

# 2025 Annual Report and list of Members





# Chairman's Foreword

## Welcome to the Federation of Bakers Annual Report and List of Members 2025.



Every day, across the country, the UK's bakeries, which are largely dominated by family-owned businesses of all sizes, produce the bread and baked goods that feed our nation. That is around 13 million loaves and packs a day (Kantar 2025), which nourishes the lives of the UK population. We should be immensely proud of the role our bakery industry and the place our goods hold in the hearts of the UK consumers. Our resilience to continue delivering great tasting fresh bread and baked goods, providing affordable food security for many, is at the heart of our success.

Resilience is a key phrase often used these days, but a clear testament to the bakery industry. The past year has been another challenging year. For much of the year, the geo-politics that had previously caused hikes in energy and wheat flour, was relatively stable.

**“In the year ahead we will face the challenges of regulatory impacts, which include the packaging EPR and modulated fees; increases in employee National Insurance contributions; Employee Rights Bill; and the fallout, directly or indirectly of volatile global markets as trade wars, tariffs and trade negotiations are ongoing.”**

The ever-changing world means every business needs to be continually vigilant and nimble to respond. The current low business confidence with potential volatility seemingly never far away. This continues to impact investment decisions. Cyber-security has also become an increasing focus of attention. We've seen retailers and manufacturers alike experience the impact of IT glitches and cyber-crime on their businesses. I have had first-hand experience of the impact on business, and urge businesses to invest in securing their operations.

Moving to some positives, a highlight this year was the Baking Forum in March 2025. Bringing the industry together for a second time proved another huge success. Back in 2022, with industry colleagues, we originally envisaged the concept, and the Conference brings together our industry in a way no other event does. Testament to the success were the exceptional presenters, sponsors and a full capacity of delegates. There are many collaborations and working groups that I am pleased the Federation is at the heart of. That requires the support of Associate Members, collaborations with other trade bodies, the network and industry colleagues that is our supply chain, all with a shared belief that we are making the industry stronger, and more sustainable for the future.

I am delighted our Federations Committees, that are at the heart of a well-functioning organisation, continue to evolve and demonstrate the strength and depth of our industry's knowledge and technical expertise.

As I come to the end of this report, I wanted to share that after an extended Chairmanship of the Federation of Bakers, I will be standing down in 2025. Since taking over in February 2017, we have exited the EU; been through a global pandemic; restructured the Federation of Bakers; witnessed an invasion of a European country; and seen politics in the UK and internationally unravel at a great pace. I am proud to say that the Federation, our members, and our industry have, with great diligence and without missing a step, continued to provide the UK's consumers with their daily bread. My thanks go to The Board who continue to provide the drive and strategy to ensure the Federation represents the interests of large bakery manufacturers, and the critical value chain.

And a personal thank you to Andrew and the team, Committee members and all Federation Members for their support over the past 8 years.

**Mike Roberts**  
Frank Roberts & Sons Ltd  
FoB Chairman.

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2025 Annual Report  
and list of Members





# About the Federation of Bakers

## Our purpose

The Federation of Bakers (FoB) is the trade association representing the largest bakeries in the UK, which produce wrapped bread, morning goods, and other bread products.

## Who we are

**We represent 10 Members** who are some of the largest manufacturers of bread and baked goods

**We are supported by 27 Associate Members** who are critical to the supply of ingredients, goods and services to the baking industry

## What we do

**Talk and act** on behalf of the UK bread and bakery industry in order to promote the important role bakery plays as one of the largest food and drink manufacturing sectors.

**Work on behalf** of our members to deliver value-added services to their business through a trusted partner relationship.

**Create an environment** where our members and the wider industry continue to build a sustainable future for bakery.

**Build relationships** with stakeholders and the Government, to represent the sector's interests, whilst building on our expertise through our industry-wide committees.



