



fob.uk.com



2026 Annual Report

fob 
Federation of Bakers



Welcome to the Federation of Bakers Annual Report 2026.

It is my pleasure to introduce the Federation of Bakers Ltd annual report for my first time. At the AGM in June 2025 I was delighted to be voted into the role of Chairman, having held the position of Vice Chair of the FoB since 2025.

"In the past year, we have seen our bakery industry face a range of challenges head on. We continue to deal with ongoing pressures, deriving from and across both policy landscapes and the geo-political environment, which we are all learning is becoming more fluid and unpredictable. It is my privilege to represent the industry on the key issues we face together."

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 last year saw a number of changes across the FoB Board, with the past Chair Mike Roberts handing over the baton of Chair at the AGM in 2025, and some Board members retiring or moving on. I am truly grateful for all their contributions and support to the Federation over their many years of service. It has been a privilege to work closely with them, and I look forward to working with those that have recently joined the Board, and the continuity of our existing Board members.

In the last year, we reviewed the purpose and vision of the Federation, to ensure that we are focused on the core remit and requirement of representing the plant baker's sector. This includes continuing to make representation to government, working alongside allied industries, to ensure the role and remit of our baking industry is well understood in the key areas of nutrition and sustaining the diets of the nation. As part of this process, we are working to grow our membership more broadly beyond traditional bakery. We are looking to future-proof the sector and deliver our strategy and priorities for not only 2026, but the next five years ahead. The sector is in a period of transition and consolidation, whilst at the same time we see new and emerging businesses growing, highlighting the sector's strength and opportunities that I hope this will bring for us all.

That positive outlook is also a reflection on the many Associate Members of the Federation who not only supply our businesses with the commodities, equipment and knowledge that we rely upon, but also play an invaluable role in supporting it. It is this unity and strength that I hope can forge stronger relationships going forward. To the tremendous work of the committees and their chairs, these are the backbone and strength of our Federation. It is with the support of the team and secretariat at the FoB, along with all those member company representatives who work in the various committees. Together, they help support and deliver outcomes that make the plant bakery industry a rewarding place to work.

I would like to again express my thanks to the past Chair, Mike Roberts, and past Treasurer Steve Cook and wish him well in retirement, and my thanks to the other directors who give their time freely to support the Federation of Bakers.

Brian Irwin
Irwin's Bakery and FoB Chairman.

Contents

Chairman's Foreword	3
About the Federation of Bakers	4-5
• Our purpose	
• What we do	
• Areas of work	
Chief Executive's Annual Review	6-7
Committee Reports	
• Board	8
• Technical	9-10
• Health & Safety	11
• Sustainability	11
• Digital and PR	12
List of Members	13
List of Associate Members	14-15
Past Chairmen	16
The Federation of Bakers Team	17

2026
Annual Report



About the Federation of Bakers

Our purpose

The Federation of Bakers (FoB) is the trade association representing the UK's largest bakeries, which produce wrapped bread, morning goods and other bread products. Acting on behalf of the UK bread and bakery industry, FoB promotes the important role bakery plays as one of the country's largest food and drink manufacturing sectors.



Who we are

10 Members We represent 10 member companies, including some of the UK's largest manufacturers of bread products and baked goods

30 Associate Members The Federation is also supported by 30 Associate Members, who are critical suppliers of ingredients, goods and services to the baking industry.

What we do



Deliver value-added services on behalf of our members that can benefit their businesses, through a trusted partner relationship.



Actively promote and protect the important role bakery plays as one of the UK's largest food and drink manufacturing sectors.



Create an environment where our members and the wider industry can build and support a sustainable future for the bakery industry.



Build relationships with stakeholders and government to represent the sector's interests, drawing on expertise from across our industry-wide committees.

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.

The Federation also provides an impartial environment for members to discuss non-competitive issues affecting the sector.

Our specialist committees, led by experts from member businesses, consider a range of topics and help shape FoB's position on issues including health and safety, technical matters and sustainability.

