



# MODERN SLAVERY STATEMENT 2025

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You can also read our Annual Report online at [corporate.greggs.co.uk/investors](https://corporate.greggs.co.uk/investors)



### OUR PURPOSE

**To make great tasting, freshly prepared food and drink accessible to everyone**

### OUR VISION

**To be the customers' favourite for food-on-the-go**



# OUR RESPONSIBILITY



**“At Greggs, we are clear that our responsibility as a national food-on-the-go retailer extends beyond our shops and into our supply chains.”**

**Roisin Currie**  
Chief Executive

**At Greggs, we are clear that our responsibility as a national food-on-the-go retailer extends beyond our shops and into our supply chains. Preventing modern slavery and protecting human rights is an essential part of how we operate as a business.**

During 2025, our focus has been on strengthening how we identify, prioritise and govern modern slavery risk in a way that is consistent, evidence-based and embedded into everyday decision-making.

Today, Greggs operates more than 2,700 shops across the UK, employs over 33,000 colleagues and works with thousands of suppliers. This scale brings complexity and heightens the

importance of having robust systems in place to understand where risks may arise and how they are managed.

Throughout 2025, we enhanced the governance framework that underpins our modern slavery approach. A defined set of supplier labour and human rights metrics was agreed, drawing on data from EcoVadis, Sedex and our Supplier Registration Questionnaire. Oversight is now provided through a newly established Modern Slavery Steering Group, introduced during the year and embedded following significant cross-business effort. The group meets quarterly and brings together senior leadership, including representation from Operating Board members, providing clear executive accountability. This structure has created a disciplined cadence for review, with documented actions, named owners and formal follow-up where risks or gaps are identified.

We also strengthened how supplier risk is assessed and monitored. EcoVadis modern slavery priority status and Labour & Human Rights scores are now used more rigorously to focus attention on suppliers requiring enhanced engagement. Where suppliers fall below expected maturity thresholds or are identified as higher risk, corrective action plans are requested and tracked, with clearer controls around exceptions and approval.

During the year, we invested in building capability across our procurement teams to support this approach. Targeted training for buyers and procurement managers has strengthened understanding of how modern slavery risk indicators are determined and the actions expected when suppliers are flagged, helping embed consistency and accountability.

We also refined how supplier information is collected and maintained, placing greater emphasis on data quality and relevance. Updates to modern slavery-specific questions within our supplier questionnaire form part of this improvement, alongside clearer expectations of suppliers to notify Greggs where they have a change in circumstances.

Alongside these internal changes, we continued to deepen the value of our existing partnerships. Our engagement with EcoVadis and Sedex has increased, including participation in industry-led forums focused on ethical trade and policy alignment. We remain focused on strengthening internal foundations before introducing additional external frameworks.

This 2025 Modern Slavery Statement reflects internal progress. It sets out how we have strengthened governance, improved visibility of risk and embedded clearer expectations across our supply chain, while recognising that this is an ongoing journey requiring continuous improvement.

This statement is published in accordance with Section 54 (Transparency in Supply Chains) of the Modern Slavery Act 2015, covering the period 2025. It was approved by the Operations Board on 1 May 2026 and by the Board of Greggs plc on 12 May 2026.

**Roisin Currie**  
Chief Executive,  
12 May 2026



# OUR COMMITMENT TO DOING GOOD

At Greggs, we believe that our employees deserve the right to live and work with dignity and respect, and we believe that the people employed by our suppliers and business partners deserve the same.

We do not tolerate any form of slavery, forced labour or human trafficking; whether directly within our own business or within the operations and activities of our suppliers, business partners and wider supply chain, whether within the UK or overseas. We are committed to taking steps to ensure that slavery, forced labour and human trafficking does not take place within our business operations or supply chain.



## Partnerships



At Greggs, we believe that collaboration with Fairtrade supports the delivery of our Greggs Pledge commitment to be a better business.

## System Investment



In order to continue to meet consumer expectations concerning ethics and the environment, the procurement and sustainability teams have invested in partnering with EcoVadis.

