

Gareth Rimmer

Reports, publications and presentations

Page 2

Information design, maps and explanatory diagrams

Page 13

Brand systems and identity design

Page 20

I'm a senior graphic designer specialising in editorial, brand and information design.

I work with organisations to shape complex content into clear, persuasive documents and presentations, helping ideas land with confidence and authority.

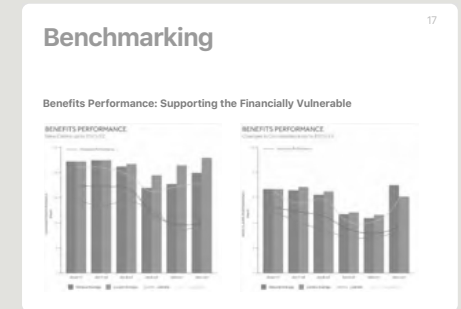
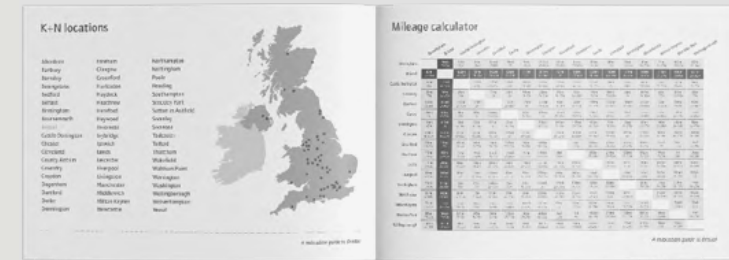
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Reports, publications and presentations

Information design,
maps and explanatory
diagrams

Brand systems and
identity design



2025 Locale at a glance



50% commercial
10% mixed-use
40% residential

20 years
of experience delivering technology
solutions

25+ staff
working together to bring clarity and
insight to building management

80 million+ sq ft
of UK real estate

40,000+
properties use Locale

99.9%
customer satisfaction rating

92%
customer retention rate

75%+
clients say Locale delivers on
their needs

70%
clients have stayed with us
between 3-11 years

75%
clients use Locale daily



Sugar

Energy use

Within the reporting period, ED&F Man Sugar's fossil fuel/grey energy consumption remained steady (+0%). The division continues to make progress in making production processes more energy efficient, however, with a reduction in energy consumption per metric tonne (kWh/MT) of 10% on the previous year.

The division has achieved this by continuing to invest in efficiency technology and next year will be looking to implement solar power on its processing site'.

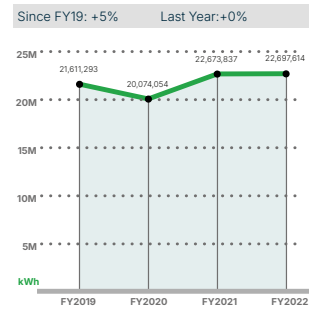
Emissions

ED&F Man Sugar's carbon emissions remained more or less stable at 4,423,751 kg CO₂ within the reporting period (i.e. there was no reduction), in line with its fossil fuel use figures. The metric of CO₂ emissions by metric tonne (CO₂/MT) however, saw a fall of 10% since FY2021, reflecting a positive trend towards more energy-efficient production techniques.

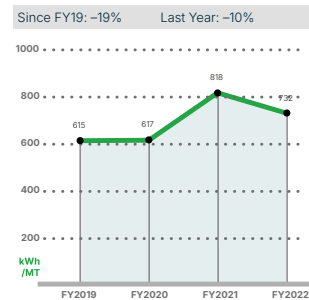
Water

Total water use for the period saw an overall increase of 35% on the previous, as did water intensity (litres per metric tonne processed) at +20% on FY2022. This was partly due to the introduction of reporting for a particular water source in the period that had not been monitored before. The accumulative increase in water use and intensity over the past four years is the result of processing more liquid sugars in the refinery.

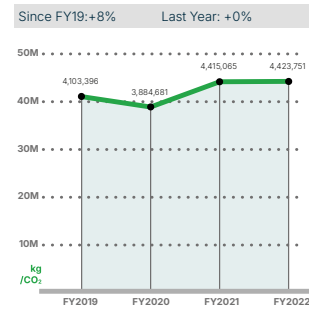
Total conventional (grey/fossil) energy consumption in kWh



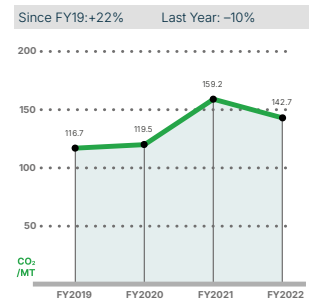
Total conventional (grey/fossil) energy consumption in kWh/MT



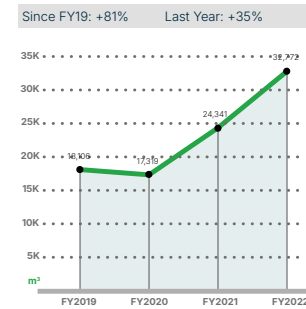
Total carbon emissions in kg CO₂



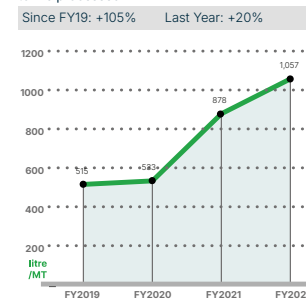
Total carbon emissions in kg CO₂/MT



Total water use in m³



Water Intensity: water use in litres per metric tonne processed



Group progress

4%

reduction in water intensity ratio between FY2021 and FY2022

8%

reduction in water use between FY2021 and FY2022

14%

reduction in conventional (grey / fossil) energy between FY2021 and FY2022

18%

reduction in carbon emissions since FY2019

11%

of all our energy is now from renewables

10%

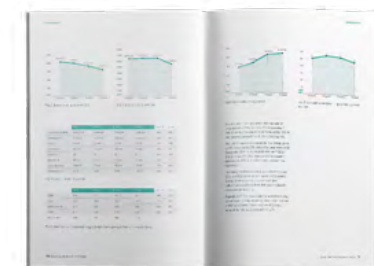
reduction in energy intensity (kWh/MT) between FY2021 and FY2022