A £5.7 billion industry\*



Over 80,000 people employed in the bakery sector\*\*



13 million loaves and bakery goods per day\*

83.7% of total bread and morning goods purchased are pre-packed\*

White bread accounts for £2 in every £3 spent on bread

\*Kantar World Panel - 52 w/e 23rd March 2025 \*\* Business Register and Employment Survey 2022 - SIC 10710

## Areas of work

**We work in collaboration and partnership** with external organisations to make an effective and positive difference to our members and the bread and bakery industry.

**We provide an impartial environment** for members to discuss non-competitive issues affecting the bread and bakery industry.

**We consider a wide range of topics** that concern the industry, through our specialist committees, operated by experts from our members.

**We agree the Federation's position** on issues including health and safety; technical matters; and sustainability, to act as the voice of our industry members.

**We promote the bakery industry** and our members as responsible, professional, progressive, organisations.





# Chief Executive's Annual Report



**I am very proud of all that the Federation has achieved this year, delivering a wide range of activities that are really vital to our members. As part of our remit, we have continued to be active in many areas impacting the bakery industry, with a focus on building for the future.**

**The environmental sustainability agenda remains critical to the industry and its value chain. In 2024 we brought the industry together for a workshop to develop a sustainability strategy framework and this has evolved into five Pillars working groups addressing the key challenges. This work is ongoing, and we will hear more in our next report.**

We welcomed two new Associate Members, American Pan UK and Summit Systems in 2024. Our Associate membership now stands at a record 27, and their membership continues to strengthen our federation and the value it offers members.

We also had internal team changes. I hope that most of you will have met Esther Holden, who joined us in September as a Technical and Regulatory Executive. It was also with huge sadness that at the end of 2024, we tragically lost Catherine Stevens, after battling mental health challenges.

## Key successes...



**Welcomed** new Associate Members American Pan and Summit Systems UK.



**Delivered** the second Baking Forum Conference in Leeds, in March 2025 with 230 industry colleagues.



**Hosted** the Federation of Bakers annual All-Members Dinner, in February 2025 at the Ironmongers' Hall, bringing together 40 members for an evening of networking.



**Promoted** the 'Fibre February' campaign in association with our partners the FDF and UKFM to promote bread as a leading source of fibre in the diet.



**Led** the inaugural baking industry sustainability strategy summit, establishing 5 Pillar sustainability working groups.

The Technical Committee said farewell to its Chair, Jill Charlton from Warburtons, who retired in December. Jill chaired the committee following many years as a core group member, representing and leading the industry in external technical and regulatory forums. We are delighted that Richard Vaughan has since stepped up from Deputy Chair to Chair.

Jill's timing coincided with the long-running saga of folic acid fortification of flour, with the amended Bread and Flour Regulation published in October. After decades, the end is in sight, as we enter the two years transition period to complete the implementation - though the milling industry is working at pace to achieve this by mid-2025.

The Federation's Sustainability and Health & Safety Committees continue producing great work, as we report later.

Much of the Federation's work is in collaboration with others in the supply chain, working closely with the UK flour millers and ingredient manufacturers. The bakery associations and trade bodies are currently focusing on the challenges of industry recruitment. The 'Future Bakers Council' was established in 2024 to provide a focus on engaging the next generation of employees.

As it is now a regular FoB calendar highlight, I was delighted to see many members join us in February at the All-Members Dinner at the Ironmongers' Hall livery company. With 40 attendees from 32 organisations, we enjoyed amazing food and wine, and the opportunity to network with industry colleagues made for a special evening.

As Mike has already referenced, the second Baking Forum, held once again in Leeds, surpassed the success of 2023. With more exhibitors, an exceptional line-up of presenters and 230 industry colleagues joining us for the day, it demonstrates the value our industry places on networking and learning. If you (unfortunately) missed the event, you can see some highlights **here**.

In the year ahead, I look forward to building on our collaborations with our industry colleagues and associated trades to build a stronger, sustainable bakery food sector. In addition to our day-to-day work, I hope we make progress in establishing college networks for bakery students, can support an industry career development strategy, and our work together on sustainability delivers tangible benefits in years to come.

