MODERN SLAVERY STATEMENT

2025/26

Introduction

Modern slavery and the exploitation of workers remain significant risks within our own operations and across the UK farming and food manufacturing sectors. As a family-owned business, G's is committed to ensuring that all workers are treated with dignity, fairness and respect, and to safeguard them from all forms of modern slavery, human trafficking and labour exploitation.

We are steadfast in our commitment to identifying, preventing and addressing modern slavery risks throughout our operations and supply chains. We recognise the complexity of these challenges and understand that meaningful progress can only be achieved through collaboration. By working closely with industry bodies, expert organisations, stakeholders, customers, employees and suppliers, we strengthen our ability to mitigate risks and drive positive change across the wider food sector.

G's is subject to the reporting requirements of the Modern Slavery Act 2015 ("the Act"). This statement represents our ninth annual Modern Slavery Statement and has been prepared in accordance with Section 54 of the Act for the financial year ending 5 May 2026.

During 2025/26, our work focused on responsible recruitment, worker reporting and local accountability. We introduced an additional Yellow Flag reporting route, developed multilingual awareness materials, attended recruitment events in Kyrgyzstan and Uzbekistan, and introduced risk registers across selected business units. The sections below explain our controls, describe progress against our commitments and set out our priorities for 2026/27.

The statement outlines the measures taken during the reporting period to identify, assess and address the risks of modern slavery and human trafficking within our operations and supply chains. It also details the G's businesses to which the requirements of Section 54 apply.

The G's businesses covered by this Modern Slavery Statement for 2025/26 are:

- Barway Services Ltd
- G's Fresh Limited
- G's Group Holdings
- G.S Shropshire and Sons Limited
- J.B Shropshire & Sons Limited
- Sandfields Farms Limited
- G's Fresh Beetroot Ltd

This statement will continue to be subject to annual review and has been reviewed and approved by senior management.

Signed,



John Shropshire

Chairman

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Our Business

Founded in 1952, G's has grown to become one of Europe's largest fresh-produce businesses. Guy Shropshire established the business after purchasing 330 acres near Ely, Cambridgeshire. It initially supplied earth-covered celery in traditional bushel boxes and later established a packhouse to meet growing demand for washed celery.

Today, G's grows, source, pack and supply a diverse range of fresh salads and vegetables.

Our promise is:

- To supply high-quality fresh produce that delights our customers every day.
- To be recognised as an outstanding supplier of sustainable, healthy fresh produce and to remain at the forefront of our industry in everything we do.

Our farming operations and production facilities are located across the UK, Spain, Eastern Europe, West Africa, the Netherlands, Germany and the United States. From these locations, we supply fresh produce to the majority of major UK retailers, as well as wholesale markets and food manufacturing businesses. This footprint enables us to serve customers efficiently while maintaining high standards of quality, sustainability and service.

Our values are central to everything we do. They reflect our commitment to our employees, customers and suppliers, while reinforcing our responsibility to protect the environment and preserve the natural resources on which our business and future generations depend.

Further information about G's is available at www.gs-fresh.com.

Modern Slavery Statement 2024/25

Governance & Strategy

Throughout 2025/26, we continued to strengthen and refine our governance framework to ensure it remains effective, proportionate and aligned with the evolving needs of our business. We have implemented a clearly defined governance structure for identifying, escalating and responding to concerns relating to modern slavery and human trafficking within our operations and supply chains.

This framework supports our commitment to upholding human rights, protecting vulnerable workers and maintaining the highest standards of ethical business conduct. It also ensures clear accountability and oversight across our businesses and supplier relationships, enabling us to identify and address risks effectively while promoting a culture of transparency, responsibility and continuous improvement.

Our Modern Slavery and Exploitation Strategy is based on four core pillars:

- **Prevention:** Maintaining and continually improving the systems, policies and controls used to identify and reduce risk, with the aim of preventing exploitation before it occurs.
- **Detection:** Raising awareness and supporting the effective collection and use of intelligence to identify potential indicators of exploitation.

