POSITIVE
force for change

Carbon Reduction Roadmap

Introduction

Our food industry is both vulnerable to and a significant driver of climate change. So, it's important that all of those involved play their role in being a positive force for change by reducing emissions and influencing those across the value chain. This will ultimately build greater resilience across the food supply chain for everyone. That's why at Bidfood, we've set ambitious targets and made carbon reduction a crucial part of our vision and strategy.

Our Carbon Roadmap

In this guide we are keen to share with you an outline of our own decarbonisation journey and explain how we are evolving our business to achieve these targets, highlighting the key initiatives and milestones that will be important stepping stones along the way.
When it comes to reducing emissions, no business can work in isolation. We all need to engage right across the supply chain, and so we're working with our suppliers and external partners, with our customers, as well as industry bodies to accelerate the pace and scale of decarbonisation.

It's a massive challenge but a crucial one. We all need to pull together to achieve the transition and we urge you to join us on our journey of driving positive and urgent change across the supply chain, from farm to fork.

We hope that this roadmap helps you better understand the route that Bidfood are taking, so that we can be better aligned with yours. We will review and update this document annually to ensure it's up to date, and a reliable source of information.
Please **click here** for the latest version on our website

Nathan Lyon,
Head of Environmental Supply Chain Projects

Our ambition

We continue to align with the target of a maximum of 1.5°C global warming, set out in the Paris Agreement, for scope 1 and 2 emissions, and well below 2°C for scope 3. We're also working towards SBTi validation.

Our current medium-term target 2032

- Reduce both scope 1 and 2 emissions by 55% against a 2019 baseline
- Reduce scope 3 emissions by 32% against a 2019 baseline

Our current long-term target 2045

Reduce scope 1,2 and 3 emissions by at least 90%, with the residual emissions offset to achieve net zero.

Our vision

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So where does decarbonisation fit into our strategy, exactly?

Our net zero ambition is part of our business vision ‘to be the best foodservice provider and a positive force for change’.

It’s also a key pillar of our business strategy and is one of the ‘key ingredients’ that make up our customer proposition shown on the right.

Julie Owst,
Head of Sustainability

positive force

Our key ingredients

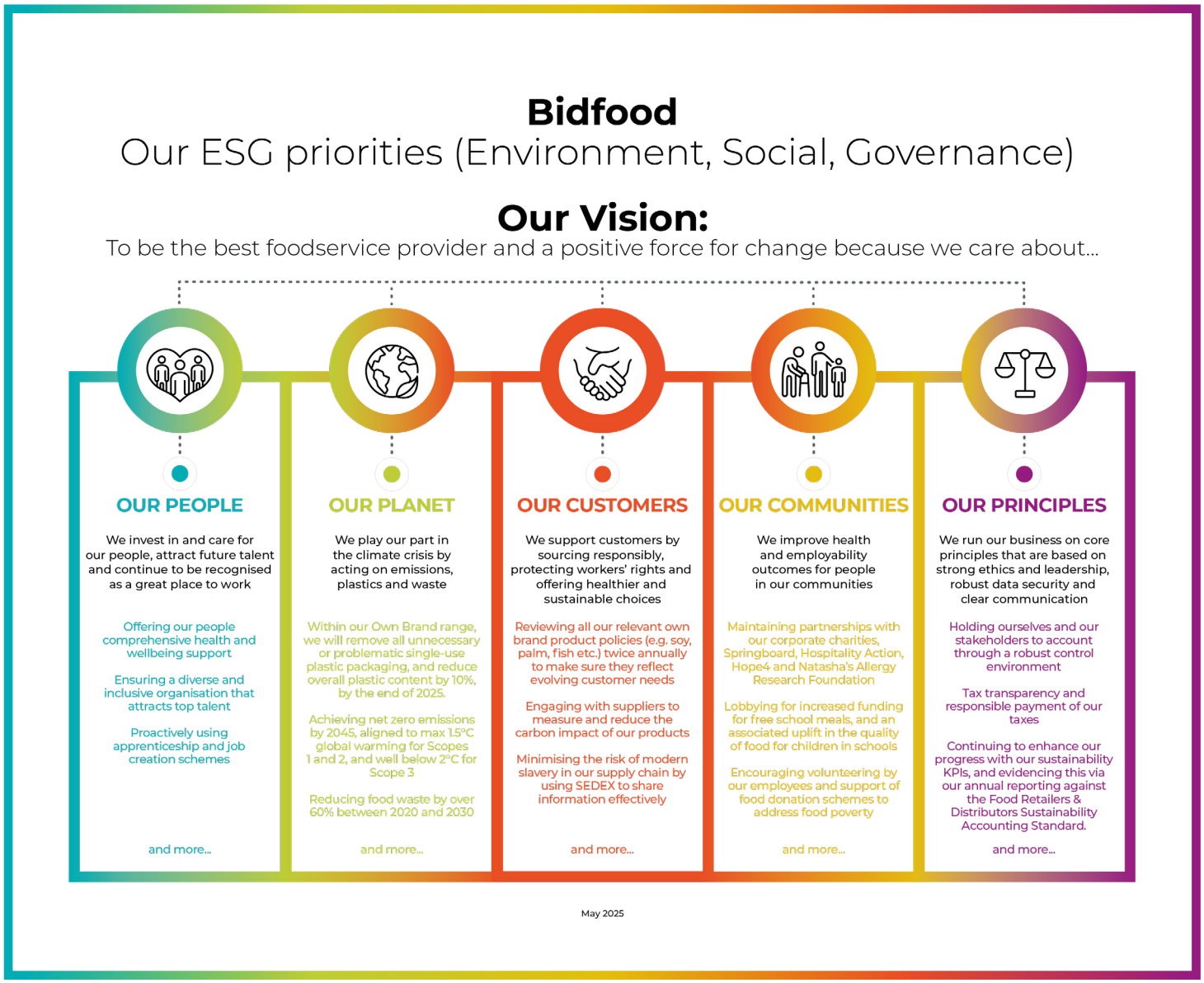
Partnering with you, our suppliers and industry organisations to be a positive force for change.

