

culina

Becoming one brand - Culina

Frequently Asked Questions

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Frequently Asked Questions

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If you have read the FAQs and are have further questions,

please submit them here

General questions about moving to a single Culina brand

Q. Why is the business moving to a single Culina brand?

A. Over the years, Culina has grown through the success of a number of businesses and brands. Bringing these together as Culina will create a simpler, stronger organisation with a clearer market presence. By uniting the strengths, expertise and capabilities that already exist across the Group, we will be better positioned to grow, innovate and continue delivering exceptional value to our customers, while reinforcing our position as the UK's leading independent specialist supply chain partner.

Q. Why are we making this change?

A. The move towards a single Culina brand is intended to create a clearer, more consistent business identity, strengthen how we present ourselves to customers, and support future growth and collaboration across the Group.

Q. What are the benefits of becoming a single Culina brand?

A. We will:

- Create a stronger market presence.
- Make it easier for customers to understand our services.
- Improve consistency across the business.

- Create opportunities to leverage the collective strengths of all divisions.
- Strengthen employee pride and sense of belonging to something bigger.

Q. What does a single Culina brand mean for employees?

A. The aim is to create greater alignment across the business while continuing to support employees throughout the transition. There are no changes to T&C or contracts for employees – please see separate colleague FAQ section below.

Q. Is this a restructuring programme or simply a rebrand?

A. It is not a restructuring programme. The aim is to simplify how we present ourselves, strengthen our market presence, and create a more consistent experience across the business. We are creating one clear identity for our colleagues and customers by bringing the organisation together under a single brand, Culina.

For customers, it makes it easier to understand who we are, what we do, and the full range of services we offer. A simpler, more joined-up business makes it easier to work with us and helps us win more opportunities.

For colleagues, it means being part of a larger, successful organisation with a strong reputation in the market. It creates a greater sense of belonging and something everyone can be proud of. It also opens more career opportunities, making it easier for people to develop their skills, explore new roles and should they wish, move across different parts of Culina as their careers progress.

Q. What will I start to see changing?

A. Employees may begin to see updates to:

- Building signage.
- Vehicle branding.
- Uniforms.
- Systems and communications materials and a single Culina intranet and social media presence. These changes will be introduced in phases rather than all at once.

Q. Will there be instructions on changing things like my email signature, PowerPoint templates and Teams background to the new Culina brand?

A. We are creating brand guidelines which includes templates in information. You will find them on the Culina intranet.

Q. Will all vehicles and estates be rebranded immediately?

A. No. We will be taking a phased approach to updating vehicle and site branding. As a result, you will continue to see some vehicles and locations carrying existing brand names for the next few years.

This approach helps us manage costs responsibly by updating branding over time rather than replacing vehicles, signage and other assets before they reach the end of their normal lifecycle. The branding may look different for a period, but all businesses will be part of Culina and will be rebranded over time into Culina livery only.

Q. Why are we doing this now?

A. In the past, Culina grew by bringing together a number of successful businesses through acquisitions. As we now focus more on organic growth, it is increasingly important that we are seen as one strong organisation with specialist divisions that deliver market-leading services across the UK.

With recent changes in the logistics market, customers are likely to review their supply chain partners over the coming years. We want Culina to be one of the businesses they consider first. By coming together under a single Culina brand, we can present a stronger, clearer and easier-to-understand proposition, making it easier for customers to see the full range of expertise and capabilities we offer.

Q. Where should colleagues say they work if their business becomes part of a Culina division?

A. Colleagues should say they work for Culina and, where relevant, include their division. During the transition period, the former business name may still be used where additional context is helpful.

For example: For example, colleagues currently working for Fowler Welch would say they work for Culina, within the Chilled & Fresh Logistics division.

During the transition period, it may still be helpful to reference the former business name when providing context, particularly with customers, suppliers or contacts who are familiar with that brand. Over time, the Culina brand will become the primary way we identify ourselves both internally and externally.

Q. Can I change the Culina logo to include my division name?

A. No. The Culina logo is a standard corporate identity and should not be modified. Where division information is required, it should be shown alongside the logo using the approved naming conventions and brand guidelines.

