



MODERN SLAVERY STATEMENT 2024



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You can also read our Annual Report online
at corporate.greggs.co.uk/investors



OUR PURPOSE

To make great tasting, freshly prepared
food accessible to everyone

OUR VISION

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

GOODNESS BAKED IN

Since we opened our doors over 85 years ago, we have always tried to do the right thing by our people, suppliers, and communities.

At Greggs, our commitment to making a positive impact is a source of pride for our colleagues. This dedication is woven into the fabric of the company, defining who we are and how we operate.

As a leading food-on-the-go brand, Greggs now has over 2,600 shops across the UK, employs more than 33,000 colleagues, supports thousands of suppliers, and serves millions of customers every week. Our operations touch many lives, highlighting the importance of being a responsible business.

In 2024, we navigated a year marked by significant external factors, including shifting consumer confidence, inflationary pressures, and changing consumer demands. Despite these challenges, our teams have excelled, continuing to deliver the great value, delicious products, and friendly service that customers love.

Our strong moral compass guides us in being a good corporate citizen, treating everyone – our colleagues, customers, suppliers and partners – with fairness, consideration, and respect. Greggs colleagues live these values daily, enabling us to source and serve high-quality, freshly-prepared food.

We are deeply committed to understanding the journey and impact of our products before they reach customers. We believe in conducting business in a way that enhances the safety and well-being of our planet and communities. We uphold the highest standards, implementing policies and processes that protect the rights of individuals throughout our supply chains and the world we live in. In April 2025, we published an update on our commitment to being a responsible retailer in our annual sustainability report, The Greggs Pledge.

This year, we have continued to enhance our partnership with EcoVadis, further strengthening our commitment to sustainable and ethical practices.

We have policies in place that specify rigorous standards for the main commodities we buy to make sure that Greggs values are upheld all the way up our Supply Chain. In 2025, we are bringing these standards together into the Greggs Sustainable Procurement Strategy, which will be published externally for the first time, giving our stakeholders a transparent overview of our approach.

This 2024 Modern Slavery Statement reflects our unwavering commitment to preventing modern slavery. Throughout the year, we have collaborated closely with our colleagues, suppliers, partners, and key non-governmental organisations (NGOs), building on previous efforts and achieving significant progress.

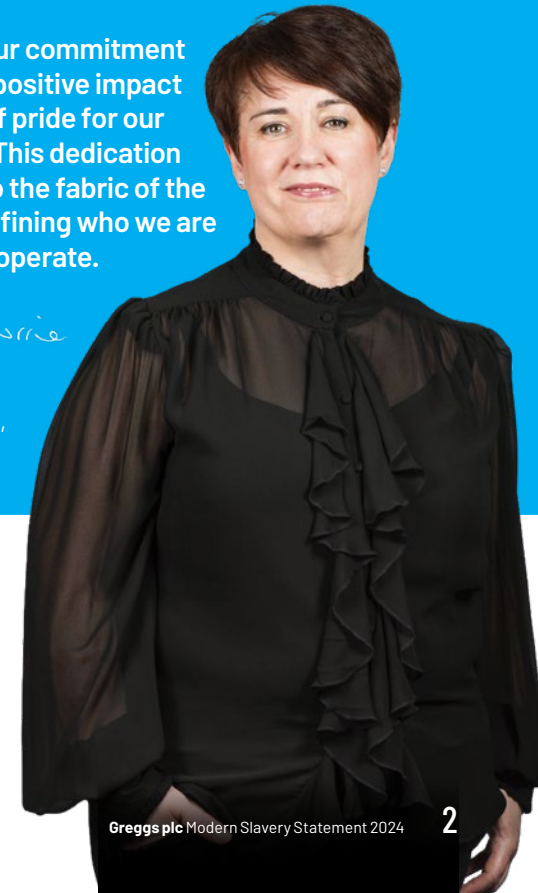
In 2023, we expanded our modern slavery awareness sessions to include Retail Area Managers, and we further developed and rolled out this initiative to colleagues in supply sites in 2024. We have maintained rigorous standards and expectations for both suppliers and partners regarding human rights and will continue to raise awareness of the associated risks and opportunities across our business and supply chains.

