



POSITIVE
force for change

Food Waste Reduction Roadmap

Introduction

Our Food Waste Roadmap

A waste stream refers to the flow of waste from its source to its final disposal, including recovery, recycling, or landfilling.

Food waste is the term used for any food that is not used for its intended purpose and must be managed in a variety of ways in order to keep it to a minimum. Wasted food comes from a variety of sources, such as:

- Supermarkets, wholesalers, hospitality venues, by-products of food and beverage processing, and domestic waste.

It is a huge issue that all households and businesses worldwide face with approximately 1.3 billion tonnes of food produced for human consumption is wasted globally.

- Worldwide all the food produced, but never eaten, would be sufficient to feed over 2 billion people.
- Landfill sites break food waste down in a way that creates greenhouse gases, including methane, accelerating climate change.

It is vitally important in any business, that we get all departments involved to play their role and engage across teams to deliver change and progress.

At Bidfood, we have valued team members pushing for improvement across depot, supplier and the supply chain to reduce waste streams. This document aims to share with you our approach, our plan, and our progress.



Louise Lyle, Head of Supply Chain

The need for change

The food waste trend globally is increasing. The level of food wasted globally is expected to rise by another third by 2030, which highlights the need for change.

- The UK throws away around 9.5 million tonnes of food waste in a single year of which 6.4 million tonnes could have been eaten. That is enough to feed the entire UK population 3 meals a day for 11 weeks.
- One of the most wasted foods in the UK are potatoes, 1.6 billion are thrown away every year.
- Bread is the second highest, the UK throw away almost 900,000 tonnes of bread every year – which is a 24 million slices every day.
- Every tonne of food waste ending in landfill produces approximately 4.2 tonnes of greenhouse gases. 25 million tonnes of greenhouse gasses are produced each year.

13 million people in the UK are struggling to get enough to eat. This represents nearly 1 in 5 of the UK's population. Those numbers have soared as a result of the cost of living crisis.

There are more people facing food insecurity now than there were at the height of the pandemic.



How important is it right now?

7 in 10

of consumers say that sustainability is an important factor when deciding which out of home venue to visit.*

More than 1/3

of consumers believe that food and drink waste reduction initiatives are key in creating a reputation for eating and drinking brands.*

70%

of consumers say it's important to them that a venue reduces food waste by supporting community food kitchens.*

More than half

of consumers say they would happily choose dishes that are made from would-be wasted ingredients.*

56%

of business leaders are prioritising sustainability initiatives in their business in the next 12 months***

Who do you think is mostly responsible for ensuring that eating and drinking out of home is sustainable?

Farmers 8%

Suppliers 16%

Venues 32%

Consumers 18%

Government 27%****

* Source: CGA by NIQ Bidfood 2025 Trends Survey; Sample size: 2000

** Opus CGA Survey January 2024; Base: 4,982 UK OOH consumers

*** Lumina Intelligence Top of Mind Business Leaders Survey, August 2024

**** CGA by Nielsen Cost of Living Consumer Pulse (1,004 UK&I Consumers) April 2024

Our vision

POSITIVE force for change

So where does food waste fit into our strategy?

Our food waste ambition is part of our business vision to be 'the best foodservice provider and a positive force for change'.

It is also a key pillar of our business strategy and is one of the 'key ingredients' that makes up our proposition shown on the right.

Julie Owst,
Head of Sustainability



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



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

Our food waste goal

To reduce food waste by over 60% between 2020 and 2030

Bidfood

Our ESG priorities (Environment, Social, Governance)

Our Vision:

To be the best foodservice provider and a positive force for change because we care about...



May 2025

Our food waste roadmap

Implement
Slim4:
demand
planning tool

Daily
reporting
on waste

Develop
Bidfood
Direct clearance
section

Engaging with
charity partners: 3
million meals mark
achieved with
Felix!

Unlock Your
menu
resource hub
content on waste
reduction

Route to
market
review

Damaged
packaging
project

Customer
feedback
survey

Pack size
reviews

Waste
Recipe
Guide

Our goal:

To reduce food waste
by over 60% between
2020 and 2030



How important is it right now?

Political

The biggest influence at the moment is war which has emphasized how quickly food security, agriculture and incomes can be put at risk through increased cost and lack of goods.