## Governance



During 2025, we established a Modern Slavery Steering Group to ensure the right level of scrutiny of both our modern slavery risks and the actions we are taking to reduce these risks.

## Growing Internal Understanding



Greggs is annually listed on the Corporate Ethics Register of the Chartered Institute of Procurement and Supply. This demonstrates our ongoing commitment that we continue to take proactive steps to safeguard against unethical conduct in procurement and supply management.



## GREGGS ORGANISATIONAL STRUCTURE

# OUR BUSINESS

We are one of the leading food-on-the-go retailers and brands in the UK, selling a range of traditional bakery products, sandwiches, hot drinks, sweet treats and other food-on-the-go products. We stand for great tasting, freshly-prepared food that our customers can trust, at affordable prices.

### Manufacturing

We make great tasting, freshly-prepared food that customers can trust, in our own manufacturing centres of excellence.



### Logistics

We move products from our manufacturing sites to shops ourselves, helping to keep prices as low as possible.



### Suppliers

We're currently trading with more than 1,700 suppliers.



### Our People

We directly employ more than 33,000 colleagues.



### Customer Channels

We have more than 2,700 shops across the UK (including more than 600 with franchise partners) plus delivery, wholesale partnerships and Click + Collect.



THE GREGGS PLEDGE

# WE PLEDGE TO DO MORE

Our original Greggs Pledge was created in 2021 with a clear set of goals that we wanted to achieve by the end of 2025.

In the five years since then, we have hit almost all the targets we set ourselves, so we have reviewed these original ten commitments and set ourselves new ambitions to work towards in the five years ahead to the end of 2030.

One of the pledges – Commitment 7: Sustainable Procurement – is underpinned by measurable targets that enhance governance, accountability and responsible procurement practices.

## THE GREGGS PLEDGE

### Dedicated to Doing Good



#### Stronger, healthier communities

We're helping communities facing financial challenges and making it easier to eat well.



#### Safer planet

We're transforming how our business is powered, supplied and governed, so that every bake, brew and delivery moves us closer to our goal to be net zero.



#### Better business

We're continuously looking for ways to improve the experience of colleagues and the colleagues working across our supply chain, as well as improving animal welfare, all the while minimising our impact on the planet.



Find out more about The Greggs Pledge in our [Sustainability Report](#) →



IDENTIFYING AND MANAGING RISK

# OUR RISKS

**We are responsible for managing two major channels of potential risk: our own workforce; and suppliers' and business partners' workforces.**

Greggs believe that colleagues deserve the right to live and work with dignity and respect, and we believe that the people employed by our suppliers and business partners deserve the same.

Within our statement are links to policies and an outline of due diligence steps taken to manage risks within these areas.



However, we have identified that our use of temporary and agency staff represents a potential risk of modern slavery occurring, because:

- it involves labour for volume food production;
- a proportion of this workforce is comprised of migrant workers; and
- a proportion of this workforce is comprised of temporary agency workers.

We have longstanding relationships with our trade unions. We have a National Agreement with the Bakers Food and Allied Workers Union (BFAWU), and the Union of Shop, Distributive and Allied Workers (USDAW) in Scotland. We have a robust meeting structure in place with these unions and at a local site and regional level, we have regular Joint Collective Consultation meetings. At national level, a Retail Partnership Forum, a Supply Chain Forum and a National Negotiating Committee meet regularly where concerns can be raised and issues investigated.

In addition, colleagues are encouraged to raise concerns confidentially through internal reporting mechanisms or via our confidential whistleblowing process.

## Colleagues



## Supply Chains



Our supply chain workforce, (which includes people working within production, distribution and logistics teams) is mostly made up of colleagues directly employed by Greggs plc, with around 10% coming from third party agencies.

Across our supply chain sites, we work with various agencies supplying temporary workers, whether for delivery driver roles or as bakery operatives. These agency workers support our core directly employed workforce during seasonal periods of peak production, or to cover short-term labour shortages.