This statement is published in accordance with Section 54 (Transparency in Supply Chains) of the Modern Slavery Act 2015, covering the period 2024, and has been approved by the Board of Greggs plc.

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Roisin Currie

Roisin Currie
Chief Executive,
22 May 2025



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 mitigate the risk of modern slavery in our supply chain.



GOVERNANCE

Our modern slavery approach is included within our sustainability governance structure, which ensures the right level of scrutiny of both our modern slavery risks and the actions we are taking to reduce these.



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.



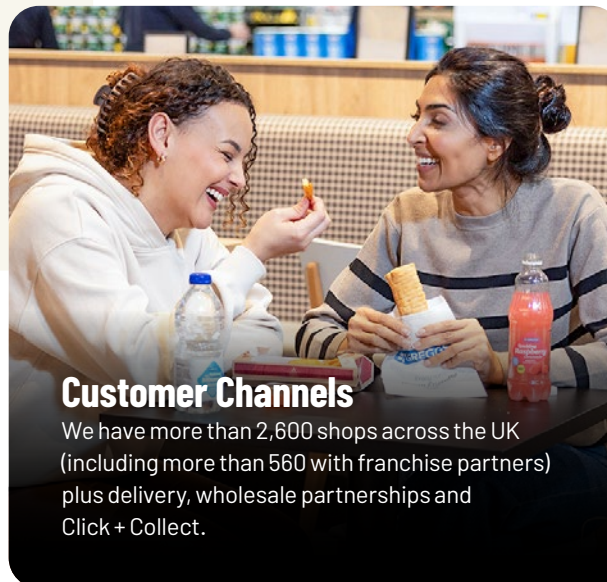
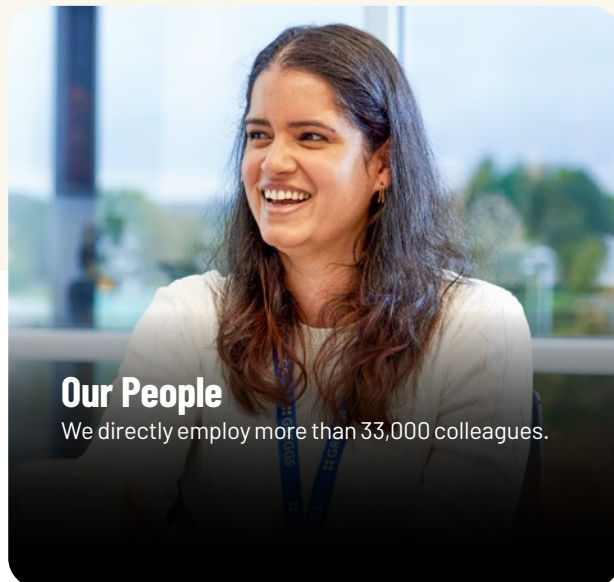
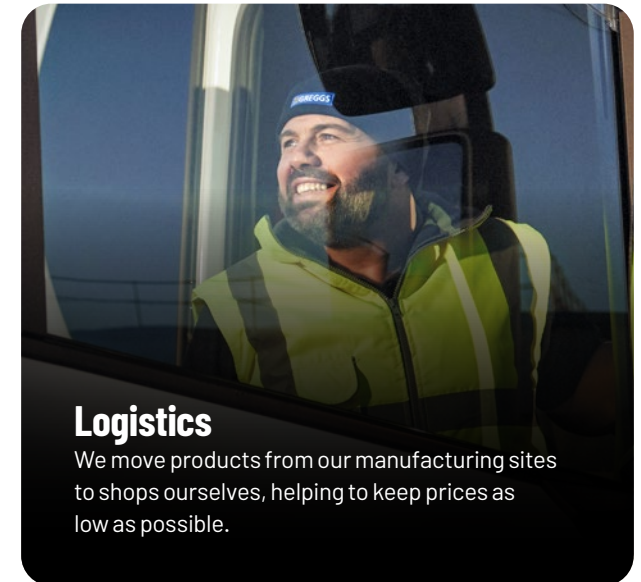
GROWING INTERNAL UNDERSTANDING

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.



