

This graphic presents a **global supplier-origin risk map** showing where key ingredients and packaging materials are **most likely** sourced for Greggs, and how those origins connect to the company’s core operating geography. Supplier countries are linked to the UK to illustrate structural exposure across the supply chain rather than trade volume or tonnage.

Each country is **classified by material type** (e.g. dairy, wheat, oils, sugar & spices, packaging), allowing rapid identification of geographic dependencies and potential concentration risk across regions. This makes upstream reliance and diversification clear at a glance.

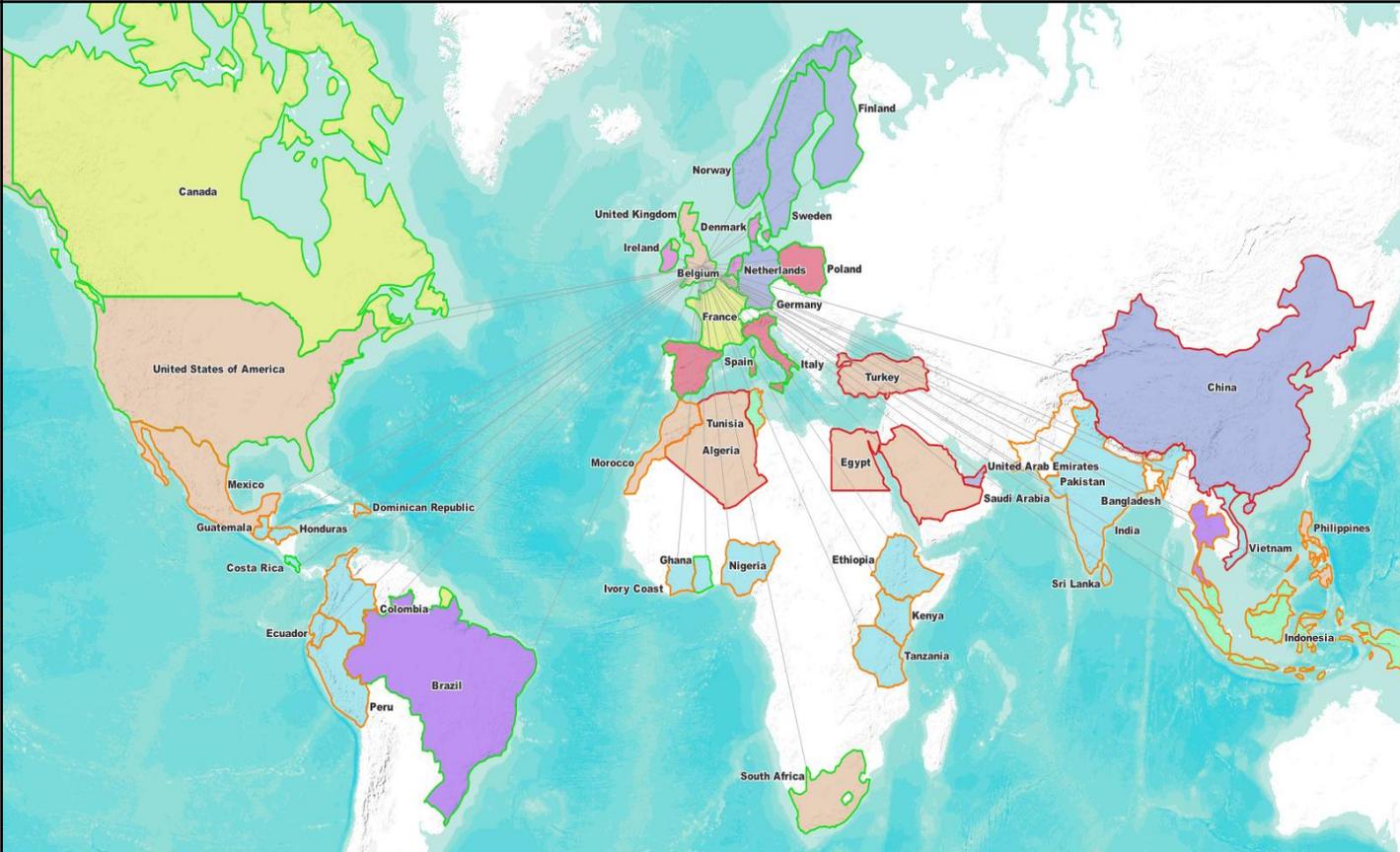
A **Freedom House governance overlay** adds a social and political risk dimension, enabling assessment of human-rights and regulatory exposure alongside physical sourcing. The map supports ESG, CSRD, and supply-chain due-diligence reporting by integrating origin, material criticality, and governance risk in a single view.

