



// SUSTAINABILITY

# SOLUTIONS FOR A BETTER WORLD

2024 was marked by persistent geopolitical instability, economic challenges and extreme weather events. In such times, companies must develop resilient business models, effectively manage supply chain risks and remain adaptable in rapidly changing environments.

To minimise our impact on the world around us, maintain resilience and support our customers to meet their objectives, we have continued to integrate sustainability into our operations and across our value chain at Bunzl. We are pleased to have made good progress over the last five years and the subject is firmly embedded in what we do and how we operate. This year our businesses have continued to reduce carbon emissions, address social inequalities, and drive the shift towards a more circular economy.

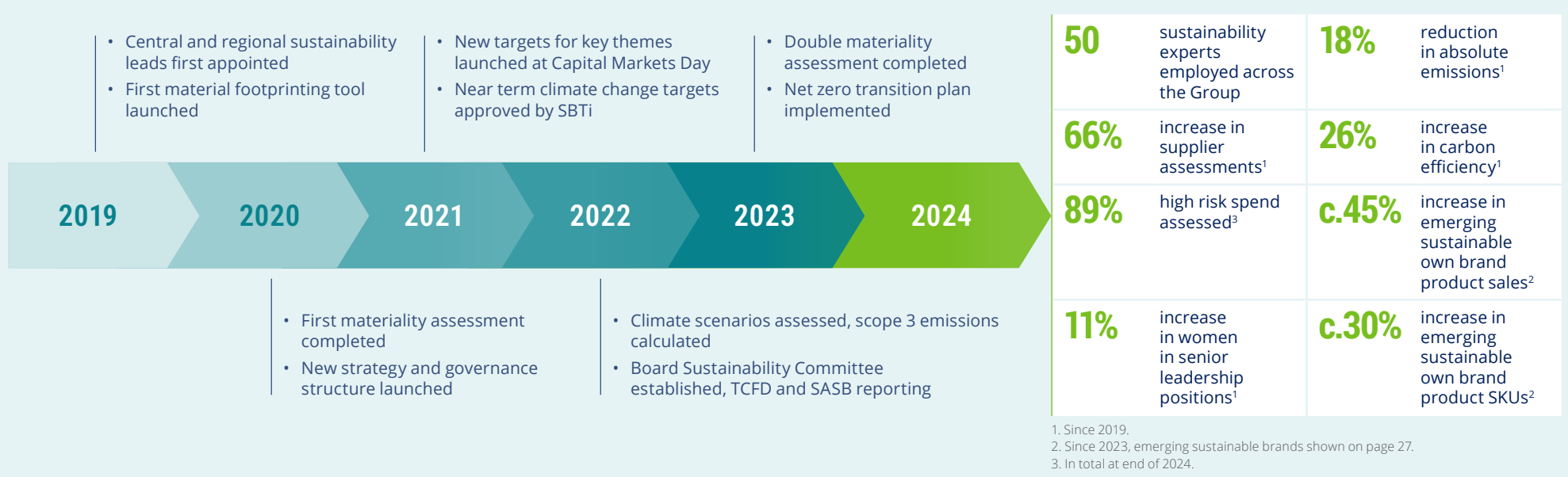
While the sustainability efforts of our operating companies are tailored to the specific challenges they and their customers face, reflecting the unique opportunities and obstacles in their regions and markets, it is the collective endeavour of all our businesses that enables us to achieve our Group wide sustainability goals.

Although the sustainability efforts and strategies of our regions and individual operating companies may differ, they all feature (and in most cases are structured around) the five key themes contained in our Group sustainability strategy.



**JAMES PITCHER**  
Group Head of Sustainability

## DELIVERING A MORE SUSTAINABLE BUSINESS



1. Since 2019.  
2. Since 2023, emerging sustainable brands shown on page 27.  
3. In total at end of 2024.



// SUSTAINABILITY *continued*

# MATERIAL ISSUES

We recognise that stakeholders and policymakers are increasingly demanding greater transparency in how companies manage sustainability opportunities and risks across their value chains. We have worked to understand our stakeholders' opinions and identify the material issues over the last few years.

Following our first materiality assessment in 2020, we have conducted two further exercises to expand and focus on different components (for example, financial risks and opportunities). We have sought insights on the potentially material impacts, risks and opportunities from stakeholders across our value chain, including our largest suppliers of key commodities (for example, paper and pulp, plastics, and chemicals), major customers from all our business areas, key investors and internal stakeholders, such as members of the Bunzl finance, procurement, operations and sales teams. The methodology and approach for our most recent double materiality assessment can be viewed on page 204.

Our assessments have revealed that the themes that are the most important to our stakeholders have been consistent across the years, with climate change and our efforts to lead the transition to a more circular economy being the top priorities (see following table). Our latest update performed in 2024 focused on our businesses in Europe to help prepare for new reporting requirements, while enabling us to identify any emerging issues we need to address.

Material issue	CLIMATE CHANGE		CIRCULAR ECONOMY	
	Positive	Negative	Positive	Negative
Why this is material	Bunzl aims to minimise product-based emissions by offering low carbon solutions across our product range and align with science-based targets to achieve a zero emission global economy. Internally, Bunzl seeks to invest in energy efficiency technology and renewable energy supply in our own operations.	Climate change induced weather events can also disrupt our supply chain and operations, impeding our ability to meet customer requirements. Increased carbon emissions from our operations and supply chain can hinder our contribution to fight climate change.	Bunzl can play an active role in effectively transitioning products to alternative materials that align with customer targets and legislative requirements and supporting customers with end-to-end reusable packaging systems where more reusable materials replace single use products.	The increased demand for circular economy friendly products and growing stringent environmental regulations on products or service presents potential risks if Bunzl is not able to transition customers to products suited to a more circular economy.
Timeframe	Long term Medium term	Long term Medium term Short term	Long term Medium term Short term	Long term Medium term Short term
Impact/ Financial materiality*	Impact Financial	Impact Financial	Impact Financial	Impact Financial
Value chain stage	Upstream Own operations Downstream		Upstream Own operations Downstream	
Bunzl's key theme	>> Taking action on climate change (see pages 45 to 51)		>> Providing tailored solutions (see pages 55 to 59)	

\* **Impact:** Bunzl's actions affect the environment, society and stakeholders materially regarding this topic.

**Financial:** The topic could have a material influence on the economic decisions of investors or stakeholders, determining a company's financial health and performance.



// SUSTAINABILITY *continued*

Material topic	OWN WORKFORCE		WORKERS IN THE VALUE CHAIN		BUSINESS CONDUCT	
	Positive	Negative	Positive	Negative	Positive	Negative
<b>Why this is material</b>	Bunzl aims to attract and retain skilled talent within the Company through training programmes, promoting job opportunities and effective succession planning, while creating and maintaining a diverse and inclusive workforce.	The lack of work-life balance, adequate training and best in class employee benefits may lead to Bunzl being less able to recruit and retain skilled staff. The lack of safety management may lead to an increase of the number of workplace injuries in our operation.	Bunzl can have a positive impact by setting appropriate targets and the application of an industry-leading ethical assessment and auditing programme (with quick identification and follow-up of non-conformances) which results in improved working conditions in the supply chain.	Given Bunzl's wide supplier network, there is a risk of procuring goods and services linked to potential human rights violations, such as exploiting marginalised communities or child labour, which could foster harmful practices in the supply chain.	By implementing high standards of corporate governance practices aligned with ESG metrics, Bunzl can satisfy current investors and attract potential investors. Also, Bunzl can raise awareness of ethical and integrity business principles by disseminating high quality policies and standards, such as an anti-bribery and corruption, data protection and supplier code of conduct.	As a FTSE 100, the lack of diversity in the Board of directors and leadership teams may lead to a deterioration of investor perception of the business's inclusion practices.
<b>Timeframe</b>	Long term Medium term	Long term Medium term Short term	Long term Medium term Short term	Long term Medium term Short term	Long term Medium term Short term	Long term Medium term Short term
<b>Impact/ Financial materiality*</b>	Impact	Impact Financial	Impact Financial	Impact	Impact	Impact
<b>Value chain stage</b>	Own operations		Upstream		Upstream Own operations Downstream	
<b>Bunzl's key theme</b>	» Investing in a diverse workforce (see pages 52 to 54)		» Responsible sourcing (see pages 42 to 44)		» Sustainability governance (see page 60)	

\* **Impact:** Bunzl's actions affect the environment, society and stakeholders materially regarding this topic.  
**Financial:** The topic could have a material influence on the economic decisions of investors or stakeholders, determining a company's financial health and performance.

// SUSTAINABILITY *continued*

Bunzl's global operations connect our distributed, flexible supply chain with customers across multiple sectors, including grocery, foodservice, and safety.

