



Australian Government



Aldi Supplier Survey Results

2021-2022

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Aldi Supplier Survey Results 2021-2022

This document is to provide Aldi with greater detail on the survey results conducted by the Food and Grocery Code Independent Reviewer in 2022. It includes data from the survey for questions answered by suppliers in respect to their interactions with Aldi.

A ranking has also been provided to give Code Signatories an understanding of how they compare with their peers.

Suppliers were given the opportunity to provide free text comments throughout the survey. Common themes have been included throughout the report and raw supplier comments have been included in appendices at the end of the report. All comments have been provided except where the comment could not be redacted to deidentify the supplier. Where suppliers have made similar points while completing the survey, all comments have been provided. Treasury will not publish this document, however, Aldi is welcome to publish it or share it with suppliers.

The data throughout the report is given in percentages with most percentages calculated using the total number of suppliers that answered they supplied Aldi as the base – that is, 217 suppliers. However, for questions 12, 13, and 14 which were related to price rise negotiations, the base to calculate the percentages was the total number of suppliers that answered they had made price rise requests – that is, 102. For question 17, the base to calculate the percentage was the total number of suppliers that answered they had raised an issue with Aldi’s buying team – that is, one supplier. For question 20b and 22a, the base for the percentage was the total number of suppliers that answered they had raised an issue with Aldi’s Code Arbiter formally and informally, respectively, which was one in both instances.

There are tables throughout this report with a year-on-year comparison of results for Aldi. Results in the tables have been rounded to the nearest whole number, or if the result was between 0 and 0.5 per cent, then the number has been included to one decimal place. If results in the tables do not add up to 100 per cent, this is due to non-responses for that survey question. Where there is a shaded cell in a table for either financial year of the survey, this means that there is no data available due to changes in questions between the two surveys.

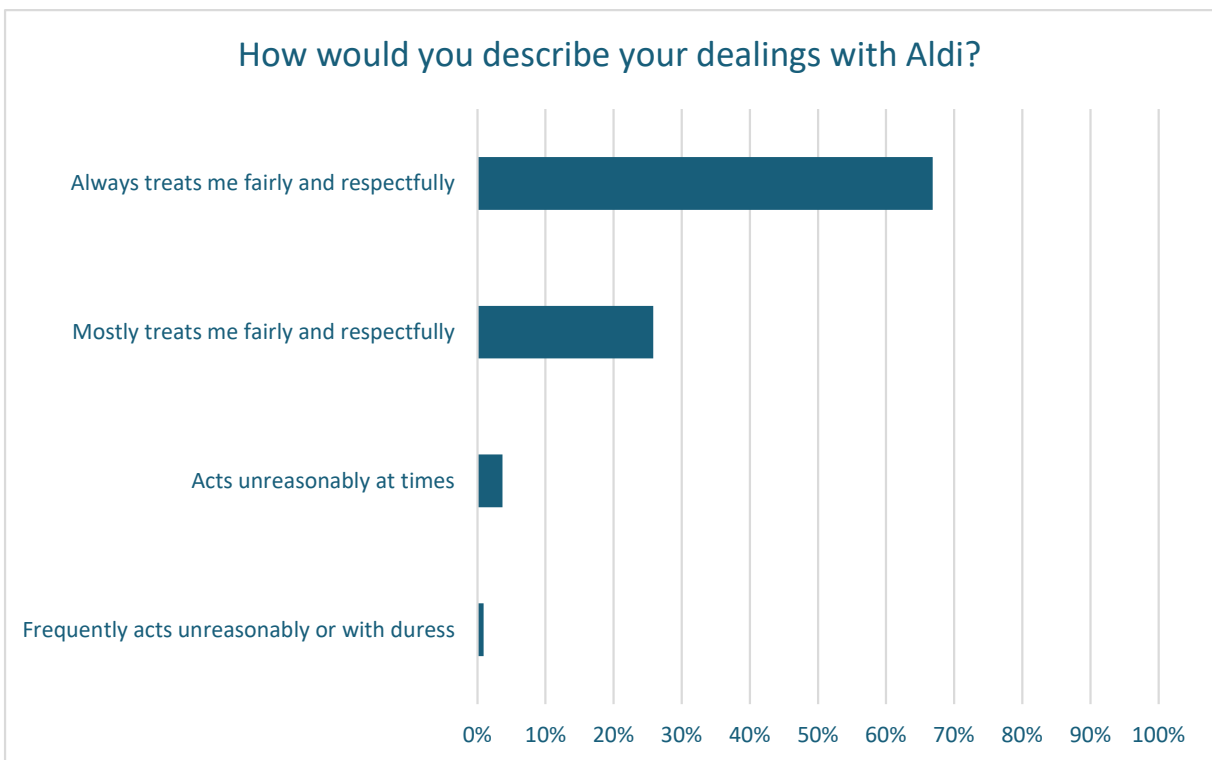
Percentages in the tables for the 2020-21 annual survey (as outlined in this annual report) may be different to what previously appeared in the 2020-21 annual report due to a different methodology being used to allow year-to-year comparisons.



Aldi ranked 1st overall in the 2021-22 Annual Survey of the Independent Reviewer

Question 4: How would you describe your dealings with Aldi?

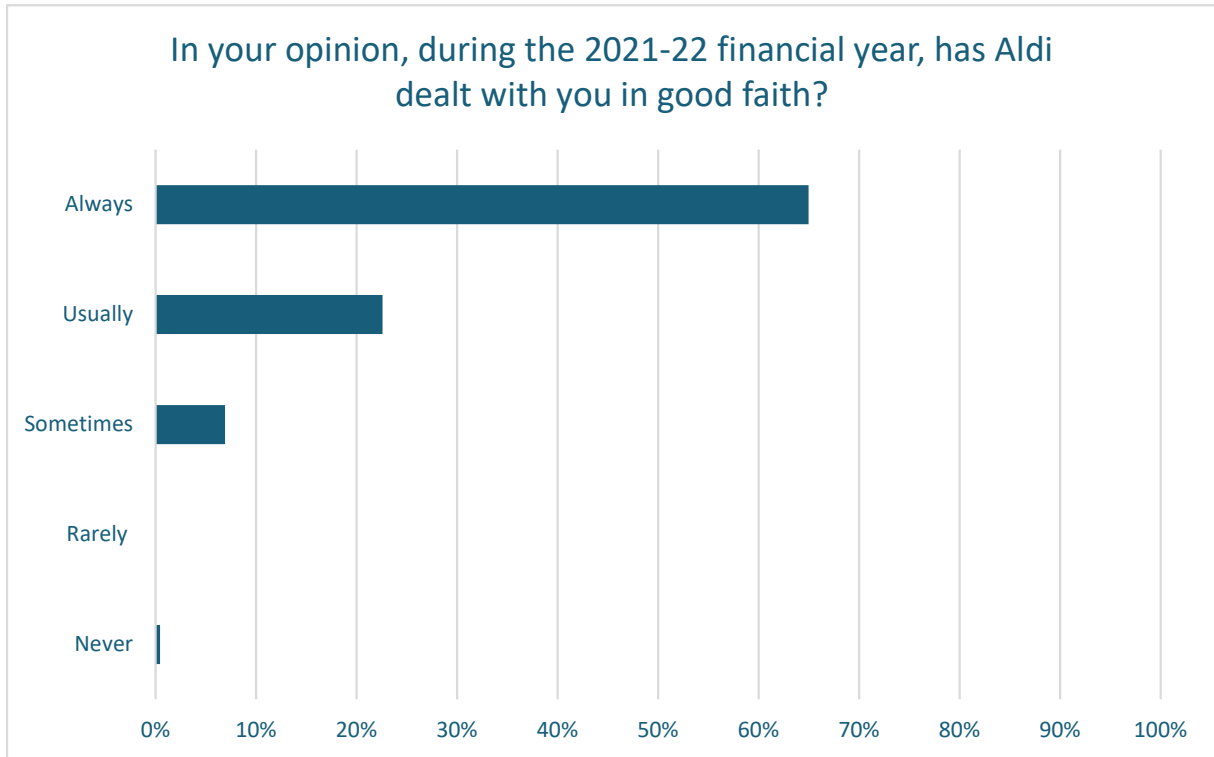
Ranking: **1**



	2020-2021	2021-2022
Always treats me fairly and respectfully	61%	67%
Mostly treats me fairly and respectfully	31%	26%
Acts unreasonably at times	5%	4%
Frequently acts unreasonably or with duress	1%	1%

Question 5: In your opinion, during the 2021-21 financial year, has Aldi dealt with you in good faith?

Ranking: **1**



	2020-2021	2021-2022
Always	64%	65%
Usually	26%	23%
Sometimes	5%	7%
Rarely	0.5%	0%
Never	0.5%	0.5%

Supplier feedback:

The common themes of suppliers who considered that Aldi acted in good faith during the 2021-22 financial year included:

- professionalism in dealing with suppliers
- payments made on time
- Aldi has good communication with suppliers and is willing to listen to their suggestions
- Aldi being collaborative and having a good relationship with suppliers

- Aldi being understanding of issues and supportive of working through them
- Aldi being reasonable and accepting requests for price increases
- Aldi honouring its contracts with suppliers.

Raw comments from the survey can be found in appendix 1.

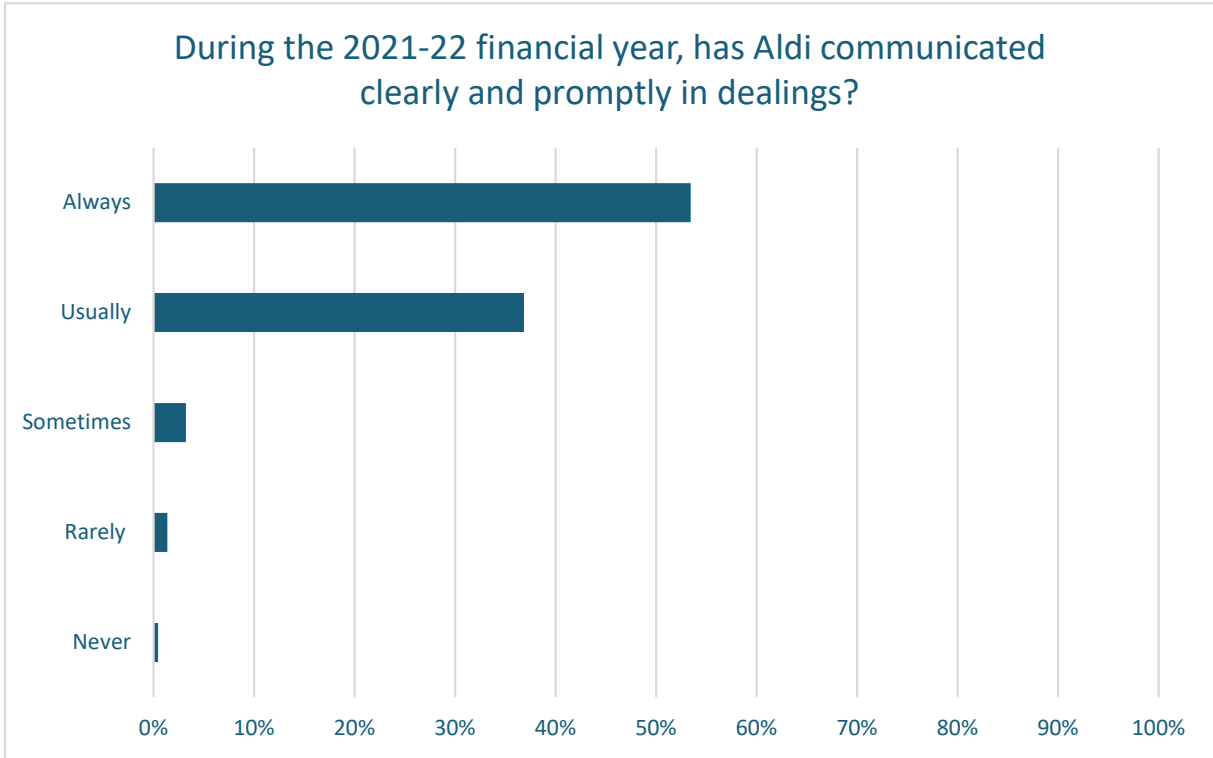
The common themes of suppliers who considered that Aldi did not act in good faith during the 2021-22 financial year included:

- late payments
- payments as a condition of being a supplier which were unreasonable
- delisting or rejection of stock without reasonable notice
- Aldi lacks communication with suppliers
- Aldi being difficult to deal with and not accepting requests for price increases.