We outsource some routine services, such as contract cleaning and private refuse collection, to third parties.

The companies that we work with are all reputable national or international organisations and we rely on them to undertake checks to ensure that the labour provided does not pose a risk of modern slavery.

## Our team members

Everyone working within our company operated shops and central office support functions are directly employed by Greggs plc. Occasionally, for special projects, we contract work from consultants or short-term contractors.

Greggs is a vertically integrated company, meaning that we own and operate 15 production and distribution facilities.



## IDENTIFYING AND MANAGING RISK CONTINUED

### Our suppliers' workforce

We procure our raw ingredients, finished products, equipment and other goods not for re-sale and services from third party suppliers.

Our procurement team is split into areas of spend and our purchasing managers and buyers are responsible for sourcing aspects of supply within their category, in addition to ensuring the performance of suppliers is of a satisfactory standard.

Our Procurement function continues to work closely with our Sustainability function, both teams collaborate and are responsible for the daytoday operation of due diligence procedures.

We ensure relevant internal and external training is provided to ensure clarity on processes and each person's role within them. Our partnership with EcoVadis provides resources to support users to up-skill themselves in ethical sourcing areas.

### Supplier onboarding and ethical questionnaire

A fundamental aspect of detecting and preventing modern slavery and forced labour in supply chains is a risk assessment at onboarding. As part of our supplier onboarding process, suppliers are required to complete an enhanced Supplier Registration Questionnaire which includes questions relating to modern slavery, labour and human rights. These questions are designed to help us understand the controls and practices suppliers have in place to prevent forced labour and uphold labour standards within their operations and supply chains.

Suppliers are asked to confirm the existence of relevant policies, how they ensure compliance with labour laws (including working hours, pay and health and safety), whether workers have access to grievance mechanisms and how labour and human rights risks are monitored and managed. Responses are used to support a risk-based assessment at

onboarding and to identify where enhanced due diligence, further information or remediation may be required.

This approach helps us focus attention on areas of higher potential risk and supports our ongoing commitment to identifying, assessing and mitigating modern slavery risks within our supply chain.

As part of the onboarding process, suppliers are also asked to confirm if they are members of Sedex and/or EcoVadis and are willing to share data they have inputted to these systems. We have taken the initiative to proactively seek out these additional measures, which allows us access to any ethical data within each system should we require further information on our suppliers.

If suppliers fail to meet our standards, we will work with them via a closely monitored remediation process to improve their practices. However, if a supplier crosses a 'red-line' regarding human rights, we would prioritise remediation for affected workers, working with the supplier to address the issue. Where a supplier does not engage with remediation efforts, a contract exit process would be initiated.

### Supplier due diligence – progress through the years

Since 2019, we have progressively refined the modern slavery, labour and human rights questions included within our Supplier Registration Questionnaire. This development has focused on moving beyond basic declarations to obtain more meaningful, risk-relevant information from suppliers. The refined questions are designed to generate data that can be used to support risk assessment, identify potential gaps or higher-risk areas, and inform proportionate follow-up actions where necessary.

We currently hold this data for 87% suppliers and following the most recent update in late 2025, we will be requesting this data from all remaining suppliers by the end of 2026.

## Modern Slavery Questionnaire

Suppliers are required to provide information as to what they are doing to help identify and prevent modern slavery within their supply chain. By selecting the industries they operate within from a dropdown menu, the supplier is asked further relevant questions, which will assist us in identifying whether products themselves (or their components), ingredients or commodities come from a list of pre-defined high-risk countries (as set by the Global Slavery Index).





## POLICIES

# OUR POLICIES

### Supplier Code of Conduct

We want to ensure that suppliers live up to our values and standards and share that responsibility. In 2025, as we will do annually, with support from EcoVadis, we have reviewed our Responsible Sourcing Supplier Code of Conduct to ensure it covers key areas in Labour and Human Rights.

