

Modern Slavery Statement:
One Stop Stores
2025/26

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Background

The UK Modern Slavery Act 2015 (the 'Act') requires businesses to state the actions they have taken during the financial year to ensure modern slavery is not taking place in their operations and supply chains. This statement refers to the financial year ending 28th February 2026 and sets out the steps taken by our business to prevent modern slavery and human trafficking in our own operations and supply chains.



Introduction from Our Managing Director

Modern slavery has no place in our business or supply chains. We're fully committed to playing our part to eradicate it, and as a business with complex supply chains we recognise the important role we play. We work tirelessly to ensure our business and the companies we partner with uphold the highest ethical standards to promote fair and safe work environments for all.

Our efforts to address modern slavery risks and other human rights risks across our business are underpinned by One Stop and Tesco Group policies and delivered consistently through the Tesco Group Human Rights Blueprint. We have been developing and implementing action plans to meet the Tesco Group human rights standards established through this blueprint. This work is steered and overseen by a dedicated Governance Group, chaired by the Group Director of Quality, Technical, and Sustainability as well as by the One Stop Risk and Compliance Committee.

We remain committed to making sure our values are at the heart of what we do, and we embed our human rights due diligence and supplier support to deliver this. This statement outlines the approach we take at One Stop to manage the risks of modern slavery and details how we check both our internal operations and supply chains, ensuring robust processes are in place to minimise and address issues.

We're committed to an open approach, sharing both our successes and the challenges we face. We continue to collaborate with others to address these risks thoroughly. Through our human rights work we gain deeper insights into the risks and trends related to modern slavery, enabling us to strengthen our approach.

Tesco Group's collaboration with suppliers and other retailers, through initiatives like the Food Network for Ethical Trade (FNET), internal threat intelligence and colleagues in global sourcing regions, have highlighted the continued risks within supply chains reliant on temporary and migrant labour, such as UK seasonal labour. We recognise there's still more work to be done. Over the next 12 months, we'll continue working to monitor these risks as they evolve and ensure our approach continues to address the issues.

This statement was approved by the board of One Stop Stores Limited on 13 June 2026 and signed on their behalf by Stephanie Wood, Convenience Director at Tesco.

Our Key Achievements in 2025/26

Within our full year 2025/26 we have:

- Continued implementation of the Group Human Rights Blueprint underpinned by the Group Human Rights Governance Group and the One Stop Modern Slavery Working Group.
- Completed Human Rights training for relevant employees including Product, Franchise and Procurement colleagues.
- Carried out Modern Slavery refresher training for priority colleagues (including our Area Managers, Business Development Managers, and relevant colleagues from our Distribution, People and Online teams).
- Continued to work with our food delivery partners to ensure compliance with our Human Rights due diligence requirements.
- Introduced minimum human rights requirements for suppliers of goods for resale that are not already captured through Group due diligence.

At Group level Tesco has:

- Continued participation in the Seasonal Worker Scheme Taskforce, including support of the Just Good Work App, which provides training for growers, due diligence for scheme operators, and engagement with key government bodies such as DEFRA.
- Continued support and engagement in the Modern Slavery Intelligence Network, including hosting their 2025 conference.
- Continued to drive improvements in responsible recruitment with Thai and Malaysian suppliers, building on successful implementation of the Employer Pays Principle (EPP) in the region.
- Supported suppliers in Thailand and Malaysia to reimburse or pay workers over USD 1.8 million in recruitment fees and costs.

Our business and supply chains.

One Stop Stores Limited is a retail convenience business with 714 company operated neighbourhood stores and 386 franchise stores across England, Wales, and Scotland.

Open 7 days a week, One Stop aims to meet the needs of all its local customers. We offer a range of food, beverages, non-food groceries and general merchandise. Many stores provide additional services including free cash machines, Post Office, Parcel services, Pay Point (for bill payments and mobile top-up), Lottery, as well as vending solutions such as Costa Coffee and F'real Milkshakes.

We have partnerships with Deliveroo, Just Eat and Uber Eats and 623 of our core stores and 219 of our Franchise stores now offer online delivery services. Our food delivery partners' riders are self-employed contractors or agency workers. Our partners' Modern Slavery Statements set out their approach to managing modern slavery risk. We have been working closely with our food delivery partners and will continue to cooperate with them to assess and mitigate modern slavery risks.

One Stop has over 9,600 employees and has been a subsidiary of Tesco since 2003. It operates as a separate business from a Store Support Centre in Brownhills, Walsall, and services its stores with ambient products from 3 distribution centres in Brownhills, Nursling (Hampshire) and Wakefield. We work with Greencore and Booker Retail Partners to deliver fresh food to One Stop stores.

There are over 500 suppliers across fresh, frozen and ambient ranges. Over the last ten years we have been aligning our supplier base with the wider Tesco Group. All our own-label products continue to be sourced from the same suppliers as Tesco UK stores.