- Less efficient food chains directly correlate with higher food waste especially with fresh produce, including fruit and vegetables.
- Developed countries produce 56% of food waste.

Economic

The health, social and environmental cost of food waste which worldwide is just under \$1 trillion.

By 2050, the world will need about 60% more calories per year in order to feed a projected 9 billion people.

Cutting the rate of global food loss and waste could help close this gap while creating environmental and economic benefits.

* It is estimated that reducing food waste by 2030 could represent a \$155 - \$405 billion economic opportunity.

Social

All the food produced globally but not eaten would be sufficient to feed 2 billion people.

Food waste directly affects food security, especially for those on lower incomes, high food waste causes prices to increase and reduced food availability.

* Household food waste is the most impactful to global food waste. 61% of food waste is from households vs 26% of food waste from food service.

Technological

Data from 52 countries is being used as evidence for policy making and evaluation. The objective is to generate information at a sub-national level for parts of the supply chain. The data collection instruments will be adjusted to fit the needs and characteristics of each country.

The number of research reports published on the subject has dramatically increased since the late 2000's, highlighting how substantial an issue this is.

Legal

The UN Sustainable Development Goals 2015 aim to reduce the global food waste at consumer and retail level by 50% by 2030.

* The Climate Change Act 2008 aims to reduce the UK's net emissions of greenhouse gases by 100% doing so would make the UK a net zero emitter.

Environmental

Food in landfill breaks down to create greenhouse gases, including methane which has a global warming potential 25 higher than that of carbon dioxide.

* The food lost is associated with 1.5 giga tonnes of CO₂ equivalent.

* Food loss waste puts water, soil and air at risk because food production and distribution requires large amounts of water land and energy.

Our approach

As a business we're focussed on:

- Reducing the amount of food that is wasted as it has surpassed the shelf life requirements for our customers
- Reducing waste due to product damages by improving our handling and storage
- Working with our suppliers to improve their product packaging
- and on reviewing how we sell products in order to reduce the amount of products we 'split' from their outer case.

To achieve these goals, we've carried out in-depth reviews of what drives food and packaging waste within Bidfood. As part of this review we have:

- Used our demand planning tool to better balance our product intake to ensure good levels of service, whilst minimising risk on shorter-life products
- Reviewed all products and suppliers of the most frequent products that go out of date before we can sell them
- Initiated an ongoing project looking at our route to market to ensure this optimises shelf-life
- Examined how depots record their food waste and where it is going, and developed ways to promote reduction of food and packaging waste in our depots and with our customers
- Identified the top 50 suppliers who create the highest write-off value of damages to understand the issues driving this – either depot handling, supplier packaging, placement or location in the warehouse etc.
- Assessed a large number of products where we allow splits to be purchased to determine if this is driving damages and waste.



What's driving waste in Bidfood?

We've established a number of key causes of waste in our depots:

1. **Mis-rotation:** this is a common industry issue. However, with the full rollout of our new Qstock system, we expect significant reductions due to improved accuracy at goods-in and precise stock location tracking, minimizing human error.
2. **Communication gaps:** inconsistent communication around forecasts, menu changes, and new product launches can lead to inefficiencies and waste.
3. **Delisted products:** surplus stock can often result from the delisting of products where residual stock remains unsold. We will always prioritize selling through these products to avoid unnecessary waste.
4. **New product uptake:** new items can take weeks or months to gain sales momentum. While we aim to maintain healthy stock levels, we have to be more cautious with short shelf-life products.
5. **Damages:** These packaging issues need urgent attention, and our teams are reviewing opportunities for improvement on this issue.
6. **Overhandling:** some products can be subject to additional or excessive handling through their route-to-market. We now review high-risk lines to reduce movements, favouring pallet or layer handling and local supply, where possible.
7. **Sales fluctuations:** some products are subject to more volatile sales patterns.
8. **Shelf-life:** short shelf-life products are sensitive to seasonal and weather-driven demand changes. We use demand planning tools to better forecast and adjust purchasing accordingly.
9. **Product seasonality:** Seasonal items, especially fresh produce from mainland Europe, often face delays and reduced shelf life. Factors like school holidays and weather shifts also impact demand levels.



