

BETTYS & TAYLORS
GROUP

ANNUAL REVIEW

2025



CONTENTS



INTRODUCTION

*Welcome to Bettys & Taylors
Annual Review 2025.*

PAGE 03



OUR PEOPLE

Our people make it happen.

PAGE 05



OUR PLANET

*We're working to do things
properly for the planet we
all rely on.*

PAGE 12



OUR SUPPLIERS

*We believe the way we source is
as important as what we source.*

PAGE 19



OUR COMMUNITY

*When our local area thrives,
we thrive too.*

PAGE 28



Welcome to

BETTYS & TAYLORS ANNUAL REVIEW 2025

A LETTER FROM OUR CCEO

Welcome to the Bettys & Taylors Group Annual Review.

We create this Annual Review to share what's important to our family business and to reflect on the impact we have on our suppliers, our people, our customers and the communities we're part of.

Our purpose at Bettys & Taylors is simple: to make a difference to those we depend upon, and those who depend on us, so we can thrive together for the long-term. As a Collaborative CEO (or CCEO for short), we look back on 2025 with appreciation for the progress we've made together, while recognising that there is still much to learn and further work ahead.

Quality is central to everything we do – be that a cup of Yorkshire Tea, a mug of Taylors Coffee, a Fat Rascal, a celebratory Afternoon Tea or the service we offer our customers. And we know that quality of what we offer depends upon strong sustainable relationships with all our stakeholders – our people, our suppliers, our customers, our communities and, of course, the wider planet.

Throughout the year, we've continued to work with our suppliers to reduce their environmental impact, build climate resilience and support the communities they work in. We've also deepened our understanding of our own environmental footprint and laid important groundwork for our journey towards net zero.

We've developed our workplaces, our ways of working, policies and what we offer our people to build a culture of belonging, support performance and create opportunities for personal growth and career development.

We've also taken further steps in how we work within our local communities – supporting charities and community groups, and creating opportunities for school children, apprentices and those early in their careers.

This review offers just a snapshot of a year shaped by collaboration between our people, suppliers, customers and partners. Our aim is to provide a clear sense of our ongoing commitment to our purpose and the direction we're heading.

Thank you for taking the time to read it. We hope it leaves you with a sense of shared pride in what's been achieved, and a renewed motivation to help us continue to thrive in the years ahead.

Bettys & Taylors Group Collaborative CEO

Left to right: Simon Eyles, Rachel Fellows, Andy Brown and Paul Cogan



A LETTER FROM THE CHAIR OF THE OWNERS' COUNCIL

There is a particular kind of strength that runs through Bettys & Taylors of Harrogate. It is not loud, flashy, or self-congratulatory. It reveals itself in standards: the early start, the careful finishing touch, the discipline of strong processes, and the quiet pride of doing things properly — even when nobody is watching.

For our family, that quiet strength is the foundation of long-term value. It has sustained the business through decades of change and competition, and it continues to guide how we approach ownership: protecting what makes our brands distinctive, while ensuring the business evolves with confidence and clarity.

The past twelve months have been a period of change for the family. At times this has required energy, focus and resilience. But it has also reinforced what responsible family ownership demands: staying close to the business, listening carefully, challenging constructively, and making decisions with the future firmly in mind — not simply pursuing the easiest path in the moment.

Over the past year, we have concentrated on the areas that most directly shape long-term success. This includes maintaining robust governance and the careful management of ownership responsibilities. But it also means sustained attention on the foundations that matter most: product excellence, brand strength, culture, and the long-term responsibilities we carry as custodians of an established Yorkshire business.

A key part of this work has been continued structured engagement through family-business groups, strengthening informed discussion and meaningful contribution. These conversations have ranged from product development and brand aesthetics, through to people and culture, and sustainability and community impact — all with the shared aim: ensuring the business remains resilient, distinctive and well-positioned for the future.

Of course, our story is not only about responsibility — it is also about celebrating excellence. Recognising achievement, maintaining high standards, and investing in long-term capability remain essential to ensuring the business continues to prosper.

Ultimately, the enduring strength of Bettys & Taylors lies in consistency: a steadfast commitment to quality, to craft, to heritage, to enduring relationships with our stakeholders and to the thoughtful evolution required to remain exceptional.

As a family, we are proud to serve as long-term stewards of this business, and resolute in our commitment to ensuring it continues to thrive and endure for generations to come.

Antony Barnes
Fourth generation Shareholder & Chair of the Owners' Council

OUR PEOPLE

Our people make it happen.

We know that our people are fundamental to the ongoing success of our family business. We've been around for over 100 years and we know that our brands will only be loved for another century if we continue to attract, develop and retain talented people.

This year has been a tough one for all UK employers, in part due to the Government's decision to increase employment costs through changes to National Insurance. While we're not immune to these challenges, we're grateful that our Group continues to thrive.

In this section, we share some of the progress from the year gone by.



Bettys & Taylors Group

BY NUMBERS

This year we're sharing key workforce demographics to help build a clearer picture of the groups who make up our organisation. We know this is not the whole picture, but a good start to balance transparency and our employees' privacy.

Our workplaces are based entirely in Yorkshire. Our people mostly work across our five Bettys Café Tea Rooms, Taylors distribution centre, and our Plumpton Park site in Harrogate. Here you'll find Bettys Craft Bakery, Bettys Cookery School, and Taylors of Harrogate, home of Yorkshire Tea and Taylors Coffee. Our Central teams cover a wide range of specialisms to support both Bettys and Taylors businesses.

TOTAL EMPLOYEES

1,608

Including 204 new hires in 2025



LOCATION OVERVIEW

532

Bettys Branches

52

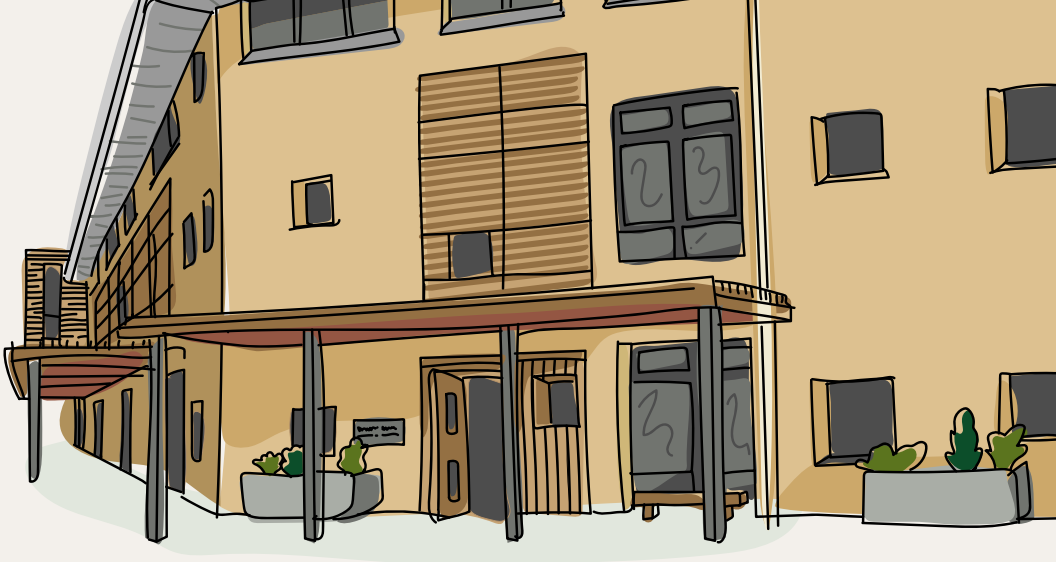
Taylors Distribution Centre

1,015

Plumpton Park

9

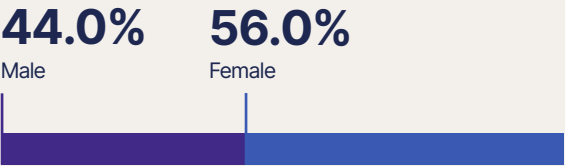
Other



LOCATION	TOTAL # OF PEOPLE	TOTAL % OF EMPLOYEES
Bettys Cookery School	10	0.6%
Bettys Craft Bakery	258	16.0%
Bettys Harlow Carr	91	5.7%
Bettys Harrogate	155	9.6%
Bettys Ilkley	73	4.5%
Bettys Northallerton	61	3.8%
Bettys York	152	9.5%
Group Office or Other	9	0.3%
Pagoda House	747	46.5%
Taylors Distribution Centre	52	3.2%

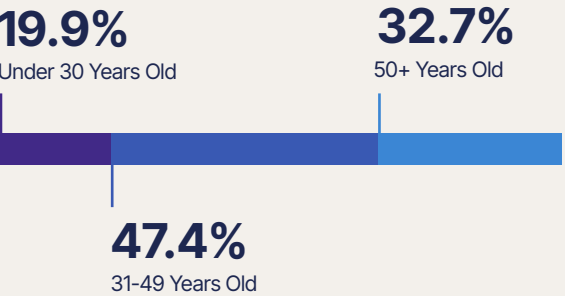


GENDER*

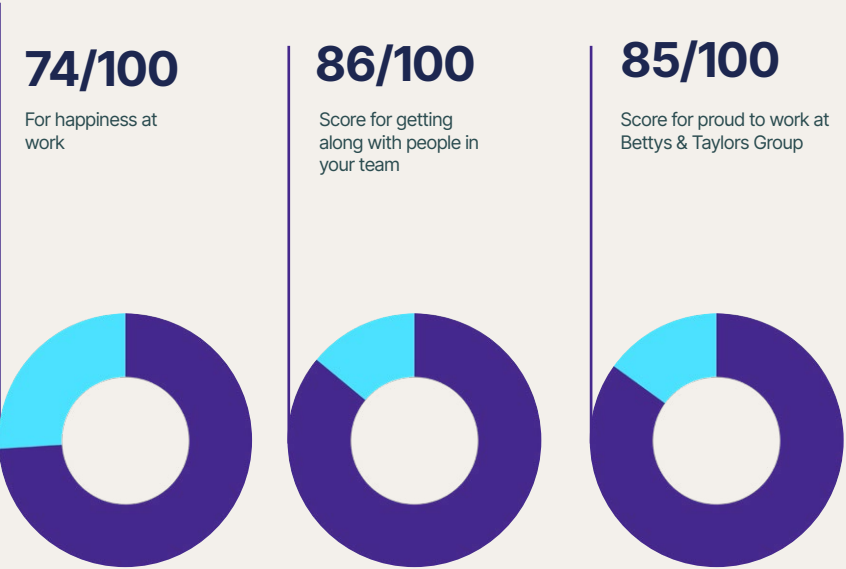


*We have used legal gender here as we do not mandate that our employees declare which gender they identify with.

