GREGGS

THE GREGGS PLEDGE

THE RECIPE FOR DOING GOOD

Greggs plc Sustainability Report 2025

DEDICATED TO DOING GOOD.

When we started The Greggs Pledge in 2021, we set ourselves ten pledges. Five years on our **commitment to change** has led to tangible improvements to our communities, the planet and our business, mostly achieving what we set out to do.

WHAT WE HAVE ACHIEVED > PAGE 14

Over this time, we have evolved as a business while the world we live in and market expectations have also evolved. Our **ability to adapt** means we now see our pledges through a more mature lens, and set our targets with a more material focus.

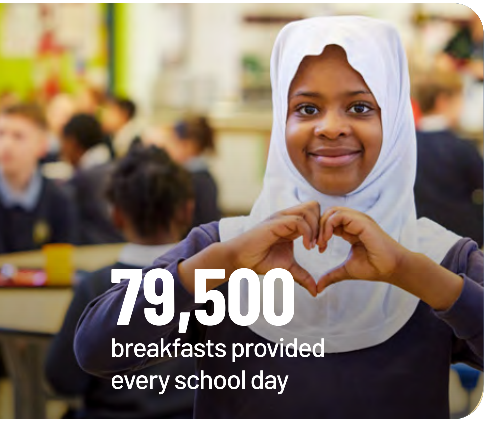
WHY WE ARE EVOLVING > PAGE 6

The Greggs Pledge is our commitment to make the world a better place, and our **mindset to transform** remains the same as the sustainability landscape changes. We pledge to continue to make the most positive impact, and continue doing good.

OUR NEW PLEDGES > PAGE 56

2025 HIGHLIGHTS

BUILDING STRONGER, HEALTHIER COMMUNITIES



79,500
breakfasts provided every school day

>30%
of all the items on our shelves and

40%
of all new products are healthier choices

45%
of unsold food redistributed

40%
reduction in food waste since 2018 baseline

45
Greggs Outlet shops provide affordable food in areas where we can have the greatest impact

MAKING OUR PLANET SAFER

97%
of the electricity,

47%
of the gas, and

28%
of the vehicle fuel we use now comes from renewable sources

We have opened two Eco-Shops and applied successful elements to over

34%
of our estate

100%
of Greggs own-brand packaging is fully recyclable – with the single exception of hot drink cups

56%
reduction in emissions intensity of our business since 2019

BECOMING A BETTER BUSINESS

100%
of the declared soy used in our own operations is certified as sustainable

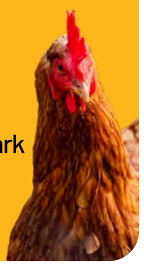
EcoVadis awarded Greggs a Bronze rating placing us in the top

35%
of assessed companies

We scored
10 out of 10
in the Roundtable on Sustainable Palm Oil (RSPO) Shared Responsibility Scorecard, placing Greggs in the top six retail companies globally

We successfully maintained our National Equality Standard (NES) accreditation and have three colleague inclusion networks to support our colleagues from diverse backgrounds

Tier 2
We are one of the UK's top four companies in the Business Benchmark on Farm Animal Welfare (BBFAW)



CONTINUE DOING GOOD. CONTINUE DOING BETTER.

At Greggs, we have always aimed to do good. Since our earliest days, we have looked for ways to help people in our community, protect the planet, and raise standards across our business and supply chain. This dedication began in the 1960s with pie-and-peas suppers for older residents of Newcastle and has evolved through decades of community projects, charity partnerships, responsible sourcing and environmental initiatives.

In 2021, we created The Greggs Pledge to put a spotlight on sustainability areas where we felt we could drive the most meaningful change and deliver a measurable benefit. We introduced it to help us raise the profile of issues that we cared about and to harness the collective efforts and energy of our colleagues, suppliers and partners.

Having decided on ten areas of focus, our commitments, we created a challenging set of targets and, over the next five years, did our very best to hit them. We can now step back and reflect on the impact of all of our hard work.

Greggs, alongside The Greggs Foundation and their partners, have helped to build stronger, healthier communities by giving more school children a free breakfast, redistributing more unsold food to people in need, and donating money to more community organisations. We have helped our customers to make healthier choices by implementing clear labels, reformulating our recipes and introducing new products.

We have helped to make our planet safer by embracing renewable energy, investing in new technologies and making our packaging more recyclable. Since 2019, we have succeeded in reducing the energy intensity of our operations by 56%.

Greggs has also become a better business by championing diversity in our workforce, setting standards for sustainable sourcing, and improving farm animal welfare in our supply chain.

Even when we didn't quite achieve our target, we know we tried our best and are proud of our results.

"Having decided on ten areas of focus, our commitments, we created a challenging set of targets and, over the next five years, did our very best to hit them. We can now step back and reflect on the impact of all our hard work."

Roisin Currie
Chief Executive

WORKING IN PARTNERSHIP

The challenges of climate change, biodiversity loss, and social inequality are too complex for any single organisation to solve alone. At Greggs, we recognise the power of partnership and actively engage in cross-sector initiatives to accelerate solutions that deliver lasting impact.

By working together, we can maintain focus on the issues that matter most, share knowledge and resources, and help build resilience in our food system.

I am very proud of what we have achieved together and wish to thank the many people involved who helped to make these positive impacts happen – our colleagues and customers, the suppliers and commercial partners who helped us to raise our standards.

We are now looking ahead at what we want to achieve over the next five years. Our comprehensive stakeholder engagement process confirmed that we are concentrating on all the right topics.

In these pages, you will read about the work we delivered in 2025 to meet our first set of Greggs Pledge commitments, and how we are either absorbing each one into business as usual, or evolving it into a new commitment for the next five years.

Where an activity has become fully baked into our everyday operational processes – such as keeping food waste in our manufacturing sites below 0.2%, or only using recyclable materials for our packaging – we know that our usual governance processes will be enough to maintain it. For others, our understanding of the issues has become more nuanced, and the commitment has been evolved to reflect that.

The next iteration of The Greggs Pledge allows us to keep on adapting to an ever-changing and more complex world. Standards are raised, consumers' expectations grow, and our ambitions must keep pace. We also need to respond to new realities. For example, the UK Government has begun supporting breakfast clubs in English schools, so The Greggs Foundation are evolving to channel our grant-giving efforts into supporting children's clubs at different times of the school day.

We have designed The Greggs Pledge to be flexible enough to allow us to add new commitments as we learn. As a food business, we are asking more questions about the role we can play in encouraging regenerative farming methods which promote biodiversity and enhance the natural world.

We cannot do this alone. Transitioning to a low-carbon economy and meeting new and emerging expectations along the way will require broader policy changes and societal shifts. We need strong regulatory support from the UK Government to create a level playing field and embed sustainability into national priorities, as well as appropriate incentives to accelerate innovation.

One thing we can be certain of is that collaboration is key. The sustainability issues that Greggs is grappling with are the same ones that our competitors, peers and suppliers are also dealing with. I assure you that Greggs will continue to play our part and work with others to solve problems and drive powerful systemic change.

Roisin Currie

Roisin Currie
Chief Executive
April 2026

> "The next iteration of The Greggs Pledge allows us to keep on adapting to an ever-changing and more complex world. Standards are raised, consumers' expectations grow, and our ambitions must keep pace."

DEDICATED TO DOING GOOD

At Greggs, Doing Good is at the heart of everything we do. It reflects our longstanding commitment to acting responsibly across our business and wherever we operate.

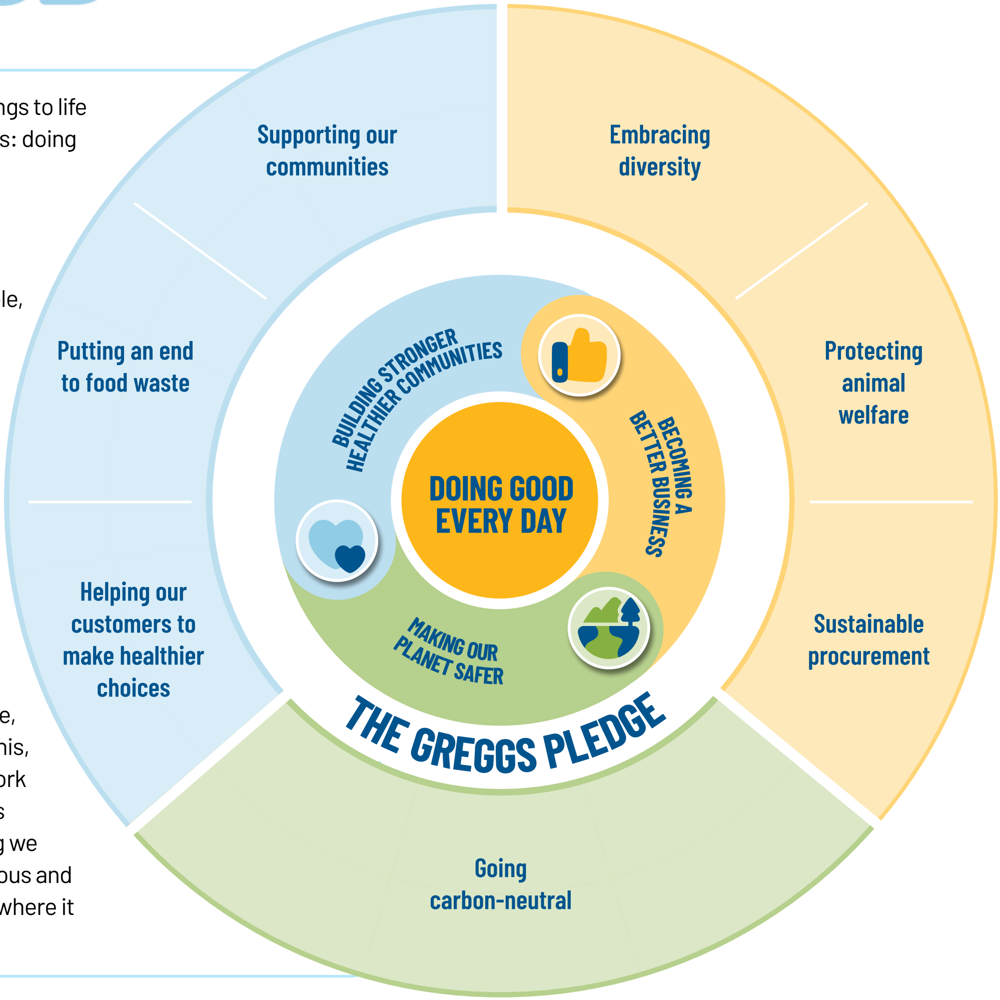
That commitment began in the 1960s, with pie-and-peas suppers for older residents in Newcastle; in the 1970s, as we opened our first Greggs Outlet; in the 1980s, with the creation of The Greggs Trust (now The Greggs Foundation). As our business grows, so does the support we are able to provide to our communities. Each year, we donate at least 1% of our pre-tax profits to The Greggs Foundation, with business growth helping to increase the funding available to support people and communities facing hardship. Our commitment has grown through decades of community action, charity partnerships, responsible sourcing and environmental progress.

Today, Doing Good continues to guide our decisions and actions. The Greggs Pledge brings this to life by focusing our efforts on material areas where we can have the greatest impact – helping us make a real difference, in ways that matter most.

Our Doing Good framework brings to life the ethos at the heart of Greggs: doing good every day.

At its centre is our belief that a successful business should have a positive impact on people, communities and the planet. Surrounding this are our three pillars: **Building Stronger, Healthier Communities**, **Making Our Planet Safer**, and **Becoming a Better Business,** which guide everything we do.

These pillars shape our material focus areas, brought together in The Greggs Pledge, our commitment to measurable, long-term action. Building on this, the latest stage of our framework sets out seven new focus areas detailed in this report, ensuring we continue to evolve, stay ambitious and make a meaningful difference where it matters most.



PLANNING THE NEXT FIVE YEARS OF THE GREGGS PLEDGE

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.

Checking relevance

During 2024, we conducted an in-depth materiality process. This included engaging with our key stakeholders, our colleagues, customers and investors, to make sure that we understand and can meet their expectations. Likewise, we spoke to non-governmental organisations and special interest groups to see where they expect us to be driving change.

It is also vital that we understand the likely direction of any new regulations so that we can anticipate and prepare for change. We therefore reviewed the UK Government's plans to help us identify emerging regulations, strategic priorities and potential areas of impact, ensuring our approach remains aligned with current and future legislative trends.

In addition, we benchmark our approach against peer organisations and industry best practices to validate that our commitments are both credible and competitive. This alignment process helps us to position our strategy in line with global sustainability trends. One way we do this is by subscribing to the syndicated Sustainability Survey conducted by Impact Research Ltd which assesses perceptions of the sustainability performance of 105 brands. In October 2025, Greggs was placed second of the nine food-to-go brands in the survey.

We actively seek feedback

Typically, a full materiality process is only conducted every few years. However, we want to ensure that our strategy continues to align with our stakeholders' priorities so have now embedded the materiality process into our existing governance structure. This means that we are always hearing the most up-to-date and relevant feedback. During 2025, we conducted surveys and research with all our key stakeholder groups:

- Customers: We received hundreds of responses to a survey which asked our most valued customers to rank which topics they felt should be our main areas of focus.
- Colleagues: We sent a similar questionnaire to colleagues in all areas of the business (including senior leadership) and received almost 1,000 responses.
- Investors: We reviewed investor proxy voting guidelines to identify which sustainability topics carry the greatest influence in their decision making. We also analysed leading environmental, social and governance (ESG) investor indices and key sustainability frameworks to benchmark our approach against market expectations and emerging trends (see case study box).
- Special interest groups: We identified groups with ongoing communication and engagement across our investor relations, sustainability and wider business teams. This ensures we maintain visibility of their priorities and, where relevant, incorporate their perspectives into our approach.
- Government: We conducted desktop research to assess policy direction across key ESG topics and initiatives.

