



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 quarterly 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've aligned 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.



Our 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 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

POSITIVE force for change

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



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 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:

 Our emissions

 Plastics

 Waste

Bidfood: Our ESG strategy (Environment, Social, Governance)

Our Vision

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



April 2023

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 set a baseline, ambitious targets and put in place a governance structure that ensures we have assigned accountabilities across our teams to deliver them, 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: It's crucial to ensure our targets are valid and meaningful. So, we've set targets aligned to minimising global temperatures to +1.5°C by 2050.

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 are able to identify the best blend of technology and processes that will move us forwards on our journey to net zero. We also participate in a number of carbon-reduction focused industry working groups so that we can collaborate and understand how best to close the gap between expectations and capabilities.

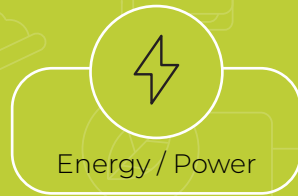
Everyone in the supply chain faces similar challenges, it's not possible to de-carbonise overnight or alone. There are still many unanswered questions, technological and commercial challenges to navigate. However, we believe that working together and sharing best practice is the best way to drive the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



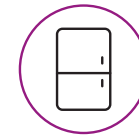
Alternative vehicle and fuel types



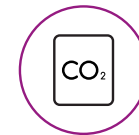
Renewable energy solutions e.g. solar panels



Reducing food waste



Refrigeration technology and efficiency



Carbon data and labelling to inform purchasing



Engaging with and supporting suppliers

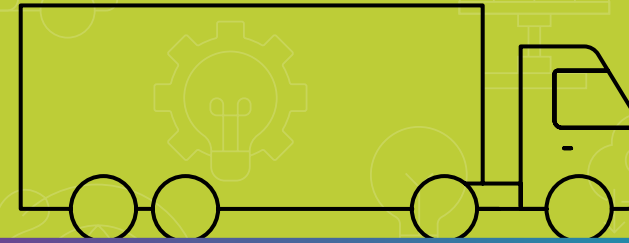
What's driving our emissions?

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.

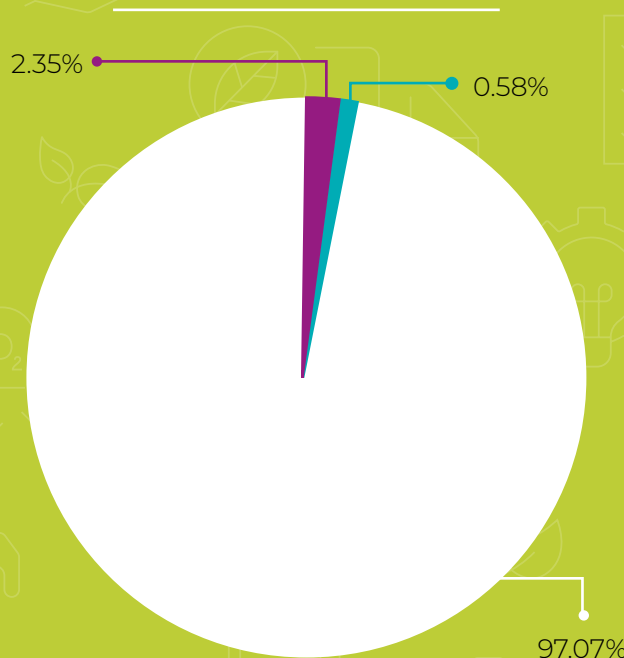
You might think that our fleet is the biggest, most 'obvious' driver of emissions, however, 97% is actually driven by the food we purchase and supply to our customers, so our supply chain plays a huge role in our decarbonisation journey.

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 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 downstream. This includes all value stream emissions. For example, waste and employee commuting, however, the vast majority are caused by the food we buy 97.07%

Our initiatives

By 2032

Bidfood aims to reduce scope 1 & 2 emissions by 55% and scope 3 emissions by 32.5%

Food waste

Carbon data & labelling

Assessing and supporting suppliers

Refrigeration

Wider industry engagement

Vehicles and fleet

Understanding Regenerative agriculture

Grid electricity consumption

By 2045

Our ambition is to achieve net zero emissions across scope 1, 2 and 3 by 2045



Vehicles and fleet

Scope
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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 and Vehicle Steering Group

To achieve this our approach focuses on adopting the right mix and blend of technology tailored to vehicle type and operational demand.

We've therefore set up a dedicated steering group who will continue to trial, understand and identify the required mix of investment we need deliver an overarching plan to achieve our ambitions to reduce our fleet-related emissions by 2026.

Fuel

For some time we trialled vehicles fuelled by hydro-treated vegetable oil (HVO). While results were positive operationally, the level of scalability and issues around the ethical sourcing of HVO remain a concern.

