



Our people

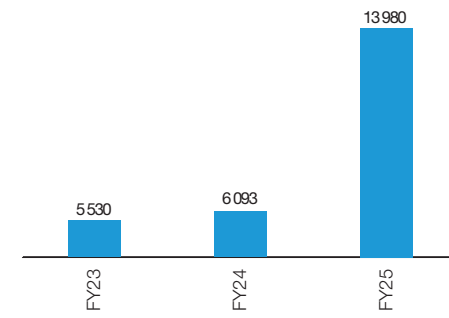
Bidvest's health journey | From support to life-changing care

Bidvest remains committed to the holistic well-being of its employees. In response to limited healthcare access, particularly among lower-income earners, Bidvest launched a Group-wide medical insurance programme in partnership with Kaelo. Informed by employee feedback, the initiative offers affordable access to private healthcare, including preventative and day-to-day benefits such as GP consultations and pharmacy services.

As of 2025, over 12 000 employees and 2 000 dependants are enrolled, with expansion planned to reach approximately 25 000 employees. This programme demonstrates Bidvest's people-first approach and its role in advancing equitable access to essential services.

Patience Hlongwane, an employee at BidAir Cargo, faced every parent's nightmare when her 13-year-old son suffered a dislocated hip during a school rugby match that required urgent surgery. *"I called Kaelo and was relieved to hear the pre-authorisation was granted to cover the operation. In total, Kaelo covered R75 000 for my son, and I had only joined Kaelo three months earlier."*

Employees  and dependants onboarded



 **75 000+** claims
FY25

 **831** lives improved through chronic disease management and medication

Ambition: onboard **25 000** employees

Help provided in  **660** medical emergencies

Bidvest CEO Mpumi Madisa says it best: *"By listening to our people, understanding their needs, and acting with purpose, we've delivered a solution that supports our employees and transforms their lives."*

Caring for the Bidvest family

Measuring performance

Topic	Our aim	We will	Measurement	FY2019 base	FY2025 target	FY2025 actual
Diversity	To be an inclusive employer with females at all levels making up 45%, and African people representing 50% of the SA businesses' management by 2025	We will actively manage gender and race appointments per level from middle-management and upwards	Gender split per management level; % vacancies filled by black people Total employees: Female African (SA only) Gender and race split at top, senior and middle-management; % appointments Female Appointments – female African (SA only) Appointments – African	45%	45% 50%	44% 84%
Occupational hygiene & safety	Provide safe working environment by reducing workplace injuries by 5% per annum	Reduce workplace injuries, both serious and non-serious Implement learnings from particular incidents & regular training	LTIFR rate & fatalities; % own and client facilities audited to labour code of conduct or certified for safety Fatalities Health & safety training hours/number of employees	1.92 4	-5% (annually)	1.00 8
Wellbeing	Protect and enhance livelihoods and wellbeing of our employees	Support employees through enterprise wide employee wellness programme and initiatives Continuously develop the skills of our employees and in industries in which we operate	# employees that participated # learnerships, internships and apprenticeships			111 792 registered 5 840 participants; 912 absorbed
Labour practices and human rights in our own operations and supply chain	To protect and advance livelihoods	Protect and treat our own people fairly Engage with tier 1 suppliers to ensure that they have adopted the commitments described in our Supplier Code of Conduct (industry standard or equivalent labour assessment)	# lost CCMA cases % international and multi-national suppliers being compliant as measured by self disclosure; Major non-conformances during the year and corrective action rate			26 83%
Supply chain transformation	To support local businesses in their growth aspirations	Source locally from B-BBEE compliant suppliers. Goal is >90% sourcing from local suppliers with a Level 4, or better rating, by 2025	% local procurement from compliant suppliers	50%	>90%	87%

FY2025 target: **Green** – met/exceeded target; **Orange** – on track to meet; **Red** – focus needed to meet

Driving positive change through partnerships and social dialogue

We recognise that people are the enabler of our business and a critical resource that needs to be empowered. As one of the largest employers in SA, where inequality and unemployment, particularly among youth is widespread, we are intentional in our interventions for our people, their multiple dependants, and the broader community. We seek to drive positive change through partnerships and social dialogue.

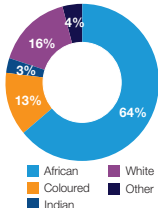
In line with SDGs aimed at good health and wellbeing and gender equality, the Group is committed to providing a safe and healthy workplace with equal opportunities conducive to learning and personal development. The social element of ESG is of particular importance to Bidvest as it is one of the largest private sector employers, touching multiple sectors and communities. Furthermore, through its operations, the Group continues to promote and offer out-of-home hygiene and integrated facilities management services in order to support safe and healthy occupational environments.