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.



WE PLEDGE TO DO MORE

We believe in doing business in a way that helps to make both our planet and communities safer and better. That means having sound social, ethical and environmental practices and choosing suppliers who share our values.

In 2021, we launched the Greggs Pledge, setting out ten areas where we wanted to make the world a better place. We committed to help build stronger communities, make the planet safer, and do more to be a better business. To be transparent about – and accountable for – what we wanted to achieve, we set a series of ambitious targets with a deadline by the end of 2025.

One of the pledges – Commitment 9: Sourcing Sustainably – includes how we want to work in partnership with suppliers to look after workers in our supply chain. We published our annual update of this report for 2024 on April 16 2025.

[Find out more about 'The Greggs Pledge' →](#)



Stronger, healthier communities

We pledge to play our part in improving the nation's diet, providing free breakfasts to school children, supporting families in hardship and giving surplus food to those who need it most.



Safer planet

We pledge to become a carbon-neutral, zero-waste business.



Better business

We pledge to increase the diversity of our workforce and to use our purchasing power responsibly, with the aim of making things better in our supply chain.



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



**TEAM
MEMBERS**



**SUPPLY
CHAINS**

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 13 production and distribution facilities. 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.

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), (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.

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 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, aligning on objectives and collaborating to deliver our human rights programme. This means that both teams collaborate and are responsible for the day-to-day 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. Prior to entering a trading relationship, we ask potential suppliers to declare the industries they operate within from a dropdown menu.

They are then asked further relevant questions that 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).

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 and does not work with us to remediate, a contract exit process would be initiated.

Supplier due diligence – progress through the years

In 2019, suppliers provided information to our first Modern Slavery Due Diligence Questionnaire. From 2021 onward, all existing and all new suppliers to Greggs were required to complete an upgraded Modern Slavery Questionnaire. The information provided by suppliers allows our colleagues to perform a risk assessment based on numerous factors, including potential modern slavery risks, and is used to support the management of our suppliers.

- As of April 2022, 299 suppliers had provided responses to the upgraded Modern Slavery Questionnaire.
- As of April 2023, 828 suppliers had provided responses to the upgraded Modern Slavery Questionnaire.
- As of April 2024, 1,028 suppliers had provided responses to the upgraded Modern Slavery Questionnaire.
- As of April 2025, 1,204 suppliers have provided responses to the upgraded Modern Slavery Questionnaire.

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).



OUR POLICIES

Supplier Code of Conduct

We want to ensure that suppliers live up to our values and standards and share that responsibility. In 2024, as we will do annually, with support from EcoVadis, we have reviewed our 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 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 annually review and enhance our procurement and responsible sourcing policies.

[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



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 local schools, health care and infrastructure.

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 2024, all direct purchases of chocolate continued to only contain Fairtrade certified cocoa.

In 2024, all materials that contained chocolate as an ingredient contained only Fairtrade or Rainforest Alliance certified cocoa.

Since 2006, we have generated over £9.2 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 (in Asia, Africa and Latin America)

Through Fairtrade Producer Networks, who hold 50% of voting rights at Fairtrade, Fairtrade is present in Africa and the Middle East, Asia-Pacific and Latin America and the Caribbean and engages closely with farmers, workers and relevant stakeholders. The producer networks support the set-up of new farmer organisations, helps to create premium development plans, and provides training and implementation programmes. Having the producer networks enables

Fairtrade to manage risks in real-time, which helps to drive impact and secure supply.

Child labour

According to labour rights organisation Verite, 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, compliance with Fairtrade Standards (and through the Fairtrade Small Producer Standard and Trader Standard relevant ILO conventions) is monitored closely by FLOCERT. 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 aims to cover the average costs of sustainable production, or the market price, whichever is higher. In addition, producers receive a Fairtrade premium, which they can invest in their own development, according to their needs. 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. In 2024, we provided access to refreshed learning to our supply chain management and supervisory teams.



