

# OUR PEOPLE

# OUR **PEOPLE**

## We are committed to fostering a culture of continuous learning, inclusion and opportunity, ensuring that all employees are empowered to grow, adapt and lead in a complex and evolving global landscape.

Our people are a critical resource. They are central to our success and making a positive impact on the world. Therefore, they must be empowered, respected, valued and kept safe and healthy. We provide training opportunities to ensure that our people grow, advance their careers, access good employment and ultimately can meet their full potential; we strive to create a healthy, happy and safe environment; we promote fair and transparent pay, benefits and rewards, whilst promoting equity, diversity and inclusion which is at the heart of our business.

As one of the largest private sector employers in SA, where inequality and unemployment, particularly among youth, are widespread, we are intentional in our interventions for our people, their multiple dependants, and the broader community. In our international territories of operations, our businesses also play a vital role in the communities and places where we live and work. Through local partnerships, social value initiatives, and volunteering, we actively contribute to economic and social well-being. We seek to drive lasting positive change by supporting education, employment and community resilience.

This affords us the opportunity to operate, do business in and draw skills from the communities in which we operate.

### Putting people at the heart of our business

The social element of sustainability is of particular importance to Bidvest, touching multiple sectors and communities, and relevant to its operations that promote and offer out-of-home hygiene and integrated facilities management services, in order to support safe and healthy occupational environments.

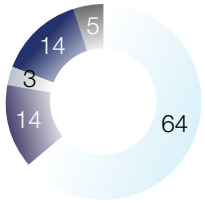
| | OBJECTIVE | PILLAR | FOCUS | 2035 TARGET | CURRENT POSITION |
|---|---|---|---|---|---|
| **PEOPLE**<br>**Empowering our people through inclusive development, lifelong learning and future-focused leadership** | **To equip employees with the skills, opportunities and support needed to thrive in a rapidly changing world, while ensuring inclusive access to growth and wellbeing** | **1 Continuous learning & future-ready capabilities** | Provide access to upskilling and reskilling programmes aligned with future business needs<br>Identify emerging skills and future-of-work trends and integrate them into employee development planning<br>Encourage experimentation, agility and a growth mindset across all levels of the organisation | **7 500 – 8 500**<br>employees participating in personal development interventions (exclude mandatory training, legislative and occupational training) | Refer to page 22 |
| | | **2 Inclusive leadership and talent mobility** | Promote internal mobility through structured succession plans and individual development plans<br>Equip leaders at all levels with inclusive leadership capabilities to build high-performing and diverse teams | Development of divisional **succession plans** and subsequent evidence-based outcomes against the plans | Refer to page 22 |
| | | | Promote internal promotions | **≥ 60%**<br>of leadership roles filled internally | **31%** |
| | | **3 Inclusive access and participation** | Ensure equal access and opportunities for all | **50%**<br>of all management female | **39%** |
| | | | | **50%**<br>of SA management African (internationally country specific) | **37% (SA)** |
| | | | | **2.5%-3.5%**<br>of employees disabled | **1,50%** |
| | | **4 Employee wellbeing and psychological safety** | Cultivate a safe, healthy and supportive work environment that enables employees to perform at their best | All employees have access to an **employee wellness programme** | **92%** |
| | | | | Reduce LTIFR to **≤0.85** | **0.99** |

# TRANSFORMATION, **DIVERSITY AND EMPLOYMENT**

Our people form the backbone of Bidvest. Diversity in age, race, gender, religion, skills and experience undoubtedly contributes to a Bidvest that is relevant, innovative and future-fit. Our focus remains on advancing diversity, equity and inclusion.

