



GOODNESS BAKED IN

THE
GREGGS
PLEDGE

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2024 HIGHLIGHTS

GROWING GREGGS FOUNDATION BREAKFAST CLUBS

1,015 Breakfast Clubs serving over 75,000 children every school day

Read more about how we are **building stronger, healthier communities** on [pages 10 to 25](#)



BUILDING SHOPS OF THE FUTURE

Over 700 shops (27% of our estate) feature Eco-Shop elements

Read more about how we are **making the planet safer** on [pages 26 to 37](#)

EMBRACING DIVERSITY

Our core development programmes are now more representative of the ethnic diversity in our regional talent pools

Read more about how we are **becoming a better business** on [pages 38 to 47](#)



30+%

of the items on our shelves are healthier choices

45%

of unsold food redistributed

38

Greggs Outlets offering surplus food at a discount in areas of social need

Top 4

out of 150 of the world's largest food companies in the Business Benchmark on Farm Animal Welfare (BBFAW)

1st

heat-resistant, recycled PET (rPET) hot drink lids on the market

DETERMINED TO ALWAYS DO BETTER



The purpose of The Greggs Pledge is to focus the attention of our business on the places where we can have the most positive and meaningful impact on the wider world. We identified three areas where we believe we can make the biggest difference: stronger, healthier communities; a safer planet; and better business.

In 2021, we published our 10 commitments, which we report on in the following pages. Each commitment is a specific, measurable target, which we aim to meet by the end of this year – 2025. These targets were intended to stretch us; to demand more effort, attention and investment than business-as-usual would have given them. We then created programmes of work, assigned resources and selected capable project owners, all overseen by Operating Board-level champions and the Sustainability Committee.

As we look back at our achievements in 2024, I am pleased to share that we are on track to hit most of our targets. The year's biggest highlight was opening the 1,000th Greggs Foundation Breakfast Club, 25 years after setting up the first one in 1999. Every school day, these feed over 75,000 schoolchildren, making a real difference to their ability to focus and succeed in class.

Elsewhere, we are helping to tackle hunger and reduce food waste by redistributing our unsold food. To date, our partnership with FareShare has enabled us to donate the equivalent of one million meals to people in need. We opened our 38th Greggs Outlet shop, offering discounted food in the nation's least privileged areas, and donating some of their profits to The Greggs Foundation, who in turn, distributed over £1.8 million to community charities operating in the local area.

We have made great strides in other areas too. Our packaging now weighs less and almost all of it can be recycled; more than 30% of our range is a healthier choice; over a quarter of our shops contain equipment or features that are helping us to save natural resources; the energy intensity of our operations drops each year; our workforce is more diverse; and we have continued to make ethical, sustainable buying decisions and work with suppliers who share our values.

Since publishing our first Greggs Pledge in 2021, the external landscape affecting some of our ambitions has changed, but we remain committed to our goals. We no longer expect to achieve Tier One in the BBFAW due to a change in measurement criteria, but we welcomed the opportunity to engage with the more stringent standard. Additionally, opening 50 Outlet shops

will take longer, as we search for suitable units and we have yet to find a recyclable coffee cup that meets our needs.

However, achieving targets is not the sole focus. Working proactively with external stakeholders and striving for ambitious goals is key. Our dedication to addressing difficult challenges and finding solutions embodies the spirit of The Greggs Pledge. I am impressed by our teams' efforts to realise the bold ideas we initiated in 2021. This work has strengthened our business, made our people prouder, and contributed to making the world a better place.

We are now turning our attention to what the next iteration of The Greggs Pledge should strive to achieve. We have conducted a comprehensive materiality assessment to confirm our priorities (see next page) and are now in the process of defining exactly what kind of impact we want to have in the next five years. I look forward to sharing our plan in full in our next Sustainability Report, which will be published in 2026.

A handwritten signature in black ink that reads "Roisin Currie".

Roisin Currie
Chief Executive
April 2025

LOOKING AHEAD

EVOLVING THE GREGGS PLEDGE

We hope to achieve most of our 10 commitments in The Greggs Pledge by the end of this year. We have therefore begun planning for the next phase of our Pledge by seeking advice, input and ideas on where to focus next.

Evolving our approach will allow us to meet rising expectations and set ambitious targets for the future.

Our current 10 commitments fall under three carefully chosen pillars and we anticipate that these will remain unchanged.



Building stronger, healthier communities



Making our planet safer



Becoming a better business

We want to build on the progress we have made under these three pillars, as well as evolve and expand our efforts to reflect new insights and stakeholder priorities. We also want to remain aligned with the ambitions of the United Nation's (UN) Sustainable Development Goals (SDGs).

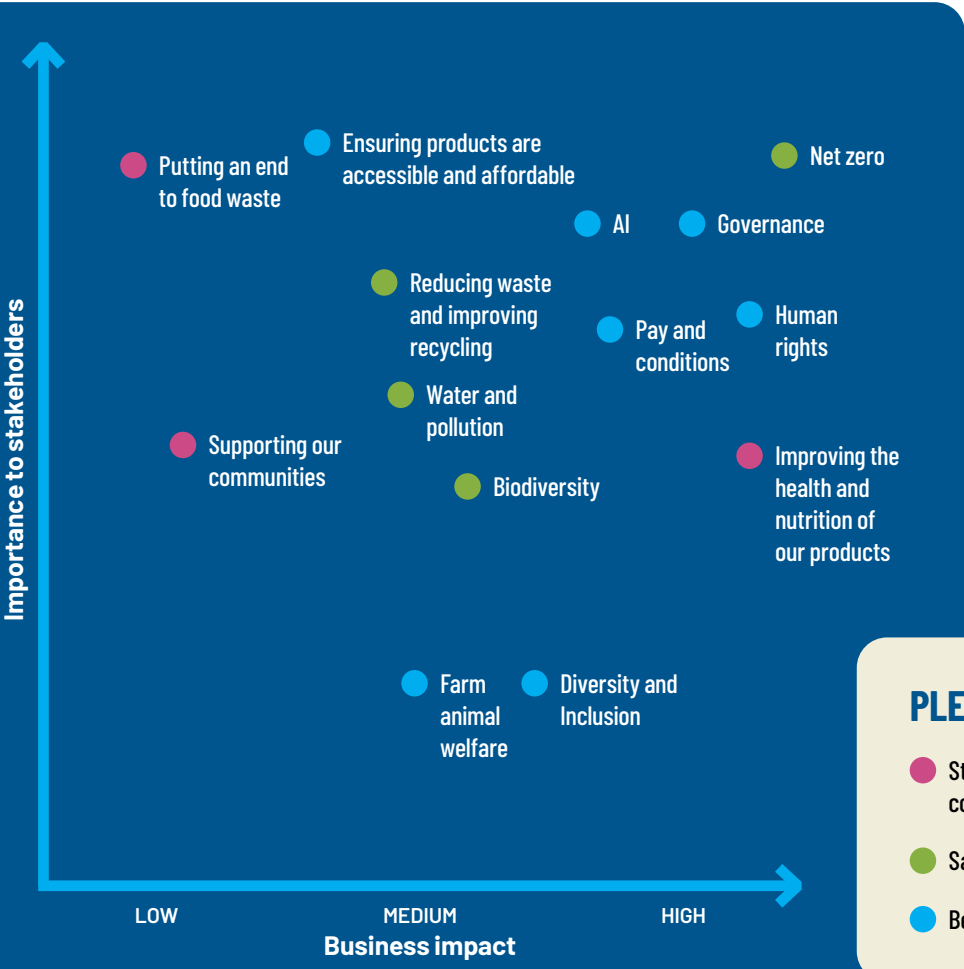
Identifying the material issues

We conducted an initial materiality assessment in 2019, which informed the first set of Greggs Pledge commitments. During 2024, we repeated the process to confirm the topline topics under each pillar and identify any new areas where we might be able to make a meaningful impact.

A key part of this process is checking that our priorities align with those of our key stakeholders: our colleagues, customers, investors, non-governmental organisations (NGOs) and pressure groups, and the UK government. We issued surveys to our

colleagues and customers, spoke to investors one-to-one as part of our regular engagement with them, and conducted extensive desktop research to better understand expectations of pressure groups and NGOs. We also reviewed the likely direction of travel for future UK Government policies and regulations to ensure alignment with regulatory trends.





PLEDGE THEMES

- Stronger, healthier communities
- Safer planet
- Better business

Integrating the findings

After reviewing our findings, we identified the key topics where we can make the greatest impact. This assessment considered what matters most to our stakeholders and the potential impact on Greggs over a five-year horizon, aligned with our strategic business plan. The results are presented in the materiality matrix shown.

The materiality matrix was validated by our Sustainability Committee as part of our formal governance approach to ensure engagement and oversight from all levels of the business.

In 2025, we will enhance our materiality assessment by reflecting on how sustainability issues impact Greggs and how we impact the environment and society by conducting a double materiality assessment. The results of this assessment will be shared in our next iteration of The Greggs Pledge and will be integrated into our longer-term thinking.

Applying the findings

We contracted external experts in environmental, social and governance (ESG) strategy to support us to review our strategic approach to The Greggs Pledge and consider how to ensure the next iteration reflects the findings of our materiality assessment.

Supported by this guidance, we are now engaging with our senior leaders with relevant subject matter expertise to identify the most important issues and begin considering how we can address them.

A set of draft commitments will be presented to the Board in 2025 and, once approved, will be integrated into our operational and governance processes ahead of the launch of our new Greggs Pledge in 2026.

OUR PLEDGE

In February 2021, we launched The Greggs Pledge, which declared 10 commitments to help make the world a better place by the end of 2025 and beyond.