Colleagues are united in our core purpose of serving our customers, communities, and planet a little better every day.

Our purpose is underpinned by our values:

- Our customers are at the heart of everything we do.
- We treat people how they want to be treated.
- We work together as one team.
- We make things easier.

This means we're keeping customers at the heart of what we do, whilst also reflecting our responsibilities to the communities we serve, source from, and to society more broadly.

We want everyone who works for or with One Stop to have their human rights respected and we know our customers, colleagues and suppliers want the same. We believe that our trade should have a positive impact, creating jobs and opportunities for people all over the world and ensuring they work under safe conditions.

Tesco's human rights strategy, which includes addressing modern slavery, delivers against our value to treat people how they want to be treated. As part of this, One Stop and Tesco have committed to:

- Respecting international human rights standards throughout our supply chain and operations.
- Prioritising the most serious risks to workers, collaborating transparently with NGOs, unions and others to identify and address these risks.

We have hundreds direct and indirect suppliers who grow, make, and move raw materials and finished products across our global supply chain. These suppliers range from large agriculture businesses to smallholders and manufacturing companies. We also work with other partners who help run our distribution centres, keep our stores clean, and much more.

Our human rights agenda covers both our own business operations and supply chains. Through One Stop and wider Group efforts we work to identify actual or potential risks of modern slavery and help ensure remediation where cases are identified.



Our approach to human rights.

Our approach to human rights is based on a number of important internationally recognised declarations, standards and codes. These are the foundations for how we work across the Tesco Group, and include:

- [The UN Universal Declaration of Human Rights.](#)
- [The International Labour Organization \(ILO\) Declaration on Fundamental Principles and Rights at Work.](#)
- [The UN Guiding Principles on Business and Human Rights.](#)
- [The UN Global Compact.](#)
- [The Base Code of the Ethical Trading Initiative \(ETI\).](#)

Our human rights approach, including tackling modern slavery, is supported by our Code of Business Conduct and the [Group Human Rights Policy](#) which set out our obligations to customers, colleagues and communities in our own operations and supply chains.

We take any allegation of a breach of our policies extremely seriously. One Stop provides independent and confidential 'Protector Lines' to our colleagues. [Protector Line](#), which is also used by the wider Tesco Group, enables our colleagues and our own label suppliers and their workers around the world to raise concerns.

In 2025/26 Tesco Group continued a review of effectiveness and workers' access to Protector Line in key sourcing countries. The findings demonstrated the importance of Protector Line to workers in supply chains on a broad range of potential issues, including human rights and modern slavery. This year, Tesco piloted new mechanisms in Chile, Kenya, and Peru, and identified opportunities to improve reliability and coverage of Protector Line across all geographies. In 2026/27 Tesco Group will work closely with regional human rights colleagues and service providers to ensure continuous improvement to the service.

Governance

One Stop has an internal modern slavery working group that meets at least annually, to monitor progress against our modern slavery strategy. The group consists of colleagues within People, Franchise, Procurement, Online, Retail, Product, and Distribution.

Tesco's Human Rights Governance Group provides strategic oversight to support effective implementation of the Human Rights Blueprint and wider human rights agenda. This group is chaired by the Group Quality, Technical & Sustainability Director and attended by senior colleagues representing Responsible Sourcing, Commercial, Legal and Security functions. The One Stop Risk and Compliance Manager reports to the Human Rights Governance Group re. One Stop's progress and performance against the Human Rights Blueprint.

At group level, there is at least annual reporting on human rights, including modern slavery, to the Board through the Group Risk and Compliance Committee (GRCC), chaired by the Group CEO, and Sustainability Committee. This includes reporting on current and emerging risks, progress and performance. The GRCC review key risks, KPIs, serious incidents, due diligence and Human Rights Blueprint rollout. Within One Stop similar reporting occurs through the One Stop Risk and Compliance Committee which consists of our Senior Leadership Team.

Overall governance and progress monitoring of Tesco's human rights work, for all markets and subsidiaries including One Stop's own label supply chains, sits with the Board's Corporate Responsibility Committee within Tesco. This group reviews human rights, including modern slavery, at least annually. Read more about the work of the Sustainability Committee in the [PLC Annual Report and Financial Statements 2026](#).

"Product Safety and Responsible Sourcing" is highlighted as a principal risk within Tesco's business wide risk assessment, with the risk of worker exploitation and other human rights breaches as key drivers. Responsible Sourcing is reported within the PLC Annual Report. Product Safety and Responsible sourcing are also key sub-risks within One Stop's principal risk on Political, Regulatory and Compliance matters.

At One Stop potential or confirmed breaches related to human rights and modern slavery are reported to the Risk and Compliance Committee.

Due diligence.

