

Modern Slavery Statement 2024/25

Wm Morrison Supermarkets Limited

This statement is made pursuant to section 54 of the Modern Slavery Act 2015, and covers our activity during the period from 31/10/2024 to 29/10/2025.
Our modern slavery statement also covers activity at the following wholly-owned subsidiaries: Bos Brothers Fruit & Vegetables B.V. Myton Food Group Ltd, Chippindale Foods Ltd, Falfish (Holdings) Ltd, Farmers Boy Ltd, International Seafoods Ltd, Lowlands Nursery Ltd, Neerock Ltd, Rathbone Kear Ltd, Safeway (Overseas) Ltd, Safeway Stores Ltd, Safeway Ltd, Wm Morrison Growers Ltd and Wm Morrison Produce Ltd.

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1. Introduction

We take the rights of our colleagues and the workers in our supply chains extremely seriously. We want everyone who helps to make our products - whether in our factories in the UK or supplier sites further afield - to be treated with dignity and respect, in safe and fair workplaces.

We produce food in the UK and source products from around the world. While we cannot eliminate the risk of modern slavery in complex global supply chains, we can mitigate it through risk management, due diligence, awareness-raising and collaboration.

Our ninth Modern Slavery Statement details our ongoing work to tackle this abhorrent crime and drive continuous improvement in our operations and supply chains. Over the past year we have progressed a number of important initiatives which target existing and emerging areas of risk and seek to protect workers who are most vulnerable to exploitation. We continue to work collaboratively with suppliers and stakeholders to maximise the impact and reach of our actions.

This statement represents another step in our ongoing efforts to prevent exploitation, increase resilience and deliver positive outcomes for victims.



Rami Baitiéh

Rami Baitiéh,
Chief Executive

Highlights of our 2024/2025 activity included:

Streamlined our Modern Slavery Partnership & Prevention Plans across our business operations page 9	Enhanced due diligence on our last mile providers page 9	Participated in collaborative industry action to address gender-based violence and harassment page 10
Modern slavery training and briefings accessed by more than 9,000 colleagues across Myton Food Group and Logistics page 13	Implemented a supplier engagement programme which assesses and benchmarks how suppliers address modern slavery and human rights risk page 14	55 of our primary UK suppliers became Stronger Together Business Partners, demonstrating their commitment to ethical and responsible practices page 14

2. Governance & Oversight

We maintain a robust and effective governance structure to assess and address risk across our Group operations.

The Risk Committee, which includes executive board representation, oversees implementation of Group policy and the monitoring of compliance with ethical standards and programme governance. This covers our commitments on tackling modern slavery in addition to managing broader human rights risk in our business and supply chains. The committee meets on a regular basis, and includes two updates per year on our activity to address modern slavery risk.

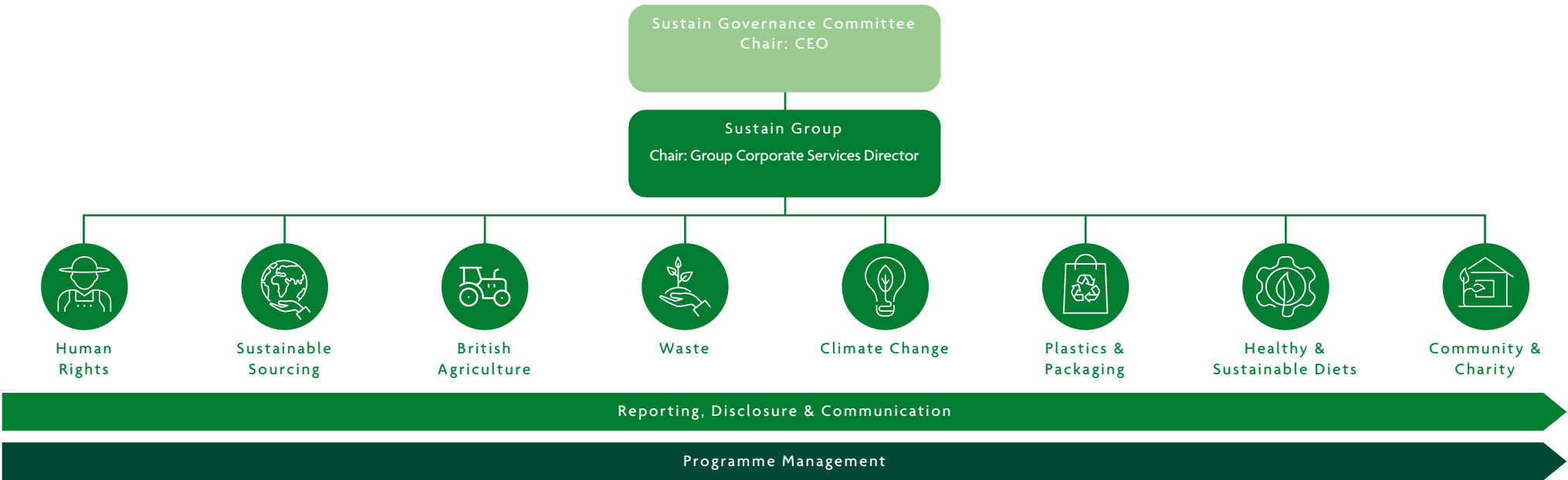
Management of the modern slavery programme in our supply chains is overseen by our Corporate Affairs Director and implemented by the Morrisons Ethical Trading team, in collaboration with colleagues from all relevant internal departments.

Activity in our own operations is directed by our Modern Slavery Steering Group. This group ensures that effective controls are in place to support the delivery of our programme across five key areas:

- Regulatory Compliance
- Operations
- Training
- Incident Management
- Remediation & Survivor Support

The group continues to meet on a quarterly basis, and is chaired by our People Director for Resourcing, Talent, Learning & Development and has representation across Morrisons and Myton Food Group.

Additional executive-level governance of our human rights strategy is delivered through our ESG programme - Sustain, with the Sustain Governance Committee chaired by our Chief Executive.



3. Structure, Business & Supply Chains

Morrisons is a vertically-integrated business: a major UK supermarket and significant food manufacturer employing almost 100,000 colleagues. We have 497 supermarkets and over 1,600 Morrisons Daily convenience and franchise stores. In addition to our head office in Bradford, we have separate offices for our Nutmeg clothing business in Coalville (Leicestershire), and our Global Sourcing operations in Hong Kong. We also operate a significant wholesale business and supply retail outlets across the UK.