Through this work, FoB acts as a clear voice for our industry members and promotes the bakery industry as responsible, professional and progressive.



A £6.05 billion industry*



Bakery Units sold - 4.6bn a year - that's over 12.5m every day from supermarkets*



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



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

Bread accounts for 69% of spend in the bakery sector

* Worldpanel by Numerator 52 w/e 22/03/2026 ** Business Register and Employment Survey 2022 - SIC 10710



I am delighted to welcome you to our Annual Report 2026.

I feel I must start by saying a few thank yous, both to **Mike Roberts**, the immediate past Chair, and to past Treasurer **Steve Cook**, who have been a personal support and source of knowledge and information in my time as Chief Executive. That continuity, and their unrelenting willingness to share their industry knowledge, has enriched my experience of the bakery industry family mindset.

Having taken over the reins as CEO in April 2022, shortly after the invasion of Ukraine, the plant bakers' sector has demonstrated immense capacity to manage the unpredictable swings of commodity and energy prices and the range of government policy that has affected the industry. Four years on, and I have learned to continually expect the unexpected.

In the pages that follow, the FoB sets out our review of the last year and highlighted some of our key achievements.

"Our three Committees have been working to address shared challenges, reflecting a collaborative approach to the goal of the Federation as the body that represents the interests of plant bakers to all stakeholders."

Whilst the Baking Forum of 2025 is a little over a year ago, I want to mention it as it continually comes up in conversation with many people I meet across our bakery sector. It's a wonderful reflection of how the industry unites, to reflect, learn, share and evolve. It also provides me with the opportunity to confirm that the Baking Forum will be back on May 13th 2027 at The Queen's Hotel, Leeds.

And talking of events, a highlight of the year for me is bringing our members together at the annual All-Members Dinner. This year, held in the library of One Great George Street in Westminster, 40 colleagues joined for an evening of friendship, networking and fine dining.

Our thanks go to all our Associate Members who support the Federation of Bakers, and I am delighted that in the past year we have grown membership, with Aon, Baldwin Technical Services, Simply Ingredients and Spiromatic joining as new members. We look forward to a long and successful collaboration with you.

It's a small and dedicated team in the Federation, and I hope the following report demonstrates how we work to support our members with positive outcomes.

Andrew Pyne
Chief Executive

Key successes...



Welcomed four new Associate Members: Aon, Baldwin Technical, Simply Ingredients and Spiromatic.



Collaborated with the wider industry supply chain on Defra's technical guidance and the implementation process for folic acid fortification in non-wholemeal flour, as part of The Bread and Flour (Amendment) Regulations 2024.



Hosted the Federation of Bakers annual All-Members Dinner in February 2026 at the Institution of Civil Engineers, bringing together 40 members for an evening of networking.



Continued to support the bakery industry's supply chain-led sustainability strategy, including delivery of the five pillar sustainability working groups.



Board Report

The FoB Board is responsible for the Federation's governance, setting priorities, reviewing performance, and sharing insight on the challenges facing the industry to ensure it represents members' interests effectively.

At the FoB Annual General Meeting (AGM) in June 2025, new Board Officers were appointed following the resignations of the Chair and Treasurer. Brian Irwin succeeded Mike Roberts as Chair, and Josh Wesson became Treasurer, following Steve Cook's planned retirement.

"The Board and Chief Executive would like to thank Mike and Steve for their extended service, commitment and enduring support in maintaining a strong and sustainable Federation."

The Board's focus remained on both immediate issues and longer-term structural challenges facing the industry. Labour supply and recruitment remain key concerns across the bakery sector and wider manufacturing. The perceived health of bakery remains under scrutiny, while debate around processed foods continues to be a prominent topic among government, media and lobby groups.

At the same time, members remain focused on advancing their sustainability agendas, addressing energy use, ingredient security and total production costs, against a backdrop of volatile markets and ongoing geopolitical pressures.