This section describes Tesco's human rights due diligence in relation to its supply chains, which are shared with One Stop. Tesco follow a risk-based approach to due diligence in line with the UN Guiding Principles on Business and Human Rights, and in consultation with internal and external stakeholders. This process covers all One Stop own label products.

Our due diligence framework has five stages:



Potential modern slavery risks within our own operations and supply chains are assessed by considering the country of origin where products, raw materials, or services are sourced from, as well as the human rights trends of each sector. Other factors considered include the type of labour being used, whether skilled, semi-skilled or unskilled, and whether seasonal, permanent, agency or migrant labour.

We use the [Food Network for Ethical Trade \(FNET\)](#) and Sedex country risk ratings to inform this, combined with internal understanding of labour rights and modern slavery risks in key sourcing sectors. Tesco gather intelligence about emerging risks through Tesco's regional human rights specialists and strong relationships with local groups, NGOs and organisations such as the ETI, FNET and the Consumer Goods Forum. Campaigners, whistle-blowers, human rights defenders, and activists can also play an important role in identifying where some of the biggest risks lie. Tesco seek to engage directly with rightsholders wherever appropriate and gain insight into worker experience through partnerships with organisations such as Unseen and trade unions such as ITF and IUF.

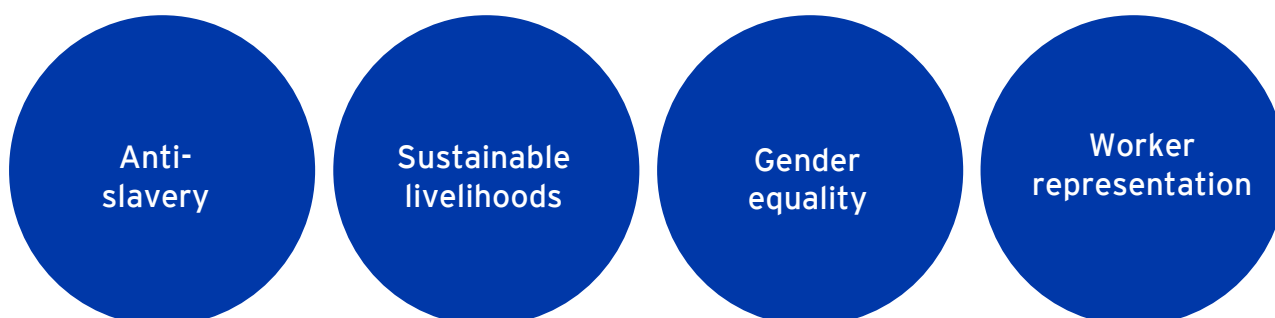
With 44 dedicated specialists based in 14 priority countries, Tesco are well-positioned to gather local intelligence and provide support by directly engaging with suppliers and stakeholders.

We continuously review priority areas within our own operations to identify emerging risks. Our commitment to ongoing due diligence spans across our operations and supply chains. In recognition of the risks within agency labour, we have been working to reduce our reliance on agency labour since 2022. Where we continue to use a limited amount of agency labour, we are working to continuously improve our human rights due diligence.

Tesco collaborate with a variety of experienced partners, including consultants and NGOs, supported by the Tesco commercial buying and quality teams. The information gathered is used to continually reassess and respond to the potential and actual risks in Tesco's supply chains including those shared with One Stop.

The Group human rights strategy identifies areas to tackle the fundamental causes of the most salient human rights risks in the Group's supply chain. The strategy is continuously reviewed and refined, based on due diligence, stakeholder collaboration, and direct feedback from workers.

Human Rights Focus Areas



Human Rights Blueprint

In 2025/26, we continued to strengthen our Human Rights due diligence processes and assurance mechanisms as part of the rollout of the Group Human Rights Blueprint. This included launching ethical sourcing requirements for our goods for resale suppliers.

We will continue to take a risk-based approach to additional due diligence such as audits and training on highest priority categories. In 2026/27 we will focus on embedding human rights standards into goods and services not for resale. This will include embedding supplier requirements on human rights into contracts.

Human Rights Audits

For the supply chains of Tesco UK stores, which are shared by One Stop, all primary supplier sites (known as 'tier 1' sites) are required to link to Tesco through Sedex, a platform for suppliers and retailers to share data on their workforce and working conditions, as well as audit records, giving Tesco full visibility of their human rights audit performance. In high-risk countries, Tier 1 sites are required to have an independent human rights audit from a Tesco approved auditor before they start supplying to Tesco, and then on an annual basis. In addition, in 2025/26 we transitioned our fresh categories from One Stop to Tesco own-label products. For more detail on human rights audits refer to the section Due Diligence (Human Rights Audits) in [Tesco's Modern Slavery Statement](#). A similar approach is used for high-risk supplier categories into our own operations (see section Tackling Modern Slavery - our business operations).