Raw comments from the survey can be found in appendix 2.

Question 8: During the 2021-22 financial year, has Aldi communicated clearly and promptly in dealings?

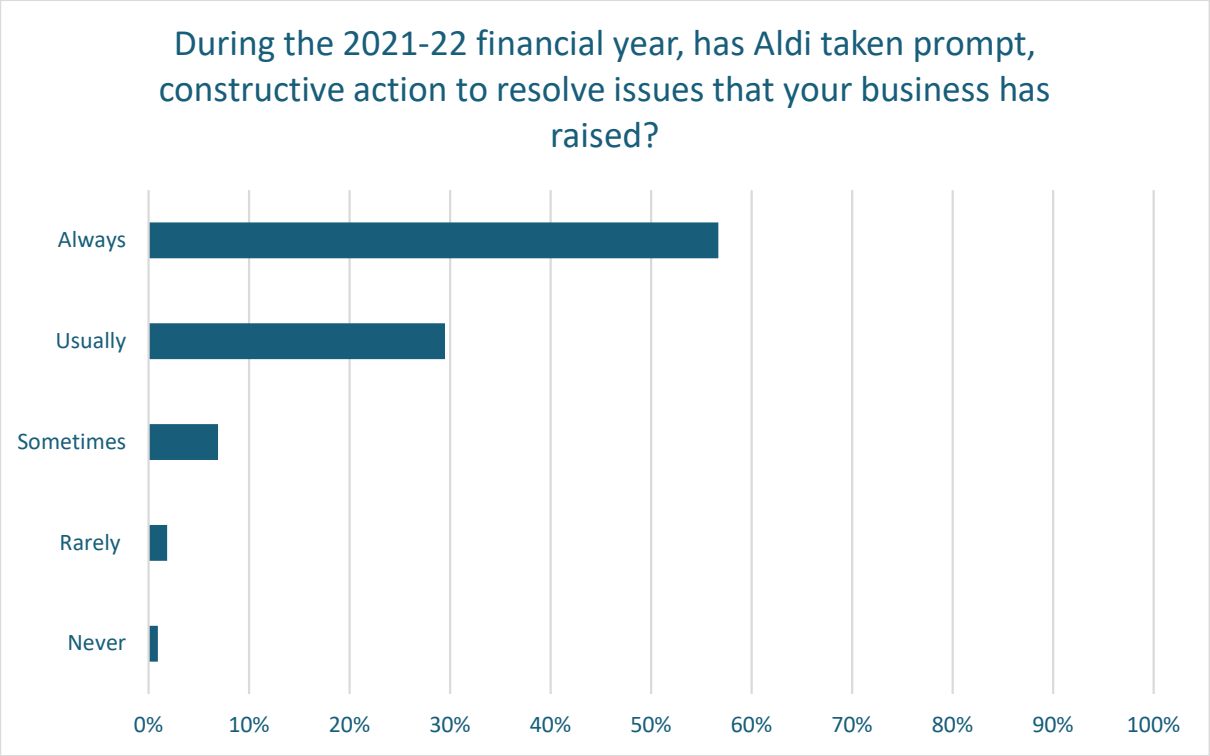
Ranking: 1



	2020-2021	2021-2022
Always	47%	53%
Usually	41%	37%
Sometimes	7%	3%
Rarely	0.5%	1%
Never	1%	0.5%

Question 9: During the 2021-22 financial year, has Aldi taken prompt, constructive action to resolve issues that your business has raised?

Ranking: 1



	2020-2021	2021-2022
Always	41%	57%
Usually	35%	29%
Sometimes	9%	7%
Rarely	1%	2%
Never	0.5%	1%

Question 10: During the 2021-22 financial year, have you experienced any of the following issues with Aldi, that you believe was not in accordance with the Food and Grocery Code of Conduct?

Ranking: 1



	2020-2021	2021-2022
No issues*		74%
Payment later than agreed payment terms**	7%	8%
Deductions off invoice/remittance without consent	2%	4%
Request for renegotiation of wastage payments opened up negotiations on other unrelated terms**	0%	0%
Required payment as a condition of stocking or listing a new product without agreement*		0%
Required payment as a condition of continuing to stock or list an existing product (other than promotion funding)*		0%
Required payment for better positioning or increased shelf space without agreement**	0%	0%
Required payment towards retailer/wholesaler business activities without agreement**	0%	0%
Cancellation of promotion order or reduction of promotion order by >10% (>20% for MF&G (Metcash)) without agreement**	3%	0%
Retailer/wholesaler overordering at a promotional cost and selling at full price**	0%	1%
Required to fund promotions despite it being unreasonable in the circumstances*		1%
Delisting without reasonable notice	0.5%	0.5%
Delisting without genuine commercial reason	0.5%	0.5%
Delisting as a result of a complaint or dispute raised	0%	0.5%
Significantly reducing distribution across stores or distribution centres without reasonable notice and genuine commercial reason**	0.5%	1%
Material changes to supply chain procedures without notice or compensation	0%	0%
Infringing branding, packaging designs or advertising intellectual property when developing or producing private label products**	0.5%	0.5%
Using confidential information for a purpose other than the purpose for which it was disclosed*		0.5%
Range decisions not in accordance with retailer/wholesaler's ranging principles**	3%	0%
Retrospective variation of agreements	0.5%	0.5%
Other	1%	4%

*Note: a new question added to the 2021-2022 survey so there are no comparison results from the 2020-2021 survey.

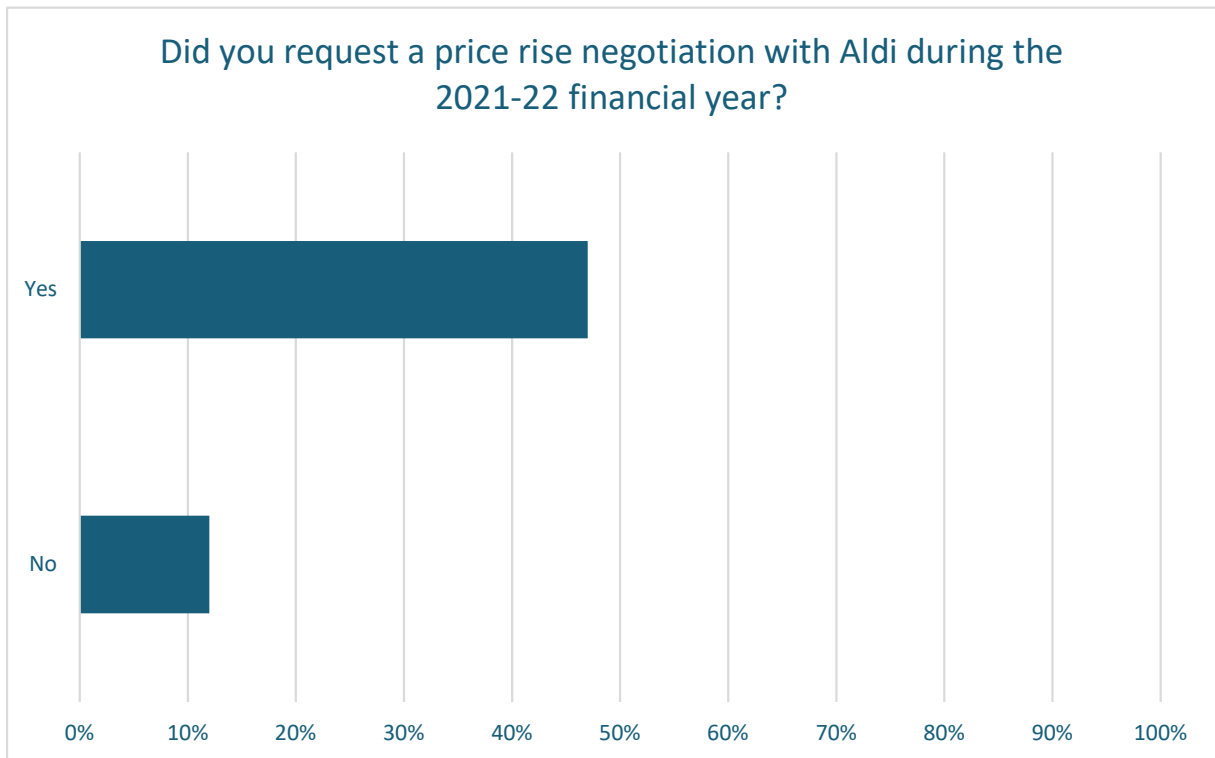
**Note: the description of these issues was altered slightly in the 2021–22 survey to better align with the provisions in the Code.

Supplier feedback:

Of the suppliers that responded to this question, the majority indicated that they did not experience any of the issues listed in the table. The issues that received the highest number of responses from suppliers were late payments and deductions off invoice without consent.

Raw comments from the survey for 'other' issues can be found in appendix 3.

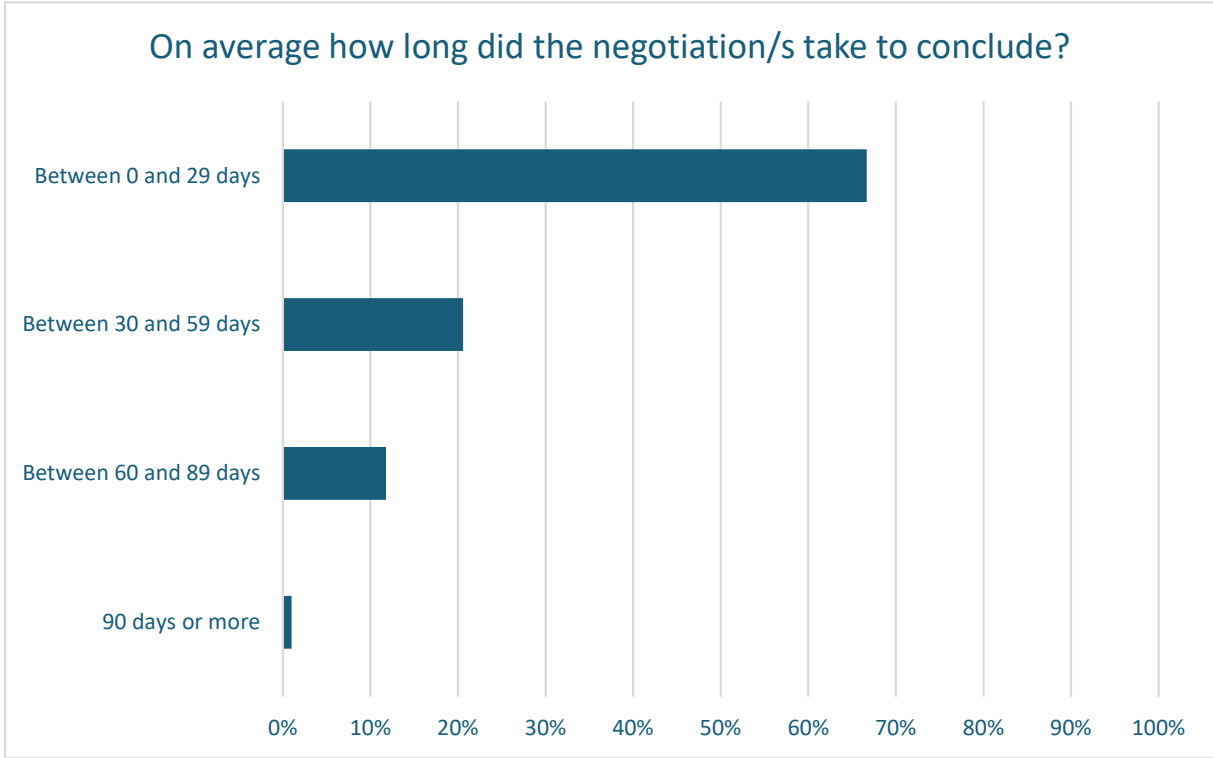
Question 11: Suppliers can request a price rise negotiation if they are not satisfied with Aldi’s initial response to their price rise request. Did you request a price rise negotiation during the 2021-22 financial year?