However, we continue to explore new and advancing fuel technologies and plan to run a related trial which we will update on in future issues. We have also gained authority to utilise the hydrogen refuelling point at Heathrow and are reviewing opportunities to run a vehicle from this to take advantage of this.



Aerodyne vehicle design

We have recently completed a successful trial of Aerodyne kits on our vehicles. This design smooths the passage of air around trucks, reducing fuel consumption by over 8%, resulting in a reduction in CO2e, as well as improving overall performance and vehicle stability. These kits will be fitted on 300 new build vehicles starting from October 2024.

Vehicles and fleet cont.

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 have been conducting a number of trials with alternative EVs ourselves, at our Battersea and Edinburgh depots. These saw mixed results, with some models proving to have an unreliable vehicle platform or poor charging reliability. However, we have recently trialled a 19 tonne model at our Edinburgh for a 4 week period which achieved good results.

We currently have tenders in progress for six 19 tonne BEV (Battery Electric vehicle) Rigid lorries (initially for Glasgow, Edinburgh, Liverpool and Paddock Wood which serve some of the UK's major conurbations), as well as twelve battery-driven electric vans.

Scope

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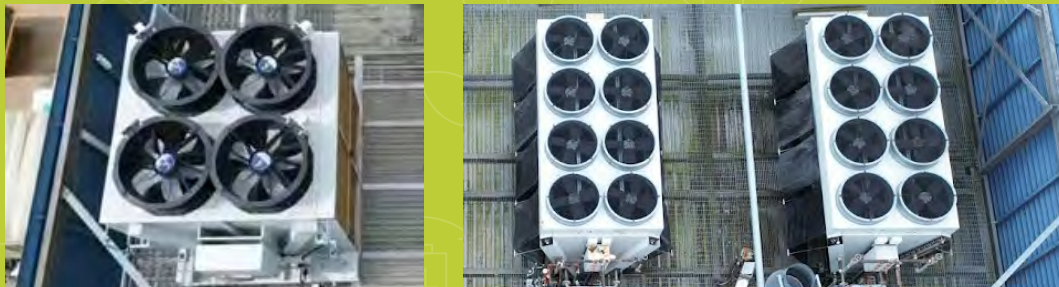
Electric vehicle on trial at our Battersea depot

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:

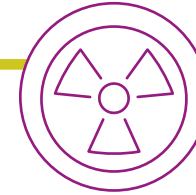
- Operate all our existing systems efficiently
- Maintain all systems (based on type and age) to a robust schedule
- Develop a strategy to deploy the best, emerging technologies when available to support our transition away from any gases with high global warming potential.



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

Scope

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Our F-gas programme

To this end, we've have commissioned a full F-gas review covering our on-site installations and our fleet to form the basis of our F-gas plan which we aim to implement by 2026. The key elements of this plan include:

- Visibility of all F-gas operating system types and age profiles
- Existing maintenance and re-fit schedule based on age of asset
- Review and trial of emerging technologies
- Evolving restrictions related to F-gas systems vs emerging technologies
- A deployment schedule that aligns with our strategy.

Our solar programme

Scope
②

Although weather dependent, solar panels typically reduce demand from the grid by 20%, with any surplus going back to the national grid.

One of our key goals has been to commission a full review of all of our sites, with the aim of installing solar panels on the roofs of all suitable locations across our estate.

To-date, phase 1 of the programme has seen the installation of solar panels completed at five sites.

Next steps: a schedule of installation is now under review to establish and commission phase 2 of the project.



Grid electricity consumption

Scope
②

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:

When we've completed our solar installation programme, we'll assess our remaining energy demand and identify any further opportunities or solutions that can deliver improved management, increased efficiencies or allow us to generate and store power, whilst reducing consumption.



Scope 3 initiatives

Scope
③



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

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?

