



NewsBRIEF



An end of year note from John Gregory

Incredibly, this is the 40th year that I have sent you all a Christmas message and, I can genuinely say that I find our business as dynamic and addictive now as it was way back in 1985 when I started. In fact, that is probably an understatement!

Although this year has been one of consolidation and stabilisation after the chaos and volatility of the last few, it has still flown by. We're now very much back to a pre COVID environment where our customers are seeking growth in their markets, and we're there to support them as efficiently, safely and competitively as we can.

Our diversity means that we have many brilliant customers, nevertheless, both households and businesses needed some optimism after the economic challenges in recent years.

Sadly this has been in short supply with increased interest rates, high inflation and a general lack of growth. Could a new government bring green shoots for all? I really hope they have for some of you, but the massive increase in Employer National Insurance from the beginning of next April will impact businesses hard – in our case by £3 million. After the recent past it is the last thing a low margin business such as ours, or our employees, needed...

Anyway, we want 2025 to be a positive year for all of us. We will navigate our way through many challenges and be guided by our purpose as we aim to bring security and hope to you all. The logistics industry is consolidating, and as a significant player

in this sector we are optimistic that we will, on occasion, be beneficiaries of the changing landscape.

Team work, supporting each other, giving great service to our customers, and excelling at your job, have never been more important and I want to thank you for your efforts in 2024 and, in anticipation, for 2025. We are also very aware, often through social media, that some of you have really gone beyond the norm in some very exacting circumstances – on behalf of the whole Board, thank you for this.

As I write, storm Darragh is battering the West of the UK and, it seems a poignant moment, to wish you a safe and secure Christmas from the Gregory family and all the directors across our businesses. As before it gives us great pleasure to give you a hamper in recognition of your hard work and as a way of conveying our thanks.

We wish you and your family a happy Christmas and New Year. Christmas greetings and kind thoughts.



John Gregory
CEO

Strength in relationship leads to new opportunity with Ball Packaging

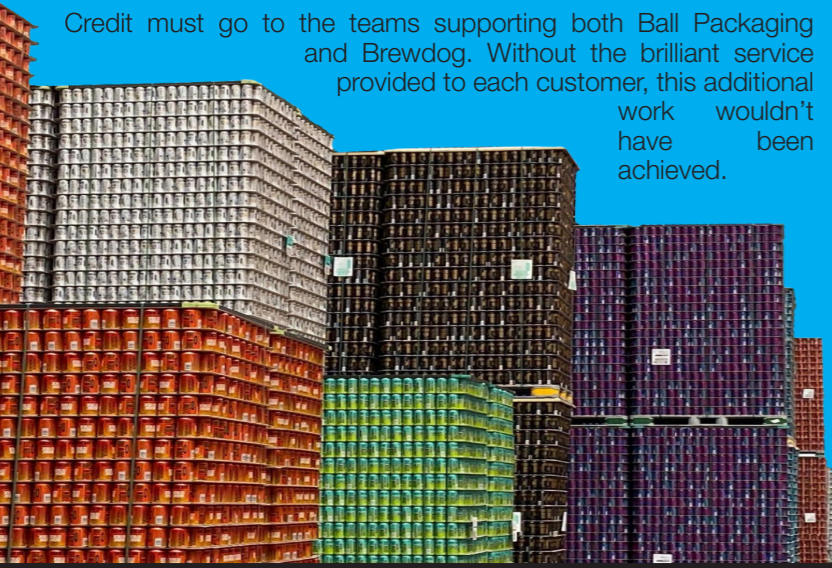
Ball Packaging is a global brand employing 16,000 people that you may not have heard of. But, every time you go to a shop, you will see their products. That is because they supply aluminium packaging solutions for beverage, personal care, and household products. Their clients include the likes of Brewdog and AG Barr.

We have been supporting Ball Packaging with the distribution of empty cans ready for manufacture and thanks to Brewdog, our mutual customer, we have secured an additional 50 loads per week.

Brewdog recommended us to Ball Packaging who subsequently invited us to tender for the extra work. A perfect example of the power of a recommendation.

The additional work will see us carry out all shunt work from manufacturing sites to Eurocentral and delivering cans to the South West.

Credit must go to the teams supporting both Ball Packaging and Brewdog. Without the brilliant service provided to each customer, this additional work wouldn't have been achieved.



