



Our people



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Caring for the Bidvest family

Driving 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 who touches 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 development activities, with a particular focus on enhancing education, health, economic advancement and diversity. Investing in communities and human capital and supporting local businesses, 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.

	Topic	Our aim
Social	Diversity	To be an inclusive employer where everyone is treated equally with females at all levels making up 45% and African people 50% in SA operations by 2025
	S1	
	Occupational hygiene and safety	Provide safe working environment by reducing workplace injuries by 5% per annum
	S2	
	Wellbeing	Protect and enhance livelihoods and wellbeing of our employees
S3		
Labour practices and human rights in our own operations and supply chain	To protect and advance livelihoods	
S4		
Supply chain transformation	To support local businesses in their growth aspirations	
S5		

We will	Measurement	FY2019 base	FY2025 target	FY2023 actual	%ch '19	%ch '22
We will actively manage appointments at top, senior and middle-management to achieve race and gender diversity	Total employees:					
	Female	45%	45%	44%		
	African (SA only)		50%	83%		
	Gender and race split at top, senior and middle-management; % appointments:					
	Female	36%	45%	37%		
	Appointments – female			42%		42%
	African (SA only)	34%	50%	35%		2%
	Appointments – African			49%		(23%)
Reduce workplace injuries, both serious and non-serious	LTIFR (major injuries)	1.92	5% annual reduction	1.93	1%	(28%)
	Fatalities	4		6		(45%)
Implement learnings from particular incidents and regular training	# of employees trained in Health and Safety			159 459		77%
Support employees through enterprise wide employee wellness programme and initiatives	# employees that participated			77 100 registered		
Continuously develop the skills of our employees and in industries in which we operate	# learnerships, internships and apprenticeships			5 751 participants; 679 absorbed		67%
Protect and treat our own people fairly	# lost CCMA cases			51		(34%)
Engage with tier 1 suppliers to ensure that they have adopted the commitments described in our Code of Ethical Purchasing (industry standard or equivalent labour assessment)	% offshore suppliers being compliant as measured by self disclosure		100%	88%		33%
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%	76%		2%

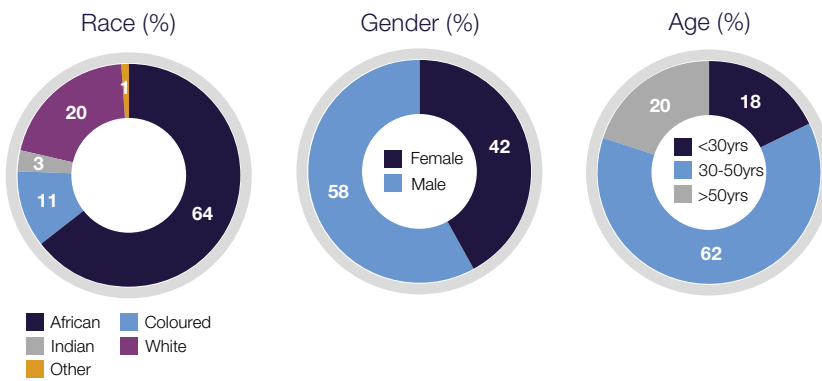
Transformation, diversity and employment equity

Our people form the backbone of Bidvest. The diversity of people's background, 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.

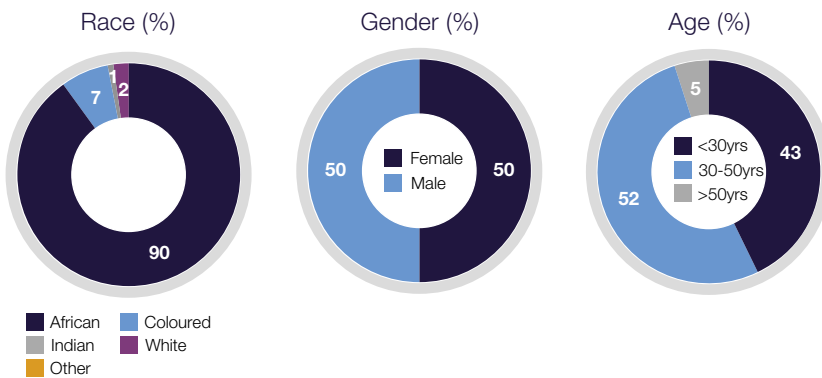
Diversity is high on the agenda and the tone is set from the top. The aim is to have female representation at 45% at all levels, with at least 50% in Noonan, PHS and BIC. To achieve these objectives, appointments at management level are receiving deliberate attention and measured quarterly.