We expect suppliers to seek to develop relationships within their own supply chains consistent with our principles as set out in adjacent list. As a minimum, all Tier 1 and Tier 2 suppliers should be compliant with all local laws and follow these principles which are based on core international labour organisation conventions, the Ethical Trading Initiative (ETI) base code and the UN Guiding Principles on Business and Human Rights.

### Policy updates

With a commitment to achieve best practice in our supply chain management, we regularly review and enhance our procurement and responsible sourcing policies and our Labour and Human Rights Policy.

[All policies can be viewed on our website](#) →

## OUR PRINCIPLES

1. Greggs Values
2. Employment is freely chosen
3. Workers are treated with respect and dignity
4. Work is carried out voluntarily
5. Workers are of an appropriate age
6. Wages and benefits
7. Working hours are not excessive
8. Freedom of association and the right to collective bargaining are respected
9. Working conditions are safe and hygienic
10. Human Treatment
11. Regular employment is provided
12. Land Rights are protected
13. Environmental management
14. Quality
15. Employment practices and prevention of harassment

## Greggs Responsible Procurement Report

Our Greggs Pledge commitment was to deliver a robust responsible sourcing strategy by 2025 and to report annually on progress. We have delivered on this commitment and, in December 2025, published our first Responsible Procurement Report, setting out the work we have done to embed responsible sourcing into our business practices in four key areas: labour and human rights, ethical sourcing, the environment and farm animal welfare.

The report lays the foundation for our next five-year plan to drive even greater impact across our supply chain by the end of 2030. It will be published annually and will include a review of performance against our internal responsible procurement objectives. This will allow us to track and share progress, identify areas for improvement and demonstrate accountability to all our stakeholders.



[Find out more about Greggs progress in our Responsible Procurement Report](#) →



## POLICIES CONTINUED

### Fairtrade

**By paying a Fairtrade premium, we support marginalised producers in developing countries by guaranteeing a minimum price plus a Fairtrade premium. This secure income allows producers to plan for a more sustainable future as well as support their local communities through investment in farming improvements and community initiatives of their choice.**

### Supply chains

**We are strongly committed to our partnership with Fairtrade and have been purchasing Fairtrade products for almost two decades.**

Over time, we have added new categories and today we exclusively purchase Fairtrade coffee beans, apple and orange juice, sugar sticks and syrup, hot chocolate, black tea, mint tea and green tea.

In 2025, all materials that contained chocolate as an ingredient contained only Fairtrade or Rainforest Alliance certified cocoa.

Since 2006, we have generated over £10 million in Fairtrade Premium for producers across their supply chains.

Our collaboration with Fairtrade supports the delivery of our pledge to mitigate the risk of modern slavery in our supply chain. Key benefits of working with Fairtrade include:

#### Fairtrade Standards

The Fairtrade Standards combine a range of economic, environmental and social criteria designed to support farming communities to strengthen their economic position and address imbalances of power in conventional trade. Fairtrade's main focus is to reduce economic uncertainty at the farm

level, but it also has interventions to mitigate unfair trading practices, abuse of labour, and environmental damage throughout supply chains.

#### Credible assurance

Fairtrade operates with a single certifier model. Its independent certification body, FLOCERT, an independent company accredited for Fairtrade certification by the International Organization for Standardization (ISO), follows rigorous practices in verifying whether a producer or supply chain actor fulfils the Fairtrade Standards. This ensures a clear focus on credibility and quality of both virtual and in person data collection and audits.

#### Producer Networks

Fairtrade Producer Networks provide support and expertise in Africa, Asia and Pacific and Latin America and the Caribbean. The Producer Networks provide support, training and representation for producers in the global Fairtrade system.

Fairtrade's expert teams help partners navigate complex supply chains, risks and legislation.

#### Child labour

According to labour rights organisation Verité, there is a risk that coffee is produced with child labour in Columbia and Vietnam. The Responsible Sourcing Tool shows that in Peru, workers in the agricultural sector are at risk of being exploited in forced labour.

Due to this risk of forced or child labour in the coffee supply chain in the countries we source from, our supplier is working in partnership with Fairtrade to mitigate the risks of violations against International Labour Organisation (ILO) conventions 1930, 1957, 1973 and 1999 related to forced and child labour.