The Group is proud to be a deep-rooted corporate citizen in SA, as it is highly engaged in community and human capital development activities and supporting local businesses. This affords us the opportunity to operate, do business in and draw skills from the communities in which we operate. An exciting consequence of a growing organisation is that job creation becomes endemic. During FY2025, 3 700 more people joined the Bidvest family.

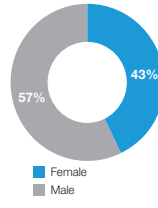
Transformation, diversity and employment equity

Our people form the backbone of Bidvest. The diversity of people's backgrounds, age, race, gender, religion, skills and experience undoubtedly contributes to a Bidvest that is relevant, innovative and future-fit. Our focus remains on advancing inclusion, diversity and equality.

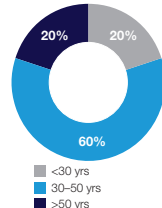
Permanent Race



Gender



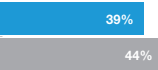
Age



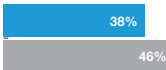
Board and Executive committee



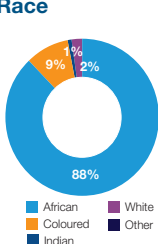
Female representation SA



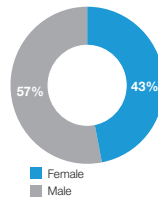
International



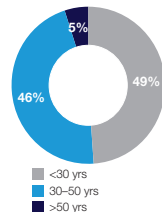
Temporary Race



Gender



Age



Board

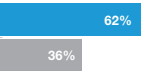


Executive committee



SA race representation

Management



Non-management



91% permanent

16% staff turnover

9% temporary

1 879 otherwise-abled employees

38% of employees belong to unions/bargaining councils

Caring for the **Bidvest family** continued

Management control

Post the integration of BIC and Consolidated, BICC have resubmitted their Reconciliation Action Plan outlining the pathway to make a meaningful and quantifiable contribution towards reconciliation between Indigenous Australians and Australians from a non-indigenous cultural background.

Diversity is high on the agenda and the tone is set from the top. In SA, the focus is on race and gender diversity whilst in the UK, Ireland and Australia gender diversity is key to addressing the low levels of females in the workplace, especially in leadership roles. The aim is to have female representation at 45% at all levels, with at least 50% in our international operations. To achieve these objectives, appointments at management level are receiving deliberate attention and measured quarterly.

Country appropriate demographic targets are set in the international operations. The aim is to have 50% African representation in the SA operations.

In SA, at middle, senior and top management levels 37%, 27% and 24% are African, respectively. Women represent 40%, 36% and 35%, respectively, at the three management levels

Whilst the increase in the representation of African people and females across all three levels of management over the past five years is positive, we are cognisant that more work is needed to transform and create a leadership team that is representative of the SA demographics.

LEVEL	AM	AF	CM	CF	IM	IF	Total	WM	WF	Total
EAP	43.1%	37.6%	4.8%	4.2%	1.6%	1.0%	92.3%	4.2%	3.5%	7.7%
Top										
25-Jun	11.1%	13.2%	4.7%	3.4%	10.7%	6.8%	50.0%	38.0%	12.0%	50.0%
21-Jun	5.8%	5.2%	5.9%	4.9%	10.1%	9.7%	41.6%	45.1%	13.3%	58.4%
Senior										
25-Jun	14.0%	13.4%	6.5%	3.0%	12.5%	5.5%	54.8%	30.9%	14.3%	45.2%
21-Jun	9.3%	6.3%	8.3%	3.0%	13.4%	5.1%	45.4%	38.4%	16.2%	54.6%
Middle										
25-Jun	25.2%	14.0%	6.8%	4.7%	8.6%	5.8%	65.0%	19.5%	15.5%	35.0%
21-Jun	24.2%	11.7%	6.6%	4.2%	8.0%	4.7%	59.4%	23.6%	17.0%	40.6%

The inclusion of specific African and female appointment metrics in the short-term incentive scorecards are having our efforts to create more diverse internal pools for promotions. In SA, 39% of the managers appointed were female and 49% were African.