Employee representation: 91% permanent; 9% temporary

Permanent employees



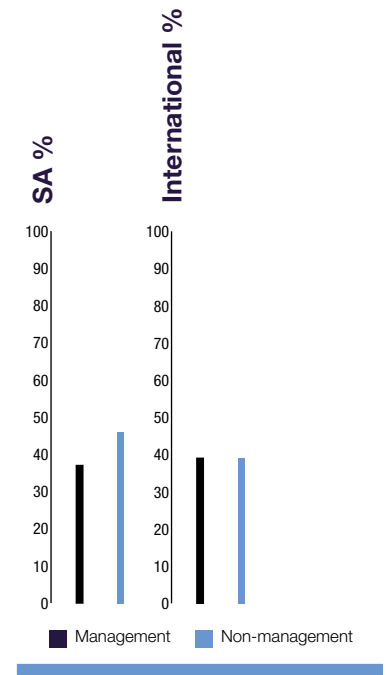
Temporary employees



Female:
64% Board

58% Exco

Female representation



38% of employees belong to unions/ bargaining councils

No material strike activity

17%

staff turnover, lower than last year in tight international labour markets

No direct human right violations

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

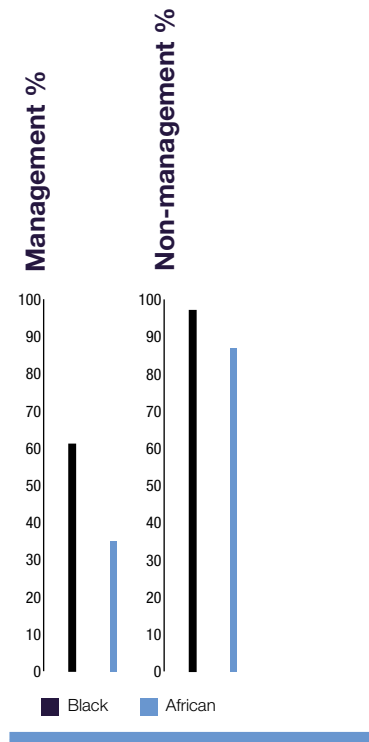
Board:
82% Black

73% African

Exco:
58% Black

42% African

SA race representation



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 and recognises the growing call for disclosure in this regard. During FY2023, we aggregated data across the South African operations to obtain an initial view of remuneration across gender and job levels. This data will be used as the basis for setting responsible remuneration principles for the Group. Management remains committed to transparency and will work towards reporting on this in a meaningful manner at an aggregated level. Refer to Remuneration Report page 72.

Across the Group, 51 cases were awarded in support of employee grievances at the CCMA, labour court or equivalent processes. All the businesses that form part of the Group comply with local laws governing labour and minimum wage.

Noonan introduced a **Bike to Work** scheme – 87 people participated and the aim is to reduce staff commute emissions – as well as **Ticket saver** scheme – seven people signed up to use public transport in a tax efficient manner.

On-foot driver and service bikes introduced for **PHS** Hygiene technicians.

A Group Employee Engagement app, **CommUnity**, was also successfully launched on 1 June 2023 and to date we have almost 5 000 employees registered. The app has sparked much excitement across the Group with employees actively engaging and participating. This engagement aims to augment business specific channels.



Management control

Diversity of our leadership team and employee base remains key and fundamental to our long-term success and sustainability. 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.

In SA, at middle, senior and top management levels 23%, 22% and 38% are African, respectively. Women represent 32%, 31% and 38%, respectively, at the three management levels. The increase in the representation of African people and females across all three levels of management is very pleasing. The focus on increasing the number of African females followed by African males in management positions is yielding results. In SA, 41% of management appointees were female and 66% at PHS.