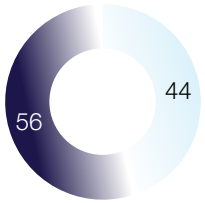
## Permanent 91%

**RACE** (%)



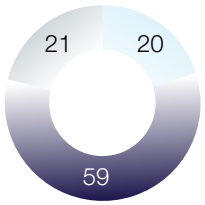

African
Coloured
Indian
White
Other

**GENDER** (%)




Female
Male

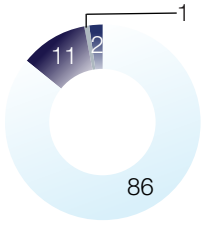
**AGE** (%)




<30 years
30–50 years
>50 years

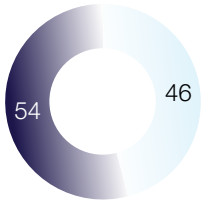
## Temporary 9%

**RACE** (%)



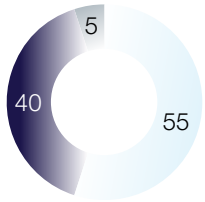

African
Coloured
Indian
White

**GENDER** (%)




Female
Male

**AGE** (%)




<30 years
30–50 years
>50 years

**1 774** (1.5%)
employees with disabilities

**37%**
of employees belong to unions/bargaining councils

**15%**
staff turnover

Board
**64%** female

Exco
**55%** female

**SA** (%)



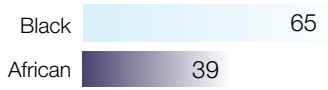

**INTERNATIONAL** (%)




Board
**82%** Black

Exco
**55%** Black

**SA MANAGEMENT** (%)




**OTHER** (%)



# MANAGEMENT **CONTROL**

Diversity is high on the agenda and the tone is set from the top. In SA, the focus is on race and gender diversity, as well as people with disabilities, while in the UK, Ireland, Australia and North America gender diversity is key to addressing the low levels of females in the workplace, especially in leadership roles. The aim is to have female representation at 50% at all levels. To achieve these objectives, appointments at management level are receiving deliberate attention and measured quarterly.

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

## In SA, at middle, senior and top management levels, **41%, 30% and 23%**, are African, respectively.

Great progress was made year-on-year at middle and senior levels, in particular, moving representation **up by 300bps.**

Women represent **39%, 36%** and **38%**, respectively, at the three management levels. Excellent progress was made at top management level.

## Overall, females represent **38%** of Group management.

## A total of **59%** of SA top management appointments were internal promotions, considerably higher than the overall 31%.

In our offshore operations, **41%** of management appointees were promotions, of which **44%** were female.

A total of 65% of all PHS promotions were females, 100% at RHS and more than 45% at BIC Consolidated and Citron. This is inclusive of a performance and talent recognition culture.

While the increase in the representation of African people and females across all three levels of management over the past years is positive, we are cognisant that more work is needed to transform and create a leadership team that is representative of the demographics.

The inclusion of African and female representation targets in short-term incentive scorecards enhances accountability for building diverse internal talent pipelines and creating a stronger pool of candidates for promotion.

## No material strike activity

## No direct human rights violations

Across the Group, 16 cases were awarded in support of employee grievances at the CCMA, labour court or equivalent processes. This represents a small proportion of the claims lodged or a fraction of employees leaving the employ of Bidvest companies. The cases lost and settled are reported on in quarterly divisional Board meetings. No specific areas of concern were noted.

## All the businesses that form part of the Group comply with the local laws that govern labour

Bidvest remains committed to creating a more inclusive workplace for people with disabilities. During the year, one of the Group's divisions continued to advance a programme focused on identifying, supporting and empowering employees with disabilities through targeted awareness campaigns, employee engagement initiatives and educational roadshows. Delivered in partnership with key stakeholders, the programme also reinforced the importance of inclusive recruitment and appointment practices. These efforts have helped foster a more supportive and psychologically safe environment, encouraging greater disclosure of disability status and enabling more meaningful support. Bidvest's ambition to be a disability-confident employer is embedded in the Sustainability Framework 2035.

# COLLABORATION CASE STUDY

## Reconciliation in practice through respect and culture

We spoke to BIC Consolidated's Shaun Stone, GM: People & Culture and Laurie Minto, GM – ESG, about the company's approach to building a more inclusive and culturally aware workplace. They share how BIC Consolidated is strengthening relationships with Aboriginal and Torres Strait Islander communities. This year, the focus has been on the practical application of reconciliation whilst embedding these initiatives into the business and create a workplace culture of respect and belonging. Refer to page 47.

