	*(7)*
Divisional performance results				
Revenue	*(Rbn)*	**44,3**	33,3	*33*
Trading profit	*(Rbn)*	**3,5**	2,3	*52*
Divisional manufactured capital				
Depots	*(m^2)*	**340 158**	298 236	*14*
Vehicles	*(#)*	**1 274**	1 179	*8*
Delivery vehicles	*(#)*	**997**	948	*5*
% electric delivery vehicles	*(%)*	***0,3%***	*0,2%*	
Passenger vehicles	*(#)*	**277**	231	*20*
% electric passenger vehicles	*(%)*	***10%***	–	
Divisional capital investment into:	*(Rm)*	**1 417**	925	*53*
Depots		***78%***	*82%*	
Vehicles		***18%***	*16%*	
IT hardware and software		***4%***	*2%*	

* *2023's carbon emissions efficiency ratio is inflation adjusted*

Australasia's profits grew by 52%, the division had an excellent year. Depot size grew (14%) as did total fleet (8%), yet growth was not at the expense of the environment, total carbon emissions only increased by 7%. Australia's depot size increased by 40 104 sqm due to new depots in Morwell (Regional Victoria), Malaga (Perth), Armidale (New South Wales), Newcastle (New South Wales), and extensions to the Toowoomba (Queensland) and the John Lewis (Adelaide) sites.

New Zealand is phasing out internal combustion engine (ICE) cars for employee vehicles and moving towards hybrids models. By yearend they proudly owned 29 hybrid and electric passenger vehicles (making up a total of 15% of their passenger vehicle fleet).

AUSTRALASIA continued

Bidfood Australasia's carbon footprint

		2023	2022	% change
Total emissions	(tCO_2e)	**68 536**	63 916	7
Scope 1 – Direct emissions – Fuel, gas and solar	(tCO_2e)	**28 044**	26 064	8
Fuel	(kilolitres)	**10 311**	9 518	8
Gas	(tonnes)	**275**	176	56
Non-grid electricity	(kWh)	**3 605 035**	2 864 001	26
Scope 1+ – Direct emissions – Refrigeration and aircon gas	(tCO_2e)	**1 619**	2 101	(23)
Refrigeration and aircon gas	(tonnes)	**0,9**	1,0	(10)
Scope 2 – Indirect emissions – Purchased electricity	(tCO_2e)	**35 311**	32 807	8
Grid electricity	(kWh)	**73 142 498**	69 215 759	6
Scope 3 – Indirect value chain activities – Waste and water	(tCO_2e)	**3 562**	2 944	21
Food waste reused	(tonnes)	**47**	47	–
Waste recycled	(tonnes)	**3 046**	1 767	72
Waste to landfill	(tonnes)	**6 617**	6 143	8
Water	(kilolitres)	**307 720**	247 691	24

Scope 1

Overall fuel usage is up as expected with increasing sales volumes, yet effort has been made to maximise fuel efficiencies. Both Australia and New Zealand are investing in new, more fuel-efficient fleet as the end-of-life vehicles are replaced or as their fleets expands.

In New Zealand a review of service levels, and a reduction in the number of deliveries in response to COVID and increasing costs, has had a positive impact on fuel usage with trucks making fewer deliveries.

Implementation of the strategy to have more depots closer to customers has not only improved service delivery but also assisted in reducing distance travelled. An example of a new depot completed during 2023 for such a purpose was the building at Morwell in Victoria. Bidfood Australia was previously servicing the Gippsland region from the Dandenong warehouse.

The electric truck offering on the market is not yet considered viable for our Australian business as the recent pilot trial of these vehicles showed, due largely to the extensive distances travelled, transporting frozen, chilled, and ambient products in a multi-temp vehicle. New Zealand is trialling electric and hybrid trucks. Should this trial be successful further investment into this fleet will be pursued. It is anticipated these vehicles will be suited for the shorter city routes. New Zealand's national infrastructure is unlikely to be investing in large-scale roll-out of nation-wide vehicle charging stations.

Gas (LPG) usage in the division increased by 56% following the acquisition of a manufacturing business in Taree, NSW (Bayview Seafood). LPG is used in the heating of the oil and the ovens used for cooking.

Australia is the biggest producer of solar power within the group, with currently 17 depots having solar installations supplying 8% of the business' energy requirements in 2023. During the year, five new solar installations led to a 26% increase in non-grid supplied power usage.

Bidfood New Zealand has a solar installation in Auckland, which is currently undergoing significant improvements to install additional solar panels.

Refrigerant scope 1+ emissions contribute only 2% of Australasia's total emissions. All new builds in this division ensure the installation of zero-emission refrigerants such as either ammonia or CO_2. In 2024 New Zealand's existing site at Palmerston North will replace the current aircon gas R404 with the lower-emission R449, reducing the emissions factor of the gas used by the business by 64%. In New Zealand R404a (emissions factor: 3 922 CO_2e per kg) is used for trucks purchased up to May 2019, from then on R452a (emissions factor: 2 141 CO_2e per kg) is being used. Approximately 30% of the New Zealand fleet is still using R404a.

Scope 2

Higher energy costs plus our own environmental agenda resulted in all our new Australasian depots and extensions (page 4) being built according to the latest energy efficient standards. From insulation technology to floor plan design, care was taken to prevent temperature disruptions, goods are picked as efficiently as possible and heat inflow into our cold storage areas is minimised.

Australia has commenced building two new depots in Canberra and Darwin, due to be completed by February and March 2024 respectively. Both depots are twice the size of the current facilities, however, we estimate the electricity usage will be the same due to energy-efficiencies. These improvements include: solar installations; highly insulated refrigeration panels; additional wall insulation in the warehouse; airtight dock pods incorporating high quality dock sealing cushions to ensure less intrusion of non-refrigerated air; and cable provision for electric vehicle charging.

New Zealand recently encouraged its customers to save energy through an article published: "Saving energy and costs in the kitchen". Tips included: small changes that can make a big difference; driving an energy-saving culture in your team; and considering energy when designing your menu.

Scope 3

Waste recycled increased due to improved waste reporting allocations in Australia. In states across Australia and New Zealand single use plastic bans have come into effect. In both jurisdictions we have capitalised on this opportunity by promoting eco-friendly replacements within our product range.

Water usage increased by 33% in Australia due to an increase in manufacturing operations and a rainy first half of the financial year that resulted in trucks being washed more often. The two Australian new builds in Canberra and Darwin will capture rainwater to use for amenities and landscaping.

New solar panels Morrel, Victoria, Australia

AUSTRALASIA continued

Bidfood Australasia's social investment

		2023	2022	% change
Our team				
Total headcount at June 30		4 846	4 478	8
% Female		*28%*	*30%*	
% Disabled		*0%*	*0%*	
Team spread by function				
Warehouse/manufacturing		*45%*	*43%*	
Distribution		*27%*	*24%*	
Selling/marketing		*15%*	*18%*	
Administration		*13%*	*15%*	
Fatalities				
Zero fatalities reported in this division for the past seven years				
Employee investment				
Payroll spend	*(Rbn)*	4,9	3,8	*28*
Training spend	*(Rm)*	9,7	3,9	*149*
Training hours completed	*(hrs)*	28 100	12 101	*132*
Community projects				
Donations	*(Rm)*	14,4	8,0	*80*
Sponsorships	*(Rm)*	6,9	3,8	*82*

New Zealand invested R5,7 million in training in 2023. A Staff Development and HR Manager was appointed in early 2022, which has helped the company to take a more focused approach. The bulk of spend has been on management training, with leaders split in to 3 categories: emerging leaders; new leaders and senior leaders.