SA management control

Level	AM	AF	CM	CF	IM	IF	Total	WM	WF	Total
EAP % ¹	43.4%	36.6%	4.9%	4.4%	1.7%	1.0%	92.0%	4.5%	3.5%	8.0%
Top										
23 June	10.2%	13.0%	2.8%	3.2%	13.9%	4.6%	47.7%	40.7%	11.6%	52.3%
22 June	8.4%	9.6%	2.0%	3.2%	12.0%	4.0%	39.2%	48.4%	12.4%	60.8%
21 June	5.8%	5.2%	5.9%	4.9%	10.1%	9.7%	41.6%	45.1%	13.3%	58.4%
20 June	5.1%	6.6%	3.0%	4.5%	11.1%	6.3%	36.6%	53.9%	9.6%	63.5%
Senior										
23 June	12.1%	9.7%	7.2%	3.3%	13.0%	5.1%	50.4%	36.3%	13.3%	49.6%
22 June	10.3%	10.4%	4.4%	2.9%	14.0%	4.7%	46.9%	35.5%	17.6%	53.1%
21 June	9.3%	6.3%	8.3%	3.0%	13.4%	5.1%	45.4%	38.4%	16.2%	54.6%
20 June	9.3%	6.9%	6.8%	2.9%	11.3%	5.4%	42.6%	38.9%	18.5%	57.4%
Middle										
23 June	26.0%	12.7%	7.2%	4.2%	8.2%	5.3%	63.6%	20.2%	16.1%	36.4%
22 June	25.6%	12.7%	6.9%	4.0%	8.0%	5.0%	62.3%	21.6%	16.1%	37.7%
21 June	24.2%	11.7%	6.6%	4.2%	8.0%	4.7%	59.4%	23.6%	17.0%	40.6%
20 June	24.6%	10.3%	6.8%	4.4%	8.3%	4.3%	58.7%	25.8%	15.4%	41.2%

¹ Economically active population.

The overall appointment of Black people across all three levels was 76% of the total appointments made over the year. Black appointments in Financial Services, Freight, Services International and Branded Products have all exceeded 80%.

In Noonan, 28% of the top and senior management team is female, in PHS 37% and in BIC 27%. Both businesses have specific targets and initiatives to close the gender gaps and are tracking well against same.

SA management appointments

Level	Total Appointments	AM	AF	CM	CF	IM	IF	Total	WM	WF
Directors/Top	29	0	7	4	2	6	2	21	6	2
Senior	173	38	44	7	5	24	9	127	39	7
Middle	907	260	188	70	46	62	68	694	133	80
Total	1 109	298	239	81	53	92	79	842	178	89
% of total appointments		27%	22%	7%	5%	8%	7%	76%	16%	8%

23% of SA management appointments were promotions

Health, safety and wellness

The employee wellness programme that was rolled out in July 2020 continues to provide support and assistance to employees across the Group. There are currently 77 100 employees registered on the programme, providing both individual and group support in areas of personal development, mental wellness, trauma and professional services. Divisional CEOs continue to monitor reports for any prevalent issues that may need attention. The top issues dealt with via the programme are mental health, relationship issues, and personal development. 198 employees were assisted through group trauma debriefing sessions following assault, bereavement, critical incidents at work and robbery incidents. 29 high-risk cases were flagged and referred for immediate assistance. Most of these cases were through self-referrals, suggesting that the individuals sought help on their own initiative.

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 well underway with engagements between the service provider and businesses in the recent months. The first 2 500 employees were onboarded just after year end.

An Executive Care Programme through ICAS also ensures and encourages executives to become more vigilant about undergoing their annual medicals and to become more conscious of the importance of health and lifestyle in general.

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. At an aggregated level, the loss time injury frequency rate (LTIFR) measured over 200,000 hours worked improved to 1.93. Branded Products and Commercial Products divisions reported improved LTIFR. Financial Services had zero major injuries. 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 and Freight divisions.

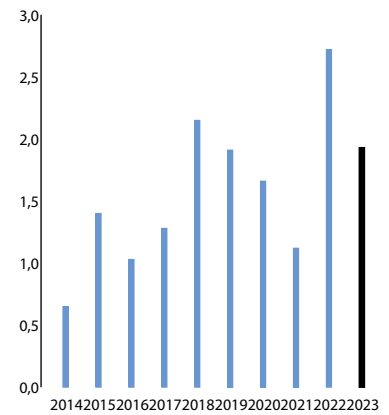
For 2021, the average LTIFR across all JSE listed companies was 0.62. For the JSE Industrial, Engineering and Support Services sector, the average was 0.93. Management has stepped-up focus in this regard.