Driving position change across the supply chain

At Bidfood, we believe everyone has a role in building a more resilient food supply chain. That's why we're committed to:

1. **Understanding local practices:** Each depot manages food waste differently and partners with local charities or food banks. We collect this information to support accurate food waste reporting.
2. **Proactive demand planning:** Our planning tool monitors best-before dates and sales rates by location, flagging risks early so planners can take action to reduce waste.
3. **Supply chain risk logging:** Depots can log at-risk products in our central database, helping us track and respond to potential issues quickly.
4. **Damage reporting channels:** Clear contact points are available for depots to report recurring product damages easily.
5. **Regular waste reporting:** Daily, weekly, and monthly reports help identify frequently damaged items. These products are either relocated or clearly marked to prevent further damage.
6. **Dedicated damage review team:** A specialist team reviews damage trends across depots, investigating anomalies and working with depots or suppliers to resolve issues.
7. **Charity donation procedures:** We have a structured process for donating food, including local contacts and best-before date guidelines.
8. **Reduced to clear offers:** Short shelf-life products are listed at discounted prices on Bidfood Direct to minimize waste.
9. **Community engagement:** We regularly share updates on how to support local communities and encourage teams to get involved and have fun doing it.

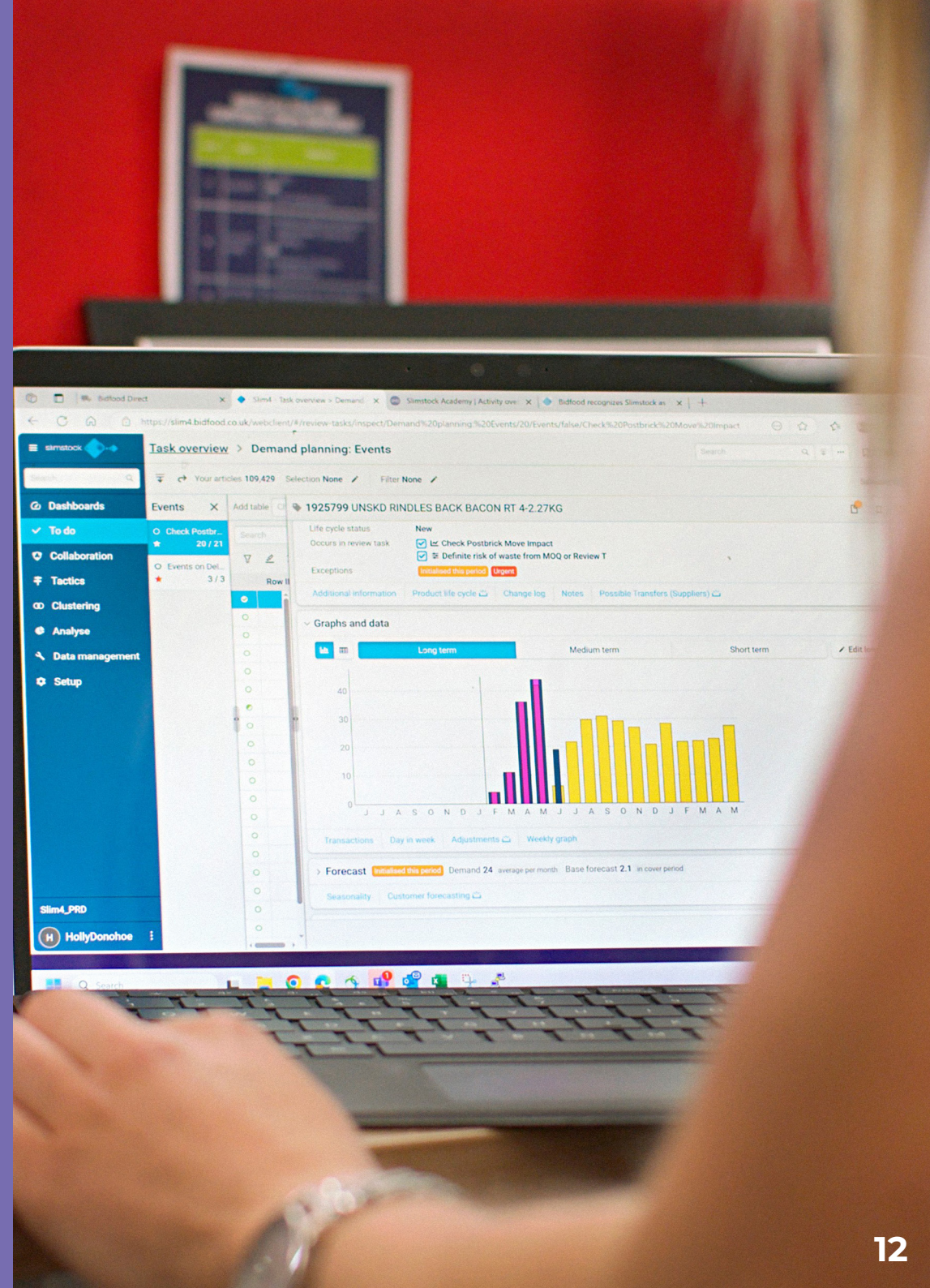


Innovation through Technology

Our newly-implemented demand planning system, Slim4 by Slimstock, empowers our Supply Chain Team to be more agile and responsive. Unlike our previous ERP system, Slim4 forecasts future demand rather than relying solely on past sales, enabling more accurate planning.

Planners can now input customer forecasts and known demand changes directly into the system—eliminating the need for offline workbooks. This allows them to focus on high-impact activities such as service management, short shelf-life control, and strategic purchase order placement.

We continue to collaborate closely with Slimstock to enhance the tool further, driving service improvements and reducing food waste.



Customer feedback

We are currently trialing a customer survey with a number of customers. The survey gives them the opportunity to share feedback on a number of areas that drive food waste within their business:

- Packaging feedback
- Common damages
- Most frequent shelf life waste on product
- Most frequent plate waste.

We will use this feedback to shape future focus.

We have also recently launched a 'Reduced to clear' section on our Bidfood Direct platform to clear through "at risk" lines, offering discounted prices.



Working with charities

At Bidfood, our primary charity partner in the field of waste reduction is Felix, though many depots also engage with local community organisations.

In the London area, we also work closely with City Harvest to support regional initiatives.