We have always been committed to doing the right thing, but we wanted to be more specific about how we channel our efforts and resources into doing good. We reflected on what we could do to have the most positive impact on the world around us, and chose to dedicate our efforts to three areas: communities, the planet and our approach to business. We have set ourselves 10 stretching targets to be achieved by the end of 2025. Each of our pledges aligns with at least one of the UN SDGs.

Building stronger, healthier communities



We pledge to play our part in improving the nation's diet by helping to tackle obesity, providing free breakfasts to school children, and giving surplus food to those most in need.

1. Growing Greggs Breakfast Clubs

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

2. Putting an end to food waste

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.

3. Supporting our communities

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 local community organisations.

4. Helping our customers to make healthier choices

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.

Making our planet safer



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

5. Going carbon-neutral

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.

6. Building the shops of the future

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

7. Using less packaging

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.

Becoming a better business



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

8. Embracing diversity

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

9. Sourcing sustainably

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

10. Protecting animal welfare

By the end of 2025, we will secure and maintain **Tier One in the BFAW Animal Welfare standard**.



OUR PROGRESS SO FAR

By the end of 2024, we achieved...

MEASURING OUR PROGRESS

● Achieved ● Partially achieved ● Still to be achieved

Building stronger, healthier communities

1 Growing Greggs Breakfast Clubs
● **1,015 Breakfast Clubs** fed over **75,000** children every school day.

2 Putting an end to food waste
● We further reduced the cost of manufacturing waste to **0.18% of sales** and increased **redistribution of unsold food to 45%**. We successfully trialled light van collections of surplus food.

3 Supporting our communities
● We have **38** Greggs Outlet shops (versus a target of 41).

4 Helping our customers to make healthier choices
● We maintained over **30%** of our range as **healthier choice** products.

Making our planet safer

5 Going carbon-neutral
● **60%** of the gas we use across our operations is from renewable sources. We converted our Enfield distribution depot to use hydrotreated vegetable oil (HVO) as a diesel replacement, meaning we covered over **two million miles** using a renewable fuel option. We developed our policy to deal with non-renewable electricity usage in serviced locations.

6 Building the shops of the future
● Over **700** shops (27% of our estate) feature **Eco-Shop elements**.

7 Using less packaging
● All but two (**98.3%**) items of our own brand packaging can be more easily recycled*. We reduced the amount of packaging used within our Supply Chain by moving to bulk supply or reusable containers, where options were available.

Becoming a better business

8 Embracing diversity
● Our core **development programmes**, aimed at supporting our potential future management colleagues, are representative of the ethnic diversity in our regional talent pools.

9 Sourcing sustainably
● **100%** declared soy in our own operations is certified as sustainable. We are working 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.

10 Protecting animal welfare
● We further improved our chicken welfare standards, with **86.6%** reared at a stocking density of less than or equal to 30kg/m² and the remainder at less than or equal to 38kg/m². We published and implemented our **Chicken Welfare Standard** within our Farm Animal Welfare Standard.

* Excluding hot drink cups.



PLANS FOR 2025

During 2025, we will...



Building stronger, healthier communities

1 Growing Greggs Breakfast Clubs

Maintain support for the **schools** in the Greggs Foundation Breakfast Club programme ahead of the transition to universal provision announced by the Government.

2 Putting an end to food waste

Redistribute **47%** of unsold food to good causes. Maintain cost of waste in manufacturing operations at **0.2%** of sales.

3 Supporting our communities

Open seven Outlet shops to take us to **45**.

4 Helping customers to make healthier choices

Maintain our ranging principles to ensure at least **30%** of our range are healthier choices.



Making our planet safer

5 Going carbon-neutral

Increase **HVO** use across our fleet to **30%** of fuel requirement.

6 Building the shops of the future

Continue to roll out existing Eco-Shop elements across **30%** of the estate.

7 Using less packaging

Move remaining own brand packing to be '**easily recyclable**'.*



Becoming a better business

8 Embracing diversity

Complete **National Equality Standard (NES)** reassessment and successfully maintain accreditation.

9 Sourcing sustainably

Continue to work with meat, egg and dairy suppliers to move **100%** of soy in animal feed to sustainable sources.

10 Protecting animal welfare

Ensure stocking densities of a maximum of 30kg/m² for **100%** of our chicken sourcing.

* Excluding hot drink cups.





OUR CONTRIBUTION TO THE UNITED NATIONS (UN)
SUSTAINABLE DEVELOPMENT GOALS

MAKING A POSITIVE IMPACT

The UN SDGs are a collection of 17 interconnected goals to drive global progress towards a more environmentally and socially responsible world by 2030.



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 10 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.





OUR CONTRIBUTION TO THE UNITED NATIONS (UN) SUSTAINABLE DEVELOPMENT GOALS CONTINUED

UN SDGs and relevant UN targets	Greggs Pledge-related goals (end of 2025 targets)	2024 progress
 2.1 2.2	<ul style="list-style-type: none"> We will support 1,000 school Breakfast Clubs, providing some 70,000 meals each school day (page 11). 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 16). 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 working to tackle food poverty and associated issues (page 20). 30% of items on our shelves will be healthier choices and we will attract customers through education and promotions (page 23). 	<ul style="list-style-type: none"> 1,015 Breakfast Clubs serving over 75,000 children every school day. We're enhancing Greggs Foundation Breakfast Clubs, now called Feeding Brighter Futures, to bring even greater value to our 1,000-school network. We now have 38 Greggs Outlet shops. Once again, we exceeded our target with more than 30% of the products on our shelves being healthier choices.
 7.2	<ul style="list-style-type: none"> We will be on our way to achieving carbon neutrality by using 100% renewable energy across all our operations (page 27). 25% of our shops will feature elements from our Eco-Shop's 'shop-of-the-future' design (page 31). 	<ul style="list-style-type: none"> 91.4% of all electric and gas energy used across our operations was renewable. We are proud that 100% of the electricity and 60% of the gas we buy is now certified as renewable. Over the last year, the carbon intensity of our business dropped by more than 12%. Over 700 shops (27% of our estate) feature elements of the Eco-Shop design.
 8.5 8.6	<ul style="list-style-type: none"> Our workforce will reflect the communities we serve (page 39). 	<ul style="list-style-type: none"> Our core development programmes, aimed at supporting our potential future management colleagues, are representative of the ethnic diversity in our regional talent pools. Since launching our Fresh Start programme in 2013, we have placed more than 360 candidates in permanent roles – 16 of whom have since moved into shop management roles.

UN SDGs and relevant UN targets	Greggs Pledge-related goals (end of 2025 targets)	2024 progress
 12.3 12.5 12.6	<ul style="list-style-type: none"> 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 16). We will have a robust, responsible sourcing strategy in place and will report annually on progress towards our targets (page 42). 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 34). 	<ul style="list-style-type: none"> In 2024, we further reduced food waste at our manufacturing sites to 0.18% of total sales. This is more than one third less than in 2018, meaning we have exceeded our 25% target. EcoVadis rates supplier sustainability across four areas: environment, labour and human rights, ethics, and procurement. By late 2024, we had access to Scorecards for 232 suppliers. All but two (98.3%) items of our own brand packaging can be more easily recycled.*
 13.2	<ul style="list-style-type: none"> We will be on our way to achieving carbon neutrality by using 100% renewable energy across all our operations (page 27). 	<ul style="list-style-type: none"> 91.4% of all electric and gas energy used across our operations was renewable. We cut our absolute Scope 1 and 2 emissions by 1,101 tCO₂e (versus 2023), which reduced the carbon intensity of our business by 2.6%.
 14.4	<ul style="list-style-type: none"> We will reach and maintain Tier One in the BBFAW (page 46). 	<ul style="list-style-type: none"> We progressed to Tier Two, with an impact rating of C, in the Business Benchmark on Farm Animal Welfare.
 15.1	<ul style="list-style-type: none"> We will have a robust, responsible sourcing strategy in place and will report annually on progress towards our targets (page 42). 	<ul style="list-style-type: none"> As part of our journey to reduce confinement, we have introduced farrowing crate-free pork in our breakfast sausage. We further improved our chicken welfare standards, with 86.6% reared at a stocking density of less than or equal to 30kg/m² and the remainder at less than or equal to 38kg/m². We published and implemented our Chicken Welfare Standard within our Farm Animal Welfare Standard. 100% declared soy in our own operations is certified as sustainable.

* Excluding hot drink cups.

BUILDING STRONGER, HEALTHIER COMMUNITIES

We pledge to play our part in improving the nation's diet by helping to tackle obesity, providing free breakfasts to schoolchildren and giving surplus food to those most in need.



BUILDING STRONGER, HEALTHIER COMMUNITIES



01

Growing Greggs Foundation Breakfast Clubs

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

02

Putting an end to food waste

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.

03

Supporting our communities

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 local community organisations.

04

Helping customers make healthier choices

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.



BREAKFAST IS SERVED



By the end of 2025, we will support

1,000

school Breakfast Clubs, providing
some 70,000 meals each school day.

Linked
UN SDGs



2021

686 Breakfast Clubs.
Feeding more than **44,500** children.



2022

789 Breakfast Clubs.
Feeding more than **49,000** children.



2023

896 Breakfast Clubs.
Feeding more than **62,000** children.



2024

1,015 Breakfast Clubs.
Feeding more than **75,000** children.



OUR COMMITMENT

In 2024, we achieved our milestone target of supporting 1,000 Breakfast Clubs in schools across the UK. Every school day, these clubs provide over 75,000 children in our least privileged communities with a meal, setting them up for the day ahead.

We are now exploring how we can add even greater value to this network of schools.