- **Case management:** Responding appropriately to concerns, safeguarding people who may have experienced exploitation and preserving the integrity of each case.
- **Leadership:** Setting clear expectations, sharing expertise and promoting good practice throughout our businesses and supply chains.

The strategy is aligned with our core business values:

- **Trust:** To be a great place to work, where openness, respect and teamwork are encouraged within a safe and ethical environment.
- **Efficiency:** To be a highly effective, lean and responsive organisation from seed to shelf.
- **Quality:** To provide outstanding quality and service to our colleagues and customers.
- **Expertise:** To be experts in our field and never stop learning.
- **Can-Do:** To remain committed and driven in our continual efforts to adapt and improve.

The relevant leadership Board regularly reviews modern slavery risks, incidents, concerns and corrective actions as part of its oversight responsibilities. These reviews support accountability, monitoring of performance and emerging risks, and decisions on how to strengthen the prevention of modern slavery and labour exploitation across our operations and supply chains.

Our human rights related governance framework is implemented by a dedicated Ethics Team, with team members based in the UK and Spain. The team is responsible for overseeing ethical practices and providing assurance across our businesses.

Policy Framework

G's Group policies and management systems form the foundation of G's commitment to human rights and ethical business practices. They support a robust and proactive approach to preventing, identifying and responding to modern slavery and exploitation risks within our operations and throughout our supply chain network.

The policies below set out our overarching human rights commitments, requirements for labour providers, measures addressing modern slavery and hidden exploitation, routes for raising concerns, and ethical trade standards. Together, they define responsibilities and processes for consistent decision-making and behaviour across the Group and help colleagues and relevant business partners recognise and respond to potential human rights risks.

Our policy framework includes:

1. Human Rights Policy

The Human Rights Policy outlines G's commitment to respecting and upholding human rights in accordance with internationally recognised principles and standards, including:

- the United Nations Guiding Principles on Business and Human Rights (UNGPs);
- the Ethical Trading Initiative (ETI) Base Code; and
- relevant International Labour Organization (ILO) Conventions.

Our Human Rights Policy sets out the principles and standards that guide our approach to labour rights, worker welfare and ethical business conduct. It aligns with internationally recognised frameworks, including the UN Guiding Principles on Business and Human Rights, the ETI Base Code and relevant ILO Conventions, and informs the policies and procedures used to manage human rights and modern slavery risks across the Group.

2. Responsible Use of Labour Providers Policy

G's has a long-established, structured labour provider management system designed to thoroughly assess and manage risks relating to labour exploitation and non-compliance with ethical and responsible recruitment standards. Labour providers are assessed and audited against relevant G's ethical policies, customer requirements, responsible recruitment standards and the applicable gangmaster licensing standards.

On 7 April 2026, when the Fair Work Agency assumed the responsibilities previously held by the GLAA, we conducted a review of our labour provider management system as part of our continuous improvement process. The review verified that our audit programme remains effective in identifying and mitigating risks associated with labour exploitation and continues to meet current licensing, ethical employment, and responsible recruitment standards.

The Responsible Use of Labour Providers Policy provides a clear framework for robust due diligence. It includes defined risk-assessment criteria and ongoing management protocols, which are tailored to the circumstances of each labour provider and the requirements of the relevant G's business.

3. Modern Slavery & Hidden Exploitation Policy

The G's Modern Slavery and Hidden Exploitation Policy establish the comprehensive measures applied across our UK operations to prevent and mitigate modern slavery risks within our direct and indirect supply chains.

Risk assessments are regularly reviewed to ensure that actual and potential risks are identified and effectively managed. When new or emerging risks are identified, timely action is taken to implement appropriate controls and incorporate risk mitigation activities into the relevant business unit's strategy and objectives.

At Group level, our Statement on the Prevention of Labour Exploitation, Modern Slavery and Human Trafficking sets out the overarching principles that guide all G's operations globally.

4. Whistleblowing & Speak Up Policies

Effective and trusted grievance and reporting mechanisms, accessible to all workers, are fundamental to safeguarding our workforce. Our Whistleblowing Policy forms part of a broader framework through which individuals can raise concerns and report suspected wrongdoing. The policy provides transparency on the reporting routes available and how concerns will be handled, helping workers understand the process and have confidence in its integrity.