**Q You recently commissioned some cultural artwork – how does that support Reconciliation with First Nations Peoples, and why was it important to create a space for this storytelling within the business?**

**A** As we mature in our reconciliation journey, we have explored meaningful ways to visibly display our respect and appreciation of First Nations cultures and the contributions made by Aboriginal and Torres Strait Islander Peoples and communities.

We commissioned a bespoke artwork by Aboriginal artist Leticia Forbes of Yirra Mya which reflects themes of connecting relationships and shared purpose, representing people coming together and creating positive outcomes through collective effort. It's a visible expression of our commitment to Reconciliation, and a reminder of the importance of listening, learning and building respectful relationships with First Nations Peoples. Displayed throughout our offices and incorporated into branded documents, it's become part of our visual identity.

**Q What prompted the appointment of a cultural adviser, and what role have they played in advancing your Reconciliation journey?**

**A** We engaged Binowee Bayles, an experienced First Nations leader, adviser and advocate with expertise in Indigenous engagement and organisational change. Binowee has worked closely with us to develop our Cultural Protocols Guide (CPG) and First Nations Participation Strategy, participated in our quarterly Reconciliation Action Plan (RAP) Working Group meetings, and delivered a Cultural Awareness workshop and companywide webinar alongside Leticia to launch the artwork and CPG.

**Q What successes have you seen as a result of appointing a cultural adviser?**

**A** Binowee has helped strengthen cultural capability across the business, improve engagement with First Nations stakeholders and provide informed guidance as we continue to implement our RAP commitments.

Through initiatives such as the development of our Cultural Protocols Guide, the First Nations Participation Strategy, cultural awareness training, and ongoing guidance to our RAP Working Group, we have embedded more informed and respectful practices throughout the organisation.

Alongside these RAP actions, BIC Consolidated's broader diversity and inclusion approach supports employment, training and development pathways for Aboriginal and Torres Strait Islander Peoples. This led to Binowee undertaking a one-hour mentoring session on site with a new Aboriginal team member, who was grateful for her support. Sixteen senior leaders including the Learning & Development Manager, GM – People & Culture & General Manager – ESG, participated in a Cultural Awareness session: a three-hour training programme conducted by Binowee.

This financial year to date, we have placed two First Nations employees into roles within BIC Consolidated. Our Cultural Protocols Guide also supports employees to deliver an Acknowledgement of Country at meetings across our national business, embedding cultural recognition into everyday workplace practices.

**Q How is BIC Consolidated using its procurement and supply chain to create opportunities for First Nations-owned businesses?**

**A** We are an active member of Supply Nation, a platform that recognises Indigenous businesses and supports Australian companies such as BIC Consolidated to select First Nations-owned businesses. Through our membership, we are committed to realising procurement opportunities, which we report on quarterly to Supply Nation, and internally to drive spend. In FY2026 our spend totalled AU$356 000 and our objective is to increase this by 10% year on year. Through this approach we have been trading with the Supply Nation certified Aboriginal business, Wirrpanda, who supply cleaning chemicals and consumables.

*"We value our partnership with BIC Consolidated and recognise their genuine commitment to supporting Aboriginal and Torres Strait Islander businesses through their supply chain. We recognise and value BIC's ongoing commitment to Reconciliation and their efforts to build meaningful, respectful and long-term relationships with First Nations businesses."*

**David Wirrpanda,**
*Managing Director,*
Wirrpanda Supplies, a First Nations supplier

# HEALTH, SAFETY AND **WELLNESS**

Since its launch in July 2020, the employee wellness programme has continued to demonstrate a strong link between employee wellbeing, organisational culture, productivity and performance.

Employee engagement levels with the programme moderated towards the end of the year as we prepared for a programme transition, which became effective 1 August 2026.