Food remains at our heart, and our focus on fresh food is supported by our 'farm to fork' business model. We directly source a significant portion of our fresh goods from farmers and fishers, process through abattoirs and manufacturing sites owned by our subsidiary (Myton Food Group), and handle distribution through our own logistics network. This integrated model allows us to maintain rigorous control over the provenance of the food we sell and gives us a deeper insight into potential labour force risks.

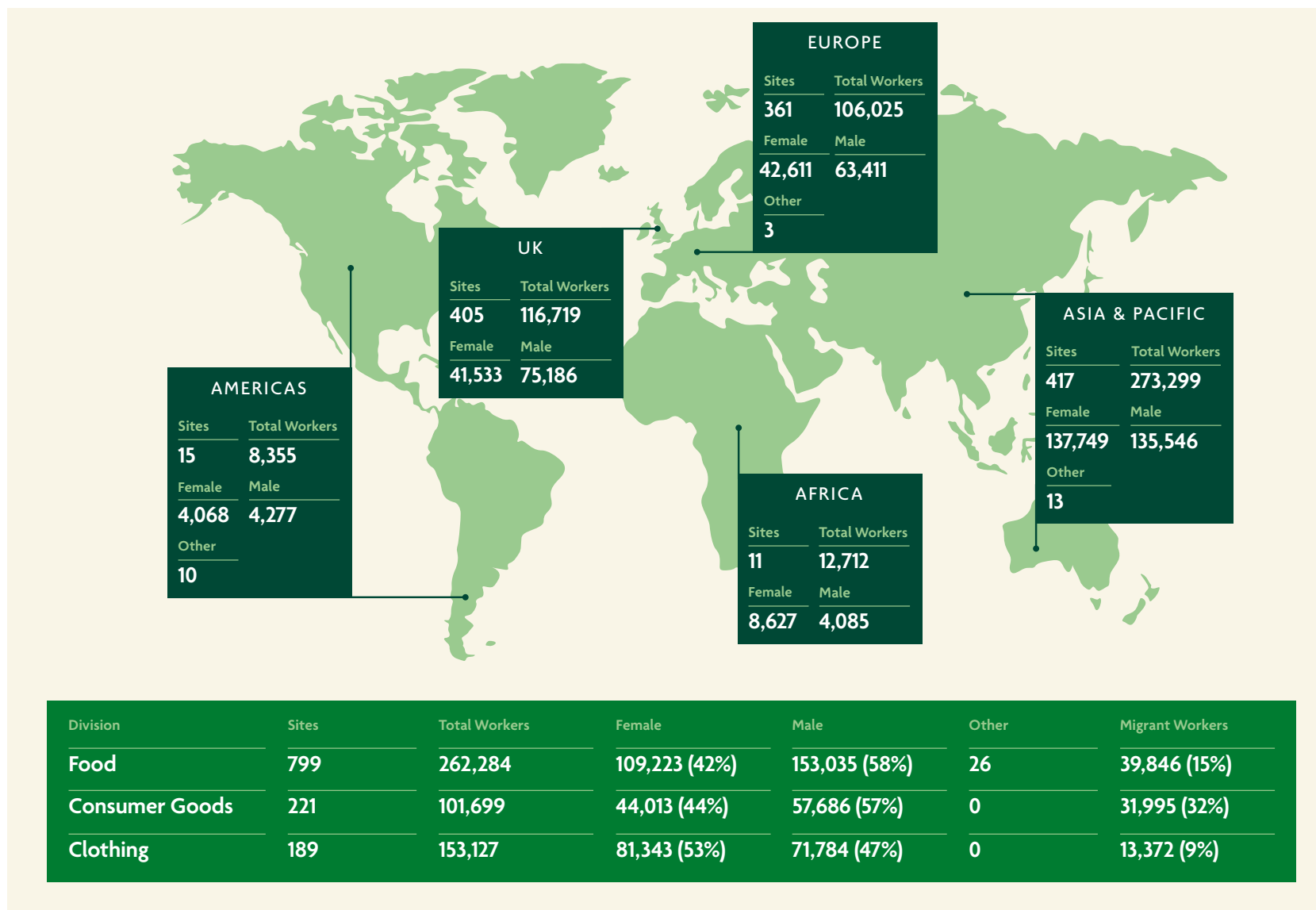
Myton Food Group operates 17 manufacturing sites producing a diverse range of products including bread, flowers and plants, seafood, fresh fruit and veg, chilled foods and meat products. Additionally, we operate distribution centres at locations throughout the UK.

A third of our tier one, own brand supply chain is situated in the UK and a substantial proportion of the fresh food in our stores is manufactured in our own factories. Beyond our vertically-integrated supply model, the majority of our business relationships are managed indirectly through primary suppliers based in the UK or EU, with the exception of goods procured through our Global Sourcing team in Hong Kong where we primarily engage directly with manufacturers. Currently our ethical compliance monitoring programme oversees 1,209 tier one factories and processing locations in 52 countries, employing approximately 517,110 workers.

Supply Chain Transparency

We are dedicated to increasing transparency in our supply chains and continue to achieve compliance with the Ethical Trading Initiative (ETI) Corporate Transparency Framework commitment. We publish details of all our tier one manufacturing sites on the [Open Supply Hub](#) and this is updated biannually.

3. Structure, Business & Supply Chains Continued



4. Our Policies Related to Modern Slavery

We are committed to ensuring that everyone who helps to make our products is treated with dignity and respect, in safe and fair workplaces. Our approach is informed by the United Nations Guiding Principles on Business and Human Rights and underpinned by the principles of the Universal Declaration of Human Rights and core International Labour Organisation standards.

Policies in our Business

We have implemented comprehensive policies and processes for our own operations to ensure we conduct our business in a responsible manner, including aspects of modern slavery, forced labour and exploitation. These include Anti-Bribery and Corruption, Right to Work, Respect in the Workplace, Whistleblowing, and a Modern Slavery Guide. These policies are regularly updated and readily available to all colleagues through our online My Morrisons platform and where appropriate they are translated and displayed around our sites.