The Chief Executive kept the Board updated on Committee activity across Technical, Health & Safety and Sustainability, supporting knowledge sharing and industry expertise. Key areas of focus included the implementation of The Bread and Flour (Amendment) Regulations 2024, including folic acid fortification; the HSE's focus on flour dust in plant bakeries; and the introduction of Packaging Extended Producer Responsibility (pEPR). Further detail is provided in the following committee reports.

The FoB remains an active member of the International Association of Plant Bakers (AIBI), with the Chief Executive serving on its Board, which meets four times a year. The AIBI Technical Committee also includes representation from the FoB Technical Secretariat, Richard Vaughan of Délifrance and FoB's Esther Holden, ensuring insights are fed back into FoB Technical Committee activity. AIBI has also launched the Sustainable Wheat Initiative Europe (SWIE), bringing stakeholders together to develop a shared vision and roadmap for sustainable wheat production to 2030. The AIBI Congress will take place in May 2026 on the French Riviera.

In December 2025, the Board welcomed Phil Skelding of Fine Lady Bakeries to the Federation, following the retirement of Steve Cook. The FoB has seven registered Directors.

In February 2026, the Board welcomed members to the Federation of Bakers annual All-Members Dinner at the Institution of Civil Engineers in Westminster, London. Attended by 40 colleagues, the event remains a valued opportunity for industry networking and engagement.

Technical

During the year the following key topics were prominent in the Committee's discussions and the Federation's activities:

Industry Advocacy and Communications

The Technical Committee have continued to advocate proactively for the bakery sector through the development of clear, evidence-based industry positions. FoB issued a statement on fermented wheat flour, in response to challenges regarding propionic acid labelling, alongside a further position to counter misleading social media claims about illegal additives in UK bread, protect industry reputation and reinforce the importance of accessible, evidence based information. Both statements were endorsed by the Association of Bakery Ingredient Manufacturers (ABIM).

Processed Foods

The growing media scrutiny and public debate around ultra processed foods (UPFs) remained a high priority for members, particularly where affordable staple foods, such as bread, were increasingly portrayed negatively. While scrutiny intensified, the Technical Committee monitored emerging evidence and promoted a more balanced narrative through articles, webinars and social media, highlighting the benefits of food processing, including fortification and reformulation. FoB also continued to review the UPF position statement, alongside close collaboration with the FDF Diet and Health team.

Diet & Health Initiatives

The Technical Committee continued to monitor a range of regulatory and scientific developments, including the introduction of further HFSS advertising restrictions introduced in October 2025, and the National Diet and Nutrition Survey 2019–2023 results. The Committee also noted the growing impact of GLP-1 weight management drugs on consumer behaviour and the wider food environment. Routine monitoring of evaluations relating to additives and processing aids also continued, ensuring members remained informed and equipped to respond to regulatory change and emerging science. In addition, the Committee noted the publication of the revised Nutrient Profiling Model in January, following its recent consultation.

Contaminants

UK and EU policy developments on key contaminants relevant to the sector were reviewed, including acrylamide, mycotoxins, glycidyl esters and 3-MCPD esters, mineral oils, PFAS, cadmium and lead. Weather related risks to the 2025 harvest, involved monitoring of DON, ZON and ergot. PFAS remained a key focus due to potential impacts on bakeryware and equipment and ongoing work to trial alternatives. FoB maintained strong engagement with the Food Standards Agency (FSA), receiving regular updates on regulatory developments.

Allergens

The Technical Committee reviewed key developments in precautionary allergen labelling (PAL), on the shift to risk-based approaches using quantitative risk assessment (QRA). Discussions covered updated FAO/WHO recommendations, Codex discussions, the UK's support for an ED05 based international PAL standard, and regulatory developments in the Netherlands. Members also considered the data, supply chain transparency and controls required for effective implementation.