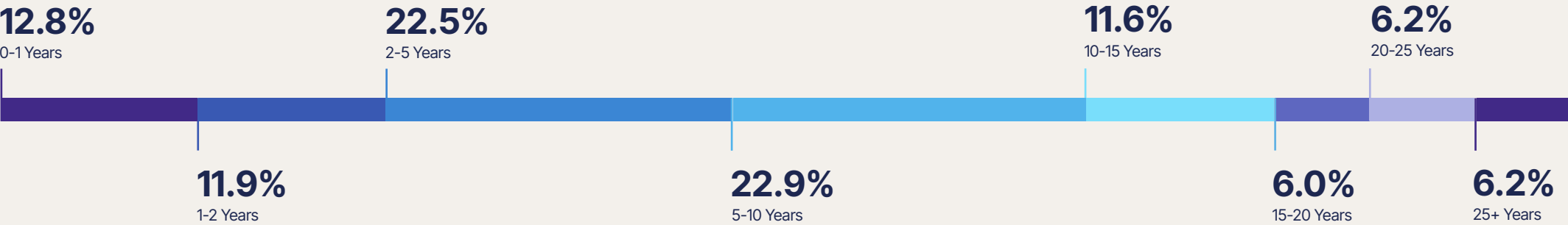
AGE



HAPPINESS AT WORK 2025 SURVEY SCORES



LENGTH OF SERVICE



Note: This data is correct as of 5th January 2026 for employees, not including contractors, agency or temporary workers, or members of the Board. Percentages have been rounded to one decimal place.



OUR GENDER PAY GAP REPORT

Our figures show that in 2025 the Mean Gender Pay Gap across the Group decreased by 0.4% continuing a downward trend over the last four years of reporting.

The Median Gender Pay Gap has increased by 6% due to the reporting period for 2024 including bank holiday payments, which inflated average hourly rates for Bettys branch employees which in turn reduced the Median Gender Pay Gap. This was an anomaly for 2024, and the Median Pay Gap is now at similar levels to the year prior. Our figures also show that the Mean Gender Bonus Gap has decreased by 3.6%, and the Median Gender Bonus Gap has decreased by 2.6%.

As in previous years, the demographics of our organisation continue to be drivers of our Gender Pay Gap, with more men than women occupying our most senior leadership roles, shift based roles, and roles with skill-based premiums. You can learn more by reading our full [Gender Pay Gap Report here](#).

Our commitment to

STRENGTHENING WHAT WORKS

We know that a job here is more than an income, so we're committed to enabling people to thrive at work. In 2025 we responded to the needs of the business by strengthening existing workstreams and initiatives which already work well. We know that iterative changes help us to reach our strategic goals and take advantage of the momentum built to date.

Our family business has been committed to quality and service for over a century, so we continue to create opportunities for our people to grow while also keeping standards high across our range of products. Some opportunities are made close to home, like our educational drop-in 'Tea Tuesdays', and some further afield, such as visiting our tea and coffee suppliers thanks to Taylors Sourcing Academy.

This year, 12 colleagues from Bettys took part in training delivered in partnership with the renowned Richemont Craft School from Lucerne, Switzerland. Over eight months, participants balanced their day-to-day roles with intensive learning. As well as considering how we could improve our existing offer, the cohort developed their skills and knowledge in bread, chocolate, and pastry, inspiring them to create potential new Bettys specialities.

At Taylors, our multi-year Accelerating TomTom programme (Taylors Operating Model Targeting Operational Mastery), in the factory has continued to make significant progress. For our people, this means empowering and upskilling operators and ensuring safe working practices across our tea and coffee operations. In 2025, 51 people attended a three-day college course as part of the roll out, and 187 colleagues were trained across new systems.



Training with the Richemont Craft School from Lucerne.



Case study

OUR GREAT BRITISH BARISTA

Our Innovation Developer, Will Woodhouse-Banks, won the 2025 UK Barista Championship. This was Will's fourth time competing in the UK's most prestigious coffee event, and third time representing Taylors.

Each competitor poured their passion into meticulously crafting a series of standout beverages, judged on taste, cleanliness, creativity, technical proficiency, and overall presentation. Here's what Will prepared:

"My theme was all about the importance of trust in relationships in the world of coffee. I talked about the trust in relationships with coffee producers that we as a business have worked with for many years and what it means to us. I used two different coffees from Finca La Negrita in Colombia. The producer Mauricio Shattah is a bit of a celeb in the coffee producing world and we've been buying his high-end coffees since 2018."

We continued to develop our leaders and people managers through our flagship RASCAL leadership and Leader as Coach programmes, but we know that anyone can be leaderful. With this in mind, we continue to offer a range of programmes for all our people, to build business knowledge, collaboration, and better ways of working.

Our 1:1 Development Scheme continues to be open to everyone, regardless of their role at Bettys & Taylors. Our 22 trained in-house developers act like coaches, supporting people to reflect on their performance, aspirations, and relationships. To help people shape and navigate their careers here, we have also started sharing role profiles for teams across the business on our employee intranet. Our people can use these to explore roles across the Group and identify the skills they need to develop to take their next step.

Apprenticeships and other formal learning pathways such as Chartered Manager Degree Apprenticeships continue to be a way we find and develop talent across our Group. This year, we had 26 apprenticeships underway, with six people completing their programmes. As part of our work with Teach First – a charity working to reduce education inequality by training graduates to teach in disadvantaged schools – this summer we welcomed two secondary school teachers into our business for a week (see page 32 for more information).

We're proud to offer our people a range of benefits, covering everything from employee discounts to free meals. We review these regularly by looking at what's working well and best practice in the industry and beyond. You can find more information on the benefits we offer [here](#).

Our Group Prosperity Scheme has been an important part of our story for almost 50 years at Betty & Taylors and is great example of how we all share our success.

Everyone, no matter their role, receives a discretionary bonus based on the performance of our family business. The scheme is available from day one of joining, based on an annual share of profits and paid as a percentage of qualifying earnings on a quarterly basis. Bonuses are paid in addition to our annual pay award, which was 4% in November 2024 and 3% in November 2025.

14.3%

Group Prosperity Scheme Bonus (based on 2024 performance)

8.8%

Group Prosperity Scheme Bonus (based on 2023 performance)

Our Centenary Grants are also a huge source of pride for us. Championed and led by our Family Shareholders, the grants enable people to learn a new skill or gain experience that they wouldn't normally access through job-related training. This year, our Shareholders funded 21 grants for a range of skills from plastering courses to comedy workshops. This important scheme helps to enrich the lives of our people but also brings to life our commitment to life-long learning.



Case study

OUR ANNUAL AWARDS TO CELEBRATE OUR PEOPLE

In 2025, we celebrated the crème de la crème of performance at our Bettys & Taylors Honours awards ceremony. The day is always special as it brings together our Shareholders, Board, and employees from across the business. We received 325 award nominations across all locations, with a renewed focus this year on boosting participation from operational areas. We celebrated 21 winners at the event, recognising everything from outstanding customer service to creativity, and stewardship to pioneering spirit. And of course, let's not forget our all-company celebration – as ever, a wonderful evening celebrating the people who continue to go the extra mile for Bettys & Taylors.

Our commitment to

FUTURE READINESS

In 2025 we created a vision for how our business might look and feel like in 2030 – it was our way of setting a direction for the decisions we make. We know that our people must continue to develop new skills and behaviours to weather the inevitable change coming, not just in the next five years, but for our next 100.

It was great to see more cross-Group working in the year gone by. For example, we've seen people from both businesses learning from Taylors' forward planning experience, packaging specialists across the Group preparing together for incoming legislation changes, and leaders sharing a new raft of external insight on trends which may significantly impact us. More than ever, our people have been challenged to test ideas, learn, scale, and challenge the assumptions we hold about the future.

Rewarding work is often demanding but should never become overwhelming. To keep our business moving forward, we know we must continue to empower our people to look after themselves and the people around them. We're now five years into our wellbeing journey and are

proud of the diverse support we offer.

People continue to take advantage of our free Health Assessments, Health Cash Plans, flu jabs, counselling, and more. In 2025, data has become more important in this space, with trends from our second cohort of Health Assessments already shaping plans for 2026. Menopause cafés for men were also introduced this year, enabling men to better support women who are going through this life phase. Moving forward, we'll continue to use life phases to tailor our support.

We know that having someone to talk to during tough times can make all the difference, so we continued our Listening Peers scheme in 2025 and hope to increase the number of Listening Peers in 2026. Listening Peers are colleagues who are trained to listen, offer empathy, support and signpost suggestions in a confidential setting. This year, our 45 active Listening Peers had over 1,000 support conversations, having recently changed their approach from scheduled conversations to a more ad-hoc check-ins when they recognise a colleague who might benefit from their skills.



Case study

WORKPLACE WELLBEING AWARD WIN

In October 2025, Bettys & Taylors were awarded the Wellbeing Award at the 2025 Yorkshire Excellence in HR Awards, celebrating our commitment to creating a workplace where people feel supported and able to perform at their best. The award was presented at the Royal Armouries in Leeds and collected by representatives from our Wellbeing Hub. Andy Atha, the head judge said:

"Shaped by listening directly to peers and colleagues, they've introduced things like menopause training and men's health engagement – initiatives that are colleague led and self-sustaining, driven by genuine passion from the ground up. The results speak for themselves with clear evidence of quality of impact across the business reaching every site, every shift and every team. A brilliant example of wellbeing that's inclusive, practical and built to last."