24%

reduction in grey electricity since FY2019

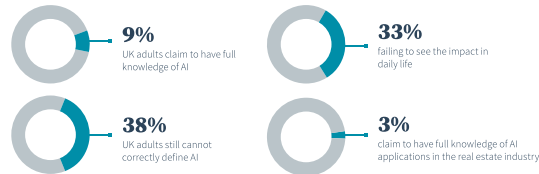
58%

increase in renewable energy since FY2019





	Julia Hearnden Consultant	Cyril Kepomey Success Consultant	Jorge Blas Care Executive	Cass Brown Content Streaming	Rosie Moss Consultant	Sam Kidby Associate Director	
Consultation				✓			Consultation
Solution	✓			✓			Solution
Execution	✓	✓	✓		✓	✓	Execution
Onboarding	✓	✓		✓	✓	✓	Onboarding



UK adults least trusting of AI to control a vehicle

	Distrust	Trust
Control a vehicle	56%	17%
Diagnose a health problem	41%	28%
Support decision-making in financial investments	40%	23%
Improve customer service through chatbots and virtual assistants	35%	33%
Predict future trends and outcomes accurately	32%	29%
Generate creative content such as art or music	30%	34%
Assist in legal research and analysis	30%	32%
Provide personalised recommendations for entertainment or shopping	28%	36%
Enhance cybersecurity and protect against cyber threats	26%	36%
Facilitate natural language understanding and translation	22%	44%

Trust in AI's capabilities - a blend of confidence and scepticism

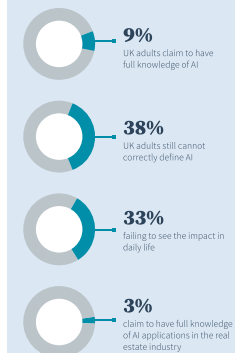
In arenas perceived as lower risk, there exists a prevailing trust in AI. Notably, over a third of respondents (36%) – the most of any specific life activity – trust in AI's aptitude for capturing personalised entertainment recommendations, acknowledging its capacity to enrich leisure pursuits. Similarly, a significant proportion (33%) trust AI to refine customer service interactions.

However, within specific domains, scepticism persists. A noteworthy two-fifths (41%) exhibit doubt regarding AI's competency in diagnosing health ailments, underscoring the indispensable role of human expertise in healthcare contexts. Likewise, the prospect of AI assuming control in vehicular operations elicits heightened distrust, with a significant 56% expressing wariness in surrendering authority to artificial intelligence.

Notable lack of awareness regarding AI's integration within the real estate sector

Contrary to popular belief, the integration of AI into the real estate sector is not unfolding at breakneck speed. This absence of cognisance is particularly striking, with a meagre 3% of UK adults professing to possess comprehensive knowledge concerning AI's multifaceted applications within the real estate sector, and a substantial 73% of respondents indicating their unfamiliarity with AI's involvement in real estate operations.

2,000 UK adults were surveyed in April 2024 by pollster, Opinium



Corporate Services Contract

2021-22 Annual Report and
2022-23 Midyear Report

London Borough
of Hounslow



Introducing the Local Management Team



Liberata's Contract Performance to Date

London Borough of Hounslow's policy decision to go digital by default across the Revenues and Benefits service lines has yielded the following results:

40,000
new sign-ups since 10,000 households.

1,600
complaints on average, leaving their account daily.

30%
reduction in calls to the contact centre and call wait times reduced by 30 seconds.

2,000
renewal calls at annual billing than the previous year.

80%
of direct credits completed online.

95%
of new claims for Housing Benefit are submitted online.

70%
digital by default take-up and forecast achieving 80% within the next two years.

Understanding and Aligning with the Council's Vision

The Council's vision for future local government in Hounslow is to operate as a community leader, not simply a provider of services.

Digital Strategy: Keeping the local community at the centre of digital service design.

- Services and customer – ensuring services are redesigned to be easy to access and intuitive.
- Staff and workflow – providing all our staff with modern technology and empowering them to work together, enabling a digital by default.
- Place and community – enabling a better-connected community.
- Collaboration and data – working as one council to build the future, sharing data and working with our strategic partners across the borough.



Liberata as a Strategic Partner with the London Borough of Hounslow



Liberata is committed to shaping our services and training our staff to understand Hounslow's objectives and priorities as a Strategic Partner of their role. (Revenues and Benefits) and (Benefits) services.

Provide opportunities for residents and businesses to co-design the delivery of services, learning from customer feedback and complaints, responding to the changes in service policy, keeping the existing focus groups.

Building our relationships with local businesses and residents during the pandemic and provide an excellent customer service and customer service, listening and advice opportunities.

Work collaboratively with London Borough of Hounslow colleagues to deliver integrated services to residents and businesses.

Maximise opportunities to use customer insight data and experience to shape the future of services and outcomes for local residents and businesses.

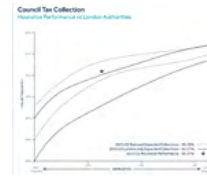
Benchmarking

Council Tax Collections: Hounslow Performance vs London

Comparison to London performance

- 2021/22 - 10.7% higher than the normal range

Overall London collections were disproportionately impacted by the pandemic and the lockdown response



Added Value

£10.14 million
additional income generated

Increasing income through Capacitygrid products

Empty Homes Review (Including 2022 YTD)

Fourth year in a row that we have delivered an Empty Homes report.

Generated £2.05m in new income from vacant properties since 2019.

Over the 4 years have released 7,087 properties remaining £24M in potential value of 20%.

Performance gone against general trends which have shown a significant increase in Long Term empty across local authorities.

Single Person Discount Reviews

Underaken 3 reviews since summer 2018.

Increased in-year HGI by £1.60m.

Over the 3 years have reviewed a total of 16,000 cases, recovering £2.28m at discount removal rate of 6.9%.