We continue to provide Speak Up, an independent and confidential reporting service that enables individuals to raise concerns or disclose issues safely. The service is available to

everyone working at G's, including seasonal and agency workers. The service can be accessed through a variety of reporting methods and supports multiple languages, promoting accessibility and inclusivity across our diverse workforce and helping to remove barriers to raising concerns.

All colleagues receive information and training on how to access Speak Up, how to submit a report and how concerns are handled and investigated during their induction.

5. Ethical Trade Policy

Our Ethical Trade Policy aligns G's ethical standards with the principles of the Ethical Trading Initiative (ETI) Base Code and reflects our commitment to applying these principles across our operations.

Founded on International Labour Organization conventions, the ETI Base Code is an internationally recognised code of labour practice. It establishes standards across key areas of workers' rights, including freely chosen employment, freedom of association and collective bargaining, living wages, working hours, and safe and hygienic working conditions.

The policy provides a recognised benchmark against which we assess employment practices and promote ethical working conditions throughout our businesses and supply chains.

Assessing and Mitigating Risk

Throughout 2025/26, we further strengthened our risk assessment processes to ensure they remain effective and proportionate to our operating environment. The scale, diversity and dynamic nature of our operations and supply chains require a robust and risk-based approach to identifying and addressing modern slavery, labour exploitation and broader human rights risks.

Our risk assessments prioritise the parts of our operations and supply chains where the potential for harm is greatest. We use the findings to set priorities, plan engagement and allocate time and resources in proportion to the risks identified.

We combine information from multiple internal and external sources, including the Sedex platform, to maintain an accurate and up-to-date understanding of risk. Sedex, the Supplier Ethical Data Exchange, is a global organisation whose platform helps businesses manage and improve ethical and responsible practices across their operations and supply chains. It enables information sharing and risk assessment relating to labour standards, health and safety, the environment and business ethics. Bringing these sources together supports consistent, risk-based assessment across our operations and supply chains and helps us identify vulnerable workers and measures to reduce exploitation and harm.

All G's business units are subject to regular review. The assessment considers a range of established risk indicators, including geographical location, local management practices and workforce composition, such as the use of permanent, seasonal and agency labour.

Maintaining a strong operational presence enables us to verify how modern slavery and human rights risks are managed on the ground. Audits and worker voice activities provide important

evidence of whether policies, controls and management practices are effectively communicated, consistently applied and embedded within day-to-day operations.

Audit Framework and Due Diligence

Internal Ethical Audit Framework

All G's business units are subject to an annual internal ethical audit. Each audit assesses site-level compliance against:

- the ETI Base Code and associated management practices;
- applicable employment legislation;
- relevant G's Group policies; and
- customer requirements.

Worker interviews form an integral part of the audit framework. They provide direct, first-hand insight into workers' day-to-day experiences and help us assess how effectively policies and management practices are applied in the workplace.

We aim to interview at least 10% of the workforce at each business unit. The interviews are intended to give workers a direct opportunity to speak freely about their experiences and concerns in a safe and trusted environment.

External Audit Framework

Maintaining active membership of Sedex is a requirement of doing business with many of our customers. The Sedex platform gives customers visibility of relevant information concerning our operations and supply chain. It also provides G's with access to detailed information about participating suppliers, supporting greater transparency and more informed risk assessment.

All G's sites within scope are required to complete a detailed Self-Assessment Questionnaire (SAQ). The information provided contributes to the assessment of site-level risk and helps determine the appropriate frequency of a Sedex Members' Ethical Trade Audit (SMETA).

Where appropriate, identified business units may also undergo a GLOBALG.A.P. Risk Assessment on Social Practice (GRASP). This additional assessment considers social practices at farm level, including matters relating to workers' health, safety and welfare.

Independent third-party assessments form an important part of our due-diligence framework. They provide external scrutiny of the systems and controls implemented by G's and may identify risks, areas of non-compliance or opportunities for improvement that have not been identified through our internal processes.