- Andy Atha, Head Judge

In 2025, we strengthened our commitment to creating an environment where everyone feels a warm welcome and a sense of belonging. We joined the Business in the Community Opening Doors campaign, which helps organisations improve inclusive recruitment practices, ensuring opportunities are accessible to all. Alongside this, we introduced a Group-wide approach to reinforce the importance of preventing sexual harassment, making sure every colleague understands their role in maintaining a safe and respectful workplace.

Recognising the diversity of our teams, we also began neurodiversity awareness training for line managers, equipping them with the knowledge and confidence to support colleagues with different ways of thinking and working. And because good decisions start with good data, we've taken time to deepen our understanding of our diversity and inclusion metrics. This insight will shape the next phase of our work, helping us focus on the areas that matter most to our people.



OUR PLANET

We're working to do things properly for the planet we all rely on.

In 2025, we strengthened the foundations that will guide our long-term environmental journey. From improving how we measure and monitor carbon emissions to deepening our understanding of biodiversity and water stewardship, we continued to evolve and strengthen our environmental ambitions and impact.

In this section, we share some of our priorities, progress and partnerships with additional information in the 'Our Suppliers' and 'Our Communities' sections.

Image credit: John Bridges/WTML

Our focus on

ENERGY AND EMISSIONS

Monitoring our energy consumption, measuring carbon emissions, and actively managing reductions are critical components in our approach to tackling climate change.

We measure our carbon emissions using both the location-based method – which reflects the emissions from the grid where we operate – and the market-based method, which accounts for the specific energy contracts and renewable purchases we make. Using these complementary approaches gives us a more complete picture of our impact so we can pinpoint areas for improvement, prioritise efficiency measures, and take meaningful action.

This year, once again grid electricity is our primary contributor, accounting for 46.1% of our total energy consumption. While energy consumption increased by 0.9% compared to the previous financial year, overall location-based emissions decreased by 7.6%, due to a combination of improvements made to the energy generation supplying the national grid and continued transition towards lower carbon resource alternatives, such as Hydrotreated Vegetable Oil (HVO).

In 2025, we developed our emissions reduction plan based on our Energy Saving Operations Scheme (ESOS) survey, including:

- **Targeted meter survey:** A detailed meter survey across key areas of our business has identified where additional hardware can help measure energy consumption at a more granular level. In the year ahead, we aim to start implementing improvement measures informed by the data.
- **Review of the Building Management System (BMS) settings:** We've refined our BMS settings to uncover opportunities for reducing our electricity and energy usage. For example, adjusting the operational times of heating controls to align with shift patterns to ensure systems aren't running when buildings are unoccupied.
- **Promoting energy awareness:** Our team of Planet Champions continued to encourage colleagues to switch off lights, climate controls, and standby modes when not in use. These small, everyday actions collectively contribute to meaningful energy savings.



Some of our Planet Champions team.

REDUCING TRANSPORT EMISSIONS AT TAYLORS DISTRIBUTION

Following a successful vehicle trial of Hydrotreated Vegetable Oil (HVO) fuel at our Warehouse and Distribution site, we plan to roll this out further in the future. This marks a key step in our transition away from diesel fuel towards a fossil-free alternative.



OUR ENERGY AND EMISSIONS IN 2025 (COMPARED TO 2024)

22,704 MWh

Total energy consumption (0.9% increase from previous year)

4,026 tCO₂e

Location-based emissions (decreased by 7.6% compared with previous year)

466 tCO₂e

Market-based emissions (11% reduction from previous year)

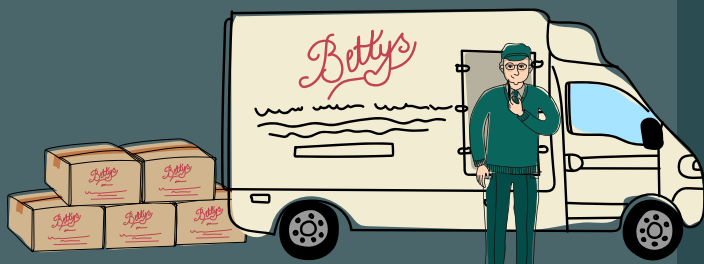
Our focus on

WASTE

At Bettys & Taylors Group, we're committed to reducing waste and making sure it's managed responsibly. To help drive this forward, we have a dedicated waste workstream that spans the business through which we regularly review our approach and continue to look for opportunities to improve the way unavoidable waste is processed.

Some examples from the year gone by include:

- At our Bettys York branch, a new cardboard collection (ranging between 30-50kg per week) has helped to reduce their recycling waste collections. The cardboard is brought back to our Harrogate site where we have a dedicated waste segregation area for the business. It is baled and collected by our waste provider for recycling at a paper mill.
- We continued to work with Fareshare Yorkshire donating 7.9 tonnes of surplus tea, coffee and Bakery products which was distributed to 465 charities and community groups across Yorkshire and the UK.
- Members of our Sustainability and Group Property Services team joined a working group visit to one of the energy from waste plants where our waste is handled. The visit gave us valuable insight into how our waste is processed, helping us better understand its journey and identify opportunities for improvement.



Case study

SUPPORTING ENVIRONMENTAL ACTION IN BETTYS

Bettys Planet Champions play a vital voluntary role in embedding environmental awareness into everyday operations. Each branch has one or two Champions who, alongside their day-to-day work, act as advocates for sustainability and environmental action. Their mission is to reduce plastic, paper, and food waste while inspiring colleagues to think carefully about how they dispose of items and explore ways we can make improvements together, as well as tailoring measures to the local insights and needs of their branch.

As well as the cardboard recycling collection scheme, other initiatives the Planet Champions have led include:

- Partnerships with local allotment groups to collect coffee grounds.
- Donating surplus food to local charities and food banks.
- Partnering with the Cone Exchange to repurpose waste items including corks, egg trays, foil cake trays, and empty ribbon reels—giving them a new lease of life for activities such as crafting or as resources for community projects.

More widely, Bettys & Taylors Group became a corporate partner of ISEP, the Institute of Sustainability and Environmental Professionals. Through this partnership, our people will have access to environmental training resources and practical tools which will help shape and strengthen our commitment to sustainability education and ongoing learning.



"I've been a Planet Champion for a few years now and I've seen how small changes add up when people feel empowered to reduce waste, recycle more, and think creatively about reuse. I love the challenge of coming up with practical ideas to cut down on waste and I know we can still do more. For me, it's not about being perfect, it's about all of us doing what we can and learning as we go."

– Julie Simpson, Duty Manager and Housekeeper Team Leader, Bettys York

"I'm passionate about being a Planet Champion because I've seen how every small step — whether it's saving coffee grounds, repurposing materials, or just switching off a light — builds a culture of care that makes a real difference at work and at home. I really value our Planet Champions meetings; they're a chance for us to come together, share ideas, frustrations, good news and the changes we've put in place. It keeps us moving forward, supporting each other and trying to be the best we can be. Over time, this focus on environmental action has become part of our everyday ethos, not just in one branch but across the whole Group."

– Sam Nicholls, Deputy Catering Manager, Bettys Northallerton

OUR WORK TOWARDS NET ZERO

In 2019 we achieved full 'field-to-shelf' carbon neutrality for our tea and coffee range, followed by overall business carbon neutrality in 2020. However, we recognised that balancing emissions wasn't enough and over the last few years we've been setting our sights on Net Zero, as defined by the Science-Based Targets Initiative (SBTi).

As a foundation for this, our early focus has been to improve our data and measurement processes and build our understanding and partnerships.

For example, in 2025 we:

- Worked with an external partner to re-baseline emissions across all three scopes and support the development of our carbon strategy for the future.
- Set up a carbon management platform to capture accurate and auditable data to guide our net zero journey.
- Introduced a new energy monitoring platform giving teams, wherever they are based, the ability to track their energy use and assess performance over time.
- Worked with suppliers and other partners, to improve carbon measurement across our tea and coffee supply chain – see page 21 for more information.

Together, these activities will help turn net zero from an aspiration into a measurable, actionable strategy. We planned to submit our letter of commitment to the SBTi before the end of 2025 but instead focused on establishing strong foundations. We're now better placed to make this commitment in 2026.



Our focus on

PACKAGING

We’re committed to making informed decisions to reduce the environmental impact of our packaging while protecting food quality and customer experience. This includes prioritising recyclable packaging and working to eliminate single-use plastics and other non-recyclable materials.

In 2025 the UK policy landscape around packaging and recycling shifted significantly. Extended Producer Responsibility (EPR) and the Plastic Packaging Tax have placed more responsibility on producers and businesses, while evolving EU standards continue to raise expectations around compliance, reporting, and packaging design.

Implementing these changes takes time, as we often need to wait for suitable materials that maintain product quality to come onto the market. To support action, we’re working more collaboratively across the Group, including a knowledge sharing workshop for our packaging teams earlier in the year.

For Taylors, 2025 marked a milestone year in the UK Plastic Pact. As the case study shows, we’ve made progress in several areas but recognise there is more to do – not only to meet regulatory obligations but also to strengthen our long-term plans to reduce waste and emissions, and help consumers recycle responsibly.

Meanwhile, at Bettys we have been testing and trialling different materials to help reduce our packaging overall and increase the use of recyclable packaging. Examples includes new board-based cake boards and changing the plastic-based flow wrap used for products such as our Cheeky Rascals, shortbreads and cake portions to a compostable version.

Case study

WORKING WITH WRAP

In 2018 Taylors became one of the first signatories to the UK Plastics Pact, a WRAP led initiative aiming to transform the plastics system in the UK by 2025. The Pact set ambitious goals: eliminating unnecessary single use plastics, ensuring all plastic packaging is reusable, recyclable or compostable, and increasing recycled content.

From the outset, we recognised that some of these targets would be challenging. The pandemic and delays to key policy developments added further complexity. Despite this, we made strong progress and invested significantly to support the Pact’s ambitions – including transitioning Yorkshire Tea tea bags to plant-based plastic, removing plastic overwraps from our tea boxes, and moving our core roast and ground coffee packaging to a format that can be recycled at supermarkets.