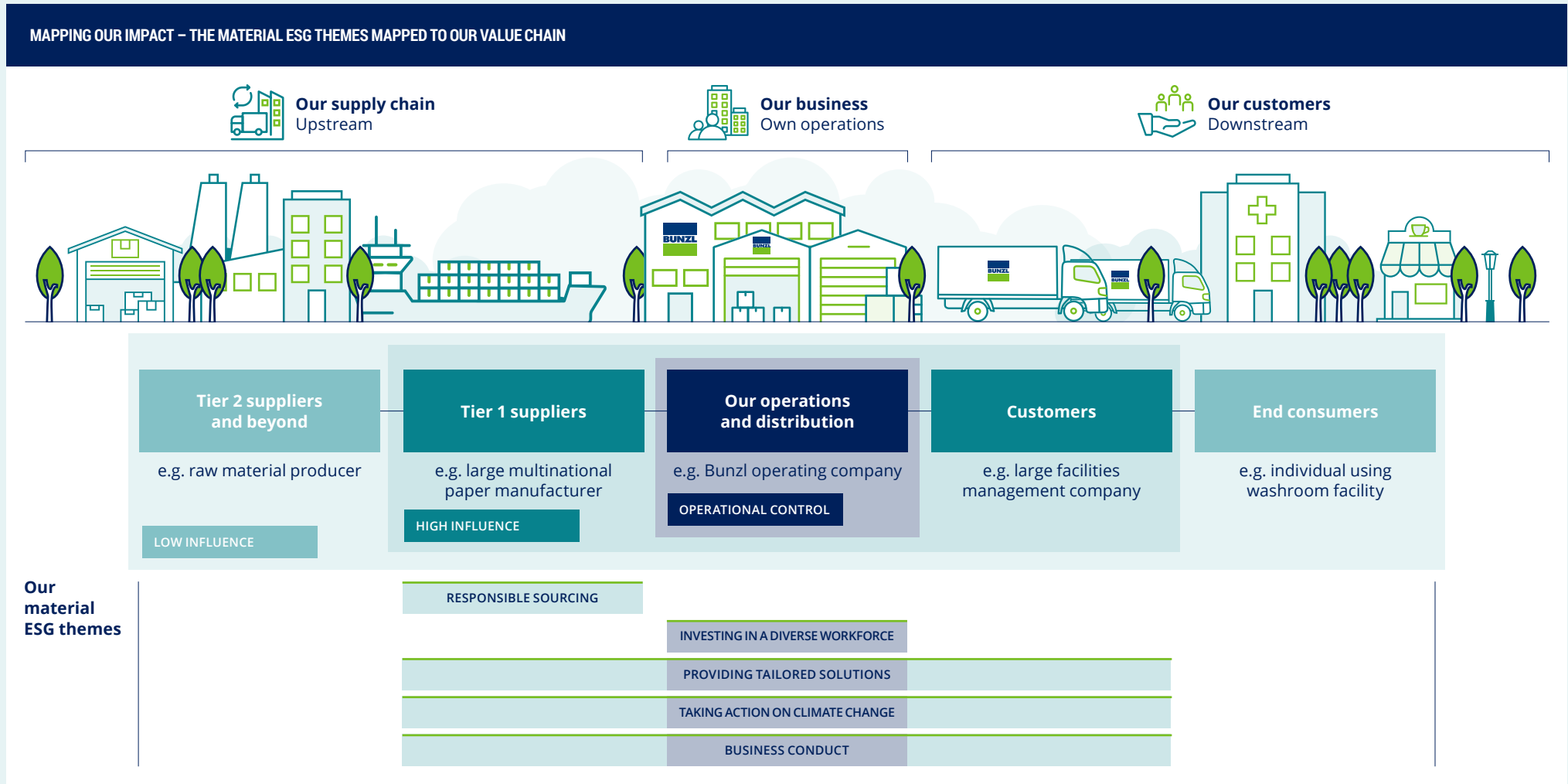
Our materiality assessments have considered the environmental, social and governance ('ESG') impacts present across the entire value chain.

We have given appropriate consideration to impacted stakeholders at each stage in the value chain, even though our role is limited to connecting one with another through our sourcing, consolidation and distribution activities.

The illustration below shows the material ESG themes that we have high influence or operational control over and their position in our value chain.

It is not only our value chain that is complex and dynamic, but so too are the solutions we source and supply. The goods not-for-resale we provide to our customers cover a wide range of target sectors, product types and materials and our assessments, including stakeholder interviews, have recognised that these different products and materials have different associated sustainability impacts, risks and opportunities.

Wherever we operate, our operating companies' value chains are designed to provide efficiency, reliability, and value-added benefits to their customers (including sustainability services), allowing them to focus on their core business operations.



// SUSTAINABILITY *continued*



# OUR SUPPLY CHAIN

## Our material ESG themes

RESPONSIBLE SOURCING

PROVIDING TAILORED SOLUTIONS

TAKING ACTION ON CLIMATE CHANGE

BUSINESS CONDUCT



Our procurement experts and category specialists work with both multinational and local direct suppliers to responsibly source a wide range of products globally. We take a proactive, direct and risk-based approach to ensure that our supply chain partners are complying with the high ethical standards demanded by our policies. We regularly review best practice to ensure that our controls are fit for purpose and have completed a new supply chain risk assessment this year (see page 44 for more details).

We recognise the requirement to develop clear and actionable strategies to address the risks and opportunities posed by climate change within our value chain and have started to collaborate with our largest suppliers to set climate change targets (see page 45 for more details). Accurate data for robust scope 3 emissions reporting will be important in the future, but the collection process remains difficult. Once readily available, this data will allow us to better identify sectors and products with high carbon emissions and coupled with our key suppliers setting targets, will support the transition to a low carbon economy and be a key lever on our path to net zero.

We work with our suppliers to bring innovative product solutions to our customers, including those well suited to the circular economy. Our customers depend on our supply chain partnerships to achieve their sustainable packaging strategies, improve product circularity and increasingly, drive lower emissions across the value chain (see pages 47, 48 and 50 for more details).



### CASE STUDY

## FORWARD-THINKING ACTION FROM A SUPPLY PARTNER

One of Bunzl's largest global suppliers, Kimberly-Clark, global manufacturer of personal care and hygiene products, known for brands including Kleenex and Cottonelle, has launched its new Forests, Land, and Agriculture Policy. This policy underscores the company's dedication to protecting biodiversity and reducing the impacts of natural forest degradation from its supply chain, and supports its ambition to ultimately eliminate natural forest fibre from its product portfolio. This initiative represents a significant shift towards more sustainable practices and sets a high standard in the family care sector. The policy commits to reducing forest degradation, particularly in northern forests like Canada's boreal forest. It also emphasises the importance of free, prior, and informed consent ('FPIC') for Indigenous communities and sets consequences for non-compliant suppliers, ensuring that deforestation and forest degradation are actively addressed.

// Our policy aims to foster more responsible sourcing practices and create a ripple effect across the market, ultimately contributing to climate and biodiversity preservation. With our ambition to move to 'Natural Forest Fibre Free' we aim to eliminate the use of natural forest fibre, which includes old growth and primary forests, in all our products beyond 2030. We're delighted to work in partnership with forward-thinking customers like Bunzl and are pleased that our industry leading targets help them to reduce the ESG impacts across their value chain."

### CHRIS WEBER

Associate Director, Sustainable Sourcing for Kimberly-Clark

Image copyright: Forest Stewardship Council®



// SUSTAINABILITY *continued*

Ensuring our suppliers' adherence to our policies can be a challenging task due to the complexity of our supply chain, which involves numerous Bunzl operating companies and suppliers located at various tiers and levels in diverse locations. Therefore, we take a risk-based approach to responsible sourcing and focus our sustainability and responsible sourcing efforts where we have most risk and influence; our Tier 1 suppliers.

With over 15,000 direct suppliers, focusing on Tier 1 allows us to make more impactful changes within the immediate reach of our businesses. We have limited influence over Tier 2 and other suppliers further down our supply chains, where non-compliance risks are higher. To mitigate these risks, we collaborate closely with our Tier 1 direct suppliers to monitor and manage compliance at this level. Over time, improving the sustainability-related activities in Tier 1 of our value chain will set a strong foundation and once robust practices are established at this level, we and our supply partners can gradually extend our focus to Tier 2 and beyond.

Upstream transportation activities also form an important part of our supply chain, but as this activity is managed and operated by third parties and our customers' principal interest is in the impact our products and services have from a sustainability perspective, this is not an area of focus in our strategy. We also have a proportionally small amount of spend with indirect suppliers who support our operating companies' activities, but this can be classed as immaterial.

**Responsible sourcing at Bunzl**

Global supply chains are complex networks that join people, products and data. Policymakers and other stakeholders are increasingly calling for greater responsibility and transparency in how companies manage risks within their supply chains and we are proud to have a strong, risk-based approach to responsible sourcing at Bunzl.

With almost 50 million people worldwide estimated to be living in slavery and nearly 28 million of those in forced labour situations, human rights violations in manufacturing supply chains pose a significant risk, necessitating robust due diligence and governance systems to mitigate issues and address concerns.

We have been taking a risk-based approach to auditing in our supply chain for more than 15 years and have more than tripled the number of suppliers we assess compared to 2015. In 2024, we increased the proportion of high risk spend covered by our assessment and auditing programme by 8% to 89%.

We assessed 1,175 suppliers, and 1,075 of these had no critical issues. If our assessments identify any zero tolerance issues (for example, wage violations or instances of forced labour) we work to resolve these quickly through in-depth engagement with the supplier. 100 suppliers required remediation efforts to bring them up to the required standard in 2024 and 81 have completed their action plans to date with 11 still in progress. If resolution is not possible within a reasonable time frame (usually six months) then we terminate the relationship. In 2024 we terminated contracts with eight suppliers who failed to address various issues or make enough progress.

Measure	2023	2024
<b>Number of suppliers assessed</b>	1,022	<b>1,175</b>
<b>% of spend in high risk regions that is with assessed and compliant suppliers</b>	81%	<b>89%</b>
<b>% of spend related to suppliers in low risk regions, from assessed and compliant suppliers in high risk regions and other non-product related costs<sup>1</sup></b>	c.96%	<b>c.97%</b>

1. Includes freight, duties and FX related costs.



// SUSTAINABILITY *continued*

## CASE STUDY

**A RISK-BASED APPROACH TO RESPONSIBLE SOURCING**

To ensure we take account of the most material issues in our supply chain, we have conducted a new comprehensive risk assessment in 2024. In addition to modern slavery risks, our new methodology has assessed a broader range of ESG issues (bribery, environmental, health & safety etc.) to ensure alignment with the latest legislation and public coverage.