Bidfood Australia's donations increased by 144% in 2023 with the majority of funding given to children's charities like Eat Up. Eat up delivers school lunches to vulnerable children in Australia. In 2018 it was reported that one in five Australian children experienced food shortages. We provide free space in our cold storage for the charity to use. Other charities supported include Day for Daniel, Kickstart for Kids, and Smith Family charity.

Bidfood Poland and Bidfood New Zealand worked together to donate and supply produce (20 000 kilograms) to residents of Kharkiv, Ukraine. Distributing food to over 5 000 citizens in the city.

Bidfood UNITED KINGDOM

Significant ESG events in 2023

- The UK has experienced record energy and fuel price hikes, high inflation particularly on food, and consistently rising interest rates. Higher interest rates are starting to impact the wider public as low rate fixed deals are coming to an end. Many mortgage deals are now in excess of 7%, this has impacted consumer confidence and is expected to further impact consumer spending.
- There has been regular strike action across many employment sectors.
- Labour shortages are improving. National statistics office commented "When comparing May to July 2023 with the same time last year, total vacancies decreased by 20%". The food service sector was specifically mentioned as having one of the largest impacts. People are one of the five pillars of Bidfood UK's vision and the emphasis placed on employee wellness has assisted in staff attraction and retention.

Bidfood UK's growth and investment

		2023	2022	% change
Divisional total carbon emissions*	*tCO_2e*	76 794	72 810	*5*
How we measure ourselves:				
Bidcorp carbon emissions efficiency ratio**	*(CO_2e per R1k)*	2,04	2,14	*(5)*
Divisional performance results				
Revenue	*(Rbn)*	51,4	37,8	*36*
Trading profit	*(Rbn)*	1,9	1,5	*25*
Divisional manufactured capital				
Depots	*(m²)*	250 498	216 293	*16*
Vehicles	*(#)*	2 373	2 243	*6*
Delivery vehicles	*(#)*	2 018	1 796	*12*
% electric delivery vehicles	*(%)*	*0,0%*	*0,0%*	
Passenger vehicles	*(#)*	355	447	*(21)*
% electric passenger vehicles	*(%)*	*0,3%*	*0,0%*	
Divisional capital investment into:	*(Rm)*	1 159	565	*105*
Depots		*55%*	*62%*	
Vehicles		*36%*	*24%*	
IT hardware and software		*9%*	*14%*	

* *2022: UK total emissions have been adjusted downwards, 58 tCO_2*

** *2023's carbon emissions efficiency ratio is inflation adjusted*

Bidfood UK continues to innovate and advance in their emission reduction efforts. Most of the key risks identified by the UK risk committee relate to the transitioning to a lower carbon economy, rather than focus on the physical effects of climate change. Technology had been identified as a key tool to managing climate risks. As an example the team is piloting a product carbon measurement system that will use artificial intelligence to help compute the individual footprints of their product range.

View our video
Bidfood Glasgow – a bird's eye view of our new depot

UNITED KINGDOM continued

The acquisition of Thomas Ridley and Harvest Fine foods, as well as new developments in Wolverhampton, Bedford, and Glasgow have increased the depot size occupied by 16% .

Short supply and long lead times of delivery vehicles continues to be an issue for our UK team. The decrease in passenger vehicles owned is due to the winding down of the company car scheme.

A highlight of the year was the completion of phase one of Bidfood UK's solar project. Solar panels have now been installed at Paddock Wood, Nottingham, Salisbury, Liverpool, and Worthing. Taking the division's solar installations from one at the start of the year to six at yearend.

Bidfood UK's carbon footprint

		2023	2022	% change
Total emissions	*(tCO_2e)*	**76 794**	72 810*	*5*
Scope 1 – Direct emissions – Fuel, gas and solar	*(tCO_2e)*	**56 271**	51 610	*9*
Fuel	*(kilolitres)*	**21 046**	18 920	*11*
Gas	*(tonnes)*	**174**	174	*0*
Non-grid electricity	*(kWh)*	**1 588 798**	710 797	*124*
Scope 1+ – Direct emissions – Refrigeration and aircon gas	*(tCO_2e)*	**7 557**	7 032	*7*
Refrigeration and aircon gas	*(tonnes)*	**3,5**	4,1	*(15)*
Scope 2 – Indirect emissions – Purchased electricity	*(tCO_2e)*	**12 659**	13 848	*(9)*
Grid electricity	*(kWh)*	**61 130 841**	65 220 814	*(6)*
Scope 3 – Indirect value chain activities – Waste and water	*(tCO_2e)*	**307**	320*	*(4)*
Food waste reused	*(tonnes)*	**838**	1 478	*(43)*
Waste recycled	*(tonnes)*	**12 241**	13 601	*(10)*
Waste to landfill	*(tonnes)*	**35**	14	*150*
Water	*(kilolitres)*	**159 063**	158 138	*1*

* *2022: UK total emissions have been adjusted downwards, 58 tCO_2 due to reallocation of waste between waste recycled and waste to landfill*

Scope 1

Fuel consumption has increased as result of higher sales. A fleet-specific steering group has been established to review advancing technology available in vehicles and to identify potential solutions available. Most of the older depots do not have the capacity to power electric vehicles (EV) but new sites will include EV charging stations.

Phase one of the UK's solar installation project has led to a 124% increase in non-grid power generation, from the additional five installations. Phase two solar installations will commence post-yearend, with an estimated investment of up to R187 million for 17 sites. Historically solar had a nine-year payback, with rising energy costs, this has shortened to two years. Solar at UK sites should provide 20% of the power that these site's need and unused power will be fed back in to the grid.

60% of scope 1+ (refrigerant and aircon gas) emissions in our UK division is linked to truck refrigeration. A study early in the new financial year will look at reducing these emissions. In our depots CO_2 is the preferred refrigerant. The cost viability of changing gas types for existing systems is considered on a case-by-case basis. The plan for now is to keep on top of maintenance to prevent leakage and to have strong systems in place to detect leaks. The new Gateshead site, to be completed in 2024, has budgeted R48,9 million for an energy efficient CO_2-based refrigerant system.

Scope 2

Grid electricity usage decreased by 6% despite a 16% increase in depot size. Increased solar power capacity assisted, additionally energy-saving initiatives and structural improvements made a difference. As an example the installation of LED lighting was completed at eight sites in 2023.

Post-yearend our UK operations will undertake an ESOS energy audit, an advantage of the process will be the recommendations made to reduce energy consumption going forward.