TAYLORS OF HARROGATE UK PLASTIC PACT TARGETS*

GOAL	TARGET	ACHIEVED	PROGRESS, CHALLENGES & NEXT STEPS
Eliminate problematic or unnecessary single use plastic	100%	100%	• We replaced the oil-based plastic in our tea bags with PLA, a plant-based plastic. All UK supermarket Yorkshire Tea boxes now contain plant-based tea bags.
100% of plastic packaging to be reusable, recyclable or compostable	100%	66%	• Removing the plastic overwrap from Yorkshire Tea boxes is expected to reduce plastic packaging by 260 tonnes annually. • Transitioning our core coffee range to monopolymer materials has created the foundation for widespread recyclability in the future. While currently only recyclable via supermarkets, broader adoption depends on improvements in the UK’s recycling infrastructure. • Our focus has been to prioritise areas where we can have the biggest impact. With a roadmap now in place, we’re extending these changes across the rest of our tea and coffee ranges. Next steps include transitioning loose-leaf tea packs and large catering bags of Yorkshire Tea to monopolymer materials.
30% recycled content across our plastic packaging	30%	6%	• Our pallet wrap contains 30% recycled content. • We are exploring ways to introduce recycled content into our coffee and loose leaf tea films, though progress is constrained by the limited availability of suitable flexible packaging materials. We remain committed to overcoming these challenges and implementing solutions as soon as feasible.

* Final Plastics Pact 2025 data submissions will be completed in spring 2026.

We are proud to have fully met one of the UK Plastics Pact targets, a reflection on the sustained effort and investment to eliminate unnecessary single-use plastic. At the same time, we recognise that we have more work to do to achieve the remaining goals. In part, progress has been influenced by factors beyond our direct control, including shortages of high quality recycled materials and the pace of policy and infrastructure development across the UK.

Despite these challenges, we remain committed to reducing the amount of packaging we use and improving the recyclability of our existing packaging by working closely with our partners and suppliers. By working with WRAP we’ve also had the opportunity to build our knowledge and pool insight and knowledge with other businesses and experts in this fast-changing field.

Our focus on

BIODIVERSITY & WATER

Given the global biodiversity crisis, we recognise that safeguarding the natural world is essential to sustaining our business for the long term. While we have a long history of tree planting – both in the UK and throughout our tea and coffee supply chains – this year we deepened our understanding of the biodiversity and water related risks facing our business to help shape our future plans.

Over the past year, we've begun working with an external partner and colleagues across

the business to map out practical steps for our long-term water stewardship and biodiversity strategies, while building our internal capacity to develop the knowledge and tools to start to embed these strategies into everyday sourcing, sustainability, and operational decisions.

We have also partnered with Nature Positive to assess biodiversity risks within our tea and coffee supply chains – see page 21 for more information.



Image credit: The Woodland Trust

Our partnership with

THE WOODLAND TRUST

Since 2022, our five-year partnership with the Woodland Trust has been supporting nature recovery at Snaizeholme – one of the Trust's flagship habitat restoration projects in the heart of the Yorkshire Dales. Through this collaboration, we have funded the planting of 50,000 native broadleaved trees across nearly 32 hectares of the valley. As they mature, these trees will sequester carbon, boost biodiversity, build

habitat resilience, and contribute to natural flood management. In 2025, over 40 volunteers from across the Group spent time at Snaizeholme, dismantling fencing to open up the landscape, creating space for wildlife, and supporting the long-term restoration of this unique environment.

"Three years into our five-year partnership, the support Bettys & Taylors have given so far is already making a huge difference to what we're working to achieve at the site – including planting 50,000 trees across the valley. This will have a big impact on flood mitigation and management, not just in the immediate area, but also for the thousands of people who live and work downstream."

– Sam Tarrant, Head of Partnerships, the Woodland Trust



Image credit: Kathy Ward/WTML

Case study

CELEBRATING TEN YEARS OF TIST

This year marked a decade since we embarked on our ten-year partnership with the International Small Group Tree Planting Program (TIST) in Kenya, with a commitment to plant one million trees around Mount Kenya.

TIST is one of our longest-running value chain investment projects at Taylors. The partnership set out to work with 4,000 smallholder farmers from four of our key Kenya Tea Development Agency (KTDA) supplier factories, supporting incomes and providing carbon credits which enabled us to achieve CarbonNeutral status in 2020 (for product and operations).

HOW IT WORKS

At the heart of TIST is a simple but powerful model to empower farmers to take climate action while improving their livelihoods.

Farmers choose to join TIST because they see the benefits – healthier farms, stronger communities, and a better environment. Once a farmer joins, trained local leaders known as Cluster Servants visit their land to record the current environmental conditions.

Farmers plant trees on degraded or unused land, choosing species that suit their needs – whether for shade, fruit, timber, or soil improvement. TIST doesn't prescribe what to plant, respecting farmers' autonomy and encouraging peer-to-peer learning.

Members agree to maintain the trees for 30 years. Every tree is counted and tracked and

the data is made publicly available, ensuring transparency and accountability. After five years of tree growth, tree mass and the volume of carbon stored in the trees can be measured, verified to international standards, and sold as certified carbon credits.

BEYOND TREE PLANTING

TIST is more than a tree planting initiative, it supports sustainable farming practices and builds long-term resilience for farming communities through agroforestry and conservation farming techniques, which result in improved soil health, water retention, and crop yields. Many farmers also grow fruit and nut trees, and keep bees for honey, as an additional source of income.

Through the Small Groups and Clusters, the programme fosters leadership, learning, and knowledge-sharing, with women and young people encouraged to take active roles. Seedling nurseries further support reforestation, biodiversity, and local livelihoods, serving as both learning hubs and sources of income.

"Having Bettys & Taylors invest in TIST has made it possible to reach out to many subsistence farmers in Kenya. In doing so, we've been able to grow more trees and grow more leaders."

-Alphaxard Kimani, TIST Founding Member and Operational Leadership Council



AT A GLANCE

14,500+

TIST members engaged (vs. a target of 3,360)

5M

Nearly 5 million trees planted

OUR SUPPLIERS

We believe that the way we source is as important as what we source.

We know that our success today and in the future is based on the performance and reliability of our suppliers – whether they're tea and coffee producers in the tropics, or farmers closer to home. That's why we focus on building strong, long-term relationships with our key suppliers.

And, of course, it's only by working in partnership with producers who share our values that we can deliver the quality our customers expect, meet our net zero ambitions, and create resilient, thriving livelihoods and communities for the people who grow and produce our ingredients and raw materials.

A WORLD OF TEA AND COFFEE

To help safeguard the future of tea and coffee and ensure our customers can enjoy their brew for generations to come, we've developed a way of sourcing that puts our values at its heart: Taylors Sourcing Approach (TSA).

TSA is our unique and integrated approach to working in our tea and coffee supply chain. It includes our commitment to long-term relationships with suppliers who share our values, and supports three interconnected outcomes: economic durability, environmental stewardship and resilient communities.

Launched in 2013, we're proud of the partnerships TSA has built and the positive difference it's made. However, given the complexity and challenges of the sector, we know we need to build on these foundations to deliver more impact for the future. A priority over the last two years has been engaging our suppliers to help strengthen TSA, with a focus on processes around data sharing, feedback and measurement, and working together to understand and address the material risks and challenges unique to each supplier and region.

TSA also includes our programme of Value Chain Investment and industry-wide collaborations to help create the tea and coffee supply chain we want for the future – one that's sustainable, equitable and resilient, for everyone's benefit.

See appendix for more information about how TSA works in practice, VCI investment in 2025 and our collaborative partnerships.

HIGHLIGHTS FROM 2025

£1,432,165

Invested in programmes driving long-term resilience and sustainability in our value chains