We partnered with supply chain assurance expert, LRQA, to complete the project and have based our assessment on inherent risk data at country and product level to accurately predict risk likelihood.

Our country ESG risk ratings have assessed high risk regions using 38 ESG metrics across five areas: labour, health & safety, environment, business ethics, and management systems. Each country receives an overall supply chain risk rating, along with scores for each pillar and its subcategories, reflecting the worst-case scenario without risk mitigation.

Product risk, like country risk, evaluates sectors based on five key pillars: labour practices, health & safety, environmental impact, business ethics, and management systems. It combines country risk with an added focus on The Bureau of International Labor Affairs ('ILAB') List of Goods Produced by Child Labor or Forced Labor, highlighting products and industries linked to exploitative practices.

The data for our assessment has come from three sources:

1. Audit data: Over 20,000 social and environmental assessments performed across the global supply chain. The data from these audits is standardised and aggregated by country, sector, province or state.
2. Public domain data: Data from NGOs and multilateral organisations to complement audit data, particularly in areas where audits might not fully capture specific violations like forced labour or in regions with limited audit samples.
3. EiQ sentinel data: Web-based data points, including news reports, public records and sanction lists, are used to enrich risk information, capturing risk factors at the company, product, or country level. New data is added monthly to this proprietary system offered by LRQA.

Despite expanding the scope of our assessment to consider a wider range of ESG topics, the top 10 risks associated with our supply chain all relate to modern slavery with forced labour, child labour, hours of work and occupational safety amongst the most pertinent issues. Looking at these risks in isolation our total number of high risk suppliers will remain largely unchanged.

This work and its results reinforce the importance of our ethical auditing programme led by our Global Supply Chain Solutions team based in Shanghai. We are pleased to be nearing achievement of the responsible sourcing target we set in 2021 and will be using the results of our new risk assessment to design how our responsible sourcing programme will be structured from 2026 onwards once our current KPI has been achieved.





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**Building a low carbon supplier network**

The emissions associated with the products we supply account for around 80% of our total emissions. In 2022, the Science Based Targets initiative ('SBTi') approved our emissions reduction targets as being consistent with levels required to meet the goals of the Paris Agreement and this included our ambition for 79% of our suppliers by emissions to set short term reduction targets by the end of 2027.

Following our communication to key suppliers in 2023 about our new requirements, we launched a new engagement programme with our key

supply partners in 2024, which allows us to start assessing where they are on their carbon reduction journeys. We have been working to onboard our key supply partners onto the software platform we are using to support this engagement and have issued our first climate change survey.

The data we have received through our software platform and information available on the SBTi website shows that 33.4% of suppliers<sup>1</sup> by emissions currently have science-based carbon reduction targets in place. In addition to understanding what proportion of our supply chain emissions are covered by science-based

targets, we are using the information we receive through our software platform to prioritise engagement with our largest suppliers who do not currently have targets in place to discuss their plans, review their progress and identify opportunities to collaborate.

With our top 100 suppliers accounting for c.64% of our emissions we will be taking a top-down approach to engagement, as suppliers in this group who set new targets will have the most beneficial impact on global carbon emissions. In 2025, we will continue to use a combination of methods for our engagement, including face-to-face meetings, webinars and supplier

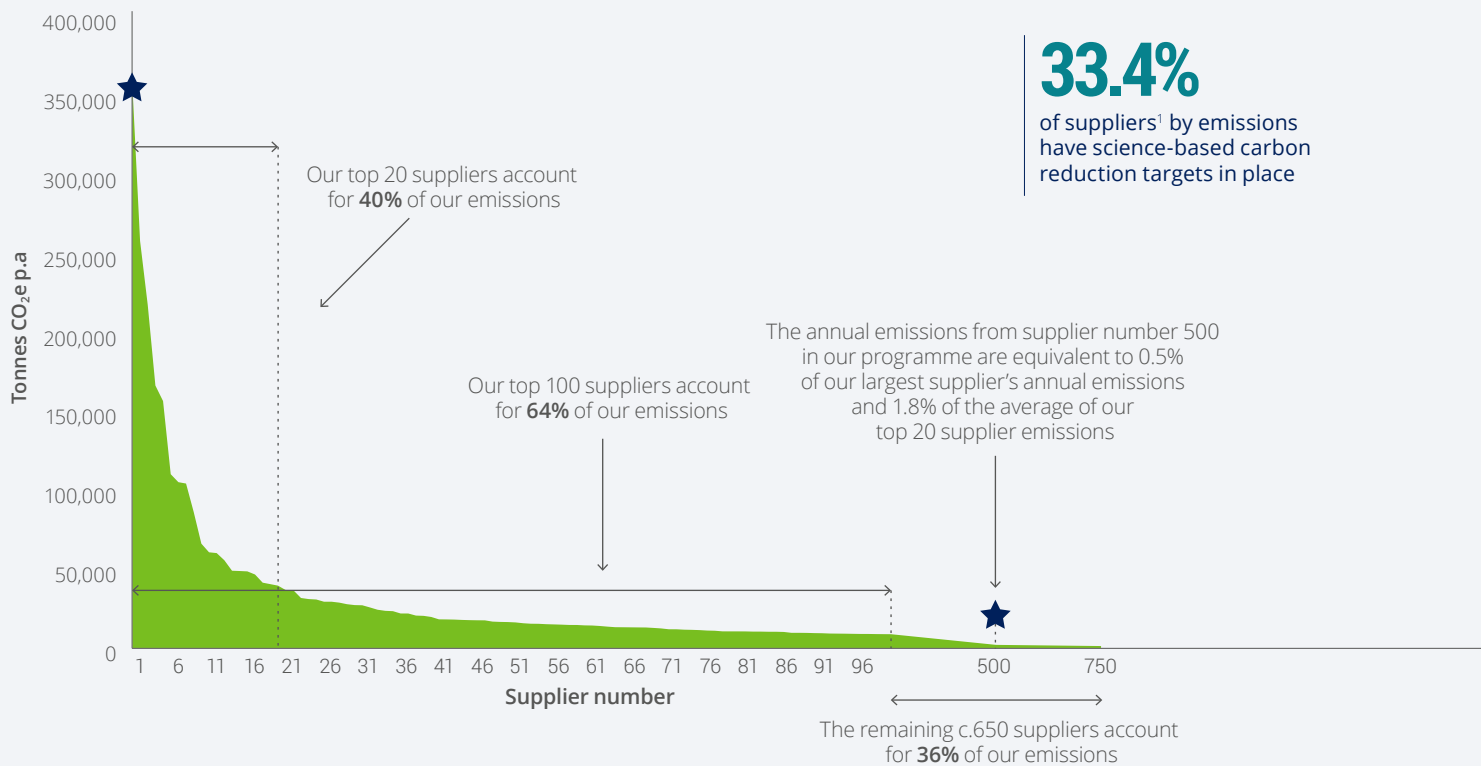
engagement events. During 2024, we have worked to engage our procurement teams across our decentralised organisation and held supplier engagement events in Malaysia, China and Germany.

We recognise that many companies will face challenges in getting their suppliers to set science-based carbon targets and we expect to confront the same difficulties. The reasons given for suppliers not having compliant targets during our engagement to date includes lack of data and resources for carbon baselining and emission calculations, sparse local regulations, political opinion, complex legislation and the costs associated with decarbonisation initiatives. Suppliers citing these challenges (who do not have compliant targets) are present throughout our programme but most concentrated in our tail of c.650 suppliers accounting for c.36% of our emissions.

This said, from the population of suppliers without compliant targets who answered our climate change questionnaire in 2024, c.82% have committed that they will set compliant targets or upgrade their existing targets to meet a science-based definition before our deadline in 2027. If all these suppliers meet their commitments, 60% of suppliers by emissions would have science-based carbon reduction targets in place.

This year, our net zero transition plan has been approved by the SBTi and during this process we followed the SBTi's updated requirements for net zero validation and have upgraded our scope 3 target to ensure 80% of our suppliers by emissions have compliant targets. This will replace our current target and ensure we cover the required proportion of emissions. We will bring more suppliers into our climate engagement programme during 2025.

**Supplier emissions in scope of our target**



1. Suppliers that are covered by our scope 3 supplier engagement target.



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# OUR BUSINESS

## Our material ESG themes

INVESTING IN A DIVERSE WORKFORCE

PROVIDING TAILORED SOLUTIONS

TAKING ACTION ON CLIMATE CHANGE

BUSINESS CONDUCT



With operations in 32 countries, our extensive distribution networks mean we can deliver to customers on a local, regional, national and international basis, giving them complete flexibility. Our one-stop-shop service means we aggregate orders from thousands of suppliers into single deliveries which reduces transport miles and carbon emissions.

Our role as a distributor means we do not operate any energy intensive or highly polluting manufacturing facilities and the majority of our carbon emissions are in our supply chain. However, our direct operations can make an important and visible contribution to decarbonisation and our businesses continue to invest, including in our vehicle routing and warehouse management systems and by upgrading our existing assets, to reduce greenhouse gas emissions (see page 51 for examples).