ALIGNING OUR COMMITMENTS WITH EXTERNAL FRAMEWORKS

By ensuring that our Greggs Pledge commitments are aligned with recognised external frameworks, we can be more confident that we are meeting our stakeholders' expectations.

Our Sustainability Reporting Steering Group continuously monitors recognised external frameworks and emerging guidance to stay informed of developing standards, evolving expectations and trends in non-financial reporting.

We use the Task Force on Climate-related Financial Disclosures (TCFD) framework to disclose climate-related risks and opportunities in our Annual Report each year. These risks are also captured in our enterprise risk management (ERM) framework and recorded within both strategic and functional risk registers, ensuring that sustainability considerations are embedded into our wider risk management processes.

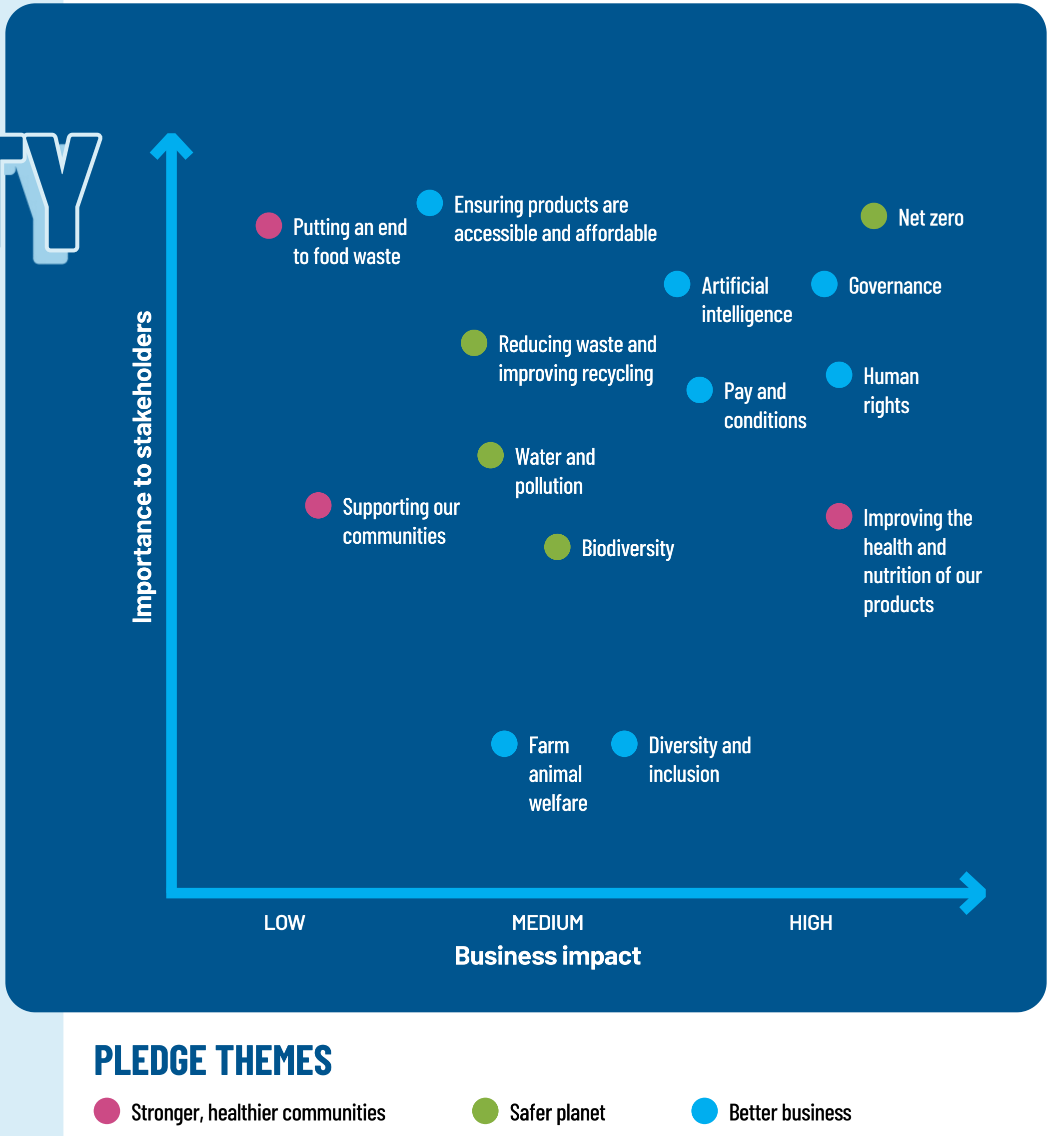
We also disclose information about sustainability-related risks and opportunities using the Food Retailers and Distributor standard of the Sustainability Accounting Standards Board (SASB). Our annual disclosure can be found at the end of this report, beginning at page 57.

OUR 2025 MATERIALITY MATRIX

Our sustainability and finance teams collaborated to aggregate the information we received from our internal and external stakeholders. We then assigned weightings to each individual ESG topic, enabling us to create a prioritised list of focus areas based on both stakeholder importance and financial relevance.

Our risk management team then mapped each priority against potential business impact, ensuring our strategy reflects both external expectations and internal risk considerations.

These two perspectives are represented by the axes of the adjacent chart:



This extensive materiality process has confirmed that our three pledge themes remain appropriate and that the specific topics that we have chosen to focus on within them are the right ones. Plans to respond to many of the topics shown here are already deeply embedded in our operations and we will continue to maintain our strong performance.

The matrix also helped us to identify new ESG priorities. For instance, our stakeholders are increasingly interested in what Greggs is doing to improve and protect nature and biodiversity; we are now reflecting on what role this will play in helping us to meet our net zero ambition.

Using the materiality matrix as a guide, leaders from the different functions of our business worked to develop and define our new sustainability commitments. These were then validated by the members of our Sustainability Committee as part of our formal governance structure, which ensures robust oversight, strengthens accountability and maintains transparency.

This process has supported and guided us as we revised and refocused our original ten Greggs Pledge commitments, evolving them into a new set of seven commitments with a new timeframe of 2026 to the end of 2030. These will be reviewed annually within our existing governance structure, giving us the flexibility to adapt in response to emerging requirements and growing stakeholder expectations, ensuring our commitments remain relevant, compliant and aligned with best practice.

MAKING A POSITIVE IMPACT

The United Nations Sustainable Development Goals (UN SDGs) are a collection of 17 interconnected goals to drive global progress towards a more environmentally and socially responsible world by the end of 2030.

Looking back over the past five years

In 2022, we carried out an assessment that considered the SDGs alongside The Greggs Pledge to understand our current alignment with them. Using an external consultant to conduct the assessment, we considered each SDG and its UN targets and cross-referenced these with our ten commitments. Crucially, the indicators below each target were reviewed to see if Greggs could evidence a meaningful contribution to that target. As a result, the SDGs were grouped into three clear categories for our business.

GREGGS IMPACTS

These are the goals that Greggs can influence and have the greatest impact on. See the table on the following page for more information.

GREGGS CONTRIBUTES

These are the goals that Greggs business activities can positively contribute towards but which require support and contribution from a wider network.

GREGGS SUPPORTS

These are the goals that Greggs acknowledges are an important part of being a responsible business and guide our ways of working but which we cannot make a direct impact on.

UN SDGs and relevant UN targets	The Greggs Pledge-related goals (end of 2025 targets)	2025 progress
2.1 2.2	• We will support 1,000 school Breakfast Clubs, providing some 70,000 meals each school day (page 16). • We will create 25% less food waste than in 2018 and will continue to work towards 100% of surplus food going to those most in need (page 19). • We will have 50 Greggs Outlet shops providing affordable food in areas of social deprivation, with a share of profits given to local community organisations (page 22). • 30% of items on our shelves will be healthier choices and we will attract customers through education and promotions (page 25).	• 1,049 Breakfast Clubs serving over 79,500 children every school day. • We're enhancing Greggs Foundation Breakfast Clubs, now called Feeding Brighter Futures, to bring even greater value to their school network. • We now have 45 Greggs Outlet shops. • Once again, we exceeded our target with more than 30% of the products on our shelves being healthier choices.
7.2	• We will be on our way to achieving carbon neutrality by using 100% renewable energy across all our operations (page 31). • 25% of our shops will feature elements from our Eco-Shop's 'shop-of-the-future' design (page 34).	• 89.3% of all electric and gas energy used across our operations was renewable. • We are proud that 97% of the electricity and 47% of the gas we buy is now certified as renewable. • Since 2019, the carbon intensity of our business dropped by 56%. • 34% of our estate feature elements of the Eco-Shop design.
8.5 8.6	• Our workforce will reflect the communities we serve (page 43).	• We were successfully reaccredited the National Equality Standard (NES) and have three colleague inclusion networks to support our colleagues form diverse backgrounds. • Since launching our Fresh Start programme in 2013, we have placed 369 candidates in permanent roles – 17 of whom have since moved into shop management roles.

UN SDGs and relevant UN targets	The Greggs Pledge-related goals (end of 2025 targets)	2025 progress
12.3 12.5 12.6	• We will create 25% less food waste than we did in 2018 and will continue to work towards 100% of surplus food going to those most in need (page 19). • We will have a robust, responsible sourcing strategy in place and will report annually on progress towards our targets (page 48). • By the end of 2025, we will use 25% less packaging, by weight (as a percentage of sales), than in 2019 and any remaining packaging will be made from material that is more easily recycled (page 37).	• In 2025, 45% of unsold food was redistributed. The remainder was sent to anaerobic digestion, meaning no surplus food went to landfill. • EcoVadis rates supplier sustainability across four areas: environment, labour and human rights, ethics, and procurement. In 2025, we achieved their bronze award. • All items of own-brand packaging can be more easily recycled*.
13.2	• We will be on our way to achieving carbon neutrality by using 100% renewable energy across all our operations (page 31).	• 89.3% of all electric and gas energy used across our operations was renewable. • 28% of the vehicle fuel we use now comes from renewable sources.
14.4	• We will reach and maintain Tier 1 in the BBFAW (page 51).	• We maintained Tier 2, with an impact rating of C, in the BBFAW.
15.1	• We will have a robust, responsible sourcing strategy in place and will report annually on progress towards our targets (page 48).	• Almost 19% of the pork we buy is free from farrowing crates. • We further improved our chicken welfare standards, with 100% reared at a stocking density of less than or equal to 30kg/m^2. • All the laying hens in our egg supply chain are cage-free, free range, and free from close confinement. • 100% declared soy in our own operations is certified as sustainable.

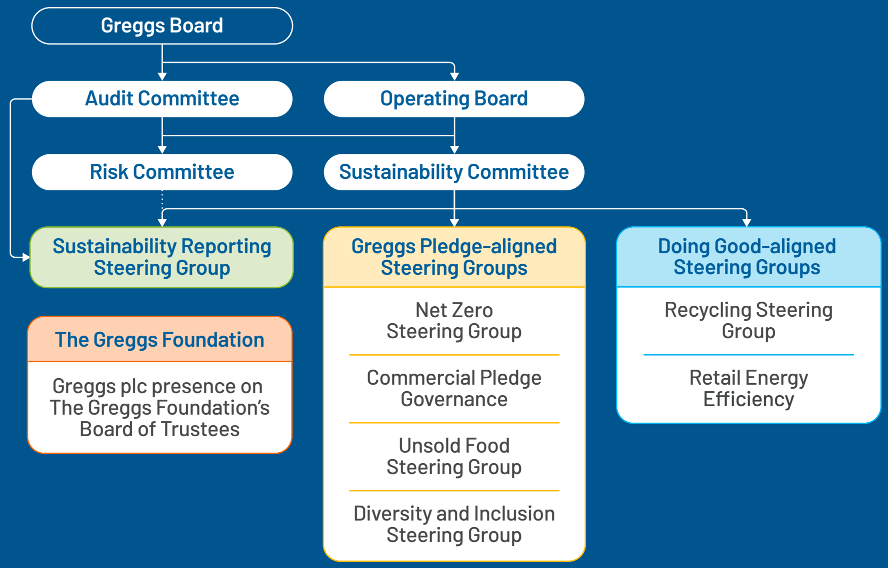
* Excluding hot drink cups.

STRONG GOVERNANCE

Strong governance is fundamental to how we run Greggs. It promotes transparency, clarifies accountability, and helps us to deliver long-term success.

Our approach to governing our ESG and sustainability programme is just as rigorous. Our integrated approach ensures that sustainability is not only a strategic priority but also a shared responsibility across the business.

OUR GOVERNANCE STRUCTURE



Greggs Board

Our Board has overall responsibility for ensuring that Greggs is an ethical, responsible and sustainable business and our approach to ESG is governed at the highest level.

Operating Board

As our executive forum for sustainability, it provides the leadership and oversight needed to turn ambition into action. The Operating Board guides ESG delivery across the organisation, receiving regular updates from the Sustainability Committee and ensures that activity remains aligned with our operational priorities. It allocates the resources required to drive progress and acts as the key point of escalation for significant risks, issues or decisions.

Sustainability Committee

Responsibility for delivering our sustainability commitments is delegated to the Sustainability Committee, which regularly reports to the Operating Board and Greggs Board. The Committee ensures that the sustainability strategy is appropriate, applies focus on the material issues related to the business strategy, and is consistent with our purpose, culture and values. It is empowered to initiate projects, create steering groups, and devise the targets and metrics that allow us to track progress.