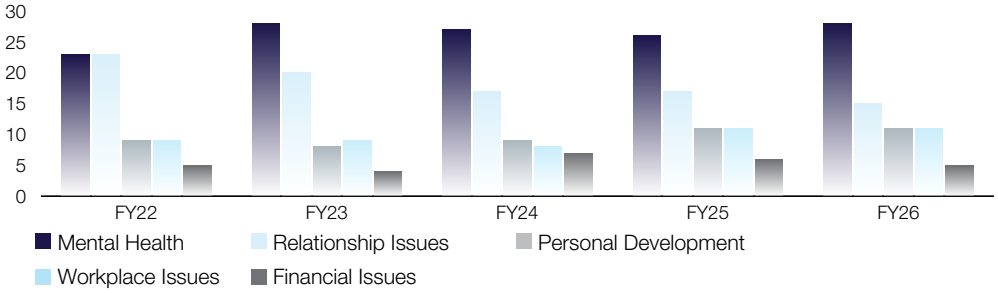
Particularly encouraging during the year was the utilisation among managers at 17%, indicating that managers are increasingly using the programme to navigate both work-related and personal challenges.

Support focused primarily on mental health, relationships, workplace challenges and financial concerns, with 323 managers and supervisors accessing the programme and 81 formal referrals made. The programme managed 182 high-risk cases in Q4, highlighting the continued need for accessible employee support.

Over the five-year period, the leading presenting issues were mental health, relationship concerns, personal development, workplace issues and financial concerns. Mental health remained the most prevalent, reaching a five-year high of 28% in FY2026, while relationship issues remained second despite declining over time. Workplace-related issues also rose to a five-year high of 11%, from 10% in FY2025, with key concerns including stress, anxiety, work-life balance and integration, alcohol use and emerging dependency, and depression.

The sustained level of mental health concerns and increase in workplace issues reinforce the importance of accessible, timely support in mitigating absenteeism, presenteeism, reduced engagement and retention risk. The programme therefore plays an important role not only in supporting employee wellbeing, but also in protecting productivity, workforce stability and business performance.

**TOP PRESENTING ISSUES** (%)

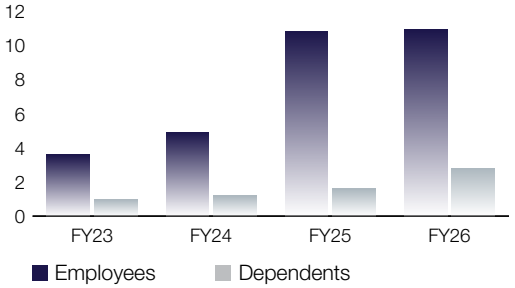



Our new service provider will offer an integrated medical and wellbeing offering across businesses and for the first time we are able to extend the offering to our businesses and employees in Namibia and Mozambique. The commercial model is utilisation-based which provides an incentive for the service provider to assist our businesses in promoting the programme and increasing utilisation overall.

## Medical insurance

During FY2023, the Group embarked on a project to identify, part fund and roll out an appropriate medical insurance programme for the lowest earning employees. This project is making good progress.

**LIVES COVERED BY MEDICAL INSURANCE** (000's)




Our goal is to provide medical insurance cover to **25 000** qualifying employees

**MEDICAL INSURANCE KEY FACTS**

| Active members | Average age of members | New joiners during Q4 | % members registered for chronic | Number of claims | Top 3 claim lines |
|---|---|---|---|---|---|
| 13 682 | 34 | 1 270 | 3.32% | 139 230 | General Practice, Pharmacy & Pathology |

Bidvest Prestige's employees remain the biggest part of the Group's employee base that stand to benefit from the project. The cleaning industry is, however, very competitive, with labour costs comprising the single biggest input, and most clients are extremely price sensitive. We believe that a programme like this must be driven at an industry level. Post the establishment of the newly formed cleaning industry bargaining council, a key focus area, with the support of the largest union, will be to introduce medical insurance as part of proposed benefits at the wage negotiations process so that it becomes an industry standard.

Effective 1 July 2026, Bidvest Prestige introduced voluntary participation for existing employees and compulsory membership for new hires. To support awareness and uptake, a proof-of-concept campaign was launched with Kaelo Health during the month of June 2026 across eight client sites, where employees were introduced to the available healthcare benefits. More than 2 500 employees had been onboarded.

