



Modern Slavery Statement

2025-26

★ PRET ★

Modern Slavery Statement 2025 Pret A Manger Limited

This report follows guidance from section 54 (Transparency in Supply Chains) of the Modern Slavery Act 2015, outlining the steps Pret A Manger UK has taken between January and December 2025, and continues to take, to identify and mitigate risks of modern slavery throughout our business and supply chain.

A handwritten signature in black ink, appearing to read 'Pano Christou', with a large, stylized flourish extending from the end.

Pano Christou, CEO, Pret A Manger

1/09/2026

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A message from our CEO

Since day one, we've been dedicated to making a positive impact. We hold ourselves accountable and seek to act with integrity in everything we do – whether that's working with the Pret Foundation or looking after our people. We strive to spot risks, prevent harm, and act if things go wrong.

At Pret, we have zero tolerance for modern slavery in any form. We recognise the role we play in respecting and protecting human rights, and our responsibility to take proactive measures to prevent modern slavery and ensure transparency in our practices. We're guided by the United Nations Guiding Principles on Business and Human Rights and the ETI Base Code, making sure our approach is clear, consistent and focused on doing what's right.

We know this isn't a simple task. Human rights challenges can be complex and often shared across industries. That's why we work with partners and peers to make a bigger difference – especially where change requires collective action.

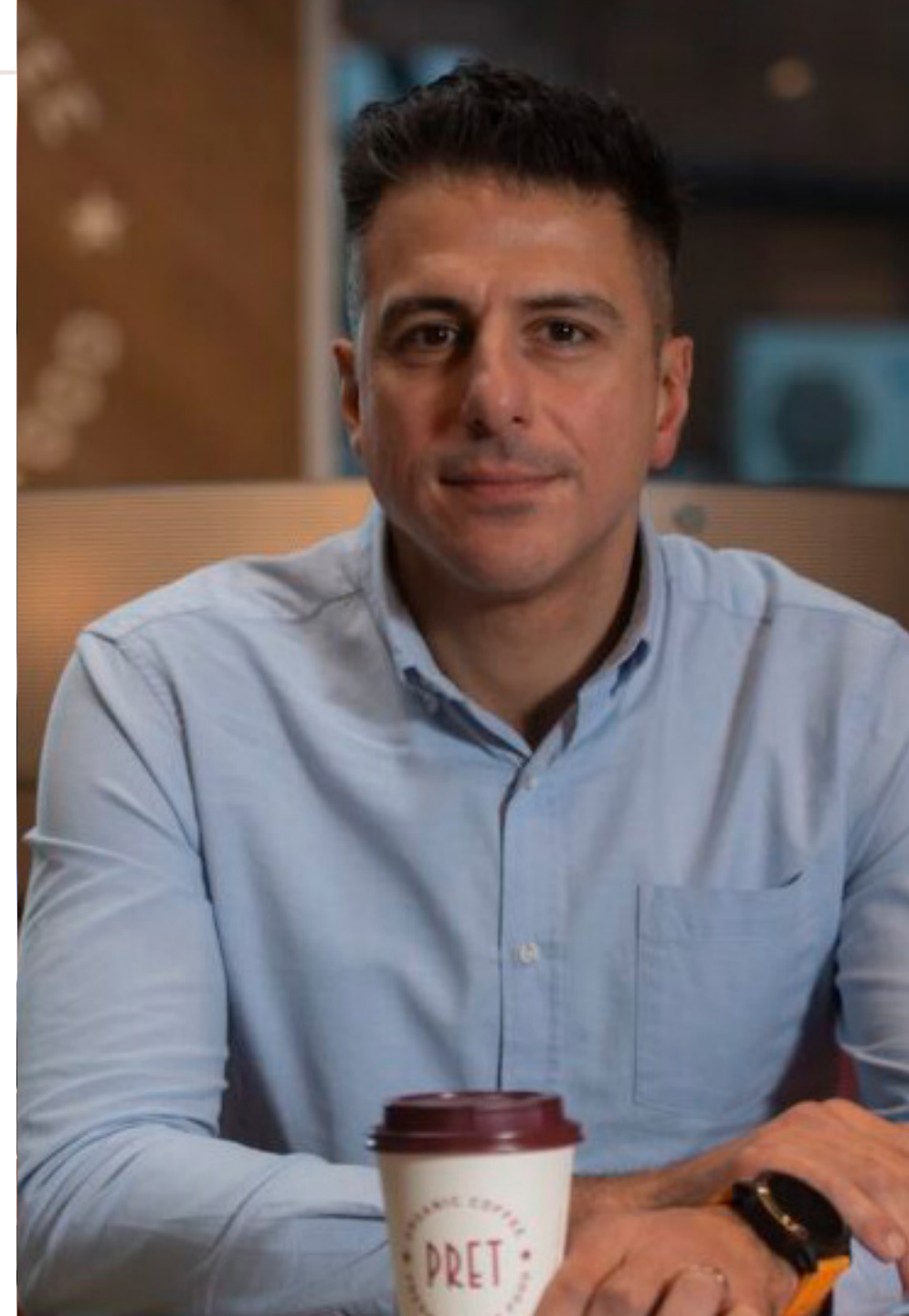
In this statement, we share more about the progress we've made over the past year, and our plans going forward.