60+

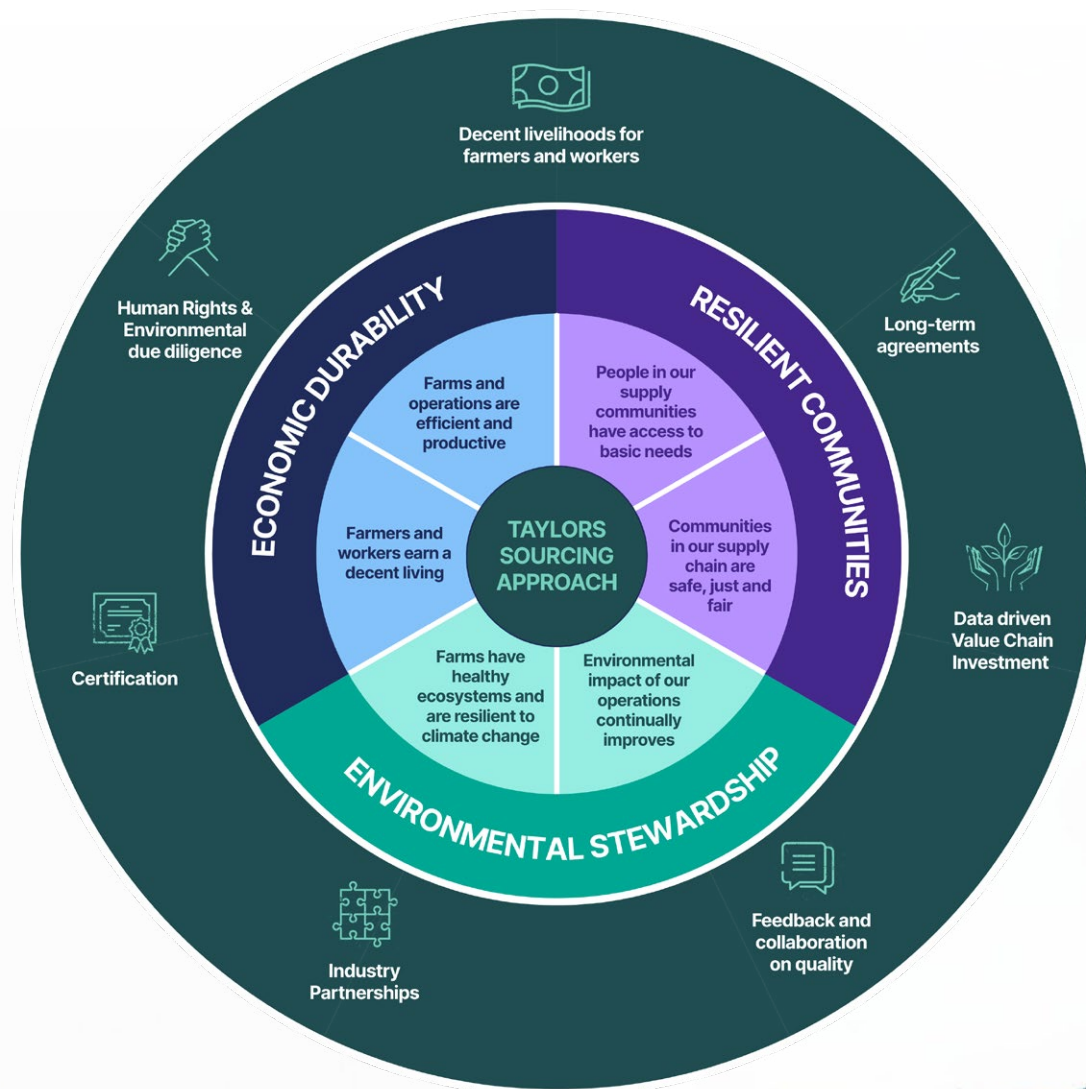
Projects supported across 19 countries

27

Buyer trips to origin

49

Suppliers engaged in shaping TSA for the future



Our focus on

ENVIRONMENTAL STEWARDSHIP

Our commitment to long-term relationships with suppliers means we're well placed to share knowledge and collaborate on initiatives that reduce emissions and strengthen resilience against climate change.

A key focus for 2025 has been investing in research and practical tools to measure emissions, assess environmental risks and empower farmers to make informed decisions. For example:

- Working as part of a consortium led by the UK Tea & Infusions Association (UKTIA) and Tea and Herbal Association of Canada (THAC), we helped develop a tea-specific typology within the Cool Farm Platform, giving producers the ability to accurately measure greenhouse gas (GHG) emissions at a farm level. This science-led, industry-backed innovation provides credible, crop-specific data – a major step forward for sustainable tea farming.
- Our collaboration with Falcon Coffees continued as we gathered emissions data and mapped sources and sinks on coffee farms. Building on previous work in Rwanda and Peru, 2025 saw us expand efforts to the UCA San Juan cooperative union in Nicaragua. The study assessed GHG emissions for 100 smallholder producer members, helping us understand where to focus moving forward.
- Over the past two years, we've supported the development of an interactive web tool with World Coffee Research and the International Centre for Tropical Agriculture to help coffee farmers select the best-performing varieties. The initiative combines climate modelling and global variety performance data so that coffee farmers can choose the best-performing varieties for their location, based on future climate predictions.
- We partnered with Nature Positive to assess biodiversity risks and opportunities across our tea and coffee supply chain. Many of our suppliers operate in regions rich in biodiversity and tea and coffee farming, like most agricultural production, both impacts and depends on nature. Practices like mono-cropping and pesticide use can harm ecosystems, while healthy natural systems are essential for climate regulation, pollination and soil fertility. This work is helping shape our future plans by identifying priority regions and nature-based solutions to protect biodiversity and support sustainable farming.



Image credit: World Coffee Research



Image credit: Aerial Capturez/World Coffee Research

"We're grateful for the tremendous commitment by Taylors of Harrogate to advancing this work for the entire coffee industry. Their support enables us to bridge the gap between high-level climate science and on-the-ground decision-making, giving farmers, extensionists, and funders data-driven insight to choose the right varieties. This support is pivotal for sustainable coffee production, empowering farming communities, and providing a science-based foundation for long-term investment and impact."

- Dr Jennifer 'Vern' Long, CEO World Coffee Research

Case study

REGENERATIVE AGRICULTURE: BUILDING RESILIENT SUPPLY CHAINS

Regenerative agriculture is a holistic approach that restores ecosystems, improves soil health and strengthens climate resilience. Unlike conventional methods that often deplete resources, regenerative practices rebuild them – creating long-term benefits for farmers, communities and the planet.

We're committed to working with suppliers to accelerate the shift toward regenerative farming. For example, in Assam, India, where 6 million people rely on tea, climate-driven pest outbreaks threaten yields and livelihoods. Historically, farmers depended on agrochemicals but rising costs and stricter residue regulations are driving the need for change. In 2025, we supported the establishment of an Integrated Pest Management (IPM) Task Force, led by the Rainforest Alliance, alongside research bodies and leading tea producers.

The Task Force is piloting interventions on 10 hectares across three estates, testing protocols that combine agricultural practices, biological pest control, soil health improvements, and natural farming principles. Early observations show improved soil structure, increased earthworm activity, healthier root systems, and pest levels maintained within threshold limits. These measures reduce chemical inputs, cut costs, and build resilience against climate shocks while restoring

biodiversity. The learning from these pilots will inform contextualised guidelines for Assam, supporting wider adoption across the tea sector. This work is critical for long-term sustainability, helping estates transition away from chemical dependency and towards practices that protect ecosystems and livelihoods.

Meanwhile in Brazil, the world's largest coffee producer, growers face heatwaves, frosts, and market volatility. We've worked with Expocacer, a cooperative in Minas Gerais, for the past two years on projects to increase regenerative agricultural practices among their coffee farmers.

The project involves planting native and fruit trees for shade and biodiversity, and sowing cover crops to protect and enrich soils. As well as improving soil fertility and biodiversity, these practices aim to reduce GHG emissions and help farms withstand droughts and floods. This year we started similar projects with two other cooperatives in Brazil – Appcer and Assodantas – and hope to expand the work further in 2026.

See page 18 to find out more about our ten-year programme to plant 5 million trees with tea small holders in Kenya.



How we're supporting

LIVELIHOODS

In the tea and coffee sector – as in many agricultural commodities – farmers and workers often struggle to earn enough to meet their basic needs or support their families. Contributing factors include unequal distribution of income across the value chain, volatile market prices and the growing impact of climate change.

We believe everyone in our supply chain deserves fair compensation for their work and should be able to afford a decent standard of living. That's why we're working to address the living income for smallholder farmers and the living wage gap for hired workers.

WHAT DO WE MEAN BY LIVING INCOME AND LIVING WAGE?

A living income is the amount a household needs to cover essentials such as food, housing, healthcare, education, clothing and savings for unexpected events. This concept typically applies to smallholder farmers who rely on crop sales. A living wage, meanwhile, refers to remuneration sufficient for a worker and their family to afford a decent standard of living.

Both are critical to building resilient communities and sustainable supply chains.

OUR WORK ON LIVING INCOME

Smallholder farmers are at the heart of our coffee and tea supply chains, yet many face significant living income gaps. We're working to close these gaps through a range of initiatives:

- Income diversification helps reduce financial risk and create new revenue streams. For example, working with Rwanda Trading Company we're supporting 150 smallholders based around Kabonobono and Shyara wet mills increase yields and access income from piglet sales. A 'Pass the Pig' project provides piglets to smallholders along with training in animal husbandry and composting. When pigs give birth, smallholders are required to 'pass on' two piglets a year to other farmers, while gaining income from sales of other piglets. Alongside this, manure can be used as a fertilizer, reducing costs while increasing yields. We've also established a project with the Pangoa co-operative in Peru reaching 725 smallholders. With farmers' incomes impacted by climate change, the project aims to establish model farms and provide training in regenerative farming techniques and income generation.
- A four-year project in Malawi called Mthunzi, meaning shade, with the Ethical Tea Partnership (ETP) and other partners, has provided training for over 7,000 farmers in tree planting, bee keeping and business skills. The programme aims to reach 10,000 farmers by the end of 2027, increasing incomes, strengthening gender equality and delivering environmental benefits.
- Village Savings and Loans Association (VSLAs) are small, member-run microfinancing groups that help farmers access low-interest loans to invest in their businesses. Last year, we launched a VSLA programme with the Kopakama Co-operative in Rwanda, reaching over 1060 smallholders.



Case study

CLOSING THE LIVING WAGE GAP IN TEA

In 2024 we teamed up with four other tea buyers and IDH, a global development organisation, for a pioneering living wage pilot.

Working with four estates across Kenya, Sri Lanka and Malawi, in the first year the pilot focused on identifying the living wage gap – the difference between remuneration received and a region-specific living wage benchmark – using a Salary Matrix tool created by IDH. Following on from this a ‘Collection and Distribution’ model was set up. This included voluntary contributions, based on volumes of tea sourced, paid into a central collection mechanism managed by IDH. This was then distributed to workers, prioritising those with the largest pay gap. The system is designed to ensure the funds are traceable, fair and reach those who need them most.

2025 represented the second year of the pilot, giving us the opportunity to review the impact of our contributions on two of our Kenyan suppliers – Nandi and Sasini.

The prototype provided valuable insights, including challenges around sub-contracted and seasonal workers, managing currency fluctuations, the timing of fund distribution and barriers to replicating at scale. Looking ahead, we’ll be using the learning from the pilot to explore how to embed living wage gap mechanisms into our procurement practices through long-term contracts with a selected group of suppliers.

More information on the Living Wage pilot can be [found here](#).

Alongside this, we’re also supporting the WageMap consortium – a global multi-stakeholder initiative working to accelerate progress through the creation of the Living Wage Reference Standard (LWRS). The LWRS provides a neutral, credible benchmark to allow businesses, unions and data providers make consistent, informed choices.

Our involvement goes beyond our own supply chain commitments. By supporting WageMap’s research and consultations, including funding work on unexplored issues such as childcare and gender equality, we’re contributing to building the evidence base that underpins global living wage strategies.