A recent Bidfood UK article discussed energy saving in commercial kitchens. Tips included:

- Don't turn on all equipment when arriving in the morning. Switch equipment on when needed and turn off when not in use
- Do not overload fridges and freezers, ensure ventilation panels are clear, and check food entry is at correct temperature
- Think about what you are cooking – can you share the oven to cook more items at the same time?
- Fully load dishwashers – they use the same power whether washing one plate or more
- If fridges only store fizzy drinks, turn them off after hours

Scope 3

Waste and water related emissions are down year-on-year, as the UK continues to focus on reducing waste and takes steps to be as water wise as possible.

Bidfood UK has made great progress in limiting its plastic usage for caged deliveries. By converting to 5,5 micron film, depots can now use a four-sided cage alternative, negating the need for pallet wrap on caged deliveries. The plan is to phase out two-sided cages in the next few years.

Own Brand corrugated cases and trays are 100% recyclable, and PVC and polystyrene have been removed from the range of packaging products.

Water scarcity due to climate change is a global concern. The UK imports approximately 75% of its fruit so water shortages elsewhere could impact supply. To help mitigate this risk Bidfood UK has engaged and provided funding support to The Waste and Resources Action Programme (WRAP). WRAP looks at improving the sustainability of water sources in southern Spain, a key fruit growing area.

Rainwater harvesting is in place at the Cannock and Paddock Wood depots. Truck wash water is recycled at Nottingham, Bicester, Paddock Wood, Manchester, Slough, Wakefield, Chepstow, Liverpool, and Worthing.

Our operations are in the early stages of quantifying the supply chain emissions linked to their products. The initial project stage includes a supplier materiality vs maturity questionnaire and has been issued to 254 suppliers asking questions to establish their carbon journey to date. Focus will then be placed on collaborative discussions to ensure less mature suppliers accelerate their maturity (baselining, net zero targets, life cycle/product level data, and related reduction initiatives).

Sustainable sourcing is a priority to assist in ending deforestation, ensuring animal welfare, and protecting bio-diversity. Examples of efforts by our UK operations include:

- committing to sourcing fish and seafood responsibly, and being members of the Sustainable Seafood Coalition (SSC), aligning with the two voluntary codes of conduct;
- developing and recently updating their animal welfare, palm oil, and soy policies; and
- being a member of the UK Roundtable on Sustainable Soya.

Waste Management Manchester depot

UNITED KINGDOM continued

Bidfood UK's social investment

		2023	2022	% change
Our team				
Total headcount at June 30		**7 369**	5 916	*25*
% Female		***21%***	*22%*	
% Disabled		***0,0%***	*0,3%*	
Team spread by function				
Warehouse/manufacturing		***41%***	*36%*	
Distribution		***31%***	*34%*	
Selling/marketing		***11%***	*13%*	
Administration		***17%***	*17%*	
Fatalities				
Zero fatalities reported in this division for the past seven years				
Employee investment				
Payroll spend	*(Rbn)*	**6,3**	5,0	*26*
Training spend	*(Rm)*	**9,8**	9,8	–
Training hours completed	*(hrs)*	**159 019**	166 992	*(5)*
Community projects				
Donations	*(Rm)*	**0,9**	3,7	*(77)*
Sponsorships	*(Rm)*	**0**	0	

As our volumes improved and new depots and bolt-on acquisitions came on board, our staff numbers increased. The increase was proportionally higher in the warehouse and manufacturing functions. In a tight labour market employee satisfaction is pivotal to a company's ongoing success. Bidfood UK won the Health and Wellbeing category at the Employee Experience Awards in May 2023.

Examples of employee support initiatives include:

- delivering financial planning, coaching and further education support for employees;
- a national roll-out of the onsite physio programme following the success in the current sites. To date, eight sites are on boarded on the programme; and
- fresh fruit will be available at all depots via the UK's Oliver Kay offering.

Bidfood UK has refreshed and relaunched the sustainability coordinator programme which is made up of employees working together in "People and Planet Teams". Coordinators organise fundraising activities, encourage food waste reduction and recycling activities, look for changes they can make at the depots to be more eco-friendly, and share information within the teams.

Our UK operations are developing a diversity strategy. The starting point is to get employees to complete a census to understand the current blend of people within the organisation. In June 2023 a PRIDE campaign was run. Going forward, opportunities to celebrate our differences will be sought where possible in an effort to create a sense of belonging to all employees.

Every year a gender pay gap report is published by Bidfood for our UK operations. We are committed to gender equality in our business and continue to take action to improve it. Some of these activities undertaken include:

- making sure our approach to pay is fair by conducting regular internal and external salary checks, as well as using proven, robust job evaluation technology to regularly review and update job descriptions;
- continuing our work as a corporate sponsor of Catalyse Change, a social enterprise that aims to equip girls and young women with the confidence and skills for 'healthy, happy and green' communities, careers and planet; and
- continuing menopause support by training people in menopause mentor roles, and sharing toolkits for line managers and employees to help raise awareness.

Bidfood in the UK has also twinned (funded) 63 toilets to date, providing a much improved quality of life for the beneficiaries. Access to clean water and sanitation as represented by SDG 6 is supported through the Tanzanian project highlighted on page 8.

Bidfood EUROPE

Significant ESG events in 2023

- Higher interest rates and a widening gap between real wages and the rising cost of living is slowing GDP growth across Europe. Our businesses have done well despite the less favourable macro-economic climate, gaining market share.
- Labour and supply chain shortages continue to be an issue. Although our companies are reporting a slight easing of these constraints.
- The Russian invasion of Ukraine is ongoing causing an element of instability in the region and bringing an influx of refugees. Our Polish operations in particular have been impacted.
- In May 2023 heavy storms wreaked havoc in the northern Italian region of Emilia-Romagna, causing severe flooding and landslides. Our branch in Savio was submerged under one meter of water. Our employees shoveled water, mud and ice to ensure that the branch returned to normal as soon as possible. After three weeks, the branch was partially operational and then slowly resumed all activities.

Bidfood Europe's growth and investment

		2023	2022	% change
Divisional total carbon emissions*	*tCO_2e*	**97 758**	92 870*	*5*
How we measure ourselves:				
Bidcorp carbon emissions efficiency ratio**	*(CO_2e per R1k)*	**1,88**	2,06	*(9)*
Divisional performance results				
Revenue	*(Rbn)*	**69,5**	50,1	*39*
Trading profit	*(Rbn)*	**3,7**	2,4	*34*
Divisional manufactured capital				
Depots	*(m^2)*	**596 625**	573 993	*4*
Vehicles	*(#)*	**2 965**	2 686	*10*
Delivery vehicles	*(#)*	**1 937**	1 761	*10*
% electric delivery vehicles	*(%)*	***0,6%***	*0,2%*	
Passenger vehicles	*(#)*	**1 028**	925	*11*
% electric passenger vehicles	*(%)*	***6,4%***	*1,9%*	
Divisional capital investment into:	*(Rm)*	**1 393**	1 017	*37*
Depots		***63%***	*71%*	
Vehicles		***31%***	*22%*	
IT hardware and software		***6%***	*7%*	

* *2022 Netherlands diesel consumption was adjusted downwards, reducing scope 1 emissions by 1 934 tCO_2e*

** *2023's carbon emissions efficiency ratio is inflation adjusted*

Our European operations had a good year with a 27% increase in constant currency sales. The related increase in emissions was minimal. Environmental capital investment during the year included the following highlights:

- the Czech Republic R27,8 million on solar installations;
- Netherlands spend of R218 million on the New Zierikzee site (more detail given on page 4); and
- Belgium spend of R18,6 million on upgrading their refrigeration at their Brussels facility switching from R404a to CO_2.