For example, FLOCERT closely monitor compliance with relevant ILO conventions through Fairtrade Standards (and through the Fairtrade Standard for Small-scale Produced



Organisations and the Fairtrade Trader Standard). Coffee producer groups are supported on the ground by Fairtrade Producer Networks in addressing any issues arising in real time, with mechanisms in place to investigate and act on allegations of breaches. Any alleged breaches can be safely reported to Fairtrade or to FLOCERT, who can then take appropriate action.

In addition, by working in partnership with Fairtrade, our supplier is seeking to address the underlying issues which can be drivers of human rights abuses. Coffee farmers receive at least a Fairtrade minimum price, which provides producers with a safety net against falling market prices for their sold produce and allows for long-term planning. In addition, producers receive a Fairtrade premium, an additional amount of money paid on top of the agreed Fairtrade price for sold certified goods, which producers decide democratically how to use. The Fairtrade Premium is often invested in education, healthcare, and farm improvements to increase income. Both the minimum price and premium help to alleviate poverty and increase the incomes of coffee farmers and their families, which in turn helps to reduce the risks of forced and child labour occurring in these communities.

## TRAINING

# DEVELOPING OUR ETHICAL VALUES



### Procurement team training

Greggs is annually listed on the Corporate Ethics Register of the Chartered Institute of Procurement and Supply. This demonstrates our ongoing commitment that we continue to take proactive steps to safeguard against unethical conduct in procurement and supply management.

We ensure our staff who select and manage suppliers are trained in ethical sourcing and supplier management.

We adopt ethical values in how we source and manage suppliers.

We have signed a statement of commitment to ethical sourcing and the management of their suppliers and are entitled to display the CIPS Corporate Ethics Mark.

### Company wide training

We ran sessions in 2022 across our supply chain management and supervisory teams to raise awareness of modern slavery. We then extended this in 2023 to our Retail Area Managers. Since then we have provided access to refreshed learning to our supply chain management and supervisory teams.





# UNDERSTANDING SUPPLIER PERFORMANCE

As a responsible business, we recognise the importance of having clear oversight of how our suppliers, and in turn, their supply chains, manage labour, human rights and environmental risks. Given the scale and complexity of our supply base, this requires a structured and proportionate approach, underpinned by reliable data and consistent governance.

Over recent years, we have strengthened how we collect, triangulate and use supplier data to better understand performance, identify potential risks and prioritise action where it is most needed. Rather than relying on a single source, our approach brings together multiple tools and datasets that are embedded across supplier onboarding, due diligence and ongoing monitoring.

## Our data-led approach

We use a combination of external platforms and internal systems to assess supplier maturity across labour and human rights topics and to inform our modern slavery oversight. Key sources include:

### ECOVADIS ASSESSMENT

Providing insight into supplier maturity and risk indicators across Labour & Human Rights themes, including modern slavery priority status.

### SEDEX SELF-ASSESSMENT

Supporting transparency around ethical trade, worker conditions and supply chain due diligence.

### SUPPLIER REGISTRATION QUESTIONNAIRE

Modern Slavery and labour-specific questions, designed to identify policy coverage, governance and risk management practices.

### QUALIFICATION QUESTIONNAIRE

Where appropriate, the Supplier Qualification Questionnaire enables a more detailed set of modern slavery, labour and human rights questions to be applied, tailored to the commodity supplied and the geographic location from which goods are sourced.

Together, these sources give us a more rounded view of supplier performance and allow us to move beyond compliance-based checks towards a more risk-focused and proportionate approach.



## INVESTING IN NEW PARTNERSHIPS AND SYSTEMS CONTINUED



### How the system works

Supplier data collected through these platforms is reviewed collectively to identify indicators of increased modern slavery or labour risk. This includes consideration of supplier responses, risk flags, maturity scores and sector or geographic factors.