The Range expansion leads to new work

From one store in 1989, to over 200 today, The Range is the fastest growing retailer in the UK.

We are proud to have supported The Range for nearly two decades, developing and adapting their logistics solutions as their needs have expanded.

Following the announcement that the Range Group has acquired the Homebase brand name and up to 70 stores, we are delighted to continue supporting their expansion.

From the end of December we will be servicing new stores in England, Wales, Scotland, Northern Ireland and Southern Ireland from DCs in Avonmouth, Stowmarket, and Doncaster.

Well done to the entire team who provide the exceptional service which means The Range know they can always rely on us to support their growth plans.



Relationship with PepsiCo goes from strength to strength

PepsiCo products are enjoyed by consumers more than one billion times a day in more than 200 countries. Their brands include Pepsi-Cola, SodaStream, Walkers, Doritos and Quaker.



We have supported PepsiCo for 30 years and thanks to the consistent service excellence, we have gained an additional 250 loads per week.

This significant contract growth with a globally recognised brand is a fantastic achievement for the entire team. It will see us transporting Quaker oats ready for both the UK market and for export, and transporting Walkers crisps from manufacturing sites to DCs across the UK.

Huge congratulations to everyone who supports this contract.

Expansion with BSW: from seed to sawmill

BSW is a forestry business that manufactures and supplies certified timber products to a wide range of industries including landscaping, construction, and packaging. From their beginnings over a 170 years ago they have grown to be the largest sawmilling company in the UK.

We have provided logistics solutions for over 20 years, transporting logs from the forest to production sites and finished goods to customers. From the Spring, we will also be working with Maelor Nurseries, a sister company of BSW, to transport saplings ready to be planted in the forest. This means we will be involved in every stage of BSW's forestry management process - from seed to sawmill.

The quality of service, reputation, and ease of working with us have all been stated as key factors that have contributed to our continued growth with BSW, so thank you and congratulations to everyone who supports the BSW team.



ACCREDITATION SUCCESS



2024 has been a hugely successful year for accreditations.

22 sites secured BRCGS (British Retail Consortium Global Standards) AA status. This demonstrates our food standards and each of our sites secured the highest quality standard possible.

and ISO 45001 (occupational health & safety) which directly supports one of our customers.

8 sites passed the Soil Association Organic Standard accreditation. This provides reassurance to our customers that we handle, transport and store organic ingredients to the expected standards.

8 sites continue to be part of the DTAS (Dairy Transport Assurance Scheme) which means they each met the 63 standards that prove our milk transportation meets food safety requirements.

Our South West Water team retained ISO 14001 - an environmental standard that demonstrates our commitment to the work we do with SWW.

Our Aberdeen depot maintained ISO 9001 (quality management)

The team at North Tawton continue to retain FIAS (Fertiliser Industry Assurance Scheme) to enable them to transport fertiliser on behalf of a customer.

In addition, our customers carry out independent audits, all of which have given us the seal of approval.

The backdrop to all of these accreditations is our internal audits. Throughout 2024 the Quality and Operational Compliance teams carried out 235 internal audits to verify our standards. These are both announced and unannounced and cover everything from documentation to site safety.

Well done to everyone at Gregory Group. Your attention to detail and day-to-day practices mean we can continue to be proud of our exceptional standards.



Customer testimonial

Your willingness to work with us and keep building our relationship is a winning factor, but above all, it's your people. They are true specialists and have great pride in what they do. Their passion shines through and they are all dedicated to providing us with a fantastic service. I couldn't ask for a better team to work with.

Georgia Simpson, Operations Contracts Service Manager, South West Water

Best On Time Award

Congratulations to everyone who works with our customer, InBev. Thanks to your dedication to service excellence, we secured the 'Best On Time' award at their European Carrier Convention. That means we have the highest on time deliveries out of all their European carriers.

InBev has over 200 breweries around the world and more than 500 brands in their portfolio. These include Stella Artois, Corona, Budweiser and Brahma. We distribute the finished goods from two of their breweries in Magor and Samlesbury and the transportation is delivered by teams in Gregory and Pollock. With up to 100 loads a week, that is a lot of deliveries to arrive on time, so this is a huge achievement. Well done to everyone involved.