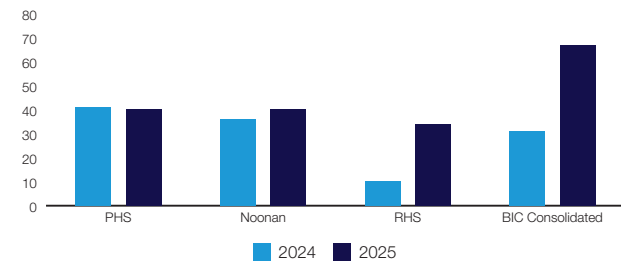
LEVEL	Total Appointments	AM	AF	CM	CF	IM	IF	Total	WM	WF	Internal	External
Directors/Top	34	6	6	2	1	4	4	23	8	3	20	14
Senior	138	38	34	6	3	16	3	100	25	13	42	96
Middle	810	247	179	47	34	62	37	606	106	98	294	516
Total	982	291	219	55	38	82	44	729	139	114	356	626
% of total placements		30%	22%	6%	4%	8%	4%	74%	14%	12%	36%	64%
EAP Target		43.4%	36.6%	4.9%	4.4%	1.7%	1.0%	92.0%	4.5%	3.5%		

59% of SA top management appointments were internal promotions

In our offshore operations, 48% of management appointees were female

65% of all Bidvest Noonan promotions were females, 60% at PHS. This is inclusive of a performance and talent recognition culture

Top and senior management female demographic



No material strike activity

No direct human rights violations

Across the Group, 26 cases were awarded in support of employee grievances at the CCMA, labour court or equivalent processes. This represents a very small proportion of the claims lodged or less than 0.2% of employees leaving the employ of Bidvest companies. The cases lost and settled are reported on in quarterly divisional board meetings. No specific areas of concern were noted.

All the businesses that form part of the Group comply with the local laws that govern labour

Health, safety and wellness

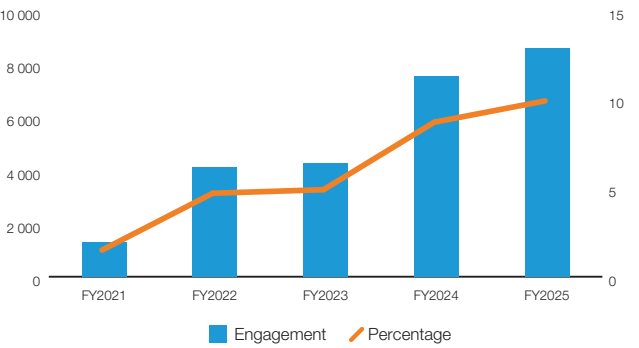
Since its launch in July 2020, the employee wellness programme has continued to demonstrate a strong link between employee wellbeing, organisational culture, productivity, and performance. Employee engagement levels with the programme have increased substantially reaching 8 561 during FY2025 from 1 306 in FY2021.

Key statistics of the programme:

- **531** employees attended the Learning and Organisational Development sessions, targeting enhanced employee confidence, motivation and morale whilst fostering a more positive and productive work environment.
- Managerial utilisation made up 13.3% of cases, equipping managers with tools to support employees on both personal and workplace issues.
- **Main themes:** mental health issues, relationship problems, and personal development.
- **Key behavioural risks:** substance abuse, suicidal thoughts, domestic violence, gambling, bullying, and emotional abuse.
- **4.9%** of total cases, with proactive referrals indicating a supportive leadership culture.
- **Top stress drivers:** largely personal with employees struggling with family relationships, divorce & separation, bereavement and work/life balance issues.

10% employee engagement helped the EWP deliver its intended benefits for both employees and businesses

Employee wellness programme

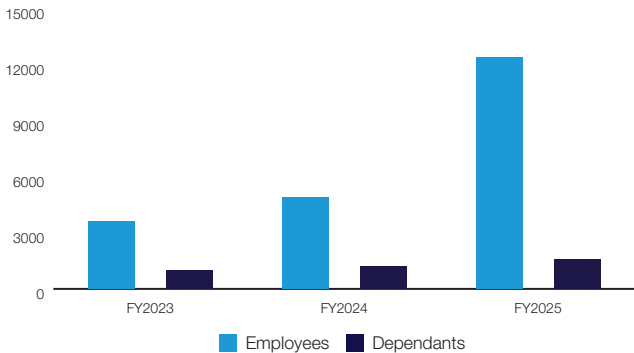


Employees affected by crime-related incidents are supported through active engagement with the SA Police Service, including assistance with arrests and prosecutions where applicable. To maximise access to support, businesses maintain high visibility and communication of employee wellness resources through posters, wallet cards and regular content sharing to encourage employees to use the service.

Caring for the **Bidvest family** continued

During FY2023, the Group embarked on a project to identify, part fund and roll out an appropriate medical insurance programme for the lowest earning employees. This project is making good progress.

Medical insurance



Refer to page 19 for an impact story on the medical insurance benefit.