"The Living Wage work has been a transformative collaboration, putting workers at the centre of sustainable business practices. The program addresses wage gaps and strengthens financial security across job categories through structured dialogue, practical implementation, and transparent collaboration. Workers benefit from increased self-respect, motivation, and stability, while as a business we gain trust, stronger relationships with employees, productivity, and long-term resilience."

The partnership has demonstrated that progress on living wages is both feasible and impactful when approached collaboratively, benefiting employees, their families, the wider community as well as organisational performance."

– Dipporah Manwa, Deputy General Manager, Compliance & Certification, Sasini

How we're supporting more

RESILIENT COMMUNITIES

In many of the rural areas we source from communities have limited infrastructure or access to services such as education, healthcare, housing, clean water and sanitation. Women and girls often face additional challenges, including discrimination, gender-based violence and restricted opportunities.

Our commitment is clear: to help create safe, resilient communities in our supply chain, where people are informed, empowered and able to claim their rights. We take a stakeholder-led approach, tailoring projects to community needs. These range from direct initiatives with suppliers to multi-year collaborations with NGOs and partners.

Examples of projects where we've worked directly with suppliers include:

- **Early childhood and education:** We've invested in projects that support early childhood development and improve access to education. For example, in Chiapas, Mexico, we partnered with coffee supplier AMSA to improve school facilities and encourage attendance. This included establishing a nursery, refurbishing classrooms and play areas.
- **Improving water and sanitation:** Along with funding community toilets in India and Rwanda, we've also supported projects which improve access to clean water. For example, we partnered with Project Waterfall, Marks & Spencer, the Millenium Water Alliance and Trabocca to support a pioneering project with the Oromia Coffee Farmers' Cooperative Union, in Limu, Ethiopia. Here research is exploring how to turn wastewater into safe drinking water and for reuse in coffee processing. The first phase focuses on feasibility studies, filtration methods, and integrating safe water supply into local schools.



Image credit: Millenium Water Alliance





Case study

STRENGTHENING ASSAM'S TEA COMMUNITIES

Since 2017, we've supported the ETP's Plantation Community Empowerment Programme in Assam, India. Initially piloted on three estates, the programme now spans 23 estates across 9 districts, creating Community Development Forums (CDFs) where estate management, workers and community members collaborate to address issues such as health, child protection, sanitation and income generation.

In parallel, we're part of IDH's Women's Safety Accelerator Fund (WSAF), a transformative programme aimed at creating a safer and more empowering environment for women in India's tea sector. Guided by the UN Global Women's Safety Framework in Rural Spaces, phase 1 (2020 – 2024) reached 321 estates and over 358,205 workers across India, embedding grievance mechanisms and raising awareness.

Phase 2, launched in September 2024, aims to extend this to 550 estates and strengthen redress mechanisms, improve women's health and financial and digital literacy, and build cross sector partnerships with government agencies, unions and civil society.

Many tea estates within the WSAF programme have established Community Development Forums via the Plantation Community Empowerment Programme, providing a strong platform for engagement and impact, enabling WSAF interventions to connect with existing structures that promote community voice and resilience.



WANT TO KNOW MORE?

Find out more about these programmes and the impact they've had:

- [Plantation Community Empowerment Programme - ETP](#)
- [Women's Safety Accelerator Fund Launches Phase 2](#)

A focus on

SOURCING WITH PRIDE AT BETTYS

At Bettys, our reputation for exceptional quality depends on the trusted suppliers who provide the ingredients and materials that make our products delicious, beautifully presented, and true to our values.

Guided by our sourcing principles, we make balanced purchasing decisions that consider quality, sustainability and commercial value, while prioritising local Yorkshire suppliers wherever possible.

Over the past year, we've strengthened our procurement processes to support this balanced approach. Working closely with our Group Sustainability team, we've enhanced supplier assessments to place greater emphasis on sustainability criteria. This work will continue in 2026, including reviewing and strengthening Bettys Sourcing Principles, refining our approach to supplier categorisation, further embedding our principles into purchasing decisions and working with key suppliers to find ways to strengthen our impact together.

As well as celebrating the quality ingredients in our local area, we honour our Swiss heritage by partnering with Swiss suppliers who share our commitment to quality and sustainability. For example, our Swiss Raclette cheese is made by a company that's over a century old using milk produced to the 'Swissmilk Green' sustainability standard. Our menu also features a range of Swiss wines from the Bonvin vineyard in Valais, where grapes are grown on steep mountain slopes using time-honoured techniques that respect the environment.

Meanwhile, all our couverture chocolate comes from Felchlin, a family-owned chocolatier based in Ibach, Switzerland. Renowned for its

commitment to quality and responsible sourcing, central to their philosophy is the Fair Direct Cocoa programme. This champions long-term partnerships, fair price premiums, and stringent social and environmental standards throughout the supply chain.

Felchlin recognises that good health is fundamental to stable livelihoods and sustainable productivity. To support cocoa-farming communities, they partner with Elucid and local organisations to fund healthcare initiatives that provide access to medical services, health insurance, and preventive care. These programmes help reduce the financial strain of illness, prevent income loss from untreated conditions, and build resilience among farming families. By addressing healthcare alongside fair pricing, Felchlin strengthens farmer well-being and economic security. This holistic approach earned Felchlin the prestigious Swiss Ethics Award in 2025 for its outstanding work in reducing poverty and improving farmer productivity.



Supplier spotlight

SYKES HOUSE FARM

Based near Wetherby, Sykes House Farm is a third-generation, family-owned business that has supplied Bettys with premium-quality meat for over 15 years.

Working with trusted Yorkshire farms, Sykes House Farm shares our commitment to high animal welfare standards and full traceability from field to fork. For example, the pork used for Bettys bacon, and bespoke-recipe sausages, comes from Colin Piercy's farm in Easingwold where outdoor-reared pigs roam freely. Sykes House Farm source our higher-welfare chicken from Soanes Poultry, near Driffield, who won 'Best Sustainable Product' in the Deliciously Yorkshire Awards 2025, amongst many other Great Taste awards.

Beyond quality, Sykes House Farm invests in its people and community. The business offers apprenticeships and recently welcomed its first female apprentice butcher. It supports local initiatives through educational visits and donations to food banks. Sustainability is central to their approach. Solar panels generate around 25% of their annual power, energy efficiency initiatives reduce consumption, and effluent treatment systems support responsible water use.

Our long-standing partnership with Sykes House Farm gives us the confidence that we're serving our customers exceptional quality, while also supporting practices that respect animals, people and the planet.



Image credit: Sykes House Farm

OUR COMMUNITY

When our local area thrives, we thrive too.

In 2025, we continued to invest in the strength and resilience of our local Yorkshire communities, recognising that thriving communities create a stronger foundation for our business. Through long-term partnerships, targeted support and practical opportunities, we helped build skills, improve access to employment and supported environmental and community resilience across our local area.

We know that we've got more to do, but we're hugely grateful to the support we get from our people, partners and the communities we serve.

Turning waste into opportunity

THE CONE EXCHANGE

The Cone Exchange, our flagship community project, continues to demonstrate the power of creativity and collaboration. By working with the community to give waste a new lease of life, the project once again delivered an exceptional year of impact in 2025.

In its most successful year to date, the Cone Exchange raised over £75,000 for 21 local good causes, including The British Legion, Horticap and the Yorkshire Dales Millennium Trust. The team also continued to promote environmental awareness, attending 10 community events and recycling or repurposing waste from 19 local businesses.

A key part of the Cone Exchange's work is to create opportunities for young people. In 2025, the team provided 720 hours of work experience for young adults with additional learning needs, helping to build skills, confidence and pathways into future employment.

One of the highlights of the year was the Cone

Exchange show garden at the Harrogate Spring Flower Show – a chance to celebrate the inspiring work of our volunteers and illustrate how trash can be transformed into treasure. Set against the backdrop of a Bettys picnic in a wildflower meadow, every plant, animal, and flower was crafted from repurposed materials by volunteers and customers.

In the summer, eight Cone Exchange volunteers were honoured with an invitation to the Northern Summer Garden Party, hosted by the Archbishop of York, the Dean of York Minster and the Lord-Lieutenant of North Yorkshire. This special occasion recognised their outstanding commitment to supporting the local community.

A big thank you to all our volunteers and the businesses, charities, work placement students, customers and colleagues who continue to show their support and commitment to the Cone Exchange.

Learn more about the Cone Exchange [here](#).



THE CONE EXCHANGE IN 2025

41
Community volunteers

5,788
Volunteer hours

720
Student work
experience hours

A focus on

OUR COMMUNITY PARTNERS

Our work in our local community focuses on three core areas: supporting skills and employability, environmental stewardship, and engaging our people to help make a positive difference. To support this, we work with a number of key partners:

TWO RIDINGS COMMUNITY FOUNDATION

We continued our longstanding partnership with Two Ridings Community Foundation, the community foundation for North and East Yorkshire, Hull and York. In 2025, our contribution of £126,770 enabled Two Ridings Community Foundation to distribute grants to 15 local groups delivering vital employability and life skills support. For example:

- Chocolate & Co, a café in York, offers structured work opportunities, personal development, and pathways into mainstream employment for people recovering from addiction, homelessness, or offending. Our funding helped four people transition into mainstream employment, helping them build confidence, skills and a fresh start.
- With our support, Hambleton Community Action (HCA) in Northallerton expanded its UpFront life skills programme which provides free, informal sessions to help people build practical skills that boost wellbeing, confidence, and employability. From cookery and sewing workshops to 'Bus Confidence' trips that encourage independent travel, HCA helps people facing mobility, health or social challenges gain greater independence.
- In rural North Yorkshire, Colburn Hub and Cafe C.I.C. brings people together through daily drop-ins and workshops designed to reduce isolation. In 2025, our funding supported a cooking programme for around 30 people of mixed ability and ages, who learned side by side and shared skills – strengthening community connections and boosting confidence.
- We supported Inspire Youth Yorkshire who deliver essential programmes for young people who often feel overlooked, providing stability, skills, confidence, and a clearer path toward a positive future. In 2026, we'll be building on our support by providing a week-long work experience in our business for a group of students.