Top 3 Supply-Chain Mitigations

1. Supplier diversification & re-balancing
Actively reduce dependency on single countries or high-risk regions by qualifying alternative suppliers in lower-risk or geographically closer markets. Prioritise dual-sourcing for critical commodities (e.g. oils, wheat, packaging) where governance or geopolitical exposure is highest.

2. Enhanced due-diligence & supplier standards
Apply deeper human-rights and labour-practice due diligence for suppliers in *Partly Free* and *Not Free* countries, including audits, traceability requirements, and contractual ESG clauses. Align this with CSRD/CSDDD expectations and maintain a live supplier risk register.

3. Strategic substitution & resilience planning
Where feasible, reformulate products, substitute materials, or invest in alternative inputs (e.g. UK/EU sourcing, recycled packaging, certified commodities) to reduce exposure to high-risk origins. Pair this with contingency planning for disruption, including safety stock and scenario testing.



Likely ingredient / packaging source	Num.	% of supplier countries located outside the UK / EU
Dairy	3	37%
Fruit / Veg / Nuts	10	
Palm / Olive Oil	3	Commodities with single-country exposure
Packaging	5	
Processed meats	3	
Textiles / Uniforms	1	
Sugar & Spices	3	
Tea, Coffee & Cocoa	12	1
Wheat	2	

Freedom House Status	% of supplier countries classified as Free / Partly Free / Not Free:
Free (F)	Free: (40%)
Not Free (NF)	Not Free: (15%)
Partly Free (PF)	Partly Free (45%)

SOURCE DATA

Freedom House:
Freedom in the World: Freedom Score



LEAP ASSESSMENT

Locate – The assessment maps the countries **most likely** to source key ingredients and packaging materials, linking them to its core operating geography to define the upstream supply-chain footprint. This establishes where geographic dependencies exist across global regions.

Evaluate – Sourcing countries are evaluated by **commodity type** and **Freedom House governance status**, identifying where material sourcing overlaps with elevated social, political, or human-rights risk and where concentration may increase exposure.

Assess – The assessment identifies supply-chain risk and dependency, including exposure to *Partly Free* and *Not Free* countries, reliance on distant or concentrated sourcing regions, and relevance to ESRS and due-diligence requirements.

Prepare – Based on the assessment, Greggs is provided targeted mitigation and resilience actions, including supplier diversification, enhanced human-rights due diligence, and material substitution where feasible. Outputs from this process should feed directly into supplier risk registers, CSRD disclosures, and procurement decision-making, supporting compliance with CSDDD and strengthening long-term supply-chain resilience.

Supplier Identification

Supplier countries were identified using a risk-based, material-led approach rather than declared trade data.

Publicly available information on ingredient composition, typical agricultural growing regions, global production patterns, and packaging material supply chains was combined with sector knowledge to identify plausible upstream source countries for each material category.

This approach prioritises coverage and relevance over precision, ensuring that all geographies where sourcing is likely to occur are represented, even where direct supplier disclosure is limited or unavailable. It is designed to capture structural exposure and dependency, not contractual relationships or volumes.

The method is appropriate for early-stage due-diligence, ESG risk screening, and CSRD scoping, providing a defensible basis for identifying where enhanced supplier engagement, data requests, or audits should be prioritised.

Freedom House Status

Freedom House status is used as a proxy indicator of governance, civil liberties, and political rights within supplier-origin countries. It provides a consistent, globally comparable classification that reflects the broader institutional and social context in which upstream production occurs, including factors relevant to labour rights, freedom of association, and rule of law.

The use of Freedom House is justified for early-stage ESG and due-diligence screening because it enables rapid identification of countries where systemic governance constraints may increase the likelihood of human-rights, labour, or regulatory risk in supply chains. It supports proportionality by allowing enhanced scrutiny to be focused on *Partly Free* and *Not Free* jurisdictions.

This indicator is not used to make supplier-level judgements or allegations. Instead, it provides a defensible, transparent, and auditable contextual risk layer aligned with CSRD and CSDDD expectations, helping to prioritise further investigation, engagement, and mitigation where risk exposure is structurally higher.

Supplier Data sources

This product uses **publicly available reference data and sector knowledge** to identify *likely* supplier-origin countries for key ingredients and packaging materials.

Sources include global agricultural production data, economic and trade context from multilateral organisations, industry guidance on packaging supply chains, public company disclosures, and global country boundary datasets for spatial reference.

Limitations

The analysis represents **structural sourcing exposure, not confirmed suppliers or trade volumes**.

Country inclusion indicates plausible relevance based on production patterns and sector norms, not contractual relationships.

Outputs are intended for ESG screening and CSRD scoping, and should be supplemented with supplier-provided or audited data where higher assurance is required.