LTIFR for contractors decreased from 3.9 to 0.7 per 200 000 hours worked

Regrettably there were six fatalities: three security officers were killed in the line of duty, two employees in workplace incidents and one in a forklift accident. Our sincere condolences are extended to their families.

There was a detailed investigation following every incident. The appropriate remedial action, which might include additional toolbox talks that also addresses behaviour and preventative measures to further strengthen processes, was taken. Effective FY2024, fatality has been included as a performance metric in relevant incentive scorecards.

LTIFR per 200 000 hours worked



158 458
employees and
57 178
contractors
were trained in
health and safety
standards



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 meets internal needs but also those of the industries in which the Group operate.

Skills development spend amounted to **R760m**

Bidvest offered **5 751** learnerships, internships and apprenticeships

679 of these beneficiaries were absorbed into the Group workforce post completion

As a corporate, we fully embrace our role and responsibility in addressing the unacceptably high youth unemployment in SA. We therefore invest in government and industry lead skills programmes in addition to our own. An increasing number of Bidvest businesses are participating in the YES programme which was launched by the Presidency a few years ago and at Group level, we are involved in several programmes detailed alongside.

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 toward a medical qualification specialising in, among others, medicine, optometry, pharmacy and speech therapy. Bidvest is currently funding 20 students, doubling its support year on year. The objective of the programme is to provide the necessary support to students during their tertiary education years with the aim to return 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.

WOZA Matrics Bursary Programme

The programme, born out of the COVID-19 period, supports 14 students with fully paid bursaries as well as the ancillary costs associated with university education. The students are performing well and most are in their third year of studies. Chosen fields of study include, among others, Economics and Statistics, Engineering, Medicine, Accounting, Maths and Science, Governance and Political Transformation.

Bidvest/SAICA Internship Programme

This programme was rolled out in FY2023. Bidvest partnered with the SA Institute of Chartered Accountants (SAICA) on this initiative and deployed 10 interns across the Group where they will gain work and practical experience in the workplace. The programme runs over 12 months and is aligned to a structured programme jointly designed by both the business and SAICA. Two interns have been offered permanent positions within Bidvest.

Bidvest ALICE™ Technology Internship Programme

This programme was initially launched in partnership with Microsoft. There are currently 12 interns in the second phase of this programme. In addition to technical on-the-job training additional soft skills training is also part of the programme. The internships will end in November 2023. This programme has benefited our businesses well especially with the shortage and loss of skills in this sector.

Executive programme

Bidvest introduced an executive programme that is made available to the Group Exco as well as the divisional CFOs. The programme is designed for the individual executive and addresses the specific needs of the executive.

The programme is by no means academic but completely customised to suit the specific needs of the individual.

U-learn was introduced for all e-learning which means **PHS** drivers can start mandatory training 2 hours after signing their employment contract.

BidAir Cargo introduced a **mobile training** app that combines video learning and tests. The application allows the administrator to evaluate the test and post results back to the user.

The value proposition to **Financial Services** employees was enhanced through access to the **Tax Faculty** which provides monthly tax updates, webinars and host online forums; and **Succeed Academy** which provides staff education and training to continuously enhance skills and personal growth.

Bidvest Education Trust

The Bidvest Education Trust (BET) was established in 2003. It is aimed at children of Bidvest employees who fall within a certain income bracket. While the programme has run very successfully for many years, we have slightly adapted the rules of the Trust to be more inclusive and to serve as educational assistance for employees.

1 085 beneficiaries from the bursary programme across the various grades and **18** tertiary education students

In 2019 we extended the Trust to incorporate the funding of tertiary bursaries for top performing students. This year, we opened this category to all students who qualify for university or similar entrance. We currently have 74 students in matric and are hopeful that at least half of them meet university/similar entrance requirements.

During FY2023, the BET expanded the support given to children on the programme in an effort to assist them in improving their academic results. The approach is holistic and covers all aspects related to and impacting the child's academic performance. In February 2023, the Milani online education platform was launched, supported by Bidvest, and access was given to mathematics and English modules for all Grade 8 to 12 students.

Procuring local

Efforts to improve supply chain diversity and inclusion continue. The Group's total procurement spend increased from R38 billion in FY2022 to R54 billion in FY2023. An additional R3 billion was directed to black-women owned businesses.