Our Supporting Survivors of Modern Slavery Policy was developed with expert stakeholders including Slave-Free Alliance. The policy affirms our dedication to supporting and providing remedy to any colleagues who are victims of modern slavery or labour exploitation and outlines the support we can offer to survivors within our business. The policy is supported by an escalation process and additional resources that enable us to provide more effective immediate and longer term support for survivors of modern slavery offences in our business.

Our ongoing commitment to the Bright Future programme also enables us to offer workplace opportunities in our operations to a wider range of UK survivors. We are proud to be one of Bright Future's leading employer partners and are committed to having at least one placement in each of our Myton Food Group sites. We will continue to work with Bright Future with the aim of providing further safe employment opportunities at our sites across the UK for suitable candidates.

Policies in our Supply Chain

We are members of the ETI and use their internationally recognised Base Code as the foundation of our supplier expectations.

Our [Ethical Trading Policy](#) and [Ethical Trading Code](#) remain the cornerstone of how we monitor, manage, and mitigate human rights risks in our supply chain. Morrisons' standard terms & conditions mandate that all suppliers adhere to the Code's requirements, which include specific commitments relating to modern slavery, forced labour, and the responsible recruitment of both permanent and agency-provided workers. Additionally, we require suppliers to ensure, to the extent reasonably possible, that their own suppliers, agents, labour providers, and subcontractors who are directly or indirectly involved in the provision of goods comply with these requirements.

Additional specific requirements continue to supplement our Ethical Trading Policy, such as those for fresh produce and for ingredient suppliers through our Vendor Assurance Policy. This requires ingredient suppliers to Myton Food Group to join the Supplier Ethical Data Exchange (Sedex), register all tier one supplying sites and complete a comprehensive self-assessment questionnaire.

We have also embedded policies that clearly define our expectations of suppliers regarding the [remediation of child labour](#) and the use of [homeworkers](#) in our supply chains.

In addition, we have responsible sourcing policies which help to reinforce our approach to addressing modern slavery and exploitation in specific supply chains. This includes a requirement to utilise accredited certification schemes through our policies covering [Timber](#), [Soy](#) and [Palm Oil](#) sourcing. Our [Fish and Seafood Sourcing Policy](#) also includes explicit requirements for addressing and managing risks around Illegal, Unreported and Unregulated (IUU) fishing, due to the associated risk of forced and bonded labour and migrant worker exploitation.

5. Risk Assessment

We have an established risk assessment process for our global supply chains which takes account of emerging challenges, ongoing stakeholder engagement and updated information sources.

Our Ethical Trading team maintains country and commodity-level risk ratings to support and guide purchasing decisions which harness data from numerous sources, including the Food Network for Ethical Trade (FNET) Risk Assessment Tool and the Sedex RADAR Tool & Forced Labour Indicators.

We maintain a list of countries and regions from which all sourcing of finished goods, ingredients and raw materials is prohibited. This list comprises countries where there is either no guarantee of workers' rights due to the breakdown of the rule of law, or where local circumstances make it impossible to conduct robust and effective due diligence.

The primary focus of our compliance activity remains our tier one, own brand supply chain, and we continue to utilise the Sedex platform to screen all new suppliers in scope of our Ethical Trading Policy. We maintain a close working relationship with Sedex and have actively participated in consultations on changes to their audit methodology and data sharing platform.

We acknowledge that it is not possible to completely eliminate the risk of modern slavery. We are committed to strengthening controls over our tier one suppliers and to extending oversight to lower tiers of supply chains which are most exposed to human rights risk.

To deepen our understanding, we commissioned Ergon Associates to update their independent assessment of our highest risk commodities in our own brand supply chain in 2024. The assessment combined stakeholder engagement and desk-based research using recognised data sources to identify key risks, including modern slavery, across 40 commodities and geographies. We have continued to apply this assessment to prioritise our mitigation and improvement activity and in 2024/25 widened our focus to include enhanced supervision of our fish and seafood supply chain. Further detail can be found in the New Objectives section of this statement.

PRIORITY HIGHER RISK COMMODITIES

WHITE FISH



RICE



SOY



COCONUT



COTTON



WARM WATER PRAWNS



CUT FLOWERS



TEA



COFFEE



COCOA



VANILLA



PALM



We consider our most salient and tractable primary-level risks to be:

- Migrant worker exploitation in UK and Southern European agriculture and food processing
- Forced and bonded labour in the Chinese and Indian manufacturing sectors
- Migrant worker exploitation in the fish and seafood industry

Further details of our work addressing these salient risks can be found in the Due Diligence - Our Supply Chains section

These issues are complex and require sustained effort and collective action. We recognise that effective solutions cannot be achieved independently, so we work in close collaboration with external partners including NGOs, social enterprises, charities and multi-stakeholder initiatives to build our understanding and capacity to act. Even with this assistance, we recognise that developing effective and sustainable solutions will require time. Further detail can be found in the [Due Diligence](#) and [Collaborative Action](#) section of this statement.

6. Due Diligence in our Business and Supply Chain

We continue to develop our approach to due diligence, risk mitigation and remediation, building on our experience and incorporating guidance from our extended network of partners and stakeholders. Our vertically-integrated structure also provides broad insight into evolving risks in both our UK operations and global food supply chains, but also means we must face directly into the issues at hand.

Morrisons Operations

Within our UK-based business operations, the most significant risk is presented by our use of temporary, agency-provided and migrant labour to manage peak demand. Whilst we have lessened our reliance on these labour sources in recent years and increased the number of permanent colleagues, it still constitutes a considerable portion of our workforce.

To enhance oversight, our site-based People Managers conduct regular audits on our labour provider using the Complyer tool developed by the Association of Labour Providers. Additionally, the Gangmasters and Labour Abuse Authority's (GLAA) 'Active Check' service is applied to all labour and service providers in scope of the Gangmasters Licensing Act, ensuring our Procurement teams receive live updates on any material changes to the licence status or business operations of relevant suppliers.

We continue to subscribe to the Responsible Recruitment Toolkit (RRT) principles and explore further opportunities to use it to assess risk in more detail prior to onboarding of new suppliers.