Laws and regulations in Europe are placing attention on changes to create a greener economy and our operations are keeping pace with these changes. Both in terms of their infrastructure and in terms of the values and strategic principles underlying their businesses. Our Belgium operations, for example, had four key themes in 2023 with sustainability being one of them, stating 'Sustainability is reflected in the way we think and act on a daily basis.' They have posted articles on supplier environmental initiatives and have included green concepts in their quarterly customer training sessions.

Our commitment to environmental sustainability
Bidcorp ESG report
Divisional ESG reports
Reporting frameworks

EUROPE continued

Bidfood Europe's carbon footprint

		2023	2022	% change
Total emissions	*(tCO_2e)*	**97 758**	92 870*	*5*
Scope 1 – Direct emissions – Fuel, gas and solar	*(tCO_2e)*	**43 379**	42 362*	*2*
Fuel	*(kilolitres)*	**14 379**	13 962*	*6*
Gas	*(tonnes)*	**1 552**	1 784	*(13)*
Non-grid electricity	*(kWh)*	**4 175 517**	4 573 301	*(9)*
Scope 1+ – Direct emissions – Refrigeration and aircon gas	*(tCO_2e)*	**8 567**	7 569	*13*
Refrigeration and aircon gas	*(tonnes)*	**4,3**	9,0	*(52)*
Scope 2 – Indirect emissions – Purchased electricity	*(tCO_2e)*	**44 093**	41 769	*6*
Grid electricity	*(kWh)*	**108 700 116**	99 724 993	*9*
Scope 3 – Indirect value chain activities – Waste and water	*(tCO_2e)*	**1 719**	1 170	*47*
Food waste reused	*(tonnes)*	**361**	323	*12*
Waste recycled	*(tonnes)*	**6 120**	4 376	*40*
Waste to landfill	*(tonnes)*	**3 345**	2 239	*49*
Water	*(kilolitres)*	**210 572**	207 925	*1*

* *2022 Netherlands diesel consumption was adjusted downwards (716 428 litres) reducing scope 1 emissions by 1 934 tCO_2e*

DAC truck, Italy

Barcelona solar installation

Scope 1

Scope 1 emissions in particular assisted Europe in improving their calculated carbon emissions efficiency ratio. Improved fuel efficiencies were led by the Netherlands and Belgium. The Netherlands spent R175 million in 2023 to update the fleet, purchasing both more fuel-efficient cleaner diesel trucks and electric trucks. Bidfood Belgium purchased 11 trucks for its Kruibeke depot that use compressed natural gas. In addition it has an ongoing project for the installation of 23 charging points for company cars spread over five sites and will be moving towards hybrid and electrical cars where possible. Taxation on company cars in Belgium is changing in 2023 and encourages fully electric vehicle adoption. Spain tested electric vans or mini trucks during the year to do short distance deliveries but have decided not to proceed with further trials. Similarly Italy has experienced similar limitations in the use of electric trucks due to limits in the distance that could be travelled between recharging.

Plans to improve our vehicle carbon footprint in Europe:

The Netherlands	Electric trucks to grow to 7% of its total fleet 31 units in 2024 (currently 11) Electric passenger vehicles to grow to 31% of its total fleet 61 units in 2024 (currently 41) In 2024 R14,8 million will be invested in additional charging stations
Belgium	Will be acquiring two small electric trucks (9T) for their Brussels facility in last half of 2023.The pros and cons will be assessed, and a decision will be made on purchases for additional sites
Baltics	There is a plan to buy two new LNG-fuelled trucks for logistics, not diesel
Spain	In the medium term (three to five years) the aim is for electric passenger vehicles to be 85-90% of the fleet Has started to use electric refrigeration on their trucks (old systems are diesel powered). Their Barcelona and Madrid depots have charging stations for these units

The overall decrease in solar in 2023 was due to Italy recording 1 282 483 less kilowatts in 2023. The decrease was linked to the installation at Savio which is a leased site. Power generated is controlled by the landlord who during the year often sold the power back to the grid rather than allowing Bidfood to pay for its use. Maintenance and repair work due to the heavy storms in May further reduced output. A new solar project at our Flero depot should assist DAC post-yearend, it should provide savings of circa €1 000 per day when the sun shines. The Netherlands, Czech Republic, and Spain all increased their solar production in 2023. The Czech Republic is planning to install five new solar systems (estimated spend R47 million) in 2024. Doubling their output to 1,7 million kilowatts, being 4% of total energy consumed. Poland has planned their first solar installation at Poznan, which if successful will roll out to other depots.

Emissions relating to refrigeration were up 13%, Poland was the largest contributor (33%), followed by the Netherlands (31%). Both use high emission refrigeration gasses (R404a and R507a). Europe has implemented regulations in the beginning of 2020 prohibiting the use of R507 and R404a refrigerant gases in new builds. Recycled use of these refrigerants for maintenance purposes is permitted until the end of 2030. Our operations have started to act:

- Gas replacements and transitions include:
  - Belgium is completing a project at their Brussels facility switching from R404a to CO_2
  - Netherlands had switched from R507a to CO_2 at its Hengelo and Helmond sites
  - Poland is replacing R404a with R448a and R449a
  - Portugal is building two new depots in 2024 (in Lisbon and Porto), the refrigeration systems will be run using CO_2

EUROPE continued

Scope 2

Grid power usage was up by 8% in Europe but the linked emissions only increased by 6%, relatively more electricity was used by countries with cleaner power. In May 2023 the Netherlands electricity supplier (Nieuwe Stroom) started to offer clean energy with an emissions factor of zero. Our operations have switched where possible and in 2024 anticipate this new source should supply 85% of their energy needs – with onsite solar and normal grid supplying the remaining 6% and 9% respectively. Going forward this will significantly impact Netherlands overall emissions as scope 2 grid emissions accounted for just under 30% of their total carbon emissions in 2023.

Scope 3

Waste generated was up across all categories as sales volumes increased. The percentage of waste-to-landfill of total waste fell from 32% to 30%.

Pier 7 (our German operation) has focused on reducing stock losses in 2023, the cause of previous losses were reviewed and process improvements were implemented resulting in 60% decrease in inventory write offs and reducing the percentage of inventory losses to net sales to 0,38%, being an acceptable level.

Bidfood Spain is carrying out a joint study with Espigoladors to see if they can identify ways to minimise waste which would include finding alternatives to reuse waste of all categories. This is a six-month programme with findings and next steps to be reported in the first half of 2024.