	2020-2021	2021-2022
Yes	32%	47%
No	60%	12%

Question 12: On average how long did the negotiation/s take to conclude?

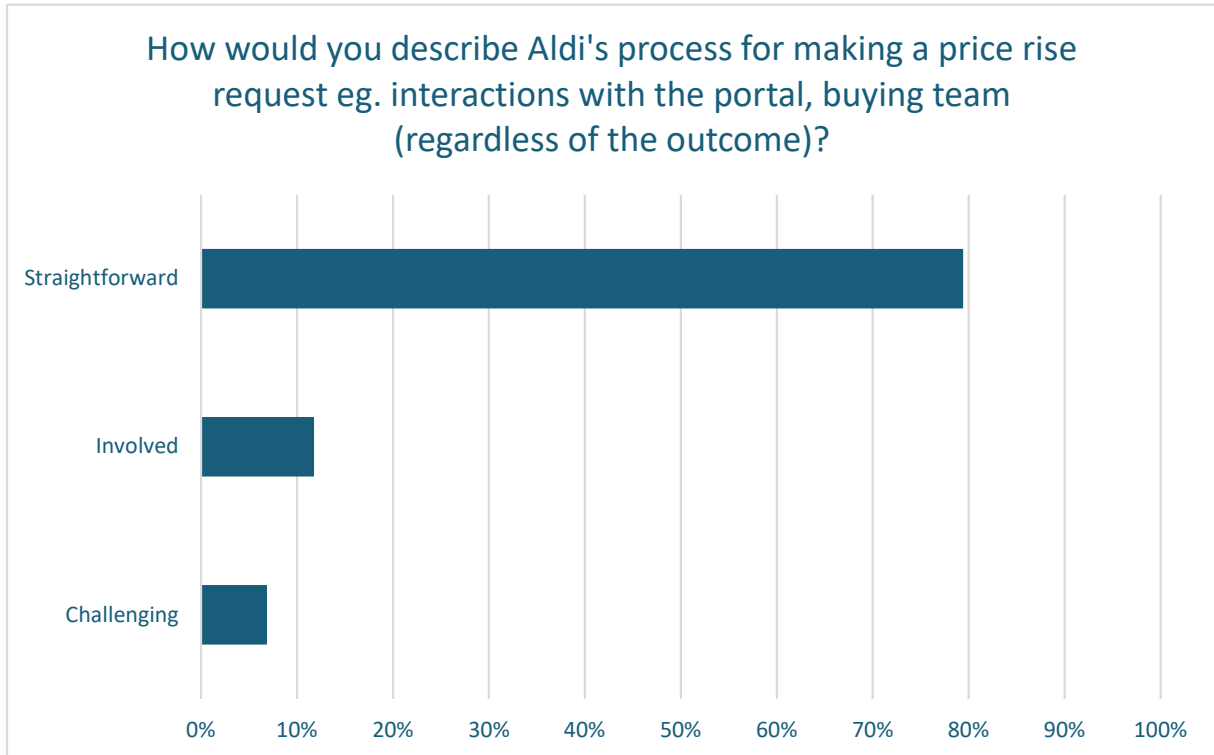
Ranking: 1



	2020-2021	2021-2022
0-29 days	61%	67%
30-59 days	18%	21%
60-89 days	4%	12%
90 days or more	4%	1%

Question 13: How would you describe Aldi's process for making a price rise request eg. interactions with the portal, buying team (regardless of the outcome)?

Ranking: 1



	2021-2022
Straightforward	79%
Involved	12%
Challenging	7%

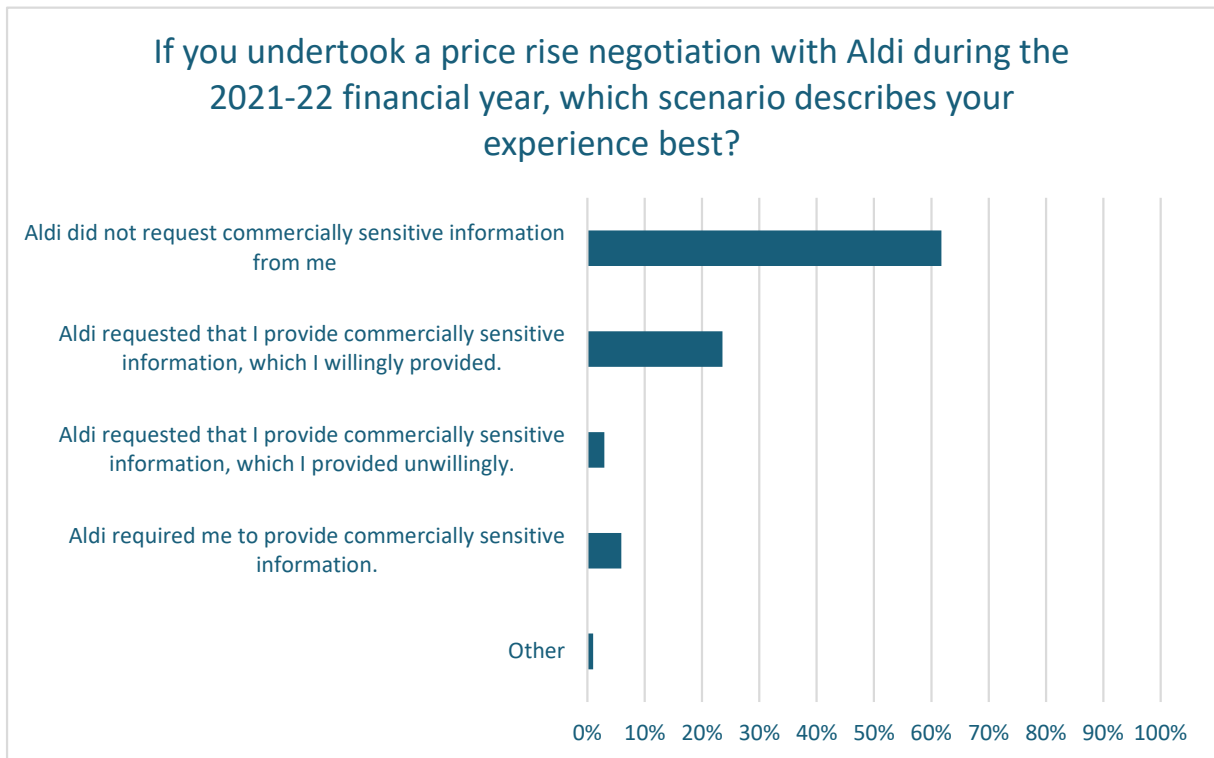
Note: there is no data from the 2020-21 survey, as this question was not asked in the survey.

Supplier feedback:

Suppliers were asked to describe the process for making a price rise request. Suppliers' comments included a description of the process and what is involved in requesting a price increase as well as positive and negative comments on the process. Positive supplier comments about the process included the process being easy and without issues or challenges. Negative supplier comments included the process being timely.

Raw comments from the survey can be found in appendix 4.

Question 14: In a price rise negotiation, retailers and wholesalers are able to request (but not require) suppliers to provide commercially sensitive information. If you undertook a price rise negotiation during the 2021-22 financial year, which scenario describes your experience best?



	2021-2022
Did not request commercially sensitive information from me	62%
Requested that I provide commercially sensitive information, which I willingly provided	24%
Requested that I provide commercially sensitive information, which I provided unwillingly	3%
Required me to provide commercially sensitive information	6%
Other	1%

Note: there is no year-to-year comparison data as the question changed from a 'yes' or 'no' answer in the 2020-21 survey to having five options for suppliers to choose from in the 2021-22 survey.

Supplier feedback:

Three suppliers commented on the process for requesting a price rise and Aldi requiring commercially sensitive information. These comments can be found in appendix 5.

Question 15: Is there anything else you wish to share in relation to your experience with the retailers/wholesalers?

Supplier comments on anything else they chose to share in regard to their experience with Aldi can be found in appendix 6.

Question 16: During the 2021-22 financial year, have you raised a Food and Grocery Code of Conduct related issue with Aldi’s buying team?

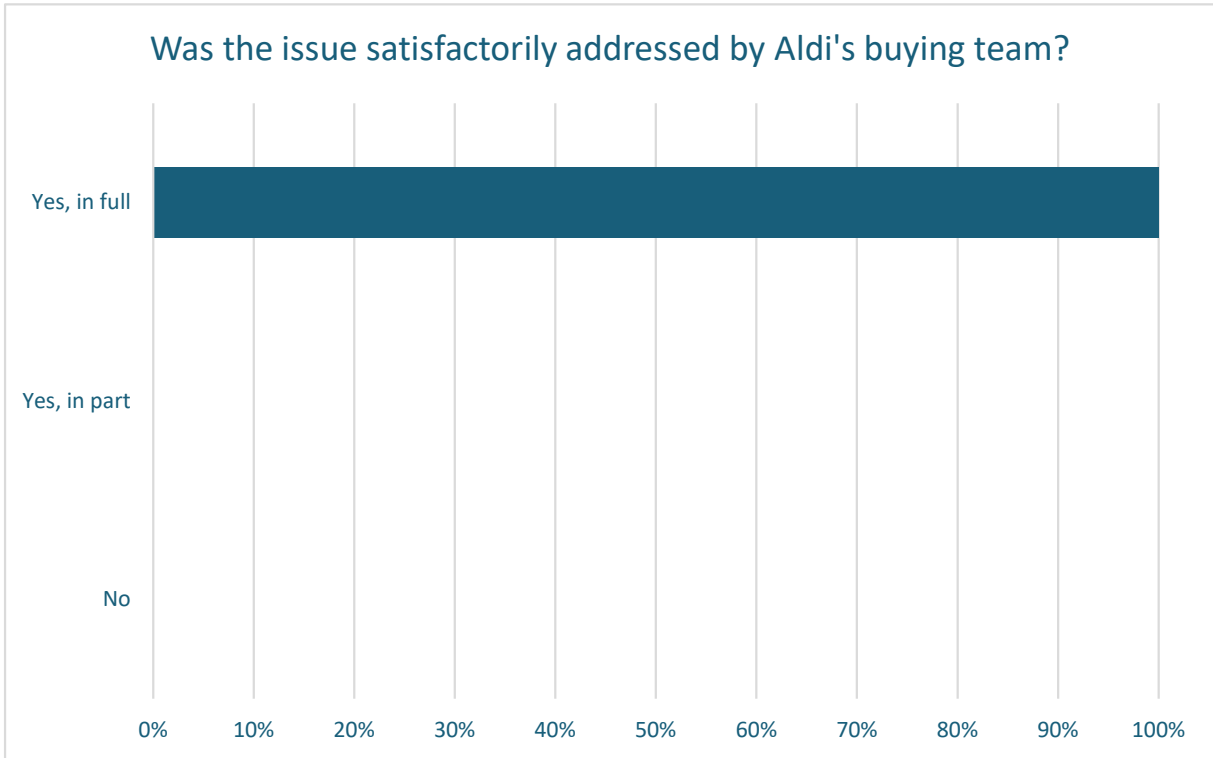


	2020-2021	2021-2022
Yes	0.5%	0.5%
No	94%	3%

In the 2020-21 survey 195 suppliers responded to this question compared to only 7 suppliers for the 2021-22 survey. This difference in the total number of responses to this question is unusual and no explanation has been identified.