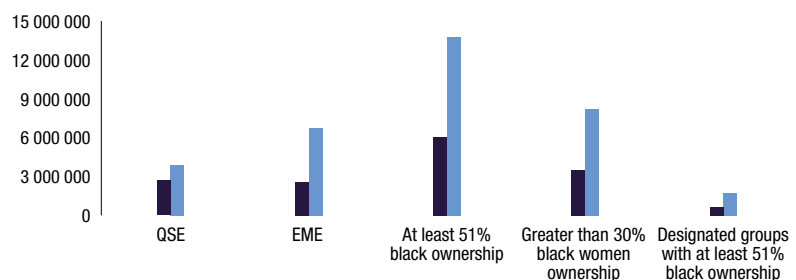
41% of the total procurement spend was with black owned, black women owned and black designated group suppliers

76% of Bidvest's local procurement spend was with suppliers holding a B-BBEE Level 4 and better rating

We continue to work on reducing procurement from non-compliant suppliers. The value of procurement from these suppliers has decreased from 18% to 16% year on year, a pleasing result. Engagement with non-compliant suppliers to assess their plans to achieve acceptable levels of compliance continued. Alternative suppliers with stronger B-BBEE credentials, as far as possible, are sourced if there is no commitment made by current suppliers. Most supplier onboarding processes across our businesses now require suppliers to be B-BBEE compliant before being registered.

Invested **R100m** through Enterprise Development programmes. Some beneficiaries were able to graduate to suppliers

Empowering supplier spend (R000's)



■ Jun 22 ■ Jun 23

Bidvest Supplier Diversity Programme

The participation of more people in economic activity is undoubtedly an imperative for much needed economic growth. The development, support and long-term partnership with small to medium sized business is essential in achieving such growth, however, 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.

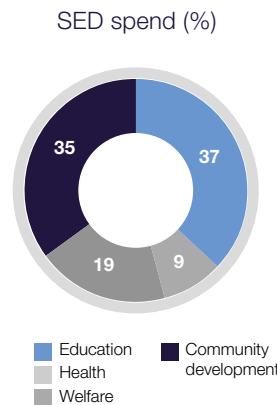
Only when a conducive environment is created, and ease of access is made available, will it be possible to create more robust and successful larger entities that become essential contributors to society. In SA, there is still a tremendous amount of work to be done to advance this ambition.

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. New opportunities harnessed within and outside Bidvest have been a major success factor to date.

Socio-economic spend

In the financial year ended 30 June 2023, the Group spent **R54m** on socio-economic development projects



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 sponsored new kit, dug-outs, poles and registration fees for the **Saxon Rovers Football Club**. It is a local football club and community centre serving children from surrounding communities in Cape Town.

PHS, in partnership with **Prostate Cancer UK**, launched an awareness campaign on **male incontinence** and the need for proper disposal facilities for men. The PHS website has also been updated with a map showing the customer locations which have made their washroom facilities available for the use of the general public, allowing men to dispose of their waste with dignity.

Bidvest Renewable Solutions introduced **online solar training**. External contractors can sign-up to complete the 90 modules in 90 days. In 2023, more than 250 contractors were trained. Product and technical videos have also been loaded onto Facebook and YouTube to help train and educate installers in this growth segment.

Plumblink supports several **WOT-IF** community and social initiatives in **Diepsloot**. As part of the WASSAUP initiative Plumblink **maintains and repairs 640 street toilets and taps** in Extension 1 Diepsloot. This is an informal settlement with shack housing and no services to the homes. These toilets and taps serve 25 000 homes, which equates to 39 families per one toilet and tap.

BIC helps to break the cycle of youth homelessness

BIC has once again supported the Property Industry Foundation whose vision is to address youth homelessness. It does so by exposing the hidden forms of homelessness that are so common amongst young people, and then actively seeks to do its part to solve the problem that affects 44 000 young Australians.

Homelessness is the most severe form of disadvantage that any young person can experience. Coupled with social exclusion it makes this a detrimental cycle that undermines the path to success.

The Foundation brings together the property and construction industry in a unique collaboration. Together they have a tangible impact on youth homelessness by building homes for deserving youth and providing ongoing support for these homes – giving previously destitute young people the opportunity to rebuild their lives. This is invaluable as it helps those in need to establish a routine, and get back to school, further education, or into employment.