Q. Will the legal entities change and how does "Trading As" work?

A. The underlying legal entities (that our suppliers and customers have contracts with) will remain unchanged. They will simply "Trading As" Culina. This means we use a different brand name to the legal company name behind the business.

As part of our move to a single Culina brand, we will present ourselves as Culina to customers, suppliers and colleagues. However, the legal companies that make up our business will not change. For example:

- Trucks, buildings, uniforms and marketing materials will display the Culina brand.
- Documents such as invoices, contracts and proof of delivery notes (PODs) will show the Culina logo, however, must make reference to the relevant legal company name, such as:
    - Culina Logistics Limited *trading as* Culina Chilled and Fresh Logistics
    - CML F&L (Telford) Limited *trading as* Culina Chilled and Fresh Logistics

- Fowler Welch Limited *trading as* Culina Chilled and Fresh Logistics
- Warrens Warehousing Group Limited *trading as* Culina Chilled and Fresh Logistics
- Great Bear Distribution Limited *trading as* Culina Contract Logistics
- i-Force Limited *trading as* Culina Contract Logistics
- Eddie Stobart Limited *trading as* Culina Transport Logistics
- Integrated Packing Services Limited *trading as* Culina Integrated Packing Services

Externally all will represent themselves in the Culina brand only.

Questions about creating divisions

Q: What are the new divisions within Culina?

A. As part of the transition to a single Culina brand, the organisation will be presented through five core service divisions. These divisions bring together the capabilities of the legacy businesses under a single Culina brand while continuing to offer specialist services to customers. The five divisions are:

1. **Chilled & Fresh Logistics**
   Provides temperature-controlled warehouse and transport logistics services including:
   - Chilled warehousing and storage
   - Chilled and Fresh consolidation for delivery into all UK's retailers
   - Chilled distribution through shared transport networks
   - Services for products with short and ultra-short shelf lives

2. **Contract Logistics**
   Provides ambient warehouse and distribution logistics services including:
   - Ambient warehousing and distribution
   - Shared-user and dedicated logistics operations
   - Multi-channel fulfilment
   - Direct-to-consumer (D2C) services
   - Returns and re-commerce solutions

3. **Transport Logistics**
   Provides transport distribution only services:
   - Networked transport solutions
   - Contract distribution services
   - Flexible transport capacity through shared networks
   - Control Tower and hybrid logistics solutions
   - End-to-end supply chain visibility supported by technology

4. **Integrated Packing Services**
   Provides:
   - Co-packing services
   - Co-manufacturing services
   - Product preparation and value-added packing solutions

- Support for customers bringing products to market efficiently

5. International Logistics
Provides:

- UK–Europe freight transport – both accompanied and unaccompanied
- European distribution services
- International warehousing operations
- Cross-border logistics solutions between the UK and mainland Europe

Eventor and **The Pallet Network (TPN)** will continue to operate as specialist businesses as part of Culina. Both businesses have strong reputations, established customer relationships and specialist services that are well recognised in their markets. While they will remain important parts of the wider organisation, there are currently no plans to change their brand, the services they provide or the support they offer to customers.

Q. What will happen to our existing brands and specialist services under a single Culina brand?

A. While legacy brand names will gradually transition to the Culina brand, the specialist services provided by each division will remain. The aim is to make it easier for customers and employees to understand the full range of capabilities available across the Group while presenting a single, unified Culina identity.

Q. Does this mean the identities such as Stobart, Fowler Welsh, iForce and others will disappear immediately?

A. We recognise that the existing brands have a strong heritage and remains important to many employees and customers. The transition to a single Culina brand and identity will take place over time and practical realities, such as existing fleet branding, will be considered. However, we are setting the date of 28 September to let our employees know and 14th October to inform our customers and the wider industry about the change. The underlying legal entities will remain as they currently are.

Q. Will employees receive new uniforms?

A. No additional non-Culina branded uniform stock should be ordered, as such we will see a transition to Culina only uniforms over the coming months in line with uniform re-issue policy.