Netherlands HorecaFeest

Czech Gastrostudio

DAC donations to Ukraine

Bidfood Europe's social investment

		2023	2022	% change
Our team				
Total headcount at June 30		8 539	7 803	9
% Female		*26%*	*28%*	
% Disabled		*1,4%*	*1,1%*	
Team spread by function				
Warehouse/manufacturing		*43%*	*44%*	
Distribution		*26%*	*24%*	
Selling/marketing		*20%*	*16%*	
Administration		*11%*	*16%*	
Fatalities		–	3	
Employee investment				
Payroll spend	(Rbn)	8,2	6,0	*37*
Training spend	(Rm)	27,9	24,1	*16*
Training hours completed	(hrs)	42 986	35 978	*19*
Community projects				
Donations	(Rm)	6,3	4,1	*54*
Sponsorships	(Rm)	8,6	4,1	*110*

Employee numbers were 9% up, Germany was an outlier reporting a 14% decrease as it streamlined its operations to improve overall profitability. In the current year no fatalities were reported, all three fatalities in 2022 were linked to tragic road accidents in Europe.

41% of the total group training cost was incurred in Europe, with Netherland spending R18,3 million. They pay for qualifying employees to further their education and run first aid, language, and driving courses. Spain offered gender-based training to assist employees in their understanding of work appropriate behaviour.

In February 2023 Bidfood Poland ran a campaign with the promise that any new registrations on their online platform would result in a sapling being planted. More than 500 trees were planted in May. A great effort in the fight against deforestation.

Sponsorship for the division increased by 110%, Netherlands incurred 95% of total spend. Spend in the prior year was restricted due to COVID.

Expenditure in the current year was mainly due to sport sponsorship and the Zegro acquisition.

Some examples of our sponsorship efforts to promote gender equality include:

- Bidfood Belgium is the proud sponsor of the "National Lady Chef of the year" award
- our Czech Republic business is a sponsor of their employee Lucie Kafkova. She competes at an international level for water skiing and recently came 2nd in the European championship and 6th in the world championship

Lucie Kafkova sponsored by Bidfood

Bidfood Poland's tree challenge

Bidfood EMERGING MARKETS

Significant ESG events in 2023

- February 6 an earthquake struck southern and central Türkiye. The death toll was 50 783. Our Türkiye operations did not have any depots or vehicles that were impacted by the earthquake. Staff were impacted in that many had friends and family members living in the quake area. Our sincere condolences to all that lost loved ones or property. The earthquakes added pressures to an increasingly fragile macro-financial situation. Bidfood Türkiye provided logistical support to the Ministry of Interior Disaster and Management Relief (AFAD) and our vehicles delivered aid to those in need.
- China's economic growth post-COVID has lagged behind the developed world due to a number of factors aggravated by COVID restrictions remaining tougher for longer. Hong Kong has seen an exodus of tourists and citizens. Angliss operations in Hong Kong and China reported decreased revenue (in constant currency) of 9%.
- South Africa's power blackouts worsened in the year, with no foreseeable improvement. The impact on our business and our response is highlighted in more detail on page 4.
- Inflation rates were once again elevated in our Emerging Markets division with Türkiye experiencing the highest inflation rate in the group. The Turkish Lira (TRY) depreciated 33% in last two months (up to June 2023) against the USD. Oil and gas prices increased 80% due to an excise tax increase and TRY devaluation. High volatility of the currency has a direct impact on our gross margins as increasing prices affect our competitiveness on imported products.

Bidfood Emerging Market's growth and investment

		2023	2022	% change
Divisional total carbon emissions	tCO_2e	**89 657**	76 766	*(3,4)*
How we measure ourselves:				
Bidcorp carbon emissions efficiency ratio*	*(CO_2e per R1k)*	**3,35**	2,83	*18*
Divisional performance results				
Revenue	*(Rbn)*	**31,1**	25,9	*20*
Trading profit	*(Rbn)*	**1,6**	1,4	*9*
Divisional manufactured capital				
Depots	*(m^2)*	**372 519**	335 349	*11*
Vehicles	*(#)*	**1 081**	963	*12*
Delivery vehicles	*(#)*	**830**	781	*6*
% electric delivery vehicles	*(%)*	***2,7%***	*2,0%*	
Passenger vehicles	*(#)*	**251**	182	*38*
% electric passenger vehicles	*(%)*	***1,6%***	*0,0%*	
Divisional capital investment into:	*(Rm)*	**433,2**	550,1	*(21)*
Depots		***54%***	*55%*	
Vehicles		***20%***	*21%*	
IT hardware and software		***26%***	*24%*	

* *2023's carbon emissions efficiency ratio is inflation adjusted*

The Emerging Markets division was the only division with a carbon emissions efficiency ratio that did not improve year-on-year. The constant currency increase in sales was less than the increase in emissions. Emissions linked to refrigeration gases were up 102% and were 28% of total reported carbon emissions. Removing the China linked scope 1+ emissions would have resulted in an improved ratio for the division.

The increase in depot size and number of passenger vehicles was due to Türkiye expanding their operations. The warehouse space increased by 24 434 sqms, with three new warehouses in Istanbul, Antalya, and Ankara. Their passenger fleet increased by 47 vehicles.

Bidfood Emerging Market's carbon footprint

		2023	2022	% change
Total emissions	*(tCO_2e)*	**89 657**	76 766	*17*
Scope 1 – Direct emissions – Fuel, gas and solar	*(tCO_2e)*	**24 562**	22 756	*8*
Fuel	*(kilolitres)*	**9 405**	8 534	*10*
Gas	*(tonnes)*	**42**	102	*(59)*
Non-grid electricity	*(kWh)*	**447 274**	474 937	*(6)*
Scope 1+ – Direct emissions – Refrigeration and aircon gas	*(tCO_2e)*	**24 783**	12 242	*102*
Refrigeration and aircon gas	*(tonnes)*	**10,5**	5,5	*91*
Scope 2 – Indirect emissions – Purchased electricity	*(tCO_2e)*	**39 216**	40 833	*(4)*
Grid electricity	*(kWh)*	**65 268 500**	63 303 044	*3*
Scope 3 – Indirect value chain activities – Waste and water	*(tCO_2e)*	**1 096**	935	*17*
Food waste reused	*(tonnes)*	**348**	299	*16*
Waste recycled or incinerated	*(tonnes)*	**379**	317	*20*
Waste to landfill	*(tonnes)*	**1 971**	1 885	*5*
Municipal water	*(tonnes)*	**351 125**	329 251	*7*
Other water	*(kilolitres)*	**6 487**	5 932	*9*

Bidfood Ankara depot

EMERGING MARKETS continued

Scope 1

Emissions linked to fuel were in line with the constant currency revenue increase. Efforts to reduce our vehicle-emissions include:

- Angliss Singapore have installed vehicle monitoring systems in every vehicle to monitor driving behavior and idling time, so as to improve driving efficiency;
- Bidfood Brazil uses only diesel S-10, which has a lower sulphur level, therefore is the best fuel for the environment;
- Bidfood South Africa have introduced electric fridges on their trucks replacing diesel units. They currently have 11 electric units installed and have budgeted for a further 16 in 2024;
- in late August 2023 Türkiye will launch its "Geo Vision" programme, being technology which will assist in traffic modelling to plan the most fuel efficient delivery routes; and
- the 59% decrease in gas usage is linked to our Crown Food Group operations in South Africa. Liquefied petroleum gas (LPG) usage decreased due to better forklift management. Raw materials (pepper and nutmeg) are now purchased in ground form, previously LNG was used to process the products.