BIC's contribution is through both funding and its people – by putting themselves forward for volunteering activities. In the coming months, BIC will be increasing its support by providing pro-bono services such as training, mentorship, and employment pathways for young people in the care of The Foundation's community partners.



McCarthy creates employment opportunities for hearing-impaired community

Bidvest McCarthy and E-Deaf announced a transformational partnership that marked the beginning of a remarkable journey for 40 individuals with hearing impediments. Part of the partnership sees these deaf people empowered with a set of critical skills as well as providing them with opportunities for growth.

When the two companies joined forces, their aim was to uplift a community of people and help improve the everyday challenges that they face. The partnership also sets out to create a work environment where a person living with a disability is comfortable to work in and go on to thrive thanks to the opportunities for personal and professional growth.

According to recent statistics, the unemployment rate for deaf individuals is over 80%, compared to 39% in the general population. The lack of employment opportunities leads to economic and social hardships not only for the deaf community but for their families too.

The hearing-impaired community in general find it difficult to take on life's challenges and many battle with schooling – not for a lack of intelligence, but rather because of systemic barriers that limit access to essential communication tools and inclusive educational environments

For those who do manage to finish school the job market is incredibly limited for a variety of reasons, including communication barriers, being stigmatised and inhospitable workplaces.

In the first year of the project, NQF Level 3 learners are exposed to computer skills and are based full-time at E-Deaf.

As of June 2023, these learners have reached NQF level 4 which is equivalent to a matric qualification. As part of their learning, they spend a week at various McCarthy dealerships and a week at E-Deaf on a rotational basis. McCarthy pays a monthly stipend towards the learners and the good news is that the dealership aims to absorb all 40 learners at the end of their learning programme.



Sorbet-Prenuer citizen comes full circle: once employed as a therapist, now Sorbet franchise owner

Sharon Dikgale, the first of four Sorbet Entrepreneur initiative winners, has been handed the keys to her very own Sorbet franchise.

Bidvest Bank partnered with Sorbet for the Sorbet-Prenuer initiative which is designed to give aspiring entrepreneurs, like Dikgale, an opportunity to own their own Sorbet Salon franchise.

As a new franchise owner of a Sorbet Salon, Dikgale received 50% of the investment required to set up her business, in the form of grant funding from Bidvest Bank. It also provided a business loan to cover the balance of the funding needed, which catered for initial operating costs.

Dikgale was first employed as a beauty therapist at the very same Sorbet

Salon in Northcliff that she now owns, 18 years later. "Having also worked at other Sorbet salons in Johannesburg, I learnt about the different clientele in various regions. I also learnt that the purpose of what I do is to serve and improve the lives of our guests, and that was a huge paradigm shift for me. That filled me with much satisfaction and inner drive which I have kept ever since," says the mother of two.

As a franchise owner, one of Dikgale's goals is to pass it forward by assisting as many young women as she can. She is also aiming to change the perception of somatology as a career.

Hannah Sadiki, Bidvest Bank CEO, added, "Entrepreneurial drive and ambition are essential to building a prosperous future in SA. We are very encouraged by the response and the quality of the finalists who took part in this initiative. Words cannot express how proud I was to stand next to Sharon when she received the keys to her new salon, bringing her career full circle."



Small businesses get over R10 million from Bidvest Bank

Bidvest Bank has invested over R10 million in five black-owned small, medium, and micro enterprises (SMMEs) across Gauteng, Limpopo, and KwaZulu-Natal. These businesses are all in the automotive sector and provide ongoing maintenance and repairs to the bank's fleet customers.

The businesses have received grants aimed at promoting growth within the automotive sector, while preserving local employment opportunities and contributing to the transformation of the SA economy.

Hannah Sadiki said, "We are committed to promoting growth within the automotive sector and building sustainable SMME businesses. This initiative aligns with the Bank's procurement spend objectives and supports our transformation strategy. We're also proud that most of the supported businesses are women-owned."

Bidvest Bank's Enterprise Supplier Development programme demonstrates its commitment to encouraging economic growth, job creation, and empowerment within the automotive sector. By investing in SMMEs, the Bank continues to contribute positively to the SA economy while supporting the needs of its fleet customers.