Grievance Mechanisms

We know that effective grievance mechanisms are often key to identifying human rights allegations and addressing workers' concerns. As part of Tesco's broader

human rights strategy, in line with the UN Guiding Principles, we continue to ensure access to grievance mechanisms within our supply chains and own operations.

Colleagues have a range of feedback and grievance mechanisms available to them, including through their dedicated People Partner, the Whistleblowing policy, and our confidential Protector Lines.

All One Stop own-label products are sourced from the same suppliers as Tesco UK. When it comes to our suppliers, we benefit from the wider group's grievance mechanisms. Detailed information on the Tesco grievance mechanism can be found in the section Due Diligence (Grievance Mechanisms) in [Tesco's Modern Slavery Statement](#).



Tackling Modern Slavery Risks.

All One Stop own-label products are sourced from the same suppliers as Tesco UK. One Stop benefits from the wider group's Modern Slavery risk management process when it comes to our shared supply chains. For detailed information on this see the section 'Tackling Modern Slavery Risks' in [Tesco's Modern Slavery Statement](#).

In 2025/26 Tesco contributed to work with the Food Network for Ethical Trade (FNET) and members to progress the UK Food Supply Chains Serious Incident Escalation Protocol. This supports industry to align and formalise a collective approach to identifying, reporting and remedying human rights breaches.

In 2025/26 all modern slavery and labour abuse allegations related to One Stop's own operations were linked to our franchise operations. This year we updated our Franchise agreement with additional clauses strengthening further the requirements regarding human rights and modern slavery risk management. This included a requirement that the UK Human Rights and Exploitation Helpline is advertised in Franchise stores; and a requirement that any temporary/agency labour used by the Franchisee receive modern slavery training. We will continue to focus on this area in 2026/27. We will support Franchisees to ensure they have easy access to posters of the Unseen helpline (the UK's independent and confidential Modern Slavery & Exploitation Helpline).

Investigating modern slavery allegations

In the past 12 months, we have identified seven allegations potentially relating to labour abuse (four cases) and modern slavery (three cases). Three of these were within our own operations (two re. modern slavery and one labour abuse) and four within our supply chains (one re. modern slavery and three - labour abuse). One instance was partially substantiated within our own operations, and three cases were partially substantiated within our supply chains. All of these cases were investigated and responded to either internally or with support from Tesco.

We have an investigation process which is triggered for reported instances of labour abuse or modern slavery. Our Risk and Compliance Manager, along with our People team are responsible for One Stops' response in case of suspected instances of modern slavery or labour abuse. We would work closely with Tesco and benefit from their established internal incident management and escalation process and expertise in the field of modern slavery. On two occasions this year allegations linked to our own operations were investigated and reported to the One Stop Risk and Compliance Manager (and the Tesco Human Rights team). Our experience with these two cases highlighted gaps in colleague awareness about the required escalation process. In 2026 we re-communicated the Group Requirements on Human Rights Breaches to One Stop's senior leadership team via the Risk and Compliance Committee to ensure any allegations of human rights violations are escalated correctly.

Within group, allegations are investigated by Human Rights and Group Security teams, colleagues with a range of expertise and experience, including former law enforcement officers and investigators. For more information on the Tesco

investigation process, refer to the section Tackling Modern Slavery (Investigating modern slavery allegations) in [Tesco's Modern Slavery Statement](#).

What we have seen this year	Indicators of modern slavery	Indicators of labour abuse
Own operations - substantiated (incl. partial).	1	-
Own operations - insufficient evidence	1	1
Supply chains - substantiated (incl. partial)	1	2
Supply chains - insufficient evidence	-	1

Tackling Modern Slavery – our operations

Our risk assessment in relation to our own operations benefits from alignment with Tesco's process and advice from Tesco's specialist Human Rights team (e.g., regarding modern slavery risk factors). In addition, risk assessment is based on internal knowledge of our operations by our own senior management. Risk areas are discussed and refreshed during meetings of the One Stop Modern Slavery Working Group.

Most of our colleagues are employed on permanent contracts. Workers most at risk of modern slavery are those not in permanent employment or employed through labour agencies. We work with three labour agencies across our distribution centres. We continue to review the risk in relation to labour agencies to ensure ethical conduct by our third parties.

Our focus areas in our business operations are:

- Franchise stores.
- Agency workers in our distribution centres.
- Workers providing retail labour services, such as security and cleaning, for our offices and stores.
- Workers in the construction industry who maintain and fit-out our stores.
- Goods Not for Resale manufactured in high-risk countries.
- Couriers working for third-party delivery partners.