Responsible Recruitment Due Diligence

Seasonal workers remain a priority within our modern slavery strategy. We recognise that the circumstances in which seasonal workers are recruited and travel to the UK for employment may increase their vulnerability to exploitation. This can include exposure to unlawful or improper recruitment fees and other recruitment-related costs.

The majority of seasonal workers employed within our UK operations are recruited through Seasonal Worker Scheme operators. To support responsible recruitment and reduce the risk of worker exploitation, our due diligence programme incorporates both ongoing oversight activities and targeted in-country assessments.

Recruitment Audit and Monitoring Framework

Our audit and monitoring framework provides oversight throughout the recruitment journey. It includes the mapping and review of recruitment routes, processes and associated costs, alongside an assessment of the controls applied by the relevant scheme operator or labour provider.

Information is also gathered directly from workers through interviews, confidential reporting services, onboarding forms and workforce surveys. This supports the identification of potential indicators of exploitation and informs any further investigation, corrective action or enhanced due diligence required.

Enhanced In-Country Due Diligence

In-country assessments provide an additional layer of assurance within our responsible recruitment programme. Each year, representatives from G's visit selected source countries and attend recruitment events alongside relevant Seasonal Worker Scheme operators or labour providers. These visits enable us to gain first-hand insight into recruitment practices, observe the worker journey at the point of recruitment, and assess whether recruitment activities align with G's responsible recruitment standards and expectations.

The assessment considers the quality, clarity and accuracy of the information provided to applicants. This includes information about workers' rights, visa conditions, recruitment and travel costs, the nature of the work and the standard of accommodation provided.

Direct engagement with applicants is an important part of this process. It enables us to assess their understanding of the proposed arrangements, respond to questions and hear directly from individuals who may subsequently work within our businesses.

Intelligence Management

The effective collection, assessment and management of intelligence are critical to identifying and addressing potential risks of modern slavery and labour exploitation. G's has established both proactive and responsive processes to ensure that relevant information is captured, evaluated and acted upon in a timely and appropriate manner. These processes support the early identification of potential risks and provide a consistent framework for investigation, safeguarding, decision-making and escalation where required.

Yellow Flag Reporting

Yellow Flag reporting is an embedded intelligence mechanism that operates separately from our standard grievance procedures. Workers have access to four distinct reporting routes through which they can raise information or concerns relating to possible exploitation.

A Yellow Flag does not arise solely from a direct report. Potential indicators may also be identified proactively through worker interviews, audits, workplace observations and other due-diligence activities. Our mandatory modern slavery training supports this approach by

equipping workers and relevant colleagues to recognise less obvious warning signs, including behavioural indicators, concerning interactions or information heard in conversation.

All information reported or identified through the Yellow Flag system is recorded within the Intelligence Matrix and subject to an initial triage. Each entry is assessed and cross-referenced against existing intelligence to identify related reports, recurring concerns, emerging trends or wider patterns.

Where the initial assessment indicates that further action is required, an investigation is initiated without delay. The safeguarding and welfare of any individual who may be at risk remain the primary considerations throughout the process. Established escalation protocols also ensure that matters are referred to the appropriate internal teams, external agencies or competent authorities where necessary.

This structured, intelligence-led approach enables G's to consider individual reports within a wider context. It strengthens our ability to identify connections, respond to immediate concerns and adapt our controls as risks develop. In doing so, we continue to move beyond a solely reactive response towards a more proactive and preventative model.

Case Study: Strengthening Worker Voice and reporting mechanisms

In 2025, G's strengthened its Worker Voice programme to improve awareness of, access to and confidence in the Yellow Flag reporting system. Following consultation with operational leaders and Early Career colleagues, an additional Yellow Flag reporting route was incorporated into an established business-wide H&S digital platform, providing workers with a familiar and accessible route through which to raise concerns.