Our ambition is to have **25 000** qualifying employees enrolled for medical insurance

Bidvest Prestige's employees remain the biggest part of the Group's employee base that and stand to benefit from the programme. The cleaning industry is however, very competitive with labour costs comprising the single biggest input, and most clients are extremely price sensitive. As such we believe that implementing a programme like this must be driven at an industry level to create a more even playing field. Bidvest Prestige has spent the better part of the year driving this agenda and been instrumental in leading the discussions. In the recent weeks the business received the great news that the Registrar of Labour Relations has given approval and signed off on the establishment of an industry bargaining council. Having gained the approvals, the next couple of months will be spent establishing the bargaining council that will be represented by members of industry, the NCCA, trade unions and BCCA officials.

The recommendation is to introduce the proposed benefits at the wage negotiations process so that it becomes part of a main agreement and therefore an industry standard. Until such time, the team will pre-empt discussions with the relevant stakeholders to ensure that everyone is aligned and on board by time the wage negotiation cycle comes around. SATAWU, who are currently the largest union in the industry, supports the initiative.

In an attempt to identify and accommodate people with disabilities, one of the Bidvest divisions embarked on a programme to identify, communicate and educate people with disabilities across the businesses. This included awareness and health activation roadshows and communicating the importance of inclusive hiring and appointment practices. The campaign was delivered in partnership with stakeholders. These efforts have created a more supportive environment, encouraging employees to feel more comfortable disclosing their disability status. Bidvest wants to be a disability confident employer and this ambition has been captured in the Sustainability Framework 2035.

LTIFR and fatalities

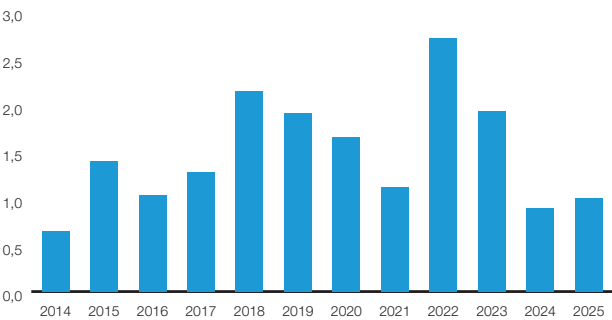
The Group's aim is to provide a safe and healthy workplace. Our businesses have health and safety managers or officers with the requisite qualifications, training, skills and experience. Internal and external health and safety audits are conducted regularly.

The lost time frequency injury rate per 200 000 hours worked (LTIFR) ended the year at 1.0, an unfortunate increase of 11%. Branded Products reported a strong improvement year-on-year while an increased ratio was reported in Freight and Automotive. In Freight, the number of lost time injuries reduced but the hours worked reduced more, resulting in a weaker ratio. The newly acquired businesses in Automotive caused the deterioration. Management is focused on instilling an improved safety culture in these businesses

The importance of employee health and safety practices and reporting has been elevated. The nature of Bidvest's operations, specifically security and route-based services, unfortunately makes fatalities and serious injuries (in the line of duty and road accidents) a harsh reality. Our businesses continue to do everything that they can to mitigate the risk of re-occurrence including but not limited to, ongoing training, regular reviews of Standard operating procedures (SOP), remedial actions and programmes to enhance current skills and competence in the field.

The major injuries reported in Services International mainly related to slip/trip injuries. Vehicle accidents, injuries as a consequence of security protection services and injuries sustained while operating machinery were the main causes reported in Services South Africa, Freight, Branded Products, Commercial Products and Automotive divisions.

LTIFR (200 000 hours)



During the year, we tragically lost eight employees – all of which occurred within the Security business units. Whilst, the high-risk nature of this industry means that such incidents are more likely to occur, they are not taken lightly. Our sincere condolences are extended to their families.

In the unfortunate event of fatalities, companies conduct trauma counselling, risk assessments, introduce new SOP, retrain staff on processes, review the effectiveness of protective personal equipment, and roll out additional awareness interventions such as HSE training, toolbox talks, and driver training. HSE is also a standing board agenda item and many businesses have introduced a safety/wellness minute at the start of every meeting.

There were **826 334, +42%,** health and safety training sessions for employees and contractors

An explicit LTIFR target is incorporated in the Sustainability Framework 2035 as well as the FY2026 incentive scorecards for the first time.

Learning and development

The Group endeavours to continuously develop the skills of its employees, specifically in the industries in which they operate. Established training academies not only meet internal needs but also those of the industries in which the Group operates.