Business Rates Review

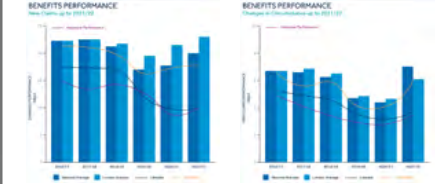
Have identified £25m in potential income from business rates.

Revised Value currently increased by £4.20m generating over £1.25m in additional income.

148 have 30 properties cases with the VOA with an estimated overall value of £25m.

Benchmarking

Benefits Performance: Supporting the Financially Vulnerable



Liberata's Chat Bots

- Libertata has produced detailed definitions for each service line in our system.
- The bots will be built with comprehensive knowledge from day one.
- The bots will interact with human assistance and machine learning.
- The bots will answer and resolve simple customer queries and requests, allowing agents to focus on more complex issues.
- The bots will improve the efficiency of on-line forms being completed accurately by offering assistance.
- The bots will increase number of customers asked to complete a customer satisfaction survey.



Liberata's Contract Performance to Date

Key Performance Indicators for full year 2021/21 and mid-year 2022/23

Key Performance Indicator	2021/22 Full Year Outcome	2022/23 Mid Year Outcome	Part. Direction	Rating
The % of Council tax due that has been collected as a percentage of the net collectable Council Tax debt	96.50%	95.00%	▲	●●●
The % of Business Rates due that has been collected as a percentage of the net collectable Business Rates debt	97.50%	95.00%	▲	●●●
Value of Council Tax arrears collected during the financial year	£4,500	£2,000	▲	●●●
Value of Business Rates arrears collected during the financial year	£1,500	£1,000	▲	●●●
No. of working days to process all new claims for Housing Benefit or Council Tax Support during the financial year	15.50 days	9.50 days	▲	●●●
No. of working days to process all initial changes to income support for Housing Benefit or Council Tax Support during the financial year	2.75 days	2.25 days	▲	●●●
% of telephone calls answered by the Call Centre	96.00%	94.00%	▼	●●●
% of queries (and queries to the Council that is collected within 30 days of receipt date	96.00%	94.00%	▲	●●●
% of invoices paid to suppliers by the Council within 30 days of receipt	96.00%	94.00%	▲	●●●
Payroll Accuracy calculated by taking the number of errors caused by payroll and number of payments made	98.00%	98.00%	▲	●●●
Value of employment contracts (including all levels of completed employment checks)	98.00%	98.00%	▼	●●●

HRP Proposals for the next two years and beyond



The Reinvention of Loyalty

How technological change and evolving consumer behaviours are transforming the loyalty industry

SUMMER 2026

A CURRENSEA WHITE PAPER

currensea

The Reinvention of Loyalty — A Currensea white paper

3

Chapter 1

The rising popularity and significance of loyalty programmes

Recent geopolitical shocks and inflationary pressures have compounded a long-term squeeze on consumer spending.

That squeeze has been mitigated in the airline and hospitality industries by a weighting towards wealthier consumers and an apparent willingness by consumers to ringfence their high-value discretionary spend on travel¹.

But the reliance on discretionary spend, recent disruption to international travel and the prospect of rising input costs from fuel supply constraints all pose potential threats to these industries.

The battle between brands to attract consumer spend is intensifying. Brands increasingly need to use loyalty-driving techniques to further engage with their customers.

These techniques are already most well-established and sophisticated in the airline and hotel industries.

But to weather the storm in uncertain times, these brands must drive ever deeper engagement with their most loyal customers. This can be seen in the rapid growth of airline and hotel groups' loyalty schemes in recent years.



The Reinvention of Loyalty — A Currensea white paper

Chapter 2

The challenge posed to traditional loyalty models in Europe

By comparison to the US market, the UK and European loyalty market for airlines and hotels is much less mature, with significant scope for further penetration.

BA is the stand out exception in the UK. This June, BA's owner IAG set ambitious growth targets for its loyalty division operating Avios, aiming to almost double operating profit to €1 billion within five years, highlighting its importance as a standalone profit maker.

In fact, the scale of take-up of its loyalty scheme has, at times, forced it to recalibrate the proposition - most notably through recent changes to benefits such as lounge access, where these had been extended too widely.

However, in Europe, the vast majority of the airline and hotel industries have not come close to matching the success and penetration of BA.

This was reflected in how competitors like Virgin Atlantic launched 'points-matching' offers, through its 'Save Your Tiers' campaign, to poach disaffected BA customers.

One of the most effective ways to drive customer loyalty is to secure a top-of-wallet position.

Brands do this by incentivising customers to use their co-branded card — typically a credit card — as their primary payment method. This, in turn, reliably drives higher spend.

United Airlines recognised this in the recent overhaul of its MileagePlus programme to further reward travellers who carry a United co-branded credit or debit card, while dialling back mileage earning for members who do not.

This co-branded payment card model was pioneered in the US — and here the UK and Europe lag behind in terms of adoption again, for two reasons.

The first is regulatory. Merchants pay interchange (or 'swipe') fees on each card payment they accept.



The Reinvention of Loyalty — A Currensea white paper



Co-brand debit cards have unique benefits over credit cards - a faster route to market, limited regulation and a broader pool of potential cardholders.

The UK has shown that the concept quickly gains acceptance once people can see the strength of the co-brand proposition.

The key is deciding whether to appeal to the broadest possible market or to double-down on your most loyal existing members.

Rob Burgess

Editor at Head for Points, the UK's biggest frequent flyer and business travel website

The consumer might get some of that back, as credit card rewards, or as cashback on debit spending.

In the UK and EU, interchange fees have been capped at roughly one-tenth of the US level since 2015.

That means lower fees for merchants, but also lower rewards for card users.

To illustrate the impact of interchange fee caps on the rewards card market: just over a decade ago, there were 750 MBNA credit cards available in the UK. Today there are zero.

The second is cultural. The proportion of people with credit cards is lower.