In addition to our due diligence, identified high risk suppliers are required by our policy to undertake robust mitigating steps, such as:

- Complete the SEDEX Self-Assessment Questionnaire.
- Conducting independent ethical audits, which include a review of the supplier's management systems to ensure they are adhering to the ETI Base Code, worker interviews and analysis of how worker recruitment is managed.
- Attend tailored modern slavery training hosted by Stronger Together. This is a UK based multi-stakeholder initiative aiming to reduce modern slavery through guidance and training. The training includes the impact of exploitation on victims, signs to look out for and response processes. In 2025/26 we coordinated with Tesco on a group-wide approach to accessing [Stronger Together](#) resources. On the back of this we issued communication to relevant third parties to ensure they complete first time or refresh Stronger Together modern slavery training (we expect our suppliers to complete the training every three years).

We continue to monitor the strengthened contractual provisions in our agreements with third-party courier partners to maintain compliance with legal expectations in key areas such as right to work checks, age validation, and subcontracting. We plan to continue this work in 2026/27.

One Stop Stores

Most of our store colleagues are employed on permanent contracts. For all direct employees of One Stop, we ensure colleagues have a bank account in their own name into which we will pay their salary. Our store and shift managers are required to complete Modern Slavery training.

Franchise Stores

For our franchisees, our contracts include a requirement for them to adhere to the modern slavery legislation (the Modern Slavery Act 2015). In 2025/26 we updated our Franchise agreement with additional clauses strengthening further the requirements regarding human rights and modern slavery risk management. We introduced a requirement that the UK Human Rights and Exploitation Helpline is advertised in Franchise stores and a requirement that any temporary/agency labour used by the Franchisee receive modern slavery training. In 2026/27 we will support Franchisees to ensure they have easy access to posters of the Unseen helpline.

Franchisees have access to our e-learning resources outlining our approach to tackling modern slavery and providing tools on how to recognise and respond to risks within our own-operations. New Franchisees are asked to complete the training upon joining One Stop.

Distribution Centres

One Stop has three distribution centres: Brownhills, Nursling and Wakefield. We work with a limited number of agency colleagues to provide additional support during peak periods. We recognise the higher potential risk of exploitation with agency labour. As such, we aim to employ permanent colleagues wherever possible and will conduct appropriate due diligence where agencies are used.

In the coming year we will continue to review the risk in relation to labour agencies and work with our third parties to ensure ethical standards are met.

High-Risk Product and Service Providers

Our procurement policy is aligned, where appropriate, to Group Human Rights requirements. Enhanced Human Rights requirements relate to suppliers in key risk areas. This includes labour agencies, retail labour service providers such as security and cleaning, construction companies that maintain and fit out our stores, goods not for resale suppliers of One Stop branded items produced in high-risk countries, etc. Under the policy, identified suppliers are required to undertake robust mitigating steps, such as:

- Independent ethical audits, which include a review of the supplier's management systems to ensure they are adhering to the ETI Base Code, worker interviews, and analysis of how worker recruitment is managed. Suppliers are also required to complete the Self-Assessment Questionnaire within Sedex. These requirements are applicable to goods not for resale suppliers who produce One Stop branded products (or products made to our specifications) with production in high-risk countries.
- Attend tailored modern slavery training hosted by Stronger Together (for labour agencies, store fitting and maintenance service providers, food delivery partners and retail labour service providers such as cleaning and security). Stronger Together is a UK based multi-stakeholder initiative aiming to reduce modern slavery through guidance and training.]
- Enhanced due diligence requirements for food delivery partners.

In 2026/27 we will continue embedding supplier requirements on human rights into contracts for goods and services not for resale suppliers. We will continue to take a risk-based approach to additional due diligence such as audits and training on highest priority categories.

Online Partners - Food Delivery Services

We currently partner with Deliveroo, Just Eat and Uber Eats to offer food delivery services to our customers. This sector relies on couriers who work on a self-employed contractor basis, which can heighten the risks of certain types of exploitation such as minimum pay rates, deductions, or excessive working hours (couriers are most often classed as self-employed). We have a range of human rights requirements for these suppliers including modern slavery and responsible recruitment training and sharing high-level information about annual courier satisfaction surveys. We continue to monitor compliance. In 2025/26 we updated our agreement with Deliveroo, to strengthen worker rights protections. This included a requirement for right to work checks in case of subcontracting by riders. In 2026/27 we will continue to update our agreements with Just Eat and Uber Eats. All partners have committed to carrying out right to work checks for subcontracted riders.

Tackling Modern Slavery - our supply chains.

All One Stop own-label products are sourced from the same suppliers as Tesco UK. In 2025/26 we transitioned our fresh categories from One Stop to Tesco own-label products. One Stop benefits from the wider group's Modern Slavery control framework when it comes to our shared supply chains. For detailed information on these controls see the section 'Tackling Modern Slavery Risks - Our Supply Chains' in [Tesco's Modern Slavery Statement](#).

