Introduction
Contributing to positive change in the world has always been an ambition of Pret A Manger’s since our humble beginnings as a single sandwich shop back in 1986. This means that we are naturally in full support of the UK Modern Slavery Act and the transparency it encourages, as it aligns with our efforts to do the right thing.

Pret A Manger recognises the complexity of modern slavery and the many forms it can take. We understand that its practice is not always immediately apparent, nor is it isolated to particular industries or specific geographical regions. Since publishing our first modern slavery statement (2016) in May 2017, we remain wholly dedicated to identifying and eradicating this unacceptable practice from the operations and supply chains of our business.

In the spirit of transparency, we want to share the challenges as well as the successes we have faced along the way. 2018 was a year of immense change for Pret A Manger. In particular, we have been working to reassess our policies on food safety and allergen labelling which has led to dramatic changes across our entire business and supply chain. Therefore, progress towards achieving our 2017 stated ambitions on tackling modern slavery has been slower than we would have liked; this is in no way a reflection of the seriousness with which Pret A Manger takes its commitment to addressing this challenge and has not changed Pret A Manger’s intentions going forwards. Where activities were delayed in 2018, we have already sought to move them forward in early 2019.

Despite this, we are proud of the steps we have been able to take to ensure modern slavery risks are mitigated, these include:

- Terms of Trade have been updated to make it mandatory for food suppliers to be members of the Sedex supplier management tool. This tool enables us to have access to a higher level of data on our suppliers, including information on their approach to mitigating modern slavery risks.
- 97% of our UK and 33% of our French food suppliers are now members of Sedex.
- The pre-screening process for non-food suppliers has been made more robust. This includes a supplier questionnaire with specific questions on modern slavery.
More than 100 individuals have received Supplier Relationship Management training, which includes information on the expectations and the intentions of the Modern Slavery Act.

*This statement has been published in accordance with the Modern Slavery Act (2015). It details the steps Pret A Manger has taken to prevent, identify and respond to risks of modern slavery within our direct operations and our supply chains during the financial year ending 2018.*

**Our Organisation, Structure and Supply Chains**

Founded in London’s Victoria in 1986, Pret A Manger is an international sandwich shop chain selling a range of fresh foods and beverages. In 2018, Pret A Manger added a net 33 company-owned shops to our portfolio and had revenues of £970 million.

Pret A Manger now has 556 shops in nine markets. Pret A Manger also works with seven franchise partners, operating 29 shops across the UK (11), France (7), US (4), Denmark (3), UAE (3), Germany (1), Netherlands (1), and Singapore (1).

Pret A Manger has 12,671 employees. 98% of our workforce have permanent contracts and 76% are migrants.

Pret A Manger recruits staff through different methods including recruitment agencies, job boards and Pret A Manger’s website. We are fully committed to respecting the rights of our existing and potential employees and recognise elevated risks associated with having a workforce with a high proportion of migrants and recruiting through agencies. For support centre staff, we have a preferred supplier list for recruitment agencies, with whom we have long-standing relationships. We no longer use recruitment agencies to recruit retail staff. We undertake comprehensive right to work checks as part of the interview process for all staff. All staff sign Pret A Manger’s terms and conditions of employment, which include clauses on modern slavery.

Our safeguarding policy, mental health champions and emphasis on thoughtful leadership are some examples of mechanisms we have in place to allow for early identification of modern slavery risks. We also undertake monthly reporting on visa expiry dates to reduce the risk of increased vulnerability due to a change in right to work status.
Figure 1: Table indicating % suppliers serving key markets

<table>
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<tr>
<th></th>
<th>UK</th>
<th>UK &amp; France</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food and drink (162 total)</td>
<td>48%</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>Non-Food (125 strategic non-food suppliers(^2))</td>
<td>76%</td>
<td>82%</td>
<td>18%</td>
</tr>
</tbody>
</table>

Pret A Manger sources goods and services from suppliers in our operating countries and beyond. Where possible, we aim to source locally to the markets in which we operate but certain products are sourced from further afield. The majority of our direct food and drink suppliers (tier-one) are based in the UK (80%) and the EU (20%). Our supply chains for products beyond tier-one are global.

We work differently with our food suppliers. In the beginning, with just one shop, we had direct relationships with smaller suppliers as well as working with catering suppliers and wholesalers. Many of these relationships exist today and we aim to grow with our preferred suppliers for as long as it is mutually beneficial to do so. Longer relationships build trust, and this is the basis for food quality, safety and social compliance in the food supply chain. As Pret A Manger has grown direct (food) and indirect (non-food) buying has been handled by different teams within the business (Food Buying and Indirect Procurement respectively). For that reason, the processes and supply chains for both areas can differ, this is to ensure we meet the needs of the business, our suppliers and our customers effectively.

The Pret Way
From the beginning, Pret A Manger has been a mission-driven and responsible business, upholding our core value of ‘doing the right thing’ in everything we do. Pret A Manger’s sustainability strategy forms part of this ethos. More information about this can be found at: [http://www.pret.co.uk/en-gb/sustainability](http://www.pret.co.uk/en-gb/sustainability)

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1 Figures are approximate and subject to change depending on Pret’s supplier base
2 Based on spend and criticality of items supplied
Pret A Manger has always been passionate about giving back to society, particularly supporting people in troubled circumstances to better their lives. Pret A Manger has been donating unsold food to the homeless since it opened its first shop in 1986. What started out as just a handful of sandwiches has now grown to over 3 million meals across the UK every year.

The Pret Foundation supports over 60 charities up and down the UK in the communities local to Pret A Manger shops and is also expanding its work internationally. As well as donating money, the Pret Foundation provides everything from showers and sleeping bags to food shopping and chefs.