Pano Christou



Pano Christou, CEO, Pret A Manger

1/09/2026



About Pret

Pret A Manger (“Pret”) is a private company limited by shares, incorporated, domiciled and registered in England and Wales in the UK. Our registered number is 13383560, and principal executive office is located at 75B Verde, 10 Bressenden Place, London, SW1E 5DH.

The principal activity of the Pret A Manger (“Pret”) Group is to offer freshly prepared, delicious, food and coffee in a welcoming and convenient setting. Pret began with a single Victoria-based sandwich shop in 1986, and we have expanded and continue to expand globally both through our equity model and franchise model.

The Group operates in three core markets: the United Kingdom and Ireland (“UK&I”), North America and “International” (comprising Europe, Asia, Middle East and Africa). In 2026, the Pret brand expanded into one new market: South Africa.

Our Business & Supply Chain

Our business

- £1,199m sales (inc. VAT)
- Over 12,500 Colleagues
- 754 Shops, across 21 countries

Our supply chain

- 78 suppliers for our GB products and ingredients
- 254 food and drink raw ingredients sourced for the GB business



Governance & Policies

Governance of modern slavery issues

The Board of Directors, the highest level of Pret's governance, has oversight of Pret's Environment, Social and Governance (ESG) issues.

The ESG Forum governs ESG topics including modern slavery risks and meets quarterly. The principal risk 'ESG & Sustainability Commitments' is owned by the Chief Food & Coffee Officer, who leads the Global Sustainability, Food Technical, Buying, Logistics and Supply Chain teams.

We developed our ESG Forum, a new meeting format to help strengthen our governance of ESG, which could include modern slavery risks. The Forum gets the right people in the room to discuss ESG at market-level, ensuring better visibility, understanding, accountability and decision making of ESG globally.

The Global Sustainability team oversee ongoing ethical compliance across the business, including creating plans to embed and comply with the UK Modern Slavery Act 2015, and escalate any potential modern slavery concerns to appropriate group functions within the business. The sustainability and risk teams oversee a stand-alone ESG risk register, which is updated annually, primarily through desk-based research.

The principal risk 'People & Teams' is owned by the Chief People Officer, who leads the Global People team. The team manage everything people-related and support with global franchise growth.



Our Policies

Our policies are reviewed periodically and updated in line with emerging best practice, as part of our commitment to continuous improvement. 2025 saw preparations for some of the most significant policy changes in Pret's history, given the Employment Rights Act passed by Parliament. The critical nine policies in place key to combatting modern slavery are detailed here:

Anti-bribery and Corruption Policy:

States Pret's zero-tolerance position on bribery and corruption and provides all employees and stakeholders with relevant information and guidance on recognising and dealing with bribery and corruption

Contract Engagement Policy:

Sets out the framework that must be followed in order to formalise the engagement of a supplier for food and non-food goods and/or service. The Policy aims to ensure that Pret has a consistent approach and auditable record of supplier engagement, with central oversight over all supplier contracts.