One Stop Exclusive Suppliers

One Stop has approximately 16 product suppliers that are not shared with Tesco. These provide only branded products. In 2025/26 we ensured these suppliers meet group human rights standards. We communicated to them eleven due diligence requirements set out in the Group Human Rights Blueprint (including compliance with the Tesco Human Rights Policy, the ETI Base Code, and the UN Guiding Principles on Business and Human Rights).



Collaboration and partnerships.

One Stop benefits from Tesco's partnerships which affect our shared supply chains. Collaboration is a key part of Tesco's anti-slavery and human rights strategy, recognising that by partnering with others we can go further to address industry-wide issues. Tesco plays an important role in improving working conditions for workers, including reducing the risk of modern slavery, through collaboration with suppliers, NGOs, industry bodies and government.

Over the past 12 months, Tesco have continued to engage in several multi-stakeholder initiatives to tackle systemic issues. Tesco continue to prioritise initiatives that align with strategy and where meaningful leverage can be achieved.

Consumer Goods Forum

As part of membership of the Consumer Goods Forum (CGF), Tesco helped to develop and support the CGF's Priority Industry Principles. These principles have underpinned the development of the Group modern slavery strategy. Tesco is one of the leading companies supporting collaborative efforts to combat forced labour in the consumer goods sector. Such collaboration is particularly important in lower tiers of supply chains where we do not have direct commercial relationships.

EVERY WORKER
SHOULD HAVE
FREEDOM OF MOVEMENT

NO WORKER
SHOULD PAY
FOR A JOB

NO WORKER SHOULD
BE INDEBITED OR
COERCED TO WORK

Tesco continues to fund the (CGF) Human Rights Coalition (HRC) which in 2025 conducted analysis of how member companies are tackling forced labour through implementation of Human Rights Due Diligence.

Ethical Trading Initiative

As members of the Ethical Trading Initiative (ETI), Tesco continue to work closely with the ETI team and members on shared human rights priorities. The ETI Base Code is a core foundation of Tesco group's approach to human rights, including the human rights strategy, requirements for suppliers and audit assurance programme.

Food Network for Ethical Trade (FNET)

Together with suppliers and other retailers, Tesco continue to participate in FNET, a network developed to support collaboration throughout supply chains, including addressing priority risks such as modern slavery. We work closely with Tesco who share relevant insights gained through their participation in FNET and other initiatives. This year FNET has continued bi-monthly calls to serve as a forum for members to share knowledge on emerging risks around modern slavery and broader ethical challenges. Tesco co-lead FNET's Responsible Recruitment working group. In 2025, Tesco continued to co-lead FNET's Responsible Recruitment working group, where support was provided to members navigating complex challenges such as tackling worker paid recruitment fees through Sedex's new SMETA 'Collaborative Action Required' finding.

Leadership Group for Responsible Recruitment (IHRB)

As a member of the Responsible Recruitment Leadership Group, an initiative of the Institute for Human Rights and Business, Tesco supports the Employer Pays Principle that 'No worker should pay for a job - the costs of recruitment should be borne not by the worker, but by the employer.' It is Tesco's policy requirement that all suppliers of food, and non-food, including those shared between Tesco and One Stop align with the Employer Pays Principle over time. We remain committed to rolling out this requirement, recognising that for many suppliers the EPP transition to 'no fees' recruitment will take time, due to the difficulty in addressing the complex challenges associated with the root causes, including recruitment fees being endemic cultural norms.

Modern Slavery Intelligence Network

The Modern Slavery Intelligence Network (MSIN) is a non-profit collaboration in the UK food sector created in response to the findings of Operation Fort, the UK's largest ever modern slavery investigation. Tesco have taken leading roles in the legal and external stakeholder workstreams of MSIN, sit on the Board of Directors, and are active participants. Information generated by the network is used to detect, prevent and disrupt modern slavery and labour exploitation in the food industry, protecting workers and improving outcomes for those directly impacted.

In 2025 Tesco continued live intelligence sharing through MSIN, including broad trends of exploitation in specific geographic regions highlighted through internal investigations. Tesco also hosted the annual conference of MSIN, focused on bringing members and the wider sector together to collectively disrupt modern slavery in the food industry.

Unseen

Since 2019 Tesco have partnered with the anti-slavery charity [Unseen](#), who operate the UK's independent and confidential Modern Slavery & Exploitation Helpline. The helpline's trained advisors support potential victims of modern slavery as well as offer a way for businesses and the public to raise concerns. Real-time translation is available in over 180 languages. We encourage primary supplying sites in the UK to promote the helpline, enabling us to continue to raise awareness of modern slavery. Since 2020 we promote the helpline in One Stop's distribution centres. In the past we have also raised awareness among our Franchisees about the helpline and the possibility to obtain Unseen posters for their stores. Through the Unseen business portal, which provides us with information about concerns reported to the helpline, we have gained visibility of one potential case relating to our own operations in 2025/26. Where such issues are brought to our attention by Unseen, we work closely with them via the Group Human Rights team on the investigation and remedial actions from a victim and worker centred approach.