# HEALTH, SAFETY AND WELLNESS continued

## LTIFR and fatalities

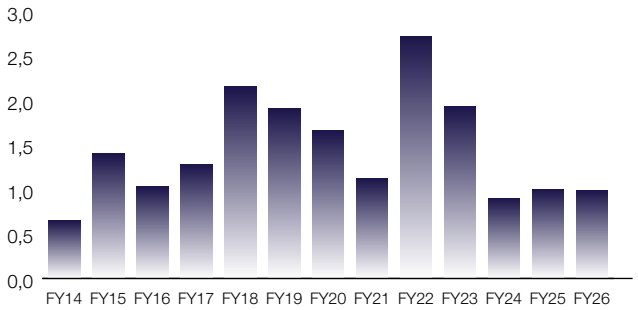
The Group's aim is to provide a safe and healthy workplace. Our businesses have health and safety managers or officers with the requisite qualifications, training, skills and experience. Internal and external health and safety audits are conducted regularly.

The importance of employee health and safety practices and reporting has been elevated, underscored by the inclusion of a lost time frequency injury rate per 200 000 hours worked (LTIFR) metric in the Group incentive scorecard as well as the 2035 Sustainability Framework.

The LTIFR ended the year at 0.996, an improvement on the 1.00 reported for FY2025. Automotive and Branded Products reported the strongest improvements year-on-year, with noticeable improvement in the recently acquired businesses in these divisions. Services South Africa also reported an improvement to less than 1.00, which is commendable in their operations. Although there was a small increase in Freight, initiatives, particularly at contractor level, are starting to yield benefit. Services International reported the largest increase (0.92 to 1.08). Reinvigorated programmes and easy-to-use tools were introduced across the operations together with strong leadership endorsement and focus on embedding health and safety emphasis in daily operations. We are confident that this will result in a safer workplace.

The major injuries reported in Services International mainly related to slip/trip injuries. Vehicle accidents, injuries as a consequence of security protection services and injuries sustained while operating machinery were the main causes reported in Services South Africa, Freight, Branded Products, Commercial Products and Automotive divisions.

**LTIFR** (200 000 hours)




During the year, we tragically lost nine employees. Four colleagues passed away due to underlying health conditions; two security officers lost their lives while on duty; and three coworkers were fatally injured in vehicle accidents. While the high-risk nature of our security operations mean that such incidents are more likely to occur, they are not taken lightly. Our sincere condolences are extended to their families.

In the unfortunate event of fatalities, companies conduct trauma counselling, risk assessments, introduce new standard operating procedures, retrain staff and contractors on processes, review the effectiveness of protective personal equipment and roll out additional awareness interventions such as road-user training and health screening. HSE is also a standing Board agenda item, and many businesses have introduced a safety/wellness minute at the start of every meeting.

The Good Catch initiative at Bidvest Noonan received the Excellence in Health and Safety Award at the Ireland Facilities Management Awards held in March. The initiative was recognised for 1) Empowering colleagues to report and act on safety risks, contributing to a proactive safety culture; and 2) The app's accessibility through its voice and translation functionality and real-time visibility of safety reports.

Several operational innovations improved workplace safety and reduced physical strain on employees. Examples include:

- Bidvest Afcom's redesign of the Ti-Strap manufacturing process, reducing repetitive lifting and bending movements by approximately 25%;
- Automated Pallet Volumizers at Bidvest International Logistics reduced manual measuring activities and improved warehouse ergonomics; and
- Serco's Quick-Draw curtain-sider system reduced physical effort required for loading and unloading operations.

**There were more than one million, +34% YoY**, employee and contractor health and safety training interventions

# COLLABORATION CASE STUDY

## Services International employee value strategy – breaking stigma, changing lives

Across Services International, businesses that serve very different customers share something important: the people who work for them. PHS, Bidvest Noonan and BIC Consolidated are each tackling topics many employers still shy away from, from helping people with learning disabilities and autism into meaningful work, to giving colleagues experiencing domestic abuse a safe place to turn. Good ideas travel between the businesses, and the benefits reach employees, their families and the communities they live in. We spoke to Matthew Brabin, CEO and Kelly Greenaway, Head of Marketing, at PHS, Julie Mernagh, Chief People & Culture Officer at Bidvest Noonan, and Shaun Stone, GM: People & Culture and Laurie Minto, GM – ESG, at BIC Consolidated, about what that looks like in practice. See some extracts from the discussions below.