Where suppliers are identified as higher risk, or where maturity falls below expected thresholds, this insight is used to trigger follow-up actions. These may include requests for corrective action plans, further engagement by procurement teams or enhanced monitoring through existing systems. Data is reviewed over time to track progress and inform future priorities.

### Governance and oversight

To strengthen accountability, we have established a defined set of labour and human rights metrics that draw on EcoVadis, Sedex and our Supplier Registration Questionnaire. These metrics are reviewed quarterly through our Modern Slavery Steering Group, providing senior oversight of supplier performance, emerging risks and progress against actions.

This governance framework ensures that issues identified through supplier data are documented, assigned clear ownership and tracked through to resolution, with appropriate escalation where required.

### Implementation in practice

Our approach focuses efforts where risks are greatest, enabling procurement teams to prioritise engagement with higher-risk suppliers rather than applying a one-size-fits-all model. Training has been provided to buyers and procurement managers to support understanding of how risk indicators are determined and the actions expected when suppliers are flagged.

We continue to refine how data is collected and refreshed, placing greater emphasis on quality, relevance and consistency, while reducing unnecessary duplication for suppliers.



### Supporting continuous improvement

In addition to assessment and monitoring, we work to support suppliers in improving how they manage labour and human rights risks. Our existing partnerships, particularly through EcoVadis and Sedex, provide access to guidance, resources and learning opportunities that support capability building across our supply base.

This data-led approach underpins our responsible procurement approach, helping Greggs to continuously strengthen responsible sourcing practices, improve visibility of risk and support meaningful, long-term improvement across our supply chain.

Our use of supplier data, oversight and targeted engagement sits within the broader framework outlined in our Responsible Procurement Report 2025, which brings together labour, human rights, environmental and ethical sourcing considerations into a single, joined-up approach.

### Improving Data-Led Oversight and Supplier Action

During 2025, labour and human rights data was available for 303 suppliers.

A more consistent set of labour and human rights indicators, drawing on EcoVadis assessments, Sedex self-assessments, and our Supplier Registration Questionnaires, was agreed and embedded into quarterly reporting through the Modern Slavery Steering Group.

These insights supported a more structured and risk-based approach to supplier engagement, including clearer prioritisation of corrective action planning for higher-risk suppliers and improved internal oversight of follow-up actions.



# OUR PROGRESS THIS YEAR AND BEYOND

## Progress against targets

In 2025, our procurement team made positive progress towards our targets. We set ourselves ambitious targets and report openly on our progress, demonstrating our commitment to continuous improvement and transparency.

### OBJECTIVE 1 ●

#### 1. Publish quarterly internal reports on the performance of suppliers regarding labour and human rights maturity.

During 2025, we enhanced our internal governance and cadence to ensure information on suppliers' performance in labour and human rights maturity is actively reviewed and acted upon. This included agreeing defined review forums, regular reporting cycles and clear ownership for follow-up actions, so that supplier risk data is no longer static but part of a live management process. Where suppliers are flagged as presenting a higher modern slavery risk, or where gaps are identified through onboarding and due diligence processes, these will now be subject to structured discussion, prioritisation and escalation where appropriate.

We will continue to embed a routine cadence of internal reviews to assess supplier progress, monitor corrective action plans and ensure consistency in how decisions are taken. This will support more informed conversations with suppliers, strengthen accountability internally and improve confidence that issues are identified early and managed proportionately.

By integrating clearer governance, agreed decision points and regular oversight into our modern slavery programme, we have taken a significant step forward in embedding ethical risk management into day-to-day supplier relationships, rather than treating it as a compliance exercise.

### OBJECTIVE 2 ●\*

\*by design, not underdelivery

#### 2. Ensure that suppliers performing below the EcoVadis benchmark have a corrective action plan in place.

In 2025, we agreed a clearer, data-led approach to the objective, identifying supplier modern slavery risk, drawing on the EcoVadis Modern Slavery dashboard alongside our Supplier Registration Questionnaire to improve visibility of supplier performance against labour and human rights expectations.