Because we care about our people, our customers, our planet, our communities and our principles.

Working tirelessly to deliver real progress on our priorities and commitments.

Championing the industry’s sustainability and social responsibility agenda.

Our ESG strategy



positive force

Our ESG strategy guides the priorities that we focus on as a business, encompassing five key pillars. This helps us channel our efforts more effectively and align on the progress our teams are working to achieve.

Our net zero ambition sits within the 'Our Planet' pillar which is about focussing our efforts on playing our part in the climate crisis by acting in three key areas:

CO_2 Our emissions

Plastics

Waste

Our approach to emissions

There's no doubt that sustainability makes good business sense, and we take a pragmatic approach to our ambition to achieving net zero, as we do when it comes to reducing food waste and single-use plastics.

The essential elements:
We've built a strong foundation for our net zero ambition, now underpinned by a complete Greenhouse Gas (GHG) baseline for FY24 and an inventory calculation for FY25. We also maintain a clear governance structure that ensures we have assigned accountabilities across our teams and can measure our progress.

Our transition to net zero is led by our Supply Chain and Technical Services Director working alongside each member of our Senior Leadership Team (our board).

Following the science:
We're committed to ensuring our carbon reduction goals are grounded in science and reflect measurable action. With our FY24 baseline and FY25 inventory calculations, we're positioned to re-set our near and long-term net-zero targets, alongside generating FLAG (Forest, Land and Agriculture) targets, as part of our journey towards verification. As part of this journey, we're reviewing current policies and developing new ones, including a deforestation commitment, covering key commodities within scope. Aligning these policies will reinforce accountability and influence across the business and supplier base.

Our carbon roadmap remains consistent. This next step builds on the progress we've already made. It ensures our long-term strategy continues to deliver measurable progress in line with the latest climate science standards. We'll continue to share our progress annually, highlighting milestones achieved and outlining the next steps on our journey.

Our approach to emissions

Informed and connected:
We continually stay up to date with new technologies and review ways of working that can help us reduce our emissions. This ensures we can identify the best blend of technology and process that will enable progression towards our net zero commitments. This includes building on our existing working groups, strengthening and expanding them into three focused areas: commercial, non-inventory, and policies and commitments. These groups will address key areas such as food and beverage emissions, fleet, energy, waste, and refrigerant gases, ensuring carbon reduction is embedded in both strategic planning and day-to-day decision making across the business. We also participate in several carbon-reduction focused industry working groups so that we can collaborate and understand how best to close the gap between expectations and capabilities.

Everyone in the supply chain faces similar challenges, it's not possible to de-carbonise overnight or alone. There are still many unanswered questions and technological and commercial challenges to navigate. However, we believe that working together and sharing best practice is the best way to drive the pace of progress and change.