Q. What happens to existing branded stock and materials?

A. We will no longer purchase non-Culina branded uniforms and materials, while ensuring the transition is managed in a practical and cost-effective way.

If you currently wear a non-Culina branded uniform, please speak to your manager about the options available to you. You can also contact Procurement or your current uniform supplier for guidance on transitioning to Culina-branded clothing.

Going forward, all new uniform orders and replacement items should be issued under the Culina brand. This will help us build a single, consistent identity across the Group.

Any old uniforms should be returned for recycling, reuse or donation in line with your site or division's existing uniform disposal policy.

Q. For recruitment, will opportunities now be marketed under the Culina brand across all business units?

A. Yes. A single Culina brand helps us attract candidates from a larger talent pool and promotes opportunities across the wider business. However, pay, terms and conditions, and role requirements may still vary between divisions.

Questions about changes to roles and responsibilities

Q. Will my role change because of a single Culina brand?

A. No. The move to a single Culina brand is focused on brand and identity only. It is about bringing our businesses together under a single, unified Culina brand to create a clearer and more consistent presence for customers, colleagues and partners.

Q. Does the move to a single Culina brand involve TUPE?

A. No. The programme presentation states that the brand transition does not involve TUPE because legal entities remain unchanged.

Q. Will there be changes to roles or terms and conditions?

A. No changed to colleague T&Cs are being done as part of the re-brand.

Q. Will my pay, benefits or employment contract change?

A. No changes to pay, benefits, contracts, or terms and conditions form part of the brand transition programme.

General questions about change

Q. How will employees be kept informed?

A. A structured communications approach has been developed, including leadership briefings, FAQs, communication toolkits, and manager-led updates to ensure employees receive timely and consistent information.

Q. Are concerns about change fatigue being considered?

A. Yes. Feedback highlighted that employees are already experiencing significant levels of change. This has been recognised as a key risk, and efforts will be made to coordinate communications and avoid overwhelming teams.

Q. Will our company culture change?

A. The objective is not to lose the positive aspects of local cultures and identities. Communications will recognise the history and achievements of legacy businesses while bringing everyone together under a single Culina brand. To support this we are launching our One Culina Values:

- INTEGRITY - We do the right thing
- ACCOUNTABILITY - We own our actions

- PACE - We make it happen
- AGILITY - We embrace change
- EXPERTISE - We set the standard

Ultimately it is up to you to ensure the important and valuable culture you have in your site / division is retained whilst embracing our one Culina Values

Q. Why can't we continue using our existing brands?

A. The intention is to simplify how the group presents itself to employees, customers, partners and the wider market. A single brand helps create a clearer and more consistent identity

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Q. Will the name "Culina Group" continue to be used in policies and documents?

A. We will transition all documentation to "Culina" as part of the phased approach to transition to a single Culina brand.

Q. Will the registered business address change?

A. No changes are planned.

Q. Will our website address change?

A. Yes. We will transition to a single website for Culina, replacing the multiple websites that exist today. Visitors to the current websites will be directed to the new, unified Culina website to ensure a seamless experience. The agreed domain for the new organisation will be **culina.co.uk**

Q. Will employee email addresses change?

A. Yes. We plan to introduce @culina.co.uk email addresses as part of the move to one Culina brand. Colleagues will be informed well in advance, and support will be provided throughout the transition.

Q. Will the e-mail migration be a revisit of 'Project Wire'?

A. No. We are not migrating anyone's mailbox. Instead, a new @culina.co.uk email address will be added as an alias to colleagues' existing mailboxes.

This means colleagues will continue to receive emails sent to their current address, such as firstname.surname@greatbear.co.uk. Following the change, customers, suppliers and colleagues can still send emails to the existing address, and those emails will be delivered as normal. However, any replies or new emails sent by the colleague will come from their new @culina.co.uk address.

To support our move to a single Culina brand, email signatures will also need to be updated to the standard Culina template, which can be found on the intranet.