Both charities distribute donations to a wide range of causes, including school breakfast clubs, homeless shelters, lunch clubs for the elderly, and community cafés.

They also provide detailed quarterly impact reports, outlining key metrics such as food volumes donated, meals delivered, and carbon savings—broken down by depot to give a clear view of our collective impact.

By redistributing food that might otherwise have gone to waste, we're cutting waste costs, lowering our environmental impact, and keeping food out of landfill. Our work and successes in this area support our wider goals to minimise write-offs where possible and use surplus to benefit those in need, rather than see it go unused.



Our charity partners

Felix is new name for the UK's largest charity tackling hunger and food waste, following the merger of FareShare and the Felix Project. Felix operates through a national network of 18 independent organisations. Together, they redistribute quality surplus food from across the industry to nearly 8,000 frontline charities and community groups.

These groups transform the food into meals for vulnerable individuals and families at risk of hunger.

Bidfood partners with Felix across many depots, benefiting from their wide collection network, acceptance of extended shelf-life products, and efficient redistribution to those in need. Their support has made them a valuable ally in reducing food waste.

We have a dedicated Felix Commercial Manager who provides regular updates and meets with us every four months at selected depots to strengthen collaboration and encourage greater donation volumes.

Further information about Felix is available **here**.



Rescuing
food for
fuller lives

Other charity partners

City Harvest offers a sustainable solution for surplus food, redistributing quality products to those facing food poverty across London. While primarily London-based, they also collect from depots outside the M25 for larger volumes.

Each week, City Harvest delivers free food to over 350 community partners, including food banks, schools, hostels, soup kitchens, refuges, and local hubs.

They currently redistribute around 1.3 million meals per month and collaborate with like-minded food charities across the UK to expand their impact.

Further information about City Harvest is available [**here**](#).

Hope 4

We also support Hope 4, a Moldova-based charity providing food and drink to Ukrainian refugees.



Volunteering at food waste charities

At Bidfood, we offer every employee one paid day per year to volunteer at a charity of their choice

This is in addition to all leave entitlement and can be either a new or existing volunteering placement. This has been introduced to:

- Look after our employees' social wellbeing
- Bring to life our corporate vision of being a positive force for change
- Enable our employees to demonstrate our 'care' value by giving something back to our communities
- Build our social value and demonstrate this to current and future customers
- Enhance our ability to both attract and retain the best people.