Employee Code of Conduct:

Outlines the standards of behaviour expected from Pret employees in their day-to-day work while representing Pret. It serves as a guide to ethical decision-making and compliance with applicable policies, laws and regulations. This includes zero tolerance of modern slavery.

Equal Opportunities Policy:

Pret is an equal opportunities employer. It is our policy that there should be no unlawful discrimination, harassment or victimisation of any employee, customer, job applicant, self-employed or other contractor or consultant, casual or agency worker and/or any other person on the grounds of protected characteristics.

Grievance Policy

Guides our approach to handling reports of workplace grievances.

Third Party Code of Conduct:

Lays out the standards we expect partners including suppliers and franchise partners to be working towards. The commitment areas are based on the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work and the United Nations Guiding Principles (UNGP) on Business and Human Rights, reflecting best practice industry standards.

Safeguarding Policy:

Describes Pret's commitment and actions to the protection of all employees, with a particular focus on the safeguarding of people from vulnerable backgrounds and young people.

Whistleblowing Policy:

Encourages employees to report any suspected wrongdoing, in the knowledge that concerns will be taken seriously and investigated as appropriate, and that confidentiality will be respected. Pret recognises that it is essential for there to be a culture of openness and accountability so that our people can freely raise any concerns without fear of reprisal, and to prevent such situations occurring or to address them when they do occur.

Young Person Guideline:

Details all the tasks which young team members can and cannot perform in our shops, following on from a risk assessment by the Safety Team. The guide allows leaders to ensure our young team members are as safe as reasonably practicable when working in our shops.

Risk Management

Modern slavery can arise in different and complex forms across our direct operations and our supply chain, which is reflected in our approach.

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Our approach: Our Operations

For our direct operations, this means we're doing our bit to ensure all workers in our shops have safe and fair working conditions.

Our focus is spread across:

- Ensuring robust recruitment practices and policies are in place for our equity shops, including regular reporting on visa expiry documents and making sure we never have zero-hour contracts. All Right to Work checks are submitted and reviewed prior to an employee joining the team through our third-party provider, Trust ID. For our shop teams, our People Advisors audit right to work documentation on a regular basis and support managers with what to do when initially hiring employees and when employee documentation is soon to expire. For our head office teams, our 75B HR team requests that RTW documents are verified in person within their first few days of employment. This verification is done by the 75B HR Team.
- Following an audit in 2024 by The Wellbeing Project, we have focused on the key actions that came out of their report. Critically the first request was to invest in maintenance and in our shop equipment, which was causing stress for our team members. We've introduced a flexible benefits platform and are introducing new benefits each quarter to support wellbeing.
- Rolled out 'Pret's Little Conversation', a mid-year touchpoint for employees to offer anonymous feedback on working conditions and raise any concerns, in addition to our annual 'Pret's Big Conversation' employee survey. This remains a huge source of information for us, giving us feedback which we act on swiftly. We are proud that for the last three years over 85% of the organisation has responded.

- Work with franchise partners to ensure additional due diligence for recruitment of employees in markets at highest risk of modern slavery, including reviewing employment contracts between franchise partners and candidates/ employees and ensuring visibility of recruitment agency terms and conditions.

- As above, we have updated several processes to meet new requirements introduced by the UK Employment Rights Act.

- Work with franchise partners to ensure additional due diligence for recruitment of employees in markets at highest risk of modern slavery, including reviewing employment contracts between franchise partners and candidates/ employees and ensuring visibility of recruitment agency terms and conditions.

- Support our five Belonging Groups, our employee networking groups made up of colleagues around the world, creating a safe space to raise issues of concern including those related to modern slavery.

- Ensure employees around the world can access a whistleblowing email address which is regularly monitored to raise concerns, including those relating to modern slavery. This inbox is accessed by the Chief People Officer, People Director and the Heads of People for France and Hong Kong respectively, ensuring that any concerns are raised to the highest level.

Our approach: Our Supply Chain

For our Supply Chain, we are committed to ensuring our products are responsibly and ethically sourced. These means working with our suppliers and wider industry to understand the risk of modern slavery and tackle systemic issues together.