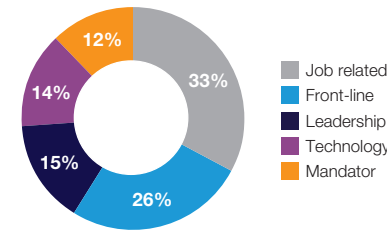
Skills development spend amounted to **R734mn**

Bidvest offered **5 840** learnerships, internships and apprenticeships

912 of these beneficiaries were employed permanently by the Group, post completion of the programme

35% of the total workforce received training

Nature of training



A formalised succession planning programme aimed at strengthening the leadership pipeline across the Group's divisional and subsidiary executive teams was rolled out. This initiative was designed to introduce a formal, structured approach to identifying, preparing and advancing high-potential individuals to step into key leadership roles. Beyond executive and leadership roles, it also addresses succession for critical operational roles and those requiring scarce or specialised skills.

Phase 1 focused on mapping the existing leadership landscape at the top and executive management levels within each division. This foundational assessment was successfully completed across all divisions by the end of May 2025; and

Phase 2 will build on this groundwork by developing detailed Individual portfolios for identified candidates, followed by the formulation of tailored Individual Development Plans.

Succession planning is incorporated in the Sustainability Framework 2035.

Executive programme

Bidvest introduced an executive programme that is made available to the Exco as well as the divisional CFOs. The programme is designed for the individual executive and addresses their specific needs. The programme is by no means academic, but completely customised to suit the specific needs of the individual. Coaching for executives is ongoing with some expanding this initiative and support to their own executive teams. In addition, significant effort has been invested in leadership culture which is refreshing and encouraging.

Global Executive Development Programme

The Bidvest Global Executive Development Programme is a flagship leadership programme designed to cultivate a pipeline of globally minded, adaptive, and resilient leaders within the Bidvest Group. The theme for this year is "GRIT to Lead" and emphasises strategic agility, leading through disruption, integrating ESG principles and driving innovation. Participants engage through a blend of classroom sessions, global immersions, group coaching, executive projects, simulations, case studies and individual assessments. This cohort are candidates for potential succession and promotion into even more senior strategic roles in the Group.

Bidvest Education Trust

The Bidvest Education Trust was established in 2003 as part of the Dinatla empowerment transaction. It is aimed at children of Bidvest employees from previously disadvantaged backgrounds, who fall within a certain income bracket.

A total number of 125 learners will soon complete their school careers and begin the next chapter of their academic and

professional journeys. A consistently strong matric pass rate and university qualification rate remain points of pride and parents continue to utilise and access the extra academic support offered from Grade 10 to matric.

Please refer to impact story on page 28.

2 053 beneficiaries of various bursary programmes across the Group

As an employer, we fully embrace our role and responsibility in addressing the unacceptably high youth unemployment in SA. We therefore invest in skills programmes in addition to our own. Please refer to page 29 for employability programmes facilitated by the Security cluster in Services South Africa.

An increasing number of Bidvest businesses are participating in the YES programme which was launched by the SA Presidency on 27 March 2018 and at Group level, we are involved in several programmes detailed below.

Group projects

These projects fit into our commitment to not only upskill and reskill our own employees and introduce greater diversity into our workforce, but also contribute to building a pipeline of talent and skills that are relevant and meet future needs in the workplace.

Umthombo Tertiary Bursaries

The foundation supports students from rural areas who are studying towards a medical qualification specialising in, among others, medicine, optometry, pharmacy and speech therapy. Bidvest is currently funding 20 students. The objective of the programme is to provide the necessary support to students during their tertiary education years with the aim of returning to the communities from which they come and where there is a shortage of skills in this field. These students are predominantly from rural areas across the country. Among recent graduates:

- Mr. Khumalo, who completed his Pharmacy degree last year, is currently completing his internship training at Hlabisa Hospital in KwaZulu-Natal. As a salaried employee, this marks a significant milestone – not only for his professional development but also as the first step toward lifting himself and his family out of poverty.

Caring for the **Bidvest family** continued

- Ms. Mthethwa, who graduated with a degree in Optometry, has identified a critical gap in her community’s access to advanced eye care. In response, she has enrolled to further her studies in Ophthalmology at Nelson Mandela University, demonstrating both leadership and a deep commitment to community health.

These stories highlight the broader impact of the programme – not only enabling academic success but also empowering students to become change-makers within their communities. In return for their bursary support, students commit to working in their communities for the same number of years it took to complete their qualifications, creating a meaningful cycle of upliftment, service, and lasting impact.

WOZA Matrics Bursary Programme

The programme, launched in response to the educational setbacks caused by the COVID-19 school closures, continues to provide critical support to students pursuing higher education. We committed to support 10 students through their tertiary studies and as of 2025, five students have obtained their tertiary qualification and five remain on the programme.