Our 1,000th Breakfast Club

In October 2024, The Greggs Foundation celebrated opening their 1,000th Breakfast Club with a special celebration at Vauxhall Primary School in London. The pupils helped mark this key milestone with a surprise visit from TV personality Joe Swash to enjoy toast and fruit at this very lively London Breakfast Club.

A good start to the day

We believe that giving children a good start to their day can help to give them a good start in life.

There is extensive research into the benefits of school breakfast clubs like ours with compelling evidence that, as well as alleviating hunger and improving children's dietary intake, they help improve mood and alertness. This in turn helps improve academic achievement, social interaction and engagement in educational and physical activities.

Our Breakfast Clubs also encourage children to come to school on time, helping to reduce absenteeism and helping working parents.

Agents of Change

In 2022, The Greggs Foundation agreed a three-year grant to food education charity Rethink Food to deliver the Agents of Change programme. The content of the programme is mapped against the National Curriculum and has been developed by teachers alongside qualified and registered nutritionists. It has been such a popular resource with Breakfast Club Schools that the Foundation extended the programme for an additional year, until July 2026, enabling it to reach 700 schools.

The Agents of Change programme supplies Breakfast Clubs with educational resources that promote sustainable and healthy food and lifestyle choices. By completing a series of modules on the learning platform, the children deepen their understanding of how diet and exercise affects their wellbeing as well as the environmental impacts of their food choices.



25

YEARS OF
DOING GOOD



The history of Greggs Foundation Breakfast Clubs

In 1999, Business in the Community (BitC) invited our then Chief Executive, Sir Mike Darrington, to a 'Seeing is Believing' event at a school near our head office in Newcastle, West Walker Primary School. The staff had set up a breakfast club for its children, and BitC wanted to show local business leaders what an impact it was having.

During the tour, Sir Mike began chatting to the headteacher, Dame Norma Redfearn. Having established that he worked at Greggs, Norma Redfearn asked Sir Mike if he would donate bread to them so they could make toast.



A fortnight later, I got a phone call and he said 'don't worry, we're going to fund your breakfast club'. It was amazing! Everyone couldn't believe it."

Dame Norma Redfearn

BUILDING STRONGER, HEALTHIER COMMUNITIES CONTINUED GROWING GREGGS BREAKFAST CLUBS CONTINUED

Sir Mike's offer to fund this first Breakfast Club quickly led to funding four more in the area and, within a decade, we were funding over 100 across the UK.

By 2009, the programme had grown faster than we had the resources to manage, and we found ourselves with a waiting list of schools wishing to join. With support from BITC, we opened the programme to external funding and Royal Bank of Scotland (now Natwest) was the first partner to come on board.

Today, the programme is run by The Greggs Foundation, who have a network of over 150 external partners that often give more than money, helping to enrich the Clubs through their time and expertise.

25 years after that conversation at West Walker Primary School, The Greggs Foundation and external partners support 1,015 Clubs, which provide breakfast for over 75,000 children every school day.

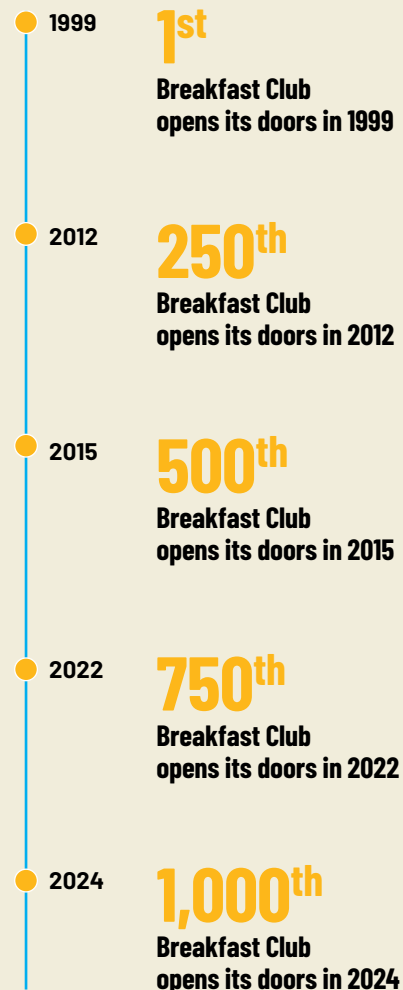
Funding the Breakfast Clubs

Our 157 external partners fund almost half of the Clubs, and The Greggs Foundation, Greggs plc and colleague and customer fundraising covers the other half.

Twice a year, we run customer appeals in Greggs shops to raise money specifically for Breakfast Clubs. In 2024, customers donated over £227,000 via our collection buckets and gave a further £246,500 through 25p 'buy a child a breakfast' donations made at the till. We also raised over £140,000 through our Jammy Heart biscuits, passing on five pence from every sale.

Many of our colleagues also support other charities, as well as the Greggs Foundation, through payroll giving. In 2024, this helped to raise over £51,000 for both the Greggs Foundation and wider charitable organisations.

At some of our sites, our colleagues choose to fundraise for a particular Breakfast Club. The IT Team at our head office, Greggs House, raised almost £6,000 in 2024 for two Breakfast Club schools.



Looking ahead

We are delighted that the Government is proposing to introduce funded breakfast clubs for primary schools, recognising the positive impact they have on children. We are now looking at how we can extend the positive impact of Breakfast Clubs across more of the school day.

We will be building on the long history of Greggs Foundation Breakfast Clubs to add even greater value to our network of 1,000 schools. Now called Feeding Brighter Futures, the Greggs Foundation's schools programme will continue to incorporate Breakfast Clubs for as long as our schools need them, as well as additional support through after-school clubs and holiday club provision. The Foundation gives schools the freedom and funds to choose nutritious options and activities that will help children overcome barriers and provide new opportunities for learning.

We know every school is different. Feeding Brighter Futures supports small groups through to over 100 children every day. However, the core principle is the same. They are a safe space for children to eat, spend time with their friends, engage in learning and enjoy fun activities at the beginning or end of the school day and during school holidays.

FEEDBACK FROM HEADTEACHERS



"Like most schools across the country, attendance is a real driver for us at the moment. Breakfast Club is a fantastic tool in our arsenal as we can get children in from the start of the day and it's a real incentive for them. They want to be here."

Richard Allon, West Walker Primary School

"At Larkspur, our Breakfast Club gives every child a healthy, happy start to the day. With a nutritious breakfast and a friendly atmosphere, children arrive in class ready to learn and thrive."

Katy Anglesea, Headteacher of Larkspur Primary School.

"The children have a really calm start to the day. There's always someone for them to talk to... especially those children who might be a little bit more anxious or worried."

Belinda King, Kobi Nazrul Primary School

NO MORE FOOD WASTED



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.

Linked
UN SDGs



2021

28.4%: Proportion of food redistributed from retail sites

0.28%: Food waste arising in our production sites as a percentage of total sales.

2022

38.3%: Proportion of food redistributed from retail sites

0.23%: Food waste arising in our production sites as a percentage of total sales.

2023

41.9%: Proportion of food redistributed from retail sites

0.19%: Food waste arising in our production sites as a percentage of total sales.

2024

45.1%: Proportion of food redistributed from retail sites

0.18%: Food waste arising in our production sites as a percentage of total sales.

OUR COMMITMENT

We have succeeded in reducing food waste from our production sites by over a third – beating our 25% target – and are now working hard to sustain this low level of waste as production increases.

Our long-term ambition is to redistribute all unsold food from our shops at the end of every day. In 2024, we increased the proportion to 45%, with the remainder being sent to anaerobic digestion.

Keeping food waste low at our production sites

In 2024, we further reduced food waste at our manufacturing sites to 0.18% of total sales. This is more than one third less than in 2018, meaning we have exceeded our 25% target.

Every site has a specific target for food waste, and we track progress over the year using a waste dashboard. This allows us to quickly spot opportunities, and to share best practice when something works well.

However hard we try, we know that there will always be a small amount of food waste caused by changing over products on a manufacturing line or rejecting batches that do not meet our stringent quality standards.



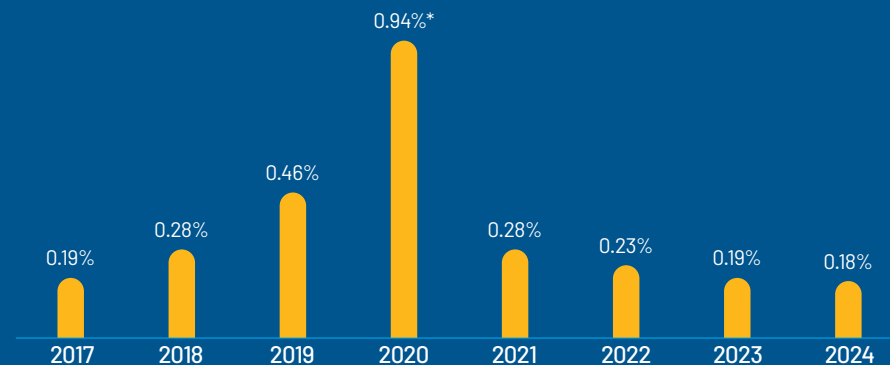
When food waste does arise, we keep it out of landfill by giving it to our Outlet shops, donating it to FareShare, diverting it to become animal food, or sending it to be composted via anaerobic digestion.

Minimising overproduction

Getting our production levels spot on is impossible – we can never forecast our customers' shopping habits perfectly – so we must balance the risk of availability issues with the risk of creating a surplus.

Forecasting and managing demand is an important thing to get right. We use sophisticated ordering systems to help us anticipate what we expect to sell every day. We then carefully manage stock levels in each shop, baking fresh batches little and often to keep surplus to the barest minimum.

Food waste arising in our production sites as a percentage of total sales, by year



* Yearly total impacted by Covid pandemic.