Bidfood South Africa has planned to spend just over R40 million in 2024 to install solar at five additional sites. Bidfood South Africa is moving its Johannesburg South facility from Heriotdale to Alberton, the new facility will use ammonia. The old facility was using high emitting R507a.

Refrigeration emissions in leased facilities in Greater China contributed 20 347 tCO_2e of scope1+ emissions. In July 2022 large scale maintenance at the facility in Angliss Shenzhen was undertaken, R404a and R22 gasses were replenished and the related recorded emissions was 11 136 tCO_2e. In January 2023 the refrigeration system in the Maple Tree warehouse in Hong Kong was not functioning efficiently and maintenance was undertaken. The contractor found that valves between the evaporator and compressor systems had leakages and replaced them, refilling the lost gas (R404a) and leading to an additional 4 201 tCO_2e. After these two incidents management implemented a proactive maintenance programme across all leased facilities to address refrigerant leaks. This programme includes increasing the frequency of regular inspections, extending the scope of inspection, and incorporating leak detection activities to identify potential leaks at an early stage.

Management also emphasises the importance of employee awareness and involvement in the process of leak prevention. Regular training sessions are being conducted to educate employees on the significance of leak prevention, proper handling of refrigerants, and identification of potential issues. This empowers employees to promptly report any signs of leakage, allowing for immediate intervention and minimising potential environmental impacts.

Scope 2

Emissions linked to grid electricity were down due to the country usage mix; 3% more electricity was used but the proportion used by countries with higher factors was less. Total South African electricity usage decreased by 14%, as a result of ongoing power blackouts (refer to page 4 for more detail).

Bidfood Southeast Asia has installed five units of high-speed freezer doors in the Singapore depot. These doors minimise temperature variations and include insulated curtains, further assisting in energy conservation.

Scope 3

Bidfood South Africa have invested in a Pandae waste management solution on all major sites. As a result, there are now dedicated areas to sort waste, taking more care to separate the recyclable waste from the waste being sent to landfill.

Bidfood Middle East participated in a panel discussion at the UAE National Dialogue for Food Security conference. The topic was Transitioning to Sustainable Food Consumption Patterns and the objective was to discuss ways to offer sustainable food resources that are affordable, accessible, and available to all.

Angliss releases a quarterly publication "Food Talk" which highlights sustainability stories within their value chain. For example the Autumn issue featured:

- Eatology, a Bidfood customer who provides nutritious meals directly to homes and offices. Eatology's recipes are designed to help users reach their goals, whether that is losing weight, boosting energy levels or staying healthy; and
- Omega Seafood a supplier whose mussels are from sustainably managed brood stocks. The mussels are fed by filtering algae and other plankton, improving the quality of the surrounding water.

Bidfood Emerging Market's social investment

		2023	2022	% change
Our team				
Total headcount at June 30		7 194	6 713	7
% Female		34%	37%	
% Disabled		1,7%	1,7%	
Team spread by function				
Warehouse/manufacturing		29%	31%	
Distribution		18%	18%	
Selling/marketing		28%	28%	
Administration		25%	23%	
Fatalities				
Zero fatalities reported in this division for the past two years				
Employee investment				
Payroll spend	(Rbn)	3,0	2,4	22
Training spend	(Rm)	19,6	16,4	20
Training hours completed	(hrs)	79 005	94 479	(16)
Community projects				
Donations	(Rm)	5,3	3,8	41
Sponsorships	(Rm)	20,1	18,3	9

Our Emerging Market operations are actively engaged within their communities. Some examples include:

- during Ramadan, Bidfood UAE partnered with the UAE Food Bank to distribute Iftar meals to people in need. Bidfood UAE family members volunteered to pack and distribute over 400 Iftar boxes;
- Bidfood Brazil makes regular food donations to the homeless and unemployed. They organised a Christmas Clothing campaign where employees were able to donate clothing for redistribution; and
- Nkosi Haven a children's home in Johannesburg was treated to a delicious lunch prepared by Bidfood South Africa and each child was given a Christmas gift.

The increase in training spend is due to the investment into learnerships in South Africa and participation in the YES (Youth Employment Scheme) programme.

South Africa's Crown Food Group spent R20 million on sponsorships raising awareness of our Own Brand range. Sponsorships include: the Stormers and Blue Bulls rugby teams; Cape Cobras cricket team; and Newlands cricket ground.

Bidfood Middle East providing meals to those in need during Ramadan

Our commitment to environmental sustainability
Bidcorp ESG report
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Bidcorp CORPORATE

Corporate social investment

		2023	2022	% change
Our team				
Total headcount at June 30		**74**	68	*9*
% Female		***34***	*41*	
Employee investment				
Payroll spend	*(Rbn)*	**0,2**	0,1	*51*
Community projects				
Donations	*(Rm)*	**7,1**	4,4	*61*

Due to the decentralised nature of our operations, Bidcorp has a small corporate office, with 68% of the team being employed by either BidOne or Bidfood Procurement Community (BPC).

A R2,1 million donation to assist the victims of the earthquake in Turkey resulted in a 61% jump in corporate donations. The remaining donations were made to South African-based NPOs' with a food and vulnerable persons focus. Selected NPOs are visited and vetted before any funds are distributed. Some examples of our impact during 2023 include:

- Nazareth House in Yeoville, Johannesburg replaced a water boiler system and some much needed maintenance such as:
  - 100 residents (60% elderly and 40% orphans) now have hot water, with the old system, they often went for months without hot water
  - the generator is now working, facilitating the pumping of water during power blackouts
  - the new pumping system is a lot more efficient providing better water flow throughout the facility, previously, residents were left with no water for up to two to three days
- continuing with our monthly donation to Nkosi's Haven a Johannesburg-based children's home. Our donation enables the provision of accommodation, medication, nutritional foods, and other assistance for the nearly 100 children and mothers who are HIV+ and who have made Nkosi's Haven their home. Our corporate team collaborated with Bidfood South Africa to host the Christmas party (page 37) for the children
- assisting Hotel Hope, an orphanage based in Melville Johannesburg, in purchasing a new staff vehicle
- a donation to Witkoppen Clinic in Fourways Johannesburg allocated to their maternal and child health programme, with the aim of assisting their dietician in administering healing through food
- funding projects at a women and children's shelter and elderly care home run by Wings of Inspiration on the Westrand of Johannesburg. Projects included security upgrades, linen purchases, and general maintenance
- our donations assisted the Help Net Fund to open a new home for abused children in Kempton Park, Johannesburg by funding beds, appliances and kitchen essentials