Image credit: Two Ridings Community Foundation

YORKSHIRE DALES MILLENNIUM TRUST

This year, we deepened our partnership with the Yorkshire Dales Millennium Trust (YDMT). Over the next three years, we're providing funding to support YDMT's new strategy, which is focused on delivering lasting social and environmental impact across the Yorkshire Dales and neighbouring urban communities. Our partnership is helping to support several key initiatives:

- Green Futures – enabling people from the most vulnerable and marginalised communities in our region to experience the Yorkshire Dales, improving wellbeing and building new skills.
- Rural Apprenticeships – creating career opportunities for young people in conservation and land management.
- Seed to Sapling – supporting tree planting in the Dales by growing native saplings from locally sourced seeds through a community-led scheme, contributing to a richer landscape of trees, woods and hedgerows.



Image credit: YDMT

We were also proud to host YDMT's People, Planet, Purpose event at Bettys Harrogate. The event celebrated business as a force for good, inspiring new partnerships and highlighting the impact of YDMT's work with young people and communities.

CHANCE TO SHINE - SUPPORTING YOUNG PEOPLE THROUGH CRICKET

Yorkshire Tea has been a long-standing partner of Chance to Shine, the children's cricket charity that helps young people play, learn and grow through the power of sport. Chance to Shine delivers coaching in local state schools and runs free to attend 'Street Cricket Clubs', giving children in some of the most underserved communities the chance to experience the joy and life skills that cricket provides.

In 2025, we contributed £40,000, helping the charity reach 26,000 children across Yorkshire. We also sponsored the Yorkshire Street Cricket Finals in Bradford and the Yorkshire Chance to Compete Finals, a tournament for state secondary school girls.



THE COUNTRY TRUST

In 2025, our support allowed 380 primary school children from across Yorkshire to take part in 15 inspiring farm visits. These hands-on experiences helped pupils understand where their food comes from, follow the journey from food to fork, and find out about career opportunities in the food sector. The children also enjoyed practical activities, including making their own delicious scones.



BRADFORD 2025 CITY OF CULTURE

As Bradford celebrated being crowned the UK's City of Culture for 2025, we were delighted to offer our support as a corporate sponsor, helping to spotlight Bradford on the national stage and encourage more people to visit the region and discover Yorkshire's rich culture and heritage.

*Building Futures***SUPPORTING PEOPLE INTO WORK**

We recognise that helping people into work and raising aspirations – whether for young people or those facing barriers – is good for individuals, good for communities, and good for business. When people have the confidence, skills, and opportunity to thrive, the impact reaches far beyond employment: it strengthens wellbeing, builds resilience, and contributes to vibrant local economies.



"Thank you for supporting the delivery of the careers and employability module for our Year 10 ASDAN students. We all can see that these sessions have been so beneficial for this cohort of students and we have had positive feedback from both the students and parents/carers. We were especially impressed by how quickly you connected with the students, identified their needs, and created targeted, well structured sessions with clear learning outcomes."

- Careers Leader

In 2025, we strengthened our work with schools, charities, and community organisations, building new connections and deepening existing ones. These partnerships are raising aspirations, creating pathways into employment, and shaping a long-term strategy for lasting impact. For example:

- We delivered 37 careers focused visits and activities, from tailored placements to interactive sessions and talks designed to inspire and prepare young people for future careers. We supported mock interviews, took part in careers panels, and attended careers fairs, showcasing the breadth of opportunities available across our family business.
- In 2025, we held a four-week workplace programme for a group of Year 10 and 11 students from a local secondary school. Developed in partnership with the school, the programme gave students insight into a range of roles along with opportunities to build transferable skills. It was designed to support students working towards the nationally recognised ASDAN Award of Personal Effectiveness (AoPE) Level 1.
- Through our partnership with Clean Slate Solutions, we help people with past convictions access meaningful employment.
- We strengthened our commitment to supporting young people into work by partnering with a range of community organisations. This included Yes Careers, which works with schools in Yorkshire to support 16–18-year-olds who may be outside mainstream education or facing challenges with mental health, and the Spear Programme, which helps 16–24-year-olds overcome barriers such as poverty, lack of qualifications, or limited exposure to the workplace.

*Case study***WORKING WITH TEACH FIRST**

Teach First is a registered charity working to address educational disadvantage by building young people's employability, skills motivation and awareness of the world of work. We've worked together for several years offering virtual work experience weeks and providing coaching, via our 1:1 Developers, for newly qualified teachers.

This summer, as part of Teach First's Summer Project, we welcomed two secondary school teachers into our business for a week. During their time with us, the pair met colleagues across the business and careers experts, gaining first-hand insight into how

businesses operate and exploring ways to strengthen employability pathways for young people. Their visit gave us valuable perspectives on the role of work experience and how businesses like ours can bridge the gap between education and employment, particularly for those facing disadvantage.

Alongside this initiative, we also welcomed a group of Year 10 students from a local secondary school to explore the world of work. The visit introduced them to career options, the skills employers value, and practical tools for applying for work experience, apprenticeships, and jobs.

A spotlight on our FABULOUS FUNDRAISING

Every year, all our branches choose a local charity to support. Typically, these have a close connection to our people or their families.

Once again, our charity fundraising teams organised a wide range of fundraising events from bingo nights and craft and cocktail evenings, to book sales, sports days, line dancing and (perhaps unsurprisingly) lots of bake sales! As a result, we raised a total of £73,187.74 for our charity partners in 2025.

Our annual Charity Celebration event was an opportunity to celebrate and hear first-hand how the funds raised will make a positive difference to our charities.



"A huge thank you to everyone at Bettys & Taylors. The warmth, passion, and genuine commitment to raising awareness for men's mental health was clear to see, and the support you've shown has been nothing short of outstanding. The awareness raised — alongside the incredible funds generated — is already making a real and measurable difference locally."

— Joseph Doyle, Andy's Man Club

"We know that the hospice was chosen as the Bakery and Cookery School's charity of the year, because we have made a difference to people in your team and their families at the end of their lives. Saint Michael's aims to make unbearable times more bearable and keep the patient and their family's needs central to every bit of care we provide. Thank you for choosing to back this local cause that supports people going through the toughest of times, right here on your doorstep in Harrogate."

— Nicki Hood, Philanthropy Manager, St Michael's Hospice

"Taylors dedication, energy, and generosity in fundraising for the Special Care Baby Unit at Harrogate District Hospital has made a remarkable difference. Thanks to this support, we've been able to start work to refurbish a parent and family room, giving families comfort and hope at the moments they need it most."

— Yvonne Campbell, Head of Charity, Harrogate and District NHS Foundation Trust

£73,187.74

Raised by our people this year

APPENDIX

ABOUT THIS REPORT

For more than 30 years, we've shared an internal annual review of our Group's performance and progress with our teams. Last year, we took an important step by publishing parts of that report externally for the first time.

This is our second external Annual Review and it continues our commitment to sharing how we're working towards a more sustainable future. Our aim is to honour the work of our teams, while acknowledging that we don't always get it right, have plenty to learn and need to accelerate our impact for the future. The publication is designed for a broad audience – including employees, customers, suppliers, and partners – who want to understand the actions we're taking, what we're learning and the progress we're making.

You can explore previous reports via our [resource hub](#) and [Taylors Impact website](#).



OUR FAMILY BUSINESS PURPOSE AND VALUES

As a family business we're guided by our purpose, values and vision. Our Family Shareholders – now third and fourth generation – embrace their role as stewards, creating security and prosperity for all involved in our stakeholder model, and ensuring our success as an independent business for future generations.

Our purpose is to make a positive difference in the world.

OUR VALUES – THE 6PS

Prosperity: We're committed to remaining an independent family business and expect business strategies to be built on enduring economics.

People: We're committed to a stakeholder model that values all our stakeholders and rewards them fairly.

Product: We care about quality and exceptional customer experience, which is the cornerstone of our prosperity.

Process: We believe in Swiss precision and attention to detail, lived in relentless operational excellence, with common sense, clarity, simplicity and agility prevailing over bureaucracy.

Planet: We believe our environmental approach should go beyond compliance and good practice in areas where innovative leadership initiatives sustain and may have a positive impact on our relationship with the planet and enhance our reputation.

Passion: The deep love and belief in what we do is the pounding heart of this family business. It lifts the spirits of all around us and creates our uniqueness.

GOVERNANCE, STRATEGY AND POLICIES

Our **Collaborative CEO** take shared responsibility for organisational strategy and development, and ensuring our strategies and operations are aligned with our values, including building mutually beneficial relationships with all our stakeholders. Our Finance and Resources Director, who's part of both our Collaborative CEO and Board, holds accountability for sustainability and social impact.

Across the business we have a wide range of specialists and experts, working to ensure our

future strategies are informed by our changing stakeholder needs and expectations. In the year ahead, we'll be continuing to review our structures and processes to ensure that our strategies and plans are robust, well-governed and evolving.

To support our responsible business approach, we have a suite of policies and procedures many of which are publicly available on our [Group website](#).



Our Group Board. See our Group website for more information about our Leadership.

APPENDIX**TAYLORS
SOURCING
APPROACH****AN OVERVIEW**

For us, sourcing isn't just about buying tea and coffee – it's about building a future where these sectors thrive for generations to come. Taylors Sourcing Approach (TSA) brings together our values, long-term vision, and practical actions into one integrated framework. It guides how we work with suppliers, partners, and communities to deliver quality, protect human rights, and drive positive change across our value chains. It's how we turn our ambition into impact.

Here are the key principles that underpin how it works:

**DECENT LIVELIHOODS FOR FARMERS & WORKERS**

Living wage and income gaps are both a human rights and economic issue, and we're committed to working with suppliers and others, to support better remuneration for workers and farmers to ensure that the tea and coffee sectors are worth working in.

**LONG-TERM AGREEMENTS**

In an industry where transactional buying relationships are commonplace, we commit to multi-year partnerships with suppliers that enable continuous improvement and give suppliers the confidence to invest.