Steering Groups

The operational delivery of The Greggs Pledge commitments is overseen by Steering Groups comprised of cross-functional department heads with the authority to deliver the required changes to our business. These Steering Groups monitor relevant metrics and performance trends to guarantee alignment with strategic objectives, and coordinate relevant sustainability reporting to meet compliance and disclosure requirements. They also monitor emerging regulations and advise the Sustainability Committee on implications and compliance.

Audit Committee

The Audit Committee is responsible for reviewing and monitoring our system of internal controls and risk management in relation to sustainability-related risks and controls. Likewise, it is responsible for reviewing and monitoring our processes for compliance with all relevant laws and regulation in relation to sustainability.

Risk Committee

The Risk Committee analyses, assesses, measures and understands sustainability-related risks and related controls as part of our broader Enterprise Risk Management (ERM) framework. It ensures that we have proper and effective risk management controls in relation to sustainability risks.

Remuneration Committee

To ensure leadership accountability, management bonuses are contingent upon collectively meeting pre-agreed targets across our business. In 2023, following our remuneration policy review, the Remuneration Committee agreed to include ESG performance targets in the long-term incentive awards made to Executive Directors and senior management for the three-year remuneration policy period following this review.
The Remuneration Committee conducts regular reviews of all targets to confirm their alignment with future business objectives.

ENGAGING WITH OUR STAKEHOLDERS

Our programme of internal and external communications aims to amplify the impact of our sustainability programme by demonstrating transparency, building trust and inspiring others to follow our lead.

Greggs Sustainability Champions

We want to empower our colleagues to play an active role in driving our sustainability agenda forward. In 2025, we created a network of our most engaged colleagues and invited them to become Sustainability Champions. The collaborative network now includes more than 100 colleagues, with representatives from all areas of the business.

The purpose of the Sustainability Champions network is to embed sustainability into every part of our business. Champions help to amplify our positive impacts by supporting local initiatives, offering advice on training, and spreading best practices across the business.

For example, Champions from the network partnered with Northumbria University to co-create a Green Skills course designed to support businesses across the North East to embed sustainable practices. The course includes real-life case studies about how Greggs integrated sustainability into everyday business operations, helping to inspire other businesses to take action.

Biffa Sustainability Challenge

We want to empower our colleagues to share their ideas, and build a culture where sustainability is everyone's responsibility.

In 2025, for the second year, we partnered with our waste services provider, Biffa, to launch a Sustainability Challenge, designed to spark creativity and action across our business. We invited colleagues from every department to share ideas on how we can make a positive impact on local communities, the environment or our own business practices, and shortlisted ideas were presented to a panel of senior leaders from both Greggs and Biffa. The winning ideas are now being implemented, including: the creation of a biodiversity pond in a local school; a mud kitchen initiative aimed at promoting outdoor play and sustainability awareness among children and the transformation of a community centre, providing opportunities for people to connect with nature.

Telling our story externally

In addition to hosting this report on our website, we choose to share updates about The Greggs Pledge commitments and our wider sustainability efforts via popular social media platforms.

Alongside this continuous drumbeat, we plan purposeful engagement around key moments that naturally lend themselves to strong sustainability and responsibility narratives. These include LinkedIn content, news articles and targeted PR outreach to reinforce transparency and progress. For instance, in 2025 , the trade title *Retail Week* ran a feature about our newest Eco-Shop.

Shop openings and Outlet milestones serve as anchor moments to talk about community investment, local partnerships, and the growth of our social impact footprint.

We also seek opportunities to publicly align with respected organisations and initiatives that reflect our values, such as supporting Chester Zoo's palm oil sustainability work, strengthening trust and showing leadership beyond our own operations.

Finally, moments like Fairtrade Fortnight allow us to activate across all customer channels, reinforcing our commitment to ethical sourcing with messages tailored for corporate, consumer and stakeholder audiences.

The remainder of this Greggs Pledge Sustainability Report explains how we have delivered against each of our original ten commitments and explains what changes we are making for the next iteration of The Greggs Pledge.

Before publication, the report undergoes an internal validation process. All metrics and key data points are reviewed by our finance team and verified through an extensive internal audit to ensure accuracy and integrity. In addition, we externally verify our commitments where possible, such as our carbon emissions through the Carbon Trust, providing independent assurance of our reporting. This dual approach – internal governance combined with external verification – strengthens transparency and credibility in our sustainability disclosures.

DELIVERING AGAINST OUR COMMITMENTS

ACHIEVED IN 2025

MEASURING OUR PROGRESS

- Achieved
- Partially achieved
- Still to be achieved

In 2025, we achieved...

BUILDING STRONGER, HEALTHIER COMMUNITIES

1. Growing Breakfast Clubs (Achieved)

We have supported over 1,000 school Breakfast Clubs in The Greggs Foundation Breakfast Club programme, and launched our Feeding Brighter Futures programme.

2. Putting an end to food waste (Partially achieved)

We redistributed 45% of unsold food to good causes and maintained cost of waste in manufacturing operations at 0.17% of sales.

3. Supporting our communities (Achieved)

We opened seven Outlet shops to take us to 45.

4. Helping our customers make healthier choices (Achieved)

We maintained our ranging principles to ensure at least 30% of our range is a healthier choice.

MAKING OUR PLANET SAFER

5. Going carbon-neutral (Partially achieved)

We increased Hydrotreated Vegetable Oil (HVO) use across our fleet to 28% of fuel requirement.

6. Building the shops of the future (Achieved)

We rolled out existing Eco-Shop elements across 34% of the estate and opened our second Eco-Shop.

7. Using less packaging (Achieved)

100% of Greggs own brand packaging is now 'more easily recycled'*.

* Excluding hot drink cups.

BECOMING A BETTER BUSINESS

8. Embracing diversity (Achieved)

We successfully maintained our National Equality Standard (NES) accreditation.

9. Sourcing sustainably (Partially achieved)

Over 80% of soy in our animal feed is from sustainable sources. We continue to work with meat, egg and dairy suppliers to move 100% of soy in animal feed to sustainable sources.

10. Protecting animal welfare (Achieved)

We achieved stocking densities of a maximum of $30kg/m^2$ for 100% of our chicken sourcing.

2021-2025 ACHIEVEMENTS

Over the last five years, we achieved...

MEASURING OUR PROGRESS

Achieved · Partially achieved · Still to be achieved

BUILDING STRONGER, HEALTHIER COMMUNITIES

1. Growing Breakfast Clubs (Achieved)

We have supported over 1,000 school Breakfast Clubs providing some 79,500 meals each school day.

2. Putting an end to food waste (Achieved)

40% less food is wasted than in 2018 and we continue to work towards 100% of surplus food going to those most in need.

3. Supporting our communities (Partially achieved)

We have 45 Greggs Outlet shops providing affordable food in areas of greatest need, with a share of profits given to local community organisations.

4. Helping our customers make healthier choices (Achieved)

Over 30% of the items on our shelves are healthier choices.

MAKING OUR PLANET SAFER

5. Going carbon-neutral (Partially achieved)

We are on our way to achieving carbon neutrality by using 97% renewable electricity across all of our operations. 47% of the gas we use in our operations is 'greener' gas.

6. Building the shops of the future (Achieved)

34% of our shops feature elements from our Eco-Shop 'shop-of-the-future' design.

7. Using less packaging (Achieved)

100% of Greggs own brand packaging is now 'more easily recycled'.*

* Excluding hot drink cups

BECOMING A BETTER BUSINESS

8. Embracing diversity (Achieved)

Our workforce reflects the communities we serve.

9. Sourcing sustainably (Achieved)

We have a robust, responsible sourcing strategy in place and will report annually on progress towards our targets.

10. Protecting animal welfare (Partially achieved)

We secured and maintained Tier 2 in the BBFAW Animal Welfare standard.

BUILDING STRONGER, HEALTHIER COMMUNITIES

Our efforts to build stronger, healthier communities is focused on two areas: helping communities facing financial challenges and making it easier to eat well.

Supporting communities facing financial challenges

We have always looked for ways to give back to the communities we serve and to help people in need.

We donate 1% of our pre-tax profits to The Greggs Foundation and do additional fundraising in our shops. The Foundation then distributes this money as grants to schools, community organisations, families and individuals facing financial challenges. We also donate a proportion of the profits from our Outlet shops to The Greggs Foundation to support community groups.

As a food business, one of the most powerful things we can do is help to tackle hunger by redistributing unsold food to people who need it.

Improving the nation's diet

We have a role to play in addressing poor nutrition and obesity. That means offering a broad choice and looking for ways to reduce calories, fat, salt and sugar from our recipes. We are helping customers make healthier choices by making nutrition information visible to them, through traffic light labels and by highlighting particular nutritional features such as protein content.

>60 million
free breakfasts
provided since 2021

BUILDING STRONGER,
HEALTHIER COMMUNITIES

BREAKFAST CLUBS

COMMITMENT 1

By the end of 2025, we will support 1,000 school Breakfast Clubs providing some 70,000 meals each school day.

BREAKFAST FOR CHILDREN, EVERY SCHOOL DAY

Over the past 25 years, The Greggs Foundation has supported Breakfast Clubs in 1,000 UK schools in deprived areas where food insecurity is a daily challenge for many families. Offering children a free, nutritious breakfast every school day not only stops them going hungry, but also encourages them to get to school on time and settle in before lessons begin. Parents and teachers tell us what a positive impact breakfast clubs have on a child's attendance, readiness to learn and wellbeing.

Every school receives fresh bread from their local Greggs shop and half of the programme's funding comes from Greggs plc and the incredible fundraising efforts of our colleagues and customers.

The other half of the programmes funding is supplied by more than 140 partner businesses and organisations who choose to donate to support one or more local schools.

This support from the community creates a powerful connection between local businesses and local schools, making a real difference where it matters most.

As well as a cash grant, which allows participating schools to purchase the right mix of food to suit their school population, school staff also have access to a relief grant which allows them to apply for small grants to purchase beds, essential household appliances, clothing and grocery vouchers for families that they know are struggling.

In April 2026, the UK Government begins the roll out of its breakfast club programme to English primary schools. As our schools transition to this free breakfast in the years ahead, we will continue to support our network of schools and our financial support will be used to help school children in other ways.

In 2025, The Greggs Foundation launched a new programme – Feeding Brighter Futures – which supports schools by funding equal access to opportunities during breakfast and after school clubs, holiday clubs and during school trips.

Pledge timeline of achievements

	2021	2022	2023	2024	2025
Number of schools supported	686	789	896	1,015	1,049
Number of children fed	44,500	49,000	62,000	75,000	79,500

The Greggs Foundation work with schools to focus support where children will see the greatest impact from a Feeding Brighter Futures grant. Nurturing potential should never be limited by a cost barrier. Some schools may use the grant to fund school trips; others might run camps in the school holidays and some will use it to fund after-school clubs to provide sports coaching, play, skills or wraparound care for working families. Whatever out-of-classroom experiences they choose to offer, it will be available to all children – whatever their circumstances – to ensure no child is left behind.

These schools will also continue to have access to The Greggs Foundation's Relief Grant.

The focus now is on making sure Feeding Brighter Futures has a positive impact on The Greggs Foundation's school network. We do not know the timeline for schools to switch to the free Government breakfast provision, so, for now, we are not including a new Feeding Brighter Futures commitment in the next iteration of The Greggs Pledge.

100

local organisations will recieve support through The Greggs Foundation's Community Action Fund by the end of 2026.

Supporting schools remains core to our wider Doing Good agenda and The Greggs Foundation will continue to move schools on to its new programme. Our Greggs Pledge focus this year shifts to The Greggs Foundation's Community Action Fund (see page 22). Through this, by the end of 2030, we aim to support at least 150 local organisations that are working hard to strengthen their communities, starting with a target of 100 by the end of 2026.

This evolution reflects our broader ambition: to empower the local groups and organisations that play a vital role in tackling the challenges communities face every day. We believe in the power of community-led action, and we're proud of the positive impact The Greggs Foundation is already making across the UK. Together, we'll keep building stronger, more connected communities.

FEEDING BRIGHTER FUTURES

The Greggs Foundation ran a pilot scheme for Feeding Brighter Futures in 2025 and included Grimes Dyke Primary School. The school used the grant to introduce a wide range of extra-curricular activities, including roller skating, modern language classes and a science and nature club.

The Greggs Foundation also awarded a grant to Anglesey Primary School in Birmingham which used it to set up a new badminton club, buying equipment and hiring a qualified coach to teach the children a new sport. The club is now part of Badminton England's Shuttle Stars programme for primary-aged children and the school is delivering structured sessions through a new school sports club that is fun, inclusive and accessible.

39%

food waste reduction at our production sites since 2021

BUILDING STRONGER, HEALTHIER COMMUNITIES

PUTTING AN END TO FOOD WASTE

COMMITMENT 2

By the end of 2025, we will create 25% less food waste than in 2018 and will continue to work towards 100% of surplus food going to those most in need.

PUTTING AN END TO FOOD WASTE

Our production sites wasted just 0.17% of everything they made last year, down from 0.28% in 2021, meaning we have exceeded the target we set ourselves to cut food waste in our production sites by 25% by 2025. We will continue to monitor our production waste to make sure we keep it at this low level and will add a fighting food waste performance metric to our operational key performance indicators (KPIs).

We believe this waste-conscious way of working is now deeply embedded in manufacturing processes as part of business as usual. So, while we continue to focus on improvements, we are removing this metric from our new Greggs Pledge commitments. Instead, we will focus on increasing food redistribution.

We use advanced ordering systems to forecast daily sales and manage stock efficiently, baking fresh batches throughout the day to minimise waste. When we prepare more products than we can sell, we want that food to go to people who need it.