Global precedents show that a cardholder will stay 2x and spend 2x on brand vs. a non cardholder

Chapter 3

The threat of AI and payments disruption to the loyalty market

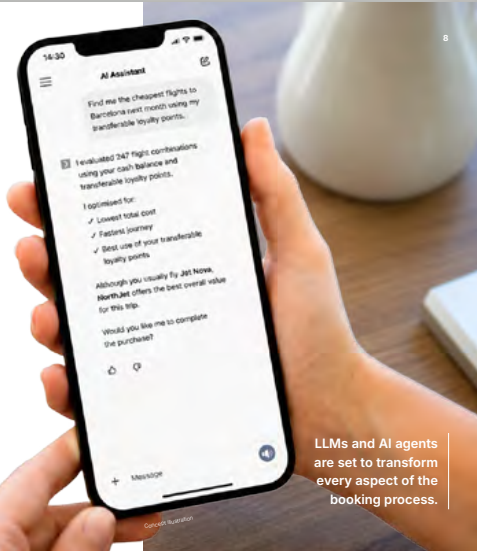
To fully realise its growth potential, the European loyalty industry must also navigate major technological changes taking place globally.

Hotel and airline groups' loyalty offerings have become bigger and higher-margin parts of their overall business. AI agents won't disrupt flights or overnight stays. You will still travel by plane and sleep in a hotel room in the AI world. But they will transform every aspect of the booking process.

The susceptibility of loyalty offerings to AI disruption is particularly true where they are based on habit, rather than either emotional connection or meaningful benefits /status tiers.

And it's particularly true where brands rely on their customers earning intermediary points currencies (e.g. Rev points, Amex points) which they can then redeem with them or many of their competitors.

Where consumers have earned loyalty points from intermediaries that are convertible into a range of different airline or hotel loyalty points, AI agents will quickly be able to pick the best flight or hotel based on intermediary points and cash, then convert those points automatically to make the booking.



LLMs and AI agents are set to transform every aspect of the booking process.

Chapter 4

The answer: multi-bank loyalty debit cards

The ideal solution is a payment product that turns European consumers' everyday spend into always-on brand engagement, and that's resilient to agentic AI and payment disruption.

As detailed in *Chapter 2*, credit cards cannot be the answer in Europe, for both regulatory (low interchange) and consumer-behaviour (debit vs. credit) reasons.

A co-branded debit card is the solution in the UK and Europe, guaranteeing:

- Large share of spend
- No reliance on borrowing - which affluent credit card holders don't do
- Guaranteed merchant acceptance
- Limited competition - rewards on debit spend are rare
- Easy marketing - fewer advertising restrictions than credit cards

But, historically, co-branded debit cards forced customers to either switch bank accounts or top up an additional account.

The difficulty of convincing users to switch or open a new account limits growth.

Fewer than 1 in 50 Britons switch banks every year*. Only 5% of Britons use a secondary bank account for daily spending*.

Currensea has solved that problem and removed this barrier to success, by pioneering a new product category for European consumers: **co-branded multi-bank debit cards**.

These effectively transform all major bank current accounts into rewards cards.

Currensea's co-branded multi-bank debit cards drive customer loyalty and address the emerging challenges facing brands' loyalty programmes by:

- Ensuring high take-up and use, because they allow co-branded cardholders to link their new card to their existing bank account, avoiding the usual debit card pitfall of requiring consumers to open and switch to or top up a separate account.



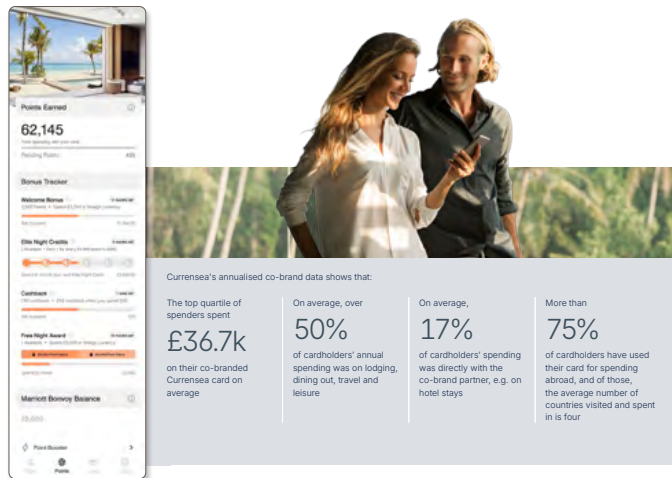
How Currensea works

- Currensea partners with global brands to offer a **co-branded multi-bank debit card** to their customers in Europe.
- Currensea's multi-bank model allows cardholders to link this new card to **their existing bank account** - meaning there's no need to switch account, top-up or pre-pay.
- Cardholders earn loyalty points from the co-brand on all their day-to-day debit spend, turning that co-brand into their default **front-of-wallet payment card**.
- The co-brand puts its brand top of wallet, benefitting from unrivalled engagement and **driving customer loyalty**.

- Simplifying onboarding, with 93% of applicants typically approved, maximising cardholder numbers and avoiding brand-damaging application rejections.
- Maximising utilisation, with a debit (rather than credit) offering that's preferred by European customers - resulting in up to 7x more transactions per cardholder than credit cards.
- Offering rewards that work for both brands and consumers in a low-interchange environment.
- Putting the partner's brand top-of-wallet, as physical card use declines and the growth of digital wallets put even greater premium on being top of wallet.
- Delivering genuine loyalty in an increasingly transactional AI world.

Global brands Hilton Hotels, United Airlines, Marriott Bonvoy and American Airlines have all launched loyalty debit cards with Currensea.

IHG has recently announced a new single-bank partnership with Revolut to offer a reward-earning debit card - so other brands and fintechs are now following suit and adopting the co-branded loyalty debit model.



Conclusion

Loyalty through integration

It's the combination of switching the co-brand model to debit, and delivering it from customers' existing bank accounts, that has changed the game for brands' everyday loyalty programmes for European customers.

This model allows them to navigate the regulatory and consumer-behavioural challenges that are unique to the European market.

This model will also be resilient to changes in technology and distribution. The continued rise of digital wallets like Apple Pay or Google Pay places a greater premium on cards that offer the best rewards and therefore sit top-of-wallet.