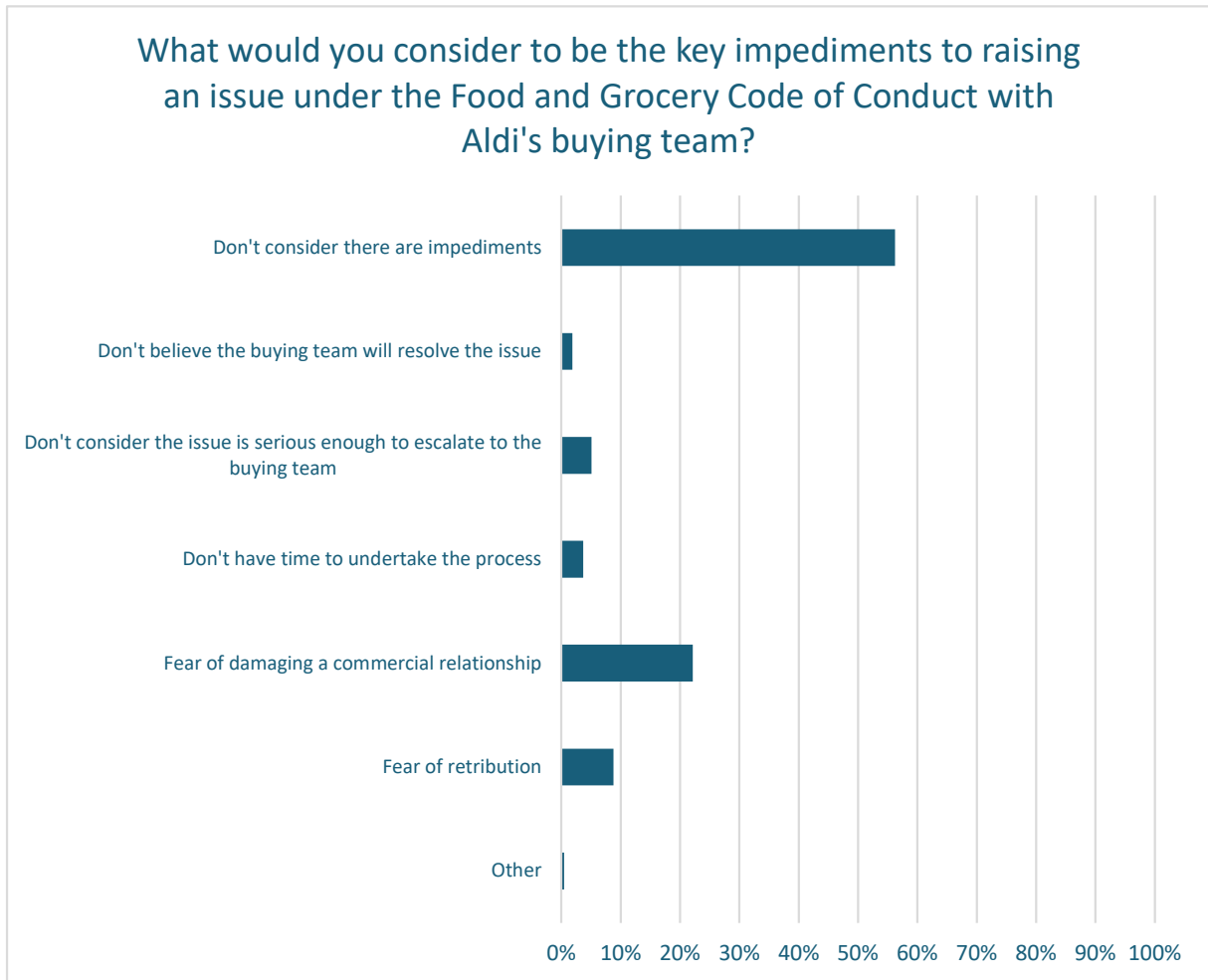
Question 17: Was the issue satisfactorily addressed by Aldi's buying team?

Ranking: **1**



	2020-2021	2021-2022
Yes, in full	100%	100%
Yes, in part	0%	0%
No	0%	0%

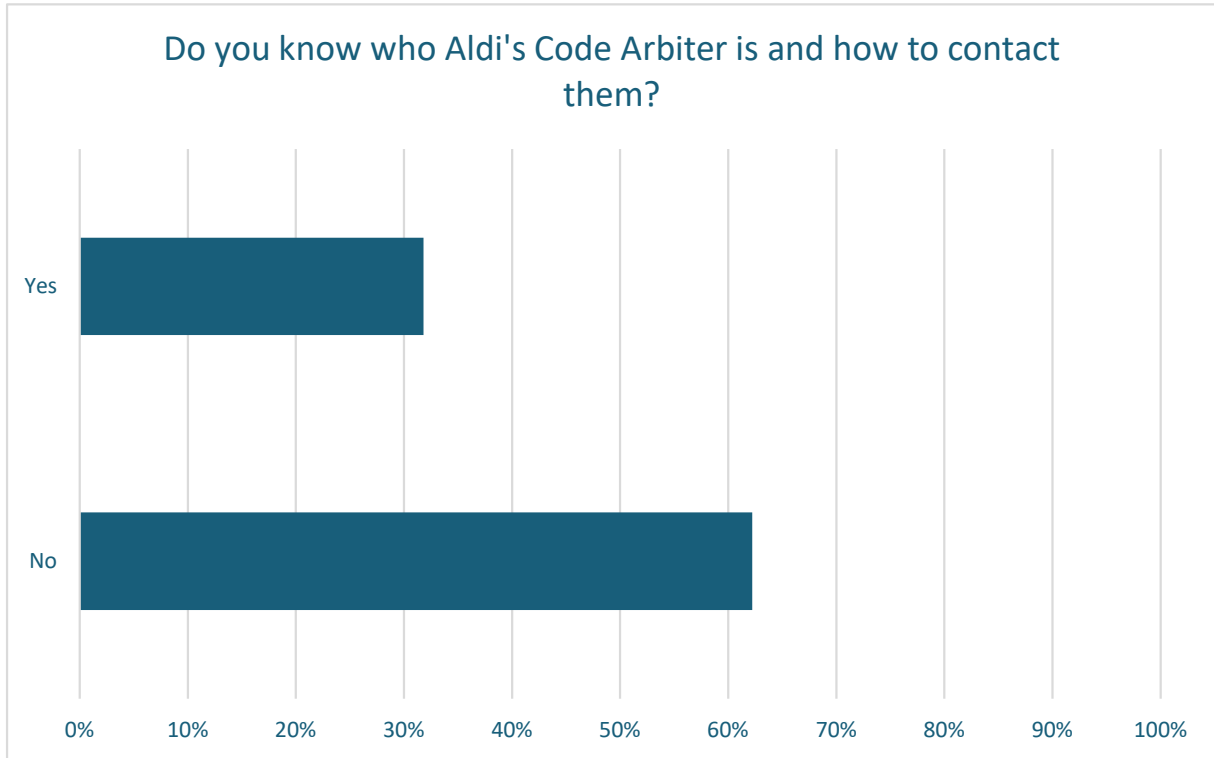
Question 18: What would you consider to be the key impediments to raising an issue under the Food and Grocery Code of Conduct with Aldi's buying team?



	2020-2021	2021-2022
Don't consider there are impediments	26%	56%
Don't believe the buying team will resolve the issue	2%	2%
Don't consider the issue is serious enough to escalate to the buying team	2%	5%
Don't have time to undertake the process	3%	4%
Fear of damaging a commercial relationship	23%	22%
Fear of retribution	11%	9%
Not confident that confidentiality would be maintained	7%	
Other		0.5%

Question 19: Do you know who Aldi's Code Arbiter is and how to contact them?

Ranking: 3

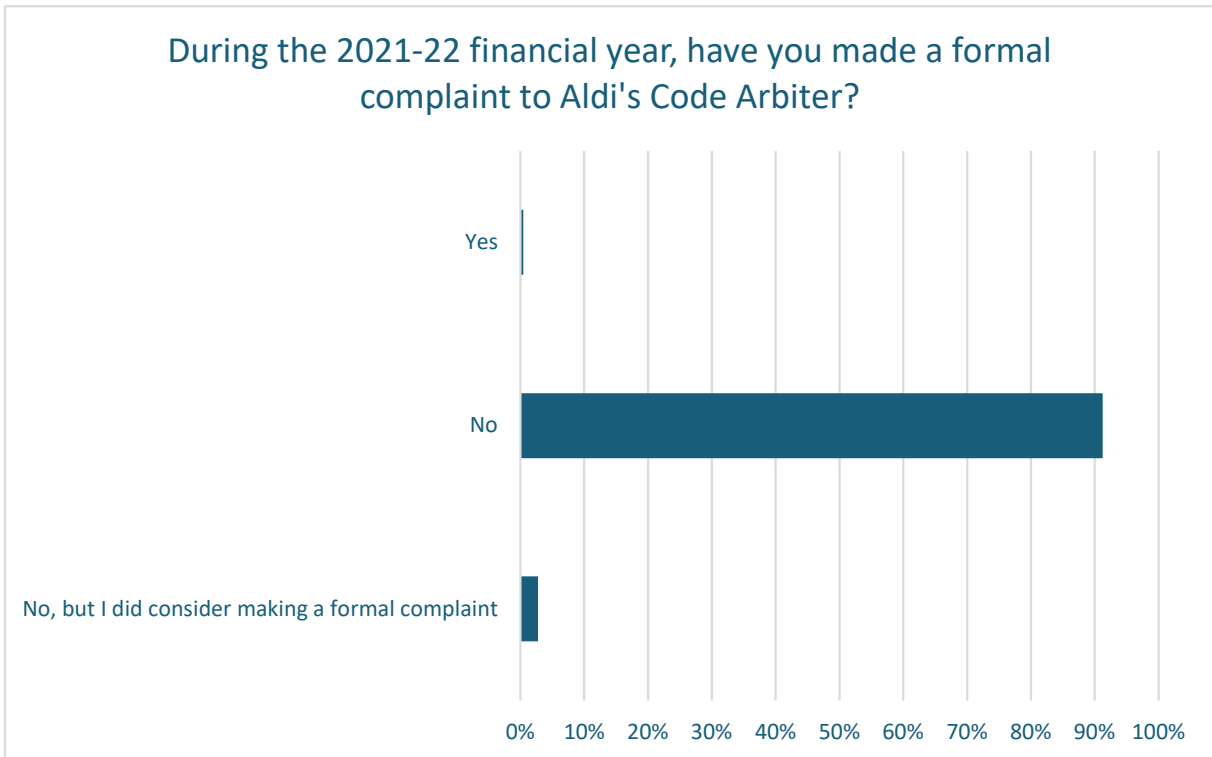


	2021-2022
Yes	32%
No	62%

Note: there is no year-to-year comparison data. In the 2020-21 survey this question was separated into two parts:

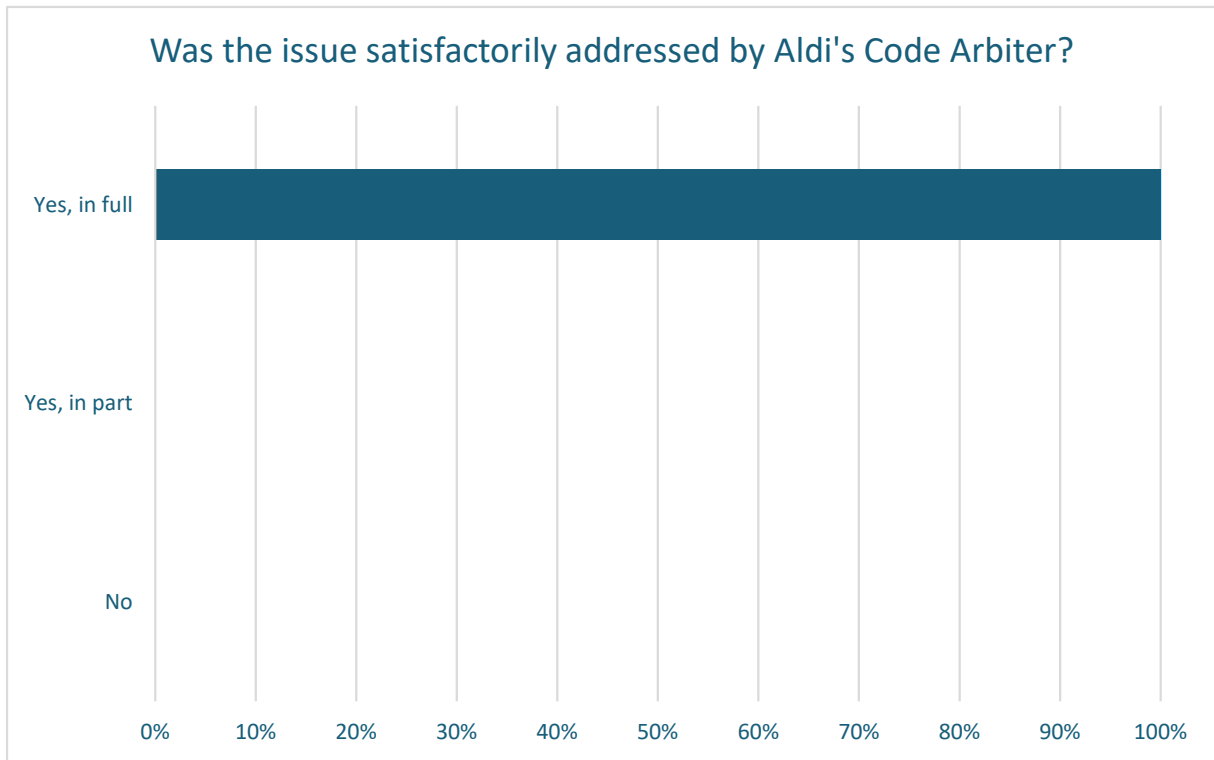
1. Do you know who the retailer/wholesaler's Code Arbiter is?
2. Do you know how to contact the retailer/wholesaler's Code Arbiter?

Question 20: Suppliers are able to make a formal complaint to the Code Arbiter to review. During the 2021-22 financial year, have you made a *formal* complaint to the Code Arbiter?



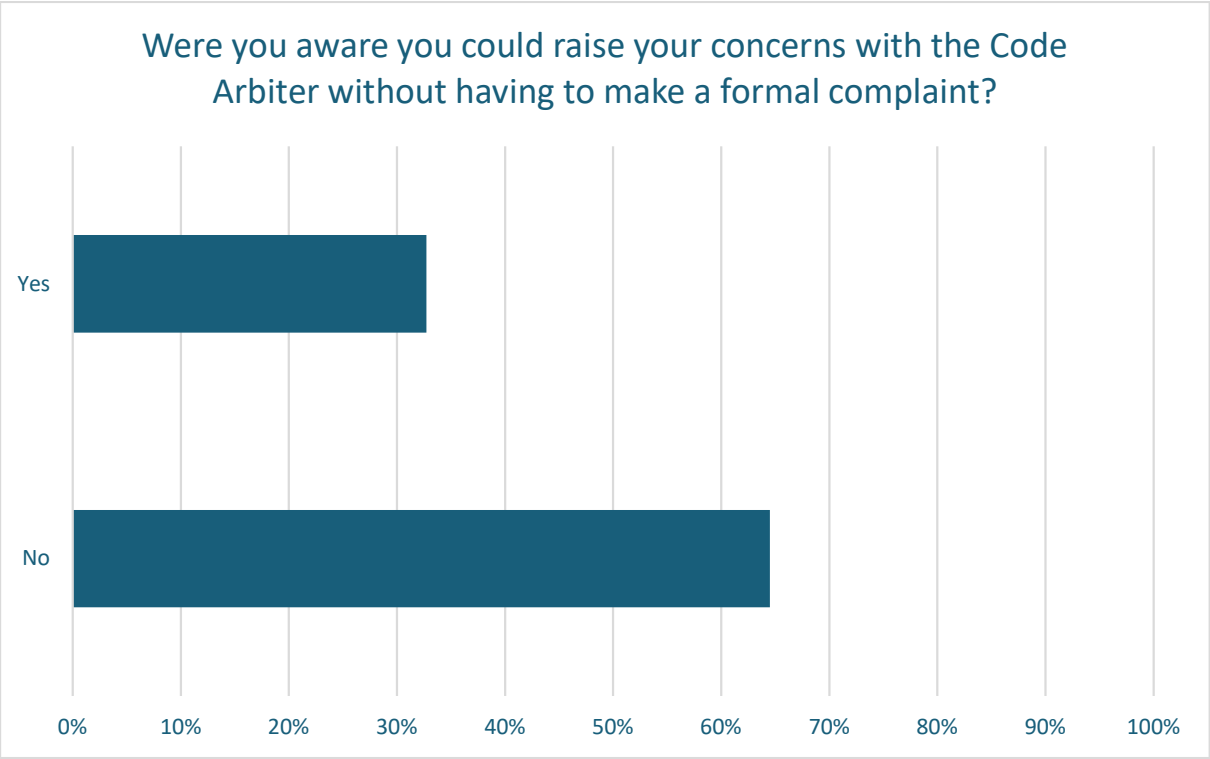
	2020-2021	2021-2022
Yes, I made a formal complaint	0%	0.5%
No	88%	91%
No, but I did consider making a formal complaint	3%	3%

Question 20b: Was the issue satisfactorily addressed by Aldi's Code Arbiter?



	2021-2022
Yes, in full	100%
Yes, in part	0%
No	0%

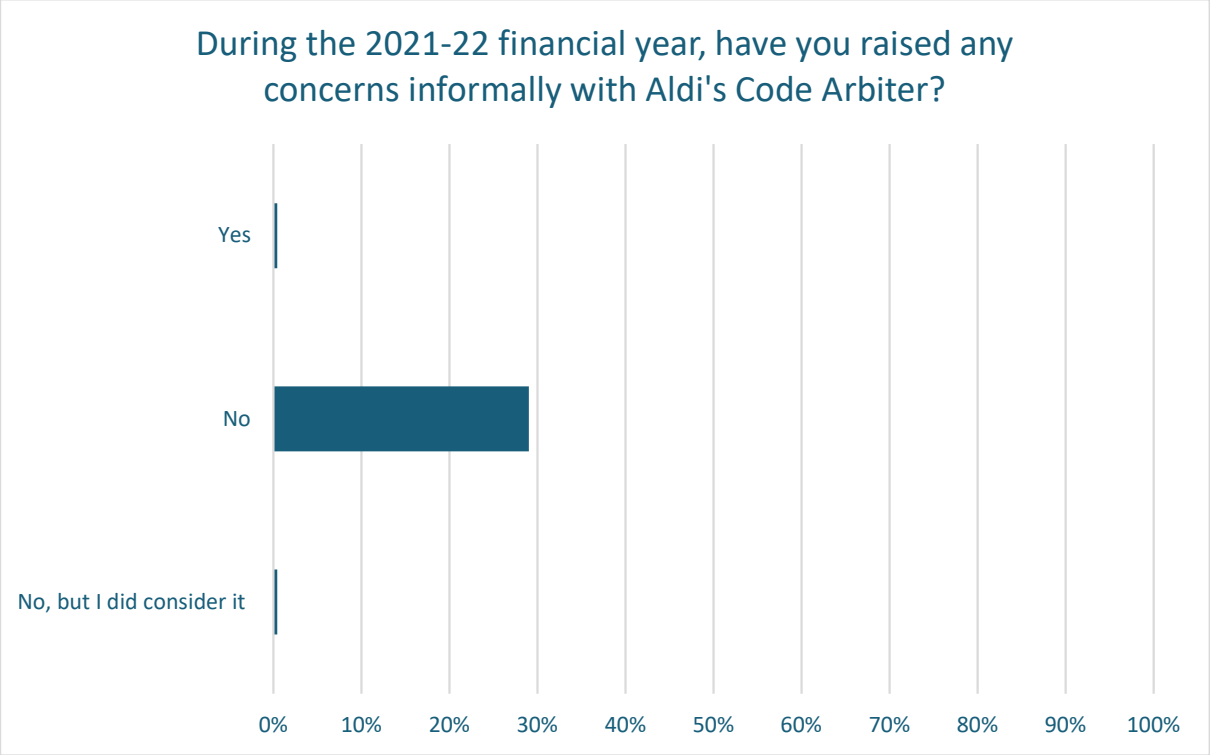
Question 21: Recent changes to the dispute resolution arrangements now allow suppliers to raise concerns with the Code Arbiter about issues or conduct by the retailer/wholesaler without having to make a formal complaint. Were you aware you could raise your concerns with the Code Arbiter without having to make a formal complaint?



	2021-2022
Yes	33%
No	65%

Note: there is no data from the 2020-21 survey, as this question was not asked in the survey.

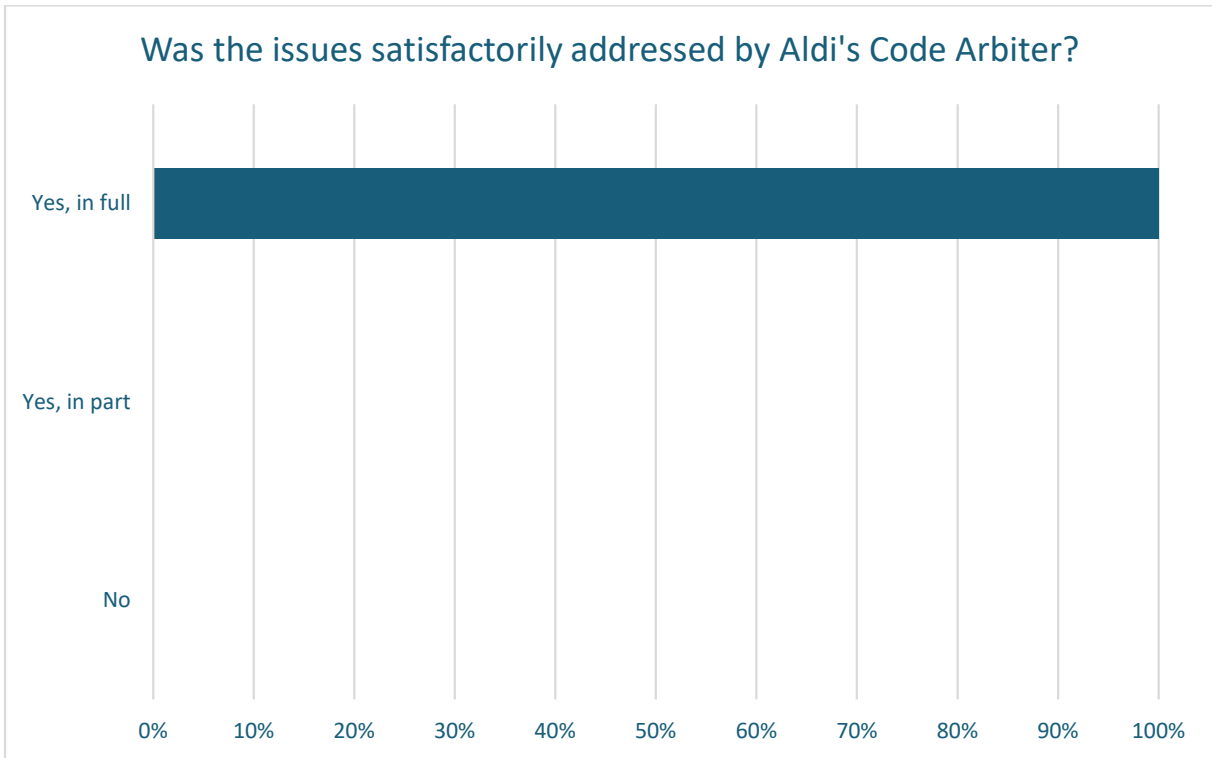
Question 22: During the 2021-22 financial year, have you raised any concerns informally with Aldi's Code Arbiter?