**DATA-DRIVEN VALUE CHAIN INVESTMENT**

We invest in initiatives that tackle social, environmental, and economic challenges – from community projects with suppliers to large-scale programs with NGOs and industry partners.

**FEEDBACK AND COLLABORATION ON QUALITY**

For us, quality is a non-negotiable. We work with suppliers to sustain exceptional tea and coffee for the future.

**INDUSTRY PARTNERSHIPS**

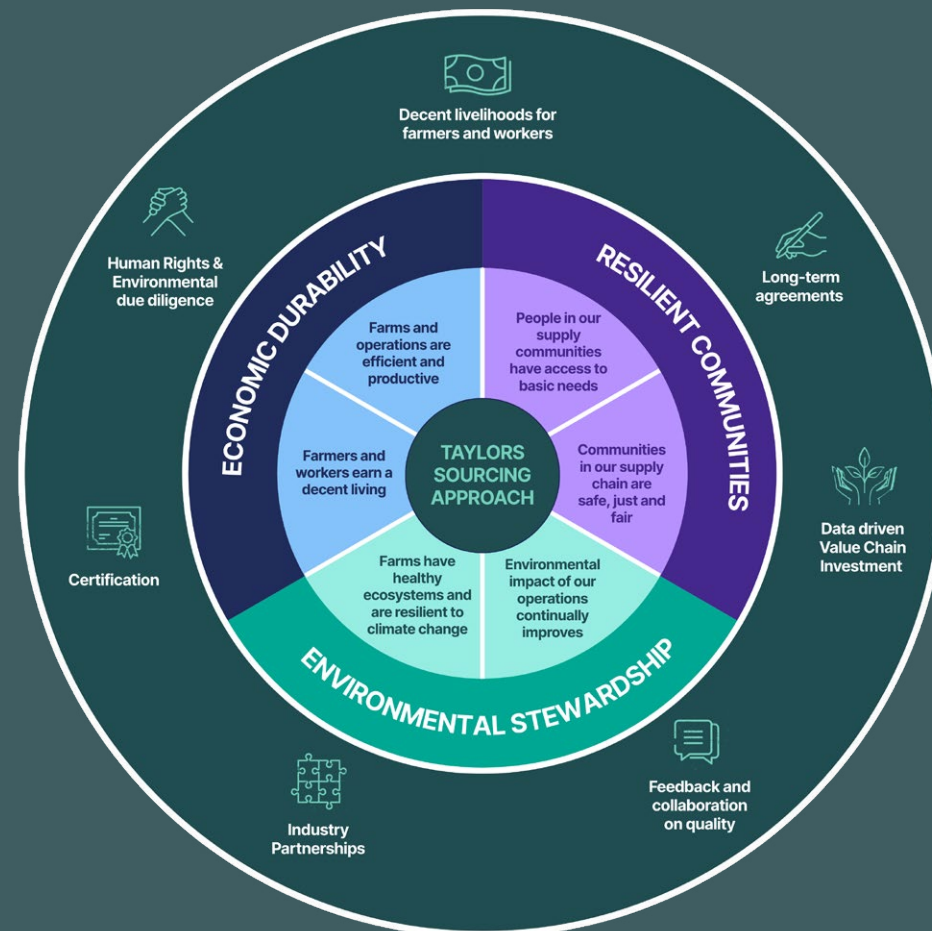
We recognise that to maximise our impact, we must collaborate with our peers, development experts and NGOs. Through active contribution and leadership at trade organisations and networks, we work to play our part in securing the future of the sector.

**CERTIFICATION**

Our core Yorkshire Tea and Taylors of Harrogate ranges carry at least one third-party certification. This provides the baseline standard of social and environmental conditions required of our suppliers, along with regular independent monitoring.

**HUMAN RIGHTS AND ENVIRONMENTAL DUE DILIGENCE (HREDD)**

For us the spirit of HREDD is about shared responsibility. We work with suppliers to identify issues and challenges so we can address them together.



"TSA is hugely important to us. It gives producers the opportunity to continue to invest in their businesses and allows us to work together on the things we know are important – quality, sustainability and the wellbeing of people and communities."

– Keith Writer, Taylors Supply Director

APPENDIX

INVESTMENT IN OUR TEA AND COFFEE SUPPLY CHAIN

IN 2025, WE'VE INVESTED

£1,432,165

Across 60 projects and 19 countries

This investment is focused on three interconnected themes: economic durability including improved livelihoods, wages and incomes; environmental stewardship; and resilient communities.

41.79%

Environmental Stewardship

19.12%

Resilient Communities

39.09%

Economic Durability

COUNTRY	TOTAL INVESTMENT	%
Brazil	£31,488.00	2.19%
China	£5,000.00	0.35%
Colombia	£25,662.00	1.78%
Ethiopia	£10,000.00	0.70%
Guatemala	£2,500.00	0.17%
Honduras	£4,990.00	0.35%
India	£308,634.58	21.46%
Kenya	£648,920.50	45.12%
Malawi	£154,334.00	10.73%
Mexico	£9,519.00	0.66%
Nicaragua	£30,586.00	2.13%
Peru	£53,982.00	3.75%
Rwanda	£146,209.00	10.17%
Sri Lanka	£2,000.00	0.14%
Tanzania	£1,750.00	0.12%
Uganda	£2,500.00	0.17%
Global*	£170,206.00	11.84%

*Global data includes activities that cross multiple countries.
**Please note: the bar chart is representative of how spend has been allocated.

APPENDIX

INVESTMENT IN OUR YORKSHIRE AND UK COMMUNITIES

In 2025 Bettys & Taylors Group contributed £510,913 – both financial and in-kind – to community activities in the UK.

These funds supported our business-led community recycling project, the Cone Exchange, our long-term commitment to tree planting thanks to our Trees for Life campaign, grant giving in the local community via our work with Two Ridings Foundation, and other partnerships.

Over and above this, we leveraged and donated a further £242,222 thanks to staff fundraising for local charities (£73,188), the Cone Exchange (£75,141) and fundraising activity with customers via our Yorkshire Tea Pink campaign with Asda in support of Breast Cancer Now and Coppa Feel (£93,893).

*Measured in accordance with the B4SI framework and not including management costs.

CHARITIES SUPPORTED BY EMPLOYEE FUNDRAISING IN 2025:

LOCATION	CHARITY	AMOUNT RAISED
Bettys Harrogate	Andy's Man Club	£3,481.37
Bettys York	York Inspirational Kids	£14,321.55
Bettys Northallerton	Hambleton Community Action	£4,427.16
Bettys Ilkley	Ilkley & District Good Neighbours	£3,958.50
Bettys Harlow Carr	Daisy Chain	£3,995.89
Bettys Bakery & Cookery School	St Michael's Hospice	£14,040.06
Taylors, St James & Central	SCBU at Harrogate Hospital & Community Charity	£28,963.21

TOTAL RAISED
ACROSS THE
GROUP

£73,187.74

BETTYS & TAYLORS
COMMUNITY GRANTS

Organisations supported by our community grants in our 2025 fiscal year, delivered in partnership with Two Ridings Community Foundation:

Harrogate:
Claro Enterprises: £10,000
Inspire Youth Yorkshire: £10,000
Lifeline Harrogate: £5,000
Mind in Harrogate District: £5,014
Orb Community Enterprise: £9,720

Ilkley:
Harehills English Language Project: £8,800
The Learning Legends Club: £10,000
The Neighbourhood Project CIC: £7,885

Northallerton:
Colburn Hub and Cafe C.I.C: £9,120
Hambleton Community Action: £10,000
Three13 Training and Enterprise Ltd: £9,805

York:
Chocolate & Co: £7,820
Kyra Women's Project: £8,606
My Life: £5,000
Snappy: £10,000

APPENDIX

WORKING WITH OTHERS

We know that global challenges are driven by multiple factors, systemic in nature and can't be solved by one organisation working on its own. Only by working together – with experts, the wider industry and other stakeholders – can we drive and support change, gather insight and learning, provide collective leverage and find solutions.

We're greatly value the support and insight we gain from a wide range of organisations and partners. In particular, we're proud to work with the following organisations:

ETP: Founded in 1997, ETP (the Ethical Tea Partnership) is tea's global membership organisation, working to achieve a thriving, socially just and environmentally sustainable tea sector. With a presence in most of the world's major tea-producing regions, ETP works in partnership with tea companies, communities, businesses, governments, and civil society to understand and address some of the most persistent systemic human rights and environmental challenges the sector faces.

World Coffee Research: World Coffee Research (WCR) is a not-for-profit collaborative agricultural research organisation working to protect the future of coffee and the livelihoods of those who grow it. Coffee production is being increasingly challenged by disease and climate change. Through international scientific research to develop new high-performing coffee varieties, WCR aims to create a more resilient supply chain for generations of farmers and coffee drinkers to come.

The Global Tea Coalition: The Global Tea Coalition consists of producers, packers and multinational tea brands, and NGOs, and allows members to collaborate in a pre-competitive environment to work together on many of the most salient human rights issues in the global tea industry.

IDH Roadmap on Living Wages: IDH brings businesses, governments and civic society together to make agricultural markets more sustainable and more inclusive. The Roadmap on Living Wages aims

to increase understanding and build tangible solutions to ensure 'living wages' across the world.

British Coffee Association: We chair the sustainability committee of the British Coffee Association, working to build consensus and drive action on sustainability issues across the industry.

Global Coffee Platform: We are an active member of the Global Coffee Platform, a multi-stakeholder membership association dedicated to advancing coffee sustainability.

UKTIA: The UK Tea & Infusions Association is an independent, non-profit making body that works in support of the industry and is dedicated to promoting tea and herbal infusions. We work with UKTIA on a range of issues including health, origins and sustainability.

Food Ethics Council Business Forum: The Business Forum provides a safe and trusted space to explore emerging, business-critical issues as part of an honest, supportive community. Members come together to discuss the latest challenges, exchange ideas and best practice, and support one another to make bold, positive changes.

Business in the Community: BitC is a network of businesses dedicated to building a fairer and greener world together, committed to taking practical action and mobilising their collective strength as a force for good in society.



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