Measuring progress

At Bidfood, we maintain a robust platform that records quarterly data on food waste sent to energy recovery, redistributed to charities and food banks, sold internally, or repurposed for animal feed—including associated disposal costs.

Our team collects this data from each depot, consolidating stock and Site of Excellence teams, consolidating it into a central **waste dashboard**. This enables us to monitor depot-level progress and assess performance ahead of our annual sustainability report.

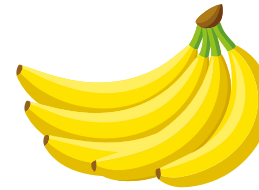
Both **Felix** and **City Harvest** provide detailed **quarterly impact reports** to all depots, outlining food volumes donated, meals delivered, and carbon savings. This data is invaluable for our sustainability reporting and is shared across the business.

* Impact calculations are based on WRAP's recommendation of 420g as an 'average' meal size. City Harvest GHG data is informed by the FoodSteps 12-category emissions calculator.

** The equivalent meals calculation is based on WRAP's guidance around reporting the amounts of surplus food redistributed

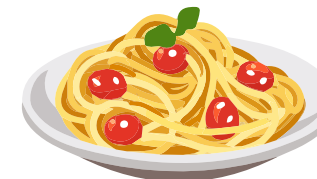
*** CO₂ calculations are based on WRAP's recommendation of 420g as an 'average' meal size. City Harvest GHG data is informed by the FoodSteps 12-category emissions calculator.

Between July 2025 to June 2026 Bidfood's donations to



56.5 tonnes of food

to City Harvest's food rescue operation



134,599 meals delivered

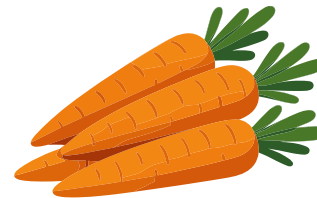
to charities feeding their communities



140.6 tonnes of GHG emissions prevented

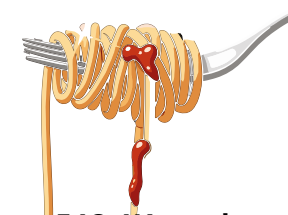
by rescuing food for human consumption

Between July 2025 to June 2026 Bidfood's donations to



230.3 tonnes of food

to Felix's food rescue operation



548,4K meals

to charities feeding their communities



461 tonnes of CO₂e from being wasted
by rescuing food for human consumption***

Measuring progress

We report annually on progress against our food waste reduction target in our sustainability report, and at the time of writing, we've achieved 61% reduction so far.

We've achieved this by:

- Maximising food waste avoidance by donating to Felix, City Harvest and other local food redistribution charities
- Improving demand and supply forecasting
- Working on a project to reduce waste incurred via stock damage.