ECOVADIS

As a responsible business, we recognised the need to have oversight of how our suppliers – and their suppliers – look after their workers and the environment. In 2022, we undertook a selection process to identify a suitable supplier who could support us on our journey to better understand our suppliers' sustainability performance. Following a multi-vendor tender selection process, led by the procurement and sustainability teams at Greggs, we selected EcoVadis as our preferred partner.

Who are EcoVadis?

EcoVadis is widely recognised as the world's largest and most trusted provider of business sustainability ratings. EcoVadis works with enterprises in every sector to help drive sustainable improvement within their supply chains.

The system

When a Supplier completes an EcoVadis assessment, Greggs can obtain information on their maturity in managing Labour and Human Rights challenges in the following areas:

- Employee Health & Safety
- Working Conditions
- Social Dialogue
- Career Management & Training
- Child Labour, Forced Labour & Human Trafficking
- Diversity, Discrimination & Harassment

The partnership with EcoVadis allows Greggs to invite suppliers for assessments, resulting in sustainability performance ratings that highlight areas needing guidance or support.

This rating is useful to our suppliers and their other customers too, reducing the administrative burden of having numerous customers asking the same questions and giving them insight into potential improvement areas. Greggs completed the assessment during 2024. We now have a modern slavery dashboard that we can access to understand overall performance in this area and use this data to make positive change.

Implementation approach

Our approach has been to identify suppliers that are at a highest risk of a potential sustainability issue and focus efforts accordingly.

As of April 2025, we have access to a total of 256 Suppliers' EcoVadis Scorecards, and a further 67 are in progress.

Of those 256 suppliers who have an active scorecard, 247 are overall performing higher than the industry standard benchmark and 252 of those suppliers' (98.4% of our overall total of rated suppliers) Labour and Human Rights scores are 10.3% higher than the industry standard benchmark.

How else are EcoVadis supporting Greggs?

In addition to the information obtained from supplier assessments, EcoVadis supported Greggs to review its Supplier Code of Conduct to ensure it covers key areas in Labour and Human Rights.

They supported us to create a simple sustainable procurement vision that aligns to our corporate targets and communicated this vision to both existing & new stakeholders: "Source and collaborate with suppliers to accelerate The Greggs Pledge to build stronger, healthier communities, make the planet a safer place and build a better business."

The vision, along with various targets, now form part of our Sustainable Procurement Strategy which will support Greggs to mature in the way we approach sustainable sourcing.



OUR PROGRESS THIS YEAR AND BEYOND

Progress against targets

In 2024, our procurement team made great progress against our targets. We set ourselves ambitious targets and report openly on our progress, demonstrating our commitment to continuous improvement and transparency. As you will see below, we partially achieved two of our three targets last year. We decided to identify and evaluate potential partnerships with alternative ethical trade organisations and we are continuing to embed a process to resubmit and revalidate Labour and Human Rights data annually; therefore, we have carried this objective into 2025.

Risk area	Objective	Progress
Supply chain	All information related to Labour & Human Rights obtained from suppliers at onboarding is to be resubmitted and revalidated annually.	●
Supply chain	Explore the potential of partnership with the ETI (Ethical Trade Initiative).	●
Supply chain	Provide a standard to Procurement Managers on how they use information from EcoVadis to support suppliers to improve their ethical performance score.	●

How did we do?

● Achieved ● Partially achieved ● Still to be achieved

New targets for 2025

The table below provides an overview of our 2025 and beyond objectives.

Risk area	Objective
Supply chain	Publish quarterly internal reports on the performance of suppliers regarding labour and human rights maturity.
Supply chain	Ensure that suppliers performing below the EcoVadis benchmark have a corrective action plan in place.
Supply chain	All information related to Labour and Human Rights obtained from suppliers at on-boarding is to be resubmitted and revalidated annually.
Supply chain	Identify and evaluate potential partnerships with alternative ethical trade organisations.



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