Technical continued

EU & UK Policy and Trade Developments

Members were kept informed of developments relating to the EU Deforestation Regulation (EUDR), where repeated delays continue to create uncertainty for businesses. Updates were also provided on progress towards a UK-EU Sanitary and Phytosanitary (SPS) agreement, with Defra and the Cabinet Office publishing guidance in March 2026 confirming the proposed scope of the agreement and an intended commencement in mid-2027.

The Bread and Flour Regulations

Following the update to the UK Bread and Flour Regulations (BFR), FoB worked closely with stakeholders to support the publication of updated government technical guidance. In parallel, it collaborated with UK Flour Millers to align on the timeframe for the transition to folic acid fortification.

ABIM Sourdough Code of Practice

Since ABIM published its Sourdough Code of Practice (CoP) in early 2023, FoB members have played a central role in promoting its awareness and uptake. The Technical Committee continued to work closely with ABIM and external stakeholders to support the ongoing development of the CoP and associated FAQs, and the CoP is fully supported by the FoB membership.

Data Collection

Members contributed to FoB's annual data collection on salt, sugar and acrylamide. This work supported industry engagement with Government on food strategy and nutrient intake targets and ensured robust input to the FSA's acrylamide monitoring, ahead of a regulatory review on levels in foods.

External Speakers

Throughout the year, the Committee benefited from contributions from a range of expert guest speakers, who supported our technical discussions. AAK provided insight into the development of palm oil alternatives, focusing on functionality and sustainability. Aberystwyth University shared research on baking innovation, with a focus on demonstrating nutritional quality and functional benefits. Rothamsted Research presented on wheat grain quality, clean label development and breeding for naturally occurring compounds. More recently, Ashbury Global outlined recent changes and best practice in PAL, including QRA, Codex and Dutch regulatory developments, and the challenges of harmonising allergen thresholds.

AIBI

FoB maintained a strong presence within the AIBI Technical Committee throughout 2025, with both members and the Secretariat actively engaged. This continued involvement strengthens relationships, provides UK regulatory insight and enables FoB to influence discussions at EU level.

Summary

The Federation of Bakers Technical Committee continued to play a central role in maintaining high standards across the bakery sector, responding to regulatory change and promoting the safety and nutritional contribution of bread and morning goods. Through ongoing collaboration and expertise, FoB remains proud to support a resilient, innovative and forward looking industry.

Sustainability

The Federation's Sustainability Committee met three times over the past year, with a continued focus on two key priorities: packaging and food waste, both of which remained under increasing government and regulatory scrutiny.

The Committee received regular updates from FDF sustainability experts, alongside presentations from WRAP on their food waste management programmes. Discussions included the role of redistribution organisations in reducing bakery waste, as well as the Government's Circular Economy Strategy for England, and the mandatory Food Waste Reporting Roadmap (FWRR) were all areas of discussion. This became an increasing area of interest, with initiatives, such as the King's Coronation project, bringing a spotlight to food waste. Supporting households to reduce domestic bakery waste also remained a key topic of discussion.

The Committee received a presentation from a guest speaker demonstrating the use of AI in reducing food waste in the bakery industry, drawing on applications used across other markets in plant bakeries.

Plastic packaging remains widely used across the bakery sector. With the introduction of Extended Producer Responsibility (EPR), large producers are required to pay fees, with the first-year invoices received in late 2025. Members discussed initial challenges, including methodology and the availability of suitable materials.

In spring 2025, the Government announced the scheme administrator of Producer Responsibility Organisation (PRO) to implement the closed loop recycling systems. A FoB member was on the PRO steering group and represented the bakery sector interests in the scheme.

Health & Safety

During the year, the Health and Safety Committee met in person at Delifrance UK's site in Wigston, Leicester, supporting continued collaboration and knowledge sharing across members.

The Committee was regularly joined by the HSE's HM Principal Inspector of Health & Safety, who provided valuable insight into current HSE focus areas. These included analysis of occupational health incident data by sector, enabling the Federation to monitor relative performance, as well as updates from the Food & Drink Manufacturing Health and Safety Forum (FDMF). The FDMF met regularly during the year, and FoB members continued to engage actively in the Forum's work across its five strategic priorities, including participation in several focus groups.