This is why we also send surplus and unsold food to our Outlet shops to be sold at a big discount in areas of social deprivation. Customers usually pay around half the price they would pay in a standard Greggs shop. Since the start of 2021, we have opened 32 new Greggs Outlet shops, taking the total to 45. Every one of our supply sites now has an Outlet shop nearby, meaning that we have a distribution channel for any surplus or imperfect products. Our goal is to continue to open more Outlet shops, as they are a great channel to redistribute unsold products and give back to their local communities through sharing a portion of their profits (see page 22).

As well as looking for new locations for Outlets, we are improving how we move unsold product from our shops to these formats. Many of our Outlet shops now have a collection van that enables them to visit all the Greggs shops in their local area to pick up unsold food at the end of every day. Where we don't have an Outlet, we work with almost 800 charity partners to redistribute unsold food.

As recently as 2020, we were redistributing just 18.2% of our unsold food meaning that 82% was backhauled to our production sites and sent to be composted by anaerobic digestion. We are proud of the work we have completed over the last five years to redistribute our surplus food: by the end of 2025, we were managing to save 45% of our unsold food by selling it at a discount via Magic Bags, one of our Outlet shops, the Too Good To Go app or donating it to charity. Our ambition is to increase that to 50% of all unsold food by the end of 2030.

Too Good To Go

Throughout 2025, we continued to build on our partnership with Too Good To Go, using the app in around 1,450 shops to ensure unsold food is redistributed when it cannot be directed to a charity partner or a Greggs Outlet. In August, we introduced 'Grab Bags' on the app, a new way to include products that previously were not available in our bundles, such as soup, chicken goujons and potato wedges. This helped us make a significant impact and, by the end of the year, we had redistributed 81,000 Grab Bags, preventing nearly 49 tonnes of food from going to waste.

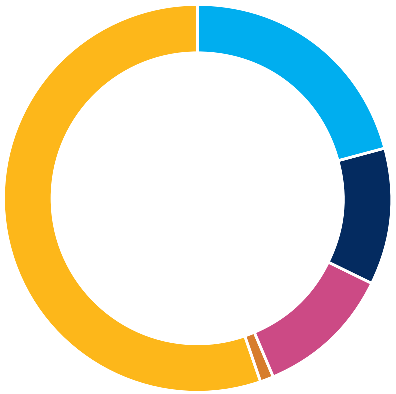
Pledge timeline of achievements

	2021	2022	2023	2024	2025
Proportion of unsold food redistributed from retail sites	28.4%	38.3%	41.9%	45.1%	44.9%
Food waste (arising in our production sites as a percentage of total sales)	0.28%	0.23%	0.19%	0.18%	0.17%

We are always challenging ourselves to do better and have made recent enhancements to our reporting systems that will allow us to track redistribution activity with greater granularity and accuracy, particularly in relation to Outlet sales and multipack formats. This year, we will therefore establish a new baseline against which to track progress over the next five years.

We have changed the focus of our efforts from cutting food waste to increasing the proportion of unsold food that we succeed in redistributing each year and have changed our commitment accordingly. By the end of 2030, we aim to be redistributing 50% of all unsold food.

Proportion of unsold food redistributed from retail sites



Outlets	21%
Too Good To Go	11.4%
End-of-day charity collections	11.3%
Colleague Magic Bags	1.2%
Anaerobic digestion	55.1%

THE GREGGS PLEDGE NEW COMMITMENT

By the end of 2026
We will introduce a 'Fighting Food Waste' performance metric into our operational KPIs.

We will continue to open Greggs Outlets in line with our plan.

By the end of 2030
We will build on our strong track record of redistributing unsold food and commit to increasing this to at least 50%.

BUILDING STRONGER, HEALTHIER COMMUNITIES

32

Outlet shops opened since the start of 2021 taking the total to 45, donating over £5m to The Greggs Foundation's Community Action Fund

SUPPORTING OUR COMMUNITIES

COMMITMENT 3

By the end of 2025, we will have 50 Greggs Outlet shops providing affordable food in areas of social deprivation, with a share of profits given to support local community organisations.

SUPPORTING COMMUNITIES TO ACT

Our Greggs Pledge commitment was to have 50 Outlet shops by 2025, but we fell slightly short. This is due to our conviction that securing the right locations is more important than speed. We want to open Greggs Outlet shops in good quality sites within communities where they can make the greatest difference.

During 2025, we opened seven new Outlet shops, including the first Outlet shop in the South West of Edinburgh. We are supporting it with a van service that makes daily deliveries from our many shops in the wider Edinburgh area.

This means we now have 45 Outlet shops in areas of social deprivation across the UK, selling unsold food at a big discount.

Greggs Outlets remain at the heart of our food redistribution journey, and we're committed to continuing their growth to help more people access great food at affordable prices. However, we're removing a specific shop-number target from The Greggs Pledge.

We'll continue to report on our food redistribution progress and highlight the great work of The Greggs Foundation's Community Action Fund, while focusing on delivering impact as the right new Outlet locations become available.

Supporting local organisations to act

We believe that community-led action is the best way to tackle the challenges facing local areas throughout the UK. Established local charities have the knowledge and networks to really make a difference – often, all they need is a little financial help.

We donate a percentage of the profits from our Outlet shops to The Greggs Foundation's Community Action Fund, empowering local organisations to make a real difference in their communities. In 2025, we donated almost £1.5 million to this fund, which made up 73% of The Greggs Foundation's awarded grants last year.

£1.5m

donated to The Greggs Foundation's Community Action Fund, from the profits of our Outlet shops in 2025

Pledge timeline of achievements

	2021	2022	2023	2024	2025
Greggs Outlet shops providing affordable food in areas of social need	20	29	35	38	45

Demand for support continues to grow across the UK, especially as funding opportunities become harder to find. To provide greater stability for the supported groups, the core funding given by The Greggs Foundation has increased from two years to three, giving organisations more time to plan and deliver lasting impact. These grants offer four funding windows each year, ensuring communities have regular opportunities to access support when they need it most.

As our network of Outlet shops grows, so will our ability to help more community groups. By the end of 2026, we aim to be awarding grants to 100 different community organisations across the country. By the end of 2030, we want to be supporting 150 organisations each year.

THE GREGGS PLEDGE NEW COMMITMENT

By the end of 2026
We will support 100 local organisations to take action that strengthens their communities.

By the end of 2030
We will support 150 local organisations to take action that strengthens their communities.

Supporting charities

In 2025, The Greggs Foundation gave grants to a wide range of organisations including a gym that has been adapted for disabled users, a charity that aims to reduce social isolation for people over 50 years old and an urban community green space.

How SCRATCH is helping turn houses into homes with the help of The Greggs Foundation in Hampshire

Southampton City and Region Action to Combat Hardship – better known as SCRATCH – is a charity dedicated to relieving the effects of hardship, disadvantage and homelessness in the Hampshire area.

Charity Chief Executive, Mike Smith*, explains what it takes to help nearly 3,000 households a year on the south coast and why funding from The Greggs Foundation makes improving lives that little bit easier to achieve.

First registered in 1999 to relieve the effects of poverty in Southampton and the surrounding area, SCRATCH has become a positive force in the local community by focusing on three things: People. Product. Place.

As Mike Smith said,

"The people referred to us are typically getting their first home. Many of them have been living in a hostel or sofa surfing for a period of time. So, more often than not, they have nothing in the way of home furnishings and the house they are moving into doesn't even have the basics of a place to sit, a place to sleep or white goods to make cooking and cleaning possible".

In most instances, the furniture offered by SCRATCH isn't free. But as Mike explains, the cost of furniture is either covered by housing associations or the local council. And where beneficiaries are required to cover the cost of items themselves, it is heavily subsidised through the grants and funding that the charity receives. So much so that SCRATCH offers a whole house furnishing package for just £100.

As Mike notes, the incredible popularity of the SCRATCH service has seen it grow dramatically over the last 25 years:

"What started out as a few weekly deliveries has now turned into a huge logistics operation. We furnished nearly 3,000 households last year, which requires a large warehouse to hold stock and two large 3.5 tonne removal vans that are almost constantly on the road now. The money we've received through the Community Action Fund makes a big difference to what we do. We have electricity bills to pay, employee salaries to cover, vans to service and much, much more."

"Having core funding that we can spend where it is going to have the most impact is critical to a charity with large overheads like ours. For example, the rent on our warehouse is £60,000 a year alone. This funding from The Greggs Foundation means we are able to cover the salary of our Volunteer Manager, which is a crucial role in keeping us well-resourced and able to run our services 12 months of the year."

* Left SCRATCH in March 2026

BUILDING STRONGER, HEALTHIER COMMUNITIES

>30%
of our product range has been made up of healthier choices since 2021

HELPING PEOPLE MAKE HEALTHIER CHOICES

COMMITMENT 4

By the end of 2025, 30% of the items on our shelves will be healthier choices, and we will attract customers through education and promotions.

HELPING PEOPLE MAKE HEALTHIER CHOICES

Since 2021, we have consistently achieved our target: every year, at least 30% of the items on our shelves have been a healthier choice. We define a healthier choice as being under 400 calories and having no red traffic lights.

New healthier products

Our product development pipeline continues to add tempting new items to the menu and in 2025, over 40% of all the new products that we added were a healthier choice. For instance, we introduced Plenish Turmeric Recovery health shots, a Free Range Egg Pot, a Fat Free Greek Style Yoghurt with Strawberry Compote, and a Korean Flatbread.

Constantly improving our existing range

Whether it's a freshly made sandwich or a pot of fruit, our menu offers variety and flexibility so customers can make choices that fit their day. Great tasting and outstanding value food will always be at the heart of what we do and we're proud that our core range continues to play a role in everyday moments, from quick lunches to well-earned breaks, whatever a customer's lifestyle goals.

We continue to work towards improving the nutrient profile score of our range through introducing new products and identifying opportunities for reformulation to improve nutrition content of our products. In 2025, that included cutting the amount of salt used in our roast and Mexican-style chicken breast slices by over 30%, whilst enhancing the overall taste and quality of our sandwiches meaning that all of our chicken sandwiches are now compliant with Public Health England salt targets. We never compromise on quality. Every time we reformulate a product, we make sure it meets the same high standards our customers expect, because great taste is at the heart of everything we do.

Informed choice

As well as reformulating our products, we also continue to find ways to empower customers to make informed choices. This includes clear messages on pack and putting nutritional labelling at the point of sale. In March 2025, we were very proud when the charity ShareAction identified Greggs as showing 'leading practice in the disclosure of healthiness information' in the out of home sector. In 2026, we are improving the way we communicate which of our products are high in protein, by adding the grammage of protein to products that are high in protein and meet our protein policy, including our Omelette Breakfast Roll and Roast Chicken Salad Sandwich. We have also introduced two new high-protein drinks as part of our meal deal, offering greater choice for our customers.

Looking ahead to 2026, we're continuing to expand the choice of balanced, feel-good options across our menu. We launched Matcha for the first time and will be relaunching our salads range with some new, high-protein

76%

of our products meet UK Government recommended limits on salt and calories

2.9 billion calories

and 72 tonnes of salt have been removed from customers' purchases since 2022

Meaningful partnership

Alongside NESTA, we also work with a wide range of respected industry experts to inform and strengthen our approach to nutrition. This includes the British Nutrition Foundation (BNF), who provide independent advice on nutrition and diet. We also work closely with the Food Foundation to increase the amount of vegetables in our products. In addition, we actively participate in Future Food Movement roundtables, ensuring we stay at the forefront of conversations about the future of food and healthy sustainable diets.

choices designed to give customers even more ways to enjoy great-tasting food that fits their lifestyle.

More vegetarian options

We continue to explore non-meat offerings in key categories. We introduced a Red Pepper, Feta & Spinach Bake in spring 2025 which our customers loved, so we are bringing it back in 2026.

Setting a new commitment

Looking ahead, we are working with NESTA to improve how we internally track the positive impact that we are having on the nation's diet.

We have started to track our sales weighted average nutrient profile model (NPM) score for our range, and want to set ourselves a target to reduce this in the future.

Moving to measuring the healthiness of our sales across our full range, rather than tracking the percentage of healthier products will enable us to better reflect what our customers are consuming. By understanding this, we will be able to focus our efforts to ensure we're making an even greater contribution to our customers' health.

Our commitment for 2026 is therefore to measure the improvement in our sales weighted average NPM score from 2021 to 2025, to work in partnership with NESTA to assess our health strategy and measure the right metrics. We will also be working with NESTA on ways for us to improve our NPM score and will set ourselves a sales weighted average target to work towards achieving by the end of 2030.

Whether it's a freshly made sandwich, or a pot of fruit, our menu offers variety and flexibility so customers can make choices that fit their day.

>40%

of all new products in 2025 were healthier choice

THE GREGGS PLEDGE NEW COMMITMENT

By the end of 2026
We will have developed a methodology for measuring the healthiness of our food sales.

By the end of 2030
We will report on the healthiness of our sales and set a target for further improvement.

OUR NEW COMMITMENTS SUMMARY

Our new Greggs Pledge commitments and targets for **Building stronger, healthier communities** are listed below:

The Greggs Pledge 2026–2030	Commitment 1 **SUPPORTING OUR COMMUNITIES**	Commitment 2 **HELPING OUR CUSTOMERS TO MAKE HEALTHIER CHOICES**	Commitment 3 **PUTTING AN END TO FOOD WASTE**
Year 1 milestone	We will support 100 local organisations to take action that strengthens their communities.	We will have developed a methodology for measuring the healthiness of our food sales.	We will introduce a 'Fighting Food Waste' performance metric into our operational KPIs. We will continue to open Greggs Outlets in line with our plan.
By the end of 2030...	We will support 150 local organisations to take action that strengthens their communities.	We will report on the healthiness of our sales and set a target for further improvement.	We will build on our strong track record of redistributing unsold food and commit to increasing this to at least 50%.