Our dedicated warehouse teams ensure orders are picked to a high degree of accuracy and our drivers represent Bunzl on a daily basis as the main face-to-face contact with our customers. The companies within our Group are dedicated to developing our people through various methods, including formal training programmes, online learning opportunities, coaching and mentoring and are renowned for fostering inclusive work environments, where individuals can excel regardless of their background. They also understand that diverse and inclusive workplaces earn more commitment and deeper trust from their people and that is one of the reasons why Bunzl has increased its focus on this area over the last few years.

## Taking action on climate change

2024 was the warmest year on record,<sup>1</sup> with rising global temperatures driving more extreme weather events, such as the devastating flooding in Spain, deadly heatwaves in West Africa and dangerous hurricanes in North America. With the incidences, unpredictability and severity of extreme weather events increasing, the financial impact to farming, infrastructure, productivity and health is projected to be high.

These changes and extreme weather events can be attributed to human activity and as they become more pronounced in the coming decades, without concerted and ambitious action from companies and governments, they will present significant challenges and impacts to our society and environment. With 2024 being the first calendar year when the average global temperature exceeded its pre-industrial level by 1.5°C<sup>2</sup>, the limit set in the Paris agreement, there remains an urgent need for low carbon solutions, a rapid migration away from fossil fuels and more climate-focused legislation.

We recognise the key role that large businesses will play in tackling this global challenge and over the last three years have worked to implement clear, tangible plans for how we plan to tackle climate change-related risks and opportunities across our operations and supply chains. In addition to regularly assessing the long term risks climate change presents to the business, our operating companies and suppliers have continued to deliver against our near term science-based carbon reduction targets and our absolute emissions have decreased by 18% since 2019.

In 2023, we followed the SBTi's Net Zero Standard to develop our transition plan and are pleased that this was formally approved by the SBTi this year. We believe that long term net zero targets need to be aligned with climate science and that achieving net zero represents an opportunity for Bunzl to build a more resilient business. Reaching net zero represents a significant challenge; we will not only need to assess and change our own operations but collaborate with hundreds of customers to achieve the deep emissions reductions. As shown on page 45, we will continue to engage our key partners and leverage our position in the supply chain to drive change and bring other businesses on the journey.

## Decarbonisation levers and near term carbon roadmap activities




We have identified five decarbonisation levers that we will use to reduce both near and long term emissions in line with climate science to achieve net zero. Our immediate focus is to deliver our near term carbon reduction targets and continue to take action where we can now. In the short term, to remain aligned to our net zero transition plan, we focus our efforts on two key decarbonisation levers: building a low carbon supplier network and more efficient operations. In addition to these focus areas, activities and projects relating to the other levers are already underway and some examples are provided in the tables on pages 47 and 48.

1. [www.bbc.co.uk/news/articles/cd7575x8yq5o](http://www.bbc.co.uk/news/articles/cd7575x8yq5o)

2. [www.climate.copernicus.eu/copernicus-2024-first-year-exceed-15degc-above-pre-industrial-level](http://www.climate.copernicus.eu/copernicus-2024-first-year-exceed-15degc-above-pre-industrial-level)



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Decarbonisation lever	Emission sources addressed	How reduction will be achieved	Overall impact on emissions <sup>1</sup>	Action taken
 <p><b>Emission-free transport:</b> Low and zero carbon logistics</p>	<ul style="list-style-type: none"> <li>Commercial vehicles</li> <li>Company cars</li> <li>Upstream transportation and distribution</li> <li>Downstream transportation and distribution</li> </ul>	Transition to electric and other zero emission vehicles, prioritising logistics partners who have implemented similar levers	High	The transition of smaller commercial vehicles to electric alternatives is progressing, with several conversions completed across our global operations. In 2024, we launched our first electric heavy-duty truck at our cleaning & hygiene business in Bunzl Canada. With a range of 350 kilometres on a single battery charge and operating on 100% renewable electricity, this vehicle is optimised for urban deliveries within the Toronto area. This initiative marks a significant step in advancing both efficiency and sustainability within Bunzl North America's operations. The outcomes of this project, along with other electric vehicle initiatives across the Group will provide valuable insights to inform future decisions regarding our electric vehicle strategy.
		Route optimisation, fuel efficiency monitoring software	Low	
		Prioritising logistics partners who use a higher proportion of low emission fuels	Low	
 <p><b>Building a low carbon supplier network:</b> Suppliers setting carbon reduction targets</p>	<ul style="list-style-type: none"> <li>Purchased goods and services</li> </ul>	80% of suppliers by emissions to set and deliver short term reduction targets between (2027 and 2037)	Very High	Ecolab Inc., a global sustainability leader offering water, hygiene and infection prevention solutions announced in 2024 that its climate targets have been approved by the SBTi. The validation encompasses Ecolab's near and long term greenhouse gas ('GHG') emissions targets and bolsters the company's track record in its journey to achieve net zero emissions across its value chain. Ecolab Inc. is in the top 10 suppliers by emissions for Bunzl and this group represents 31% of the emissions in our target boundary. To date, 62% of suppliers by emissions in the top 10 (including Ecolab Inc.) have targets formally approved by the SBTi and the remainder have all pledged to meet our requirements by 2027.
		Additional engagement after 2037 with a proportion of suppliers to set net zero targets	Very High	
 <p><b>Climate conscious decision making:</b> Providing lower carbon solutions for customers</p>	<ul style="list-style-type: none"> <li>Purchased goods and services</li> <li>End of life treatment of sold products</li> </ul>	Customer engagement, education, data and knowledge sharing on the carbon impacts of various products can lead to an increased demand for lower emission solutions	Medium	Bunzl Retail Supplies in the UK have worked with leading convenience retailer Co-op to roll out new shroud coverings for backhaul waste cages across its entire store estate. The move will see Co-op moving away from single use stretch-wrap plastic film typically used for cages which hold shopfloor waste, such as packaging and cardboard. The reusable shrouds, which have an expected lifespan of up to five years, are made from recycled plastic and are expected to reduce carbon emissions by around 630 tonnes of CO <sub>2</sub> e each year.
		Customers setting net zero targets will cause a shift in the emissions associated with a product's end of life treatment due to increased recycling and reuse rates	High	
		Expected improvements in country level waste management and increased recycling rates	Low	

1. Very High (>10% of total reduction), High (>5%), Medium (>2.5%), Low <2.5%



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Decarbonisation lever	Emission sources addressed	How reduction will be achieved	Overall impact on emissions <sup>1</sup>	Action taken
<p><b>Lower carbon commodities:</b> Raw material carbon reduction</p>	<ul style="list-style-type: none"> <li>Purchased goods and services</li> </ul>	Long term decarbonisation of the plastics industry through actions, such as reuse schemes, mechanically and chemically recycled plastics, plastics from biomass and Carbon Capture & Utilisation ('CCU') plastics	<b>Very High</b>	Faerch, one of Bunzl's packaging suppliers, has an integrated recycling facility called Cirrec that transforms post-consumer household waste rPET from across Europe into new European Food Safety Authority ('EFSA') food-grade packaging. By recycling 3.6 billion food trays annually (soon expanding to 5 billion) Faerch diverts millions of tonnes of plastic from landfill or incineration, significantly reducing emissions associated with virgin plastic production. This industrial-scale recycling operation helps Faerch's partners to lower their scope 3 carbon footprint. Faerch is also accelerating its shift to renewable energy across 29 locations in 15 countries. Power Purchase Agreements ('PPAs') are already in place in Poland, the UK and Denmark with more underway in Spain, Italy, France, Germany and Poland. By 2025, all sites are expected to be covered, supporting Faerch's goal of sourcing 100% renewable energy by 2030.
		Long-term decarbonisation of the paper industry through actions such as: heat pumps to reuse heat, increased pulp from recycled sources, low emission fuels, renewable energy	<b>High</b>	
		Long-term decarbonisation of the textiles industry through actions such as: improved materials mix (e.g. recycled and organic fibres), renewable energy, reduced fertiliser use, improved manufacturing efficiency	<b>Low</b>	
<p><b>Low carbon business and workforce:</b> More efficient operations</p>	<ul style="list-style-type: none"> <li>Electricity</li> <li>Travel and commuting</li> </ul>	Onsite electricity generation from solar panel installation and renewable energy procurement	<b>Low</b>	We are committed to reducing the emissions linked to our electricity use by prioritising energy efficiency projects, transitioning to renewable energy and employing new innovative technologies (as highlighted in the MultiLine case study on page 51). In Australia, we continue to focus on solar energy and in 2024, we converted three more sites to solar power, raising the total number of solar-powered sites to five. Due to these initiatives, 5% of our electricity consumption in Australia now comes from self-generated renewable energy.
		LED lighting and other energy efficiency measures	<b>Low</b>	
		Review of business travel practices and reduction in non-essential trips, employees to transition towards electric and other zero emission vehicles over time, decarbonisation of public transport	<b>Low</b>	

1. Very High (>10% of total reduction), High (>5%), Medium (>2.5%), Low <2.5%

// SUSTAINABILITY *continued*



### Assessing climate change scenarios and their impact on our business

As climate risks become an increasingly significant factor in business operations and the global economy, regulations related to climate risk disclosure are emerging. Once voluntary under frameworks like the Taskforce on Climate-related Financial Disclosures ('TCFD'), climate risk assessments are now mandated by regulations such as Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022, the European Union Corporate Sustainability Reporting Directive ('CSRD'), Australia's ASSB S1 and S2, and the California Climate Act.

