

Modern Slavery Statement

2025/2026

This statement is being published in accordance with section 54 of the UK Modern Slavery Act 2015.

It sets out the steps taken by Westbridge Foods Ltd & CP Foods UK Ltd during the financial year ending 31st December 2025, to prevent modern slavery and human trafficking in their business and supply chains.

This is the 10th Modern Slavery statement for the combined UK business that covers Westbridge Foods Ltd, CP Foods UK Ltd and all their subsidiaries.



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Introduction

This statement sets out the approach taken by Westbridge Foods Ltd, CP Foods UK Ltd and their subsidiaries to identify, prevent and address the risks of modern slavery, forced labour and human trafficking in our own operations and global supply chains. It has been prepared in accordance with section 54 of the Modern Slavery Act 2015 and describes the steps taken during the year ending 31 December 2025, as well as the actions we are taking to strengthen our programme.

As food businesses that source, manufacture and supply products across multiple geographies and supply chain tiers, we recognise that modern slavery risks can be complex and hidden. We are committed to maintaining effective governance, due diligence, training, worker engagement and supplier oversight so potential risks are identified, escalated and addressed appropriately.

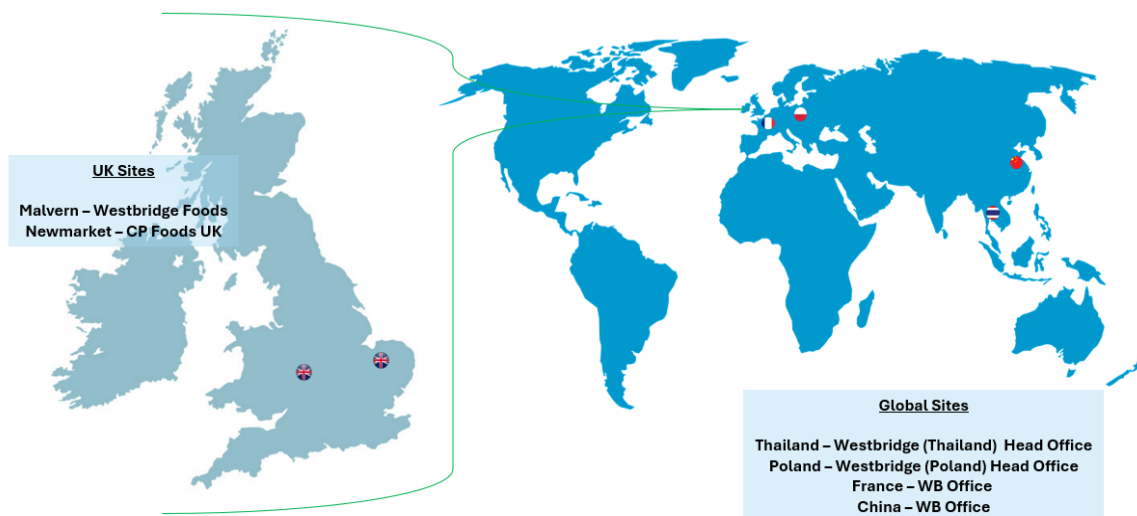
This statement provides an overview of our business and supply chains, the policies that support our commitments, our risk assessment and due diligence processes, our training and awareness activities, our collaboration with industry partners, and the performance indicators used to monitor effectiveness and drive continuous improvement.

Westbridge Foods Ltd is a global business supplying private-label and branded products to leading retailers, brands, manufacturers and the foodservice sector. Our head office is in Malvern, UK, supported by international teams in Thailand, Poland, France and China.

CP Foods UK Ltd is our manufacturing facility in Newmarket, UK, specialising in sourcing, processing and repacking frozen raw materials into chilled private-label and own-brand products for leading brands, retailers, manufacturers and the foodservice sector.