DOING GOOD EVERY DAY

These three Greggs Pledge commitments are the places where we will focus additional effort and resource over the next five years. However, there is a wealth of activity across our business that is helping to build stronger, healthier communities, year in, year out. These include:

We sponsor **Laffs4 Kids**, a comedy fundraiser that provides Christmas gifts for children living in poverty in the North East.

For the last three years, we provided hot food and drink vouchers for **The Big Issue's** Christmas campaign which gives sellers support kits to help them through the winter and aims to boost their earnings and prospects.

GREGGS

FUELLING GREATNESS

AJ Bell Great Run Series
Volunteer Lunch Provider

We support the **AJ Bell Great Run Series**, an annual series of mass participation events that inspire people to get and stay active. For six years, we have provided a free lunch for all the volunteers who help to run the events.

We are partners of the **Natasha Allergy Research Foundation,** the UK's food allergy charity.

In 2026, we will support the **St Oswald's Hospice** art trail for the fourth time, helping to raise money and awareness for this important organisation.

We have been a partner of BBC Children in Need since 2006. In that time, we helped to raise over **£15 million** for the charity.

National Literacy Trust
Change your story

We are a founding partner of the North East Literacy Forum, led by the **National Literacy Trust** which has been inspiring and empowering families, children and people on the margins of society for 30 years.

DISASTERS EMERGENCY COMMITTEE

We have worked with the **Disasters Emergency Committee** for many years, using in-shop fundraising to support urgent appeals when major international disasters occur.

We are proud supporters of **Children Cancer North** and have been the main partner of its annual Children's Cancer Run for over 40 years. Since 1983, Greggs has helped raise almost **£9 million** to fund research into improving recovery rates of children with cancer.

MAKING OUR PLANET SAFER

At Greggs, we believe great value should also be low carbon. That's why 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.

Our plan is practical and ambitious: we're switching to renewables, electrifying where we can, cutting our energy use, and partnering with the suppliers who make the biggest difference on our footprint. We are also finding better, more efficient versions of the things we buy, from the equipment we use in our shops, to the packaging that a customer takes our products home in.

The work we are doing to achieve our net zero ambition is embedded in how Greggs runs, tracked using science-based targets, and overseen by the Greggs Board.

We are proud of the progress we've already made and realistic about the challenge ahead. We are determined to keep doing the right thing for our customers, our communities and the planet we all share.

56%
reduction in emissions intensity since 2019

MAKING OUR PLANET SAFER

REDUCING OUR CARBON FOOTPRINT

COMMITMENT 5

By the end of 2025, we will be on our way to achieving carbon neutrality by using 100% renewable energy across all of our operations.

ACHIEVING NET ZERO: REDUCING OUR CARBON FOOTPRINT

Our long-term aim is to reach net zero by 2040. Our near-term science-based emissions reduction targets have been approved by the Science Based Targets initiative (SBTi):

- To reduce absolute Scope 1 and 2 greenhouse gas emissions by 46.2% by 2030 from a 2019 base year; and
- To reduce absolute Scope 3 greenhouse gas emissions from purchased goods and services by 46.2% within the same timeframe.

We report monthly on Scopes 1 and 2 internally and disclose our progress externally each year through The Carbon Disclosure Project (CDP) and our Annual Report (which is aligned with the Task Force on Climate-related Financial Disclosures (TCFD) reporting recommendations). Our emissions intensity has dropped over time which confirms that we are achieving sustained efficiency gains and making meaningful shifts towards low-carbon energy.

Since 2019, we have cut our absolute Scope 1 and 2 emissions by 18%. We still have a way to go to meet our target of a 46.2% absolute reduction in emissions by 2030, but we are taking bold action to close that gap over the next five years, even as we grow our estate.

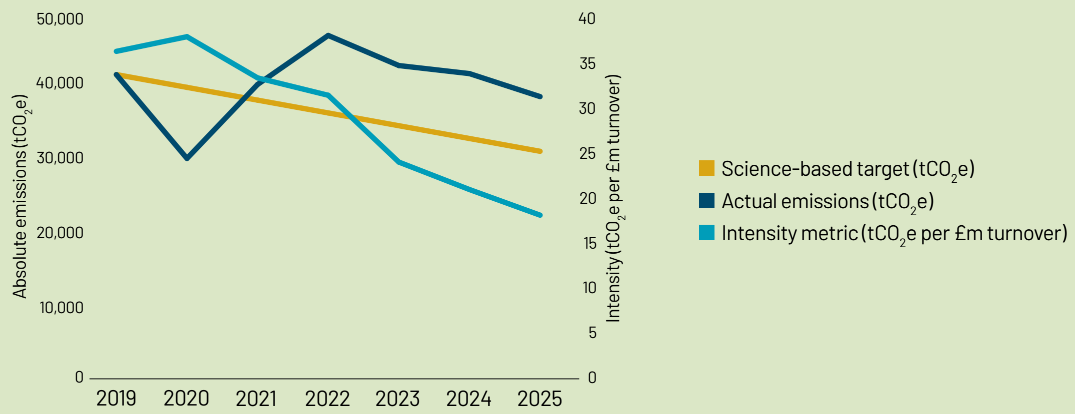
Switching to renewable energy

We now use 97% renewable electricity (Scope 2). We have some shops where we are not responsible for purchasing the electricity and, in those situations, we encourage our landlords to switch to renewable electricity. In 2023, just 30% of the gas (Scope 1) we purchased was from a renewable source but, by the end of 2025, we had increased that to 47%. Over time, we are reducing the proportion of gas we use by choosing electric equipment and boilers by default.

Where viable, we are generating our own electricity and now have roof-mounted solar photo voltaic (PV) panels at nine of our manufacturing and distribution sites. At our Amesbury site, they provided 22.5% of the energy used in 2025.

While the UK's EV charging and hydrogen infrastructure develops, we are reducing emissions now by switching the fuel used by our fleet (Scope 1) from diesel to HVO – a certified lower-carbon fuel. At the end of 2025, three of our logistics sites had switched to HVO, and a further two will be added in 2026.

The chart below shows the positive impact that our switch to renewable energy is having on our Scope 1 and 2 absolute emissions (dark blue line) and the energy intensity of our operations (shown in light blue):



Pledge timeline of achievements

	2021	2022	2023	2024	2025
Renewable energy (electricity and gas) used across our operations	79%	78%	86%	91%	89%

Cutting carbon from our value chain

Like many food businesses, most of our carbon footprint comes from the ingredients and packaging that we buy from our suppliers. In fact, we estimate that over 95% of our impact is Scope 3 emissions.

We are as ambitious about tackling carbon in our value chain as we are about reducing carbon in our own operations. That's why we have engaged with the suppliers of our most carbon-intensive ingredients – namely meat, dairy, cereals and coffee – and those associated with deforestation – such as palm oil, and paper and card packaging.

We have asked these suppliers to commit publicly to net zero (no later than 2050) and to measure and report their Scope 1, 2 and 3 emissions – the foundation for credible reductions.

We convene Supplier Climate Working Groups and engagement days to share best practice on carbon management and regenerative agriculture, and we track the proportion of our Scope 3 emissions covered by suppliers meeting these expectations.

Our understanding of our Scope 3 carbon footprint is improving all the time, giving us confidence that we are prioritising the biggest levers for reductions.

97%
of the electricity...

47%
of the gas...

and

28%
of the vehicle fuel we use now comes from renewable sources

THE GREGGS PLEDGE NEW COMMITMENT

By the end of 2026
We will reduce Scope 2 emissions as per our net zero trajectory.

By the end of 2030
We will be net zero for our Scope 2 emissions whilst maintaining our trajectory for all three Scopes by 2040.

Switching to cleaner power

We are continuing to phase out fossil fuels in favour of renewables and electrification:

- Our operations are steadily increasing the share of renewable electricity and renewable gas, supported by on-site generation where viable.
- We've installed solar PV across nine manufacturing and distribution sites, with modelling showing meaningful on-site coverage – for example, Amesbury's rooftop solar generated around 22.5% of the energy used in 2025.
- For new shops, we specify electrical equipment and boilers by default, cutting future Scope 1 emissions and simplifying the transition away from natural gas.

Decarbonising our deliveries

Moving food efficiently is just as important as making it efficiently. While the UK's charging and hydrogen infrastructure develops, we're reducing emissions now by switching part of our fleet from diesel to HVO – a certified lower-carbon fuel.

In 2025, Enfield, Clydesmill and Manchester logistics sites operated on HVO, contributing to an estimated 7,155 tCO_2e of savings

We also run double-decker trailers to move more product per journey, and use telematics to optimise routes and driver performance.

Tackling Scope 3 at source

Most emissions are in our value chain – so we're tackling Scope 3 at source.

Like many food businesses, the majority of our footprint lies beyond our own walls. That's why we've deepened engagement with suppliers of our most carbon-intensive ingredients (e.g. meat, dairy, cereals and coffee) and high-impact categories (e.g. oils & fats and packaging). We ask key suppliers to commit publicly to net zero (no later than 2050) and to measure and report Scope 1, 2 and 3 emissions – the foundation for credible reductions.

2
Eco-Shops have been opened since 2022 as testbeds for the future

MAKING OUR PLANET SAFER

BUILDING THE SHOPS OF THE FUTURE

COMMITMENT 6

By the end of 2025, 25% of our shops will feature elements from our Eco-Shop 'shop-of-the-future' design.

BUILDING THE SHOPS OF THE FUTURE

Our Eco-Shop programme is a practical testbed for ideas that save energy, water and carbon – and that can work in our busy shops every day. In 2021, we set ourselves the goal to ensure that over a quarter of our estate incorporated Eco-Shop elements by the end of 2025. In fact, 34% of our shops now include an idea tested in our Northampton Eco-Shop, and the proportion continues to grow as we refit older shops and add new ones.

We opened a second Eco-Shop in Winchester in June 2025. We used this drive-thru shop to trial next-generation low-carbon construction methods and a range of operational innovations. These include solar PV panels on the roof, intelligent lighting systems with daylight harvesting and wireless smart sensor controls, and heat pump air conditioning and overdoor heating systems. A key theme is recycling: we installed a heat recovery technology that reuses warm air generated by the refrigeration systems; the rainwater harvesting system will replace 3,000 litres of tap water with water we have collected ourselves; and the outdoor furniture, indoor flooring, and wall cladding all include recycled materials.

We worked with ZED-UK to carry out thermal modelling, energy optimisation and life cycle carbon assessments to calculate just how much impact these technologies and approaches have made. Early modelling suggests the Winchester Eco-Shop may deliver as much as a 25% reduction in energy use compared with a matched control group of drive-thru sites.

Successful technologies from our Northampton and Winchester shops are incorporated into our standard fit-out for new openings and refits, meaning that these energy reductions will eventually be made across our whole estate.

Although no longer a standalone Greggs Pledge commitment, our Eco-Shop programme will continue to help us to test, learn and scale innovative energy, water and waste solutions, in pursuit of our commitment to be a net zero business by 2040.

34%

of our estate now feature elements from our Eco-Shop

Pledge timeline of achievements

	2021	2022	2023	2024	2025
Percentage of our shops featuring elements of the Eco-Shop design	WE CREATED THE ECO-SHOP TEMPLATE	11%	21%	27%	34%

Greener refrigeration: Cutting carbon impact in our walk-in freezers

We have trialled a new lower-impact refrigerant gas within our walk-in freezer model, reducing Global Warming Potential from 1,387 to just 148. This move places us ahead of anticipated UK regulation and aligns us with standards already mandatory across the EU.

Further efficiency improvements, including enhanced flooring and insulated door curtains in this new model, will help drive additional measurable energy savings. Early insights from ZED-UK on our second Eco-Shop suggest energy efficiency savings across the whole project.

A-rated front-of-house refrigeration

Our A-rated front-of-house fridges show our commitment to selecting highly efficient equipment that maintains food quality while reducing shop energy consumption. These upgraded units support our broader sustainability commitments and form an important part of how the Eco-Shop model reduces overall energy demand without compromising the customer experience.

50% more efficient boiler technology

We are trialling a new under-counter boiler, which is 50% more energy efficient than our current model. The new boiler delivers measured portions (12oz and 16oz) rather than a free-flowing supply, reducing unnecessary heating and reduces water waste during busy trading periods. This shift supports our shop teams, enhances operational efficiency and reduces energy consumption at scale.

Next-generation preparation benches

In our second Eco-Shop, we are trialling a new preparation bench. Our current supplier developed a new unit that used 50% less energy and had an A+ energy rating.

The bench also includes overnight chilled storage, eliminating the need for separate fridges and improving workflow.

Rainwater harvesting

To support water reduction, we worked with Stormsaver to implement a new rainwater harvesting solution that had to overcome limited site space and a clear requirement to make sustainable practices visible to customers.

The design team delivered an all-in-one unit housing a 3,000-litre storage tank, pre-tank filters, booster set, and control panel. The unit provides significant water savings.

100%
of our own-brand packaging is 'more easily recycled'.*

MAKING OUR PLANET SAFER

USING LESS PACKAGING

COMMITMENT 7

By the end of 2025, we will use 25% less packaging by weight (as a percentage of sales) than in 2019 and any remaining packaging will be made from material that is more easily recycled.

* Excluding hot drink cups

BETTER PACKAGING, SAFER PLANET

In 2021, we set ourselves the ambitious goal of reducing the overall weight of packaging used across our business by 25%. As the work progressed, it became clear that the most responsible path wasn't simply about using lighter materials, but using better materials. We therefore shifted our focus towards improving recyclability across our packaging portfolio, and reducing the weight where we could.

Our paper and board-based packaging is entirely sourced from sustainable sources, certified by either Forest Stewardship Council (FSC) or Programme for the Endorsement of Forest Certification (PEFC).