FARESHARE

In 2024, we donated 50 tonnes of food to FareShare, which passed it on to more than 1,500 charities across the UK. Since we began working with FareShare in 2014, we have given them around 420 tonnes of food which, according to WRAP’s meals calculator, is equivalent to 1 million meals – a significant milestone.



We are enormously grateful to the team at Greggs for their continued support and reaching the significant milestone of providing the equivalent of one million meals. Since 2014 Greggs has worked with us to ensure regular supplies of surplus food to help support our network of over 8,000 charities across the UK. By providing FareShare with surplus products, Greggs has made a huge difference to ensure that good food goes to people, not waste, and helped support and strengthen communities across the country.”

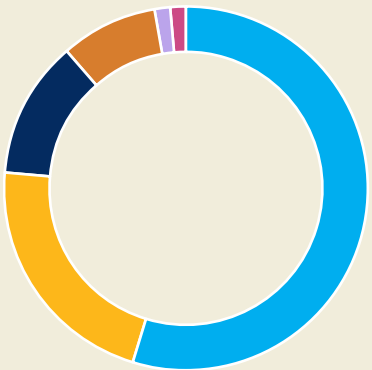
Polly Hofmann, Head of Strategic Food Partnerships at FareShare



Redistributing unsold food

Our ‘daily fresh’ approach means that anything that hasn’t been sold by the end of the day is taken off our shelves. We have several channels that we use to redistribute unsold product: our Outlet shops; charity partners; the Too Good To Go app; and Colleague Magic Bags. We redistributed 45% of all unsold food through these channels in 2024 and sent the remainder back to our manufacturing sites where it was sent to an anaerobic digestion facility, which composts the food and creates biogas.

Redistribution of unsold food from our shops



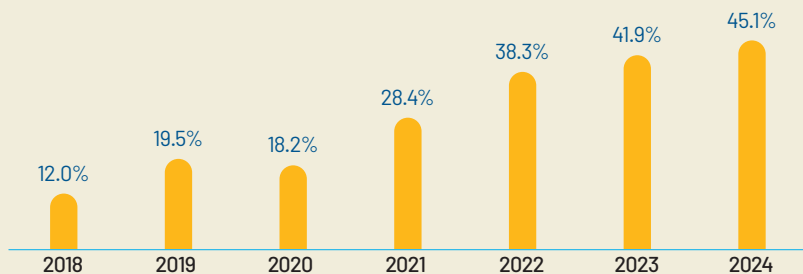
54.9%	● Anaerobic digestion
21.5%	● Greggs Outlet shops
12.3%	● Too Good To Go app
8.7%	● Charity partners
1.3%	● Colleague Magic Bags
1.3%	● Supply and Outlet charities

45%

of unsold and surplus food redistributed



Proportion of unsold food redistributed from retail sites since 2018



Greggs Outlet shops

We opened three new Greggs Outlets in 2024, meaning we now have a total of 38 shops where we sell surplus food at a big discount. In total, we sold almost 17% more tonnes of food through our Outlet shops across the year than in 2023.

We know that sandwiches and sweet treats are popular at our Outlets but wanted to extend the range to include other items such as pizza and cream cakes.

We conducted quality and safety checks to make sure they were suitable for our Outlets and they have proved hugely successful and are allowing us to expand our offering in these shops.

We have introduced a fleet of light vans, which collect food from Greggs shops surrounding a particular Outlet shop, ensuring surplus food can be redistributed more efficiently. They have been branded to let the community know that they are dedicated to reducing food waste.

Charity partners

We have a national network of over

800

charity partners who collect food from our shops and pass it on to people in need.

Too Good To Go app

We continue to make good use of the Too Good To Go app, with over 1,000 shops offering 'Surprise Bags' of unsold food. These bags contain around £8 worth of Greggs food – a mix of both savoury and sweet products – but cost from just £2.59. In 2024, we began offering bags in the mornings, as well as at the end of the day. Collectively, we sold over 1.37 million Surprise Bags, totalling around 1,700 tonnes of food.

We also offer 'Magic Bags' to our Retail colleagues, based on the same idea. In 2024, they purchased

around 188 tonnes
of unsold food at a big discount.



SUPPORTING COMMUNITIES

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 local community organisations.

Linked
UN SDGs



2021

20 Greggs Outlet shops providing affordable food in areas of social need.



2022

29 Greggs Outlet shops providing affordable food in areas of social need.



2023

35 Greggs Outlet shops providing affordable food in areas of social need.



2024

38 Greggs Outlet shops providing affordable food in areas of social need.





OUR COMMITMENT

We have now opened 38 Greggs Outlet shops across the UK, allowing us to redistribute more unsold food in areas of social need. A proportion of the profits of our Outlets is then donated to The Greggs Foundation. The Greggs Foundation awarded grants to 75 community organisations throughout the UK during 2024.



Opening Outlets

During 2024, we opened three new Greggs Outlet shops and refitted two of our existing Outlets. We intentionally open Outlets in areas of social need but have found it challenging to secure units in the places we want them. Our plan to open 50 Outlets is therefore taking us longer than we expected, but we remain committed to our target.

Bagging a bargain

We sell surplus and unsold Greggs products at our Outlet shops at a huge discount – usually for around 50% of the price you would pay in a Greggs shop.

During 2024, our customers bought more than 2.7 million sandwiches, 2.4 million savoury products and 2.8 million sweet treats through our Outlet shops, which indicates the huge popularity of these discounted shops.

SUPPORTING DIVERSE COMMUNITIES IN THE MIDLANDS

The Bangladeshi Women's Association has spent almost 40 years supporting the diverse communities of Tipton and the surrounding area. It provides residents access to information and training whilst providing a central venue for all groups to get more connected, empowered and confident to have a real stake in the sustainable regeneration of deprived neighbourhoods.

With the help of a Community Grant of almost £40,000 over 2024 and 2025 from The Greggs Foundation, it recently recruited a new Community Support Officer to deliver services including food banks, healthy living workshops, digital learning sessions, English language classes, and arts and crafts workshops.

As its CEO, Syeda Khatun, explains:



We're very lucky to have a lot of volunteers who help us run activities but without paid staff to coordinate efforts and manage the volunteers, we wouldn't be able to help people effectively."

Sharing our profits

We know that many charitable organisations face difficulties in accessing grant funding to meet their fixed costs so, in 2024, we launched our community grants programme to ensure The Greggs Foundation can offer core funding to help organisations keep their services running.

Grants of up to £40,000 for up to two years are awarded to organisations located near to a Greggs Outlet or areas of increased need in the UK, that are having a positive impact in their communities.

The Community Grants programme is part-funded by profits generated by our 38 Outlet shops, meaning that the success of our Outlet shops is shared with the wider community in which they are located.

In 2024, The Greggs Foundation awarded over £1.85 million in community grants to 75 organisations.

TACKLING POVERTY AND HOMELESSNESS IN GLASGOW

The Halliday Foundation was set up in 2018 with the simple goal of providing food for Glasgow's homeless community. Since then, it has become an essential service for people struggling with poverty, providing furniture, comfort parcels and community engagement sessions as well.

The Greggs Foundation donated £20,000 to the Halliday Foundation in 2024 to help the charity manage its core costs such as salaries and business overheads, a further £20,000 will be donated in 2025. The Halliday Foundation team and their 70-strong army of volunteers have expanded their service, offering far beyond food provision. Among the charity's most successful projects is 'House 2 Homes', which sees the charity repair and repurpose unwanted furniture

destined for landfill in order to furnish accommodation provided to homeless individuals – tackling both human and environmental concerns.

Alongside this, the charity now delivers pop-up pantries, comfort parcel distribution and community engagement sessions. It is these gatherings that are particularly important to founder Chris Halliday, because they reduce isolation, support mental wellbeing and present opportunities for the team to promote additional support services for those in need.



Most funders require grants to go towards specific project costs, but if you don't have money for salaries, premises and other overheads covered, you can't deliver those projects in the first place.

The type of funding we receive from the Greggs Foundation makes a big difference in terms of helping us run the charity day-to-day, evolve our services and keep meeting the needs of the community."

Chris Halliday, founder



HEALTHIER CHOICES



By the end of 2025,

30% of items

on our shelves will be healthier choices,
and we will attract customers through
education and promotions.

Linked
UN SDGs



2021

We maintained over **30%** of our range
as Healthier Choice products.



2022

We maintained over **30%** of our range
as Healthier Choice products.



2023

We maintained over **30%** of our range
as Healthier Choice products.



2024

We maintained over **30%** of our range
as Healthier Choice products.



OUR COMMITMENT

We contribute to a sustainable food system by providing a menu that gives our customers affordable, healthier and balanced choices at every time of day.

In 2024, we maintained over 30% of our range as healthier choice products.

A HEALTHIER CHOICE AT CHRISTMAS

Our seasonal Christmas menu is always a huge hit with customers and is hotly anticipated. Launched in November, it runs for two months and covers a whole host of favourites from our Gingerbread Latte to our Sweet Mince Pies.

In 2024, we introduced a new Festive Flatbread, a filling and indulgent hot product that contains all the flavours of Christmas but is less than 400 calories and has no red traffic lights using the government's voluntary labelling scheme.

The flatbread is packed with a sage and onion-style chicken mayo, with sweetcure bacon and a cranberry and red onion relish. *The Mirror* called it 'an absolutely delightful sandwich' and *The Sun* declared it 'a really hearty, warming lunch' in its review of Christmas sandwiches.



Offering healthier choices

We define a healthier choice as a menu item that contains fewer than 400 calories and scores no red traffic lights on the government's voluntary labelling scheme, which provides consumers with nutrition information on the front of the pack. The full traffic light label consists of information on calories, fat, saturated fat, sugar and salt.