Understanding scopes

Scope 1 & 2 emissions are directly controlled by us

We own and operate a network of temperature-controlled warehouses and a fleet of distribution vehicles. Our initiatives to reduce carbon are most mature in our owned vehicle and warehouse operations, as we have full control over implementing initiatives that will help us achieve positive results across key areas, including:

Scope 3 emissions are controlled by third parties

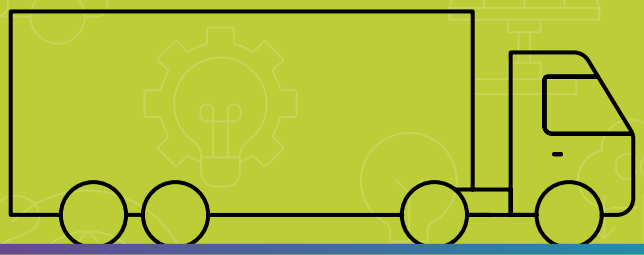
The full value chain of the products that are supplied to us account for around 97% of our total emissions.

The emissions associated with each product will vary for a range of different reasons, ranging from product type, farming methods, and country of origin to processing, storage and transportation. We don't directly control these processes but understand that change needs to happen at every stage in the supply chain. That's why we've assessed the maturity and materiality of our supplier base to ensure we engage with the suppliers where we can provide the most support and have the most impact.

How do we reduce emissions by scope?

- Alternative vehicle and fuel types
- Renewable energy solutions e.g. solar panels
- Reducing food waste
- Refrigeration technology and efficiency
- Carbon data and labelling to inform purchasing
- Engaging with and supporting suppliers

What's driving our emissions?



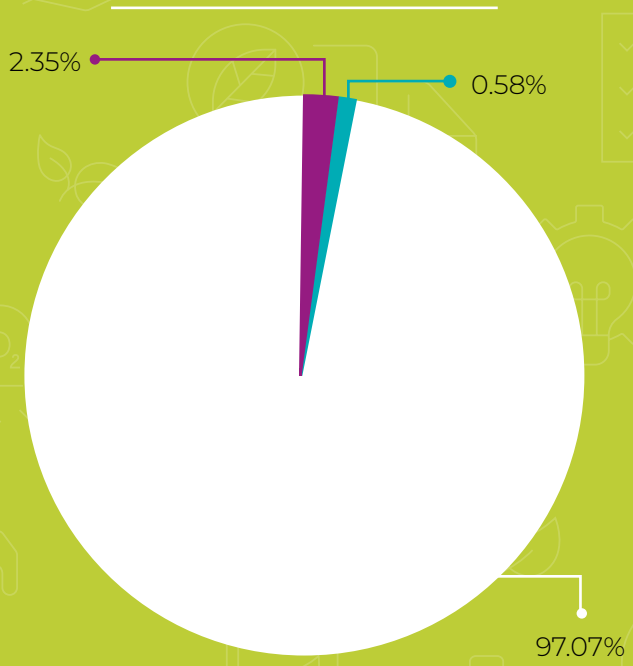
At Bidfood we operate a fleet of over 1,500 vehicles supplying more than 10,000 food and drink products to more than 45,000 customers.

You might think that our fleet is the biggest, most 'obvious' driver of emissions, however, 97% is actually driven by the food we purchase and supply to our customers, so our supply chain plays a huge role in our decarbonisation journey.

We've completed a lot of work in mapping the drivers of our emissions. This has helped us identify that around 250 suppliers account for 80% of our scope 3 emissions. These 250 suppliers have formed our first and on-going focus for engagement.

In addition, the scope 1 and 2 emissions, over which we have the most direct control (diesel, refrigerants and energy-related emissions), are already the focus of our internal steering groups and initiatives.

Our 2019 baseline year carbon emissions by scope, highlighting the key drivers



Scope 1 "direct" operational emissions which include diesel and refrigerants - 2.35%

Scope 2 "indirect" operational emissions. This includes emissions from the energy we use from the national grid - 0.58%

Scope 3 upstream and down-stream. This includes all value stream emissions. For example, waste and employee commut-ing, however, the vast majority are caused by the food we buy - 97.07%

Our initiatives

Vehicles and fleet

Scope 1

Our fleet of multi-temperature distribution vehicles drives a large proportion of our scope 1 emissions, over which we have direct influence. The key challenge lies in identifying an operationally and commercially viable solution across our fleet.

Our Fleet

Our approach focuses on adopting the right mix and blend of technology tailored to vehicle type and operational demand. Building on the foundations established by the fleet steering group, this initiative will be positioned within the non-inventory working group, continuing to drive the integration of carbon reduction into our fleet operations, fuel strategy, and future vehicle investment decisions. It will also persist in trialling, understanding, and identifying the optimal mix of investments we need to reduce our fleet related emissions in line with our targets. Complementing these efforts, our Head of Fleet actively participates in the Logistics UK Environmental Working Group, connecting us to a national-level discussions to shape the UK's transition to a lower-carbon logistics future.