Christmas lunch served by Bidfood, Nkosi's Haven

Reporting frameworks

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Symbol	SDG	Reference
2 Zero hunger	End hunger, achieve food security and improve nutrition and promote sustainable agriculture.	Sustainability report pages 10, 20, 24, 37 and 38
3 Good health and well-being	Ensure healthy lives and promote well-being for all at all ages.	Sustainability report pages 10, 20, 24, 28 and 38
5 Gender equality	Achieve gender equality and empower all women and girls.	Sustainability report pages 11, 20, 28 and 33
7 Affordable and clean energy	Ensure access to affordable, reliable, sustainable and modern energy for all.	Sustainability report pages 3, 4, 11, 16, 18, 21, 22, 25, 26, 29, 30 and 35
8 Decent work and economic growth	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	Sustainability report pages 8, 11, 11, 20, 21 and 25
9 Industry, innovation and infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.	Sustainability report page 4, 8, 11, 16, 21, 22, 25, 26, 29, 30 and 35
10 Reduced inequalities	Reduce inequalities within and among countries.	Sustainability report pages 8, 11, 20, 28, 33, 37 and 38
12 Responsible consumption and production	Ensure sustainable consumption and production patterns.	Sustainability report pages 12, 22, 23, 26, 28, 30 and 35
14 Life below water	Conserve and sustainably use the oceans, seas and marine resources for sustainable development	Sustainability report pages 10 and 26
15 Life on land	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Sustainability report page 3, 8, 26 and 33

To access the reports listed above please refer to our reporting centre

TCFD RECOMMENDATIONS CROSS-REFERENCE TABLE

TCFD recommended disclosure	Reference
GOVERNANCE: Disclose the organisation's governance around climate-related risks and opportunities	
Describe the board's oversight of climate-related risks and opportunities	Sustainability report page 9
Describe management's role in assessing and managing climate-related risks and opportunities	Sustainability report pages 10 to 12
STRATEGY: Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning where such information is material	
Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	Sustainability report page 19
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning	Sustainability report pages 10 to 12
RISK MANAGEMENT: Describe how the organisation identifies, assesses and manages climate-related risks	
Describe the organisation's processes for identifying and assessing climate-related risks	Sustainability report page 10
Describe the organisation's processes for managing climate-related risks	Sustainability report pages 10 to 12
Describe how the processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's risk management	Sustainability report page 10
METRICS AND TARGETS: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Sustainability report pages 10 to 12
Disclose scope 1, 2 and, if appropriate, scope 3 greenhouse gas emissions, and the related risks	Sustainability report pages 18 and 19
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Sustainability report pages 14 and AIR page 25

GLOBAL REPORTING INITIATIVE CROSS-REFERENCE TABLE

Disclosure number	Disclosure title	Reference
General disclosures		
102-1	Name of the organisation	Sustainability report page 46
102-2	Activities, brands, products and services	AIR value creation pages 24 and 25
102-3	Location of headquarters	Sustainability report page 46
102-4	Location of operations	AIR global footprint pages 46 and 47; Operational review pages 21 to 38
102-5	Ownership and legal form	AIR pages 86 and 87; Governance pages 51 to 52
102-6	Markets served	AIR global footprint pages 50 to 67; Operational review pages 21 to 38
102-7	Scale of the organisation	AIR global footprint pages 50 to 67; Operational review pages 21 to 38
102-8	Information on employees and other workers	AIR global footprint pages 50 to 67; Operational review pages 21 to 38
102-9	Supply chain	AIR global footprint pages 50 to 67; Operational review pages 21 to 38
102-10	Significant changes to the organisation and its supply chain	AIR global footprint pages 50 to 67; Operational review pages 21 to 38
102-11	Precautionary principle or approach	AIR value creation pages 24 and 25
102-12	External initiatives	Sustainability report pages 20, 24, 28, 33, 37 and 38
102-14	Statement from senior decision maker	AIR Chairman pages 6 and 7; CEO pages 10 and 11; CFO pages 16 to 19
102-16	Values, principles, standards and norms of behaviour	AIR value creation pages 24 and 25
102-18	Governance structure	Governance page 42 to 45
102-40	List of stakeholder groups	AIR value creation pages 24 and 25 and pages 86 and 87
102-41	Collective bargaining agreements	AIR page 24
102-42	Identifying and selecting stakeholders	AIR value creation pages 24 and 25
102-43	Approach to stakeholder engagement	AIR pages 29 to 43; Governance page 49
102-44	Key topics and concerns raised	AIR page 27
102-45	Entities included in the consolidated financial statements	AFS pages 90 to 92
102-46	Defining report content and topic boundaries	Sustainability report pages 12 and 13
102-47	List of material topics	AIR value creation pages 24 and 25
102-48	Restatements of information	Sustainability report pages 18, 26 and 30
102-49	Changes in reporting	Sustainability report page 14
102-50	Reporting period	AIR cover page
102-51	Date of most recent report	AIR cover page
102-52	Reporting cycle	AIR cover page
102-53	Contact point for questions regarding this report	Sustainability report page 46
102-54	Claims of reporting in accordance with GRI	Sustainability report pages 42 to 44
102-55	GRI content index	Sustainability report pages 42 to 44
102-56	External assurance	Sustainability report pages 1 and 9
Management approach		
103-1	Explanation of the material topic and its boundary	AIR page 3; value creation pages 24 and 25
103-2	The management approach and its components	AIR page 21 to 38; Sustainability report pages 10 to 12
103-3	Evaluation of the management approach	AIR value creation pages 24 and 25
Economic performance		
201-1	Direct economic value generated and distributed	AIR pages 25; Governance page 51
Anti-corruption		
205-3	Confirmed incidents of corruption and action taken	Governance page 2

Disclosure number	Disclosure title	Reference
Anti-competitive behaviour		
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Governance report page 38
Energy		
302-1	Energy consumption within the organisation	Sustainability report pages 4, 18, 22, 23, 26, 27, 30 to 32, 35 and 36
302-2	Energy consumption outside the organisation	Sustainability report pages 4, 18, 22, 23, 26, 27, 30 to 32, 35 and 36
302-3	Energy intensity	Sustainability report pages 4, 18, 22, 23, 26, 27, 30 to 32, 35 and 36
302-4	Reduction of energy consumption	Sustainability report pages 4, 18, 22, 23, 26, 27, 30 to 32, 35 and 36
Emissions		
305-1	Direct (scope 1) GHG emissions	Sustainability report pages 4, 18, 22, 23, 26, 27, 30 to 32, 35 and 36
305-2	Energy incident (scope 2) GHG emissions	Sustainability report pages 4, 18, 22, 23, 26, 27, 30 to 32, 35 and 36
305-3	Other indirect (scope 3) GHG emissions	Sustainability report pages 4, 18, 22, 23, 26, 27, 30 to 32, 35 and 36
305-4	GHG emissions intensity	Sustainability report pages 4, 18, 22, 23, 26, 27, 30 to 32, 35 and 36
305-5	Reduction of GHG emissions	Sustainability report pages 4, 18, 22, 23, 26, 27, 30 to 32, 35 and 36
Effluents and waste		
306-2	Waste by type and disposal method	Sustainability report pages 4, 18, 22, 23, 26, 27, 30 to 32, 35 and 36
Environmental compliance		
307-1	Non-compliance with environmental laws and regulations	Sustainability and Governance reports
Employment		
401-1	New employee hires and employee turnover	AIR page 33
401-3	Parental leave	AIR page 33
Labour/management relations		
402-1	Minimum notice periods regarding operational changes	Governance report page 7
Occupational health and safety		
403-1	Occupational health and safety management system	AIR value creation pages 24 and 25 and page 33
403-2	Hazard identification, risk assessment, and incident investigation	AIR value creation pages 24 and 25; Governance report page 12
403-3	Occupational health services	AIR value creation pages 24 and 25; Governance report page 31
403-4	Worker participation, consultation and communication on occupational health and safety	AIR value creation pages 24 and 25; Governance report page 31
403-5	Worker training on occupational health and safety	AIR value creation pages 24 and 25
403-6	Promotion of worker health	AIR value creation pages 24 and 25
403-7	Prevention and mitigation of occupational health and safety management system	AIR value creation pages 24 and 25
403-8	Workers covered by an occupational health and safety management system	Governance report page 46
403-9	Work-related injuries	Sustainability report pages 20, 24, 28, 33, and 37
403-10	Work-related ill health	Sustainability report pages 20, 24, 28, 33, and 37
Training and education		
404-2	Programmes for upgrading employee skills and transition assistance programmes	Sustainability report pages 20, 24, 28, 33, and 37