To support the implementation, five scenario-based videos were developed with contributions from more than 60 colleagues across multiple UK sites. The videos addressed issues including unlawful labour provision, recruitment fees, welfare concerns and other indicators of exploitation. Translated into 13 languages, they were promoted through a five-week awareness campaign and subsequently incorporated into seasonal worker inductions. More than 4,600 video views were recorded, six concerns were raised through the integrated reporting route, and information gathered through digital onboarding directly contributed to the identification of four Yellow Flags. These developments have strengthened worker engagement and supported the earlier identification and investigation of potential concerns.

A Recruitment Onboarding Form is in place and completed by seasonal workers as part of the onboarding process. It serves as an initial screening tool to identify potential concerns relating to recruitment practices, particularly the charging of recruitment fees and costs to workers, and to flag issues that may require further investigation. Its content was simplified to improve understanding, while automated controls were introduced to identify potential indicators of concern and support timely follow-up. The onboarding questionnaire been developed further into a multilingual digital format.

Modern Slavery Training

Our modern slavery training programme is designed to strengthen awareness and develop a clear understanding of the risks, indicators and circumstances associated with modern slavery

and labour exploitation. It forms an important part of our wider risk-management framework by supporting the early identification of potential concerns and equipping colleagues to respond appropriately.

The framework comprises five modules, with separate induction programmes for permanent and seasonal colleagues and further training tailored to particular roles. Each module develops the knowledge and confidence its intended audience needs to recognise potential exploitation, apply relevant G's policies and use internal reporting channels.

Through this programme, we aim to maintain a workforce that is informed about modern slavery risks and understands its role in helping to prevent and address exploitation. This supports our wider commitment to ethical, transparent and resilient business practices.

1. Permanent Colleague Induction Ethics Training

All permanent colleagues are required to complete foundational ethics training as part of their induction. The module introduces the role and core functions of the Ethics Team, together with its principal strategic initiatives.

It also provides an overview of our Human Rights and Modern Slavery Strategy and the external principles and standards that underpin it (Ethical Trading Initiative (ETI) Base Code, relevant International Labour Organization (ILO) Conventions and the United Nations Guiding Principles on Business and Human Rights (UNGPs)).

2. Seasonal Colleague Induction Ethics Training

Seasonal colleagues are required to complete a separate induction module tailored to the circumstances of their employment. The content is translated into relevant languages and includes information about workers' rights, practical guidance on accessing the available grievance and reporting mechanisms, and an overview of potential modern slavery indicators.

3. Modern Slavery Awareness

Modern Slavery Awareness training provides a clear and practical understanding of modern slavery, the circumstances that may increase risk and the indicators that may be observed within the workplace or supply chain.

Completion of this module is mandatory for all G's colleagues. It supports a consistent level of awareness across the Group and ensures that colleagues understand how to respond if they identify or receive information about potential exploitation.

4. Modern Slavery and Responsible Recruitment

This module provides role-specific training on responsible recruitment requirements and relevant G's policies, including the Responsible Use of Labour Providers Policy.

Completion is mandatory for colleagues with people-management responsibilities and for those whose roles involve regular interaction with individuals who may be at greater risk of exploitation. The training enables these colleagues to recognise recruitment-related risks, apply the relevant controls and respond appropriately to concerns.

5. Advanced Modern Slavery Training

The Ethics Team delivers bespoke, advanced and on-demand training for colleagues whose roles present a greater likelihood of encountering modern slavery indicators or managing related concerns.

The content provides a more detailed examination of relevant risks, indicators and case studies. It may be tailored to the circumstances of a particular business unit, workforce or identified area of risk, ensuring that colleagues receive guidance appropriate to their responsibilities.

Supply Chain Due Diligence – Ethical Trade

Ethical and human rights due diligence is an essential component of responsible supply-chain management. Although G's operates primarily as a producer, we also source fresh produce from third-party suppliers where required. Our external supply chain extends across 19 countries. In the 2025–26 reporting period, the five principal sourcing countries by gross sales value were UK, Spain, Senegal, Egypt and Poland.

We recognise that sourcing across multiple countries may increase exposure to labour exploitation and other human rights risks. These risks are managed through the ethical due-diligence requirements set out in the G's Supplier Approval Procedure.