Awareness raising and capacity building.

Raising awareness of modern slavery, both within our business and our supply chains, is an important part of our strategy. We know that identifying potential and actual cases requires training for colleagues and suppliers to understand the drivers and possible indicators of modern slavery.

This year, Tesco reviewed the Group-wide Human Rights training programme and developed a plan to enhance it for both Tesco colleagues and suppliers. As part of this, Tesco renewed and expanded the partnership with Stronger Together to ensure that all suppliers based in the UK and ROI across all key Business Units including One Stop have access to training on responsible recruitment, forced labour, and modern slavery. At One Stop we coordinated with 13 goods-not-for resale suppliers that are not shared with Tesco to complete a first time or refresher Stronger Together modern slavery training. Tesco also delivered foundational Human Rights Training, including modern slavery, to over 800 colleagues across Tesco group. This included relevant One Stop colleagues (e.g. Product colleagues, Procurement Colleagues, and Business Development Managers).

Within One Stop we continued to train colleagues in our business who have direct contact with workers in our own operations and supply chains, including our Area Managers, People Partners, Business Development Managers, Online and Product team members and relevant distribution colleagues. These colleagues receive modern slavery training upon joining as well as an annual refresher training. Since 2023/24 store and shift managers joining the role also receive tailored training on modern slavery. Modern Slavery training is also made available to our franchisees. At the end of 2025/26 357 (91%) Franchisee stores had received modern slavery training. In addition, 13 (100%) new and 116 (100%) existing priority colleagues in head office and distribution received new starter and refresher training on modern slavery. Within our stores 148 (84%) new store and shift managers completed modern slavery training.

We continue to require all our own label suppliers based in the UK to attend 'Stronger Together' training on tackling modern slavery once every three years. This requirement also includes high risk service providers such as shop fitting and maintenance providers, labour agency, food delivery partners, as well as the second-tier suppliers of our key UK food suppliers. Since the programme began, 4,324 representatives from Tesco's supply chains have attended this training. This is an increase from 3,801 in 2024/25, representing a 14% increase year on year.

Tesco sponsors Stronger Together's South Africa programme and strongly encourage all fruit and wine producers to attend Stronger Together training in South Africa, with 3,843 individuals trained to date, compared to 2,229 individuals in 2024/25, representing a 72% increase year-on-year.

Impact and monitoring.

We will continue to report annually within this statement on the below additional metrics and measures of success:

Measure	Status 2025- 2026
Number of One Stop colleagues trained on modern slavery	148 store colleagues 13 head office and distribution colleagues (116 existing head office and distribution colleagues received refresher modern slavery training)
Number of Franchise stores having completed modern slavery training	357
Number of cases with modern slavery indicators identified in own-operations and supply chains	3
Number of cases with labour abuse indicators identified in own-operations and supply chains	4
Number of modern slavery cases successfully remediated	3

We also monitor progress against the commitments we make within our Modern Slavery Statement each year.

Measure	Status
<p>Continue implementation of outstanding aspects of the Group Human Rights Blueprint in collaboration with Tesco. For example:</p> <p>Introduction of human rights due diligence requirements for the limited number of One Stop suppliers of non-own-brand products that are not shared with Tesco. These requirements will be</p>	<p>We introduced human rights due diligence requirements for the limited number of One Stop suppliers of non-own-brand products that are not shared with Tesco. These requirements are aligned with the standard set out in the Group Human Rights Blueprint.</p> <p>We introduced a standardised human rights risk assessment process in line with Group.</p>

<p>aligned with the standard set out in the Group Human Rights Blueprint.</p> <p>Introduction of a standardised Group-wide human rights risk assessment process.</p>	
<p>Ensure relevant colleagues (incl. Product colleagues, Procurement colleagues, and Business Development Managers) complete the Group human rights training.</p>	<p>Relevant colleagues received Human Rights training organised by Tesco ((incl. Product colleagues, Procurement colleagues, Business Development Managers, Trading Law team, and the Risk and Compliance Manager)</p>
<p>Continue to carry out modern slavery training for priority colleagues and franchise stores.</p>	<p>We carried out Modern Slavery refresher training for 116 priority colleagues. We continued to deliver new starter modern slavery training for relevant team members in our head office, distribution centres and stores. We continued to deliver modern slavery training tailored to our franchisees.</p>
<p>Continue to work with our food delivery partners to ensure compliance with our Human Rights due diligence requirements.</p>	<p>We have been working closely with our food delivery partners to ensure compliance with our due diligence requirements. As a result, online delivery partners have completed specialised training on modern slavery and responsible recruitment and have shared high-level information about rider satisfaction surveys.</p>
<p>Continue to monitor compliance with our Human Rights requirements as stated in our Procurement Policy, ensuring effective mitigation of risks within our own operations.</p>	<p>We continued to monitor compliance with our Human Rights requirements including attendance of Modern Slavery training and/or completion of SMETA audits. In the coming year we will review our human rights due diligence requirements for goods-not-for-resale suppliers in line with the group approach.</p>
<p>Review our Franchise agreement to strengthen the requirements regarding Human Rights and Modern Slavery risk management.</p>	<p>We updated our Franchise agreement with strengthened clauses regarding Modern Slavery/Human Rights (e.g. a requirement that the UK Human Rights and Exploitation Helpline is advertised in Franchise stores; a requirement that any temporary/agency labour used by the Franchisee receive modern slavery training).</p>
<p>Strengthen contractual provisions in our agreements with third-party courier partners to maintain compliance with legal expectations in key areas such as right to work</p>	<p>In 2025/26 we updated our agreement with Deliveroo, including strengthened clauses linked to worker rights (e.g., a requirement for right to work checks in case of subcontracting by riders). In 2026/27 we will continue to collaborate with</p>