	2021-2022
Yes	0.5%
No	29%
No, but I did consider it	0.5%

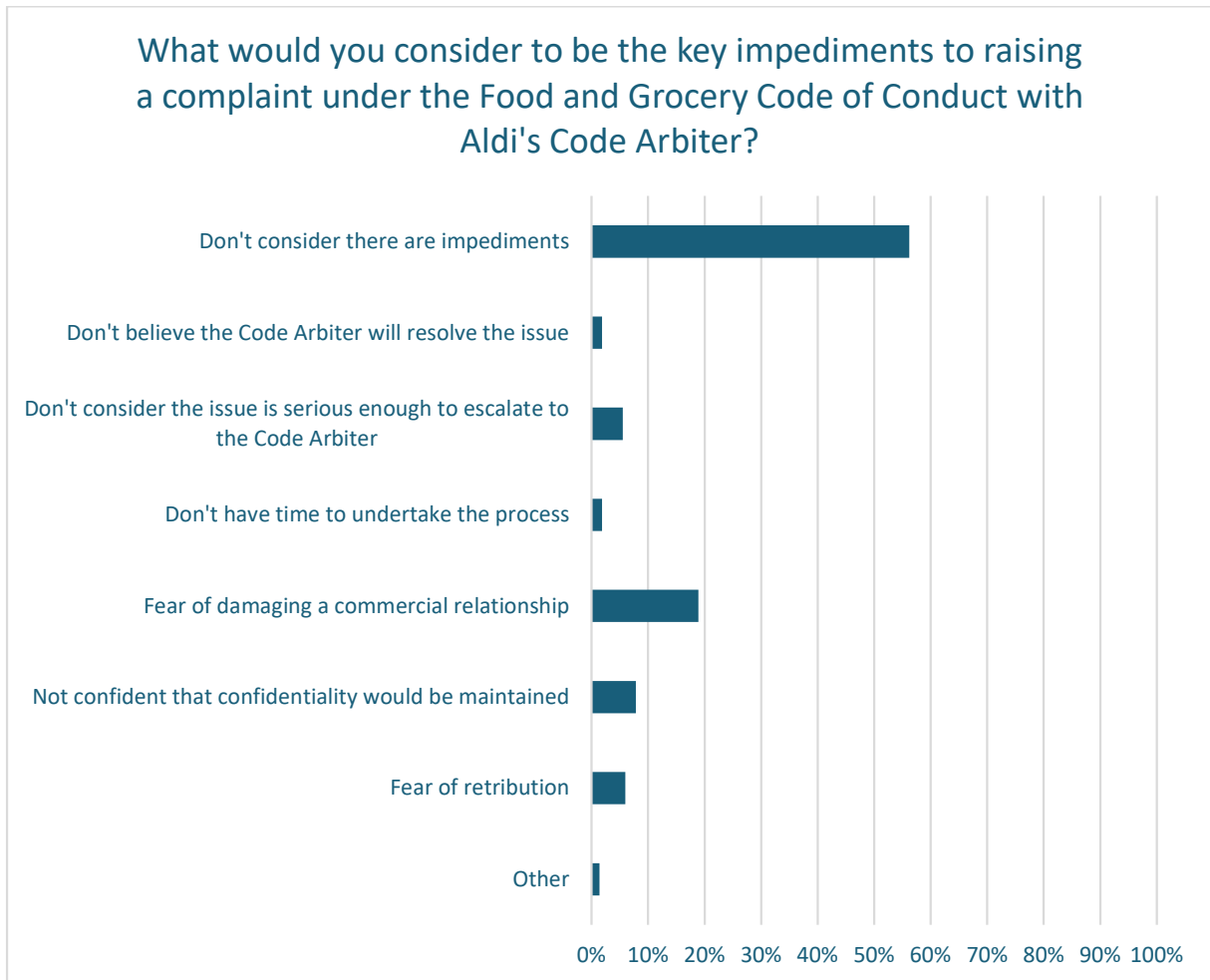
Note: there is no data from the 2020-21 survey, as this question was not asked in the survey.

Question 22a: Was the issue satisfactorily addressed?



	2021-2022
Yes, in full	100%
Yes, in part	0%
No	0%

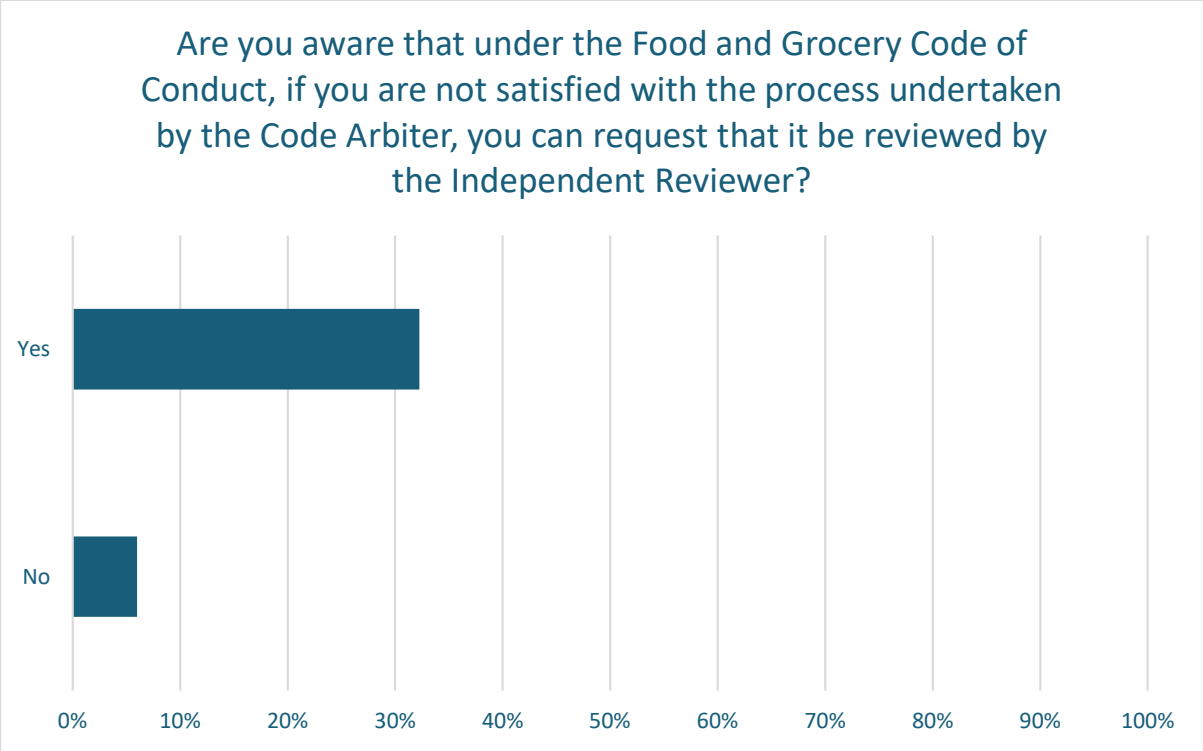
Question 23: What would you consider to be the key impediments to raising a complaint under the Food and Grocery Code of Conduct with the Code Arbiter?



	2020-2021	2021-2022
Don't consider there are impediments	30%	56%
Don't believe the Code Arbiter will resolve the issue	3%	2%
Don't consider the issue is serious enough to escalate to the Code Arbiter	1%	6%
Don't have time to undertake the process	3%	2%
Fear of damaging a commercial relationship	25%	19%
Not confident that confidentiality would be maintained	10%	8%
Fear of retribution	14%	6%
Other		1%

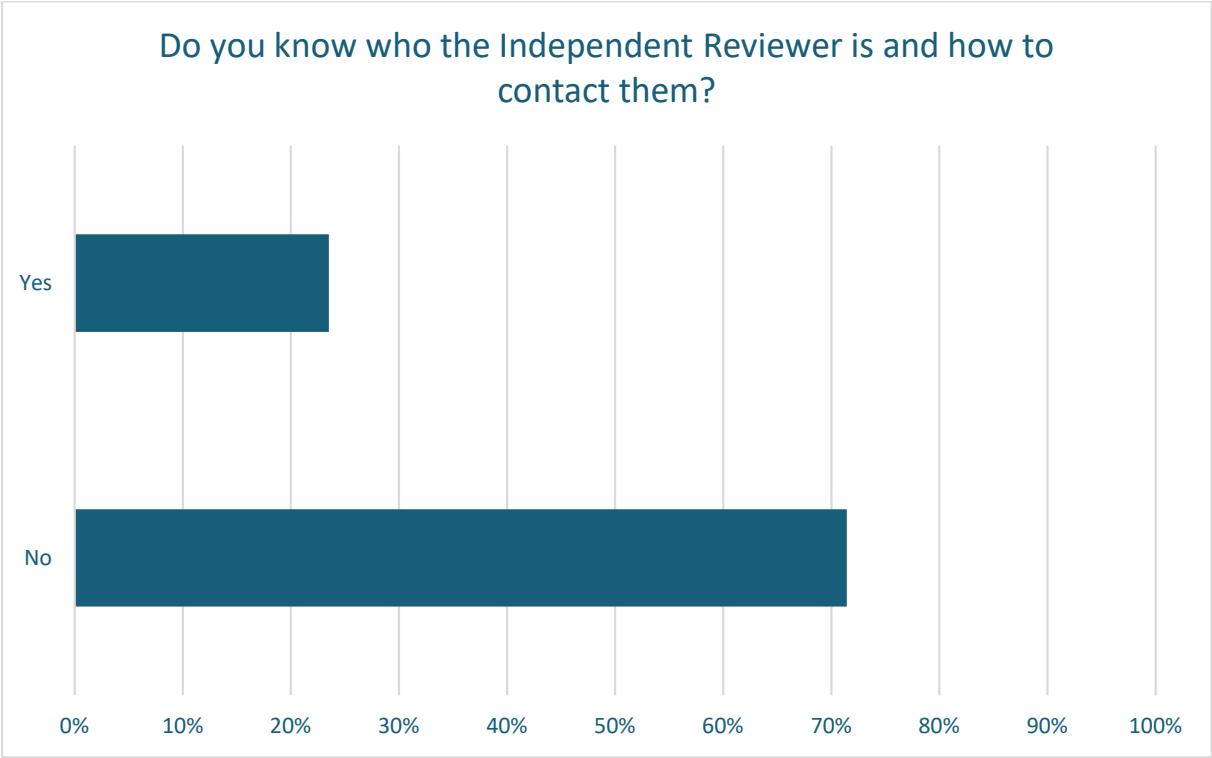
Question 24: Are you aware that under the Food and Grocery Code of Conduct, if you are not satisfied with the process undertaken by the Code Arbiter, you can request that it be reviewed by the Independent Reviewer?