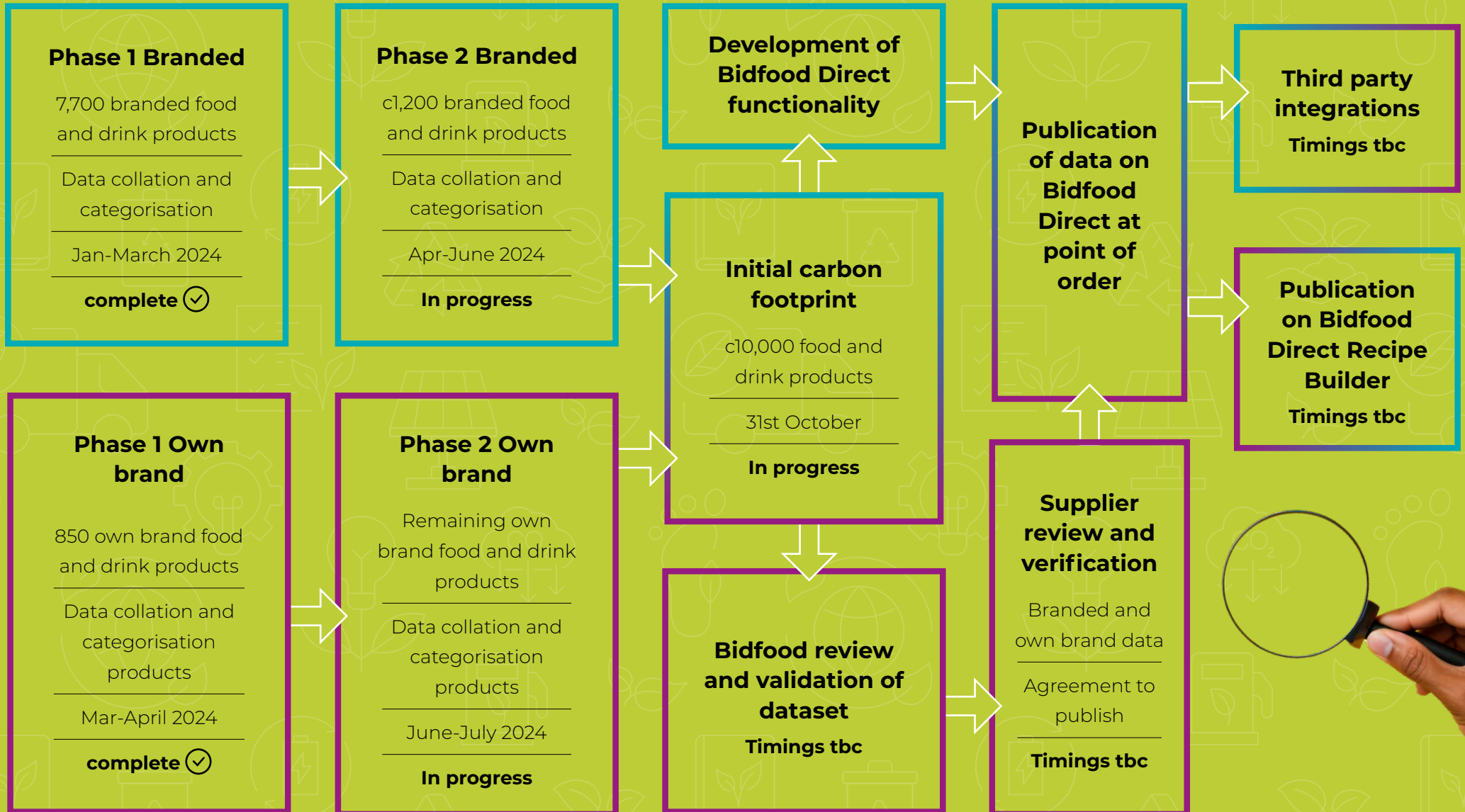
Having visibility of more accurate, up-to-date carbon data will allow your teams to make the right menu and purchasing decisions, and empower consumers to make the right choices.

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



Supplier Engagement



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

By the end of October 2024 we aim to have product level carbon calculations set up within the Carbon Cloud platform for all consumable products supplied to Bidfood, ready to validate ourselves and then share with our suppliers for verification.

At that point, we will provide them with access to the platform to view their products and calculations, and the ability to provide additional or improved primary product data based on any life-cycle analysis they have conducted or actions they have taken to reduce carbon.

This process also gives suppliers the ability to pinpoint opportunities at product level to reduce their emissions at key production stages.

We can also refresh and update calculations throughout product life cycles where suppliers provide additional or improved primary data.

Other factors: food waste and plastic



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

Our ambition is ultimately to eradicate all food waste, however, to achieve real and realistic progress we have set medium term commitments:

- To reduce food waste by 63% between 2020 and 2030
- This equates to reducing waste to 0.13% of total product handled.

WRAP's Food Waste Reduction Roadmap:

We're proud to support this and are delighted to be on-track to hit our target in advance of our 2030 deadline.

Some of the key projects which will accelerate our progress further include:

- Implementing a full demand planning system to automate our forecasting and procurement process, aligning our stock holding more closely to rates of sale, and managing fluctuating demands (e.g. seasonality and consumer trends) more effectively
- A damage reduction initiative aimed at identifying and remedying any issues with process, packaging or behaviours that lead to food waste
- A warehouse optimisation programme which allows full scanning of all our products through their operational lifecycles, giving us greater visibility and the ability to reducing reliance on manual processes
- Continued donation of all suitable product to national and local charities that need it most – we're proud to hold Leading Food Partner status with FareShare.



Other factors: food waste and plastic

Reducing plastic and packaging waste

At Bidfood, we align with the UK Plastics Pact 2025 and so have four key targets:

- **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 our 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.