Fuel

As of July 2025, 99% of our fleet were running on Euro 6 engines (1,992 were Euro 6, and just 13 were Euro 5). Euro 6 are the cleanest diesel engines currently on the market in terms of particulate emissions and air pollution. As part of our decarbonisation plans, we have explored the use of hydrotreated vegetable oil (HVO) and whilst it's not something we are currently progressing, this may be an initiative that we return to. Our focus is currently geared to how we introduce electric vehicles into our operations following additional vehicle trials.

Aerodyne vehicle design

We're fitting 320 new vehicles, scheduled to join our fleet in 2025/26, with AEROCOOL® technology, enhancing efficiency across our fleet. As of January 2026, we have circa 250 vehicles fitted with this technology. Carbon emissions are estimated to reduce by 2.7 tonnes CO_2e per year, amounting to 27 tonnes CO_2e over the life of the vehicle. A case study about this can be found here.

Vehicles and fleet cont.

Scope 1

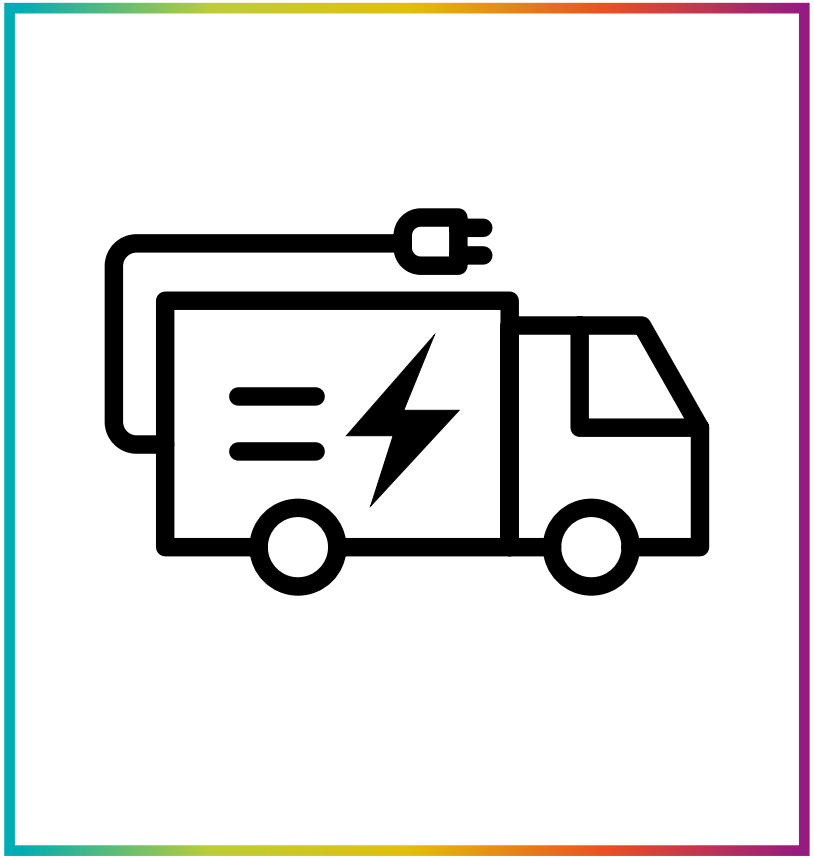
Electric vehicles

Many people may assume that the solution to reducing vehicle emissions lies in the use of electric vehicles (EV's). However, when it comes to HGVs this technology currently has some key limitations.

EV battery capability hasn't yet improved enough to facilitate wide scale adoption - trials to-date have shown varying levels of success due to capacity and reliability. We have identified greater potential with sprinter-style EV's which can be operated in city-centre and urban areas, within a closer radius to depots.

Alternative technologies continue to advance, so we are closely monitoring developments and innovations as they evolve and improve.

We've been actively trialling various BEV's (Battery Electric Vehicles) within our operation, so that we can start to gain learnings and build experience in this area. We already run a fully electric fleet of around 900 forklift trucks, and have done for many years, so looking at our commercial vehicle fleet is the next natural step. The infrastructure and network capacity to support this forms a significant part of the planning, but discussions are currently progressing around the introduction of electric vehicles, and we hope to be able to share more news on this in 2026.



Refrigeration (F-Gas)

Refrigeration units become an issue where there is a fault that causes their coolants to leak. Otherwise it's the emissions related to the power they consume that we need to consider.