Q. Will social media channels be updated?

A. Yes. Existing social media channels will be reviewed and updated to align with the single Culina brand identity.

Vehicle specific questions

Q. When will all vehicles be rebranded?

A. Rebranding will be implemented in phases. We have started to rebrand new truck units, and rebranding of trailers will begin in the Spring of 2027.

We will update the branding on existing fleet over time, making the best use of existing assets while minimising unnecessary costs and disruption to the business.

Q. What will happen to existing trailers?

A. Trailer liveries will be updated to reflect the Culina brand. Budget requirements are currently being assembled and will be approved through the programme governance process.

Q. What will happen to the current tractor unit fleet?

A. Existing tractor units will not undergo a full rebrand. The current plan is to update or remove web addresses and apply appropriate door branding where required, while retaining the existing vehicle design.

Q. Will the branding on new tractor units look different?

A. No. The current intention is that branding on tractor units will remain broadly consistent with the existing Culina design, with only limited updates where necessary.

Union and Employee Relations Q&As

Q. Are trade unions being consulted?

A. Trade unions, collective bargaining arrangements and existing employee representative groups have been identified as important stakeholders. A formal review of these considerations has been requested as part of programme planning.

Q. Will the change to the single Culina brand affect collective bargaining agreements?

A. No decisions have been communicated regarding changes to existing collective bargaining arrangements. Any future proposals would be assessed and managed through the appropriate employee relations processes.

Q. Does the move to a single Culina brand involve TUPE?

A. No. The programme presentation states that the brand transition does not involve TUPE because legal entities remain unchanged.

Q. When will employees hear more?

A. The programme plan currently references an employee and industry announcement on 28 September 2026, with supporting communications, leadership briefings and engagement activities taking place before and after that date.

Questions about customer engagement

Q. How will customers be impacted?

A. Customers will continue to receive the same levels of service and support. A tailored engagement approach will be developed for key customers to ensure they understand the changes and receive appropriate information.

Q. Will key customers receive direct communication?

A. Yes. A stakeholder and customer engagement plan will be developed, with specific attention given to key customer accounts and relationships.

Q. Will existing customer, supplier and lease contracts change?

A. No, there will be no changes.

Q. How can the change to one Culina brand launch us into new business opportunities?

A. Operating as one Culina brand strengthens our market presence and makes it easier for customers to understand the full range of services we offer. Our central Business Development team can take a more targeted approach to winning new business, while also identifying opportunities to expand relationships with existing customers by introducing them to services from across our divisions. This enables us to unlock new opportunities, grow customer partnerships, and present a stronger, more joined-up proposition to the market.

Customer facing FAQs

Q. Why is Culina changing its branding?

A. The change is intended to create a simpler, more consistent customer experience by bringing legacy brands together under a single Culina identity.

Q. Will the service I receive change?

A. No. Customers should continue to receive the same service, expertise and support from the teams they work with today.

Q. Will my contacts change?

A. No. The change relates to branding and identity rather than service delivery teams.

Q. What are the benefits for customers?

A. The programme aims to provide:

- Easier access to Culina's services.
- A more joined-up customer experience.
- Greater visibility of the wider service offering.
- Access to the scale and capabilities of a larger integrated organisation.

Q. Will contracts be affected?

A. No changes to contracts are currently anticipated as part of the single Culina brand transition.

The programme is focused on brand and identity rather than changing the way people are employed or how services are delivered. Where required, communications, contracts and formal documentation will continue to reference the relevant legal entity behind the business.

In short, while the branding may change, the underlying legal arrangements remain the same.

Q. Will invoices and legal documentation change?

A. Where branding changes occur, communications and documentation will continue to identify the appropriate legal entity.

Q. We deal with multiple Culina business units now (e.g. Great Bear and IPS). Will we now be able to go through one person for all our requirements?

A. The move to one Culina brand aims to make it easier for customers to understand and access the full range of services available across our business. While specialist teams and relationships within individual divisions may remain where needed, we are working towards a more joined-up customer experience, with greater collaboration across divisions and clearer points of contact. This will help us respond more effectively to customer needs and make it easier to access services from across the wider Culina business.