Procuring local

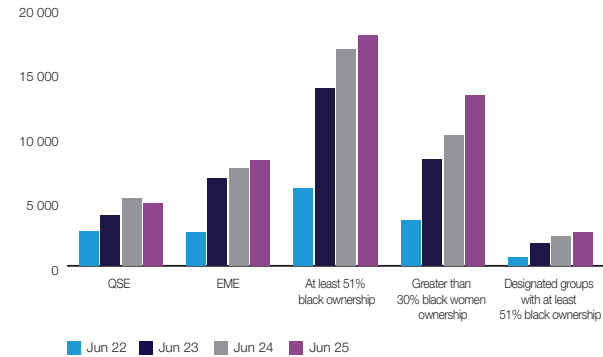
Efforts to improve supply chain diversity and inclusion continue.

The Group’s total procurement spend increased from R61 billion in FY2024 to R66 billion in FY2025. R57 billion, or 87% of this was spent with suppliers accredited with a Level 1-4 B-BBEE rating. Our businesses did a great job in reducing procurement from non-compliant suppliers and shifting it to those with credible B-BBEE ratings.

When the maiden Bidvest ESG Framework was established, the Group identified the opportunity to annually direct more than R20 billion incremental local procurement spend to transformed businesses in terms of broad based black economic empowerment principals. The shift from 50% to 87% translated into an additional R24 billion in FY2025 only. Cumulatively, almost R130 billion was procured from black-owned businesses between 1 July 2021 and 30 June 2025.

R43bn of the total procurement was from black-owned, black women-owned and black designated group suppliers

Empowering supplier spend (R000’s)



87% of Bidvest’s local procurement spent was with suppliers holding a B-BBEE Level 4 and better rating

Invested R183mn through enterprise development programmes

Bidvest Supplier Diversity Programme

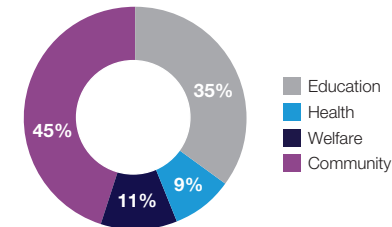
The participation of more people in economic activity is undoubtedly an imperative for much needed economic growth. The development, and support for and long-term partnership with, small to medium-sized businesses is essential in achieving such growth. However, it requires an enabling environment that is fully inclusive. An increase in the number of such businesses participating in the mainstream economy not only contributes to job creation, but also secures the social stability required for sustainable growth and a more equitable, inclusive, and thriving economy.

Only when a conducive environment is created, and there is ease of access, will it be possible to create more robust and successful larger entities that become essential contributors to society. In SA, there is still a tremendous amount of work to be done to advance this ambition.

It was with this in mind, that Bidvest launched the Bidvest Supplier Diversity Programme in 2022. The programme promotes economic transformation and supports the need to build a supplier network that is diverse and inclusive and procurement processes that are equitable and fair. This is a long-term partnership with a group of entrepreneurs whose businesses currently form part of the Bidvest supply chain. The design and highly customised model incorporate a blend of business coaching, executive mentorship, network expansion, market access, and the like, for each entrepreneur. Access and exposure to professional resources have been a catalyst to new ways of thinking about their businesses, markets and re-assessing their growth ambitions. Please refer to page 41 for the impact story.

Most supplier onboarding processes across our businesses now require suppliers to be B-BBEE compliant before being registered. We have jointly sponsored the development, by the UNGCSA, of a digital tool for use by SMME’s to assess their maturity in terms of ESG.

Socio-economic projects R80mn spent



In line with our decentralised model, businesses invest in projects at business unit level that often centre around the local communities within which they operate. In addition, at Group level, we invest in larger, more strategic projects which are aligned to the broader needs of the country.

Bidvest Sanitation Programme

Bidvest’s sanitation project aims to provide dignity and safety to school children and their educators in rural communities across SA. At the same time, it hopes to present a sustainable long-term solution to these communities. By eradicating pit latrines and building modern and hygienic facilities, we ensure that learners and teachers have access to a clean and safe environment that is conducive to learning and teaching.

Since its launch, sanitation upgrades were successfully delivered to 15 schools across 7 provinces

The R22 million invested to date positively impact the lives of 9 061 learners and 335 educators.

Since these schools are not connected to main sewer systems, each site was fitted with a safe and reliable septic tank system designed to work well over the long term. Exclusive access points were added to make future cleaning and maintenance easy. To promote good hygiene and health, each school received a large handwashing station with durable taps, wash basins, and soap dispensers that are easy to use and built to last.