The project team took a wide view: what could we stop using, what could we make lighter, and what could we redesign to make more efficient use of raw materials?

Removing unnecessary packaging

We have eliminated all unnecessary single-use plastics from our shops and manufacturing sites.

Making our planet safer

Since 2021, in many cases, moving away from a less recyclable material required the use of slightly heavier alternatives, such as moving plastic-handled bags and cutlery, to paper and wood, respectively.

While this meant we did not ultimately meet our weight-reduction target, prioritising recyclable solutions was the right choice for both our business and the planet. During the last six years, the way packaging performance was measured also changed. Packaging Recovery Notes (PRNs) were superseded by the Extended Producer Responsibility (EPR) system, meaning that a like-for-like comparison with our 2018 baseline was no longer possible under the new framework. We are proud of the fact 100% of our own-brand packaging is now 'more easily recycled'*, as a result of our work since 2021.

In our supply chain, we now use reusable plastic 'pallecons' to bring grated cheese to our Manchester and Enfield pizza production sites. Over the course of one year, these will replace the need for more than 110 tonnes of corrugated cardboard containers. We have also introduced pallecons for incoming deliveries of bread bags. These collapsible containers are easier to store, handle and unload than cardboard boxes and our trials found that they reduce damage to products too. We are now exploring where else we can put them to use, and plan to introduce them at two more production sites in the year ahead.

* Excluding hot drink cups

Making some of our packaging more lightweight

Lightweighting packaging means finding the sweet spot where we use just enough material to ensure that it can keep our products stable and safe as they travel through our supply chain.

Since 2021, we have conducted rigorous testing to explore the impact of shaving a few microns off our plastic wrap, or grams from a sheet of cardboard. For instance, the lids of our Belgian Bun boxes need not be as sturdy as the base, so we now use a material for the lids that is 10% lighter than the material we use for the base.

Another good example is our work to lightweight our soft plastics. We reduced the thickness of our bread bags from 28 microns to 25 microns which made no difference to the efficacy of the bags, but reduced our use of soft plastic by three tonnes a year. Likewise, we reduced the thickness of the stretchwrap we use to secure each pallet of products from 17 microns to 10 microns, saving over 36 tonnes of plastic each year.

Redesigning our packaging

Sometimes, we can make a huge difference just by applying a bit of common sense. A great example is our salad pots: in 2024, we swapped the rigid plastic lids we were using to close our salad pots for a peelable film lid. This reduced the weight of plastic needed for our lids by over 90%, removing about eight tonnes of plastic a year. In 2025, we repeated this for our Fresh Cream Slice, saving another 7.7 tonnes of plastic a year.

Making our packaging recyclable

We wanted all our packaging to be easily recyclable, so that most local authorities will accept it in domestic kerbside schemes.

This includes swapping our polystyrene lid for our hot drink cups to one made from recyclable plastic. Of the 137 items of product packaging found in our shops, all but hot drinks cups are now fully recyclable.

Hot drink cups

Our hot drinks cups are the only remaining item of product packaging that cannot be recycled in a typical domestic recycling system. Cups designed to hold hot liquid are lined with plastic and the UK's recycling infrastructure struggles to collect and reprocess these.

Over the last five years, we have worked with our industry peers to explore sector-wide improvements in the way we manage coffee cup usage and disposal. We remain committed to finding a solution and, in the meantime, continue to offer a discount of 25 pence to any customers who bring in a reusable cup for their hot drink.

Looking ahead

We are proud of the step-change we have achieved in making our packaging more recyclable and sustainable over the past five years. As our commitment to ensure our own brand packaging is 'more easily recyclable' is met, we will now remove it from The Greggs Pledge.

We will continue to apply our high environmental standards to all new packaging we introduce, and remain committed to solving the challenge of hot drinks cups. We will also continue to roll out our segregated waste bins in the customer areas of our shop estate by the end of 2026.

OUR NEW COMMITMENTS SUMMARY

Our new Greggs Pledge commitment and target for **Making our planet safer** are listed below:

The Greggs Pledge 2026–2030	Commitment 4 **GOING CARBON-NEUTRAL**
Year 1 milestone	By the end of 2026, we will reduce Scope 2 emissions as per our net zero trajectory.
By the end of 2030...	We will be net zero for our Scope 2 emissions whilst maintaining our trajectory for all three Scopes by 2040.

DOING GOOD EVERY DAY

The focus of commitment four is on our net zero goal, but we will continue the following projects as part of our business as usual to reduce our impact on the planet:

We will continue to use our Eco-Shops to test build techniques and equipment that we can roll out to all our shops.

WRAP

We are a signatory to several initiatives and agreements led by the **Waste and Resources Action Programme**, including their Food Waste Reduction Roadmap.

We have **eliminated all unnecessary single-use plastics** from our shops including plastic carrier bags and plastic cutlery.

We continue to fund and participate in the **National Cup Recycling Scheme** to try and find an easy-to-recycle hot drinks cup.

We will continue to **support sustainable agricultural practices** including buying wheat from regenerative farmed sources.

We are now exploring what role Greggs can play in **improving biodiversity and supporting the natural world.**

We are introducing customer **segregated waste bins** to our shop estate, allowing us to separate product packaging from food waste so that it can be recycled more easily.

More than **95% of our product packaging can be recycled at home** and is compliant with OPRL recyclability labelling.

Reducing our impact on nature

Greggs partnered with 3Keel to develop our first clear understanding of how nature underpins our business and where we create the greatest pressures. Using their DIRO Framework (a widely recognised method for assessing a business' impacts on nature, its dependencies on ecosystem services, and the resulting risks and opportunities across the value chain), 3Keel mapped our value chain from raw materials to disposal, highlighting key impacts across land and water use, climate, pollution and invasive species. This early analysis shows that raw material production is our most significant contributor, driven by cattle and pig rearing, perennial crops and vegetable production. Logistics, particularly sea freight and our disposal processes also contribute to emissions, pollution and wider environmental pressures. This work gives us a strong foundation to shape a credible and future-focused nature strategy in the coming years.

3keel

BECOMING A BETTER BUSINESS

We are committed to becoming a better business. In practice, this means continuously looking for ways to improve the experience of our colleagues and the colleagues working across our supply chain, as well as improving the welfare of the animals across our supply chain, all the while minimising our impact on the planet.

Building a strong workforce

We want our workforce to reflect the communities we serve because we know that a diverse and inclusive business is a stronger business. We work hard to make all 33,000 of our colleagues feel welcome at Greggs.

Promoting responsible actions in our supply chain

As a leading food-on-the-go retailer, we recognise the significant impact our sourcing decisions have on people, animals and the planet. That's why we are committed to ensuring that everything we buy is sourced with care, transparency and integrity.

BECOMING A BETTER BUSINESS

NES NATIONAL EQUALITY STANDARD

We achieved the NES in 2022 and were reaccreddited in 2025

EMBRACING DIVERSITY

COMMITMENT 8

By the end of 2025, our workforce will reflect the communities we serve.

BUILDING A STRONG WORKFORCE

Putting ambition into action

Since the launch of The Greggs Pledge in 2021, we have taken steps to build a workplace where everyone feels welcome, valued and is able to thrive.

Our commitment to embracing diversity has grown from building strong foundations focused on data capture, into taking more positive action, strengthening governance, and committing to increasingly representative development pathways.

We achieved the NES in 2022, demonstrating adherence to one of the UK's most rigorous benchmarks for diversity and inclusion. Our consistent and sustained commitment led to us being reaccredited in 2025.

Deepening understanding

We began working with the NES in 2021, to gain an understanding of our position and review the data we collect on gender, ethnicity, sexual orientation and disability.

Over the last five years, our data capture has improved, allowing us to measure our progress and identify opportunities for improvement.

In 2025, we used Government census data for gender, ethnicity, sexual orientation and disability, to create community census benchmarks for our retail regions, supply sites and for Greggs House. We are now working to understand the insights this provides and how this will help to inform our plans for our diversity and inclusion programme moving forward.

During 2026, we will develop our first Inclusion Index, establishing a consistent way to understand colleagues' experiences of inclusion across the business. This measure will help us to track progress and ensure that our actions are helping to provide a great colleague experience.

Pledge timeline of achievements

2021	2022	2023	2024	2025
500 managers attended an Inclusive Leadership workshop.	We achieved the NES.	We published our Ethnicity Pay Gap Report and provided enhanced support for colleagues from an ethnic minority background to progress their career.	Our core development programmes, aimed at supporting our potential future management colleagues, are representative of the ethnic diversity in our regional talent pools.	Our workforce reflects the communities we serve. We maintained NES accreditation.

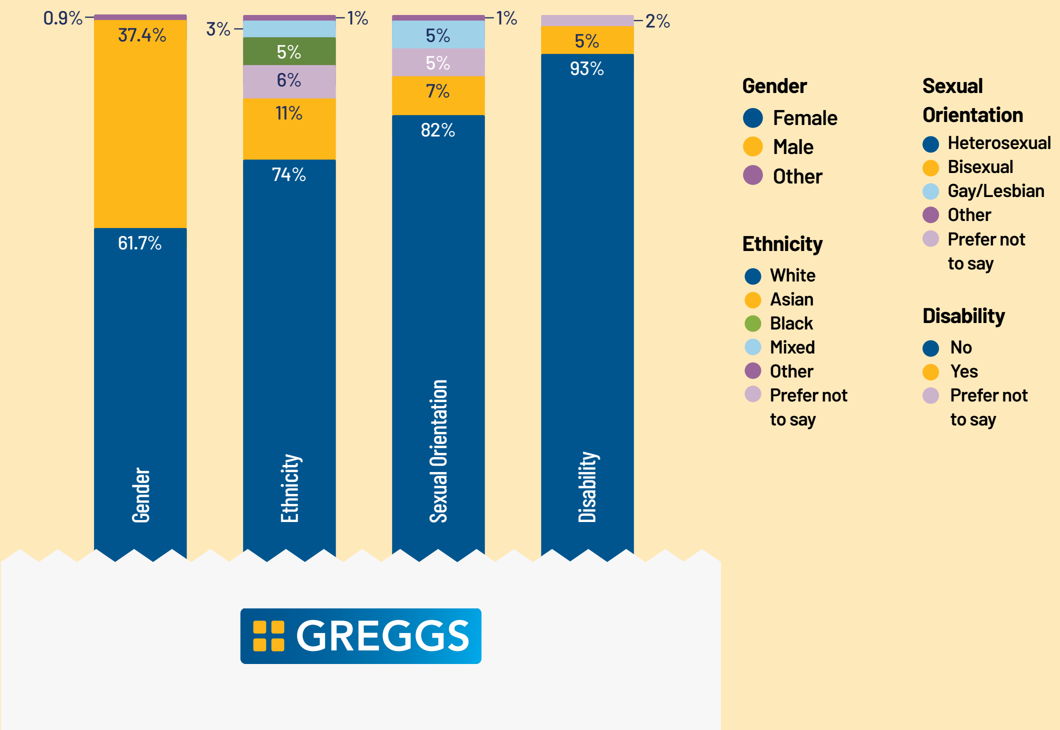
We are proud to reflect the communities we serve

Shown below is the demographic data we currently hold for gender, ethnicity, sexual orientation and disability of our colleagues, using Office for National Statistics (ONS) definitions. We recognise that these definitions won't represent how all colleagues identify, and sharing this data, other than gender, is entirely optional. These figures reflect only the colleagues who have shared their information with us.

Percentage of Greggs colleagues we hold data for

Gender	Ethnicity	Sexual Orientation	Disability
100%	94%	67%	64%

Representation breakdown of Greggs respondents



Listening to our colleagues

Our three colleague networks aspire to raise awareness, share knowledge and experiences, create new opportunities and support development so that everyone can reach their potential. These networks also help to address concerns, make sure that our policies are fair and equal and show all our colleagues that being your true authentic self at work is not only welcomed but encouraged.

These networks are active in shops, production and logistics sites, and in our head office, ensuring that everyone in the business can participate in and influence change.

In 2025, we brought together colleagues from across our colleague networks at our second Inclusion Conference. The event celebrates the progress we are making and helps to foster a culture where everyone feels welcome and can be themselves.

Raising awareness

Our Inclusive Leadership and Inclusive Management programmes ensure that leaders at all levels understand their role in creating a respectful workplace. This includes training in inclusive recruitment and leadership practices, plus helping managers to recognise and mitigate bias.

We have introduced new policies to provide additional support for people dealing with the menopause or transitioning their gender identity.

Our three colleague networks

PRIDE

A safe space for members of the LGBTQ+ community to discuss inequalities or barriers and to collaborate to make sure Greggs remains a great place to work, no matter your gender identity or sexual orientation.

REACH

Our ethnicity group exists to work together to share knowledge and experiences on race, ethnicity and cultural heritage to raise awareness, create new opportunities and support development so everyone can reach their potential.

ENABLE

Our disability network exists to make sure that Greggs is an inclusive workplace for colleagues living (directly or indirectly) with disabilities, mental or physical illness, neurodiversity and/or caring responsibilities.

Enhancing transparency and accountability

We are signatories to the British Retail Consortium's Diversity & Inclusion Charter, a sector-leading initiative that invites members to pledge to tackle inequality and strive to create inclusive workplaces.

We have published our gender pay gap data annually since 2018. In 2023, we reported our ethnicity pay gap for the first time, a significant step in improving visibility and accountability. In 2026, we will begin voluntarily reporting our disability pay gap as part of our Pay Gap Report. To support this, we are enhancing our disability data capture to improve the quantity of information we hold and help us to take more effective action.

Developing our people

We work hard to ensure that our future talent pathways are reflective of our talent pools, and we recognise that building a workforce which represents the communities we serve means proactively supporting people from minority groups.