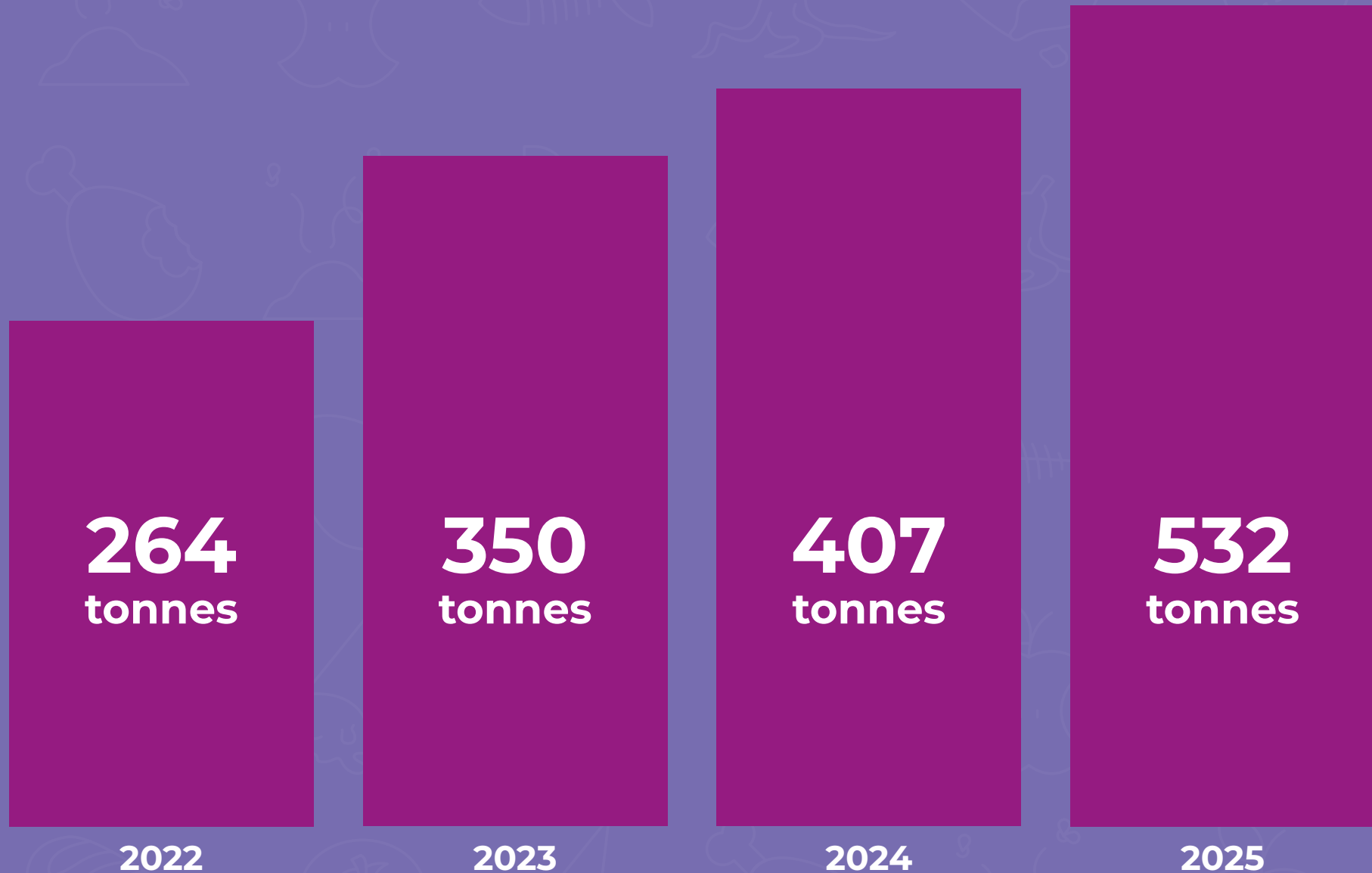
We are especially proud to share that we've redistributed the equivalent of over 3 million meals to those in need through our ongoing partnership with Felix – a significant milestone in our commitment to reducing food waste and supporting communities.

Since we started supporting Felix in 2016, we've redistributed a total of 1,298.77 tonnes of surplus food, which equates to an incredible 3,092,311 meals.

This achievement is about more than just numbers – it's about people and supporting those facing food insecurity. The surplus food has gone to a wide range of organisations including: food banks, school holiday clubs, residential care settings, homeless shelters, and charities supporting ex-veterans.



Progress in Bidfood's charitable food redistribution (tonnes)



Source; Bidfood food waste redistribution data.

Menu support and inspiration

Using would-be wasted ingredients

In this specialised recipe book, experts across Bidfood have come together to share their favourite dishes and drinks that feature what would often be wasted ingredients.

We've created a bank of delicious and simple 'would be wasted' recipes, perfect for helping you reduce waste in commercial kitchens and also that are great to try at home!

From sticky toffee pudding with caramelised banana skin to potato peel soup or carrot top pesto, there is a range of exciting dishes that make great margin sense!



Our advice hub

UNLOCK
YOUR MENU



Unlock Your Menu is one of the many support tools that Bidfood provides to help businesses navigate the various challenges that face the hospitality and foodservice industries.

With expert tips and advice on cost and energy saving to managing inflationary pressures, Unlock Your Menu also focuses heavily on food waste management.

Included in the food waste support and guidance section, advice is given on:

- Smart purchasing and inventory management
- Strategic thinking
- Making best use of equipment
- Portion control
- How to use leftover ingredients
- Storage.

And much more! To see all that Unlock Your Menus has to offer, scan the QR code below.