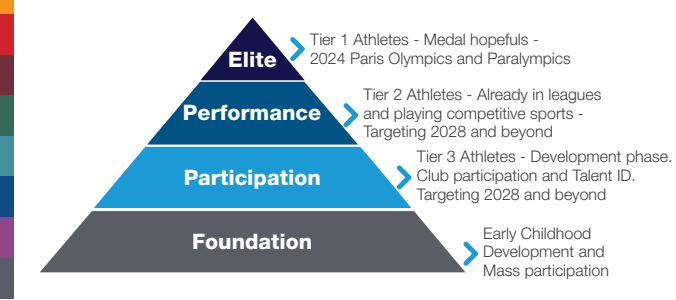
To ensure the continued success and upkeep of the new facilities, each school was assigned a dedicated maintenance employee for a one-year period post-installation. These individuals are recruited from the local communities involved in the construction phase and received full training, uniforms, and cleaning supplies.

Backing Team South Africa

The partnership between SASCOC and Bidvest continues to play a pivotal role in supporting SA athletes on their journey to the global stage. Through the Bidvest Opex programme (Opex), Team South Africa athletes had a strong presence at the African Games, an important stepping stone in preparation for the Paris 2024 Olympic and Paralympic Games.

Athletes across all three performance tiers, including both able-bodied and para-athletes, showcased exceptional talent and determination. Their collective efforts resulted in an impressive tally of 106 medals at the African Games. Thanks to the support provided through Opex, 34 athletes qualified for the Olympic Games and 27 for the Paralympics Games in Paris. This achievement reflects the effectiveness of the partnership of fostering excellence and inclusivity in SA sport.

Team SA - athletes pathway - Bidvest Opex Programme



Bidvest embarked on a strategic initiative to identify and nurture emerging athletic talent at the grassroots level. Launched under the umbrella of the SASCOC sponsorship and in collaboration with SASCOC, the North-West Sporting Federation, North-West Academies, and the Sport Science Institute of South Africa (SSISA), this program aims to build a strong pipeline of athletes under the age of 16.

The talent identification process began in June 2023, inviting over 300 young athletes from 80 schools across the North-West province to showcase their abilities. Following a thorough and technical evaluation, 50 promising athletes were selected to kickstart the development program.

The SSISA will lead the rollout in two key phases: first, conducting a comprehensive needs assessment for each athlete; and second, designing customised development plans tailored to their unique sporting talents. Upon completing the two-year development program, the athletes will be transitioned to SASCOC for advanced training and preparation towards participation in the International Olympic and Paralympic Games.

With SSISA’s proven track record of successfully supporting athletes and teams throughout their development journeys, this program is well positioned to nurture the next generation of SA sporting stars.

PHS: Dispose with dignity

PHS’ partnership with Prostate Cancer UK is testament to its commitment to social responsibility. The Dispose with Dignity campaign focused on providing men with disposal bins for their waste in male washrooms. This initiative not only addressed a practical need but also contributes to promoting men’s health and well-being. The recent “Back in the Game” iteration continues to support male incontinence bin sales.

Responsible remuneration

The Group is committed to a sustainable, fair and responsible remuneration policy, from both an external competitiveness perspective as well as an internal equity perspective, which satisfies the requirements of all stakeholders. Bidvest is explicit in its commitment to income parity. Underscoring the importance of this, Bidvest signed up to the UNGC’s #ForwardFaster Gender Equality and Living Wage focus and acceleration commitments. These two commitments have specific ambitions and have been included in the Bidvest Sustainability Framework 2035.

To report on aggregated pay gap in a consistent, complete and accurate manner across the diverse and decentralised Group, requires a technology-driven solution to support efficient, maintainable and scalable payroll data extraction. Good progress is underway using our artificial intelligence tool ALICE™. Refer to page 65.

In the interim, the focus remains on progressing fair remuneration and decent living across our employee base. Our current key focus area is medical insurance for our low-income earning employees. See more details page 19. All the businesses that form part of the Group comply with local laws governing labour and minimum wage.

 Changing lives through education | One bursary at a time

At Bidvest, we believe that access to quality education is one of the most powerful tools for transformation. Education unlocks opportunity, promotes social mobility, and enables individuals to contribute meaningfully to society and the economy. It is not just a benefit for the individual - it creates ripple effects that positively impact families, communities, and future generations.