For example, our Inclusive Mentoring programme connects mentees with members of senior management to provide guidance and share experiences. We have embedded representation into our management development pathways by ensuring that the cohorts who attend our core development programmes are representative of the ethnic diversity within our regional talent pools.

In addition, we created the Women's Development Network in 2018 to develop high-potential women across our business. In 2025, we had 38 women from our graded management population taking part in the network. The Network provides a dedicated space for high-potential female colleagues to focus on their personal and professional development, while also building strong cross-functional relationships that support long-term career growth.

Fresh Start

Through Fresh Start, we're helping open doors to work for people who may otherwise face barriers to employment. That includes care leavers, people moving on from the armed forces or prison, and those who've been out of work for a long time. We provide tailored training and real work experience, giving people the confidence and opportunity to build a future with Greggs, even if they wouldn't usually apply through our standard recruitment routes.

Since launching the programme in 2013, we've supported 369 people into permanent colleagues at Greggs. 17 of those have gone on to become shop managers, and in 2025 we were proud to see one colleague take the next step into a trainee area manager role.

THE GREGGS PLEDGE NEW COMMITMENT

By the end of 2026
We will have reported our 2025 disability pay gap, as part of our Pay Gap Report, ahead of legislation.

By the end of 2030
Through our inclusive talent attraction, recruitment and development approach, we will build a diverse talent pipeline and increase diversity across our leadership populations.

10

scored out of 10 in RSPO Shared Responsibility Scorecard, placing Greggs in top six retail companies globally

BECOMING A BETTER BUSINESS

SUSTAINABLE PROCUREMENT

COMMITMENT 9

By the end of 2025, we will have a robust responsible sourcing strategy in place and will report annually towards our targets.

RESPONSIBLE SUPPLY CHAIN SUSTAINABLE SOURCING

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.

WE PUBLISHED OUR FIRST RESPONSIBLE PROCUREMENT REPORT.

Pledge timeline of achievements

2021	2022	2023	2024	2025
We completed our review of soy across all our ingredients, joined the UK Roundtable on Sustainable Soya and signed up to the UK Soy Manifesto.	We published our deforestation policy, mapped supplier compliance and set out our plan to be deforestation-free by the end of 2025.	We completed the mapping of soy in animal feed to determine its sustainability status.	100% declared soy used in our own operations is certified as sustainable. We worked with meat, egg and dairy suppliers to move all soy in animal feed to be from sustainable sources by the end of 2025. We are using wheat from a regenerative farmed source in our wholemeal bread production.	We have a robust, responsible sourcing strategy in place and will report annually on progress towards our targets.

EcoVadis Bronze Sustainability Rating

EcoVadis is a globally trusted platform that benchmarks companies across key procurement themes.

We began working with EcoVadis in 2023 and, in 2025, completed their sustainability assessment for the first time. This third-party verification of our ESG performance helps to build trust with customers, investors and partners. We were proud to receive a Bronze rating, placing us in the top 35% of assessed companies – proof of our commitment to being a better business by using our purchasing power responsibly.

The assessment allows us to compare our performance against industry peers, and the detailed feedback helps us to identify strengths and pinpoint opportunities for improvement, guiding our ESG strategy and investment.

We are committed to progress and will participate in regular assessments to ensure that sustainability remains a core focus of our long-term business strategy.

A transparent supply chain

We use a range of approaches to assess the sustainability performance of our suppliers. Where available, this is supported by data from EcoVadis and Sedex. These partnerships give us greater visibility of supplier performance and help us to make informed, responsible decisions about who we buy from, as well as identifying where we can work with suppliers to support improvement.

BRONZE | Top 35%
ecovadis
Sustainability Rating
APR 2025

Overall Score

Percentile
65th

Score
60/100

Environment
80/100

Labour & Human Rights
55/100

Ethics
50/100

Sustainable Procurement
56/100

Avoiding deforestation

In 2022, we published our deforestation policy, mapped supplier compliance, and set a goal to be deforestation-free by the end of 2025 for the forest-based commodities we purchase – namely soy, palm oil, coffee, tea and cocoa.

Soy

We joined the UK Roundtable on Sustainable Soy in 2021 and signed up to the UK Soy Manifesto. By the end of 2023 we had mapped soy in animal feed used by our meat, dairy and egg suppliers. By the end of 2024, 100% of the declared soy used in our own operations was certified as sustainable. By the end of 2025, over 80% of the soy used by our meat, dairy and egg suppliers' feed was declared as deforestation and conversion-free. Without the regulation in force, by the end of 2025, some of our suppliers are not yet able to fully comply with its requirements. We expect that once EU Deforestation Regulation enforcement is in place, supplier compliance will increase and enable us to reach 100% in future.

Palm oil

All declared palm is RSPO-certified as sustainable from a segregated supply chain.

Greggs was named as a Top Performer in the RSPO's 2025 Shared Responsibility Scorecard, with an overall score of ten out of ten. This places us in the top six retailers globally, and in the top three in the UK alongside John Lewis and Marks & Spencer.

Coffee, tea and cocoa

We purchase Fairtrade coffee, tea (black, peppermint and green) and our hot chocolate powder contains Fairtrade cocoa. We source 100% of the cocoa used in all Greggs-made products from Fairtrade-certified sources, supporting more sustainable cocoa farming and fairer outcomes for producers. To become a Fairtrade producer, farmers and cooperatives must meet the Fairtrade Standards, as audited by an independent certification body. Over the last 19 years, the Greggs and Fairtrade partnership has generated over £10 million in Fairtrade premium for producers – from these commodities and other products including fruit juices and sugar sachets.

THE GREGGS PLEDGE
NEW COMMITMENT

By the end of 2026
We will improve our Sustainable Procurement EcoVadis score by 5%.

By the end of 2030
We will advance our sustainable procurement approach by improving our EcoVadis score by 25%.

Top 4

Greggs is a top four company in the Business Benchmark on Farm Animal Welfare

BECOMING A BETTER BUSINESS

PROTECTING ANIMAL WELFARE

COMMITMENT 10

By the end of 2025, we will secure and maintain Tier 1 in the BBFAW Animal Welfare standard.

RESPONSIBLE SUPPLY CHAIN IMPROVING ANIMAL WELFARE

Business Benchmark on Farm Animal Welfare

In 2023, the BBFAW began using new, more stringent assessment criteria. This meant that the roadmap that we had created in 2021 to enable us to secure Tier 1 became out of date.

The new criteria are much more challenging. We were placed in Tier 3 in 2023 and progressed to Tier 2 in 2024, where we remain. In 2025, we expect to maintain our Tier 2 ranking with a performance impact rating of 'C' in the Business Benchmark on Farm Animal Welfare. This means that we kept our place as one of the global highest-ranked companies. Currently, no companies have made it into Tier 1.

Our ambition now is to continue to improve our animal welfare practices to ensure we remain in a leadership position amongst our peers. Our principle focus areas will be reducing the use of farrowing crates for pigs and exploring a commercially viable option for slower growing breeds for broiler chickens.

Better Chicken Commitment

We have demonstrated our commitment to improving the welfare of broiler chickens by signing up to the Better Chicken Commitment and we are demonstrating progress against several criteria, including stocking density and lighting levels, as part of our ongoing implementation. We have a roadmap to move towards other requirements as they become commercially viable, working closely with our suppliers and special interest groups to support this transition.

Improving chicken stocking densities

Stocking density is the measure used to calculate how much space and freedom a chicken has to move around: the lower the number, the more space they have. We use stocking density as a KPI and set an ambition for 100% of broiler chickens supplied to us to be reared at a density of 30kg/m^2 or less. In 2022, just 49% of the chicken we bought was raised at this density. By the end of 2025, we achieved this for 100% of the chicken we procured.

In its latest ChickenTrack report, Compassion in World Farming highlighted Greggs 'improved performance'.

Stocking density of chickens at 30kg/m^2 or less

2022	49%
2023	65%
2024	86.6%
2025	100%

Greggs Broiler Standard

In 2024, we launched our own Greggs Broiler Standard and we ask our farmers to monitor and share key measures of leg health and mobility, including leg cull rates, Bristol Gait Score (which shows how comfortably a chicken can move), and the presence of hockburn and pododermatitis. We've set stretching targets across each of these areas because good leg health and the ability to walk freely are strong indicators of a chicken's overall health and wellbeing.

Cage-free eggs

All the laying hens in our egg supply chain are cage-free, free range and free from close confinement. They are provided with species-specific enrichment including perches and pecking objects.

We track various welfare outcome measures for laying hens including feather wear to monitor pecking and the proportion of hens that are free from beak trimming. We are working with our suppliers to reduce and ultimately stop the routine use of metaphylactic antibiotic treatment.

Compassion in World Farming's latest ChickenTrack report monitors over 300 cage-free commitments and name-checked Greggs as one of the leaders.

Improving welfare for pigs

All the pork supplied to us is from the UK and Europe and is accredited to at least one of the following standards: Global Red Meat Standard; Danish Product Standard; UK Contract; British Quality Assured Pork standard Red Tractor Farm Assurance (or equivalent) and Quality Meat Scotland.

All the pigs in our pork supply chain are housed in a group environment that is free from close confinement and are provided with environmental enrichment which allows for the proper expression of rooting, pawing and chewing behaviours.

We have eradicated the use of sow stalls from our pork supply chain and have set a target to eradicate farrowing crates by 2035.

As part of our journey to reduce confinement, we introduced farrowing crate-free pork into our breakfast sausages, which represented around 10% of the pork we purchased at the time. This built on earlier progress made with our ham and cooked bacon, which we have reported on in previous years, and marked an important step forward in improving welfare standards across our pork supply. Today, almost 19% of the pork we buy is free from farrowing crates.

THE GREGGS PLEDGE NEW COMMITMENT

By the end of 2026
We will maintain a Tier 2 rating as evidenced in the next Business Benchmark for Farm Animal Welfare report.

By the end of 2030
Continue to improve our animal welfare practices to ensure we remain in a leadership position amongst our peers.

OUR NEW COMMITMENTS SUMMARY

Our new Greggs Pledge commitments and targets for **Becoming a better business** are listed below:

The Greggs Pledge 2026–2030	Commitment 5 **EMBRACING DIVERSITY**	Commitment 6 **PROTECTING ANIMAL WELFARE**	Commitment 7 **SUSTAINABLE PROCUREMENT**
Year 1 milestone	We will have reported our 2025 disability pay gap, as part of our Pay Gap Report, ahead of legislation.	We will maintain a Tier 2 rating as evidenced in the next Business Benchmark for Farm Animal Welfare report.	We will improve our Sustainable Procurement EcoVadis score by 5%.
By the end of 2030...	Through our inclusive talent attraction, recruitment and development approach, we will build a diverse talent pipeline and increase diversity across our leadership populations.	Continue to improve our animal welfare practices to ensure we remain in a leadership position amongst our peers.	We will advance our sustainable procurement approach by improving our EcoVadis score by 25%.

DOING GOOD EVERY DAY

Diversity, animal welfare and sustainable procurement will remain the focus of our Becoming a better business Greggs Pledge commitments because these are areas where we are still pushing for significant change.

We have numerous other initiatives and programmes that continue year after year, helping to make Greggs a better business:

We have been buying Fairtrade products for almost 20 years, generating over £10 million in Fairtrade Premium for marginalised producers in developing countries.

CIPS CORPORATE ETHICS
1279 / VALID TO 23.02.27

We are listed on the **Corporate Ethics Register of the Chartered Institute of Procurement and Supply (CIPS)** and have signed a statement of commitment to ethical sourcing and supplier management, entitling us to display the CIPS' Corporate Ethics Mark.

We are partners of the **Down's Syndrome Association WorkFit** programme, which helps people with Down's Syndrome find and maintain paid employment.

FSC PEFC

All of our branded paper and board-based packaging comes from sources that are **accredited as sustainable (either FSC or PEFC).**

EVOLUTION BY THE END OF 2030

BUILDING STRONGER, HEALTHIER COMMUNITIES

2025	End of 2026 target	End of 2030 target
Supporting our communities	We will support 100 local organisations to take action that strengthens their communities.	We will support 150 local organisations to take action that strengthens their communities.
Helping our customers to make healthier choices	We will have developed a methodology for measuring the healthiness of our food sales.	We will report on the healthiness of our sales and set a target for further improvement.
Putting an end to food waste	We will introduce a 'Fighting Food Waste' performance metric into our operational KPIs. We will continue to open Greggs Outlets in line with our plan.	We will build on our strong track record of redistributing unsold food and commit to increasing this to at least 50%.

MAKING OUR PLANET SAFER

2025	End of 2026 target	End of 2030 target
Going carbon-neutral	We will reduce Scope 2 emissions as per our net zero trajectory.	We will be net zero for our Scope 2 emissions whilst maintaining our trajectory for all three Scopes by 2040.

BECOMING A BETTER BUSINESS

2025	End of 2026 target	End of 2030 target
Embracing diversity	We will have reported our 2025 disability pay gap as part of our Pay Gap Report ahead of legislation.	Through our inclusive talent attraction, recruitment and development approach, we will build a diverse talent pipeline and increase diversity across our leadership populations.
Protecting animal welfare	We will maintain a Tier 2 rating as evidenced in the next Business Benchmark for Farm Animal Welfare report.	We will continue to improve our animal welfare practices to ensure we remain in a leadership position amongst our peers.
Sustainable procurement	We will improve our Sustainable Procurement EcoVadis score by 5%.	We will advance our sustainable procurement approach by improving our EcoVadis score by 25%.