The Board, Executive Committee and every business area and operating company in Bunzl identify and document risks in a consistent way within the categories of strategic, operational, and financial risks. Our process for identifying and assessing risks on an ongoing basis is detailed on page 66. These include current and emerging climate-related risks and opportunities and by doing so, we are ensuring that climate change is integrated into the Group's overall risk management framework.

In 2024, we have engaged an expert consultant to review and enhance our climate risk assessment, covering our operations and supply chain. As part of this work, the consultant validated our approach to assessing the financial impacts of climate risks and developed a step by step approach that can be updated each year.

The assessment process consisted of five main stages:

#### 1. Defining the scope of the risk assessment

We have carried out an assessment of the countries that have the greatest climate vulnerability and where we have significant business or supply chain presence. Based on this, we identified 17 countries as priorities for the climate risk assessment.

#### 2. Evaluating and prioritising climate risks and opportunities

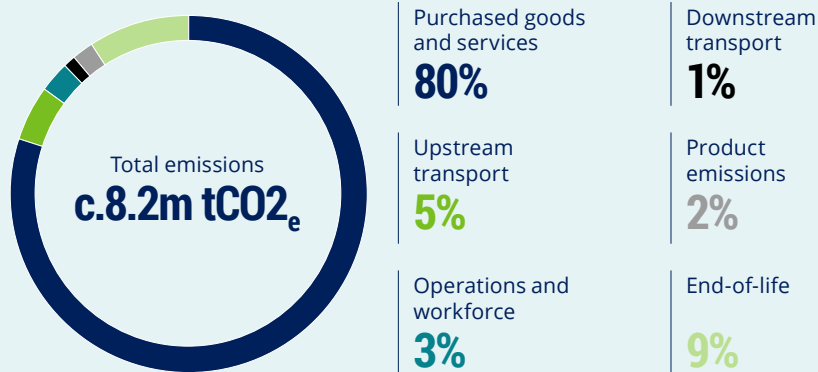
Desktop research was conducted to analyse the 17 prioritised countries based on predefined climate risks from frameworks such as the TCFD and the Carbon Disclosure Project ('CDP'). This was followed by an internal consultation process with Bunzl teams in regions where climate risk regulations are becoming more stringent. The outcome of this process was the identification of seven key transition risks and five physical risks. These risks were categorised into regulatory, market, technology and physical domains.

Key transition risks include increased costs due to higher and stricter carbon prices, the overall impact on the global economy due to economic damage from climate change, loss of revenue due to higher ESG customer requirements and higher costs due to the increased price of raw materials such as oil. Physical risks included acute risks such as extreme temperatures, floods, cyclones, and wildfires, as well as chronic risks related to the gradual rise in mean temperatures.

Each risk was qualitatively assessed based on its magnitude and likelihood. The highest priority risks identified were ESG customer requirements, carbon pricing, the global economic impact of climate change, and extreme weather-related impacts. In addition to climate risks, two climate-related opportunities were identified: increased revenue through shifting customer preferences towards sustainability and the substitution of resources with more sustainable alternatives.

The time horizons for the scenarios were updated to short term: 2030, medium term: 2040, and long term: 2050.

### Bunzl's emissions breakdown



// SUSTAINABILITY *continued*



// Bunzl has been working with us to quantify the carbon footprint of the materials we place on the market and has had a really proactive approach to baselining the materials we purchase and suggesting alternatives that reduce our overall environmental impact. I've been really impressed with the way the team has approached this emerging challenge of decarbonising packaging materials."

**ROB THOMPSON**

Senior Packaging Manager, Food Sustainability, Co-operative Group

**3. Selecting climate scenarios and timeframes**

In a next step, we have updated the assessment of the impact of various climate change scenarios. After analysing climate models from the Network for Greening the Financial System ('NGFS'), the International Energy Agency ('IEA') and the Intergovernmental Panel on Climate Change ('IPCC'), the NGFS model was again selected for its flexibility in assessing both transition and physical risks. The three scenarios, Orderly (Net Zero by 2050), Disorderly (delayed transition), and Hot House World (current policies), were chosen to reflect various climate trajectories and their impact on Bunzl. The 'orderly' and 'disorderly' scenarios align with global warming trajectories of 1.5°C and 2°C by 2100, respectively, but differ in the speed and extent of decarbonisation over the next 30 years. Our final scenario ('hothouse world') assessed the potential impacts of a world in which global warming exceeds 3°C by 2100. Our scenarios broadly align with the environmental and economic conditions represented in the NGFS scenario framework ([www.ngfs.net/ngfs-scenarios-portal/explore](http://www.ngfs.net/ngfs-scenarios-portal/explore)) and more information can be found on page 206 of our ESG appendix.

**4. Evaluating the impact on our business**

We have applied the three climate change scenarios to the four key risk areas (carbon pricing, ESG customer requirements, the global economic impact of climate change and extreme weather related impacts) to understand the impact each scenario could have on Bunzl's business. Each climate risk was quantified using three scenarios: best-case, mid-case, and worst-case. We have then worked to calculate the financial impacts associated with the various scenarios.

Looking at the various timeframes and the Group's assessment of risk, principal risks are those which are material to the development, performance, position or future prospects of the Group.

Given our assessment of the likelihood and magnitude of impacts under the various scenarios and for the four key risk areas, we conclude that climate change remains a principal risk for Bunzl. We also conclude that whilst climate change is a principal risk that is likely to have an impact on the Group in the future, the financial impacts are sufficiently limited and uncertain and sufficient opportunities exist to mitigate them. Our climate change response measures have been outlined on page 207 and include proactive scanning and responding to customer expectations, offering a broad range of alternative product solutions, setting science-based emission reduction targets, and effectively passing on increased product costs (for example, due to carbon pricing) to our customers.

**5. Effectiveness of response measures**

We will continue to evaluate (and when necessary accelerate) our existing response measures to ensure that our business continues to be resilient to the assessed risks and is able to capitalise on business opportunities that our response to climate change may offer.

**A low carbon business and workforce**

Our scope 1 and 2 carbon emissions in 2024 and our baseline year (2019) are shown in the table below.

We are on track to achieve our science-based reduction targets for 2030, which include a 27.5% reduction in emissions and a 50% decrease in emission intensity. Compared to 2019, our carbon

efficiency has improved by 26%, and our absolute emissions have been reduced by 18%. However, our absolute carbon emissions increased by 0.2% in 2024 versus 2023, primarily due to the emissions reported for the first time from recent acquisitions. Additionally, our natural gas consumption rose by 4%, driven by higher heating demands, which contributed to a 0.7% increase in global emissions. Our global electricity consumption and associated emissions increased by 4%, partly due to the increased charging of electricity and hybrid company vehicles on-site. In 2024, approximately 2% of our electricity consumption was allocated to charging electric vehicles ('EVs'). Nonetheless, we observed a notable increase in the adoption of EVs, particularly in the UK & Ireland and Continental Europe, alongside improvements in energy efficiency and a rise in the procurement of renewable energy across the Group, from 25% to 28%.

The transition to EVs has made significant progress, particularly with passenger cars, which have benefitted from advancements in battery technology and charging infrastructure. The transition of smaller commercial vehicles to electric alternatives is progressing, with conversions successfully completed at several sites in North America and the UK & Ireland. Currently, we operate approximately 30 electric commercial vehicles across our fleet. However, scaling this transition to larger vehicles continues to present several challenges.

Scope 1 and 2 carbon emissions (market based)	2019	2024	2024 % reduction (vs 2019)
<b>Total scope 1 and scope 2 emissions market-based (tonnes of CO<sub>2</sub>e)</b>	141,320 <sup>1</sup>	115,660 <sup>2</sup>	18
<b>Emission intensity market-based (tonnes of CO<sub>2</sub>e/£m revenue)</b>	13.8	10.2 <sup>2</sup>	26

1. Emissions and emissions intensity in our baseline year have been recalculated to reflect the impact of acquisitions.  
 2. Included in the external auditors' limited assurance scope. See data assurance statement, which is available on our website, [www.bunzl.com](http://www.bunzl.com)










// SUSTAINABILITY *continued*

The limitations of current battery capacities significantly impact the efficiency and range of larger vehicles, which are essential for long-distance transportation and heavy-duty applications. Additionally, the infrastructure required to support the widespread use of large EVs remains underdeveloped. The continued reliance on fossil fuels for larger vehicles highlights the need for further innovations and investments to overcome these barriers for a successful large scale transition to electric mobility.

We actively trial and implement new technologies across the Group to support our longer term carbon reduction targets. A notable case study from Denmark demonstrates the effectiveness of technologies in reducing carbon emissions. At MultiLine, one of our businesses in Denmark, the installation of a state-of-the-art heat pump resulted in an impressive 80% reduction in carbon emissions. The heat pump significantly improved energy efficiency, while in a next step the installation of solar panels that generate clean electricity will further offset the need for fossil fuel-based power and supports the site in its journey to become net zero. This integration of green technologies not only enhances sustainability but over time also leads to considerable cost savings. The project highlights the potential for our businesses to achieve substantial environmental benefits while contributing to the Group commitment to a low carbon future.

As suitable new technologies develop, we will revisit our roadmaps accordingly to ensure our activities remain ambitious. The table to the right shows the near term activities our business areas are working on to ensure we stay on track to achieve our scope 1 and 2 science-based reduction goals in 2030.

We also report on our climate change performance through our annual response to the CDP. In 2024, we received a B rating for our response.