All new suppliers and those participating in established supply programmes are subject to a structured approval process. Each supplier receives a Supplier Pack setting out our ethical standards and mandatory requirements. The pack is reviewed regularly to reflect developments in industry practice and emerging sector-specific and geographical risks.

As a minimum requirement, suppliers must be registered on the Sedex platform and complete a Self-Assessment Questionnaire (SAQ), which is reviewed and updated regularly. G's reviews the information provided against the principles of the ETI Base Code and our wider ethical requirements. Sedex risk-assessment information is also used to evaluate country, sector and site-level risks.

Where appropriate, suppliers may be required to complete either a SMETA audit, a GLOBALG.A.P. Risk Assessment on Social Practice (GRASP), or both. Further information on these assessments is provided in the External Ethical Audit Framework section. All reports are reviewed, and any non-conformance, increased risk or other concern may result in enhanced due diligence, corrective action, closer monitoring or further investigation.

Collaboration and Partnerships

Modern slavery is a complex and evolving issue that cannot be addressed effectively by any organisation working in isolation. Detection, prevention and disruption depend upon coordinated action and the responsible exchange of knowledge and intelligence between businesses, industry bodies, law enforcement, specialist organisations and other stakeholders.

G's remains committed to collective action and participates in a range of collaborative forums. These partnerships strengthen our understanding of emerging risks, inform our due-diligence activities and contribute to wider efforts to improve protections for workers.

Modern Slavery Intelligence Network

G's is a founding member of the Modern Slavery Intelligence Network (MSIN), a non-profit collaboration within the UK food and agricultural sector. The network was established following Operation Fort to support the responsible sharing of information relating to modern slavery and labour exploitation.

MSIN brings together intelligence submitted by member organisations to identify patterns, emerging trends and potential connections. This collective insight supports the detection and disruption of exploitative activity across the sector.

In 2025, G's submitted 17 reports to the MSIN platform and reviewed intelligence shared by other members. We continue to support the network's work to improve both the quality and quantity of intelligence available.

Seasonal Worker Scheme Taskforce

The Seasonal Worker Scheme Taskforce brings together retailers, growers, suppliers, scheme operators and industry associations to support the safeguarding and welfare of workers recruited through the Seasonal Worker visa route. Its work focuses on practical measures to address recruitment-related debt, excessive or prohibited fees, poor working conditions and other risks that may increase workers' vulnerability to exploitation.

Our Ethical Working Director continued to serve on the Taskforce Governance Committee throughout the reporting period, contributing to its strategic direction and worker-safeguarding priorities.

The Taskforce also organises Grower Roadshows, which provide opportunities to share guidance, discuss emerging risks and strengthen responsible practice across the sector. G's continues to support this important work by hosting a Grower Roadshow annually.

Food Network for Ethical Trade

G's remains an active member of the Food Network for Ethical Trade (FNET), which brings together food retailers, manufacturers and suppliers to identify and address shared human rights challenges within food supply chains.

Through participation in FNET and its working groups, including the Responsible Recruitment Working Group, we exchange knowledge and good practice with industry peers. Our involvement in the reporting period continued to focus on the changing risks associated with seasonal labour in the UK.

Spanish Ethical Trade Forums

G's participates in the Spanish Ethical Trade Forums, a collaborative initiative established to improve working conditions within the Spanish agri-food sector. The forums bring together producers, growers, retailers and other supply-chain stakeholders to share experience and develop practical approaches to responsible employment and ethical labour practices.

Regular meetings, training workshops, working groups and collaborative projects provide opportunities to address common challenges, strengthen industry practice and improve protections for workers.

Cambridgeshire Constabulary SOC Fusion Working Group

G's continues to work with the Cambridgeshire Constabulary Serious and Organised Crime (SOC) Fusion Working Group on matters relating to MSHT (modern slavery and human trafficking).

Quarterly meetings provide an opportunity to discuss current concerns, emerging risks and patterns of exploitation affecting areas in which our Cambridgeshire businesses operate. The intelligence and insight shared through the group support our local risk assessments and help

us determine where enhanced due diligence or additional preventative measures may be required.