In 2024, we added two new salads to our range of healthier choices – Piri Piri Chicken Pasta and Pesto & Mozzarella Pasta. We also introduced

an additional fruit pot to our range, Apple and Strawberry.

All our flatbreads are a healthy choice, and we added several exciting new flavours during 2024, including Chicken Pesto and Spicy Mexican Bean. Our festive flatbread was also new for 2024, offering all the flavours of Christmas without the usual calories.

Helping people eat more fruit and veg

All our soups and rice boxes contain at least one portion of vegetables and half of Greggs cold sandwiches contain at least half a portion. We reformulated our pasta salads so that they contain half a portion of vegetables too.

Offering alternatives to meat

To help our customers transition to a more sustainable diet, we continue to offer a range of vegan and vegetarian products throughout the day. This year, we reintroduced the rotational Vegan Steak Bake, Vegan Mexican Chicken-Free Bake, Vegan Spicy Vegetable Curry Bake and Vegan Festive Bake.

BUILDING STRONGER, HEALTHIER COMMUNITIES CONTINUED

HEALTHIER CHOICES CONTINUED

We also added new vegetarian products – including the Spicy Mexican Bean Flatbread – and extended the availability of our Vegetable Bake into more shops.

Reformulating our range

We continue to review the recipes of our core products to find ways to deliver great tasting meals and snacks which contain less sugar, calories and salt.

In 2017, the UK government published new recommended limits on salt and calories, and we considered what was possible and set out to achieve 92% of them by the end of 2025. By the end of 2024, we had reached 85.1% and continue to work towards our target.

The impact of the changes we have made to our recipes delivers notable results. Since 2022, we have removed 2.7 billion calories and 48 tonnes of salt from our customers' diets without impacting their enjoyment of the Greggs range.

Working with others

We are committed to improving the nation's diet by collaborating with others in the sector and partnering with organisations that support dietary shifts. This includes working with the British Nutrition Foundation as part of their Out of Home Forum, where we share ideas and explore ways to make menus healthier.

Ultra-processed food

While there is no single, universally agreed definition for ultra-processed foods, we adopt the most commonly used NOVA classification. We will continue to work across the industry, and with government departments and non-governmental organisations (NGOs), as more information on ultra-processed food becomes available. Processing can play an important role in food safety, nutrition, and in making food more affordable but we are committed to improving the nutritional value of our products wherever possible.

We also continue to engage with the Food Foundation, a charity whose mission is changing food policy and business practice to ensure everyone, across the UK nations, can afford and access a healthy and sustainable diet.

The Food Foundation's Plating up Progress report has highlighted Greggs as a leader in the sector in relation to health reporting and performance.



HONEY ROAST HAM AND EGG SALAD ROLL

We are proud of this hero product: the ham is British outdoor bred; the eggs are free range; and the roll contains regenerative wheat, meaning it comes from farms that promote biodiversity and sustainability.

331kcal

All that and it contains only 331kcal, half a portion of veg (tomato, cucumber and fresh salad leaves), is a source of protein and has no red traffic lights.



MAKING OUR PLANET SAFER

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



05

Going carbon-neutral

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

06

Building the shops of the future

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

07

Using less packaging

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.



NET ZERO CARBON



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.

Linked
UN SDGs



2021

78.7% Renewable energy (electricity and gas) used across our operations.



2022

77.8% Renewable energy (electricity and gas) used across our operations.



2023

86.1% Renewable energy (electricity and gas) used across our operations.



2024

91.4% Renewable energy (electricity and gas) used across our operations.



OUR COMMITMENT

Over the last year, the carbon intensity of our business dropped by more than 12%.

We are proud that 100% of the electricity and 60% of the gas we buy is now certified as renewable.

We are switching to a renewable fuel for our vehicles too, with 30% of all fuel used now Hydrotreated Vegetable Oil (HVO) instead of diesel.



Our targets

We are working hard to turn Greggs into a net zero business.

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.

Reducing the impact of our own operations (Scopes 1 and 2 emissions)

During 2024, we cut our absolute Scope 1 and 2 emissions by 1,101 tCO₂e (versus 2023), which reduced the carbon intensity of our business by 2.6%.

We still have a way to go to meet our target of a 46.2% reduction by 2030, but we are taking bold action to close that gap over the next five years.

Choosing greener fuels

During 2024, we increased the proportion of gas from renewable sources we purchase from 30% to 60%. We are phasing out the use of natural gas over time, and only install electric boilers and equipment when we open a new shop.

Although we purchase 100% renewable electricity, 6% of our shops are in serviced locations, meaning we do not have control over the utilities. Our Landlord Recharge Group continues to engage our landlords and encourage them to switch to green power (not just buying carbon credits), and we have developed a policy to manage non-renewable electricity usage within these locations.

We want to move away from diesel to power our distribution fleet and, in the long term, expect to use either electricity or hydrogen. While we wait for the infrastructure to be created in the UK to support those alternative fuels, we have begun converting our distribution fleet to use the biofuel HVO. In April 2024, we converted our Enfield distribution centre to HVO, saving around 3,000 tonnes of CO₂ on the over 2 million



miles driven from that site. During 2025, we will add our Clydesmill and Manchester sites, almost tripling the carbon saving to over 8,000 tonnes. By the end of the year, almost a third of our vehicle journeys will be powered by HVO instead of diesel.

We now have solar panels on the roof of nine manufacturing and distribution sites, generating green energy that we then use on-site. At Amesbury, they provide around 8.4% of the site's energy. We aim to introduce solar at other sites during 2025.

We use low impact refrigeration gas as standard in our shops and work with our refrigeration contractors to minimise gas losses.



Improving energy efficiency

In addition to choosing greener fuels, we can also reduce our operational carbon footprint by using energy as efficiently as possible. Our Eco-Shop programme is helping us to select the most environmentally friendly equipment for our shops so we can reduce our use of energy and water. This is so important to us that it is a standalone commitment – see page 31 for the details.

We are also making the most efficient use of our vehicles as we can. We now use 39 double-decker trailers that allow us to carry 56% more goods per journey. All our drivers receive training on how to drive to minimise fuel use, and we plan our routes carefully.

Working with our suppliers to reduce emissions (Scope 3)

The agricultural sector is a major contributor to climate change and decarbonising the food industry will require committed efforts from every player.

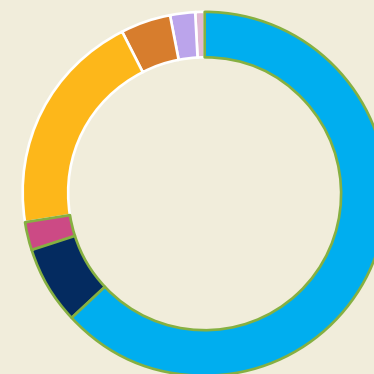
We are pleased that so many of our suppliers have net zero carbon reduction targets of their own and are switching to greener fuels and improving the energy efficiency of their operations.

We encourage and support them to measure and publicly report their carbon footprint and to set a net zero target date no later than 2050.

We collect carbon intensity data from our biggest suppliers to improve the accuracy of our Scope 3 calculations. During 2024, our Net Zero Steering Group began engaging with our key suppliers directly, starting with those supplying the products responsible for the highest share

of our Scope 3 emissions: beef, pork, dairy, cereal and coffee. We hosted sessions to share best practice around carbon management and regenerative agriculture, and work will continue in 2025.

Megawatt-hour by fuel type



UK ERG Protocol

Green energy sources

63.1% Green electricity
 7.0% Green gas
 2.5% HVO

20.0% Diesel
 4.6% Fossil gas
 2.0% Fossil electricity
 0.8% Petrol

72.6%

of the megawatt-hours we use is zero or low carbon

MAKING OUR PLANET SAFER CONTINUED NET ZERO CONTINUED

Governing our net zero programme

Our net zero ambition is a key priority for the business. To ensure that our senior management team is fully engaged with our mission, we have made achieving our net zero targets part of their three-year long-term incentive programme.

With such a big programme of work, and so many different departments involved, we created a committee to ensure any barriers to progress can be quickly removed. Our Net Zero Steering Group is chaired by our Commercial Director and includes members of our Operating Board and Heads of the most relevant departments.

During 2024, we transformed our Task Force on Climate-related Financial Disclosures group into a new Sustainability Reporting Steering Group. This group includes leaders with responsibility for aligning our reporting with relevant external standards. The group also considers risks and opportunities related to climate change and provide insights into our Sustainability Committee.

GREEN SUPPLY CHAIN SITES

We have partnered with SEGRO and SmartParc to build a state-of-the-art, 451,000 square foot freezing and manufacturing facility in Derby. Sustainability is at the heart of this project. Our facility features an extensive rooftop solar PV system, rainwater harvesting and advanced ammonia-based refrigeration with a heat recovery system. This heat is transferred throughout the building to be utilised in heating for office, production and welfare areas, as well as the domestic hot water systems.

We also have access to SmartParc's shared energy centre, providing two megawatts of cooling, without the need for a separate plant. We've installed 76 EV charging points and a rainwater harvesting system for toilet facilities, and the building is designed to a BREEAM excellent standard, ensuring we operate efficiently and responsibly.



BREEAM
Excellent standard

Welcome to

SHOPS OF THE FUTURE

GREGGS
DRIVE-THRU

By the end of 2025,

25% of our shops

will feature elements from our Eco-Shop
'shop of the future' design.

Linked
UN SDGs



2021

We created the **Eco-Shop** template.



2022

10.7% of our shops feature elements
of the Eco-Shop design.



2023

21% of shops feature elements
of the Eco-Shop design.



2024

27% of shops feature elements
of the Eco-Shop design.