Scope 1 and 2 emissions source	KPI % of emissions in 2024	% change since 2019	Key initiatives and results in 2024	Progress
 <b>Commercial vehicles</b>	49%	-13%	In 2024, we continued fuel-efficiency improvements with targeted initiatives in North America focusing on reducing diesel consumption in commercial vehicles. We continue to trial and implement electric commercial vehicles where feasible. Conversion of our large commercial vehicles is still at an early stage. Range limitations and impacts on operational efficiency still represent challenges for the large-scale transition of vehicles. We intend to increase the usage of Hydrotreated Vegetable Oil ('HVO') in our commercial vehicles and this initiative is currently in progress. In 2024, we have implemented several transitions to HVO in UK & Ireland and Continental Europe. The HVO consumption by our commercial vehicle fleet increased to approximately 1% of the Group diesel consumption, which is below our initial projections. However, we anticipate a notable increase in HVO usage in 2025, with around 15 additional transitions planned for the year.	 <b>Behind plan but working to meet target</b>
 <b>Company cars</b>	12%	-28%	We continue to replace Internal Combustion Engine ('ICE') company cars with electric and hybrid vehicles. In 2024, we have made significant progress in North America with more than 25% of the cars converted to hybrid. In UK & Ireland, more than 50% of company cars are electric and approximately 25% are hybrid.	 <b>On track</b>
 <b>Electricity</b>	23%	-27%	We continue to install energy efficient lighting in our buildings. In North America, approximately 80% of the square footage of our sites has been equipped with LED lighting. The percentage of renewable energy purchased has increased to 28% in 2024. Our businesses continue to install electricity generating solar panels. Solar panels are now installed at 15 sites across the Group. The electricity generated by these installations represents 1% of our total energy consumption.	 <b>On track</b>
 <b>Heating</b>	16%	-12%	We actively trial and implement new technologies across the Group to support our long term carbon reduction targets. The heat pump installed by MultiLine has significantly improved energy efficiency and a planned installation of solar panels will help to further offset the need for fossil fuel-based power at the business.	 <b>On track</b>
<b>Total</b>	100%	-18%	We remain on track to meet our near term science-based targets.	 <b>On track</b>

**More information**

Detailed energy consumption and climate change data can be found in the ESG appendix (see page 208). Our climate change reporting procedures can be found in the EHS and Sustainability Reporting guidelines in the sustainability section of our website ([www.bunzl.com/sustainability/sustainability-reporting/](http://www.bunzl.com/sustainability/sustainability-reporting/)).

The independent assurance for our scope 1 and scope 2 carbon emissions and emission intensity (tonnes of CO<sub>2</sub>e per £m revenue) calculations can be found in the ESG appendix of this report (see page 210 and in the EHS data assurance statement in the sustainability section of our corporate website.

// SUSTAINABILITY *continued*

### Investing in a diverse workforce

Diversity, Equity, Inclusion and Belonging ('DEIB') are not just buzzwords at Bunzl; they are essential pillars of the success and sustainability of our modern businesses. As a global business we believe that if we embrace diverse perspectives into our decision making we will be able to respond far more quickly and nimbly to the demands of our customers, who themselves are diverse – straddling different market sectors, geographies and with a huge variety of end users. We accept that establishing common DEIB objectives across a decentralised and diversified group such as Bunzl is not easy, but we believe that making progress starts with the creation of a truly inclusive culture, where all of our c.27,000 people can feel a sense of belonging and bring their whole selves to work.

We know that there are very compelling reasons for our businesses to deliver tangible improvements to the diversity of their teams. Firstly, diverse teams are proven to be more innovative and adaptable, and a variety of perspectives leads to better decision making and problem solving, giving our companies a competitive edge. Secondly, an inclusive culture enhances employee engagement (see page 32) and satisfaction, reducing turnover and attracting top talent. Lastly, with our customers and investors increasingly valuing ESG, companies that prioritise diversity and inclusion are more likely to gain their trust and loyalty. We see this focus as a condition of doing business with all our major stakeholders.

Since we launched our first set of Group diversity, equity and inclusion targets in 2021, we have made great progress, as illustrated on page 37.

The objectives themselves have evolved from an initial focus on gender diversity, where we have made significant progress, to a strategy around inclusion in its broadest sense. As evidenced elsewhere in the report, we have:

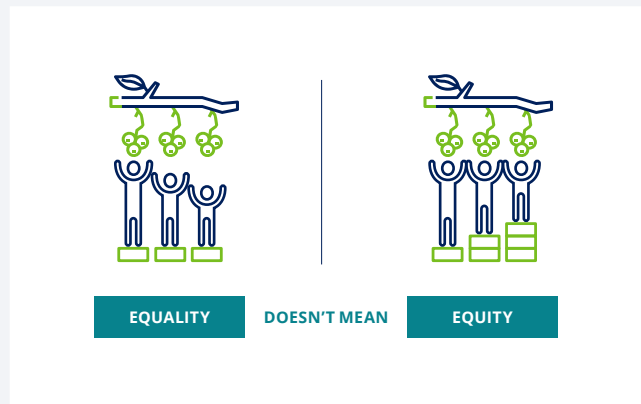
- further formalised our regional listening forums, including the sessions run by the non-executive directors;
- tracked the differences by gender in the Great Place to Work Survey and explored possible reasons for the differences with groups of female colleagues;

- held specific listening sessions between the CEO and groups of females and ethnically diverse colleagues; and
- rolled out the Reverse Mentoring initiative for the Leadership Team.

### The drivers for investing in a diverse workforce at Bunzl

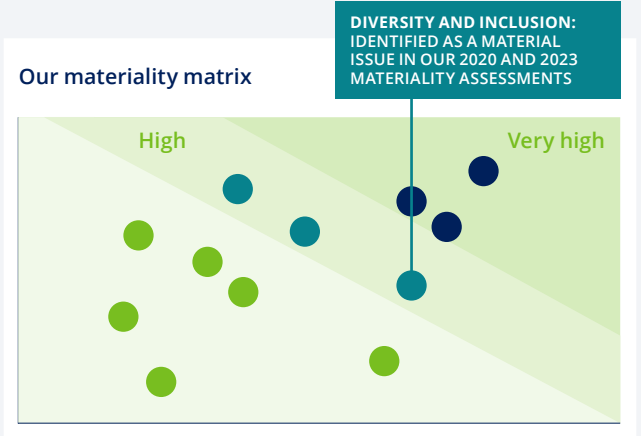
# 1

It is a critical component of our employment brand – a truly equitable and inclusive culture is increasingly becoming a necessity in the workplace.



# 2

It is also becoming a condition of doing business with our key customers and other stakeholders.



# 3

We need to open up the talent pool in order to attract, recruit and build the capabilities we need for the future.



// SUSTAINABILITY *continued*

### Progress in diversity, equity and inclusion

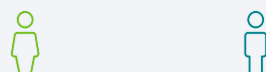
#### OUR COMMITMENT



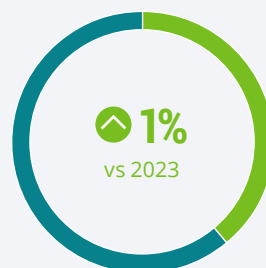
Continue to closely monitor the representation of women in senior roles (Board and Executive Committee) and endeavour to improve the number of women at the levels below the leadership team.

We will ensure that Bunzl has an inclusive culture where everyone, irrespective of background, can thrive and build their careers.

#### GENDER DIVERSITY



39%<sup>1</sup>      61%<sup>1</sup>

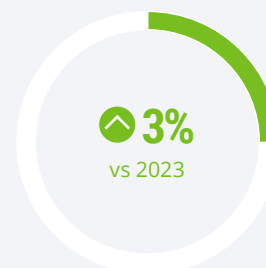


1. Gender diversity at Group-level

#### WOMEN IN LEADERSHIP



25%<sup>2</sup>



2. Senior leadership group defined as the c.530 leaders that receive share awards as part of their remuneration

#### TOTAL WORKFORCE AGE PROFILE

Under 30	19%	↑ 1% vs 2023
30-39	25%	↑ 1% vs 2023
40-54	36%	↓ 1% vs 2023
Over 55	20%	↓ 1% vs 2023

#### ACTIONS TO DRIVE SUCCESS IN 2025

##### GENDER DIVERSITY

Continue to maintain a representation of females in leadership roles of at least 20% and aim to make year-on-year improvement to the underlying percentage by:

- continue with our current development, mentoring and sponsorship activities to prepare female colleagues for leadership roles. Ensure that all high-potential females have a development plan in place;
- continuing to use the insights from the Great Place to Work survey to create meaningful action plans to improve female employee engagement;

- continuing our work to expand the 'Inspiring Women in Bunzl' networks and other regional and local female-focused resource groups; and
- developing of our Group employer brand to articulate how it feels to work for Bunzl.

##### MINORITY GROUP PARTICIPATION

Continue to identify opportunities at a regional and local level to improve our employer value proposition and reputation as an inclusive employer by:

- continuing to build on the regional listening groups to ensure that under-represented voices continue to be heard;
- supporting the expansion of the reverse mentoring programme;

- continue to use the insights from the Great Place to Work survey to create meaningful action plans to improve employee engagement for under-represented groups; and
- continue to ensure that we continue to have at least one Director from a minority ethnic background on the Board.



// SUSTAINABILITY *continued*



**Great Place to Work survey (Justice section)**

Our recent Great Place to Work results demonstrated that our businesses are making good progress and those surveyed felt the people in their respective businesses are treated fairly regardless of their differences.