**Q Can you tell us about PHS's Project Search?**

**A** Launched in 2021, Project Search is a 10-month internship programme that supports young people with learning disabilities and autism as they transition from education into paid employment. Interns gain experience at PHS across departments including customer services, marketing, finance, HR and IT. Since launch, 35 learners have completed the programme, with 12 securing permanent roles at PHS and others finding paid employment elsewhere.

**Q What impact has the programme had on the young people involved?**

**A** The feedback from families and colleges has been profound. Many had never held a job before joining, opportunities some parents never thought their children would get. One standout example is Spencer Payne, Customer Services Advisor, and graduate of Project Search, whose father described how withdrawn he used to be. That changed as his confidence grew through his role with us as a customer services advisor.

*"I am so happy and proud of myself. Before Project Search I had no idea what employment was like, but now being part of a department, and under the guidance of my managers they have shown me – and I wouldn't be here without them."*

**Spencer Payne**

**Q How is Bidvest Noonan creating employment opportunities for people from underserved communities?**

**A** In partnership with a university in Dublin, Bidvest Noonan ran an employability workshop for 10 adults with Down syndrome and offered two participants summer employment as cleaners. One employee, demonstrated the transformative impact of meaningful work, travelling independently, completing his responsibilities and returning home on his own. The programme challenged perceptions and showed that people with Down syndrome can thrive in workplace roles. The company has also expanded its focus through a UK partnership with disability charity Mencap, recently hiring eight people through the initiative.

**Q Who else falls under your definition of underserved communities?**

**A** Bidvest Noonan works with government and employment partners including Business in the Community Ireland, Tent UK and Intreo to support women returning to work, people experiencing long-term unemployment and refugees entering the workforce. The organisation has committed to supporting 10 000 people into employment pathways by 2030.

Down Syndrome Ireland said, "The partnership with Bidvest Noonan has successfully opened up valuable employment opportunities for people with Down syndrome in a new industry for our employment programme. Bidvest Noonan has set a positive example for other companies and helped demonstrate the benefits of inclusive employment."

**Q Why was domestic abuse support an important area for Bidvest Noonan to address?**

**A** With employees representing 157 nationalities, Bidvest Noonan recognised that domestic abuse can affect anyone. For some colleagues, particularly those working far from family support networks, the workplace may be the safest environment available. With 27 000 colleagues across the UK and Ireland, we wanted to play a leadership role in this space.

**Q What support does Bidvest Noonan provide?**

**A** We offer five days of paid domestic abuse leave to all colleagues across the UK and Ireland. We've also trained our line managers and senior leaders using a 'recognise, respond, refer' model, to recognise potential signs, respond appropriately, and help connect someone with the right support.

**Q What steps has BIC Consolidated taken to support employees experiencing family and domestic violence?**

**A** Our Family and Domestic Violence Policy provides 10 days of paid leave annually for all employees, including casual staff, with confidentiality protections and discreet payroll recording. Additional support may include flexible working arrangements, safety planning, access to the Employee Assistance Programme, and referrals to specialist services. So far we have had one employee use these services successfully.

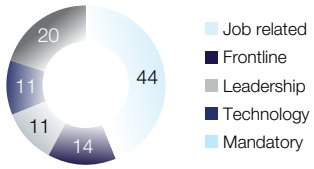
# LEARNING AND **DEVELOPMENT**

In line with our sustainability objectives, the Group continues to evolve its skills development agenda, prioritising future-ready capabilities such as AI, digital transformation, automation, data analytics and cybersecurity. Through practical exposure to digital tools, learning platforms and technology-enabled ways of working, employees are building the skills needed to enhance productivity, employability and operational resilience. It also encourages a culture of experimentation and agility, as well as a forward-looking mindset that embraces technological change and innovation.

Established training academies not only meet internal needs, but also those of the industries in which the Group operates.