Our expertise covers the development, sourcing and supply of products and ingredients across a broad range of food categories sourced from the UK, EU, Asia and South America. These include raw, coated, part-cooked and fully cooked proteins, vegetables and party foods supplied to businesses across the UK and EU, alongside an export division serving customers in Asia and Australia.

Westbridge Foods Ltd and CP Foods UK Ltd form part of Charoen Pokphand Foods Public Company Limited (“CPF”), one of the world’s leading listed agro-industrial and food conglomerates. Together, Westbridge Foods Ltd and CP Foods UK Ltd have a combined annual turnover of £570 million and employ approximately 300 people across our global operations, including both directly employed colleagues and agency workers.



As a wholly owned subsidiary of CPF, our business benefits from being part of a fully vertically integrated global food group operating across livestock and aquaculture, including animal feed, animal breeding and farming, food manufacturing and processing, food retailing, and restaurant businesses. CPF employs more than 133,000 people globally and reported net annual sales of 571,135 million Thai Baht in 2025, with operations in 17 countries and exports to more than 50 countries across five continents.



<https://www.cpfworldwide.com/en/home>

Our global supply chains are broad, complex and multi-tiered, reflecting the range of food products, ingredients and raw materials we source for own-label, generic and customer-branded ranges. We work with fully integrated businesses, co-operatives and standalone producers, many of which source from contracted suppliers or wider market channels. As a result, our supply chains can extend beyond direct tier 1 suppliers to farms, hatcheries, feed mills, processors, labour providers, transport providers and other upstream actors.



We have established long-standing relationships with many of our suppliers, with most trading relationships extending over more than ten years. These relationships support ongoing engagement, improved visibility and collaborative work to strengthen responsible sourcing practices. However, we recognise that the global nature of our sourcing, together with the use of multi-tier supply chains and sourcing from higher-risk countries, can increase exposure to modern slavery and wider human rights risks.

For this reason, supply chain visibility and due diligence remain central to our modern slavery programme. We prioritise risk assessment, supplier engagement and targeted assurance activities in higher-risk countries, sectors and supply chain tiers, with the aim of identifying potential indicators of exploitation, supporting timely remediation and strengthening protections for workers across our supply chains.



We maintain a zero-tolerance approach to human rights abuses within our business and supply chains and treat all allegations with the utmost seriousness. We recognise our responsibility to help prevent and address modern slavery and maintain policies that set clear expectations for our operations, suppliers and business partners.

During 2025, we reviewed and updated our modern slavery-related policies to strengthen alignment with our programme, commitments, recognised good practice and relevant international standards, informed by stakeholder consultation and guidance from Stronger Together and the Food Network for Ethical Trade.

Responsible Sourcing Policies

Anti-Modern Slavery & Human Trafficking	This policy sets out our commitment to preventing modern slavery and human trafficking within our operations and supply chains. It explains the steps we take to assess and mitigate risk, raise worker awareness, support reporting and investigate any allegations.
Preventing Hidden Labour Exploitation	Our global sourcing principles on modern slavery have been strengthened through this policy, which prohibits the payment of direct or indirect illegal recruitment fees to secure employment. The policy reinforces our commitment to reducing the risk of modern slavery across our business and supply chains.
Ethical Trading Initiative (ETI) Base Code	Our ethical trading policy statement is based on the Ethical Trading Initiative (ETI) Base Code. It sets out the company's commitment to operating ethically across its business, supply chains, contractors, suppliers, service providers, sites and communities.
Banned & Restricted Sourcing Policy	Our Banned & Restricted Sourcing Policy identifies the countries and territories from which we do not wish to source products, ingredients or raw materials. The policy was developed to help minimise the risk of our business activities contributing to forced labour or supporting illegal activity.

Employee Welfare Policies

Recruitment and Selection Policy
Grievance Policy and Procedure
Whistleblowing Policy
Equal Opportunities Policy
Dignity at work Policy

Business Ethics Policies

Gifts & Hospitality Policy
Anti-bribery Policy

We recognise the complexity of modern slavery risk and are committed to reviewing and adapting our policies as our global supply chains evolve. Our policies are communicated to employees through appropriate channels and supported by training to promote awareness across our operations and supply chains.