In our approach to mitigate risks in our operations, we proactively share information with migrant workers on their rights in the UK and provide clear routes to raise grievances and issues. This includes:

- Modern Slavery awareness induction briefings for all new colleagues
- Regular updates on key risks and the indicators of exploitation
- Awareness-raising posters for all sites, available in multiple languages
- Multi-language, modern slavery specific versions of our whistleblowing hotline posters
- Quarterly worker welfare questionnaires which include a specific section on the indicators of forced labour, exploitation and unfair recruitment fees (164 responses were received in 2024/25)

Following a review of our internal procedures we have carried out our first penetration test to scrutinise our training and site processes for incident management. This led to our increased focus on National Modern Slavery Awareness Day and the introduction of our 'See Something, Say Something, Save Someone' campaign across Myton Food Group sites and our distribution centres. Further detail of the campaign is within the Training, Awareness & Capacity Building section.

Using feedback from the Myton Food Group and Logistics sites and a review by the not-for-profit organisation Slave-Free Alliance, an improvement plan was implemented in January 2023. This plan has been further updated and is structured around five key workstreams: Training & Resourcing, Operations, Partnership & Prevention, Remediation & Intelligence, and Procurement & External Partnerships.

The plan is subject to review at the Modern Slavery Steering Group and has milestones to monitor and ensure timely delivery. We continue to work with Slave-Free Alliance who help audit our site functions and give feedback on opportunities to strengthen our site processes.

We review all potential incidents of modern slavery recorded by the business on a quarterly basis. The review looks at all elements of our process and this ensures good understanding of the different indicators of modern slavery, along with opportunities for improvement, including providing greater awareness of the National Referral Mechanism for victims of modern slavery. In 2025 we commissioned Slave-Free Alliance to review Myton Food Group and our Convenience business. This review will complete with recommendations in Q2 2026.

Partnership working continues to underpin all elements of our approach to modern slavery, including regular engagement with the police and other agencies. The relationship with our third-party resource provider Staffline is a key example of an effective working partnership. We work closely with Staffline and leverage their industry insights and technology to help improve our own practices.

We have strengthened our due diligence for 'last mile' providers, including Deliveroo and Uber Eats. This process involves reviews of their modern slavery statements and practices, focusing on best practice, risk management, and compliance. Furthermore, our contracts expressly require these providers to confirm adherence to all applicable laws, secure necessary licenses, and comply with our policies. We ensure continued focus by maintaining this as a standing item in our quarterly modern slavery meetings.

6. Due Diligence in our Business & Supply Chain Continued

Our Supply Chains

Our due diligence and improvement activity is targeted at supply chains of greatest risk and groups who are disproportionately affected by modern slavery.

Where increased risk exists in our tier one food and non-food supply chains, we require our suppliers to demonstrate compliance with our Ethical Trading Code through the provision of third-party social audits. In 2024/25, 1,198 audits were undertaken at active sites linked to Morrisons on the Sedex platform, utilising either the Sedex Members Ethical Trading Audit (SMETA) or Business Social Compliance Initiative (BSCI) methodologies. This includes over 98% of the high risk manufacturing sites in scope of our compliance programme. Notably, no significant indicators of forced labour or modern slavery were identified at any sites through these audits during the reporting period.

We encourage all our suppliers to take ownership of issues in their extended supply chains and to implement their own due diligence, mitigation and improvement measures. To support this process, we build relationships with multi-stakeholder and membership initiatives, enabling suppliers to come together to build awareness and develop action plans. Key examples of relationships that are pertinent to our salient modern slavery risks include FNET, ETI, Spain Ethical Trade Forums, the Seasonal Worker Scheme Taskforce and the Centre for Child Rights and Business. Further details of our work with these organisations can be found in the [Collaborative Action](#) section.

Our commodity-level risk assessment, extending beyond tier one, identified potential forced labour risks in coffee, tea, and cocoa sourcing. As part of our subsequent action plan we have enhanced our collaboration with third-party certification schemes to enhance mitigation at primary producer level. Consequently, all Morrisons own brand tea, coffee, and hot chocolate products are now certified by either the Rainforest Alliance or Fairtrade. Over the last year we have built on our longstanding Fairtrade commitments with a host of new product launches, supporting fairer terms of trade for thousands of farmers and workers across Africa, Asia and Latin America. Our Fairtrade coffee volumes almost doubled in comparison to previous years and the resulting sales allowed our producers to earn the highest amount of Fairtrade premium since 2020. This meant that the Fairtrade farmers and workers in our supply chain were able to invest in social projects that benefit workers and their families.

Since 2023, we have been working in collaboration with a number of retailers towards a collective goal to close the living wage gap within banana supply chains by the end of 2027 by achieving the payment of living wages for all hired labour workers in our banana supply chain. This work has been coordinated by IDH (formerly the Sustainable Trade Initiative). The commitment's first year focused on engaging supply chain partners and collecting wage data using the IDH Salary Matrix to measure living wage gaps. We then began the work to close the gap by prioritising responsible purchasing practices, enhancing trade union capacity for collective bargaining, and analysing the wage situation of smallholder farmers. In 2024/25, we participated in data collection, with a number of salary matrices completed by producers in our supply chain representing 5,882 employees.

As the commitment moves into the final years, there will be the continuation of sector-wide collaboration, alignment, and coordination across national coalitions.

A continued focus for the business is gender-based violence and harassment (GBVH) which continues to be a persistent and underreported issue in commercial agricultural supply chains. Women make up roughly half of the agricultural workforce and are disproportionately affected by modern slavery. To help tackle this issue we participated in the ETI Gender Action in Agriculture (GAIA) project which started in October 2024. The GAIA project was established to address GBVH because collaborative engagement with stakeholders identified that current approaches were failing to prevent GBVH or address its root causes. The aim of the project was to develop a set of principles to systematically address GBVH in commercial agriculture and fishery supply chains. These GAIA principles were developed over a 15-month period involving 95 stakeholders, including buyers, suppliers, producers, trade unions, and academic experts. The process included focused engagement in Kenyan commercial agriculture (tea and flowers) and South African citrus, alongside global online workshops and surveys, to ensure the resulting principles are globally applicable. Morrisons was committed to this project and sat on both the GAIA advisory group and the GAIA stakeholder group. These principles launched in 2025.

We have a dedicated, independent [whistleblowing service](#) operated by Navex Global, which is available to colleagues and all of our suppliers, enabling them to raise concerns with us directly and anonymously. We did not receive any concerns relating to modern slavery or labour exploitation via this mechanism in 2024/25.

In addition to the activity outlined above, we have progressed a number of projects and initiatives in areas of specific risk as identified in the Risk Assessment section.