Ranking: 4



	2020-2021	2021-2022
Yes	53%	32%
No	42%	6%

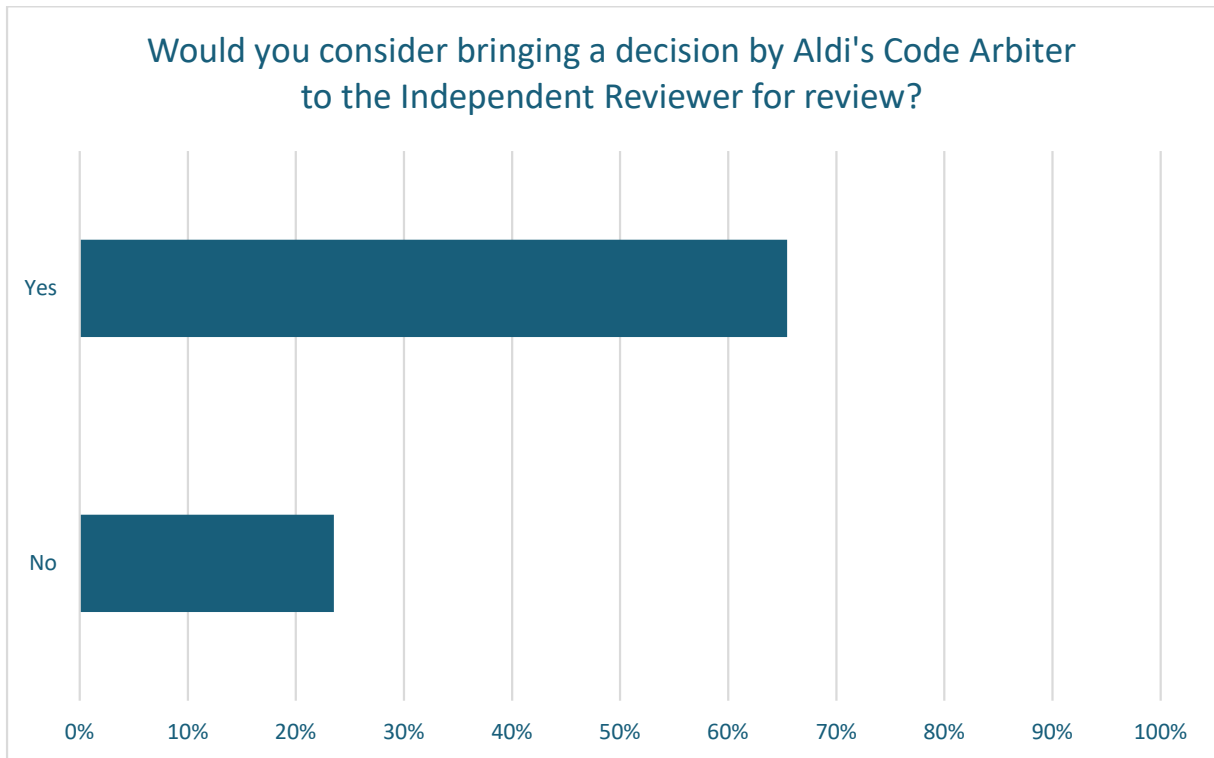
Question 25: Do you know who the Independent Reviewer is and how to contact them?



	2021-2022
Yes	24%
No	71%

Note: there is no data from the 2020-21 survey, as this question was not asked in the survey.

Question 26: Would you consider bringing a decision by Aldi’s Code Arbiter to the Independent Reviewer for review?



	2020-2021	2021-2022
Yes	54%	65%
No	39%	24%

Supplier feedback:

27 suppliers explained their reasoning for answering ‘no’ when asked if they would consider bringing a decision made by Aldi’s Code Arbiter to the Independent Reviewer.

The common themes include:

- Not knowing the Code Arbiter
- Having no issues to report
- Having trust in the Code Arbiter’s process and considering that a complaint would not need to be progressed to the Independent Reviewer
- Fear of retribution or damage to the commercial relationship
- Confidentiality concerns.

Raw comments from the survey can be found in appendix 7.

Question 27: Are there any concerns or improvements you would like to see raised in the review?

Supplier comments on improvements they would like to see raise in the review can be found in appendix 8.

RAW COMMENTS FROM ALDI'S SUPPLIERS IN RESPONSE TO THE SUVERY

Below are the raw comments provided by suppliers to questions in the survey. The supplier comments have been grouped by question and common themes. Please note that some of the supplier comments have been removed or redacted to deidentify the information provided.

Appendix 1 – question 6 – Aldi acted in good faith

Aldi acts professionally

- transactional but professional.
- Always follows through on commitments and takes responsibility when they have contributed to an issue.
- Buyers are easy to deal with.
- No issues. good relations with contact person(s).
- Day to day operations there was a high level cooperation and good communication.
- Negotiates hard but fairly. Loyal with current suppliers which allows us to plan.
- Always works by the book.
- Always fair and reasonable.
- Professional and very fair to deal with.
- I have been dealing with ALDI for the past 5 years and have always been treated well and with respect.
- No negative behaviours.
- They always communicate and are fair on their dealings.
- Strong & Prompt Communication supported by an agreed base supply programme.
- Resolved logistics issues quickly.
- Resolution of any issues has always been done so in a timely, reasonable and respectful manner.
- Followed up issues with the new payment system promptly when asked.
- We have very good and close contact to the relevant buying department and all questions are answered smoothly and fast. Really nice to work with ALDI AUS.
- Practical approach to business, willing to organise promotions when needed, always approachable and payments always on time.
- Consistently follow through with what they communicate verbally. Promptly advise and update on decisions.
- Over FY21-22 our dealings with Aldi have been simple and transparent but, in all instances, have been trustworthy, cooperative, and honest.
- Dealings with Aldi during the 2021-22 financial year were all done in good faith. There are no examples I can think where any issues of concern arose.
- Aldi are very transparent and collaborative in their dealings with us as a supplier, they always act with integrity and good faith.
- My dealings with Aldi Australia are at the highest standard i have ever experienced over the past 25 years , they treat me and my business with respect , they are fair to deal with and i always know where i stand in every aspect because they have outstanding communication skills at all levels.
- Aldi is the best to deal with, treat us with total respect and have a great understanding of the market dynamics. Can always have an honest discussion without worrying if any information will be used against suppliers.

Payments being accurate and on time

- No major issues to speak of for not acting in good faith, payments on time and accurate.
- All transactions have been carefully worked through and payments made within prescribed period.

Aldi has good communication with their suppliers and listens to their suggestions

- communication is open
- Open & honest dialogue.
- Always have open and honest discussions and is always very understandable too.
- Always operate transparently with clear expectations and respect for process
- Increased levels of transparency, conversation and engagement
- Aldi are always very open and honest with their requirements
- Open and transparent discussions on business opportunities
- Gave very clear instructions and expectations. Easy to contact.
- Clear and timely comms on relevant matters.
- has open communication
- Good open and honest communication when needed
- Information has been provided with transparency and commitments have been met
- Honest and open dialogue and demonstrations of goodwill.
- All communications are clear and provided in a timely manner
- Always willing to listen
- Answered all queries and no outstanding issues
- Always listens and open to new and innovative ideas and very supportive.
- listen to you with regards suggestions or with any arising issues.
- Very open to review new products, always communicating any updates for us.
- Aldi always provide help if I request it. They shown great understanding and patience in assisting me with every aspect of doing business with them. They also are willing to try new things/ideas.
- Since we work with Aldi, they have always worked with transparency. If we needed help they always helped us.

Aldi has a collaborative and having a good relationship with suppliers

- Working together to achieve our end goal.
- We always feel supported by our Retailer.
- Collaborative and easy to deal with on all levels.
- Ambition to work together to bring NPD to the market.
- Clear commercial outcomes and shared goals.
- Open to working together to understand both business requirements.
- I have dealt with other retails in 20+ years of business. I have found ALDI adopt a partnership approach with their supplier base.
- Ways of working are consistent, deals agreed and executed as planned, offers made for mutual benefit to both parties, communication is open.
- Aldi are always happy to work with suppliers for a common interest of respect to the supplier and customer.
- Did work collaboratively through some [REDACTED]. Positive and collaborative relationship that ensures all discussions are focused on mutual growth with clear boundaries in our discussions and those for our respective teams. Aldi are one of our most collaborative customers.
- Our dealings with Aldi are always very positive. They treat us like we are a partner, not a supplier. We work towards a common goal and they value our advice and input. They are always thankful for our honest approach.

Aldi is understanding of issues and being supportive in working through these issues

- Aldi listen to suppliers and seasonal issues that arise and will change their spec' to accommodate.
- Understanding of supply constraints and remaining committed to volumes.
- Consideration of supply chain changes impacted service and supply and costs.
- work collaboratively on supply.
- Understood supply challenges – mostly.
- Willing to work with us when left with excess stock.
- Understanding the volatility of production from [REDACTED].

- At times of floods, Aldi has reached out from a place of compassion and support towards our people and business. Aldi always work through issues with respect, trust and understanding.
- Aldi has been very helpful over this period when we have been short of stock and also when we have had too much stock. They have cancelled promotions even at short notice and worked with us as a team.
- Aldi were understanding when one or two deliveries were made late due to transport issues associated with post pandemic supply chain problems.
- Aldi honours all agreements/orders - delivery-delays (in view of international shipping problems) do not result in cancelled orders.
- Unable to supply products due to issue with raw material supply. Aldi had been understanding with the situation.
- Aldi are always willing to work with you and take time to fully understand the workings of the supply chain.
- Reasonable consideration of supply chain challenges. Collaborative approach to managing excess packaging resulting from product deletions. Supportive of recent inflationary pressure resulting cost price increases.
- The varying stages of COVID introduced many challenges to supply chain by way of absenteeism, transport, raw material supply etc. The understanding and trust between our respective businesses was beyond expectation.
- we experienced significant increases in demand and service levels were below target (reached as low as mid 50%) and throughout the challenges Aldi worked collaboratively to find a workable solution that we expedite the recovery plan.
- We work with Aldi through 'job lot' sales contracts which are often many months in advance (which is largely a good thing from a planning perspective), however when unforeseen pressures to COGS emerged these longer term contracts (commitments) became problematic. Aldi acted in very good faith through these discussions and we appreciate their pragmatic approach to a real challenge.
- During the challenging Covid-19 period, ALDI were very understanding and accommodating with [REDACTED] stock supply. ALDI accepted our request of extended delivery lead times, as well as being flexible in accepting certain products with minimum shelf life of 9 months vs the usual 12 months MLOR. Excellent support from ALDI. Its greatly appreciated.

Aldi is supportive of requests for price increases

- Very formal and kind answers to question, accepting price proposal for tenders.
- Acted in good faith with regards to accepting price increases in-line with input cost increases this year.
- Are clear in their expectations for each season- Negotiates fairly and reasonably.
- Most understanding with supply chain cost increase matters and awarded / supported the increases.
- treated fairly with pricing and orders
- Supportive with delivery and cost adjustment.
- Very supportive and understanding during price increase etc.
- Very fair during all negotiations and understanding when approached for cost increases.
- Aldi accepted a price increase within contract.
- Understanding of cost pressures due to inflation and have been accommodating.
- somewhat fair in passing on some costs.
- Fair and open price negotiations in line with market conditions.
- Price increase submissions are the best example, which for the most part went pretty smoothly.
- Accepted a price increase when requested and justification shown.
- Speedy response and resolution to proposed price increases.
- Easiest and fairest to deal with.
- Aldi are always happy to discuss the pricing.
- Speedy negotiation and fair.
- Very understanding and uncomplicated.
- Aldi is tender and contract based, no issues.
- very understanding and accommodating.
- Once reasons with info were provided, accepted almost straight away.
- Can depend on market dynamic but Aldi will generally support the supplier.

- Accepted cost increase through normal commercial negotiation, supporting us to procure raw materials and maintain viability. Worked collaboratively through the process.
- Negotiated a renewed contract which provided for a small movement due to inflationary pressures which were out of our control.
- Price increase discussions were respectful and inclusive. They work closely with us around supply & sales, collaborative approach.
- Always work within the guidelines of the grocery code of conduct, positive timeframe and outcome of pricing discussions.
- ALDI always supported us in the last financial year to deal with the huge issues of cost inflation. We showed in a transparent way the cost increases we are faced with and agreed with ALDI higher cost.
- Proposed the price increases with the Buying Director. Prices were accepted and loaded onto ALDI portal. Excellent support from ALDI. Price increase was effective from our proposed date.
- When explained in detail and following the retailer carrying out a thorough independent assessment of the market place they generally come around and honor a price lift either partly or in full.

Aldi honours its contracts with suppliers

- All Aldi contacts are diligent, respectful and communicate in a timely manner.
- Clear contracts and easy to do business with.
- Easy to understand tender & contract agreement.
- Most of our Aldi business is by contract, the process works well.
- Contract was honoured in every way, Aldi allowed extra time to finish a job when we had some delays, they did not act unreasonably around this at all.

Appendix 2 – question 7 – Aldi did not act in good faith

Payment issues or requests for payment which were unreasonable

- Payment terms were late due to a change in their systems.
- Demanding supplier pays for [REDACTED] development in full, despite additional routing rounds being made necessary by other parties.