Policies are reviewed annually to ensure they remain relevant, effective and aligned with the risks and challenges facing our business.

Our risk assessment process provides ongoing oversight of our suppliers, supply chains and own operations. Developed and enhanced over several years, our approach reflects the increasing complexity and visibility of our global supply chains.

We conduct an annual risk assessment that considers supplier country of origin, supply chain complexity and visibility, and known human rights and modern slavery risks. Within our own operations, we identify stakeholders who may be more exposed and focus our resources accordingly.

We also monitor emerging risks and new information throughout the year, adapting our priorities and mitigation activities where required.

To understand the risks associated with our business and supply chains, the Responsible Sourcing Team conducts an assessment using a range of resources, including:

- Food Network for Ethical Trade (FNET) risk assessments, which combine published reports such as the Global Slavery Index, the US Trafficking in Persons (TIP) Report and the ITUC Global Rights Index.
- Sedex risk assessments, together with individual supplier data from Sedex self-assessment questionnaires.
- Third-party social compliance audits.
- Horizon scanning and media reports.
- Site visits and self-assessment questionnaires.
- Information shared by customers and industry partners through our collaborations.
- Modern Slavery Champions meetings and insights.
- Whistleblowing and grievance mechanisms.
- Worker voice meetings and awareness events.

The tools and information available to us provide insight into risks across our operations, enabling us to focus due diligence and mitigation where risks are highest and where we have the greatest leverage to drive change and strengthen protections.

Our key risks and focus areas in 2025 were:

Own Operations

- Migrant workers
- Labour agency workers
- Night hygiene workers
- Contractors
- Transport workers

Global Supply Chain

- Responsible recruitment practices in Asian supply chains
- Management of migrant labour
- Supply chain visibility beyond tier 1
- New sourcing countries
- Transport & storage
- Ingredients suppliers

Due diligence is central to identifying, assessing and addressing modern slavery risks across our operations and global supply chains. Following our risk assessment process, we prioritise mitigation activities for workers who may be at greater risk within our own operations and for suppliers and workers in higher-risk countries and industries.

Own Operations Due Diligence

In 2025, we strengthened our internal processes for identifying, reporting and managing potential modern slavery concerns. This included formalising reporting procedures, clarifying escalation routes and assigning clear responsibilities for incident assessment, investigation, remediation and follow-up. These improvements align with Stronger Together guidance and support a consistent, timely and worker-centred response where concerns are raised.

We partnered with Clear Voice to provide independent interpreter support for investigations and help ensure fair communication and appropriate victim support.

Labour agency workers remain a higher-risk group. We therefore audit labour providers annually against modern slavery, responsible recruitment and living wage requirements. No non-conformances were identified in 2025.

Our manufacturing site is a Stronger Together Business Partner, Sedex member and is audited through SMETA every two years.

The site whistleblowing line remained operational, with no incidents reported in 2025.

Supply Chain Due Diligence

Our supplier due diligence requirements include:

- Sedex membership for all suppliers of food, packaging and raw materials.
- Semi-announced SMETA audits for suppliers in higher-risk countries, completed annually or as required, according to risk level.
- Targeted engagement with higher-risk upstream actors, including farms, hatcheries and feed mills.
- Sedex registration and SMETA audits across a defined sample of higher-risk upstream locations.

For suppliers in higher-risk countries and sectors, we apply enhanced due diligence to improve visibility of working conditions, identify indicators of modern slavery and labour rights concerns, and support timely action where issues arise.

We work collaboratively with suppliers to strengthen human rights due diligence and ensure risks are identified, escalated and addressed. This includes requiring relevant supply chain actors to maintain recognised third-party assurance where appropriate, engage actively with us on modern slavery and human rights topics, participate in site visits, and support projects aimed at improving working conditions and reducing the risk of exploitation.