6. Due Diligence in our Business & Supply Chain Continued

Migrant worker exploitation in UK and Southern European agriculture and food processing

We know that migrants are particularly susceptible to forced labour and modern slavery in agricultural supply chains and no country is immune to this risk. We have engaged in a variety of collaborative projects to address this issue and prevent exploitation of this particularly vulnerable group.

The Seasonal Worker Scheme Taskforce works to develop and implement tangible actions to help safeguard workers' rights in UK horticulture. It also aids the delivery of mechanisms including the Just Good Worker app and the Independent Seasonal Worker Survey which allow vulnerable workers to raise concerns that can be investigated by relevant parties.

To increase the effective sharing of intelligence in our sector, in 2020 Morrisons became a founding member of the Modern Slavery Intelligence Network (MSIN). MSIN was created by some of the UK food and agriculture sector's largest companies to drive sharing of information to disrupt modern slavery activities. We continued our ongoing support for MSIN throughout 2024/25, including the sharing of intelligence on a third party contractor which corroborated and supported a live investigation being conducted by the authorities.

We also participated in the two year project: 'Grievance Mechanisms in Agriculture', funded by the UK government. This was an initiative to improve protections for migrant workers in Spanish and Italian agricultural supply chains with the focus to develop grievance mechanisms to address the risks of modern slavery among North and West African workers in UK-linked supply chains. The project identified critical challenges that migrant workers face when raising grievances in agricultural supply chains, including language barriers, lack of awareness, and fear of retaliation.

Workers' views informed an action plan to improve existing grievance mechanisms and design new, more effective ones. The project concluded in March 2025, delivering valuable insights, tools, and partnerships. Key milestones included the piloting of two worker-centred grievance mechanisms in Spain and building awareness of existing services in Italy, along with launching Digniwork, a modern slavery prevention network that serves as the first regional civil society network spanning key countries of origin and destination for migrant agricultural workers in Morocco, Tunisia, and Côte d'Ivoire. This network promotes knowledge sharing on ethical recruitment practices and workers' rights. Throughout the project more than 100 workers and managers received training on effective grievance systems, supported by the development of multilingual tools for replication.

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Through a collaborative initiative involving company members, trade unions and NGOs, ETI created the 'GAIA Principles' to help businesses effectively address the root causes of gender-based violence & harassment (GBVH) in agriculture and fishery supply chains. This framework clearly establishes the shared responsibility of all supply chain actors and their individual responsibilities in addressing GBVH and provides a pathway to delivery through the implementation of the Principles. Morrisons commitment to this initiative through their role on a GAIA Advisory Group that provided support with decision making, guidance and detailed feedback clearly highlights their continuing commitment to advancing gender equality in their supply chains.

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Danny Miles
Head of Collective Action at ETI

6. Due Diligence in our Business & Supply Chain Continued

UK SEASONAL HORTICULTURAL WORKERS

Concerns have been consistently raised around exploitation risks faced by some migrant workers on temporary visas during their recruitment and employment on UK farms throughout 2024/25. In response to this industry-wide challenge, Morrisons has continued to support the Seasonal Worker Scheme (SWS) Taskforce with input and funding, collaborating with other supermarkets and Scheme Operators. The Taskforce, coordinated by Stronger Together, has an active membership encompassing over 60 members including retailers, growers, suppliers, Scheme Operators, industry and membership associations, non-governmental and inter-governmental organisations. The SWS Taskforce has continued to seek the extension of its impact towards its mission of working collaboratively to develop and implement tangible actions to help safeguard and ensure access to workers' rights in the UK Seasonal Worker Scheme and wider UK horticulture.

Morrisons actively, in the reporting year, supported SWS Taskforce activity which has included the delivery of the following activities:

- **The Just Good Work worker app was further developed to increase communication with workers at the earliest stages of recruitment (and throughout employment) on their rights and entitlements and where to access support. In 2025, there were 45,000 total users and 19,000 new jobseekers accessed information in their own language.**
- **Seven in-person, regional grower shows, reaching over 425 delegates.**
- **The roll-out of the Independent Seasonal Worker Survey to help identify and respond in-season to any trends in working, living and human rights challenges. Survey results have been used to support the identification of areas for improvement and inform the prioritisation of future activity.**

Forced and bonded labour in the Chinese and Indian manufacturing sectors

Workers in our high-risk manufacturing sectors face significant risks of forced and bonded labour, often driven by economic pressure and weak enforcement of labour laws. These risks are heavily concentrated among vulnerable groups such as internal migrant workers, ethnic minorities, and women. Specific abuses include debt bondage, document retention, restrictions on movement, and gender-based violence and harassment.

For workers in the garment manufacturing sector, these risks translate into a cycle of degrading physical conditions, mental distress, and financial entrapment that often extends to their families. To help mitigate these risks, our strategic clothing suppliers have engaged in the Reimagining Industry to Support Equality (RISE) respect programme. This initiative builds workers' knowledge of their rights in the workplace, with a specific focus on establishing gender equity.

As part of our enhanced due diligence within our clothing supply chains, we have partnered with The Reassurance Network (TRN) since 2021 to operate a dialogue-based approach to factory manager and worker engagement. This collaborative model focuses on the needs of all supply chain actors to identify root causes and create sustainable improvements built on mutual trust. Unlike traditional ethical audits, these site visits allow TRN consultants to engage in open conversations with factory owners, managers, and workers. This creates a safe space to discuss topics such as wellbeing, economic security, and diversity, while providing workers with an opportunity to report issues like forced labor and exploitation. All parties work together to improve conditions through these strengthened relationships.

Throughout 2024/25, we continued our partnership with TRN by revisiting sites to support their specific remediation plans.

Our Nutmeg business maintains membership of the Better Cotton Initiative (BCI), and 100% of our cotton is now BCI certified. This goal underscores our commitment to responsible sourcing, ensuring improved working conditions and helping to mitigate the risk of forced or child labour.

We also work closely with local organisations within our Chinese supply chains. Our collaboration with The Centre for Child Rights and Business provides a framework for identifying and addressing child labour issues, while their meetings allow retailers to share insights and refine effective practices. Furthermore, we leverage the Centre's expertise to share best practices with our suppliers. This includes providing due diligence guidelines and maintaining a digital communication group to share information with local workers on eliminating forced and child labour.