Across the divisions, employees are being exposed to AI learning resources, Microsoft Copilot, AI incubator programmes, safe-use AI training, online learning platforms, Learning Management Systems, digital dashboards, automated workflows, smart sensors and operational technologies. These initiatives show that, increasingly, learning is taking place through practical exposure to innovation and technology in the day-to-day course of work. This in turn supports productivity, employability, operational resilience and the Group's readiness for a more digital and AI-enabled future.

**NATURE OF TRAINING** (%)




Skills development spend amounted to **R739 million**

Bidvest offered **7 083** learnerships, internships and apprenticeships

**783** of these beneficiaries were employed permanently by the Group, post completion of the programme

**R18 million** was allocated to bursaries for Black individuals

Bidvest is operating in an increasingly complex and rapidly changing environment characterised by geopolitical uncertainty, technological disruption, evolving customer expectations, skills shortages and growing stakeholder demands. Against this backdrop, it is important to understand whether the Group's leadership capability, succession depth and strategic capacity are aligned to the next phase of growth.

A report was therefore commissioned to provide an objective view of the current leadership bench, identify areas of strength and potential risk, and assess the extent to which current leaders are equipped to deliver the Group's short- to long-term strategic ambitions. The insights garnered suggest a deliberate, focused dual-track leadership investment strategy through the acceleration and broadening of the development of internal talent, augmented by targeted external hiring to inject capabilities where gaps are most prominent.

This complements the ongoing formalised succession planning programme aimed at strengthening the leadership pipeline across the Group's divisional and subsidiary executive teams. Beyond executive and leadership roles, it also addresses succession for critical operational roles and those requiring scarce or specialised skills.

Succession planning is incorporated in the Sustainability Framework 2035.

## Executive programme

Bidvest launched a customised executive development programme for Exco members and divisional CFOs, focused on addressing individual leadership needs within a practical business context. Supported by ongoing executive coaching, the programme is tailored to each participant's specific developmental priorities rather than a traditional academic curriculum. Encouragingly, a number of executives have expanded these coaching and development initiatives into their own leadership teams. This has been complemented by continued investment in leadership, team effectiveness and organisational culture, yielding positive and encouraging results.

# LEARNING AND DEVELOPMENT continued

## Global Executive Development Programme

The Bidvest Global Executive Development Programme continues to strengthen the Group's leadership pipeline by developing leaders capable of driving performance in a rapidly evolving global landscape. The programme's 2026 theme, "GRIT to Lead", focuses on cultivating resilience, strategic agility, innovation and responsible leadership. Participants engage in a multifaceted development experience that combines executive education, international exposure, coaching and applied business challenges. The programme forms an important component of the Group's succession strategy, with participants selected based on their potential to assume broader executive and strategic leadership responsibilities in the future.

## Bidvest Education Trust

The Bidvest Education Trust (BET) was established in 2003 as part of the Dinatla empowerment transaction. It is aimed at children of Bidvest employees from previously disadvantaged backgrounds who fall within a certain income bracket.

The School Bursary Programme continues to support the children of Bidvest employees from Grade 4 through to Matric. In FY2026, a total of 2 053 learners across the country benefitted from the programme, with R14 million in bursary funding provided. Female learners account for 59% of beneficiaries.

**SCHOOL BURSARY PROGRAMME**

| 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|
| 715 bursaries | 1 085 bursaries | 1 396 bursaries | 1 702 bursaries | 2 053 bursaries |
| R5mn disbursed | R7mn disbursed | R9mn disbursed | R11mn disbursed | R14mn disbursed |

The Tertiary Bursary Programme provides financial support to matriculants from the BET Programme to pursue tertiary education. In 2026, 62 students were provided with financial support for their tertiary studies, an investment of R10 million. The programme supports a diverse range of fields of study, including Medicine, Accounting, Education, Information Technology, Electronics, Social Sciences, Political Sciences, and Event and Sport Management.

### **2 815** beneficiaries of various bursary programmes across the Group

A total of 675 bursaries were awarded across divisions, with a total investment of R20 million, of which 95% was awarded to Black people. 396 bursaries were awarded to employees and 279 to unemployed people.

## Group projects

Bidvest recognises its role in addressing SA's youth unemployment challenge through targeted investments in education, skills development and employability initiatives. These programmes complement the Group's internal talent development efforts, while contributing to the creation of a diverse and future-ready skills pipeline.