To access the reports listed above please refer to our reporting centre

GLOBAL REPORTING INITIATIVE CROSS-REFERENCE TABLE continued

Disclosure number	Disclosure title	Reference
Diversity and equal opportunity		
405-1	Diversity of governance bodies and employees	Governance report page 6
405-2	Ratio of basic salary and remuneration of women to men	Sustainability report page 11
Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	Sustainability report page 28
Freedom of association and collective bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	AIR page 33
Child labour		
408-1	Operations and suppliers at significant risk for incidents of child labour	AIR page 28; Governance report page 38
Forced or compulsory labour		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	AIR page 28; Governance report page 38
Human rights assessment		
412-1	Operations that have been subject to human rights reviews or impact assessments	AIR page 28; Governance report page 38
Public policy		
415-1	Political contributions	Governance report page 38
Customer health and safety		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Governance report pages 31
Marketing and labelling		
417-1	Requirements for products and service information and labelling	AIR page 32
Customer privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance report page 5

GLOSSARY

Bidcorp	Bid Corporation Limited (Bidcorp, the company, or the group)
Carbon dioxide equivalent (CO_2e)	A standard measure used to compare the emissions from various greenhouse gases based on their global warming potential (eg 1 tonne of methane emissions is equivalent to 21 tonnes of carbon dioxide emissions)
Carbon emissions efficiency ratio	Bidcorp has defined a carbon emissions efficiency ratio measure used to assess the progress made by the group and each operation within the group annually against the 2025 target set of a 25% reduction in carbon emissions produced, based off the 2018 baseline, while allowing for the growth of the group year-on-year due to organic and acquisitive expansion. This measure calculates carbon emissions as a percentage of revenue, in each business, in each currency, therefore emissions as a percentage of 1 000 units of revenue in local currency
CUBE	Bidcorp group consolidation tool, used to consolidate financial and non-financial information, gathered from each operating and reporting entity within the group
DEFRA	The Department for Environment, Food and Rural Affairs is the government department responsible for environmental protection, food production and standards, agriculture, fisheries and rural communities in the United Kingdom of Great Britain and Northern Ireland
EBIT	Earnings before interest and tax – total earnings before provisions are deducted. This measures a company's performance and is often used in preference to net profit as it excludes the effects of borrowings and tax benefits and adjustments
ESG	Environment, social and governance matters, standards and reporting in line with recommendations of global guidance, TCFD requirements, King IV and GRI standards
GHG	A greenhouse gas is a gas that absorbs and emits radiant energy within the thermal infrared range, causing the greenhouse effect
Group	Bidcorp group, consolidating all subsidiaries (see 2023 AFS Note 12.3)
Lost-time injury (LTI) and lost-time injury frequency rate (LTIFR)	A lost-time injury (LTI) is an injury or illness that results in an employee being unable to work a full scheduled shift (other than the shift during which the injury occurred). LTIFR refers to lost-time injury frequency rate, the number of lost time injuries occurring in a workplace per 1 million hours worked
kWh	Kilowatt hours is a unit of measurement for electricity use, referring to the amount of electricity needed to supply power to 1,000 homes for 1 hour
Own Brands	Also known as home brands or private label products, owned by the group and trademark registered
Scope 1 emissions	Direct greenhouse gas emissions from sources owned or controlled by the company, such as combustion facilities (eg generators) and combustion of fuels in company-owned or company controlled transport (eg cars and trucks)
Scope 1+ emissions	A Bidcorp defined measure to separate out the gasses used for cooling and refrigerants. This scope meets the definition of the Scope 1 emissions but is only for air conditioning and refrigeration gases used by the operations in the group
Scope 2 emissions	Includes the indirect greenhouse gas emissions from the use of purchased national-grid supplied electricity and power generation. Purchased electricity or power is defined as that which is bought or otherwise brought from an external source, to be consumed in the organisational boundary of the entity
Scope 3 emissions	Other indirect greenhouse gas emissions that are a consequence of a company's activities, but that arise from sources that other entities own or control. Scope 3, like scope 2, is a category of indirect emissions and covers all other indirect emissions from sources that are not owned or controlled by a company, but that occur as a result of its activities (eg emissions from waste disposal to landfill)
Sustainable Development Goals (SDGs)	17 global goals set by the United Nations in 2015 to define global sustainable development priorities and aspirations for the planet
TCFD	Task Force on Climate-related Financial Disclosures (TCFD), created by the Financial Stability Board, to standardise and improve the reporting of climate-related information

ADMINISTRATION

Directors

Chairman: S Koseff

Lead independent director: NG Payne

Independent non-executive directors: T Abdool-Samad, PC Baloyi, B Joffe, KR Moloko, CJ Rosenberg*, H Wiseman*

Executive directors: BL Berson* (chief executive officer), DE Cleasby (chief financial officer)

** Australian*

Bid Corporation Limited

(Bidcorp or the group or the company)
Incorporated in the Republic of South Africa
Registration number: 1995/008615/06
Share code: BID
ISIN: ZAE000216537

Company secretary

Bidcorp Corporate Services (Pty) Limited
Represented by AK Biggs and L Roos

Registered office and postal address

Bid Corporation Limited
2nd Floor North Wing, 90 Rivonia Road
Sandton, 2196

Bankers

Absa Bank Limited
ASB Bank Limited
Bank of China Limited
Barclays Bank Limited
BNP Paribas Fortis
Ceskoslovenská obchodni banka, a.s (CSOB)
Commonwealth Bank of Australia Limited
Fortis Bank Polska SA
Hang Seng Bank Limited
HSBC Bank plc
Internationale Nederlanden Groep (ING)
Nedbank Limited
The Royal Bank of Scotland Group Plc
The Standard Bank of South Africa Limited
Standard Chartered PLC
UBI Banca

Legal advisers

Baker & McKenzie
Edward Nathan Sonnenbergs

Transfer secretaries

JSE Investor Services (Pty) Limited
19 Ameshoff Street, Braamfontein
Johannesburg, 2001

Sponsor

The Standard Bank of South Africa Limited
30 Baker Street, Rosebank, 2196

Independent auditor

PricewaterhouseCoopers Inc.
Registration number: 1998/012055/21
Waterfall City, 4 Lisbon Lane, Jukskei View
Midrand, 2090

THE OAK TREE GROUP