Q. Who do I contract with now?

A. Customers will continue to contract with the relevant legal entity that provides their services. While you will increasingly see the Culina brand across our businesses, the underlying legal companies remain unchanged at this stage. Contracts, invoices and other formal documentation will continue to identify the appropriate legal entity, ensuring continuity and no disruption to existing contractual arrangements.

Q. Do I need to update my supplier/vendor records?

A. No immediate updates are required. While branding will transition to Culina, the current legal entities remain unchanged. Any future changes requiring action will be communicated directly.

Q. Are your email addresses changing? If so, when?

A. Yes. Colleagues will receive new@culina.co.uk email addresses as part of the transition to one Culina brand. Existing email addresses will continue to work during the change, and further details will be communicated before any updates take place.

Q. Will my payment terms change?

A. No. The move to one Culina brand is not expected to affect existing payment terms.

Q. How does this make accessing Culina services easier for me? What services are available?

A. The transition to a single Culina makes it easier to access and understand the full range of services we offer. Customers will benefit from a more joined-up experience, greater visibility of our capabilities, and easier access to specialist services across our logistics, transport, warehousing and packing divisions.

Q. Has IPS been acquired?

A. No. IPS has not been acquired as part of this programme. It is already part of the Culina business, and the change is focused on moving to a single Culina brand while retaining the existing legal entity structure.

Q. Does this impact your accreditations?

A. No. The move to one Culina brand does not impact our accreditations or the standards we operate to. Existing accreditations will continue to be maintained by the relevant operating businesses and legal entities.

Q. Will your VAT numbers, company registration numbers and insurance certificates remain the same?

A. Yes. The move to one Culina brand does not change the underlying legal entities, so VAT numbers, company registration numbers and insurance arrangements are expected to remain the same. Any future changes would be communicated directly.

Q. Will the name change affect how we receive goods from Culina? For example, when booking in with the Gatehouse, will we need to note that Great Bear is now Culina?

A. No. Existing booking-in and delivery processes will remain the same unless we advise otherwise. You may start to see the Culina brand used in place of Great Bear and other legacy brands, but this will not affect how goods are received or processed.

Q. When will Culina change its branding at sites and on vehicles?

A. The transition to the Culina brand will happen in phases over the next few years. You will start to see the Culina brand appear on new vehicles first, followed by the wider fleet, sites, warehouses and offices over time. Existing branding will remain in place until assets are due for replacement or refurbishment, ensuring a practical and cost-effective transition.

Supplier facing FAQs

Q. Will I need to change the legal entity I invoice?

A. No. Suppliers should continue to invoice the same legal entity they work with today unless advised otherwise. While branding may change to Culina, the underlying legal entities remain unchanged as part of this phase of the programme.

Q. Will purchase order processes change?

A. No significant changes to purchase order processes are anticipated as part of the move to one Culina brand. Suppliers should continue to follow existing procurement and purchasing processes unless specifically notified of any changes.

Q. Will my existing supplier agreements remain valid?

A. Yes. Existing supplier agreements and contractual arrangements remain in place. The move to one Culina brand is focused on branding and identity and does not alter current contracts or supplier relationships.

Q. Will my day-to-day contacts change?

A. No. Suppliers should continue working with their existing contacts and teams. The transition to one Culina brand does not change the people responsible for managing supplier relationships.

Q. Will the way I deliver goods or services to Culina change?

A. No. Existing operational processes, delivery locations and service arrangements will continue as normal. Any future operational changes that require supplier action would be communicated in advance.

Q. What are the benefits of Culina moving to one single brand for suppliers?

A. A single Culina brand creates a simpler and more consistent identity across the business, making it easier for suppliers to understand who they are working with and the wider range of services and divisions within the organisation. Over time, this will support a more joined-up and consistent experience when working with Culina.

Do you have a question we haven't covered?

If there are any questions missing from this document, or if you would like further information on any of the topics covered, please get in touch with the programme team though this LINK or e-mail at: **Internal.Communication@Culina-Group.com**

We're happy to help.