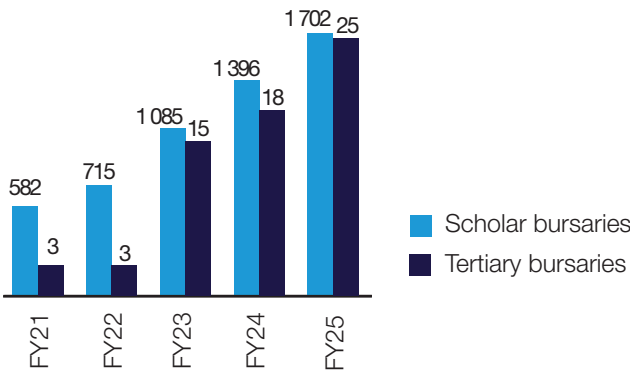
In 2003, Bidvest launched a bold initiative with a simple but powerful goal: to help our employees and their children access the education they deserve. What began as a bursary programme focused on funding school and tertiary fees has, over the past 22 years, evolved into a comprehensive support model through the Bidvest Education Trust. The Trust provides holistic support that addresses not only the financial barriers to education, but also the social, emotional, and developmental needs of each student.

The Trust plays a pivotal role in our broader social responsibility agenda, particularly in addressing the inequalities that persist due to SA's complex socio-economic history. Many of the families supported by the programme have historically been excluded from access to quality education. By investing in these learners, Bidvest is actively contributing to breaking the cycle of poverty and promoting inclusive, equitable access to opportunity.

Support through the programme extends beyond covering tuition. It includes mentorship, academic support, counselling services, career guidance, and life skills development. This holistic approach recognises that true educational success requires more than just access - it requires sustained support and a nurturing environment.

Over the years, the programme's growth and impact have been remarkable. Hundreds of students have completed their schooling and tertiary education, going on to pursue careers in various sectors, including healthcare, engineering, education, and business. For many beneficiaries, the support provided was not only life-changing but life-defining, opening doors they never thought possible.

Bursaries awarded



Waltons vouchers
R3million+



R60million+
in bursary awards
over 5 years

 **Matric pass rate of bursary holders**
68% 2020 **>** **93%** 2024

The influence of the bursary programme goes far beyond just one student. For the **Ntwanambi family** (Lungani Ntwanambi works for Bidfreight Port Operations), the support has lifted a financial burden and created a sense of pride and optimism that touches every family member. And for communities like theirs, investments in education become the seeds of generational upliftment.

"This benefit did not just help me," Lungani reflects. "It helped my entire family. I believe Bidfreight Port Operations is a good company with good benefits. This bursary has played a huge role in our lives."

More than a qualification, **Marochelle Cloete** (whose father Dirk works for Bidvest Steiner) says the most valuable long-term benefit of the bursary is her financial freedom.

"I have no debt. As simple as it sounds, I can save money, even consider future investment opportunities, and focus on building a future for myself without being restrained by debt," she explains. "Being a student and having that experience plays a big part in who I am today and what I strive to become."

*Bidvest Education Trust Chairperson, **Nosi Mbongwa**, says: "After 22 years, and what started as a corporate social investment project, has grown into something far more profound – a catalyst for generational change. Each grade passed, each certificate earned, is not just the individual's achievement but the vision of families and communities coming to life."*

 | **Trailblazing skills development**

Since 2019, Bidvest Protea Coin has proudly partnered with the National Rural Youth Service Corps (NARYSEC) to empower youth from some of SA's most under-resourced rural areas. This collaboration focuses on delivering accredited training programmes that open doors to real-world career opportunities, particularly for those previously excluded due to poverty, geography and systemic barriers.

Training is delivered through the Bidvest Protea Coin Gijima Training Academy, offering nationally accredited qualifications in general security practices, as well as a range of specialised skills. The programme combines technical security training with life skills development, helping learners build not only practical capabilities but also confidence, discipline, and social awareness.

In line with industry trends and future-facing skills demand, UDS identified a critical skills gap in the rapidly evolving drone technology sector and launched the Pilot Cadet Programme in October 2021, providing comprehensive training to develop skilled unmanned aerial system operators. This forward-looking approach equips youth with competencies that are increasingly sought after in both traditional and emerging sectors.

These programmes are designed to be a launchpad for long-term, sustainable employment. Many graduates go on to build careers within Services South Africa's Security cluster, while others use their training as a stepping stone into the broader security, logistics, or technology industries.

442  **certified pilots** trained over **4 years**

100% of cadets absorbed into **permanent jobs**

13 SAPS officers received **drone training**

574  **youth participants** were enrolled over 5 years in NARYSEC programme

 **379** **successfully** completed their training

Services South Africa CEO Akona Matsau: *"We welcome participants of these programmes into our businesses, providing them with training, coaching and work experience. We provide support to help them adapt and ease into their jobs. They learn technical, communication and interpersonal skills that will allow them to find a suitable role to meet their potential."*

Skills learned 

Beyond technical qualifications, the academy places strong emphasis on life skills and professional readiness

Training has **expanded** across all **9** provinces