Green Energy Award

The Scottish Food Trades Association (SFTA) recently presented us with their Sustainability Award in recognition of our "sustainability practices and achievements in Scotland".

The SFTA connects and supports food trade operators and partners across Scotland. We're really proud to have been recognised in this way.

The award was collected by Angela Butler, Managing Director and Malcolm Wilde, Director - Scotland at an event full of food producers. So as well as recognition for ourselves, it also promoted our sustainability capabilities and net zero targets to many potential customers.



DID YOU KNOW?

Every day we collect milk from 20% of the UK's dairy farms. This equates to 2.2 billion litres a year.



LONG SERVICE AWARDS

Congratulations to everyone who received a Long Service Award in the last quarter. There were 26 celebrating 5 years and here are those of you who reached your 15th and 25th work anniversary:



Rowland Cornish, LGV Driver,
Western Approach

Mark Heathcote, LGV Driver,
Cullompton

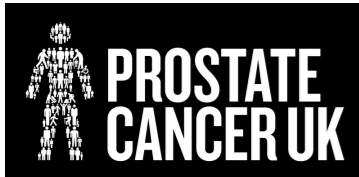
David Harris, Warehouse Supervisor,
Shepton Mallet

Paul Willis, Head of Operational
Compliance, Cullompton

Andrew Shepherd, Driver,
Livingston

Thank you to all of you for your dedication and commitment.

Charity of the Year



Our 2024 Charity of the Year has been Prostate Cancer UK - the UK's largest men's health charity which has the mission to stop prostate cancer from being a killer.

Collectively we've been fundraising and raising awareness among our team. We have raised over £2,000 with more donations tumbling in for our final fundraising activity - the Christmas raffle. So thank you to everyone who has played their part in supporting this charity.

Christmas hampers

The Gregory Group elves are busy handing out our Christmas hampers. This year they have been sourced by a sustainable and ethical hamper expert and they are full of delicious goodies.

For the first time, all of our employees will also receive a Gregory Group calendar which comprises of all the amazing photos our photo competition winners have taken. Thanks and well done to everyone who has contributed.

AUTUMN Photo Competition

A big thank you to the three members of our team who took these Autumnal photos. They won the Autumn Photo Competition and their photos feature in the 2025 Gregory Group calendar. We look forward to seeing the contenders for the Winter Photo Competition!



Gillan Alexander, Warehouse Supervisor, Dyce



David Stickland, LGV Driver, Evercreech



Ian Fraser, LGV Driver, Bathgate

TEAM SPOTLIGHT

For this Team Spotlight we chatted to the Western Approach team based in Bristol. They support two contracts - Antalis, a paper and packaging contract, and FSL (Food Service Logistics) which supplies the Starbucks stores. The FSL contract is new having started in May so we were curious to hear about those early days. Mark Blake, Operations Manager told us more.

How many of you are in the Western Approach team?

There are 56 in total - 39 drivers and 17 in the warehouse and office.

Tell us more about how you operate the contracts?

Wayne Frampton and Ryan Frampton, our Office Administrators, keep our customers in the loop and will speak to them daily. Andrew Moy organises all the planning for the following day, ensuring routes are planned as efficiently as possible. Joe Matthews, our Warehouse Supervisor, oversees the day shift which is a team of five. They ensure all the Starbucks routes are loaded correctly and orders are picked in full. Night Shift Manager, Damian White, supports his team of five in ensuring all stock is cross docked and loaded correctly. Transport Operators Rob Chick and Mark Walker oversee the dispatching of the 39 drivers, dealing with vehicle defects and helping the drivers with whatever they need. Then we have Anthony Smith who ensures all departments are up together and compliant for all regulations. And of course me, the Operations Manager, who oversees the depot.

What does a typical day look like?

For the Antalis contract the stock is collected overnight from the customer distribution centre in

Coalville by three double deck trunks. The stock is then cross docked and consolidated alongside the picked items in the warehouse. Once loaded, the drivers will each deliver to between 8 and 30 customers across the South West and Wales. We also pick and pack orders for our depots in Cullompton and Ennesettle to deliver in Devon and Cornwall.