The emerging technology of account-to-account payments has been proven in the UK for use cases like settling your tax bill with HMRC. But there are significant regulatory and consumer-behavioural obstacles to displacing the card payment rails for the bulk of everyday tap-and-go transactions, particularly as card payments still have the strongest offer in terms of rewards on spending, lack of friction and consumer protections.



Co-branded multi-bank debit cards drive customer loyalty and address emerging challenges



Elevating Abu Dhabi on the world stage

Your strategic global advisory partner for
ADMO, Abu Dhabi's raconteur

 HAWTHORN

FEBRUARY 2026

INTRODUCTION

5

Hawthorn: insight-driven, and always on call

We partner with world leaders, countries, global associations and major organisations to deliver narratives that connect across the globe.

As strategic advisors, we are the people you call before decisions are made, not after announcements are drafted. We will work with a small senior core team that not only understands ADMCO's core purpose but is embedded in the organisation's DNA, underpinned by a global bench of trusted experts available round the clock.

These experts, aligned to your key sector priorities, will be on hand when and where you need them: bringing strategic insights, world-class contacts in the media and across your sectors to make ADMCO an instant expert day.

You will have direct access to our most senior resources, in person and through your choice of messaging platform whenever you need it.

Part of this is making sure we are fully aligned with ADMCO's mandate. We'll work within your governance processes and coordinate directly with sector entities, media partners and creative bodies to ensure alignment and consistency.

**NO RE-BRIEFING, NO JUNIOR FILTERING,
NO DELAYS AND DISCRETION IS BUILT-IN.**

HAWTHORN

WHAT THE DATA REVEALS

Our research shows Abu Dhabi is outperforming on fundamentals, but under-credited in global conversation.

The opportunity is to convert delivered strength into a single positioning that travels: the capital of confidence.

ABOUT HAWTHORN

Your core Abu Dhabi team seamlessly bolstered by a global bench of sector and discipline experts

A global bench that fluently operates in multiple languages including: English, Arabic, French, German, Spanish, Italian, Dutch, Portuguese, Hindi, Marathi and Bengali.

SENIOR LEADERSHIP AND OVERSIGHT



John Evans
CEO, Senior Counsel



Tresya McLaine
Partner, Lead



Jan Wynne-Jones
Partner



Sarah Sands
Partner, Senior Counsel



Idil Oymen
Partner, Litigation

ACCOUNT MANAGEMENT



Harriet Goodman
Director, Primary Lead



Florine Van Der Meer
Stakeholder Engagement Lead



Kavya Sreenan
Account Support

ELLECTING ABU DHABI ON THE WORLD STAGE

Measuring strategic success through a rigorous impact framework

To ensure our strategy supports ADMO's global ambitions, we will use a rigorous evolution framework in the first 30 days, moving beyond media metrics to measure real influence and trust, tracking investment through to tangible impact.

```
graph TD; A[Operational and communications objectives, against which impact is measured] --> B[INPUT]; B --> C[ACTIVITY]; C --> D[OUTCOME]; D --> E[IMPACT];
```

Operational and communications objectives, against which impact is measured

Agreeing SMART objectives and KPIs

INPUT

All activity done ahead in preparation of developing and deploying any comms or campaigns

ACTIVITY

What is done to produce communications, e.g., conducting interviews or media training

OUTPUT

What is delivered, e.g., op-eds, editorial content, press briefings, website content, social content and multi-media campaign assets

OUTTAKES

How audiences engage with campaign materials, e.g., social media responses, video views, media commentary

OUTCOMES

The results: interview shares and views, report downloads, invites to panels and events, search rankings, etc.

IMPACT

Real-world tangible impact such as measurable behaviour or attitude change, increased tourism rates or Chamber of Commerce outreach

ELEVATING ABU DHABI ON THE WORLD STAGE

WHAT THE DATA REVEALS

11

Performance is strong but visibility is concentrated elsewhere

Abu Dhabi competes in high-value sectors but is not yet capturing proportional global attention.

The first donut chart, titled 'Finance', shows the distribution of voice share across six regions: Singapore (largest), Dubai, Sharjah, Abu Dhabi, Riyadh, and Doha. The second donut chart, titled 'AI', shows a similar distribution with Singapore and Dubai being the most prominent. The stacked bar chart, titled 'NUMBER OF SEARCHES IN THE LAST 12 MONTHS BY THEME AND REGION', shows search volume for Sustainability (green), Family (grey), and AI innovation (dark grey) across the six regions. Singapore shows the highest search volume across all themes, particularly in AI innovation and Family. Abu Dhabi shows a notable volume in Sustainability searches.

SHARE OF VOICE COMPARISONS ON SOCIAL MEDIA GLOBALLY

NUMBER OF SEARCHES IN THE LAST 12 MONTHS BY THEME AND REGION

ELEVATING ABU DHABI ON THE WORLD STAGE

OUR PROGRAMME OF WORK

TARGETED NARRATIVE
Basipala sector narratives, reinforced by proof points, tested and refined collaboratively with your team.

KEY MESSAGES
An overarching message, and secondary messages with supporting pillars which sit under and qualify the brand promise.

BRAND PROMISE
A credible, differentiated promise to all audiences, which defines the tone of all engagement, across all channels.

Narrative development

Following the review of your existing materials and informed from all the insights and intelligence from the audits, we will develop a clear and compelling narrative that:

- Articulates your value proposition
- Can be tailored to different cultural environments
- Is supported by credible data and third-party validation

This narrative will be subject to interrogation and tested in a narrative workshop with the ADMO team.

ELEVATING ARAB DRAMA ON THE WORLD STAGE

[illegible]



Hawthorn Advisors for L&G

Ways of Working

15 MAY 2026

 HAWTHORN

hawthornadvisors.com

AN INTEGRATED APPROACH



MEDIA COACHING

To ensure your spokespersons are prepared for engagement with media and analysts, Hawthorn would develop and facilitate a three-hour media training session, tailored to individual spokesperson experience, that will:

- Ensure your team is familiar and comfortable deploying the new suite of messaging when engaging with media, analysts and third parties (all with differing agendas, levels of technical understanding and advocacy for the business).
- Build and polish message delivery and interview control skills and techniques.
- Support in building confidence in your spokespersons, for authenticity and gravitas in all communications - not only with media but all external stakeholders.
- Equip your executives with lines to take and techniques to manage tricky recurring themes or unexpected questions or situations and advise on how to best tackle these.
- These sessions develop many transferable skills beyond media engagement, that are useful in a wide range of interactions across multiple stakeholders.

