



From sustainability to ESG, supporting growth with purpose

Following a 12-month strategic review, our Country Range Group (CRG) Board of Directors and central office team have evolved our existing sustainability pillar into ESG as one of the five areas of focus within our new Group strategic direction.

This is more than a change of name. Sustainability was often understood primarily through an environmental lens, particularly carbon emissions and resource use. While these remain critical, our responsibilities and opportunities are broader. ESG gives us a clearer structure for bringing together our environmental performance, support for people and communities, and the governance, data and decision-making needed to drive credible improvement.

It reflects the way we already operate and provides a stronger framework for measuring progress, coordinating activity and supporting responsible growth across our Group.

Our new strategic direction is built around three Group values.

- **COLLABORATION**
- **RESPECT**
- **GROWTH**

Developed with input from members, suppliers, customers and industry experts, it is shaped by five pillars: Scale, Our Brands, ESG, Digital and Data. Together, they provide a clear roadmap for responsible growth and focus investment where it can create the greatest value for our wholesalers, and their customer base.

ESG sits across the whole strategy. It influences how we source our own brand products, support people across the membership, build partnerships, use data and invest for the future.

A GROWING GROUP

Since our last report, our Group has continued to grow. We now bring together 17 members and 21 wholesalers, operating from 59 depots, employing more than 9,000 people and serving over 50,000 caterers each month.

Group turnover has increased from £965million in 2024 to £1.09billion in 2025, leaving us on track to reach £1.2billion in 2026.

That scale gives us greater influence and more opportunities to share expertise, raise standards and drive positive change.

It also changes the shape of our environmental footprint. As new businesses join and activity increases, total emissions can rise even when individual organisations are improving. That is why we look at both our overall carbon footprint and carbon intensity when measuring progress.

INTRODUCING CRG IMPACT

Unveiled at our 2026 annual exhibition and conference, CRG Impact is the umbrella identity for the environmental, social and governance activity led or supported by Country Range Group.

It brings together our carbon and environmental work, responsible sourcing, colleague, wholesaler and customer support, industry partnerships, community activity, fundraising and the work we do to strengthen data, governance and accountability. Bringing this activity together under one identity will make it easier to communicate our priorities, demonstrate progress and show how individual initiatives contribute to a wider Group ambition.



To reduce emissions, we first need to understand where they come from. We use internationally recognised reporting principles across three categories:

Scope 1 – direct emissions from sources a business owns or controls, such as fleet fuel and gas used at operational sites.

Scope 2 – indirect emissions from purchased electricity, heating and other energy used to power operations.

Scope 3 – all other indirect emissions across the value chain, including purchased goods, suppliers, waste, commuting, business travel and distribution.

Scope 3 is the largest and most complex area to measure because it depends on data and action across many organisations. Better collaboration between members, suppliers and partners will be key to improving data quality and identifying meaningful opportunities to reduce impact.



For more than three years, ClimatePartner has supported CRG and our members in measuring emissions, identifying key impact areas and developing practical, transparent climate strategies.

Their expertise helps members build robust carbon footprints, identify realistic reduction opportunities and set measurable objectives, while aligning activity with recognised frameworks including the UN Sustainable Development Goals.