For the FSL/Starbucks contract we receive three trunks throughout the day with the first arriving at 5am. It's full of milk which the warehouse team pick to order for each of the 105 stores we service. The second and third trunks arrive from Coventry with fresh and ambient cages which are cross docked and combined with the milk. Once scanned, the stock is loaded onto the rigid vehicles and each driver delivers to 8-10 stores across the South West and Wales.

What was it like setting up a new contract?

Setting up a new contract is always filled with excitement but also nerves and trepidation as to what challenges we may encounter. Not everything goes to plan, but it is about how we get over the hurdles, learn and develop to ensure we reach the end goal.

What is the most important ingredient when setting up a new contract?

Communication. That and planning to ensure every detail is covered before the contract lands. Our project management team are brilliant at designing Gantt charts and process flows to hold individuals accountable. It worked really well.

What are your greatest challenges as a team?

As a site we transitioned from a 5 day week to a 24/7 operation. That brought challenges

but the existing team did a brilliant job in supporting and training the new staff.

Another challenge is that we are heavily reliant on outside sources for the delivery of stock on both contracts. Delays cause challenges but the team are experts at replanning routes and prioritising tasks to ensure the impact felt by the customer is minimal, if at all.

What are your greatest achievements as a team?

The team is relatively new and effectively, two businesses transferred into one because some of the team TUPE'd across. Both came together successfully, working with a shared goal in mind.

We also achieved BRCGS accreditation and a top grade from the Starbucks audit so those seals of approval are something we are all proud of.

When you talk to people about what you do, what surprises them?

The biggest surprise relates to the Starbucks contract. People don't realise how much our drivers do.

We are responsible for delivering everything a Starbucks store needs - from coffee and milk, to food, cups, rubbish bags and uniform. The majority of these deliveries are completed at night without the store partner present. So drivers are responsible for ensuring everything is put in the right place - including milk and sandwiches in the fridges. The drivers also collect the milk recycling, paper cups and cannisters which we return to the customer for recycling.

What keeps you coming to work each day?

Each day is a new challenge. There are always ups and downs but as a team we complete everything to the highest standards which gives us all great pride.



From left to right: Darren Jenkins - LGV Driver, Joe Matthews - Warehouse Day Supervisor, Paul Woods - Warehouse Administrator, Natalie Gardener - Warehouse Operative, and Andrew Moy - Transport Planner

THANK YOU!

to Paul Willis



Paul Willis has been with us for over 25 years. As he approaches retirement, we spoke to him to find out about his current role, his journey with Gregory Group, his passion for the heritage fleet, and his plans for retirement.

What does a Head of Operational Compliance do?

We look after and ensure the company is compliant in all operations. That includes looking after the O licence and driver tacograph data, investigating any incidents that occur and keeping up to date with legislation. We act as the middle man between our people and the agencies (such as the DVSA and Traffic Commissioner).

In the case of Gregory Group, my job also includes taking photos, maintaining the heritage fleet and managing the uniform, so it keeps me busy!

Where did your career start?

When I left school I started working on a farm in Manchester but I was keen to see the world so I decided to join the Navy. The only problem being, I was new to the area so I didn't know my way around very well. As a teenager I wasn't keen on stopping people and asking for directions so having spent time wandering around looking for the Navy recruitment office, the only one I could find was the Army recruitment office. So I signed up to the Army instead!

When did you transition to civilian life?

I spent 23 years in the Army, initially in transport and then as a training instructor. After leaving the army, I worked at a different haulage company in a training role for 13 months before joining Gregory Group.

What was your first day like?

Despite it being over 25 years ago, I remember it well. I was in awe of the size of the operation even then when it was much smaller than it is today. While the family business was very different from the institution of the army that I knew for so long, it felt right. I had an amazing welcome from the people. A few expected me to be a strict sergeant major, but they quickly realised that wasn't the case.

What was your role at Gregory Group?



Paul shortly after joining Gregory Group

I started as a Training Officer running the driver training scheme. There was a driver shortage at the time so it was my job to train new drivers up. Then I became the Driver Training Manager which is where I first had a taste of compliance because I was involved in the driver hours legislation.

In my time, I've also worked in training, procurement and health & safety so I've had a good taste of different roles! But most of my 25 years at Gregory Group have been spent in compliance.

When you look at the training we provide now compared to when you started, how does it compare?

It's a different world! When I started we just taught people to drive. CPC didn't exist and health and safety standards were far more minimal.