**Policies**

Pret A Manger recognises the important role that policies play in outlining the expectations of conduct in our direct operations – both in head office and our shops - and our supply chain. Our policies reflect our commitment to *doing the right thing*.

**Direct Operations**

Pret A Manger’s policies respect the variance of the different markets in which we operate. In the UK, Pret A Manger employees are guided by our policies on Anti-Bribery, Whistleblowing, Safeguarding, London Living Wage, Equal Opportunities, No Zero Hour Contracts and Seasonal Working Guidelines.

**Supply Chains**

Pret A Manger’s Global Supplier Sourcing Principles remain in development. They will ensure Pret A Manger’s values around labour standards and treatment of people are clearly articulated to our direct suppliers and partners. Pret A Manger requires that suppliers are members of Sedex and support Pret A Manger’s response to the UK Modern Slavery Act. The Principles will also be aligned with the International Labour Organisation (ILO) Core Conventions and Ethical Trading Initiative (ETI) Base Code. Pret A Manger also has a series of issue-specific policies, including on responsible sourcing, that are continuously reviewed and updated.

Pret A Manger’s Supplier Quality Manual covers the UK and France and reiterates Pret A Manger’s expectations of suppliers around social compliance, including mandating Sedex membership.
Embedding
We embed our policies and foster our values and behaviours in a number of ways, primarily through training, governance frameworks and clear contractual expectations. Our Modern Slavery Working Group – formed in response to the Act – brings together individuals from across the business to guide Pret A Manger’s activities relating to modern slavery, ensuring continuous progress is made and strategic focus areas are established and aligned with the wider business.

Over the last year, we have continued the introduction of more systemised training opportunities around modern slavery and responsible sourcing for our employees.

Supplier Relationship Management (SRM) Training:

This training sets out the process for ensuring relevant checks are carried out with suppliers by the Procurement and Data Security Team, including compliance with the UK Modern Slavery Act.

- 99 key individuals working closely with non-food suppliers completed face to face Supplier Relationship Management (SRM) Training, and key individuals working closely with food suppliers will complete this training in early 2019.
- A further 289 people from the food and non-food teams completed SRM e-learning modules.

We have standardised contractual terms for our UK suppliers, which include a section on modern slavery. In 2018, the contractual terms for France were updated to include Modern Slavery Act clauses. These terms raise awareness of the issue of modern slavery with our suppliers and require suppliers to comply with the Modern Slavery Act 2015 through taking all steps to ensure modern slavery does not occur in their supply chains and through notifying Pret A Manger immediately if they become aware of any instances of modern slavery arising through actions of staff, agents or subcontractors.

Due Diligence
Pret A Manger places emphasis on the development of long-standing partnerships with suppliers based on mutual trust and respect. We recognise the value of a robust due diligence approach in helping minimise and mitigate modern slavery risks. In 2018, we continued the process of
introducing a more formalised and systematic due diligence approach for our existing and future suppliers.

**Food suppliers**
Pret A Manger visits all food suppliers in our UK supply chain, and our Supplier Quality Manual requires that all suppliers complete a gap analysis against this Manual, including assessing if a supplier has Sedex membership. 97% of our UK and 33% of our French food suppliers are now members of Sedex. We are continuing to move towards Sedex membership across Pret A Manger’s global markets. Wherever possible we are working with suppliers to ensure onboarding is smooth and accessible – and this includes supporting smaller suppliers with the cost.

We had intended for our suppliers to have completed Pret A Manger’s new ethical scorecard in 2018, which assesses them against criteria linked sustainability performance, including modern slavery. However due to the significant changes in our supply chain in 2018, these have been delayed and suppliers will be expected to complete the scorecard in early 2019. The scorecards will enable Pret A Manger to score suppliers in order to establish strengths, weaknesses and potential exposure to risk.

**Non-food suppliers**
We have on boarded around 45 new suppliers and 170 existing suppliers retrospectively to date through our new non-food supplier onboarding process. Suppliers are expected to fill in a pre-qualification questionnaire, which requires them to provide details of their Modern Slavery Statement, where they are legally obligated to report, and activities undertaken to reduce the risk of modern slavery in their operations and supply chains. Where suppliers fail to meet expectations, improvement plans are implemented and if issues are not resolved the supplier will not be awarded a contract.

**Identification of Risk**
Pret A Manger recognises that there is a heightened risk of modern slavery occurring in certain parts of our business and supply chains. We are pleased with the progress Pret A Manger has made with Sedex over the last year. We now have access to a greater level of information and have the tools to work collaboratively with suppliers to address any issues. In 2019, we will work to better understand how the data, including the Sedex risk reports, can be used to support
and build on our own risk assessment processes. The data will help us to identify and work with high-risk suppliers to ensure that we continue to further mitigate and monitor the risks associated with modern slavery.

**Monitoring the Effectiveness of Our Actions**

We will continue to monitor our progress against the performance indicators established in our second statement:

1. Number of employees who have participated in training on modern slavery.
2. Number of suppliers engaged through the (new) Pret A Manger supplier scorecard.
3. Number of suppliers onboarded through the (new) due diligence process.
4. Number of high-risk suppliers engaged with through the creation of action plans.

When we outlined our 2017 Modern Slavery Statement, we had hoped for greater progress on a number of these indicators. However, we remain absolutely committed to ensuring modern slavery risks are mitigated throughout our business and supply chain. We are pleased that we have already made good headway against our ambitions in 2019 and look forward to sharing our progress again next year.

Pret A Manger’s 2017 Modern Slavery Statement was prepared by the Pret Modern Slavery Working Group and approved by its Executive Committee.

Signed

C E B Schlee

CEO, Pret A Manger

June 2019