Audit findings are reviewed alongside worker interview outcomes, grievance mechanisms, whistleblowing reports and other available information. This helps us identify concerns, monitor trends and support timely remediation, recognising that audits provide an important snapshot but are not used in isolation.

During 2026, we are planning a project to review working conditions in Southeast Asia relating to accommodation and nutrition, in line with our living wage analysis.

Training and awareness support our commitment to preventing modern slavery and human trafficking within our business and supply chains. Employees play a critical role in identifying potential indicators of exploitation, and ensuring they have the right knowledge, tools and skills is fundamental to the effectiveness of our programme.

During 2025, we reviewed our training programme to ensure it remained fit for purpose, relevant and up to date. We established training frequencies based on roles and responsibilities, taking account of awareness and engagement activities delivered throughout the year. This helps ensure training remains proportionate, targeted and effective in maintaining awareness across the organisation.

Training

- All new employees, including agency workers, complete modern slavery awareness training as part of their induction and onboarding. This training includes materials and videos produced by Stronger Together.
- All new employees based at our manufacturing site receive enhanced in-person training to support their understanding of how to identify potential indicators of modern slavery, how to report concerns, and what support is available for potential victims. This training is delivered by appropriately trained members of the team.
- Manufacturing supervisors, team leaders and managers receive additional in-person training developed by an external human rights consultant. This training is delivered every two years.
- All current employees complete online modern slavery awareness refresher training through the iHasco training portal every two years.
- Modern Slavery Champions complete Stronger Together training on tackling modern slavery in UK businesses and receive Modern Slavery Champion induction training delivered by the Responsible Sourcing Team.
- The Responsible Sourcing Team regularly participates in human rights, modern slavery and industry-specific training.
- Contractors and visitors are required to read and acknowledge our Anti-Modern Slavery and Human Trafficking Policy when arriving on site.

Awareness

- Modern Slavery Champions have been appointed across all sites and shifts.
- Quarterly in-person awareness events are held across all sites for employees, providing updates on legislation, relevant developments and emerging modern slavery risks.
- E-newsletters and employee newsletters are issued to raise awareness of our ongoing modern slavery programme.
- A visual poster campaign, refreshed annually, is displayed across all UK sites to help employees identify potential indicators of modern slavery and understand available reporting channels.
- Anti-Slavery Week activities are tailored to the relevant operations within our business.
- A Whistleblowing Policy is in place, supported by posters across all sites highlighting the available reporting methods.
- Relevant news stories and horizon-scanning updates are shared with our supply chains to support ongoing awareness of emerging risks.
- We continue to work with suppliers to raise awareness of risks relating to responsible recruitment.

2026 Training Plans

- Deliver specific training to our procurement and buying teams, using tools under development by the Food Network for Ethical Trade.
- Deliver refresher training to our overseas technical team, who regularly visit our high-risk suppliers and supply chains.

Collaboration with stakeholders and participation in industry-wide partnerships and initiatives are fundamental to how we identify, manage and address modern slavery risks.



The **Food Network for Ethical Trade** is a member-led initiative committed to improving the lives and livelihoods of workers across food supply chains. It brings suppliers, retailers, and other industry stakeholders together to use collective leverage, share best practice and support positive change in working conditions.

We have been members of FNET since it was founded in 2016. Through our membership, we access guidance, resources, training, and collaboration opportunities that support our responsible sourcing programme and strengthen our approach to identifying, managing, and responding to ethical trade and modern slavery risks.

Our membership enables us to work alongside a broad network of suppliers and retailers to help drive improvements in labour standards across global food supply chains, including agriculture and food processing in the UK and internationally.