**Andrew Pyne**  
Chief Executive





## Board Report

**The Board met four times over the year, with representatives from nine full member companies. The Board is responsible for the Federation's governance, agreeing priorities, reviewing our efficacy, and providing insights in order for the FoB to remain the foremost organisation representing UK plant bakers.**

In September 2024, the Board welcomed Sarah Arrowsmith from Allied Bakeries, who replaced Chris Craig, following his move within the ABF group. The Board are immensely grateful for his support, passion and engagement.

The Board's focus remains on the key challenges facing our industry, the foremost being sustainability and meeting the policy and regulatory targets for food manufacturing. The Board supported the FoB hosting an industry sustainability strategy workshop, a supply chain-wide collaboration evolving from kick-off meetings in July 2024, to now, operating five strategic pillar working groups.

The Board remains committed to collaborating with third parties to address the challenges of future workforce availability and identifying solutions at all levels of education and training. The Chief Executive kept the Board updated on our Committees' important work, advancing our expertise and sharing knowledge across the areas of Technical, Health & Safety and Sustainability. Ensuring that the industry is well placed to manage the challenges, including regulation/regulatory changes and the dynamic operating environment.

The Board supported the Chief Executive and Board Members Steve Cook and Mike Roberts in organising the Baking Forum 2025 Conference which brings our sector together. The event in March 2025 at The Queen's Hotel, Leeds, had 230 industry delegates to hear from inspiring presenters and build networks. The event continues to support the Bakers Benevolent Society, which provides sheltered housing for retired members of the Baking Industry, with a donation from the profits.

The FoB continues to be an active member of the International Association of Plant Bakers, with the Chief Executive serving on their Board, as well as Technical Committee representation by the FoB Technical Secretariat and Richard Vaughan of Délifrance. The AIBI held their 38th Congress in May 2024 in Hamburg, a biennial fixture bringing the European plant baking industry together.

In February 2025, the Board welcomed our Associate Members to the annual All-members Dinner, at the Ironmonger's Hall in London. Attended by 40 colleagues from 32 member companies, it has become a much-valued event by Federation members.



## Technical

**In December 2024, the Technical Committee Chair Jill Charlton retired from her Warburtons and FoB roles, and previous Vice Chair Richard Vaughan of Délifrance took over as Chair. Esther Holden joined FoB in September 2024 as our technical and regulatory executive and is responsible for the Technical Committee secretariat.**

### The Bread and Flour Regulations

The Bread and Flour (Amendment) (England) Regulations 2024 came into force in December 2024, requiring non-wholemeal wheat flour to be fortified with folic acid, with a 24-month transition period ending in December 2026. The UK Flour Millers' plan for implementing the fortification process aims for most eligible flour to be compliant by the end of October 2025. The FoB played a major part in an industry collaboration to support Defra's publication of the Technical Guidance.

### ABIM Sourdough Code of Practice

Since the Association of Bakery Ingredient Manufacturers (ABIM) published their Sourdough Code of Practice (CoP) in early 2023, FoB members have been key players in increasing its awareness and adoption. The Technical Committee continues to collaborate with ABIM and external stakeholders in evolving the CoP and FAQ documents, and the CoP is fully supported by the FoB membership.

### Ultra-Processed Food

The ongoing media scrutiny of Ultra-Processed Foods (UPFs) has served to demonise many nutritious and affordable foods, including bread and bakery. The issue remains a major focus for the Technical Committee, and we track new scientific findings and policy debates. The FoB has consistently promoted a more balanced view of UPFs, contributing to articles and webinars and using LinkedIn to emphasise food processing's positive contribution, including nutrient fortification and product reformulation. We continually review and update the FoB's UPF position statement.

### Government Health Initiatives

The Technical Committee monitors developments in key policy areas, including the Food Data Transparency Partnership, implementation of the government's obesity strategy, and industry progress on national salt and sugar reduction targets. Members also reviewed the government's response to the House of Lords report on food, diet, and obesity, reinforcing their commitment to public health and regulatory action. We keep members updated on relevant campaigns, including FDF's Action on Fibre and Innovation for Healthier Diets, and the HFSS advertising restrictions coming into force in October.