OUR COMMITMENT

We have now met our target to have elements of Eco-Shop in a quarter of our shops and are pushing ourselves to achieve 30% by the end of 2025.

We are currently working on the design of our second Eco-Shop, giving us another test bed for new equipment and gadgets that will help us to save energy and water, and reduce waste.

Our next Eco-Shop

We opened our first Eco-Shop in Northampton in 2022, enabling us to test over 20 different green initiatives which, between them, cut energy use by a fifth compared with a standard shop. Every item of equipment was metered, which allowed us to compare its performance with robust control-group data to verify efficiency savings.

Items that proved they helped us save energy and water or reduce waste were added to our standard fit-out, meaning they are included in all our new shops and refits of our existing estate. At the end of 2024, 724 shops – around 27% of our total estate – were using a piece of equipment that was first tested in our Northampton Eco-Shop.

New, more environmentally friendly equipment is being invented all the time so, in 2024, we created a design for a next generation Eco-Shop, which we plan to build in the first half of 2025. We are working in partnership with Zed, who are modelling energy and carbon savings and will report back on the findings.

The new shop will serve as a test bed for innovative equipment designed to save energy, conserve water and minimise waste. For instance, this second Eco-Shop will use lower carbon impact refrigerant in its walk-in refrigeration system, achieving a global warming potential (GWP) of 146 – significantly lower than the previous, 1,387 GWP. This improvement surpasses EU regulations, mandating a maximum of 150 GWP for new units and is likely to be ahead of any UK measure introduced.

Importantly, with ambitious estate growth plans, our second Eco-Shop, which will be a drive-thru unit in Winchester, will also allow us to factor sustainability into the build of a new unit. It will include solar panels on the roof, rainwater harvesting, a heat pump and environmental cladding, along with other sustainable elements of the build.

Upgrading our standard fit-out

As a result of our Eco-Shop programme, we now include a wide variety of resource-saving solutions in our new shops.

These include: knee-operated sinks, which help us to use less water as they are quicker to switch off; an undercounter water heater, which means the hot water travels less, reducing heat loss and energy wastage; a microwave, which is more efficient for heating individual items than our legacy soup kettles; and our I3 fast-speed oven that heats portions of products more efficiently.

Our new baking oven uses less energy and takes up less floor space than our previous model, while also being quicker and better to use. Meanwhile, our new self-selector refrigerated cabinet has a higher energy efficiency rating, which means that we are using less electricity.

COLLABORATING WITH SUPPLIERS FOR MORE SUSTAINABLE SOLUTIONS

We know that achieving our sustainability goals requires not just innovative thinking, but strong partnerships and we ask our suppliers to come on this journey with us. As an example, we tasked our refrigeration supplier, Foster and Gamko, with an ambitious brief: to create an upright fridge that was more energy-efficient and practical for everyday use.

The result of this collaboration is a smaller framed unit that makes better use of space, helping us to store more without increasing our footprint – while using a natural refrigerant. After a successful trial in our Eco-Shop this year, where we saw the energy savings and practical benefits first hand, we've committed to rolling them out across all new shop openings, refits and maintenance programmes. The redesigned fridges are 16% more energy-efficient, and the freezers take it even further with an impressive 28% reduction in energy usage.

This partnership with Foster and Gamko has shown what's possible when we work together towards shared goals.



Working together with Greggs has been a fantastic opportunity to showcase how innovation and sustainability can go hand in hand, and we've developed a solution that benefits both the environment and everyday operations."

Martin Toms at Foster and Gamko



USING LESS PACKAGING



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.

Linked
UN SDGs



2021

We used **3% more packaging** by weight (as a percentage of sales).



2022

We used **16.4% less packaging** by weight (as a percentage of sales).



2023

We used **12.6% less packaging** by weight (as a percentage of sales).



2024

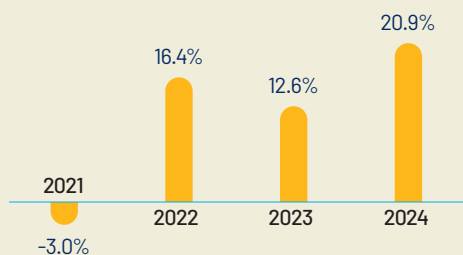
We used **20.9% less packaging** by weight (as a percentage of sales).



OUR COMMITMENT

Through steady and determined effort, since 2019, we have reduced the weight of our packaging as a percentage of sales by 20.9%.

Trend data on reduction of packaging weight as a percentage of total sales



Our paper and board-based packaging is entirely sourced from sustainable suppliers, certified by either Forest Stewardship Council (FSC) or Programme for the Endorsement of Forest Certification (PEFC), and we have added recycled content in our plastic drinks bottles and salad pots. Almost all our products can now be easily recycled.

Unnecessary single-use plastics were the first to go before we launched The Greggs Pledge in 2021: we either stopped using them (for instance, using tongs to pick products up, rather than a clear plastic 'lifting sheet'), or we replaced them with a more sustainable alternative (like the paper and wood alternatives that replaced our old plastic carrier bags and our wooden cutlery). Sometimes, packaging that is easier to recycle is heavier than previous versions and we carefully consider this balance when making decisions.

We continue to innovate and experiment, and are currently exploring how we can further reduce packaging use in our Supply Chain.

Lightweighting our packaging

We are trying to use less packaging and continue to find ways to change or tweak our existing product packaging to make it lighter.

In 2024, we swapped the rigid plastic lids we were using to close our pasta salad pots for a peelable film lid, reducing the weight of plastic needed by over 90%. This reduced our use of plastic on this one packaging type by almost eight tonnes.

During the year, we also made numerous changes to the stickers we use to label our products and saved over 32 tonnes of paper per year as a result. Because stickers come with backing paper, we saved around 27 tonnes on that too.

We use a board-based wrapping solution to package our made-to-order wraps, and we have reduced its weight by over 10%.



90%

Plastic reduction on
our pasta pot lids



Easier to recycle

We use 120 different items of product packaging in our shops and are proud to report that 118 of them are now made from materials that are widely recycled in the UK. This achievement means 98.3% of our packaging can be put into a typical domestic recycling bin, putting us on track to meet our 2025 target for easily recyclable packaging.

At the end of 2024, we introduced new packaging for our baguettes and oval bites. Previously, these bags were made from materials that were hard to recycle due to their composition. To make them fully compliant under On-Pack Recycling Label (OPRL) rules, we reduced the plastic windows to a 10% plastic weight ratio, allowing the packaging to be widely recyclable.

Additionally, we launched the first-to-market heat-resistant, recycled polyethylene terephthalate (rPET) hot drink lids containing 30% recycled content, a significant step forward in reducing single-use plastics. This innovation required extensive testing to ensure the lids met our stringent quality standards, balancing heat resistance with recyclability.

We are now working on turning the last two items of packaging into 'easily recyclable' alternatives: our four-pack Sausage Roll film-front bag and our gingerbread bag. Trials for improved versions of these began early in 2025 and we are confident that, by the end of year, 100% of our packaging* will meet the criteria for easy recyclability under the OPRL scheme.

Coffee cups: an ongoing challenge

Our hot drinks cups are a composite of two materials: a paper cup with a waterproof plastic lining. Many local councils and waste management providers lack the infrastructure to separate and process these materials effectively, which significantly limits their recyclability.

We are members of the National Cup Recycling Scheme, an initiative designed to improve the recycling rate of takeaway coffee cups across the UK. Through this, we contribute to a collective industry voice, highlighting challenges with viable hot cup alternatives and advocating for changes to the nation's recycling infrastructure.

*excluding hot drinks cups

We are also conducting trials to find ways to overcome the logistical and practical challenges involved in front-of-house cup recycling such as cross-contamination with food waste or space limitations for segregated disposal.

We will use insights from implementation of the new the new Welsh recycling regulations to explore and test recycling stations that could work within our space constraints and provide a more streamlined experience for customers in the future.



MAKING OUR PLANET SAFER CONTINUED USING LESS PACKAGING CONTINUED

More recycled content

As well as reducing carbon emissions associated with virgin plastic production, incorporating recycled materials into our packaging means we are supporting the recycling industry by creating demand for recycled PET (rPET).



All Greggs cold drinks and the pots we use for our salads are made from rPET plastic. Half of that plastic comes from recycled sources, reducing reliance on virgin plastic and contributing to the circular economy.

Our new standard rPET hot drink lids contain 30% recycled content and, during 2025, we aim to increase this to 50%, showcasing our commitment to continuous improvement and innovation in sustainable packaging.

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

Behind the counter

We work closely with our waste management partner, Biffa, to continuously improve and refine our waste management practices behind the counter. We operate a robust recycling system, and our people are trained to collect and segregate recyclables and food waste appropriately. This collaboration has enabled us to keep our recycling processes efficient, compliant with current standards, and adaptable as new waste handling methods emerge.

Packaging in our supply chain

Improving the sustainability of our primary product packaging is only one part of our story.

We reduce packaging waste by using reusable plastic trays. When disposable packaging is necessary for product quality, we ensure it meets our Retail standards. Every year, we use thousands of tonnes of cardboard boxes and plastic wrap to keep our products safe, and want to make sure we are being as efficient here as we are with our product packaging.

In 2023, we began using a lower-gauge stretch-wrap containing recycled material to secure each pallet of products. The new wrap contains a minimum of 30% recycled content and is just 10 microns thick, down from 17 microns. In spring 2024, we completed the rollout to every manufacturing site and distribution centre, and estimate that this saved us in the region of 36 tonnes of plastic in 2024.

Similarly, we have reduced the thickness of three of our bread bags from 28 to 25 microns, saving three tonnes of plastic every year.