Why is logistics the industry for you?

In my youth I was unofficially adopted by a family who owned a haulage company so I was submersed in the industry at a young age. Diesel is in my blood!

I also embrace change. And this is an industry that changes a lot!

For someone new to the logistics industry, what would you tell them about compliance?

It's a top priority which keeps our people and the public safe.

Drivers are more regulated than aeroplane pilots so without a compliance function to interpret the rules, our business wouldn't be able to operate.

What do you enjoy about your role?

The people. You meet some amazing characters in this industry.

Every day is different and I get a lot of satisfaction

from supporting people and helping them overcome challenges. It's a very rewarding job.

What is the biggest challenge in your role?

The legislation. It's been a challenging era - we've transitioned from analogue tacograph discs to digital tachos, adopted the driver CPC and working time directive, and seen countless new legislations come into play.

But inevitably, all of these changes are to make things better, so I embrace them all.

You are handing over the compliance reigns to James White, what advice would you give him?

This role is all about relationships. While we have to tell people what to do, we have to listen too.

Know your stuff - absorb the legislation and ensure you know everything about everything!

With knowledge and respect for those you are supporting, you'll be very successful.

When you think back on your 25-year career, what are your highlights?

Being with the business for so long, I'm very proud of what has been achieved. From winning new business, to acquisitions, the growth has been massive and the compliance requirements have grown alongside it. When I started we had 200



Paul in the Gregory Distribution heritage museum

vehicles and 500 employees. Today we have 1,200 vehicles and over 3,000 employees. The growth has been phenomenal and I've loved being a part of what has been an amazing journey.

If I think about specific occasions, so much comes to mind. From being involved in the first telematics system, to being responsible for acquiring and restoring the heritage fleet for the centenary celebrations, to training over 500 drivers through our driver training scheme. It was also fun being on the front page of Motor Transport magazine and being the Employee of the Year in 2012 was a real honour.

You have been very involved in our heritage fleet, tell us more...

I've always been interested in history and anything with an engine! But Alan Pike (who has been with Gregory Group for more than 50 years!) first got me into the heritage fleet. He used to tell me a lot of stories and in 2005 he told me where the Rowe Hillmaster was and we went to see it. From that moment on, I was addicted, and have been since.

Ahead of the Gregory Distribution centenary in 2019 I suggested to John Gregory that we create the heritage centre. He said yes and it was a real labour of love. It took over two years because some of the vehicles were in such a state. The Rowe Hillmaster was in thousands of pieces so it was like a giant jigsaw. But we got there!

What do you plan to do in your retirement?

Well, I'm not disappearing completely. I shall continue to be involved in the heritage fleet and will also be working on the next chapter of the history book to ensure the Gregory Group heritage is recorded.

That will keep me busy for a couple of days a month but aside from that, I have a vintage caravan and motorbike which both need a lot of maintenance. I'm also planning to buy a new motorbike and do a lot of travelling.

Can you help Paul maintain the Gregory Distribution heritage fleet?

What's required?

- ✓ A passion for our heritage
- ✓ A truck driving licence
- ✓ Time (usually at weekends) to help out at roadshows and rallies.

If you're interested, drop Paul an email at paul.willis@gregory.co.uk



Pioneering a greener future

Gregory Group has been selected to join a consortium focused on zero-emissions HGVs. We are partnering with industry leaders including vehicle manufacturers, other logistics companies, and those responsible for EV infrastructures, to push forward the need to reduce carbon emissions in the logistics industry.

The programme, funded by the Department for Transport (DfT) and delivered in partnership with Innovate UK, will see us trial a range of Battery Electric Vehicles (BEVs) and hydrogen fuel cell electric trucks over a five-year period. We will also be working with partners in the consortium to build the infrastructure needed to support these vehicles.

What vehicles will we be getting?

So far, we have committed to 10 electric vehicles with four more orders being placed imminently. In 2026 we will also receive a hydrogen fuel cell vehicle. How each vehicle will be used has been carefully considered, taking into account the customer, range, payload, and charging infrastructure. Over the next 6 months the following Battery Electric Vehicles (BEV) will join our fleets:

- Cullompton Spar will receive 1 Volvo FM and 2 Mercedes E-Actros 600 (the International Truck of the Year 2025).
- Cullompton Milk will receive 1 Volvo FM for ex farm work.
- Southampton Bakeries will receive 2 DAF XDs.
- The Range in Stowmarket will receive 1 DAF XD.
- Antaliis in Bathgate will receive 1 DAF XD.
- Amazon in Bathgate will receive 2 Mercedes E-Actros 600 (the International Truck of the Year 2025).