21%

decrease in Carbon Intensity
(tCO₂e) from 2024 – 2025



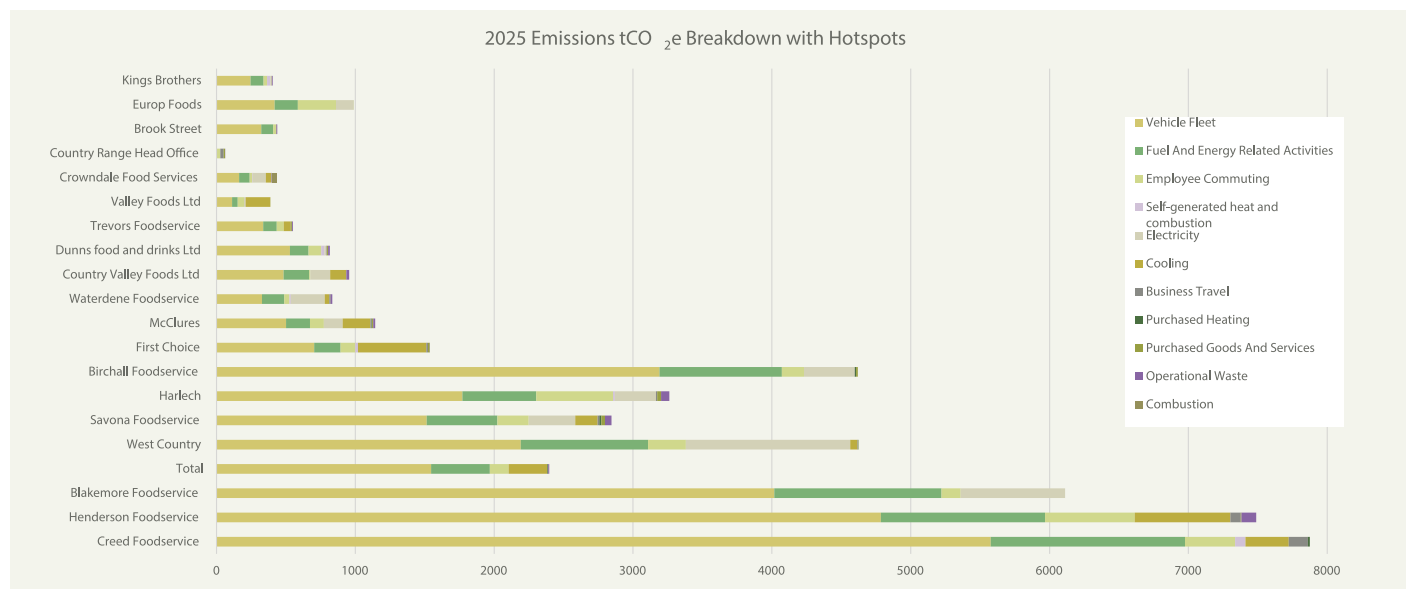
6%

decrease in Carbon Footprint
(tCO₂e) from 2024 – 2025

A NEW LOOK, WITH ZERO PACKAGING WASTE

With over 700 products in our growing portfolio, moving the entire Country Range brand to our vibrant new identity was a significant undertaking, and one we were determined to complete responsibly. Rather than disposing of perfectly usable packaging simply because it carried our previous branding, we carefully phased in our new designs as existing packaging stocks were used. We're delighted to have now completed this transition, with our full product portfolio proudly carrying the new look and importantly, without wasting old branded packaging in the process.

TOTAL EMISSIONS ACROSS THE GROUP FOR 2025





Social:

SUPPORTING PEOPLE, COMMUNITIES AND OUR INDUSTRY

CREATING SAFER FOOD ENVIRONMENTS

Our partnership with Natasha's Foundation supports its ambition to prevent, treat and ultimately eradicate food allergies, while improving everyday life for those affected.

CRG was the first foodservice buying group to partner with the charity, committing £75,000 over three years alongside education and practical guidance.

Ideagen Supply Chain (previously Authenticate) gives CRG and supplier partners greater visibility across Own Brand. Bringing product, supplier and sourcing data together strengthens due diligence, risk identification and decision-making, supporting a range built on quality, responsibility, resilience and transparency.

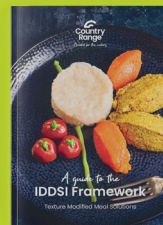
SUPPORTING FUTURE HOSPITALITY TALENT

As headline sponsor of Springboard FutureChef, CRG helps young people discover skills and careers in hospitality, including those who are not in education, employment or training (NEET). Members can get involved through judging, mentoring and outreach.



PRACTICAL RESOURCES FOR MEMBERS AND CUSTOMERS

We create practical resources to help members respond to customer needs and raise standards across foodservice, including:



IDDSI Guide

practical support for texture-modified food and drink.



Guide to Managing Allergens

developed through our partnership with Natasha's Foundation.



GLP-1 Friendly Menu Guide

helping caterers understand the needs of customers using weight-management medications.

2025/26 PROGRAMME



More than 24,000 people engaged



15,000+ students



513 schools



230+ hospitality professionals and business owners



PUBLISHING MORE RESPONSIBLY

Our ESG commitments also shape how we produce Stir it up and other printed resources. Our print partner, Optichrome, is FSC and ISO 14001 certified, uses 100% renewable electricity and has introduced processless printing plates to reduce energy, water and chemical use.

Paper is supported through carbon-balancing programmes, including the Woodland Trust and World Land Trust.

CARE BEYOND THE PAGE

We want our resources to be useful, credible and produced with care for their environmental impact. That commitment extends to central office, where investments include electric vehicle charging, solar panels and battery storage.

CYCLING FOR CHANGE

CRG is continuing its support for the Mines Advisory Group through the Bikes Against Bombs challenge.

Seven representatives from across the Group are preparing to cycle more than 400km in Sri Lanka, raising funds for MAG's work clearing landmines and unexploded ordnance and supporting communities affected by conflict.

Rescheduled for 30 January to 6 February 2027 following concerns about instability in the Middle East, the challenge builds on CRG's previous fundraising and demonstrates what can be achieved through commitment and collaboration.



Governance: TURNING INFORMATION INTO COORDINATED ACTION

Our Central Office team has an important role in providing consistent methodologies, improving data quality and helping members understand what their information is telling them. This allows us to identify shared risks and opportunities, compare trends more meaningfully and focus support where it can have the greatest impact.