Migrant worker exploitation in the fish and seafood industry

Risks identified in the UK and global seafood supply chains include forced labour, wage exploitation, and unsafe conditions. These lead to workers, particularly migrants, being at a higher risk of modern slavery, underpayment, and poor health and safety conditions. These issues are exacerbated by the contributing factor of complex supply chains which lack transparency, placing many workers on fishing vessels in a vulnerable position.

The reliance on migrant labour and lack of regulation increase the prevalence of these risks in fishing vessels, processing sites and transportation routes. To address these risks within our supply chain we committed to funding and engaging in the ETI Shrimp responsible purchasing practices project. We are also developing a questionnaire to be directed to our key seafood suppliers to enhance our due diligence and identify potential actions to be taken in collaboration with our suppliers to improve working conditions in our fish and seafood supply chain.

7. Training, Awareness & Capacity Building

Training and awareness programmes continue to be at the forefront of our approach to addressing modern slavery risk in our business and supply chains. By providing training to our colleagues and suppliers, we can build the capacity to effectively manage incidents in a way that supports positive outcomes for victims.

We have reviewed and updated our approach continuously since 2016, enhancing the options available through the development of in-house courses and accessing third-party training through external partnerships.

Training for Colleagues

In our own business, we continue to ensure that colleagues at all levels requiring knowledge of modern slavery risk have access to relevant and current information. Modern slavery awareness training is tailored to job roles where relevant and is available to colleagues at all levels of the business in Myton Food Group and our Logistics operations through our online learning platform.

Our interactive modern slavery training package has been developed specifically for our vertically-integrated operations, and incorporates content informed by actual cases of modern slavery, together with additional material provided by the GLAA. Our training team regularly reviews and updates the content where necessary and this includes the addition of further scenario training in 2024/2025.

We continue to have a number of modern slavery champions who support and drive due diligence across the business. They support sites and our leaders with incident management and serve as a key point of contact for guidance and support.

In 2024/25 our modern slavery training and briefings were accessed by over 9,000 colleagues across Myton Food Group and our Logistics operations. The programme is intended to help colleagues better understand their rights and the obligations of the business. It is split into the following categories:

Managers' e-learning module

855

managers have completed this in 2024/25

Managers' Scenario Training module

867

managers have completed this in 2024/25

Face-to-face monthly missions briefings

7,442

colleagues have completed this in 2024/25

On a monthly basis, we hold an in-person training session for all new colleagues joining our commercial teams. The course is designed to give an introduction to ethical trading, supply chain human rights and modern slavery. To reinforce this, we launched an e-learning module in 2025 which is designed to serve as an annual refresher on the topics covered when colleagues first join the business. Since the e-learning module was released, 89% of the targeted colleagues completed the module.

For Anti-Slavery Week in 2025 we published an awareness article for all colleagues and held a 'lunch & learn' session to raise awareness, support anti-slavery initiatives and highlight signs to watch out for. Across the Myton Food Group and our Logistics sites we promoted a new campaign, 'See Something, Say Something, Save Someone'. This was launched via a Modern Slavery Livestream and supported by further training for all our colleagues on how to spot the signs of modern slavery and act on concerns.

7. Training, Awareness & Capacity Building Continued

Training for Suppliers

We maintain a supplier engagement programme with key tier one, own brand suppliers, conducting structured meetings to understand their approach to managing human rights risk in their operations and supply chains. These sessions are crucial to our compliance programme and also provide an opportunity to communicate the details of available training to suppliers, as well as our expectation that this information is cascaded throughout their supply chains.

In 2024/25 we expanded our supplier engagement programme with a new human rights and modern slavery questionnaire. This questionnaire targets strategic and higher-risk suppliers and assesses their policies and governance, responsible recruitment and proactive checks, training and awareness, monitoring of working conditions, identifying and minimising risk, and collaborative action and initiatives. Behind this questionnaire sits a maturity framework developed in collaboration with the Slave-Free Alliance. This is aligned to the United Nations Guiding Principles on Business and Human Rights and is used to benchmark our suppliers' approach on human rights and modern slavery.

Last year we released our human rights and modern slavery questionnaire to 50 of our key suppliers across our food, clothing and consumer goods supply chains. We analysed their responses and used the framework to assess their maturity level. The benchmarking process then progressed to engagement meetings to gain a deeper insight into the suppliers' capabilities and processes. After the engagement meetings, we finalised maturity levels and shared this information with suppliers.

We are committed to meaningful engagement with our suppliers and will continue to track their progress against this framework annually. Moving forward, we will refine the measurement points within the framework and incorporate other areas aligned with our identified salient risks.

Morrisons is a combined sponsor across both workstreams of Stronger Together's Consumer Goods Programme, providing our UK suppliers and labour providers with access to free, industry-leading training workshops, resources and benefits to support them to take action in tackling forced labour and embedding responsible recruitment good practice. Since we became founder sponsors in 2013, [Stronger Together](#) has delivered workshops on 'Tackling Modern Slavery in UK and Irish Businesses' to 3,171 delegates from 914 Morrisons suppliers, including 424 delegates during 2024/25. In 2025, 55 of our primary UK suppliers also became Stronger Together Business Partners, demonstrating their commitment to tackling these issues.

Through our sponsorship of the responsible recruitment stream of the Consumer Goods Programme since 2019, 328 of our suppliers have accessed benefits and completed one or more responsible recruitment workshops. 244 suppliers and our labour providers from across our Food, Non-Food and Goods Not for Resale divisions have also now subscribed to the Responsible Recruitment Toolkit (RRT) Online Tool since 2019. During 2025, Stronger Together developed the 360° Online Tool by merging the Progress Reporting Tool and RRT Online Tool. Starting in 2026, reports will include information regarding 360° as a single comprehensive capacity building tool, available to our suppliers to support implementation of responsible recruitment and fair work, free from exploitation.

Our Ethical Trading team in Hong Kong actively addressed modern slavery and forced labour risks with our Asian suppliers. To stay current on emerging issues, they collaborated with local and regional experts, including the Ethical Trading Initiative (ETI), Sedex, and the Centre for Child Rights and Business. These partnerships provided valuable resources, guidance, and tools that were shared across our regional supplier base.

In the 2024/25 period, we delivered training sessions and workshops for suppliers in our Chinese supply chain. These focused on enhancing knowledge of responsible recruitment and management, and sharing best practices to mitigate child labour and forced labour risks through practical prevention tools. Furthermore, we conducted in-person site visits. This allowed us to verify compliance and provide suppliers with direct opportunities to discuss any issues with us.