HAWTHORN ADVISORS



We are Hawthorn

Founded in 2013, we serve an international client base out of London, Abu Dhabi and New York.

Hawthorn provides strategic communications advice to private and public companies, multi-nationals, governments, fast growth businesses, family offices, schools and charities.

75+

consultants drawn from the highest levels of media, politics and financial services

15

languages spoken, across our multi-lingual team comprising 12 nationalities

10+

years advising over 70 clients across 18 cities



Big enough to deliver,
small enough to care

01

An integrated approach

Given this is a new communications structure for two major divisions of L&G, we will maintain flexibility in how we work, adapting and evolving our operating model as the integration of the brief matures, to ensure maximum delivery at every stage.

We are Hawthorn

Founded in 2013, we serve an international client base out of London, Abu Dhabi and New York.

Hawthorn provides strategic communications advice to private and public companies, multi-nationals, governments, fast growth businesses, family offices, schools and charities.

75+

consultants drawn from the highest levels of media, politics and financial services

15

languages spoken, across our multi-lingual team comprising 12 nationalities

10+

years advising over 70 clients across 18 cities



LEARN MORE ABOUT US AND OUR LOCAL COMMUNITY IMPACT

Like you, we're committed to being a force for good in our local communities and helping build a better society for the future. We support our staff and communities through ambitious wellbeing initiatives and charitable outreach.

We have ongoing partnerships with The Bradford Club youth centre in Peckham and Fulham Cross Academy, offering mentoring, career guidance and financial support, often through team fundraising, to help young people pursue careers in communications.

We also care deeply about our staff's wellbeing and development, and we're proud that so many use their volunteer days to support worthwhile causes.

 HAWTHORN

An Integrated Approach

DEDICATED IR AND AM TEAMS

Given this is a new communications structure for two major divisions of L&G, we will maintain flexibility in how we work, adapting and evolving our operating model as the integration of the brief matures, to ensure maximum delivery at every stage.

By putting in place dedicated teams for IR and AM – each with named divisional leads, and the oversight of a Partner to ensure coherence across the combined brief – we will ensure the communications priorities of each division are fully embedded into the wider integrated strategy, whilst also allowing for effective standalone activations where appropriate.

The team structure below has been designed with the 60/40 AM/IR split in mind, with resource weighted accordingly. Critically, both divisional leads report into a single senior partner who would be accountable for the whole programme, ensuring no duplication, no message conflicts and a genuinely unified communications effort.

L&G TEAM

 **Stephen Atkinson**
Partner

Overall lead for Financial and Investor Communications

 **Victoria Alnoworth**
Senior Director
Division coordinator

 **Henry Lewell**
Senior Director
Institutional Retirement lead

 **Hatty Spencer**
Senior Consultant

 **Nicolas Wackers**
Consultant

 **James Davey**
Senior Director
Asset Management lead

 **Dan Thomas**
Senior Consultant

 **Anna Betteridge**
Consultant

HAWTHORN ADVISORS



The right team

Founded in 2013, we serve an international client base out of London, Abu Dhabi and New York.



Joe Bear
Associate Director
Public Affairs



James Davey
Senior Director
Asset Management lead



Henry Lewell
Senior Director
Institutional Retirement lead



Victoria Alnoworth
Senior Director
Division coordinator



Hatty Spencer
Senior Consultant
Corp Comm



Ross Hawkins
Partner, Pensions and Financial Services
Policy Advisor



Victoria Wallin
Partner
Creative Campaign Specialist



Smart tools that power
your property

Our story so far

Founded in 2005 by Guy Windsor-Lewis, we are an award-winning, independent business deploying our solutions to 80+ million sq ft of residential, commercial and mixed-use UK property – unlike any player in this space.

Enviably portfolio

Having consulted on high-profile real estate technology projects, including The Shard, East Village, King's Cross, and portfolio-wide digitalisation projects for M&P, Savills and FirstPort, we have been retained by a list of clients for over a decade – crucial to their occupier strategies for all communications and services.

Enhancing communities

Our experiential offering is backed by our digital first approach to curating destination marketing, placemaking and social impact programmes. Partnering with St Pancras International, Landlease in Stratford, Urban Partners at King's Cross, we are proud to be creating lasting legacies by nurturing places and communities with the people connected to it.



2025 Locale at a glance



50% commercial

10% mixed use

40% residential

20 years

of experience delivering technology solutions

25+ staff

working together to bring clarity and insight to building management

80 million+ sq ft

of UK real estate

40,000+

properties use Locale

99.9%

customer satisfaction rating

92%

customer retention rate

75%+

clients say Locale delivers on their needs

70%

clients have stayed with us between 3-11 years

75%

clients use Locale daily

How to build a community using technology

We spoke to Antonia Fowles, Community Manager at BLOK Bristol, about how she uses Locale to simplify the day-to-day operations of running a modern commercial building.

Beyond streamlining tasks, Locale has also helped shift perceptions of the office, transforming it into a destination that people enjoy visiting and want to share with friends and family.





<https://youtu.be/W9tHgJ2dKVs?si=5qgHrU3a09wv0t8l>

Save time. Reduce admin.

Save your team **over 100 hours per week** managing your building smarter with Locale*



Save your team **three hours** per day with Locale's helpdesk solutions †

† South Quay Building



Halve your team's workload with Locale's delivery solution, saving **five hours** per day ‡

‡ S&P Chester



Save your team **three hours** per day with key management automation †

† Royal Exchange



Optimise your visitor experience and save **five hours** per day ‡

‡ National Park Villa

*Based on illustrative model with evidence and case study sources

Advanced calendars

Promote your events and activities online, with a personalised building calendar.

Day, week, month, agenda views

See what's going on this week with customisable views.