2025 SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) DISCLOSURE

The Sustainability Accounting Standards Board (SASB) is an independent non-profit organisation that sets out industry specific standards intended to aid in the disclosure of information about sustainability-related risks and opportunities. Following the Food Retailers and Distributor standards, this is our third disclosure against the SASB reporting framework.

Table 1 – Food Retailers and Distributors Disclosure Topics and Accounting Metrics

Topic	Accounting Metric	Category	Reference	Unit of Measurement	Performance 2025	Further Information
Fleet Fuel Management	Fleet fuel consumed, percentage renewable	Quantitative	FB-FR-110a.1	Gigajoules (GJ), Percentage (%)	(1) Fleet fuel consumed = 362,471 GJ (2) % Renewable = 27.7%	To discover more about our initiatives to enhance the sustainability of our fleet, please refer to pages 32–33 in the report.
Air Emissions from Refrigeration	Gross Global Scope 1 Emissions from refrigerants	Quantitative	FB-FR-110b.1	Metric tons (t) CO_2e	4,239 tonnes	To explore how we're transforming our refrigeration systems to be more environmentally responsible across our supply chain and in our Eco-Shop, please refer to pages 35–36 in the report.
	Percentage of refrigerants consumed with zero ozone-depleting potential	Quantitative	FB-FR-110b.2	Percentage (%) by weight	0%	Refrigerants consumed are zero ozone-depleting.
	Average refrigerant emissions rate	Quantitative	FB-FR-110b.3	Percentage (%)	10.2%	
Energy Management	(1) Operational energy consumed (2) Percentage grid electricity and (3) Percentage renewable	Quantitative	FB-FR-130a.1	Gigajoules (GJ), Percentage (%)	(1) 1,257,185 GJ (2) 84.8% grid electricity (3) 89.3% renewable	To discover more about our initiatives to help us achieve carbon neutrality and our journey to using 100% renewable energy across all of our operations, please refer to pages 30–36 in the report.
Food Waste Management	Amount of food waste generated, percentage diverted from the waste stream	Quantitative	FB-FR-150a.1	Metric tons (t), Percentage (%)	(1) 34,758 tonnes (2) 100% redistributed	To discover more about how we are increasing the redistribution of unsold and surplus food across our retail and supply sites, please refer to pages 19–23 in the report.

Table 1 – Food Retailers and Distributors Disclosure Topics and Accounting Metrics continued

Topic	Accounting Metric	Category	Reference	Unit of Measurement	Performance 2025	Further Information
Data Security	(1) Number of data breaches (2) Percentage involving personally identifiable information (PII) (3) Number of customers affected	Quantitative	FB-FR-230a.1	Number, Percentage (%)	(1) 0 (2) 0 (3) 0	All incidents related to data security are monitored and recorded. Any incidents as such would be reported to the appropriate authorities and any individuals impacted would be contacted as required in accordance with applicable laws.
	Description of approach to identifying and addressing data security risks	Discussion and Analysis	FB-FR-230a.2			Technology continues to revolutionise our daily lives and our working environment. Technology has allowed Greggs to generate, collect and store ever greater amounts of information and we have a duty to protect that information. The quantity of valuable information we hold and process is growing and we are increasingly reliant on this information. We must safeguard and protect the data and the systems that hold it, which are vital to our success and future growth. By identifying the risks to our information, we can find ways to better protect it against the specific threats it faces. This helps us to direct our budgets and efforts toward countermeasures, information security controls and projects that will provide the greatest impact and the best level of protection for our valuable data. By implementing the right security measures, Greggs puts in place great foundations for growth, expansion and becoming the customers' favourite for food-on-the-go. The risk assessment process is workshop based and led by the Information Security Manager. The process is as follows: ***Workshop 1 – Identify:*** The purpose of the first workshop is to agree on a common definition of the information asset, to identify the systems and processes that it touches - where is the information stored and processed, who by? - and to identify the information security risks affecting the information asset. The workshop participants will be a cross-functional group of colleagues who work with the information asset - the people best placed to identify the risks. ***Workshop 2 – Assess:*** The purpose of the second workshop is to agree on the severity of the risks that were identified. The most important aspect of this workshop is the discussion that happens as we agree the severity of the risks. This helps us to prioritise which risks we must address first and begins the conversation on how we can mitigate these risks. ***Workshop 3 – Play back and agree plan:*** The final workshop serves to present the plan that has been developed to address the risks identified. This is an opportunity for participants to review the risk treatment plan and to share their feedback and voice any concerns they may have about the recommended countermeasures. Once the plan is agreed, departments will then implement the countermeasures to control the identified risks and will monitor the controls that are put into place to ensure that they function effectively.

Table 1 – Food Retailers and Distributors Disclosure Topics and Accounting Metrics continued

Topic	Accounting Metric	Category	Reference	Unit of Measurement	Performance 2025	Further Information
Food Safety	High-risk food safety violation rate	Quantitative	FB-FR-250a.1	Rate	(1) 0	For the year 2025, we had no Food Safety violations. We have a dedicated primary authority partnership with Newcastle City Council and Denbighshire County Council. We regularly challenge our own food safety systems internally to ensure that we adhere to regulatory requirements and audit across all areas of the business including retail and our internal supply sites.
	(1) Number of recalls (2) Number of units recalled (3) Percentage of units recalled that are private-label products	Quantitative	FB-FR-250a.2	Number, Percentage (%)	(1) 1 (2) 200 (3) 0%	For the year 2025, we had one public recall. We regularly monitor incidents internally; our due diligence process commits us to withdraw products from sale if we believe there is a food safety concern.
Product Health & Nutrition	Revenue from products labelled and/or marketed to promote health and nutrition attributes	Quantitative	FB-FR-260a.1	Presentation currency		Not consolidated for this financial year
	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	Discussion and Analysis	FB-FR-260a.2	N/A		To discover more on how we're supporting a sustainable food system by providing a menu that gives our customers affordable, healthier and balanced choices at every time of day, please refer to pages 25–27 in the report.
Product Labelling & Marketing	Number of incidents of non-compliance with industry or regulatory labelling and/or marketing codes	Quantitative	FB-FR-270a.1	Number	0	No significant incidents.
	Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labelling practices	Quantitative	FB-FR-270a.2	Presentation currency	0	No regulatory fines or settlements this year.

Table 1 – Food Retailers and Distributors Disclosure Topics and Accounting Metrics continued

Topic	Accounting Metric	Category	Reference	Unit of Measurement	Performance 2025	Further Information
Product Labelling & Marketing (continued)	Revenue from products labelled as (1) Containing genetically modified organisms (GMOs) and (2) Non-GMO	Quantitative	FB-FR-270a.3	Presentation currency		We do not use genetically modified ingredients.
Labour Practices	(1) Average hourly wage (2) Percentage of in-store and distribution centre employees earning minimum wage, by region	Quantitative	FB-FR-310a.1	Presentation currency, Percentage (%)	(1) £12.56 (from 4th January 2026) and £12.91 (from 1st April 2026) (2) 100% of our colleagues are paid above the National Minimum Wage level	We believe that rewarding colleagues for their contribution and allowing them to share in the success of the business is critical to support our growth. Each year, 10% of profits is shared with colleagues who have at least six months' service. Every year, to determine the annual pay award, we undertake negotiations with the relevant trade unions representing those colleagues covered by a collective bargaining agreement. In 2026, as part of our pay award settlement, we agreed to change the implementation of our pay award to April moving forward. To support this transition, in 2026, the agreed pay award for our teams will be implemented in two stages – stage one in January 2026 and stage two in April 2026. We pay our Retail and Supply colleagues weekly, which helps them with budgeting and managing their bills on a week-to week basis. We do not offer zero hours contracts, and we regularly review worked hours, increasing contracts for colleagues where they have consistently worked above their contract base and wish to increase their contractual hours. We are proud to be one of the few employers that continues to provide paid breaks. To support colleagues to save for their future, we further increased our matched contribution rates for our Greggs pension in 2025, meaning that all our colleagues can now access up to 7% employer contributions.
	Percentage of active workforce covered under collective bargaining agreements	Quantitative	FB-FR-310a.2	Percentage (%)	97.24%	As part of Greggs' longstanding national recognition agreement with the Bakers Food and Allied Workers Union ('BFAWU') and Union of Shop, Distributive and Allied Workers ('USDAW') in Scotland, regular meetings are held covering a variety of topics, including trading, strategic initiatives, The Greggs Pledge, and annual pay negotiations. The Greggs Negotiating Committee (GNC) is our national union forum and is attended by the General Secretary of the Bakers Food & Allied Workers Union, a colleague representative from USDAW, and union representatives from across our business. We have two regional forums, the Retail Partnership Forum and Supply Partnership Forum to discuss operational issues across the retail estate and our supply sites which are attended by union representatives from these areas of the business. More locally, every retail region and supply site has a Joint Consultative Committee where we discuss matters which are specifically relevant to that region or site.
	Number of work stoppages and total days idle	Quantitative	FB-FR-310a.3	Number, Days idle	0	We have not had any work stoppages or days idle as a result of industrial action in FY 2025.

Table 1 – Food Retailers and Distributors Disclosure Topics and Accounting Metrics continued

Topic	Accounting Metric	Category	Reference	Unit of Measurement	Performance 2025	Further Information
Labour Practices (continued)	Total amount of monetary losses as a result of legal proceedings associated with: labour law violations and employment discrimination	Quantitative	FB-FR-310a.4	Presentation currency	0	Our people are what makes Greggs successful. We want to provide a great place to work, where our colleagues feel valued, can be themselves, and want to stay with us – and a business where new people are excited to join us. Our culture and our values are what makes Greggs, Greggs. As we grow, we keep these at the heart of every decision we make. We talk about our unique culture being our 'secret sauce' because when people enjoy coming into work, they do a better job, and that makes Greggs a stronger, better business. We concentrate on treating people well, supporting their development and wellbeing, and valuing everyone's contribution. Like most large employers, we receive employment tribunal claims from colleagues alleging general (non-discrimination related) labour law violations and employment discrimination claims. In FY 2025, we can confirm that monetary losses for each of these were not material.
Management of Environmental & Social Impacts in the Supply Chain	Revenue from products third-party certified to environmental or social sustainability sourcing standards	Quantitative	FB-FR-430a.1	Presentation currency	Not consolidated for this financial year.	To discover more on our initiatives to source responsibly and support communities around the world, please refer to pages 47–50 in the report. For further information, you can also view our full Responsible Procurement Report here: https://assets.greggs.com/f/162306/x/11cf611094/greggs-responsible-procurement-report-2025.pdf
	Percentage of revenue from (1) Eggs that originated from a cage-free environment and (2) Pork produced without the use of gestation crates	Quantitative	FB-FR-430a.2	Percentage (%) by revenue	(1) 100% (2) 100%	To discover more on our commitment to improve farm animal welfare and transition to a more sustainable and ethical food system, please refer to pages 51–53 in the report.
	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Discussion and Analysis	FB-FR-430a.3	N/A		Greggs manages environmental and social risks in its supply chain through strict supplier onboarding, ongoing monitoring and the enforcement of policies covering environmental performance, human rights, ethical conduct and modern slavery. These processes are supported by third-party platforms such as EcoVadis and Sedex, which provide deeper risk assessments and benchmark supplier performance. Animal welfare risks are addressed through a comprehensive Farm Animal Welfare Strategy and Standards, requiring suppliers to meet or exceed the Five Freedoms, comply with specific welfare commitments and undergo audits, traceability checks and regular compliance reviews. For further information, please refer to pages 47–53 in the report. You can also view our full Responsible Procurement Report here: https://assets.greggs.com/f/162306/x/11cf611094/greggs-responsible-procurement-report-2025.pdf

Table 1 – Food Retailers and Distributors Disclosure Topics and Accounting Metrics continued

Topic	Accounting Metric	Category	Reference	Unit of Measurement	Performance 2025	Further Information
Management of Environmental & Social Impacts in the Supply Chain (continued)	Discussion of strategies to reduce the environmental impact of packaging	Discussion and Analysis	FB-FR-430a.4	N/A		Greggs has implemented several targeted packaging-reduction initiatives to reduce the environmental impact of its supply chain. The redesign of the Cream Slice transit packaging, shifting from two thermoformed acetate components to a single base with a heat-seal film lid, has reduced plastic use by 7.76 tonnes annually. A procurement initiative replacing corrugated-case-packed 5kg cheese bags with bulk returnable pallecons has eliminated a further 110 tonnes of cardboard each year. Investment in new flow-wrapping machines at the Manchester rolls site has enabled a reduction in film width, saving an additional 31.1 tonnes of plastic film annually. Greggs has also removed shop-applied allergen labels on 3 key volume lines by integrating printed information directly at supplier level, avoiding 35 tonnes of label waste per year. Collectively, these initiatives demonstrate a clear commitment to lightweighting packaging and removing unnecessary components across the product lifecycle. In total, these actions reduce packaging consumption by more than 183 tonnes annually, strengthening Greggs' progress towards a lower-impact, resource-efficient supply chain. To discover more on our commitment to reduce the weight of our packaging as a % of sales and to ensure the rest is more 'easily recyclable', please refer to pages 37–39 in the report.

Table 2 – Food Retailers and Distributors Activity Metrics

Activity Metric	Category	Unit of Measurement	Performance 2025
Number of (1) Retail locations and (2) Distribution centres	Quantitative	Number	(1) 2,739 (2,136 Retail Locations excluding franchise (2) 10 Distribution Centres
Total area of (1) Retail space and (2) Distribution centres	Quantitative	Square metres (m^2)	Not consolidated for this financial year
Number of vehicles in commercial fleet	Quantitative	Number	244 Rigid HGVs 90 Tractor Unit HGVs
Tonne-kilometres travelled	Quantitative	Tonne-kilometres	310,500,000 Tonne-kilometres excluding light commercials

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