**Positive responses from the survey population**

**81%**

People here are treated fairly regardless of their age

**90%**

People here are treated fairly regardless of their race

**88%**

People here are treated fairly regardless of their gender

**91%**

People here are treated fairly regardless of their sexual orientation

**Employee Resource Groups**

Over the past year, our businesses have continued to introduce and run a number of initiatives designed to enhance diversity, equity and inclusion within the workplace. Employee Resource Groups ('ERGs') have proven to be particularly successful initiatives across our decentralised structure and have helped to foster a sense of belonging, enhanced employee engagement and promoted cultural awareness across our business areas.

In Latin America, one of the most impactful initiatives in their strategy is the Empowering Women in Leadership Programme which was developed in 2021 in partnership with the Pontifical Catholic University of Chile. This programme represented a milestone in the business area's commitment to female empowerment, offering practical tools for personal development and preparing women to take on leadership roles in the future. Since 2021, approximately 170 women from Latin America have participated in the programme and the results are notable, with 28% of the programme participants being promoted to senior positions across the region.

The Inspiring Ethnicity in Bunzl ('IEIB') programme, initially created in the UK & Ireland, was officially launched in North America in 2024 with the mission of fostering networking, professional development, and mentoring opportunities for employees from diverse ethnic groups. IEIB is open to employees of any race or ethnicity. The first initiative was a Financial Awareness campaign. Topics included were 'Money Matters to Me', 'Keys to Managing Credit' and 'Medical Benefits 101'. These topics of discussion were rolled out successfully to four pilot locations and involved c.400 employees. The second ERG launched in 2024 was Inspiring the Next Generation in Bunzl ('INGIB'). Its primary aim is to 'foster meaningful connections and ignite development for next generation professionals.' In a short space of time the programme has attracted c.200 members and hosts quarterly



virtual events on a variety of topics. Both ERG's look forward to continuing growth and development in 2025.

In Australia, we have continued to develop our First Nations programme by implementing our accredited Reconciliation Action Plan ('RAP') across the business, reaffirming our commitment to building partnerships with First Nations communities and businesses. In 2024, we appointed a First Nations adviser to build upon our initial engagement with these partners. The business area ran several engagement events to celebrate diversity and individualism, and to support our goal of being a diverse and inclusive workplace. These actions have increased our employees' understanding of First Nations culture and strengthened procurement partnerships with First Nations-owned businesses, enhancing our ability to respond to tenders with genuine examples of support.

Our Inspiring Women in Bunzl ('IWIB') programmes have continued to meet and drive progress, contributing to our achievement of 25% women in senior leadership positions. This represents an 11% Group-wide increase since the launch of our first IWIB programme in the UK & Ireland in 2019. Elsewhere in the Group, Bunzl Ireland have achieved a Silver award in the Irish Centre for Diversity's corporate accreditation scheme and a number of our businesses in France, Germany and Spain have signed the European Diversity Charter to promote diversity and inclusion in the workplace and report on the measures they have implemented.

// Fostering diversity and inclusion is not just a moral imperative but a strategic business advantage. Companies that invest in creating inclusive environments will be better positioned to navigate the complexities of the modern world, drive sustainable growth, and contribute positively to society. I've been pleased to help lead our Inspiring Women in Bunzl programme in North America and I am delighted that the initiative has delivered tangible results."

**BETH DAHLKE**  
Division President Safety,  
Bunzl North America

// SUSTAINABILITY *continued*



## OUR CUSTOMERS

### Our material ESG themes

PROVIDING TAILORED SOLUTIONS

TAKING ACTION ON CLIMATE CHANGE

BUSINESS CONDUCT



By providing our customers with a broad range of essential items, readily available from stock, alongside specialist knowledge and expertise, we provide the reassurance our customers need for essential items, which allows them to focus on their core businesses. We have more than 6,500 expert sales people and locally based customer service specialists who use their deep and detailed knowledge to work with customers to ensure that they receive the best possible advice on all product and service-related matters.

These teams are supported by local and regional sustainability specialists across the Group who possess a deep understanding of our products, customer sectors, operations and their challenges. They drive the integration of our sustainability value proposition with customers; providing customer-specific data, advice and regular updates on new legislation and trends, often through proprietary in-house tools (see pages 58 and 59 for examples). This means, in a world where new sustainability reporting and legislation requirements are increasing, our teams give significant value to customers by providing the data and expertise they need to make informed decisions and communicate their progress accurately and effectively.

This technical expertise, coupled with our sourcing proficiency, means we are uniquely positioned to supply the products and solutions our customers need to meet their targets, reduce carbon emissions, comply with legislation and improve their overall sustainability credentials. With customers facing the dual challenge of stricter packaging restrictions and cost pressures, our extensive (and increased) ranges of own brand packaging solutions help them transition to alternative materials at competitive prices while not compromising on product quality or sustainability credentials.

### Providing tailored solutions

As the world grapples with pressing environmental challenges, the concept of a circular economy has emerged as a practical solution, offering a sustainable alternative to the traditional linear model. Current trends we see across our customers in the grocery, retail and foodservice sectors indicate a growing emphasis on reducing waste, recycling and reusing materials and extending product lifecycles. However, according to the Circularity Gap Report 2024, global circularity decreased from 9.1% in 2018 to 7.2% in 2023, highlighting the urgent and continued need for action<sup>1</sup>.

Legislation is also pivotal in supporting the circular economy. Policies like the EU's upcoming Green Claims directive and Packaging Waste

Regulations are steps in the right direction, but more comprehensive measures are needed globally, coupled with improved infrastructure. To achieve faster and more significant progress, an integrated strategy for collection and recycling across cities, regions and countries is essential and advanced technologies such as chemical recycling should also be adopted to boost the amount of recycled materials available.

We have an important role in providing the tailored solutions that respond to these trends and continue to enable customers to transition to products and solutions that support a low carbon and more circular economy. This unique ability represents both a competitive advantage and growth opportunity for Bunzl.

### Only 1% of revenue generated from consumables facing regulation



\* These figures do not include revenues from 2024 acquisitions (see Note 9 to the consolidated financial statements on page 159).

Packaging refers to packaging and other products within the foodservice, grocery and retail sectors which are facing legislation or consumer pressure. We continue to exercise judgement to allocate the sales in 2024 to non-packaging products and the four packaging categories shown, which are taken at a point in time in the context of rapidly changing legislation and changes in products. Consumer demand for packaging and products made from alternative materials continues to drive our commitment to lead the transition to products and solutions that support a low carbon and more circular economy. More information on our packaging categories, and limitations with respect to the product data and related disclosures, are set out in the ESG Appendix on page 205.

1. <https://www.greenmatch.co.uk/environmental-impact-of-a-circular-economy>

// SUSTAINABILITY *continued*

In 2024, our businesses continued to help transition customers to packaging products made from alternative materials, and these solutions now account for 56% of total packaging sales across the Group. The Group continues to have very limited exposure (1%) to single-use plastic consumables facing regulation where some volume reduction is expected and the proportion of total Group revenue attributable to non-packaging products or packaging made from alternative materials is high at 86%<sup>1</sup>.

Our teams have continued to present our sustainability value proposition to our customers in 2024, providing support with data collection projects, giving updates on new legislation and recommending and supplying new solutions. A combination of one-to-one meetings, in-person seminars and online webinars have been used.

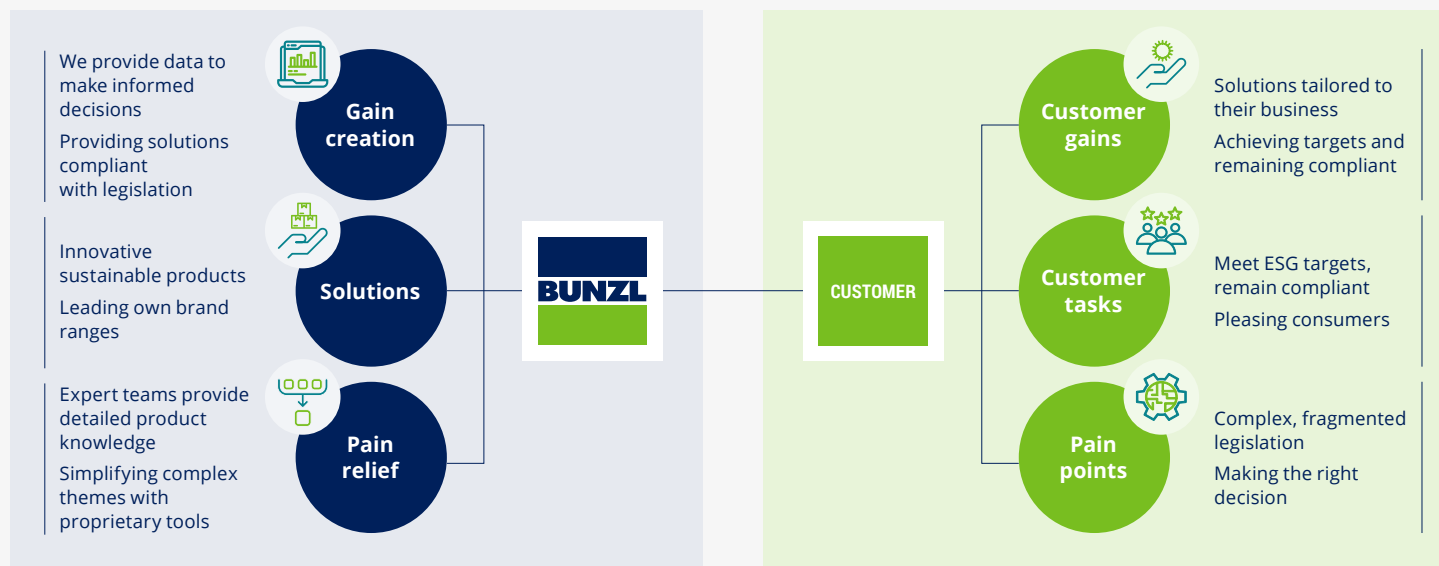
Our sustainability value proposition is rooted in data, starting with our comprehensive understanding of our products, customer sectors, operations and their regional challenges. We provide access to detailed packaging data (material type, weight, composition, certifications and carbon footprint) and information our customers need to track progress against and report effectively on their targets.