Throughout 2025, we participated in FNET's Developing Common Due Diligence, Empowering Work, Climate Change and Human Rights, Raw Materials, and Services Working Groups. We also took a leading role, alongside a retailer and an industry partner, in the Responsible Recruitment Working Group. The group supports members to strengthen responsible recruitment practices, share challenges and embed improved policies and processes across operations and supply chains.

	Social responsibility is paramount to Seafish and to the wider seafood industry. For Seafish, social responsibility encompasses labour and human rights issues, including human trafficking, labour abuses, child labour, debt bondage, forced labour, migrant workers and slavery across the whole supply chain. https://www.seafish.org/article/ethics-in-seafood
	Stronger Together is a multi-stakeholder, business-led initiative aiming to reduce modern slavery, particularly forced labour, labour trafficking and other hidden third-party exploitation of workers. It provides guidance, training, resources and a network for employers, labour providers, workers and their representatives to work together to reduce exploitation. https://www.stronger2gether.org
	Sedex is a global membership organisation dedicated to driving improvements in ethical and responsible business practices in global supply chains. Its collaborative approach helps buyers and suppliers share and exchange data, better manage social and environmental risks within their supply chains and support responsible sourcing. https://www.sedexglobal.com
	The Labour Protection Network* was formed to improve the lives of migrant labourers in Thailand by addressing the injustice brought on by discrimination and inequality. Only LPN has the courage to orchestrate life-saving rescues in the near term and the strategic focus to inoculate communities against human rights abuse in the long term. https://www.lpnfoundation.org
	Established in 2004 at the instigation of the UK government, ALP is a specialist trade association promoting responsible recruitment and good practice for organisations that supply workers to the food processing, agricultural and wider consumer goods supply chains. ALP influences government and regulatory policy and provides information and services to its members. https://labourproviders.org.uk/

We monitor key performance indicators across our own operations and supply chains to assess the effectiveness of our actions to identify, prevent and address modern slavery risks. These measures help us track progress, identify areas for improvement and set priorities for the next reporting period. The Responsible Sourcing Team reviews KPI performance to support governance, due diligence and continuous improvement.

Own Operations Measures	Progress
% of UK sites registered on SEDEX	100%
% of UK sites registered as Stronger Together Business Partners	100%
% of employees and agency workers who completed modern slavery training	100%
UK labour agencies audited, with any non-conformances closed within the agreed timescale	1/1
Modern Slavery Champions available across all sites and all shifts	8/8
Number of worker engagement sessions, awareness events or e-newsletters	8/8
Number of grievances, whistleblowing reports or concerns raised for potential modern slavery indicators	0
Number of potential modern slavery incidents reported	0
Number of potential modern slavery incidents investigated	0
Number of modern slavery incidents confirmed	0

Supply Chain Measures	Progress
% high-risk suppliers visible on SEDEX	100%
100% high-risk suppliers receive social compliance audit (annually, where required)	100%
Number of “new” non-conformances raised as Critical for ‘Responsible Recruitment’ at high-risk suppliers	3
Number of Critical non-conformances for ‘Responsible Recruitment’ with forced labour indicators	0
Tier 1 sites where SEDEX reports strong indicators of forced labour	12
Tier 1 sites where SEDEX reports strong indicators of forced labour, where non-conformances are open	0
Number of calls to the external grievance line within our key supply chains relating to forced labour	0

2026 Planned KPIs

In 2026, we will introduce more outcome-focused KPIs to measure training effectiveness, worker voice, incident escalation, corrective action closure, responsible recruitment and governance review.

In 2026, we will strengthen supply chain visibility beyond tier 1, maintain targeted due diligence in higher-risk countries and sectors, and progress our Southeast Asia project on worker accommodation and nutrition.

We will also deliver targeted training for procurement, buying and overseas technical teams, continue supplier engagement on responsible recruitment, and use expanded KPI reporting to track progress and strengthen accountability.

This statement has been approved by the Board of Directors and will be reviewed annually.



Tim Browne,
Group Managing Director,

30th June 2026

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