8. Collaborative Action

Working with others to enhance our understanding and maximise the impact of our actions to combat modern slavery remains fundamental to our approach. Details of some of the work we have undertaken through collaborative partnerships in 2024/25 can be found here:

Better Cotton Initiative (BCI)



We are committed to improving cotton farming practices globally through engagement with BCI. In 2020 BCI reviewed its current standard and implemented recommendations to improve the effectiveness of the system in identifying, preventing, mitigating and remediating forced labour risks. Our aim is to use BCI certification requirements to prevent sourcing cotton from regions and countries at heightened risk of forced labour. All cotton used in our Nutmeg clothing range is now Better Cotton certified.

The Centre for Child Rights and Business



Since 2019, we have been members of the Centre for Child Rights and Business (CCRB), serving as a core member of their working group. The CCRB assists businesses in achieving supply chain improvements that result in positive outcomes, not only for workers, families, and children, but also for the businesses themselves. Through this ongoing membership, we remain committed to collaborating with the Centre to champion child rights and work toward eliminating the risk of child labour.

Ethical Trading Initiative (ETI)



ETI membership enables us to join forces with other businesses, trade unions and civil society organisations to support wider advocacy and influence at government level in countries with systemic human rights issues. We actively participate in several working groups and projects to develop effective responses to global human rights challenges.

Food Network for Ethical Trade (FNET)



Through our FNET membership we work with other large UK food suppliers and use our collective leverage to positively impact human rights in global supply chains through a common approach to managing ethical trade. In 2024/25, we continued to participate in the FNET working groups on responsible recruitment and joined the Climate Change working group.

Gangmasters and Labour Abuse Authority (GLAA)



We have a well-established relationship with the GLAA and continued to work closely with them throughout the year with an increased focus on incident management.

8. Collaborative Action Continued

IDH	Modern Slavery Intelligence Network (MSIN)	Responsible Recruitment Toolkit (RRT)	Seasonal Worker Scheme (SWS) Taskforce	Seafood Ethics Action (SEA) Alliance	Slave-Free Alliance (SFA)
					
IDH is an organisation that works with businesses, financiers, governments and civil society to realise sustainable trade in global value chains. In early 2023 we signed up to a collective goal, coordinated by IDH, to close the living wage gap within banana supply chains by the end of 2027.	Morrisons is a founding member of the MSIN, a non-profit collaboration in the UK food and agriculture sector created in response to the findings of Operation Fort, the UK’s largest ever modern slavery investigation. We continued to actively support the development of MSIN throughout 2024/25.	Morrisons is a sponsor of the RRT, a comprehensive online tool and suite of training supporting businesses to ensure that all workers are recruited in a transparent manner that respects and protects their rights throughout recruitment, work and post-termination. Through our sponsorship, our suppliers have free access to training and RRT’s online self-assessment tool to embed responsible recruitment standards into their business processes.	Morrisons is a funding member of the SWS Taskforce. The Taskforce’s mission is to work collaboratively to develop and implement tangible actions to help safeguard and ensure access to workers’ rights in the UK Seasonal Worker Scheme (SWS) and wider UK horticulture. The Taskforce, coordinated by Stronger Together, is made up of over 60 member organisations including retailers, growers, suppliers, Scheme Operators, industry and membership associations and non-governmental and inter-governmental organisations, who actively contribute to and support the various working groups and activities.	We continue to support and actively engage with the SEA Alliance on collaborative action and information sharing across the seafood industry. The SEA Alliance is a pre-competitive collaboration of member companies (retailers and seafood businesses), as well as industry and retail trade bodies, aiming to strengthen human rights due diligence carried out in the global seafood supply chain.	We became the first supermarket member of the SFA in 2020 when they completed a gap analysis of our approach to mitigating modern slavery across the business. We have continued to work with SFA on areas of improvement, and access their services and guidance. For example, SFA is supporting us with an end to end assessment of our Convenience business. Through our membership we have also increased our external presence at key conferences which enable us to be part of a wider network of business that share information and best practice.

8. Collaborative Action Continued

Spain Ethical Trade Forums (SETF)



We have been members of the SETF since 2019 and actively support their work, facilitating grower-led responses to labour challenges in the Spanish agricultural sector. The SETF operate several working groups and have produced best practice guidance for members on topics including:

- Responsible use of labour providers
- Grievance mechanisms
- Worker accommodation standards

We continue to encourage all our suppliers in the region to engage with the SETF.

Stronger Together



Morrisons is a founding sponsor of Stronger Together and their Consumer Goods Programme, a sector-specific programme that empowers companies to take decisive action to tackle forced labour and mitigate modern slavery. The Consumer Goods Programme consists of two thematic workstreams to address forced labour and responsible recruitment. As a combined sponsor of both workstreams, our suppliers gain access to the full suite of benefits including free interactive training workshops, resources and tools to support them to take action to tackle hidden labour exploitation and forced labour. This continues to play an essential role in building modern slavery awareness throughout our UK supplier base. The Myton Food Group and Logistics sites continue to use the resources to underpin our processes and review annually.

The Reassurance Network (TRN)



Since 2021, we have partnered with TRN, a global network of ESG experts, initially through their FORUM programme. This collaboration has involved over 30 worker-focused, dialogue-based improvement visits across our clothing supply chain. Building on the foundation of this success, we expanded our partnership in 2024/25 to conduct a deep-dive investigation into our Bangladesh supply chain. This in-depth work focused on identifying the root causes of non-compliance, alongside providing the necessary tools, training, and frameworks for effective remediation. Site visits were also integral to this phase, serving to support and verify the actions taken.

Re-imagining Industry to Support Equality (RISE)



As a member of RISE since 2024, we are committed to supporting collaborative industry action to advance gender equality in global garment, footwear, and home textiles supply chains. We have implemented their Respect programme within our supply chains in India and Bangladesh. To date, this initiative has delivered 4 workplace programmes, providing training to over 6,311 workers.