However, as governments develop more ambitious net-zero goals and objectives, it's likely that we will see more financial and regulatory restrictions on the operation of systems using gases with high global warming potential (GWP). Therefore, it's critical that we:

- Operate all our existing systems efficiently
- Maintain all systems (based on type and age) to a robust schedule
- Develop a strategy to deploy the best, emerging technologies when available to support our transition away from any gases with high global warming potential.

Installation of new CO2 refrigeration system to replace old ammonia systems at our Nottingham site

Scope 1

Our F-gas programme

Building on internal improvements, our approach to f-gas will be led by the non-inventory procurement working group, ensuring that carbon reduction continues to be embedded into our approach.

Our progress:

In 2024, we completed a full F-gas review covering our on-site installations and our fleet, giving us full visibility of all F-gas operating system types and age profiles. The maintenance and re-fit schedule will now be based on age of asset, considering evolving restrictions related to F-gas systems and emerging technologies. Overall, there has been a 37% decrease in emissions from plant refrigeration through the ongoing programme to phase out the use of higher GWP refrigerants and maintenance. For example, in addition to Nottingham, the R404a refrigeration system at our Inverness depot was changed to a CO_2 system which is a natural refrigerant with a significantly lower GWP (global warming potential). We will review our plans in this area in 2026 as part of our long-term strategy.

Grid electricity consumption

Scope 2

Our solar programme

Although weather dependent, solar panels typically reduce demand from the grid by 20% for each relevant location, with any surplus going back to the national grid. To-date, five of our depots have solar panels installed, which ensures a significant proportion of their power is supported by the PV systems in place and complements the use of renewable energy across the network. In addition, the PV systems across the estate have exported the equivalent of c.70 tonnes CO_2e back to the grid. As this is not a single solution, we will continue to explore opportunities to support the reduction in emissions relating to power, as our current findings show solar will not be appropriate as a standalone solution.

Reducing our general electricity consumption:

We've also implemented actions to reduce and control our general energy consumption, including

- The installation of LED lighting across our estate
- Ensuring motion sensors and timers are active
- Raising awareness of our teams to influence energy-saving behaviours and put in place practices that will reduce consumption.

Next Steps:

Building on the existing progress, the non-inventory working group will be exploring renewable energy opportunities, including solar or any further opportunities or solutions that can deliver improved management, increased efficiencies or allow us to generate and store power, whilst reducing consumption, as a key part of our long-term strategy.

Scope 3 initiatives

The importance of the upstream supply chain

We supply more than 10,000 food and drink products sourced from our supply partners globally to meet the demands of our customers. Whether they are ambient, fresh, frozen or chilled, each will generate different levels of carbon emissions depending on the origin of ingredients, farming and production methods involved, the energy taken to manufacture them or the methods used to transport them.

The sheer volume of products we buy drives significant emissions and collectively makes up the majority of our baseline carbon footprint. In fact, scope 3 emissions account for over 97% of our total emissions, with 97% resulting from the products provided by our suppliers.

Our role

Although we don't have direct control over these emissions, we recognise the importance of our role in supporting our suppliers and contributing towards a more sustainable supply chain. In fact, it's crucial to achieving our own, our suppliers' and our customers' net zero goals. To achieve this we are focusing on three key areas:

- Assessing supplier level emissions
- Establishing the visibility of product level emissions, for example, through our carbon data initiative
- Decarbonising the supply chain.

Carbon data and labelling

Scope 3

Consumers are definitely interested in making carbon-conscious choices. However, access to product-level carbon data is currently limited, despite the fact that this is crucial for providing visibility and empowering decision-making up and down the supply chain amongst suppliers, wholesalers, operators and consumers.

Yet, although accurate carbon data is key to empowering engagement and change, achieving it is a real challenge.

To-date the only data available have been category averages or expensive life-cycle analysis on individual products. Neither provides a means for accurately assessing the carbon impact of products on a large scale.

46% of consumers eating out of home would like to see the carbon footprint of dishes on the menu*

41% would happily pay more for low-carbon dishes*

* Bidfood research in conjunction with CGA by Nielsen IQ 2025 Trends Survey, sample 2,000 May 2025

Carbon data and labelling

Scope 3

Our carbon data initiative

At the end of 2023, we announced a new partnership with CarbonCloud, who bring the expertise, technology and vision needed to help us solve this challenge. Their dedicated platform and consistent calculation methodology enable us to:

1. Calculate the initial carbon footprint of all consumable products within our range (food and drink) during calendar year 2024, to an accuracy of 75 – 90%.

2. Collaborate with suppliers to review and verify our calculations and data, via their input into our primary data within the platform. This will validate our measurements in line with any additional lifecycle analysis they may have. Ultimately, it will increase its accuracy, and highlight where carbon reduction initiatives need to focus throughout the lifecycle of the product.