Commitment Updates

Progress against our 2025/26 Targets

Target	Progress & Outcome	Status
Review and enhance training modules and materials, including the scope of mandatory training.	The five-module training framework was reviewed and updated to provide training appropriate to permanent, seasonal, managerial and higher-risk roles. Completion rates were 96%.	Continuing
Review Governance and reporting arrangements of audit results and follow up of actions plans to address non-conformances	Governance arrangements were reviewed, with modern slavery risks, audit findings and associated actions reported through established internal channels and reviewed by the Board each quarter. This will continue to be reviewed.	Continuing
Continue implementing the Strategic Imperative relating to the embedding of ethical business practices.	Ethical performance reporting continued across the Group, strengthening oversight and supporting the integration of ethical considerations within business-unit decision-making.	Continuing
Build upon the implementation of the independent Great Place to Work survey for all seasonal colleagues	Survey questions were reviewed to address and support ongoing risk and welfare considerations was across the seasonal workforce. Findings were reviewed to identify areas for improvement and inform actions relating to the seasonal-worker experience.	Achieved
Roll out SMETA 7 and provide audit guidance, support and training to appropriate business units.	SMETA 7 guidance was introduced, with support and training provided to stakeholders across 6 relevant business units to assist with implementation	Achieved
Deliver targeted business sessions to strengthen local knowledge of ethical business practices and individual responsibilities.	Targeted sessions were delivered across 4 business units, strengthening local understanding of ethical risks, reporting responsibilities and the controls expected in practice.	Continuing
Continue developing the electronic supply-chain management system.	Further improvements were made to the system, supporting more efficient supplier administration and strengthening the management and visibility of supply-chain due-diligence information.	Achieved
Continue mapping recruitment streams and developing agency and source-country risk assessments.	Recruitment-stream and cost mapping continued, supported by worker interviews and enhanced in-country due diligence. G's representatives attended recruitment events in Kyrgyzstan and Uzbekistan, providing greater visibility of recruitment practices and worker-paid costs.	Achieved
Establish business-unit-specific risk registers to	Business-unit risk registers were introduced across selected business units and used to identify local	Continuing

identify and prioritise appropriate action at local level	priorities, assign actions and support ongoing monitoring	
Continue working collaboratively with industry partners and colleagues to address modern slavery.	G's continued its involvement with MSIN, the Seasonal Worker Scheme Taskforce, FNET, the Spanish Ethical Trade Forums and the Cambridgeshire Constabulary SOC Fusion Working Group. The insight shared through these forums informed and will continue to inform risk assessment and enhanced due diligence.	Continuing
Continue raising awareness of Yellow Flags and the available reporting routes.	Yellow Flag awareness remained embedded within mandatory modern slavery training. Video campaign launched resulting in a 6% increase in Yellow Flag reporting between the reporting period in 2024/25 and 2025/26	Achieved

2026/27 Targets

Target	Progress & Outcome
Training and Awareness	Continue reviewing and enhancing modern slavery training to reflect emerging risks and role-specific responsibilities.
Governance and Reporting	Strengthen governance and reporting arrangements to support effective monitoring and resolution of audit findings and corrective actions.
Embedding Ethical Business Practices	Continue embedding ethical business practices across the Group, strengthening local accountability and oversight through Ethical Risk initiatives.
Seasonal Worker Engagement	Build upon the Great Place to Work survey, using seasonal-worker feedback to inform targeted improvements and monitor their effectiveness.
Supply Chain Due Diligence	Further develop the electronic supply-chain management system to strengthen risk-based supplier due diligence and monitoring through the use of live data Dashboards.
Responsible Recruitment	Continue to focus on recruitment related risk and assessment and enhance processes and systems to identify and mitigate modern slavery and exploitation.
Industry Collaboration	Continue collaborating with industry partners and stakeholders to address shared modern slavery risks and strengthen due-diligence practices.
Yellow Flag and Reporting Mechanisms	Continue to build upon yellow flag awareness initiatives, strengthening confidence in reporting mechanisms and the effective management of concerns raised.