To mitigate risk and prioritise action, our supply chain risk management is underpinned by the following:

- Supply chains and operations mapping;
- Desk-based research including access to risk-based data through portals such as SEDEX Radar;
- Data from our audit programmes;
- Supplier engagement and surveys;
- Supply chain due diligence;
- Discussions with expert stakeholders through multi-stakeholder initiatives such as the British Retail Consortium (BRC) Human Rights working group.

2025 activity:

• For the UK business, we updated our food technical audit to include a focus on modern slavery and human rights more widely. Audits are conducted by our third-party partner and the frequency of these audits depends on risk, but at a minimum, every food supplier will be audited every 3 years. Suppliers are specifically audited against alignment with the Ethical Trading Initiative (ETI) base code on metrics such as:

- Employment is freely chosen
- The right to freedom of association and collective bargaining is respected
- Working conditions are safe and hygienic
- Worker welfare facilities adequate
- No child labour
- Wages comply with minimum wage legislation
- Working hours do not regularly exceed 48 hours
- The site operates an Equal Opportunities policy
- Work is monthly a recognised employment relationship
- Accommodation (where supplied) is safe and hygienic
- No harsh or inhumane treatment of staff

• We continued to roll out our updated mandatory third party code of conduct which now goes out to all new suppliers as part of the legal terms of trade. This Code prohibits Third Parties engaging in any activity, practice or conduct that would constitute as modern slavery.

• We updated our UK supplier scorecard to include an indicator on modern slavery. This annual scorecard measures our top 20 most critical food suppliers on a range of topics and providing a RAG rating. Within the sustainability scorecard, a modern slavery metric scores a supplier:

• Red – If they had no assessment of modern slavery risk at all.

• Amber – If they had a demonstrable assessment of modern slavery risk within the workforce of own operations but not in the workforce of suppliers, subcontractors or business partners; a summary of actions, programmes, and initiatives undertaken to cease and prevent modern slavery and mitigate specific modern slavery risks in the organisation's operations; publishes Modern Slavery Statement (if obligated).

• Green – If they had a demonstrable assessment of modern slavery risk to workers in the organisation(s) and supply chains; a summary of actions, programmes, and initiatives undertaken to cease and prevent modern slavery and mitigate specific modern slavery risks in the organisation's operations; provides evidence of engagement with internal and external stakeholders to identify, understand and prioritise current and future risks; publishes Modern Slavery Statement (if obligated).

• Our food and packaging suppliers are to use Sedex Members Ethical Trade Audit (SMETA), or an equivalent standard, to ethically audit their sites and share audit data through the SEDEX platform. We expect the suppliers to have 100% completion of their Supplier Assessment Questionnaire (SAQ), have up to date ethical audits and close any non-compliances within the designated time frame. From 2025 onwards, audits will be conducted using SMETA 7.0.

Training & Collaboration

We continued our mandatory business ethics e-learning for all global support centre staff and hiring managers across our stores, with a 2025 global completion of 81% (6,369 of 7,867).

We continue to work closely with suppliers to strengthen their understanding of modern slavery risks and build capability to address them effectively across their operations and supply chains. We also collaborate with wider industry through industry events and working groups to understand and tackle ongoing systemic challenges.

Our Partners



British Retail Consortium (BRC)

Pret is a member of the BRC and sits on its working groups, which bring the retail industry together to collaboratively improve standards and share best practices.



TENT

Tent

The Pret Foundation joined the Tent Partnership for Refugees in 2024. Operating across the Americas and Europe, Tent helps to mobilise leading businesses to connect refugees to employment through hiring, training, and mentorship. Pret works with Tent to build better practices in supporting people with barriers into training and employment.



Looking ahead

While we have made important progress in 2025, there is much more to do to identify and address modern slavery across Pret's global operations. We are committed to continuous improvement and our areas of focus for 2026 include:

- Improve modern slavery training internally, including adding e-learning modules on modern slavery to our employee training hub for new and existing employees
- Introduce specialised modern slavery training for Technical, Buying and Operations teams
- Adopt recruitment module of Workday, ensuring our existing Workday HRIS and ATS are firmly connected in one ecosystem
- Review the Pret Foundation strategy to focus on employability, aiming to give more opportunity to those at risk of homelessness
- Create new Whistleblowing inbox and tracker to improve case management
- Launch a new People Data Dashboard which tracks visa expiration dates