Boost occupier engagement

Specify who can see your events

Seamless integration with other calendars

Import your calendar feed into Google Calendar, Apple iCal, Microsoft Outlook, and more

Save all amenity bookings

Any bookings made will be synced with the calendar so all information is the same across the entire portal



Your investment

Essentials	Advanced	Pro	Enterprise
Easy-to-use engagement and communication platform (Starting from £250/month)	Enhanced service and functionality with full support (Starting from £250/month)	Best-in-class occupier experience with full control and insights (Starting from £250/month)	Completely bespoke offering. (Please contact us directly)
Announcements	✓	✓	✓
Content Pages	✓	✓	✓
Document Storage	✓	✓	✓
Events Calendar	✓	✓	✓
Local Travel	✓	✓	✓
Occupier Database	✓	✓	✓
Office and Promotions	✓	✓	✓
Staff Directory	✓	✓	✓
Web and Mobile Apps	✓	✓	✓
White-label Branding and Custom Domains	✓	✓	✓
Amenity Bookings	✓	✓	✓
Digital Forms	✓	✓	✓
Key Management	✓	✓	✓

Meet your team

Our in-house team of experts are here to help you discover the right building management solution and answer all your questions.



Guy Windsor-Lewis
Chief Executive
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Rob Maxwell
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Book a Locale demo:



locale.co.uk/book-demo

Let's explore what's possible together

We would love the opportunity to:

Demonstrate Locale in action

Tailored walk-through of modules relevant to your building and occupier needs.

Pilot the platform

Launch a low-risk trial in one of your buildings or community areas.

Refine the solution to fit your strategy

Work collaboratively to align modules with your KPIs, service expectations, and branding.

We are ready when you are

Schedule a strategy session

locale.co.uk/book-demo

Share feedback on this presentation

sales@locale.co.uk

Contact us

07123 456 789

Visit us on LinkedIn: www.linkedin.com/company/locale/
locale.co.uk | info@locale.co.uk | 01865 249758
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THE BRIGHTON PIER GROUP PLC

Task Force on Climate-Related Financial Disclosures Report

2023

Overview

4

Executive Summary

A leading net zero carbon emissions is a critical component for the Group's progression to show the impact to increase the potential savings caused by climate change.

The Group has developed through forward as initial goal to reach net zero emissions by 2050 by ten years, starting to now reach the target by 2040 at the latest. The Group will also aim to be carbon neutral (Scope 1 & 2 emissions) by no later than 2030.

The Group has already established a baseline for its Scope 1 & 2 emissions. To achieve its net zero target, the Group will need to reduce and ultimately remove emissions across its operations and downstream emissions in addition to those directly or indirectly produced, and as a result to also quantify its Scope 3 emissions for the FY 2024-2024.

Carbon emissions is a critical element of operating sustainability, but there are other important areas in which the Group will and will make progress. Reducing water usage and waste will further enable the Group to continue to long term targets, and it therefore also intends to quantify these for the FY 2024 next year.

Enabling these important matters will facilitate the setting of reduction targets and development of a more detailed transition plan, and the Group looks forward to sharing further details of steps taken and progress made in the coming years.

100% of energy is produced from renewable sources

Key progress made

Single use plastic is banned (or the first substituted for reusable)

Carbon-neutral business model, built around people to lead facilities in Brighton and Hove

45% of new electricity comes from rooftop solar panels and an adjacent water pump

Eliminated Scope 1 & 2 emissions

Overview

5

At a Glance

Targets set

Carbon neutral (Scope 1 & 2 emissions) by 2030 at the latest

Net Zero (Scope 1, 2 & 3 emissions) by 2040 at the latest

Quantity Scope 3 emissions, water usage and waste produced in 2024

Eliminate single use plastics across the Group estate

Our emissions

	2023	2022
Scope 1 CO ₂ emissions (tonnes)	156.3	274.9
Scope 2 CO ₂ emissions (tonnes)	1,086.7	1,082.7
Total CO ₂ emissions (tonnes)	1,243.0	1,357.6
Emissions intensity (tonnes CO ₂ e/£m revenue)	0.10	0.10

Key risk areas

Overview

6

At a glance

Targets set

Carbon neutral (Scope 1 & 2 emissions) by 2030 at the latest

Net Zero (Scope 1, 2 & 3 emissions) by 2040 at the latest

Quantity Scope 3 emissions, water usage and waste produced in 2024

Eliminate single use plastics across the Group estate by 2030 at the latest

Key risk areas

Category	Area	Potential risks
Transition	Policy and legislation	Carbon tariffs, increased reporting
	Consumer	Changing preferences
	Technology	Cost of lower emissions technology
	Stakeholder	Reputational damage
	Market	Cost of energy
Physical	Acute risks	Extreme weather
	Chronic risks	Rising temperatures and sea levels