The biggest opportunity is replacing single-use packaging with reusable containers. We are currently testing returnable plastic 'pallecons', which serve the same function as corrugated cardboard boxes but can be reused again and again. These bulk containers are suitable for transporting both liquid and dry goods, and are collapsible, meaning they take up less space

Award-winning innovation

Our recyclable baking paper was named the Sustainability Initiative of the Year at the 2024 Baking Industry Awards.

This project was a partnership between Greggs, our baking paper supplier Linwood Raker, and our waste management firm, Biffa. We were frustrated that we were wasting hundreds of tonnes of baking paper each year, so collaborated to create an alternative that could be recycled. Linwood Raker's Super Light Recyclable Baking Paper received approval from OPRL, passed our stringent shop trials and we now plan to move to recyclable baking paper in all our shops by the end of 2025.

when empty. As well as eliminating packaging waste, our trial is proving that they reduce damage to our products – reducing food waste – and are easier to handle and unload, saving our people time. They also allow us to make better use of space inside our vehicles, improving load capacity.



BECOMING A BETTER BUSINESS

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



BECOMING A BETTER BUSINESS



08

Embracing diversity

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

09

Sourcing sustainably

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

10

Protecting animal welfare

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



EMBRACING DIVERSITY

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

Linked
UN SDGs




2021

500 managers attended an **Inclusive Leadership** workshop.



2022

We achieved the **National Equality Standard**. 



2023

We published our **Ethnicity Pay Gap Report** and provided enhanced support for colleagues from an ethnic minority background to progress their career.



2024

Our core development programmes, aimed at supporting our potential future management colleagues, are representative of the ethnic diversity in our regional talent pools.



OUR COMMITMENT

What makes Greggs so special is our culture: the way we behave and the way we support each other. We call it 'Being Greggs'. It means being friendly, inclusive, honest, respectful, hard-working and appreciative.

We want our colleagues to feel welcome and able to be themselves at work, whatever their background, preferences or beliefs. We believe that difference is good.

Developing our people

We recognised that our talent pipeline was less ethnically diverse than our workforce as a whole and have taken steps to address that.

We actively encouraged colleagues from an ethnic minority background to apply for a place on one of our two key development programmes:

- Aspiring Leaders – for colleagues aiming for a role in management.
- Future Shop Leaders – for supervisors who have the potential to become Shop Managers.

We provided support to overcome any barriers (real or perceived) and used company-wide data to track progress and ensure the cohorts who participated in the programmes were representative. We then provided additional support for these colleagues by arranging for them to be mentored by a senior leader who shared their unique experience, knowledge and perspective on our business, and invited meaningful discussions about career development. In 2024, the proportion of participants from ethnic minorities on our

Aspiring Leaders and Future Shop Leaders programmes increased by 10% and 4%, respectively.

Reflecting the communities we serve

We set ourselves the target of reflecting the communities we serve by the end of 2025 and are using data to track progress. To help us to do this, we have improved our data capture at the recruitment stage and invited existing colleagues to check and update the data we hold in our People system. We have also enlisted the support of our senior managers to play their part in encouraging colleagues to check that demographic data we hold is as accurate as possible. Today, we know the self-reported ethnicity of 93% of our colleagues.

Twice a year, we review aggregated data with the Board and Operating Board to track progress in relation to the volume of data we hold and to review current representation across the business.

Improving employability

We understand that not everyone is 'job ready'. We encourage people from diverse backgrounds to learn about the great opportunities that Greggs has to offer and then give them the support and encouragement to apply.

FRESH START

We introduced our Fresh Start programme in 2013 to help us reach candidates who might not normally apply through our mainstream recruitment processes.

Our Fresh Start programme proactively offers training and work experience to people transitioning into work who might not apply through our normal recruitment processes. This includes care leavers, people who have been unemployed for a long time, to those leaving the armed forces or prison. We provide employability workshops, mentoring, mock interviews, placements and most importantly sustainable job opportunities to candidates. Since launching the programme in 2013, we have placed more than 360 Fresh Start candidates in permanent roles – 16 of whom have since moved into shop management roles.

SUPPORTING ONE ANOTHER

We launched a mentoring programme, as part of our Aspiring Leaders and Future Shop Leaders programmes, for participants from ethnic minority backgrounds. This initiative connects mentees with senior leaders who provide guidance and share experiences.

All mentors attended an initial an immersion session to introduce them to the scheme's objectives, followed by support in setting up structured mentoring relationships. Mentors received training in inclusive leadership, active listening, and providing constructive support, while mentees shared personal bios, outlining their career goals and working styles to ensure tailored guidance. Regular check-ins allow both parties to discuss progress, challenges, and development goals.



It has been both a privilege and pleasure to be a part of the Inclusive Mentoring programme, working with Thu Rain. Understanding his goals and challenges has given me insight into how I may be able to support and guide him further."

Linda, Retail People Manager



Being part of the mentoring program has helped me gain confidence, learn new skills, and feel supported in my growth. Linda, my mentor, is incredibly friendly and welcoming. Her guidance, encouragement, and strategic insights make me feel confident that I can overcome obstacles and achieve my ambitions."

Thu Rain, Shop Manager

Celebrating inclusion

In September 2024, we held our first internal Inclusion Conference, bringing together our Operating Board, the Diversity & Inclusion Steering Group, and representatives from our three colleague networks to celebrate progress in this area, challenge ourselves to do more, and explore future focus areas.

The engaging, informative and interactive day was opened by our Chief Executive, Roisin Currie, and included panel discussions about our people's lived experiences, case studies about successful interventions across our business, and updates on our external partnerships.

Working with others

We are proud that we achieved the National Equality Standard in 2022, and we will be reassessed for re-accreditation in 2025. We embrace diversity across Greggs and work hard to ensure we remain truly inclusive.



Colleague inclusion networks

We have three colleague inclusion networks:



↑ REACH

Our ethnicity group



➤ ENABLE

Our disability group



☾ PRIDE

Our LGBTQ+ group

The networks are a safe space for minority communities and were created to bring about progressive change, offer support, and inspire a feeling of belonging. The groups offer feedback and participate in creating training content – all with the aim of making Greggs a more inclusive company.



SUSTAINABLY SOURCED



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

Linked
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2021

We completed our review of soy across all our ingredients and joined the **UK Roundtable on Sustainable Soya** and signed up to the UK Soy Manifesto.



2022

We published our **Deforestation Policy**, mapped supplier compliance and plan to be deforestation-free by the end of 2025.



2023

We completed the mapping of **soy in animal feed** to determine its sustainability status.



2024

100% declared soy used in our own operations is **certified as sustainable**. We are working 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.



OUR COMMITMENT

As an ethical and sustainable company, buying responsibly has always been part of how we do things at Greggs because we know it can make a powerful positive impact.

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



Responsibly sourced soy

During 2024, we completed the process of confirming that 100% of the soy present in our own operations is certified sustainable.

Next, we are seeking assurance that the soy used in animal feed in our livestock supply chain is also from sustainable sources. All relevant suppliers have confirmed that the animal feed they use is not contributing to deforestation or won't be by the end of 2025 when the European Union Deforestation Regulations come into force.

100%
**of the soy present in
our own operations is
certified sustainable**

Certified sustainable palm oil

We are committed to only purchasing RSPO-certified sustainable palm oil. In 2024, we procured 88 materials containing palm oil and all but one was certified as segregated, representing 99.9% of volume. A topping used on one seasonal item was found not to be from a segregated source but, having identified this issue, we will replace it with an alternative product that contains certified sustainable palm oil in 2025.

Greggs was ranked 10th out of 44 British companies that responded to WWF's Palm Oil Buyers Scorecard. Our total score placed us in Tier Two – 'well on the path' – and reflects the good progress that our largest suppliers have made in improving traceability.

We support Chester Zoo's 'Sustainable Palm Oil Communities' project as both a champion and ambassador. We have made a statement promoting sustainable palm oil on our website and have committed to raise awareness of the issue with our customers and colleagues. We are now discussing with them how we can support their conservation projects in palm-growing regions.

BECOMING A BETTER BUSINESS CONTINUED RESPONSIBLE SOURCING CONTINUED

Regenerative agriculture

Poor soil quality and a reduction in biodiversity are real threats to our food system and we view regenerative agriculture as a vital part of the solution. We are now exploring how best to adopt regenerative farming practices while gaining an understanding of how to enhance soil health, promote biodiversity, and advance our sustainability goals.

We now include flour made from regenerative wheat in many of our bread products. This is made from wheat grown using farming practices, which promote soil health such as using companion plants and cover crops, avoiding pesticides and fungicides, and seeking to improve biodiversity.

Training our people

We want to provide our people with the knowledge they need to take proactive steps to safeguard against unethical conduct in procurement and supply chain management.

We are listed on the Corporate Ethics Register of the Chartered Institute of Procurement and Supply (CIPS) and all members of our Procurement team, who select or manage suppliers for us, are required to undergo its training course and assessment annually. As a business, we have signed a statement of commitment to ethical sourcing and supplier management, entitling us to display the CIPS' Corporate Ethics Mark.

We regularly refresh our training on modern slavery, maintaining awareness across our Supply Chain Management and Supervisory Teams.

Improving transparency

We buy ingredients, products and services from hundreds of suppliers and need reassurance that they – and their suppliers – are taking appropriate care of their workers and the wider environment.

We have been a member of Sedex since 2016 and, in 2023, began working with EcoVadis too. These external platforms give us access to information about our suppliers' sustainability and ethical performance, which we use to make informed decisions about who we buy from, and where we may need to provide support to make improvements.

EcoVadis provides a sustainability performance rating, giving us a detailed view of our suppliers' maturity in four areas: environment, labour and human rights, ethics and sustainable procurement. By the end of 2024, we had access to Scorecards for 232 of our suppliers through EcoVadis.