3. Provide visibility of real-time carbon measurement for the own brand and branded products we supply during their lifecycle.

How will this benefit you?

Having visibility of more accurate, up-to-date carbon data will allow your teams to make the right menu and purchasing decisions, and empower consumers to make the right choices.

Our collaborative approach to carbon labelling will provide more accurate carbon data across our branded and own brand range. drive positive change in labelling and will provide a strong foundation to improve data accuracy and product lifecycle analysis.

This will, in turn, help us to champion carbon reduction initiatives throughout the supply chain.

How will it work?

Scope 3

Phase 1 Branded

7,700 branded food and drink products

Data collation and categorisation

complete

Phase 2 Branded

c1,200 branded food and drink products

Data collation and categorisation

complete

Development of Bidfood Direct functionality

In progress

Timings tbc

Publication of data on Bidfood Direct at point of order

Third party integrations

Timings tbc

Publication on Bidfood Direct Recipe Builder

Timings tbc

Initial carbon footprint

c13,500 food and drink products (as of October 2025). We continue to model products as they come into our range

Ongoing

Phase 1 Own brand

850 own brand food and drink products

Data collation and categorisation

complete

Phase 2 Own brand

Remaining own brand food and drink products

Data collation and categorisation

complete

Bidfood review and validation of dataset

Ongoing

Supplier engagement and verification

Branded and own brand data

Agreement to publish

In progress

Supplier Engagement

Scope 3

We're not able to directly reduce scope 3 emissions ourselves, and so we need to work with our suppliers and customers up and down the supply chain to drive momentum and results. It's all about encouraging a collaborative approach, sharing best practice, key insights and knowledge along the journey to net zero.

There are three areas in which we positively engage with and focus our support for suppliers:

① Assessing supplier impact

Assessing how material each of our suppliers is within our scope 3 baseline measurement, allows us to create a virtual league table.

While we trade with more than a thousand suppliers, we will focus initially on our top 250 suppliers as they account for 80% of our scope 3, emissions.

② Understanding supplier maturity

Asking our focus suppliers some key milestone questions allows us to understand where they are on their carbon reduction journeys. Specifically on questions that identify their progress against baselines, target-setting, product level emissions etc.

We've been able to rate their responses on a maturity / engagement scale which helps us to support them with appropriate levels of engagement.

③ Engaging on carbon data

To date, we've generated initial footprints across our entire food and beverage range (over 13,500 products) and are now moving into the second phase of the project, which involves engaging suppliers via system-generated invitations. At this point, suppliers will be able to view and identify the data submitted, to allow additional product-specific or primary data to be provided, generating an instant recalculation and driving greater accuracy. It will enable suppliers to provide us with ongoing data improvements regarding the carbon intensity of food cultivation, processing and transportation. This process also gives suppliers the ability to pinpoint opportunities at product level to reduce their emissions at key production stages. We've taken strategic steps to progress engagement with key suppliers and look forward to wider collaboration across our supply chain.

Other factors: food waste and plastic

Scope 3

In addition to carbon, there are other factors which affect our scope 3 emissions, namely food waste and plastics. Both of these also have social and ethical impacts too.

Food waste

Food waste is an ongoing challenge for the food industry – from cost, environmental and ethical perspectives. We continue to support the approach of Target, Measure, Act, the principles underpinning WRAP's Food Waste Reduction Roadmap. This means that we:

Target – we've set a target of 63% less food waste between 2020 and 2030.

Measure – currently, our food waste is running at 0.24% of total food volume handled; our target means we need to get this down to 0.15%. We annually report progress transparently on our website and to WRAP.

Act – we're continually focusing on this and a few projects which will accelerate our progress further include introducing new stock management technology, implementing sales promotions, maximising redistribution channels and liaising with suppliers.

Our Food Waste Reduction Roadmap also sets out our challenges, achievements, and next steps in this important area.

Target Measure Act
The Food Waste Reduction Roadmap

Leading Food Partner
FareShare
fighting hunger, tackling food waste
2024

Other factors: food waste and plastic

Reducing plastic and packaging waste

We continue to align with the UK Plastics Pact and work towards their targets; we'll also monitor their evolution, as these targets are being revised by WRAP.

- **Target 1 – eliminate problematic or unnecessary single-use packaging** Progress: removed all polystyrene and PVC, plastic straws and stirrers, and black / non-NIR (Near-Infrared Spectroscopy) detectable plastics.