## Technical (continued)

### Contaminants

The FoB has been monitoring the UK and EU regulatory developments on food contaminants relevant to bakery. With adverse weather conditions impacting the 2024 harvest, we have paid particular attention to DON, ZON, and ergot.

### Packaging

The BPA ban imposed in December 2024, linked to the Packaging and Packaging Waste Regulation introduced in April 2024, set limits on PFAS in packaging, and the Committee will be monitoring their presence in bakery ware. FoB continues to collaborate with the Food Standards Agency on development of packaging policy.

### Data Collection

Members contribute to FoB's annual data collection on salt, sugar and acrylamide. This important piece of work will aid future bread industry efforts such as in engagement with the Government departments on food strategy and nutrient intake targets, and the FSA's acrylamide data call to develop future policy.

## AIBI Technical Committee

### AIBI (International Association of Plant Bakers)

FoB has maintained a key presence in the AIBI Technical Committee, with both members and the Secretariat actively engaging with the AIBI Secretariat, providing UK regulatory updates, fostering strong relationships and influencing discussions at EU level.

The FoB Technical Committee remains dedicated to raising bakery industry standards through navigating regulatory challenges and highlighting the nutritional value and safety of bread and morning goods. We proudly support our resilient and advancing sector, aided by FoB members' invaluable commitment and contribution.

## Health & Safety

**The Health & Safety Committee's focus is sharing best practice with members, aligned to the HSE Food and Drink Manufacturers Health & Safety Forum's 5 strategic pillars. Members share experiences of HSE priorities from site visits and discuss changing regulations. We welcome guest speakers who help build knowledge of the latest advances in assets for health and safety managers.**

The committee meets twice a year. Allied Bakeries hosted the March meeting at their Speedibake bakery in Bradford. Frontline on-site walk-arounds and face-to-face meetings will hopefully become more frequent.

The Federation continues to collect industry data on health and safety statistics, in order to identify industry trends. Last year we also welcomed HSE, who presented benchmark data across the manufacturing sectors.

Finally, thank you to Martin Bratherton of Allied Bakeries, who has agreed to take over the vacant role of Committee Chair.





## Sustainability

**The Sustainability Committee has continued building on its work in packaging. The Federation collects industry data on packaging achievements, enabling the FoB to develop an industry packaging sustainability narrative and feed into the FDF strategy.**

Food waste is another important topic for the bakery sector. The FoB are Engagement Partners of WRAP's (FWRR) Food Waste Reduction Roadmap.

The FoB has also convened an industry stakeholder strategy group addressing the bakery supply chain's sustainability challenges.

In July 2024, FoB members, the Association of Ingredient Manufacturers and associated trade bodies held an inaugural workshop. Following an industry survey, we identified five key areas for supply chain collaboration. In early 2025, five Pillar workstreams met to work on food waste; packaging and circular economy; Scope 3 GHG; regenerative agriculture; and Scope 1 & 2 GHG.

We are grateful to the FoB members who have committed to chair and participate in these workshops to share best practice, create a common industry pathway and set goals for our shared sustainability ambitions.



## Public Relations and LinkedIn Activity

**The FoB Board approved the Chief Executive's proposal to increase the Federations share of voice in promoting and protecting the bakery industry. In April 2024, the FoB's appointed agency Ceres had its remit expanded to include the management of a proactive LinkedIn feed to support FoB's priorities. Ceres developed a strategy for the channel that enabled FoB to challenge inaccurate claims regarding bread in an open format, host a wider debate about the role of bread as part of healthy balanced diet, provide sector insights and support members and associate members' activity.**

In the last year the platform has received 2,723 engagements, with an engagement rate of 9.7% and an overall reach of 47,708. Followers have grown by over 128% in 12 months, which is more than 12x the standard B2B growth rate. Our LinkedIn page finished the year with 1383 followers. Through an organic content strategy, FoB is building an engaged LinkedIn community.