checks, age validation, and subcontracting.	Tesco in relation to similar updates to the agreements with Uber Eat and Just Eat. Informally, all three partners have committed to carrying out right to work checks in case of subcontracted riders.
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Supply Chains (Led at Group level)

Measure	Status
Update our fish and seafood responsible sourcing requirements.	Tesco reviewed the requirements with a renewed focus on embedding human rights due diligence. See more detail on page 14 of Tesco's Modern Slavery Statement .
Continue participation in the Seasonal Worker Scheme Taskforce to improve conditions for scheme participants, including continued support and promotion of the Just Good Work app.	Tesco's active support in the Taskforce continued throughout the year, including support of the Just Good Work app. See more detail on page 14 of Tesco's Modern Slavery Statement .
Pursue advocacy opportunities with UK government and other stakeholders for reform of the Seasonal Worker Scheme.	Tesco continued to make the case this year for scheme reform, including at the roundtables sponsored through the Taskforce. See more detail on page 14 of Tesco's Modern Slavery Statement .
Continue supporting and promotion of Unseen and the Modern Slavery & Exploitation Helpline.	Tesco's close partnership with Unseen and the helpline they operate has underpinned the group's modern slavery effort this year and will continue to do so in 2026/27.
Continuously improve coverage and access to grievance mechanisms for workers across Tesco's supply chain, including suppliers shared between Tesco and One Stop.	Tesco continued the review of Protector Line accessibility in global sourcing regions in 2025, identifying opportunities to improve. Collaboration with suppliers will continue to improve access in 2026.
Continue work with FNET at Board level, including strategy development to support progress against members' modern slavery aims, and co-leading the Responsible Recruitment working group.	Tesco continued to participate in FNET at board level and have continued to co-lead the Responsible Recruitment working group in 2025. In 2026 the leadership of the group will be handed off to other FNET members.
Finalise 100% compliance with our Responsible Recruitment Requirements in Thailand and	Tesco completed implementation of the requirements and monitor performance of suppliers against these expectations. See

Malaysia and monitor implementation across the region.	more detail on page 13 of Tesco's Modern Slavery Statement .
Continue the partnership with the IUF, including trialling the incident reporting tool in priority countries.	Tesco renewed the MoU with IUF in 2025 and continued implementation of worker empowerment training, including socialisation of incident reporting tools. See more detail on page 20 of Tesco's Modern Slavery Statement .

Plans for 2026/27

In the next 12 months we will continue to strengthen our approach to managing the risk of modern slavery within our business and supply chain and ensure our strategy is responsive to changing risks. We will act immediately to address any concerns identified.

Own business and operations

- Roll out Tesco's updated Human Rights Foundational Training to supplier-facing colleagues as part of a programme of essential training.
- Continue implementation of the Group Human Rights Blueprint. This will include increasing human rights standards in contracts of goods and services not for resale suppliers.
- Continue to implement changes in agreements with Third Party Delivery partners, including strengthening of clauses re. subcontracting requirements and right to work checks.
- Share Unseen's Modern Slavery and Exploitation Helpline posters in Franchise stores.
- Carry out interviews with agency workers in our distribution centres as part of planned due diligence.
- Continue human rights due diligence over labour agencies used in our distribution centres.

Our supply chains (led at Group level)

- Continue site visits by regional experts, including worker interviews and supplier training on key risk topics such as human rights due diligence and responsible recruitment.

- Continue funding and participation in the Seasonal Worker Scheme Taskforce, collaborating with a full range of stakeholders to improve worker experience, such as a dedicated grievance reporting line.
- Continue engagement with Sedex directly and alongside FNET to represent member experience and delivery against shared due diligence aims.
- Continue to support and promote the Just Good Work app to workers via suppliers, including those shared between Tesco and One Stop.