9. Performance Reporting

In line with our previous statements, we continue to measure our performance based on four indicators that we consider appropriate to our programme:

- **Reported incidences of modern slavery in our business and supply chains, and our response - see [Performance Reporting section](#)**
- **Third-party ethical audits undertaken on our own brand and exclusive sites - see [Risk Assessment and Due Diligence sections](#)**
- **Colleagues and suppliers who have undertaken Modern Slavery Awareness training - see [Training, Awareness & Capacity Building section](#)**
- **Collaborative improvement action undertaken in specific areas of our supply chain - see [Collaborative Action section](#)**

Reported incidences of modern slavery in our business operations

We identified and investigated 6 potential incidences of modern slavery or labour exploitation during the 2024/25 reporting year. None of these subsequently developed into confirmed cases of modern slavery. As in previous years, these issues were communicated to us from a variety of sources, including the direct reporting of concerns from potential victims to our site People teams. We also continue to access good intelligence from our primary labour provider and receive excellent support from their site-based account managers and compliance teams.

Reported incidences of modern slavery in our supply chains

In addition to activity in our own operations, we were also made aware of a small number of potential cases of modern slavery or labour exploitation in our extended supply chain. These related to migrant labour in fresh produce and the seafood industry in South Asia. In all cases, multiple UK retail supply chains were affected and the issues were addressed collectively.

10. Progress against the 2024/25 objectives detailed in our previous statement:

We set objectives across our business and supply chain on an annual basis. These are purposefully challenging and can evolve over time. We are pleased to report on progress that has been made to address key challenges in both our business and wider supply chains.

Commitment	Update
Continuing to build our relationship with the Bright Future programme to support victims back into the workplace.	We continued to work with Bright Future offering placements across the Myton Food Group and our Logistics sites to support survivors of modern slavery into the workplace. The success of the partnership has been highlighted by Bright Future at key events such as the Bright Future AGM and the Scotland Launch 2024, showing the importance of our partnership in providing safe employment opportunities.
Strengthening our approach to third party requirements, specifically within popular and useful services and site-based cleaning and security.	Morrisons ensures that right-to-work checks are completed on all site-based cleaning service providers and that the contractor has GLAA licences for applicable areas. We also ensure that contractor colleagues are receiving at least the minimum wage. We audit all our third parties annually to ensure compliance.
Completing a review of Myton Food Group and our Convenience division with the support of the Slave-Free Alliance.	SFA conducted a 4 pillar SMETA review as part of our gap analysis covering labour standards, health and safety, environment, and business ethics resulting in our first full SMETA audit in our Spalding site. They also commenced a review into our Convenience business which is due to complete Q2 2025/26.
Development of a penetration test to identify and strengthen our resources and capability across Myton Food Group.	We completed a trial penetration test with internal resources in 2025 and the learnings from this have fed into future plans. In 2025/26, we are launching a new internal penetration test process which will be carried out by a third party across Myton Food Group and Logistics sites.
Reviewing and developing our current worker questionnaire to ensure our colleagues have the right platforms to be able to understand their rights and what they should expect from us as a business.	Worker questionnaire review completed and proposal developed to roll out in summer 2026.
Strengthening our supplier engagement and risk mitigation with the roll out of the modern slavery and human rights questionnaire to our strategic and higher risk suppliers.	We significantly expanded our supplier engagement programme with the inclusion of our new human rights and modern slavery questionnaire. This questionnaire targets our strategic and higher-risk suppliers and assesses key areas such as policies and governance, responsible recruitment and proactive checks, training and awareness, monitoring working conditions, identifying and minimising risk, and collaborative action and initiatives.
Creating a framework for benchmarking suppliers on their approach to modern slavery and assisting in the creation of action plans.	We developed a modern slavery and human rights maturity framework in collaboration with the Slave-Free Alliance. We used this framework during engagement meetings with strategic suppliers in 2025 to benchmark their current maturity level. The resulting scores were shared with suppliers, providing them with a useful tool to develop their own human rights programmes. We are committed to sustained engagement with our suppliers, tracking their annual progress against this framework. Moving forward, we will refine the measurement points within the framework and incorporate other areas aligned with our identified salient risks.
Establishing a recurring e-learning module for relevant internal colleagues on the topics of modern slavery and human rights risks within the supply chain.	The expansion of our internal training has been successfully running throughout the year, with a high rate of completion. The content will be reviewed and refreshed on a regular basis to ensure our colleagues are trained with up to date knowledge.
Evolving our work on gender equality and prevention of gender-based violence and harassment (GBVH).	We have continued on our journey to address gender equality and GBVH by participating in a number of collaborative projects in our food and clothing supply chains which has resulted in positive engagement with our suppliers.
Increasing our focus on the most prevalent risks in our supply chains to ensure that exposure is minimised while enhancing supply chain due diligence through collaboration with internal and external stakeholders.	We enhanced our focus on the most prevalent risks in our supply chains by enhancing our mitigation and monitoring approach through the creation of the supplier maturity framework. This was achieved through successful collaboration with the external partnership of Slave-Free Alliance.

11. New Objectives

Our core objective remains to continuously reduce the risk of modern slavery, forced labour and third-party exploitation in our own operations and wider supply chains, whilst improving outcomes for victims.

In 2025/26 we will continue to deliver improvement and progress in our own operations by:

- Continuing to strengthen our approach to third party and partner requirements, specifically within site-based cleaning, security and our immediacy partners
- Roll out internal penetration testing with a third party across Myton Food Group and Logistics sites to identify and strengthen our resources and capability
- Continuing the review process to further develop our current worker questionnaire to ensure our colleagues have the right platforms to be able to understand their rights
- Undertaking 4 pillar SMETA audits at all Myton Food Group sites to increase our due diligence and conduct a review of our convenience business with the continued support of Slave-Free Alliance
- Developing further our strategic partnerships with our main labour providers by consistently reviewing crime data and looking how we continually improve our practices

We will continue to strengthen our approach to tackling modern slavery in our wider supply chains through:

- Embedding a more detailed modern slavery self-assessment questionnaire which utilises a leading third-party platform, enabling us to benchmark supplier capability and processes against industry best practice
- Broadening our supplier engagement with a focus on gender discrimination and gender-based violence and harassment
- Enhancing due diligence within our fish and seafood supply chain
- Evolving our approach with worker voice tools to gain a better understanding of the workers experience in our supply chain
- Increasing our focus on the risk of climate change and the impact on workers in our supply chains



Wm Morrison Supermarkets Limited
Hilmore House, Gain Lane
Bradford BD3 7DL
Telephone: 0845 611 5000

Visit our website:
www.morrisons-corporate.com