FoB also continued its annual data collection of members' incident data, supporting sector-wide performance monitoring and enabling the sharing of insight and best practice.

The Committee played a key role in addressing emerging and ongoing challenges, including hearing protection, the use of AI technology to reduce health and safety incidents, and developments in personal protective and respiratory PPE equipment. It also maintained and reviewed core industry guidance, including The Bakers' Dozen, ensuring it remained a relevant and practical resource, particularly for those new to the sector.

In autumn 2025, the HSE commenced its Dust Controls Audit of large plant bakeries. Many members were subsequently visited across multiple sites, with inspections focused on assessing the effectiveness of dust exposure controls.

The Committee was chaired by Martin Bratherton of Allied Bakeries. The Federation was grateful for his leadership and commitment to driving best practice and high standards across the industry.

Digital Activity

Ceres is the Federation of Bakers' retained communications agency, responsible for supporting our PR programme, including LinkedIn strategy, media relations and press office management. Over the past year, this integrated approach has helped strengthen the Federation's position as a credible and authoritative voice for the UK bakery industry.



Our communications activity has been underpinned by strong performance on LinkedIn, which remains a key channel for reaching priority audiences. These include credible opinion formers within the health communications space, such as journalists, dietitians and nutritionists, alongside industry stakeholders across bakery, food and drink. The table below outlines that our metrics have all increased year-on-year, with our follower base surpassing 2,000, marking an important milestone in the growth of the Federation's professional community.

Progress has been driven by a content strategy, combining proactive thought leadership with timely reactive commentary. Activity has focused on addressing some of the most significant challenges facing the bread category, including the rise of processed food narratives and increasing scrutiny around health and nutrition, particularly fibre.

LinkedIn stats			
Metric	2024 - 2025	2025 - 2026	% Change
Reach	47,708	62,880	32% increase
Impressions	78,811	100,995	28% increase
Engagements	2,723	3,243	19% increase
Clicks	4,804	6,289	31% increase
Followers	1,383	2,007	45% increase

PR Activity

Through clear, evidence-based messaging, FoB has provided important context and helped ensure bread's nutritional contribution is accurately represented. PR activity has centred on responding quickly to misinformation or unbalanced reporting. Through a press office function, Ceres has enabled FoB to challenge inaccurate claims and insert a credible, evidence-led voice into ongoing media debates.

This outreach has included publications such as **The Times, Daily Telegraph, Daily Mail and Daily Express**, challenging articles that incorrectly positioned bread as lacking nutritional value including fibre and linking it to cancer, diabetes, obesity, and high levels of salt and sugar. This resulted in two letters to the editor, one of which was published in full by The Telegraph.

Overall, this programme has delivered more balanced media coverage of bread, strengthened relationships with key stakeholders, and provided members with consistent, evidence-based representation of the sector.

List of Members



ALLIED BAKERIES
www.alliedbakeries.co.uk



DELIFRANCE UK LTD.
www.delifrance.co.uk



FINE LADY BAKERIES LTD.
www.heygates.co.uk



GEARY'S BAKERIES LTD.
www.gearysbakeries.co.uk



GRUPO BIMBO UK
www.grupobimbo.com/en



WD IRWIN & SONS LTD.
www.irwinsbakery.com



JACKSON'S BAKERY LTD.
www.jacksonsofyorkshire.co.uk



KERRY INGREDIENTS & FLAVOURS
www.kerry.com



ROBERTS BAKERY
part of the Frank Roberts & Sons Ltd group
www.robertsbakery.co.uk



