



23rd December 2020

Dame Sara Thornton CBE QPM  
Independent Anti-Slavery Commissioner  
5th Floor, Globe House  
89 Ecclestone Square  
London  
SW1V 1PN

Dear Dame Sara

At Morrisons, we recognise the increasing threat that modern slavery and labour exploitation presents and acknowledge that business has a key role to play in tackling these issues. The findings of Operation Fort reinforced the importance of strong and continuing vigilance, and we welcomed the Commissioner's report, which provided useful insight on evolving our approach.

In the face of a very challenging year for all workers and businesses, we have developed actions in line with the Commissioner's guidance for business and have utilised the Maturity Framework to both assess our performance and underpin improvement actions in our own operations. Details of previous activity relevant to this can be found in our [2019/20 Modern Slavery Statement](#), and we have also delivered continued progress throughout 2020.

Our vertically integrated structure provides broad insight of evolving risk in both our UK operations and global food supply chains. We want to act as a beacon to suppliers, and our approach focuses on developing and trialling initiatives in our own manufacturing and logistics operations that can be shared with our wider supply chain. We also have a well established Modern Slavery Steering Group that is chaired by one of our People Directors and meets on a quarterly basis to review emerging risk and ensure our actions are effective and impactful.

We continue to complement activity in our own operations by engaging with a wide range of external stakeholders and partners to develop collaborative solutions in our wider supply chains. We expanded this approach throughout 2020, forming new relationships with law enforcement, regional anti-slavery partnerships and collaborative initiatives, including the recently formed Modern Slavery Intelligence Network. We also commissioned a third party review of human rights and sustainability risk in our global supply chain which includes a specific focus on forced and child labour.

We have taken steps to strengthen our approach to victim support and remediation, working with Slave Free Alliance and Hope for Justice build our understanding of victim needs and requirements. We have complimented this by committing our support for the Bright Futures initiative and will welcome the first survivors of modern slavery on to placements in our Manufacturing operations in January 2021.

Training and awareness building remain an essential part in our programme, and equipping colleagues with the skills required to identify and address the indicators of exploitation as early as possible is key. We employ over 15000 permanent and temporary colleagues in our Manufacturing and Logistics operations and have developed bespoke e-learning and face to face solutions accessible to all workers. This is supported by targeted, in-depth training for key colleagues in our People, Procurement and Operations teams, and quarterly welfare conversations and surveys across all of our sites.

We acknowledge that whilst good progress has been made since the Modern Slavery Act came into force, the challenge presented to our business by modern slavery and labour exploitation remains significant and there is still much work to do. This is reflected in where we consider our business to sit the Maturity Framework, which we currently feel is in between the third and fourth tiers. We have gone beyond compliance and meeting basic expectations, and have supported, developed and implemented good practice in many areas of our business and supply chains.

We aspire to take a leading position amongst UK business in tackling these issues and would welcome the opportunity to engage with the office of the Anti-Slavery Commissioner to support our ambitions.

Yours sincerely

A handwritten signature in black ink, appearing to read 'David Potts', with a long, sweeping underline that extends to the right.

**David Potts**  
CEO