Our expert sustainability teams then provide customer-specific advice and regular updates on new legislation and trends. They use proprietary in-house tools to present packaging data and carbon emission reports to customers and provide customer-specific advice and regular updates on legislation and trends.

Finally, unlike a consultancy service we are uniquely positioned to then supply the solutions our customers need to meet their targets, comply with legislation and improve their sustainability credentials. Our emerging own brand packaging ranges promote faster, more affordable transition to alternative materials (see page 27) and we use our unique position in the supply chain to source alternative products for our customers that comply with new legislation.

In addition, Bunzl customers benefit from responsibly sourced products that safeguard against reputational risks and science-based climate change targets aimed at reducing carbon emissions in their value chain. In 2025, we will continue to take our value proposition to both new and existing customers and drive more of the benefits our engagement has brought this year.

**Our sustainability value proposition**



SUPPORTED BY – RESPONSIBLY SOURCED SOLUTIONS AND SCIENCE-BASED CLIMATE CHANGE TARGETS



1. Excluding revenue from acquisitions.

// SUSTAINABILITY *continued*

## CASE STUDY

## OUR SUSTAINABILITY VALUE PROPOSITION IN ACTION

Bunzl has secured a far-reaching new agreement with Aramark, the multinational foodservice and facilities management company providing services to clients across education, defence, healthcare, business, and leisure. The contract also supports Avendra International, Aramark's wholly-owned business specialising in supply chain and group purchasing for third party clients in hospitality and other related sectors.

Bunzl will supply multiple Aramark and Avendra International locations across UK & Ireland and Continental Europe with a wide range of items including disposables, cleaning & hygiene materials, tableware and foodservice products.

This new contract was secured as part of a new initiative whereby much of the negotiation and administration was undertaken at a centralised European level, with the local knowledge and expertise of individual Bunzl businesses used for fulfilment and distribution.

Aramark and Avendra International have enjoyed a strong partnership with Bunzl in the past and are delighted to have signed this expanded agreement. The deal aligns closely with their objective of leveraging central efficiencies and scale, while delivering local value and expertise to their clients, alongside a commitment to sustainable sourcing. The process was regularly supported by our sustainability experts who held a number of meetings with the Aramark team covering our sustainability value proposition along with deep dive sessions on specific topics like responsible sourcing and net zero.

// Bunzl's approach to all sustainability-related topics is both robust and thorough. On numerous occasions, we've had the pleasure of connecting with passionate and knowledgeable sustainability experts and leaders within Bunzl's business to better understand their current position and future strategy. In turn, this helps us identify how our business can leverage this expertise to support our own sustainability strategy, goals and targets.

We look forward to continuing our partnership with Bunzl; a supply partner who is committed to sharing ideas and implementing strategies centred around sustainability. Through our continued collaboration with Bunzl on various sustainability topics, we confidently offer our clients solutions that add value to their operations and support diverse sustainability requirements, aligned with Aramark's 'Be Well. Do Well.' platform, promoting the well-being of people and the planet."

### DUNCAN BENNETT

Vice President Global Supply Chain,  
Aramark & Avendra International

// SUSTAINABILITY *continued*

CASE STUDY

## AWARD WINNING SUSTAINABLE PACKAGING

Bunzl Safety and Lifting won an Australian PIDA (Packaging Innovation Design Award) for Sustainable Packaging. The award is designed to recognise companies that have developed innovative packaging solutions that incorporate sustainability solutions. Key improvements included reducing the size of swing tags, replacing unrecoverable plastic garment bags with cardboard pack bands, switching from solvent-based inks on cartons to less toxic water-soluble ink, and replacing plastic swing ties with cotton cords.

These efforts, which spanned over 2,000 SKUs and covers the entire workwear range, are expected to divert more than two tonnes of plastic from landfill annually.



CASE STUDIES

## DATA

In Finland, one of our recent acquisitions, Pamark, has developed a strategic partnership with their product suppliers to build a database and platform called 'Greenline' that is used with customers to help them understand the environmental and societal impacts of the products they buy. Funded by our product suppliers (Greenline Partners), the platform now has carbon emissions information for c.17,000 products and has proven to be a source of competitive advantage and a useful tool for customer acquisition and retention.

Our customer, SSP UK & Ireland, create and run food and drink outlets in travel locations. As part of their sustainability journey, they are working to remove virgin plastic from their business. Where it is particularly difficult to remove plastic, they are focusing their efforts on shifting the mix away from virgin polymers and towards recycled plastic. A critical enabler of this was to gain better visibility of their virgin plastic consumption. Bunzl Catering Supplies ('BCS'), in the UK & Ireland, conducted a detailed assessment of SSP's plastic footprint. Using these insights, SSP are now trialling swaps for the biggest virgin plastic drivers with BCS, for example refuse sacks with a higher percentage of recycled content.

// SUSTAINABILITY *continued*

CASE STUDIES

**KNOWLEDGE**

In North America, Bunzl helps customers meet their own sustainability goals through its internal 'Blue Key' sustainability consultancy offering. In 2024, Blue Key advisers worked with a large restaurant group with over 6,500 stores to provide detailed information and guidance on the legislation they face across the country. With a fragmented and complex legislative environment in the USA, the database Blue Key advisers created for the customer was well received and given the lack of internal sustainability resources in the customer's business, was cited as playing a key role in the retention of their contract.

Bunzl Retail Supplies ('BRS') in the UK offers a Sustainability Consultancy service, helping retailers navigate an evolving and complex legislative landscape. During 2024, 50 high volume product lines for a leading grocery retailer were mapped using external Life Cycle Assessment ('LCA') software to help calculate scope 3 carbon emissions. With support delivered to six major grocery retailers, the Sustainability Consultancy service enables BRS to invest in the technical development process for new innovative products.



CASE STUDIES

**SOLUTIONS**

As part of a new five-year pallet wrap supply contract worth AUD 800,000, Bunzl Australia New Zealand also supplied 70 new Advantage pallet wrap machines, valued at over AUD 1.5 million. The customer's decision to enter into a new contract and invest in new machinery was not only driven by enhanced load containment but also by significant waste reduction and cost savings. By transitioning to a higher quality, thinner pallet wrap, the customer achieved annual cost savings of 50% and reduced plastic waste by c.200 tonnes.

Bunzl Distribution Denmark formed a team of sustainability and food packaging specialists to successfully attract two international customers who supply food worldwide with total revenues reaching over €3 million in 2024. The team has worked with the fresh produce and seafood wholesalers to help them achieve their sustainability goals by transitioning their packaging products to materials well suited to the household recycling infrastructure in Scandinavia. The team has worked to consolidate multiple packaging suppliers into one and switched non-recyclable products to solutions well suited to the circular economy, for example recyclable PET trays and mono material lidding films.



// SUSTAINABILITY *continued*

# GOVERNANCE

We have a well-established governance structure to oversee the execution of our sustainability strategy and activities across the Bunzl Group.

Now in its third year, our Board Sustainability Committee ('BSC') provides strategic oversight of our sustainability opportunities and risks and continues to further the Board's knowledge in this important area for Bunzl. During 2024, the BSC met three times and in addition to assessing the progress made against our annual sustainability KPIs at every meeting, also reviewed our key projects from the last 12 to 18 months. Our double materiality assessment process, net zero transition plan, supplier engagement on climate change and customer value proposition were all discussed in detail and we will continue to bring updates on key projects, trends and legislation to the BSC in 2025.

Our Group Sustainability Committee is a cross-functional leadership body that engages the senior management teams across our business areas, offering oversight and strategic direction for our sustainability programme. Chaired by our CEO and attended by members of our Executive team, the Committee meets quarterly to ensure Bunzl has an ambitious and effectively governed sustainability strategy. It sets targets, monitors progress, and supports the work of our business area sustainability teams. In 2024, the Group Sustainability Committee reviewed the progress made against our sustainability targets, key projects and the details relating to new reporting legislation, for example, the EU Corporate Sustainability Reporting Directive.

The Supply Chain Committee is responsible for developing processes and procedures to identify opportunities and mitigate risks within our global supply chains, ensuring regulatory compliance as a minimum. In 2024, the Committee reviewed our new supply chain risk assessment work and the progress of our ethical auditing and supplier engagement programmes.

The Health & Safety Committee is tasked with evaluating the key health and safety risks across Bunzl. They develop, review, and monitor appropriate policies, standards, and regulations related to health and safety management across the Group. In 2024, the Committee reviewed and updated the Group Health & Safety standards and safety audit programme and continued to focus on the roll out of a leading safety indicator programme.

Our Environment & Climate Change Committee governs the progress of our regional carbon roadmaps. The Committee meets four times a year and includes representation from all business areas. In 2024, the Environment & Climate Change Committee assessed performance against our environmental objectives and tracked the progress of initiatives aimed at reducing scope 1 and 2 emissions across the Group, such as renewable energy procurement, alternative fuels, and the transition of commercial vehicles.

## OUR SUSTAINABILITY GOVERNANCE STRUCTURE