Through the Umthombo Tertiary Bursary Programme, Bidvest supported 20 healthcare students in 2026 with funding of R1 million. Students are pursuing scarce-skills qualifications in healthcare disciplines, contributing to the development of critical professional capacity. In return, graduates commit to serving their communities, creating a lasting cycle of skills transfer and social upliftment.

The WOZA Matrics Bursary Programme, established to mitigate the long-term effects of COVID-19-related learning disruptions, continues to support students pursuing tertiary education. Five medical students remain on the programme and are expected to complete their studies in 2026, supported by R1 million in funding.


Bidvest
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# COLLABORATION CASE STUDY

## Making AI work for the business

The Bidvest Group has introduced an AI approach built around three principles: using AI responsibly, delivering real business value, and remaining commercially sustainable. While we are still exploring what AI can do, innovation is already taking place across the Group today. We asked Group Head of Internal Audit, Lauren Berrington, to tell us more.

**Q Where is AI making a difference across the Group?**

**A** Across many divisions, AI is already making a practical difference. Teams are using it to improve productivity, automate repetitive tasks, solve business challenges, strengthen decision-making, find smarter ways of working and augment customer solutions.

Many of these ideas have come directly from our people, who understand their businesses best and are finding innovative ways to apply AI to real-world problems.

**Q What is the AI Council, and how is it helping the Group make good decisions?**

**A** The AI Council consists primarily of members of the ALICE™ Team, together with employees from across the Group who have an interest in AI and want to contribute to its responsible adoption.

Rather than every company solving the same AI challenges independently, we bring people together to share knowledge, lessons learnt and practical experience.

Anyone involved in an AI project can engage with the Council. Whether the question relates to governance, security, privacy, legal considerations, technology choices, suppliers or simply where to start, the Council is there to help. Our role is to serve the Group, reduce duplication and help companies move forward.

**Q How is Bidvest ensuring all employees receive adequate AI training?**

**A** Group CE, Mpumi Madisa, has been very clear that everyone at Bidvest should be part of the AI journey. That's why all 130 000 employees across the Group will receive AI literacy training. This training will be available through the Bidvest Community App, using reverse-billed data so employees do not have to use their own data to access the content.

The objective is to help people understand what AI is, what it can and cannot do, and how it can be used responsibly. The training focuses on practical examples, from learning new skills to improving productivity at work.

**Q What's the biggest challenge you're facing with this rollout?**

**A** As with many things at Bidvest, the biggest challenge is scale. Rolling AI training out to 130 000 employees, managing learning journeys, tracking participation and understanding adoption is a significant undertaking.

Fortunately, AI is helping us manage that challenge too. We are using technology to automate much of the administration and reporting.

**Q How do you make sure your approach keeps up as AI continues to evolve?**

**A** AI is evolving incredibly quickly, so flexibility is essential. One priority is ensuring that we don't become overly dependent on any single technology, vendor or AI model. That's why we are placing such a strong emphasis on the data that underpins our AI capabilities. Strong data foundations give us far more flexibility as technologies change.

*Sarah Cathcart, Chief Information Officer, Bidvest Noonan, London, says: "AI is evolving rapidly, making continuous learning and knowledge sharing essential to success. By encouraging collaboration and the exchange of practical experiences, we strengthen our collective capability, accelerate innovation and help teams apply AI responsibly and effectively. This approach enables us to realise greater value from our investments while building a culture of continuous improvement and innovation."*

*Abdurrahman (Herby) Seedat, Chief Information Officer, Bidvest Travel Holdings adds: "AI is not replacing travel professionals at BidTravel; it's empowering them with intelligent tools that improve productivity, consistency, and customer service at scale."*

*Werner Pelser, Group Internal Audit and Risk Manager for Bidvest Automotive, adds: "The project team was facing challenges around solution design, service provider positioning and overall project direction. The Bidvest AI Council played a pivotal role in helping one of our AI initiatives move from uncertainty to execution. By leveraging the collective experience of the Council, the team was able to challenge assumptions, evaluate alternative approaches, navigate governance and technical considerations, and ultimately catapult the project's momentum."*