These tools are now embedded within our internal processes, with teams supported to consistently interpret and act on the data. Where suppliers are identified as performing below the EcoVadis benchmark, or where gaps are flagged through onboarding and due diligence,

they are increasingly engaged through a structured corrective action process.

This has enabled us to prioritise higher-risk cases, focus dialogue on improvement and begin to track progress more systematically over time.

By establishing clearer internal processes and expectations for supplier follow-up, we have strengthened the foundations needed to ensure corrective action plans can be put in place where performance falls short. This approach will continue to be developed as part of our ongoing objectives, expanding coverage and consistency across our priority suppliers and further embedding modern slavery considerations into day-to-day supplier management.

#### How did we do?

● Achieved ● Partially achieved ● Still to be achieved

**OBJECTIVE 3** ●\*

\*by design, not underdelivery

**3. All information related to Labour and Human Rights obtained from suppliers at on-boarding is to be resubmitted and revalidated annually.**

During 2025, we reviewed our approach to the revalidation of supplier labour and human rights data to ensure it remains robust, proportionate and aligned with best practice across the retail sector. While annual data refresh cycles can appear rigorous, they do not necessarily result in meaningful change where supplier operations and risk profiles remain stable.

Following this review, we agreed to move to a three-year revalidation cycle, supported by clear expectations that suppliers must notify us of any material changes to their operations, policies or risk exposure within that period. This approach is consistent with how other large retailers and procurement organisations are managing supplier due diligence at scale, and allows us to focus our resources where the risk of harm is highest.

The three-year review cycle strengthens assurance by shifting to a risk-led approach. Reviews set a clear baseline, underpinned by continuous monitoring and escalation where risk increases, ensuring scrutiny is focused where it matters most. Supplier performance, compliance history, audit outcomes, incidents and emerging risks are already reviewed through existing governance, enabling early intervention well ahead of any scheduled review.

This change allows us to move beyond compliance-based checks towards a more risk-focused approach. It reflects a more mature model of risk management, combining periodic revalidation with continuous monitoring through EcoVadis, supplier engagement and escalation where issues or changes are identified.

**OBJECTIVE 4** ●\*

\*conscious decision not to progress

**4. Identify and evaluate potential partnerships with alternative ethical trade organisations.**

In 2025, we considered whether to pursue additional formal partnerships with ethical trade organisations. Following internal and external discussions, we concluded that this was not the right step at this stage of our programme maturity.

Over the last year, we have focused on strengthening the foundations of our modern slavery approach by embedding tools, processes and capability internally. Our priority has been to ensure that the data, systems and governance we already have in place are being used effectively to identify risk and drive supplier improvement before adding further external complexity.

We continue to engage closely with industry initiatives, including through our participation in Sedex and EcoVadis, where Greggs colleagues hold taskforce and trailblazer roles, respectively, that keep us connected to evolving best practice. As our programme continues to mature, we will keep the value of additional partnerships under review and reassess this position where it can demonstrably enhance outcomes for workers in our supply chain.

**How did we do?**

- Achieved
- Partially achieved
- Still to be achieved



**2026 Targets**

**During 2026, Greggs is focusing on strengthening how it identifies and prioritises modern slavery risk across its supply chain, and ensuring clearer, more consistent follow-up where risks are identified – aligning with evolving UK expectations for risk-based, proportionate modern slavery due diligence. We have set two focused and stretching modern slavery targets for 2026, designed to sharpen how we identify risk and drive more effective, proportionate action where it matters most.**

1. By the end of 2026, Greggs will complete enhanced modern slavery risk mapping across suppliers identified as higher risk, using sector, labour model and geographic indicators to identify potential direct and indirect supply chain risks, and to prioritise suppliers for future engagement and due diligence.
2. By the end of 2026, Greggs will ensure that all suppliers not meeting the minimum maturity threshold (rated Insufficient or Partial) within the EcoVadis Labour & Human Rights (LAB) theme, and which are flagged as high-priority modern slavery risk, have an appropriate corrective action plan (CAP) in place. Any exceptions will be clearly documented and approved.



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