WARBURTONS LTD.
www.warburtons.co.uk

List of Associate Members



AAK UK LTD.
www.aak.com



AB MAURI
www.abmauri.com



ADM MILLING LTD.
www.admmilling.co.uk



AIT INGREDIENTS
www.ait-ingredients.com



AMERICAN PAN
www.americanpan.com/uk



AON
www.aon.com/en/industries



APPLIED COMPUTER VISION
www.appliedcomputervision.com



BRITISH BAKELS LTD.
www.bakels.com



BAKER & BAKER
PRODUCTS UK LTD.
www.bakerandbaker.eu



BAKER PERKINS LTD.
www.bakerperkins.com



BALDWIN TECHNICAL SERVICES
www.baldwintechical.com



BUHLER LTD.
www.buhlergroup.com



CAMPDEN BRI
www.campden.co.uk



CARR'S FLOUR MILLS
www.carrsflour.co.uk



CSM INGREDIENTS
UK LTD.
www.csmingredients.com

List of Associate Members



FERGUSON ENGINEERING
(NORTHERN) LTD.
www.f-e-n.com



FOOD PAPER
www.foodpaper.co.uk



KWIKLOK
www.kwiklok.com



LALLEMAND
(formerly GB Ingredients)
www.lallemmand.com



LESAFFRE UK
and Ireland Ltd.
www.lesaffre.com



NEWSMITH
www.newsmiths.co.uk



PACE STEEL BELT SYSTEMS
www.pace-berndorf.co.uk



PURATOS LTD.
www.puratos.co.uk



RADEMAKER
www.rademaker.com



SIMPLY INGREDIENTS LTD.
www.simplyingredients.co.uk



ZEELANDIA LTD.
www.info@spiromatic.com



SPOONER INDUSTRIES LTD.
www.spooner.co.uk



TRACEGAINS INC.
www.tracegains.com



ZEELANDIA LTD.
www.zeelandia.co.uk



ZEPPELIN SYSTEMS UK LTD.
www.zeppelin-uk.com

Past Chairmen

1942/46	S. Brookes	1973/74	G. Springall
1946/48	J. R. MacLeod	1974/75	T. W. H. Curtis
1948/49	R. N. Cannon OBE	1975/76	M. Rogers
1949/50	S. G. Taylor	1976/79	T. W. H. Curtis OBE
1950/51	J. N. Frears CBE	1979/80	G. F. Kilburn AFC
1951/52	G. Halford/C. R. Morgan	1980/82	R. F. Lister
1953/54	C. O. Harrison	1982/83	R. F. Lister/S. Jones
1954/55	D. Watt	1983/84	S. Jones
1955/56	J. Bosomworth	1984/87	K. J. Wroe
1956/57	A. G. Birkett	1987/89	R. G. Murray
1957/58	F. A. Bates MBE	1989/91	M. Handley
1958/59	T. W. H. Curtis	1991/94	D. P. Roberts
1959/60	A. T. Carder	1994/96	P. N. Wilkinson
1960/62	H. Colbourne	1996/98	D. N. C. Garman
1962/63	J. H. Stevens	1998/00	P. W. Farnsworth
1963/64	C. S. A. Tootal	2000/02	P. Baker
1964/65	C. G. Sharrock	2002/04	W. R. Warburton, MBE
1965/66	D. G. Marsh	2004/07	H. M. Warnick
1966/67	A. C. Parsonson	2007/08	B. Robinson
1967/68	W. E. Gunstone	2008/10	J. S. Street
1968/70	A. J. Willson	2010/12	M. Fairweather
1970/71	G. Springall	2012/13	P. Molyneux/A. Mayfield
1971/72	T. W. H. Curtis	2014/17	A. Mayfield
1972/73	G. E. Vere	2017/25	M. Roberts
		2025	Brian Irwin

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:

Telephone: 020 7420 7190

Email: info@fob.uk.com

Web: www.fob.uk.com

LinkedIn: <https://www.linkedin.com/company/federation-of-bakers>



Federation of Bakers Ltd.
6th Floor, 10 Bloomsbury Way,
London WC1A 2SL

Telephone: 020 7420 7190
Email: info@fob.uk.com

Company registration No. 11510353

*Follow us
online* 

fob.uk.com