- **Target 2 – 100% reusable, recyclable or compostable packaging**
Progress: We've achieved a level of 96.1% of all our own brand packaging (by weight) that is now recyclable. We're also evaluating mono-material options to remove complex laminates and mixed materials components.

- **Target 3 – 70% of plastic packaging effectively recycled or composted**
Progress; We've achieved 82.65% of all own brand plastics which are now recyclable (by weight).

- **Target 4 – 30% average recycled content in plastic packaging**
Progress: We've achieved a level of 15.4% average recycled content in all our own brand plastic packaging.

Plastic Packaging Tax came into force on April 1st 2022 and we have been working hard to reduce our liability by promoting changes away from virgin plastic towards plastic with >30% PCR (Post-Consumer Recycled Material) content, or to non-plastic packaging.

Our progress will be updated in our Plastic Packaging Roadmap which is currently being produced, please check our website for updates.

Regenerative agriculture

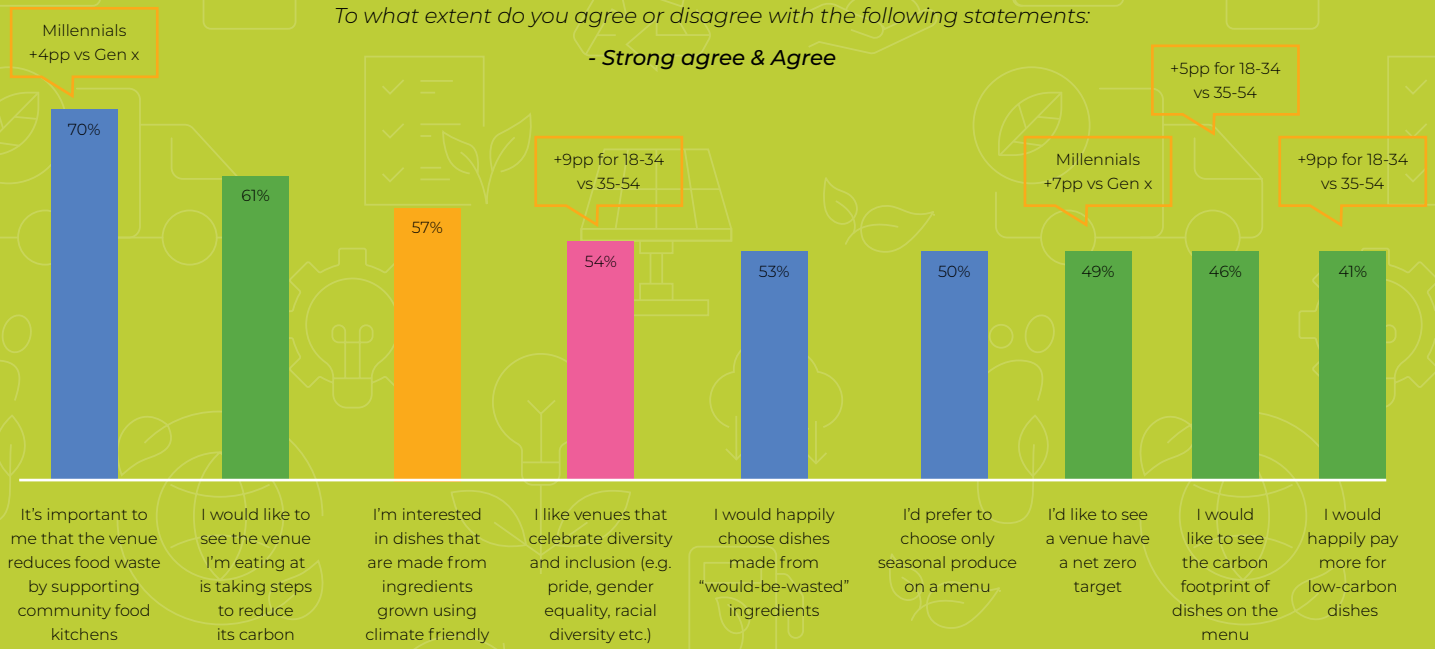
Scope 3

We can't realistically talk about reducing the emissions of food production without mentioning the role that regenerative agriculture could play in reducing emissions. And consumers are also keen to see climate-friendlier farming practices like regenerative agriculture in evidence when they eat out of home. 57% are interested in dishes made from ingredients grown this way.

Consumers are particularly keen on venues that are proactive in their practices which supports the environment and the community

To what extent do you agree or disagree with the following statements:

- Strong agree & Agree



Themes:

- Food waste and produce related
- Carbon footprint and neutrality related
- Climate friendly farming
- Diversity and inclusion

The principles of regenerative farming are to:

- Minimise soil disturbance
- Integrate livestock
- Protect the soil surface
- Encourage plant diversity and maintain living root systems.