Aldi has delisted or rejected stock without reasonable notice

- Reduced supply based on false accusations of supply and counter to DIFOT and quality results.
- not knowing what the true prices are when quoting (beanch mark) when you dont agree with the price your orders drop by 90% and even no orders we try to communicate what our cost of production is to recover increases and there resposnes are we have cost also.

Aldi lacks communication with suppliers

- poor notification of demand requirements.
- they are notoriously difficult to get in contact with and arrange meetings.
- Aldi is a very transactional for us. As the CEO I have little contact with their senior management and it is a struggle to get to them. My interactions are nothing like those I have with other retailers.
- We have struggled to get responses from Aldi buyers/assistant buyers. We used to supply multiple programs annually, but now we can't get a good feeling on company strategies and programs.

Aldi is not supportive of requests for price increases

- inflexible to changed market conditions.
- They did not accept the commodity increases at first pass and are still in negotiations.
- Process is straightforward but it is buyer dependent as to level of time and negotiation.
- Have not allowed us to pass on all costs which have put pressure on our business.
- Holding necessary cost price increases back until we could provide manufacturing of a [REDACTED].
- ALDI has not accepted all our additional costs and as a supplier, we have had to continually ask for increases but to cover increased costs. We have had to accept less to service this account.
- Attempted to hold back cost price discussions in order to gain manufacturing of product that we were unable to produce.
- Prolonged pricing negotiations impacting Pact CM Division profitability All retailers were reluctant and or refused a price increase for products that were effected by real price increases in freight, fertilisers, labour costs, packaging, and supplies effected by extreme conditions such as floods.

Appendix 3 – question 10 – other issues experienced in the 2021-22 financial year

- Payment terms were late due to a change in their systems.
- Reduced supply based on false accusations of supply and counter to DIFOT and quality results.
- agreed to forecast availability then over ordered dramatically.
- Prolonged pricing negotiations impacting Pact CM Division profitability.
- Being not asked/given the opportunity to tender in one of our core categories that we have successfully supplied this customer product with in the past over many years.

Appendix 4 – question 13 – process for making a price rise request

Supplier comments on the process for making a price rise request and what it entails

- We negotiate weekly- this is standard process.
- Price rise request not done via portal (done via e-mail).
- Conversation by phone or email is used to negotiate price.
- phone call to buyer or category manager.
- You just need to detail information to them.
- Simple request form and explanations required.
- Submission / notification / Justification Ratification.
- Price increases are inputted in ALDI tender portal with clear feedback.
- filled out details on their portal, followed by official comms to retailer via email.
- The tender process is clear, concise and conducted on quarterly basis. A standard submission format is required by all vendors with timelines outlined in advance.

Positive supplier comments on the process for making a price rise request

- Simple - complete form and send through via email.
- Clear cadence and timeframes. Decisions made quickly.
- We email a price request for an increase and they communicate promptly Yes or No.
- No issues.
- Aldi keep business processes simple, and will often partially complete forms to assist supplier.
- Supplied price increase template, that we completed with the reasons for the increase.
- Typical Aldi RFP Process which is quick, direct and decisive.
- communication is clear.
- Transparent process and well understood.
- A process is in place and was followed.
- No challenges.
- all adjustments dealt with quickly.
- Clear process in place to put through price rises based on a transparent form which needs to be completed.
- Respectful.
- Clear and unambiguous data request.
- Presented the case for an increase and it was heard and recognised and accepted.
- No issues.
- Discussion start immediately.
- Processes are clear and well refined assuming you provide the necessary information to the category buyer when requested.
- Submitted request for Price increases along with details of cost movements and price rise accepted within a short period.
- The requirements and timelines were clear and maintained. We were also given opportunity to explore additional supply options openly and in a very timely manner.

Negative supplier comments on the process for making a price rise request

- Contracts done so far in advance make it tricky to recoup commodity increases.
- Difficult trading environment in 2022 with sharp increases in operational costs due to COVID made price negotiations more time consuming for both customer and supplier.

Appendix 5 – question 14 – price rise requests and ‘other’ experiences in dealing with Aldi requesting commercially sensitive information

- Provide a breakdown of cost inputs increases.
- Significant amount of IP expected.
- Aldi request full details per ingredient as this increase was due to commodity rises - this is absolutely correct and we have no issues with providing this information.

Appendix 6 – question 15 – “Is there anything else you wish to share in relation to your experience with the retailers/wholesalers?”

- Portal is quite complex to use.
- Over 9 years of business dealings, ALDI have been great to work with.
- Thank you to ALDI for their continuous support during these challenging times.
- Extremely fair and trustworthy retailer to deal with.
- very slow response to time critical supply situation.
- Our company would love to get a meeting with Aldi to discuss future programs and ways we can work together. There is a lot of work that goes into the product submissions, and we do not get any feedback on those submissions.
- The only negative comment about Aldi is that they don't reply to emails on a regular basis. They may request a price for something or some information and when you send it to them, they don't even acknowledge the email. Sometimes we can email them with a question and we have to chase it three or four times before we get a reply.

Appendix 7 – question 26a – reasons for not bringing a decision by Aldi’s Code Arbiter to the Independent Reviewer for Review

Suppliers not having an understanding of the process

- The Aldi’s Code Arbiter is not known.

Suppliers having no issues to report

- As we haven't been in the position.
- Not applicable for this customer.
- Don't believe it would be necessary.
- No Need.
- not a current requirement.
- probably not a need anyway.
- None needed at this time.
- To date have not had any dealings that would require a review.
- Not Required.
- not applicable - there are no issues/problems, that we have raised with the Aldi's Code Arbiter.
- Nothing to review.
- no issues to report.

Suppliers trust in the Code Arbiter’s process

- trust in the ALDI Code arbiter process.
- Once the arbiter has statted something, we will apply it.

Fear of retribution or damage to commercial relationship

- Would not want to go against the giant retailer.
- Damage long term relationship.
- Fear of retribution from the retailer.
- Too much cost and fear of losing future orders.
- Not worth the stress and possible relationship damage.a
- Commercially damaging.
- Would most likely be a death sentence to our business. Although process may be followed human nature is a different beast. There would be a mark against us as a supplier in market in my opinion.

Confidentiality concerns

- Concerns of detriment to business and it maintaining confidential.

Appendix 8 – question 27 – “Are there any concerns or improvements you would like to see raised in the review?”

- Distributors should be included in the review. Food service providers should follow the same rules.
- Need to know the new formal grocery code.
- Reasonable proof of pricing and cost mechanics to be included.
- How you keep everyone updated on the arbiters and the independent reviews if there is a change.
- Pricing as per my previous feedback.
- Already implemented improvements continue to improve the way we operate with retailers.
- Would limit dispute resolution to arbitrators independent of the retailer.
- No, I have found Aldi very easy to deal with.
- Just take on all the feedback you are receiving and it should give you a good idea on where the issues are.
- This area is not covered under my role.
- Price rise delays of 90 days.
- No so far the retailers are very understanding.
- More ways of gathering consensus concerns from suppliers.
- Destroying the cooperation in case of doing that.
- Quicker resolution times - not from experience but observation.
- Focus more around price rise negotiation - need less than 13 week time frame to execute with retailers.
- No quite comfortable with the process currently.
- More support for suppliers to take cost increases without penalty or margin requests by WW and Coles.
- Timeliness of resolving disputed claims is the only area we would like to see tightened up or reduced across all retailers.
- For clarity, The answers given in previous questions do not suggest that we have any concerns or issues with how our customers run any process.
- It is difficult for small business when they deal with large retailers. You worry whether there "complaining" will impact the commercial relationship.
- Request increased openness in dealings between suppliers and retailers. Earlier notice of things like deranging so we could work together to improve sales and prevent this occurring.
- It would be good if they feared the arbiter so suppliers (particular smaller) felt there was a fairer balance of power.
- Would like to see more of a focus on Australian made goods. These large companies have a significant impact on Australian jobs.
- Concerns around ongoing tactics from our retailers during price negotiations and promotional planning to force suppliers into submission.
- Retailers insist on the business revealing all our input cost into our costs of production before accepting price increases. Input costs are part of the confidentiality issues raised earlier.
- The ability to record conversations - not secretly - with all parties having to consent. The ability to use recordings such as those where threats are made.
- Independent Arbiters should not be paid and picked by the Retailers. Charge them a Levy and get a Government appointed Arbiter.
- "implied pressure" to maintain or improve margins when increasing pricing - either through additional trade spend or other - this is counter and can potentially negate the reasons and benefits of price increases.
- There is adequate information about what the Code is and what the Code is not. Communication is well published and easy to access, however when it comes to doing something with it in relation to using the code the process is less well communicated, visible and straightforward.

- The requirement for all retailers to disclose where they have taken shelf price increases above the cost price increase (cost recovery) from suppliers. Brad B from WW claimed he wasn't aware of this occurring despite being a WW industry practice - we need better accountability from ASX CEO's.
- Please send out all details of each person who should be contacted if a complaint should be made- both retail and Govt. price transparency. cost of production to be considered. we have to provide transparency for our employees (██████) so we think they should not purchase below cost of production.
- I think the code and process is now seen as a fair and equitable body that can and does assist retailer and supplier settle disputes. Continued visibility on changes and who the contacts are is an ongoing requirement, many people change in the industry, quarterly updated etc would be good
- Would greatly appreciate if the 3 months price increase effective period, could be reviewed and reduced to 4-6 weeks. If ALDI can accept price increases immediately after acceptance, I am not sure as to why WW, COLES and Metcash cannot.
- Further information on the types of complaints that have grounds to speak to the code arbiter about, as well as how to access them and who to escalate the issue to if not satisfied with the results Secondly the main news channels and shows like current affair are clearly funded by the major retailers, this PR skews the true way in which the retailers conduct themselves - its deceptive to consumers and fill's them with a sense of fulfillment when purchasing from the major three.
- continue to work to improve the position of supplier base with regards to price changes & the inconsistency in behavior and actions for branded products vs. retailer own brands. We are witnessing significant price increases (>10%) across retailer own brands yet supplier price increases and % changes are being challenged - if there is acknowledgment that a retailers own brand RRP needs to move, then surely similar COG's impacts are applicable to brands
- I do not have any concerns with the Code itself, I would question how well smaller suppliers know it and how to use it. Whilst formal training can be arranged through the likes of NextGen, it is an expensive exercise of which, a lot of smaller suppliers may not be able to invest in. It would be great if through the AFGC or Government, in depth training for at least one employee from every supplier could be supplied annually.
- Ethically sourced product is a major requirement for suppliers, this seems to only highlight food safety and requirement for staff to be treated and remunerated right which we agree is absolutely important. However the suppliers or in our case growers well being and mental health is deteriorating driven largely by the retailer duopoly and us as farmers of perishable product being subjected to limited options/avenues to distribute our product. The well being of suppliers/growers should be inclusive in the ""ethical' requirements and status of the food we produce and supply.
- There is some reluctance amongst the Commercial team to raise a complaint under the Code for fear of damaging the commercial relationship. We welcome recent communications from Code Arbiters confirming the expansion of their roles to allow them to receive informal complaints or requests for assistance from suppliers in relation to code matters. Reporting on the number and type of informal complaints received would be valuable and help give suppliers confidence that it is a genuine and effective resolution tool.
- Just an understanding that retailers remain committed and also undertake appropriate and ongoing training to their supplier facing teams to ensure they understand and comply. I also think that there should be some commitments made in the code that supports much smaller suppliers in terms of responsiveness and 'replying' to new business enquiries and opportunities. Within the industry I have often heard how difficult it is for smaller operators to get 'in the door' and have a chance to be considered, this seems unfair and potentially short changes the consumer of new products and choices.
- further scrutiny on review ranging decisions and investment expectations. More focus in the online space, is it fair that retailers sub an out of stock with a private label, or post a similar but cheaper option to try and convert, further, the first landing page for online shopping are almost always 50% own label. On line is lower margin to retail all over the world, however, in Australia, the retailers do not accept any difference in

margin, yet an online sale does not incur the overheads of 800 stores. Consumers are charged for freight, which effectively means suppliers are therefore funding the retailers extra margin from this channel.