



Passionate about
foodservice

Stakeholder engagement 2016



Stakeholder and nature of relationship	Nature of engagement	Material issues	Actions
Customers	■ Ongoing interaction by local management with customers within each business in our decentralised environment ■ Monitor call centres ■ Independent complaint channels ■ Tip-offs ethics line (bidcorp@tip-offs.com) ■ Bidcorp admin e-mail address (admin@bidcorp.co.za) ■ Bidcorp website (www.bidcorpgroup.com)	■ Compliance requirements relating to social, environmental and human rights standards ■ Compliance with Consumer Protection legislative requirements in jurisdictions where Bidcorp operates ■ Focus on a customer-centric ethos ■ Customers increasingly demand "smart green solutions" across all products and geographies	■ Continuous monitoring of call lines and e-mail addresses ■ Staff training for new legislation ■ Customer service improvements identified and actioned ■ New initiatives in electronic media, including blogging, social and mobile media communications
Suppliers	■ Ongoing communication by local management with key suppliers on market trends and requirements within each business in our decentralised environment	■ Clear communication channels supporting accurate timely information to all parties ■ Joint pursuit of efficiencies ■ Long-term sustainable support of small and/or black suppliers (in South Africa) ■ Focused effort to source locally produced products	■ New initiatives in electronic media, including blogging, social and mobile media communications ■ Close supportive relationships with small and/or black business to ensure their sustainability ■ Continued efforts to streamline logistics chain
Employees	■ Employee surveys ■ Health and safety managers ■ Customer visits; feedback from sales representatives and drivers ■ Close involvement of local managers with local teams ■ Employment equity forums within the South African operations ■ Trade union engagement in various geographies as required	■ Market-related remuneration ■ Group policy to ensure good employee relationship ■ Moving from awareness of employee issues to actioning these issues ■ Health and safety concerns ■ Reporting on fatalities ■ Reporting on lost-time injuries, resignation and fatalities statistics ■ Retention of a well-equipped positive workforce	■ Continued investigations into fatalities ■ Training for health and safety standards to be enforced ■ Identification of effective mobile communication tools implemented ■ Focus on reduction of work-related injuries ■ Career pathing and training initiatives across each division ■ Graduate recruitment programmes
Shareholders including investors and analysts	■ Investor meetings ■ Internet updates/communications	■ Group strategy ■ Group performance ■ Significant non-financial issues	■ Inclusion of non-financial issues in annual integrated report ■ Assessment of non-financial data collection for reporting
Government, authorities and regulators	■ Proactive interaction and communication at each business level where required ■ Group level engagement on overarching issues such as taxation ■ Business associates interact	■ National authorities and regulatory requirements ■ Taxation issues ■ Employment equity plans (in South Africa) ■ Crime and fraud prevention activity remains top priority	■ Proactive consultation as required ■ Active engagement with industry-specific SETAs (in South Africa) to train and potentially hire qualified candidates
Environment	■ Commitment to reduce environment impacts ■ Group-wide focus with reporting to board level in order to ensure this remains a top priority	■ Reductions in energy, fuel, water and paper usage are a priority ■ Recycling opportunities identified ■ Unique identification of industry-specific environmental and sustainability initiatives	■ Business strategies include cost reductions and elimination of duplication and reduced water usage ■ Capex spend includes a commitment to improve energy efficiencies ■ Sustainability champions appointed divisionally ■ Research and development projects underway to develop energy efficient products ■ Staff awareness efforts in respect of sustainability issues
Communities including community-based organisations and non-governmental organisations	■ Community impact employment opportunities ■ Support for community projects ■ Track and communicate success stories through the website, in reports at roadshows and company gatherings ■ Decentralised structure within Bidcorp has a positive impact in that local businesses engage directly with local communities	■ Employment opportunities ■ Social and educational initiatives ■ Healthy eating campaigns ■ Disaster management ■ Senior citizen support ■ Alignment of our businesses with the communities they serve	Two-tier CSI strategy: ■ 1: Corporate supports a number of overarching worthy causes ■ 2: Individual businesses support community-based projects
Partners and potential partners	■ International, regional and industry contacts	■ Prospects for entry into a new market ■ Potential to better serve existing customers by forming relationships, and in doing so anticipate emerging needs which we can respond to	■ Constant evaluation of market developments, new technologies and solutions ■ Communication with brand principals, industry leaders and entrepreneurs