All these factors combine holistically to protect and build nutrients in the soil, sequester (store) carbon, help rainfall absorption, and enhance the living systems that contribute to the natural ecosystem processes.

Regenerative agriculture

Scope 3

Challenges for wholesalers and suppliers:
It all sounds great and it is, when done properly! But it's challenging to include this in any wholesaler or supplier plans for several reasons:

• One of the main benefits of regenerative farming is the amount of carbon sequestered (absorbed) within soils, but carbon sequestration doesn't factor into any existing carbon emissions of food, so its role isn't widely recognised or measured

• The term 'regenerative agriculture' refers to a set of fairly loose principles for nature restoration and natural processes; there's no certification for products grown in this way or accreditation for suppliers at present, so the potential for greenwashing is high

• Farmers need support from their customers (both financially and in terms of understanding timeframes and variations in crop yields during transition, as well as support with data to evidence carbon storage in soils) so it's not something that can change overnight

• Even in the UK, agricultural colleges still widely teach conventional farming methods (rather than regenerative) so the practice is not yet widespread

• There is still a lot of controversy, and mixed messages about regenerative farming practices. For example, on the subject of how sustainable and viable livestock grazing practices can be compared with promotion of plant-based diets.

To help customers understand current thinking around regenerative farming, we've created a blog so that you can understand that the issues aren't perhaps as black and white as many may think. **Click here to view**

What are we doing?

- Reviewing our suppliers to understand their commitments to biodiversity and water management.
- We are part of the UK Hospitality Biodiversity working group – to better understand what's being done in the industry to advance progress.
- Through the Open Doors programme, we've listed a number of suppliers who use regeneratively farmed ingredients. We're actively identifying and listing products that support regenerative agriculture, in line with our commitment to offering a more responsible range.
- In June 2025, representatives from Bidfood and Oliver Kay visited a regenerative farm in southern England, to learn more about meeting the challenge of financing the transition to regenerative principles and processes. We aim to use insights and knowledge gained on this visit to engage suppliers who are highly dependent on UK arable crops to start their journey toward more nature-positive farming.

Working with you

As a supplier, our carbon footprint overlaps with yours. By reducing our carbon impacts, we're reducing yours too.

As humans, we're all invested in reducing climate change, to keep our planet liveable and productive.

We're happy to share more detail about our ESG strategy and the initiatives behind it, and would love to learn more about your strategic goals, targets and initiatives.

You can also find out latest Sustainability report here...

We understand that choosing a supplier committed to net zero demonstrates responsible procurement to your employees, consumers, and investors, and working with proactive suppliers, like Bidfood, also builds resilience in your supply chain.

Carbon data:
We're in the process of progressing detailed and accurate carbon data across our range and will provide visibility of this via Bidfood Direct alongside our nutritional and allergen data. We will keep you updated on our progress in this area.

Food, plastic and packaging waste:
Work with us to reduce food waste where there is opportunity to. We'd also love to share our recipes with would be wasted ingredients, blogs and guidance on reducing food waste.

Click here to explore Unlock your Menu

Food sourcing:
We try to minimise deforestation in our supply chains through implementing key policies for our own brand products. Find our more about our Soya Policy and our Palm Oil Policy by clicking the link below. Both these policies contribute to scope 3 reduction in our food procurement.

Find out more with a click here

Working with the wider industry

A positive force for change

Driving change can only happen if we are all pulling in the same direction and sharing best practice. That's why we have chosen to work closely with a number of working groups that in the best position to achieve this:

DEFRA – we are participating in their Data Working Group and Environmental Working Group

Zero Carbon Forum – we're a part of their "Cover" customer forum, which provides a platform to share developments and is a reciprocal sounding board for navigating net zero challenges, sharing data and developing tools that help progress on that journey

WRAP's Protocols for scope 3 measurement for food and drink – we participated in this industry-wide initiative to help standardise scope 3 measurement – click the link below to view the case study:

Scope 3 GHG Protocols: Bidfood case study | WRAP

Summary

Scope 1

Fleet and Vehicle Steering Group – underway

F-gas review and strategy – underway

- ✓ EV trials
- ✓ Aerodyne trial

Scope 2

- ✓ Solar roll-out programme
- ✓ Monthly review and monitoring of REGO's

Scope 3

- ✓ Baseline
- ✓ Targets
- ✓ Maturity vs materiality (supplier engagement)
- ✓ Product level foot printing project
- ✓ Regenerative agriculture supplier research