Where members face common challenges, the Group can bring together expertise, share proven approaches and consider coordinated investment or solutions that may be difficult for individual businesses to deliver alone.

WHERE NEXT ON OUR ESG JOURNEY.

As our network grows, so does our potential for positive change. Our priorities are to:

- Improve consistency of Scope 1, 2 and 3 reporting and reduce emissions across fleets, energy, refrigeration and operations.
- Support lower-emission technologies and renewable energy.
- Strengthen responsible sourcing, transparency and product data.

- Ensure our own brands remain aligned with environmental, legislative and customer expectations.
- Share best practice through forums including the CRG Operations Forum.
- Invest in people, education, wellbeing and the future hospitality workforce.
- Create social impact through partnerships, fundraising and volunteering.

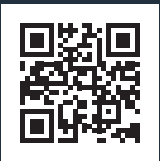
Over the next phase, we will build on this through a new responsible sourcing framework, environmental targets for Own Brand, clearer data standards, central office and Member ESG Scorecards, and more structured monitoring of progress and outcomes.

Through CRG Impact, we will also bring the Group together behind one high-impact ESG initiative, with an ambition to raise £1million over four years through challenges, fundraising, volunteering and member activities. The aim is not just to raise funds, but to bring colleagues together, support wellbeing and create lasting connections with the communities we serve.

Caring for our environment and communities

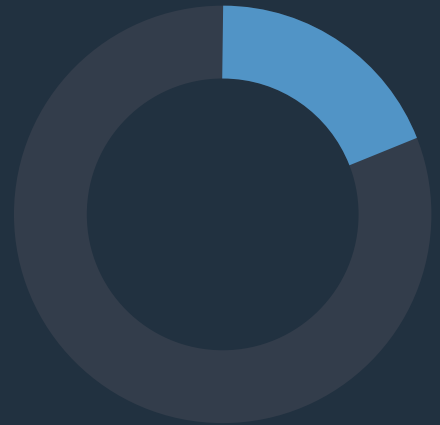
Since 1972, Harlech Foodservice has been committed to delivering high-quality products and services while making a positive impact on the communities and environments in which we operate. Sustainability, responsible business practices and community engagement remain at the heart of everything we do.

[Find out more](#)



3%

decrease in Carbon Intensity
(tCO₂e) from 2024 – 2025



19%

increase in Carbon Footprint
(tCO₂e) from 2024 – 2025



OUR ENVIRONMENTAL COMMITMENT

As part of our journey towards achieving Net Zero emissions by 2050, we continue to invest in innovative solutions that reduce our environmental impact. Recent initiatives include the installation of air-conditioning systems capable of providing heat, helping us reduce reliance on gas, and a feasibility study exploring how waste heat from refrigeration units can be reused to supply hot water at our head office in Criccieth. Solar panels installed at our headquarters further support our transition to cleaner energy sources.

We are continually improving our waste management practices, recycling wherever possible and diverting waste from landfill. During the past year, our main waste streams helped save 67 tonnes of CO₂e, while ensuring food waste is converted into renewable energy sources rather than landfill saved a further 14 tonnes of CO₂e.

Our transport fleet also plays a significant role in reducing emissions. By investing in increasingly carbon-efficient vehicles and exploring the transition to electric sales vehicles, we have reduced carbon emissions from our HGV fleet by nearly 10%. Since 2017, we have maintained the Green Dragon Environmental Standard Level Two, recognising our commitment to effective environmental management.

SUPPORTING SUSTAINABLE SUPPLY CHAINS

Harlech Foodservice works closely with suppliers across Wales, the North West of England and the West Midlands, supporting local economies while sourcing the highest-quality products. We regularly audit suppliers to ensure compliance with recognised standards, including Red Tractor, Marine Stewardship Council (MSC) and the Roundtable on Sustainable Palm Oil (RSPO).

We also help customers progress their own sustainability objectives by providing carbon-related data that supports CO₂e reporting and Net Zero planning. To minimise transport emissions, we continue to increase backhaul collections and optimise delivery routes.

INVESTING IN COMMUNITIES

Giving back is central to our values. We have donated more than £50,000 to charitable causes, including Hope House Ty Gobaith, the Mental Health Foundation and the Wales Air Ambulance Charity. We support food banks, hospitals, schools, community groups and local events through donations, sponsorship and volunteering.

We are also passionate about inspiring future generations. Through initiatives such as the Food and Fun School Holiday Programme and the NFU Farm to Fork Event, we help young people learn about healthy food, local sourcing and sustainable food production. Alongside work placements, seasonal employment and staff training opportunities, these activities demonstrate our commitment to building stronger, healthier and more sustainable communities for the future.



HARLECH

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harlech.co.uk