What are the benefits?

- 1 We get to trial the latest technology and influence the future of sustainable transport.
- 2 A presence in the consortium further cements our sustainability credentials and focus.
- 3 The programme is supported by the Department for Transport which means the vehicles we use, and infrastructure we implement, is heavily subsidised.
- 4 The additional vehicles will directly benefit our customers with their own sustainability agenda.

Who is in the consortium?

Logistics & transport companies



Infrastructure partners



Data analysis and research partners



Vehicle manufacturers





A DAY IN THE LIFE OF... BEV SCOTT

Bev Scott is an LGV Driver based in Doncaster for The Range contract. She is part of a team that keeps delivering day and night. She usually works Monday to Friday during the day shift which sees her typically start her day anywhere between 4am and 6am. We spoke to her to learn more about an average day and the route that led her to Gregory Group.

What does a typical day look like?

It's different every day which I like because otherwise I'd get bored. One day I might do lots of local drops, the next I could be travelling for 3 or more hours before doing my first drop.

What led you to being a truck driver?

I started my career in pharmacy and then ran a coach company. Getting my Class 1 licence felt like a natural progression from driving coaches.

How does this career compare?

The people skills from pharmacy have proved useful because you meet all kinds of people in this job and often have to defuse stressed out situations.

I prefer driving lorries over coaches because your load doesn't answer you back!

What do you enjoy most about your role?

I like working on my own and have a real sense of pride in what I do and I always try my best to do a good job.

What's the biggest challenge in your role?

Usually, other people... particularly pedestrians! Sometimes they just aren't paying attention so I'm always hyper alert if I'm delivering somewhere that also has pedestrian access.

That and navigating times and traffic. It's a constant juggle because you can't predict what you'll encounter on the road.

What's it like working in a male orientated environment?

It's good. I feel like I'm treated as an equal

in my depot which I like. I do have some physical strength limitations sometimes, but I will always try. As long as you are seen to be doing your best, people give you respect and are usually happy to help.



“ I prefer driving lorries over coaches because your load doesn't answer you back! ”

What keeps you with Gregory Group?

The way the depot is run. The management team use common sense and look after you. You're allowed to use your initiative and just get on with the job. For example, to accommodate docking times, as long as driving regulations allow and I've had sufficient rest, sometimes I'll choose to start

at 2am to avoid traffic. They are happy for me to make that call and crack on.

I was also asked to carry out new driver assessments and I like the fact I am able to learn transferable skills such as this.

What advice would you give to a new driver?

Be willing to listen to advice. The guidance of experienced drivers is invaluable.

And find a company that will support you in the early days rather than throw you in at the deep end and expect you to do the same job as somebody who's been in the role for years. It just won't happen and all it will do is destroy your confidence.

You're pictured next to an electric truck, what did you make of it?

Aside from the brilliant number plate, it was great. Really comfortable and easy to drive but I'll be sticking with my DAF CF for a while because the electric units don't have the range in them just yet. But it's great to see the kit that is being developed.

If you rolled back time and did a different job, what would it be?

At school I wanted to work with horses and be a saddle fitter. Though now if I did anything different, I think I'd be a train driver.

Tell us something your colleagues might not know about you...

I rode pillion on a motorbike on the Wall of Death... multiple times! After doing it you can't see properly for about two minutes. It's a crazy experience!

GREGORY GROUP ACHIEVES SBTi VALIDATION

Gregory Group has reached a significant milestone by becoming one of only 90 road transport businesses worldwide to have our emission reduction targets validated by Science Based Targets initiative (SBTi). This validation aligns our targets with the goals of the Paris Agreement to limit global warming to 1.5°C above pre-industrial levels.

It is our aim to convert the logistics sector from a carbon emitting

giant, to one that transports goods sustainably. This confirmation from SBTi further cements our position as a leader in sustainability initiatives and will further confirm to our customers that we are a credible partner to support them on their own carbon reduction journeys.