We've also completed the work required to align with the introduction of Single Use Plastic bans across the UK:

- In Scotland from 1st June 2022
- In England /Northern Ireland from 1st October 2023
- In Wales from 30th October 2023.

Regenerative agriculture

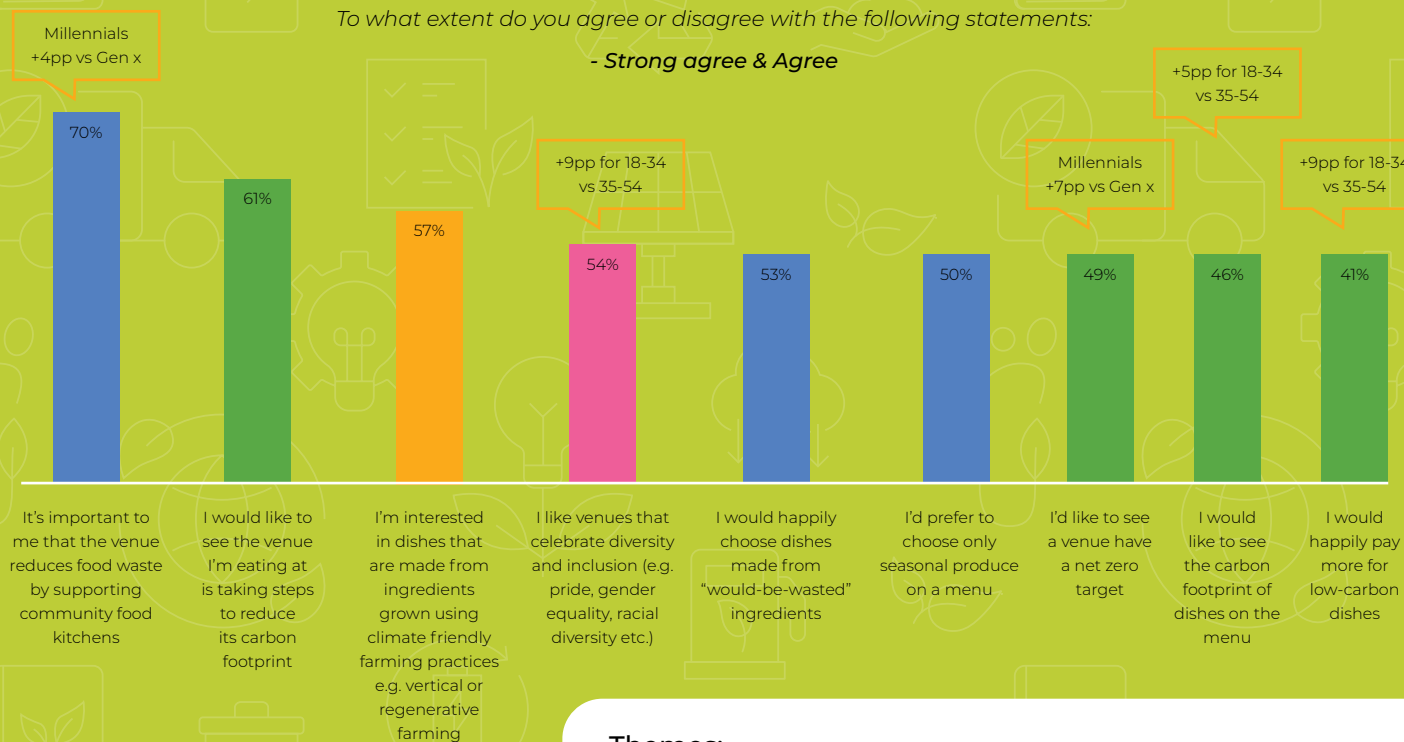
Scope
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We can't realistically talk about reducing the emissions of food production without mentioning the role that regenerative agriculture could play in reducing emissions. And consumers are also keen to see climate-friendly farming practices like 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



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.

Themes:

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

Regenerative agriculture

Scope
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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?

Through our sister company, Bidfresh, we are currently scoping interviews and a survey across our fresh produce, meat and fish and seafood suppliers. This will establish the soil protection, biodiversity and water practices that they have in place, and provide the basis for a report which will enable us to highlight these regenerative practices to customers.

We are also working to achieve the same across the Bidfood supplier base, with an emphasis on biodiversity and water.

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](#)

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Summary

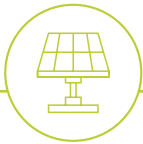


Scope 1

Fleet And Vehicle Steering Group –
underway

F-gas review and strategy – underway

- ✓ EV trials
- ✓ Aerodyne trial



Scope 2

- ✓ Solar roll-out programme



Scope 3

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