We can use EcoVadis IQ to understand the potential CSR risks that our Suppliers are exposed to. We used this to determine which Suppliers could potentially benefit from completing a full EcoVadis assessment and focused our efforts on those Suppliers with the greatest risk rating.



232

suppliers with Scorecards
through Ecovadis



Supplier Code of Conduct

Our suppliers are required to review and agree to our Supplier Code of Conduct. The Code includes policies and standards on labour practices, environmental management, ethics, and monitoring and documentation, ensuring that our suppliers are contractually obliged to meet our high standards.

During 2024, we invited EcoVadis to review the Code and support us to create a simple sustainable procurement vision that aligns with our corporate targets. This is entitled “Source and collaborate with suppliers to accelerate The Greggs Pledge to build stronger, healthier communities, make the planet a safer place and build a better business” and we share with our key stakeholders to develop a common platform for delivery.

This vision underpins the work we will do in 2025 to produce a Greggs Sustainable Procurement Strategy.

Fairtrade

We have been purchasing Fairtrade products for almost two decades, during which time we have generated £9.2 million in Fairtrade Premium for marginalised producers in developing countries. This secure income allows these producers to plan for a more sustainable future, as well as support their community through investment in local schools, healthcare and infrastructure.

We began by purchasing Fairtrade coffee but have added new categories over the years and now sell more Fairtrade coffee than any other out-of-home food brand in the UK and, through Fairtrade juice sales, generated more Fairtrade Premium for orange and apple producers than any other out-of-home brand in the UK. We exclusively purchase Fairtrade tea (black, mint and green), coffee, hot chocolate, apple and orange juice, sugar sticks, and syrup. Our Fairtrade coffee generates a premium of around £1 million each year which supports 13,270 farmers in 34 small scale producer groups.

To become a Fairtrade producer, farmers and cooperatives must meet the Fairtrade Standards, as audited by an independent certification body. The standards combine a range of economic, environmental and social criteria designed to support farming communities to strengthen their economic position.





ANIMAL WELFARE



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

Linked
UN SDGs



2021

We created a roadmap to achieve a **Tier One rating** in the Business Benchmark on Farm Animal Welfare.



2022

We achieved and maintained a **Tier Two rating** in the Business Benchmark on Farm Animal Welfare.



2023

We achieved **Tier Three** with an impact rating of D, in the first assessment against the new, more stringent Business Benchmark on Farm Animal Welfare.



2024

We progressed to **Tier Two**, with an impact rating of C, in the Business Benchmark on Farm Animal Welfare.



OUR COMMITMENT

At Greggs, we recognise that raising welfare standards for farm animals is an integral part of the transition to a more sustainable and ethical food system.

Greggs now ranks in the top 4 of 150 of the world's largest food companies in the Business Benchmark on Farm Animal Welfare (BBFAW).

The BBFAW

The BBFAW assesses how companies manage and report on farm animal welfare. We have been assessed by them every year since it was set up in 2012. In 2016, we achieved a Tier Two rating, and in 2021 we set an ambition to achieve Tier One by 2025.

We welcomed the introduction of their new, more stringent, standard in 2023, which will help to improve the lives of farm animals reared for food, and we were proud to be placed in the top 10 of 150 of the world's largest food companies. However, the substantial changes to their measurement criteria meant the roadmap to Tier One had changed, and we achieved Tier Three in their 2023 assessment.

In the 2024 BBFAW assessment, we are proud to have moved from Tier Three to Tier Two and improved our impact grading from D to C. We remain committed to continuous improvement on farm animal welfare and will work towards achieving the BBFAW's new requirements over the longer term.

Our support for BBFAW goes beyond inclusion in the benchmark. Our Chief Executive provided a foreword to the 2023 BBFAW report and our Sustainability and Farm Animal Welfare Manager joined the expert panel at its launch at the London Stock Exchange in April.

'Confinement-free' pork sausages

Just like our eggs, we believe that pork should be 'confinement free'. Sow stalls and farrowing crates give pigs fewer opportunities to engage in natural behaviour or interact with other pigs. We have stopped buying pork that has been raised with the use of sow stalls and are now working towards avoiding the use of farrowing crates too.

As part of our journey to reduce confinement, we have introduced farrowing crate-free pork in our breakfast sausage, which represents approximately 10% of the pork that we buy. This is in addition to ham, and cooked bacon which we have previously reported on. We aim to eliminate the use of farrowing crates entirely by the end of 2035.

Improving chicken welfare

This year, we introduced our new Greggs Broiler Standard and briefed our suppliers on our requirements for stocking density and mobility.

By the end of 2025, 100% of our chicken will be reared in farms which have a stocking density of 30kg per square meter or less.

In 2024, we increased this to 86.6%, from 65% the year before, with the remaining 13.4% reared at no more than 38kg/m², which is the maximum stocking density that we will allow – a more stringent requirement than either UK or EU legislation currently stipulates.

Our farmers report to us on four measures related to leg health and walking ability: the leg cull rate, Bristol Gait Score (how well a chicken moves), and the presence of any hockburn and pododermatitis. We have set stretching targets for each of these because we know that leg health and the ability to walk are good proxies for a chicken's overall health and wellbeing.

Meat-free products

As a food retailer and manufacturer, we support our customers who follow a meat-free diet or seek to reduce their meat consumption. Our vegan and vegetarian products continue to prove very popular, and we increased our range in 2024 with Vegan Spicy Vegetable Curry Bake and Pesto and Mozzarella Pasta.



2024 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 second 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 2024	Further Information
Fleet Fuel Management	Fleet fuel consumed, percentage renewable	Quantitative	FB-FR-110a.1	Gigajoules (GJ), Percentage (%)	1) Fleet fuel consumed = 344,424 GJ 2) % Renewable = 11.1%	To discover more about our initiatives to enhance the sustainability of our fleet, please refer to pages 27-30 in the report.
Air Emissions from Refrigeration	Gross Global Scope 1 Emissions from refrigerants	Quantitative	FB-FR-110b.1	Metric tons (t) CO ₂ e	5,536 tonnes	To discover more about our initiatives to enhance the sustainability of our refrigeration in our supply chain and in our Eco-Shop, please refer to pages 27-33 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 (%)	13.9%	
Energy Management	1) Operational energy consumed 2) Percentage grid electricity and 3) Percentage renewable	Quantitative	FB-FR-130a.1	Gigajoules (GJ), Percentage (%)	1) 1,195,202 GJ 2) 84.7% Grid Electricity 3) 91.4% 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 27-30 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) 30,354 tonnes 2) 24.7% 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 16-22 in the report.

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

Topic	Accounting Metric	Category	Reference	Unit of Measurement	Performance 2024	Further Information
Data Security	1) Number of data breaches	Qualitative	FB-FR-230a.1	Number,	1) 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.
	2) Percentage involving personally identifiable information (PII)			Percentage (%)	2) 0	
	3) Number of customers affected				3) 0	
	Description of approach to identifying and addressing data security risks	Discussion and Analysis	FB-FR-230a.2			<p>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 more and more reliant on this information. We must safeguard and protect the data and the systems that hold it, that are vital to our success and future growth. By identifying the risks to our information, we can find ways to better protect the information against the specific threats that it faces. This helps us to direct our budgets and efforts on 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.</p> <p>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.</p> <p>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.</p> <p>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.</p>

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

Topic	Accounting Metric	Category	Reference	Unit of Measurement	Performance 2024	Further Information
Food Safety	High-risk food safety violation rate	Quantitative	FB-FR-250a.1	Rate	1) 0	For the year 2024, we have had no Food Safety violations. We have a dedicated primary authority partnership with Newcastle City 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	Quantitative	FB-FR-250a.2	Number, Percentage (%)	1) 1	For the year 2024, we have 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.
	2) Number of units recalled				2) 15,780 bottles	
	3) Percentage of units recalled that are private-label products				3) 100%	
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 contribute to 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 23-25 in the report.



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

Topic	Accounting Metric	Category	Reference	Unit of Measurement	Performance 2024	Further Information
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.
	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.

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

Topic	Accounting Metric	Category	Reference	Unit of Measurement	Performance 2024	Further Information
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) £12.41(from 29/12/2024) 2) 100% of our colleagues are paid above the National Minimum Wage level	<p>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.</p> <p>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. Following the successful conclusion of the resulting ballot, our Retail, Supply and Support teams receive a pay increase with effect from January in any year.</p> <p>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.</p> <p>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</p>
	Percentage of active workforce covered under collective bargaining agreements	Quantitative	FB-FR-310a.2	Percentage (%)	97.50%	<p>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.</p> <p>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</p>
	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 2024.
	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 2024, we can confirm monetary losses relating to these were not material.

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

Topic	Accounting Metric	Category	Reference	Unit of Measurement	Performance 2024	Further Information
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 42-45 in the above report.
	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% of our eggs originate from a cage-free environment 2) 99.6% of our pork is produced without gestation-crates	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 46-47 in the above 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		To discover more on our commitment to manage environmental and social risks in our supply chain, please refer to pages 27-30 and 42-47 in the above report and find out how we are working towards net zero and sourcing more responsibly.
	Discussion of strategies to reduce the environmental impact of packaging	Discussion and Analysis	FB-FR-430a.4	N/A		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 34-37 in the above report.



Table 2 – Food Retailers and Distributors Activity Metrics

Activity Metric	Category	Unit of Measurement	Performance 2024
Number of 1) Retail locations and 2) Distribution centres	Quantitative	Number	1) 2,057 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	264 Rigid HGVs 64 Tractor Unit HGVs
Tonne-kilometres travelled	Quantitative	Tonne-kilometres	31,000,000 Tonne-kilometres excluding light commercials



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