FoB provides its members with daily updates on news relating to bread and bakery in the media and responded to negative and inaccurate reporting. It is key that as an industry we continue to challenge perceptions of the role of bread in the UK diet to consumers and health care professionals, to ensure they have an accurate understanding of the nutritional content of all bread.

As part of this activity, over the past 12 months, Ceres has outreached to more than 40 journalists and HCPs to correct their misrepresentation of the nutritional content of wrapped and sliced bread and its value as part of a healthy balanced diet. These articles incorrectly suggested bread causes cancer, diabetes and obesity, as well as it being high in salt and sugar.

In the last year there has been a significant increase in the number of articles that cite bread as an ultra-processed food that lacks nutritional value. The Federation continues to challenge misleading information and articles and engages on the subject through involvement in webinars and industry media features.





# List of Members



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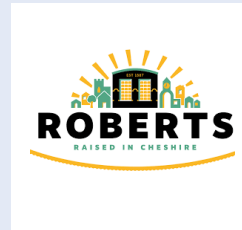
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# List of Associate Members



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Please contact the FoB who will put you directly in contact with any of our valued members.

# Past Chairmen

<b>1942/46</b>	S. Brookes	<b>1973/74</b>	G. Springall
<b>1946/48</b>	J. R. MacLeod	<b>1974/75</b>	T. W. H. Curtis
<b>1948/49</b>	R. N. Cannon OBE	<b>1975/76</b>	M. Rogers
<b>1949/50</b>	S. G. Taylor	<b>1976/79</b>	T. W. H. Curtis OBE
<b>1950/51</b>	J. N. Frears CBE	<b>1979/80</b>	G. F. Kilburn AFC
<b>1951/52</b>	G. Halford/C. R. Morgan	<b>1980/82</b>	R. F. Lister
<b>1953/54</b>	C. O. Harrison	<b>1982/83</b>	R. F. Lister/S. Jones
<b>1954/55</b>	D. Watt	<b>1983/84</b>	S. Jones
<b>1955/56</b>	J. Bosomworth	<b>1984/87</b>	K. J. Wroe
<b>1956/57</b>	A. G. Birkett	<b>1987/89</b>	R. G. Murray
<b>1957/58</b>	F. A. Bates MBE	<b>1989/91</b>	M. Handley
<b>1958/59</b>	T. W. H. Curtis	<b>1991/94</b>	D. P. Roberts
<b>1959/60</b>	A. T. Carder	<b>1994/96</b>	P. N. Wilkinson
<b>1960/62</b>	H. Colbourne	<b>1996/98</b>	D. N. C. Garman
<b>1962/63</b>	J. H. Stevens	<b>1998/00</b>	P. W. Farnsworth
<b>1963/64</b>	C. S. A. Tootal	<b>2000/02</b>	P. Baker
<b>1964/65</b>	C. G. Sharrock	<b>2002/04</b>	W. R. Warburton, MBE
<b>1965/66</b>	D. G. Marsh	<b>2004/07</b>	H. M. Warnick
<b>1966/67</b>	A. C. Parsonson	<b>2007/08</b>	B. Robinson
<b>1967/68</b>	W. E. Gunstone	<b>2008/10</b>	J. S. Street
<b>1968/70</b>	A. J. Willson	<b>2010/12</b>	M. Fairweather
<b>1970/71</b>	G. Springall	<b>2012/13</b>	P. Molyneux/A. Mayfield
<b>1971/72</b>	T. W. H. Curtis	<b>2014/17</b>	A. Mayfield
<b>1972/73</b>	G. E. Vere	<b>2017/25</b>	M. Roberts



Andrew Pyne  
Chief Executive



Esther Holden  
Sector Regulatory Executive



Purwita Susanto  
Team Administrator



**For further information on the Federation of Bakers and our members please contact:**

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