Scan me



Bidfood and WRAP

We've been actively engaging with WRAP on many levels and for many years; one aspect of our engagement has been with WRAP's Food Waste Reduction Roadmap. This involves:

- **Reporting** annually on total food handled in a calendar year, and the percentages which are relevant to the roadmap. For example, % sold as intended, % food waste avoidance (e.g. redistributed via Felix), % to anaerobic digestion etc. These figures are publicly available to promote transparency.
- **Target, Measure and Act** on food waste. We have a food waste reduction objective: our target is to reduce food loss and waste (as % of food handled) by 63% between 2020 and 2030. We're already on the trajectory to achieve this due to increased charitable food redistribution and a focus on stock loss due to damage. Our food waste in CY 2025 was 0.16% of total food handled.
- **Guardians of Grub campaign:** being a cascade partner for this campaign and promoting it to customers in conversations and online campaigns.
- **Training** on being a food waste ambassador: Shelley Franklin-Morris is our Senior Sustainability Manager and has been trained, so that she can communicate the benefits and main points to customers.

Use free resources and tools
available to help you: Check out
www.guardiansofgrub.com

Join WRAP's Food waste
reduction roadmap:
Food Waste Reduction
Roadmap | WRAP

BAD TO THE BONE



CALLING ALL GUARDIANS OF GRUB

When it comes to food, it's always best to use everything and waste nothing. Use every drop of your smarts and every ounce of your skills to make sure food stays food.

Rise up against food waste. Visit guardiansofgrub.com



Industry resources available

WRAP offer some excellent resources available on their Guardians of Grub resource hub [here](#)

You can find courses, a savings calculator, case studies as well as some practical toolkits and communication tools, such as:

- [A Plate waste toolkit](#) – take practical action by understanding customer behaviour
- [A 7 day tracking sheet](#) – an easy way to measure and monitor your food waste
- [Food posters](#) – handy tips to inspire your team.

A campaign poster for 'Guardians of Grub' set in a commercial kitchen. The title 'WE ARE THE GUARDIANS OF GRUB' is written in large, bold, yellow capital letters across the top. Below the title, six diverse individuals are shown: a woman in a blue business suit on the left, a man in a white shirt and dark vest holding a brown paper bag, a chef in a white uniform with arms crossed, a man in a blue shirt holding a smartphone, a man in a blue shirt and striped apron lying on the floor holding a small object, and a man in a black and white checkered apron sitting on the floor holding a bowl of food. The kitchen background features stainless steel counters, pots on a stove with steam rising, and a refrigerator. In the bottom left corner, there is a block of text and a website address. In the bottom right corner, there is a logo featuring a crossed fork and knife with a fish skeleton, and the text 'GUARDIANS - OF GRUB -' below it.

WE ARE THE
GUARDIANS OF GRUB

The food we waste is harming our environment. That's why we, the carers, protectors and defenders of food are taking a stand to feed people, not bins. So, let's rise up and guard our grub, profits and planet and put a stop to wasted food.

Rise up against food waste. Visit guardiansofgrub.com

**GUARDIANS
- OF GRUB -**

Working together to reduce waste

Opportunities to collaborate through the supply chain

Bidfood Direct clearance section provides your sales contact with details of any menu items or products removed from our range that are available to purchase.

For information on how we've worked with suppliers and customers to reduce food waste, [click here](#).



Working together to reduce waste

Support in the kitchen

Check out our blog on
“How to tackle food waste”
[here](#)

Check out our blog on
“How can the hospitality industry
reduce food waste”
[here](#)



Summary

In summary, the core actions that form part of Bidfood's Food Waste Reduction Strategy remain central to our approach:

- Continue to review write off in all depots to ascertain any correlations – report to supply chain and include supplier involvement.
- Grow the depot relationship with Felix and City Harvest and push for all depots to utilise all avenues of charity donations opposed to anything going to landfill.
- Use the Volunteer days offered by Bidfood to get a better understanding how charities work and where our redistributed food goes to.
- Keep depots regularly informed of updates including any posters that can be added to their environmental boards.
- Depots to use all internal processes to keep all departments updated with the facts Visit depots to understand their process to avoid write off on specific products that have a regular damage history.
- Sales Departments to update forecasts to Supply Chain if increase or decrease as this will have benefits of possible stock wastage.
- Update Slim 4 demand planner to understand trends within the business to get an accurate order output.
- Find out more about food waste on our website and in our Food Waste Reduction fact sheet [here](#)