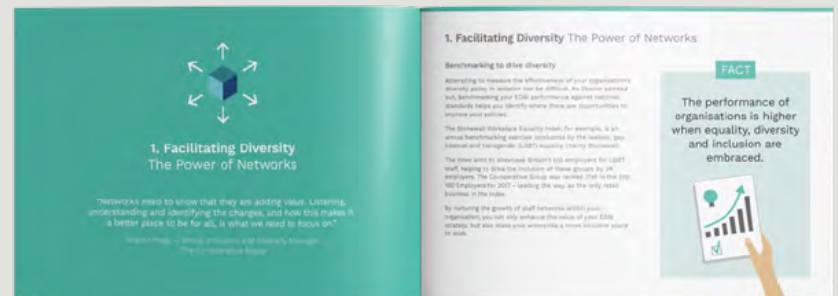
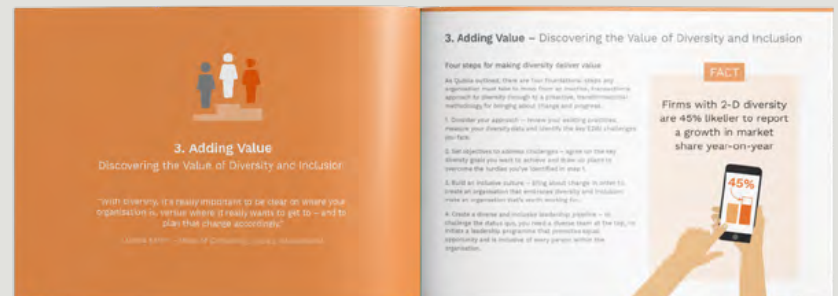
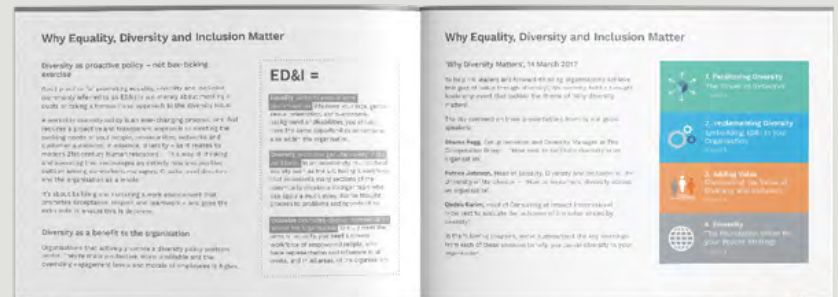
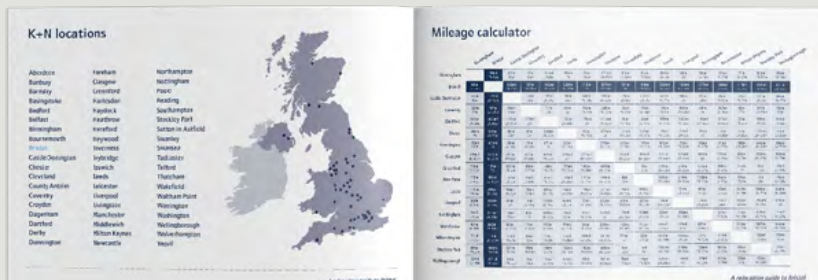
Overview

6

At a glance

Our emissions

	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024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Reports, publications
and presentations

Information design,
maps and explanatory
diagrams

Brand systems and
identity design

4%

reduction in water intensity ratio between
FY2021 and FY2022

8%

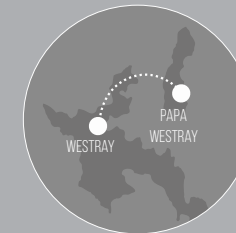
reduction in water use between FY2021 and
FY2022

14%

reduction in conventional (grey / fossil) energy
between FY2021 and FY2022

**Single use
plastic**

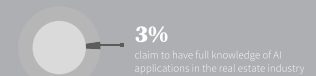
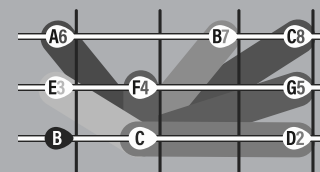
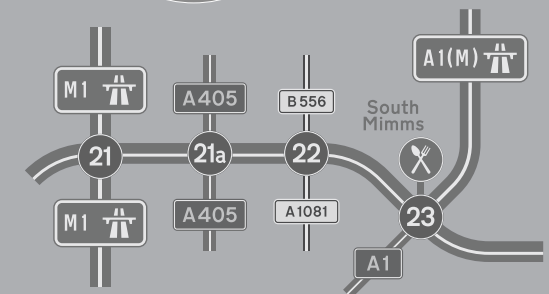
in food and
beverage
on the Pier
substituted for
vegware



50%

73%

79%





HISTORY OF THE SHOTTON MILL SITE

A Journey of Transformation

From steel to paper, the Shotton Mill site has undergone a dramatic transformation.

Once devastated by the loss of 6,500 jobs in a single day, the site is now set to be reborn as a state-of-the-art corrugated cardboard and tissue manufacturing campus, evolving into a cutting-edge hub for sustainability and manufacturing.



SHOTTON MILL

Steel Town

1895-1896

Harry and James Summers of John Summers and Sons, purchased 10,000 acres of Dee marshland for steel production. In September 1895, the first steel sheets are produced by 250 workers using steam-driven mills, laying the groundwork for what would become a major industrial site.

1950s

During the 1950s, the plant flourishes and the workforce grows to 10,000 employees.

1900s

By the early 1900s, the plant produces 40,000 tonnes annually. The construction of nine open-hearth furnaces and the iconic red brick general office marks the growth of Shotton as a key player in the steel industry.

1967

Shotton Steelworks is nationalised and becomes part of British Steel, employing 12,000 workers. The site's immense size requires a fleet of buses and vehicles to transport workers across the eight-mile wide facility.

In March 1980, 'Desaster's darkest day' saw 6,500 job losses in one day, decimating the local community.



Harry and James Summers, founders of John Summers and Sons, standing in front of the Shotton Steelworks in 1895.

1970s

Advances in technology and government-led modernisation result in the closure of heavy steel operations in March 1980.

The rise and fall of newsprint

1985

The first significant development occurred with the construction of the effluent treatment plant, an essential facility to manage waste responsibly. Soon after, the site's first paper machine, PM1, was built, marking the birth of Shotton Mill's paper production era.

1998-2011

Expansion continues with a second Recycled Fibre Line, an upgraded effluent treatment plant, and a biomass boiler producing 8MW of power. Additionally, a Materials Recovery & Recycling Facility was introduced in 2011, capable of processing 200,000 tonnes of recycling annually.

2015-16

In response to market changes and a decline in newsprint, Shotton Mill underwent a strategic shift. PM1, along with Recycled Fibre Lines 1 and 2 and Boiler 1, were closed. However, the site's focus on sustainability continued to evolve, with the construction of a Waste Wood Processing Plant and in 2016, a new low-pressure condensing turbine was added, providing 3MW of additional power.

1989

As the demand for paper grew, so did Shotton. The second paper machine, PM2, was constructed, doubling the site's paper output. Around the same time, the Recycled Fibre Line III was introduced.



SHOTTON MILL



NE

2020s and Beyond: New Beginnings

2020s

A pivotal decade for Shotton. Newsprint production officially ceased, marking the end of one era and the beginning of another. Eren Holdings purchased the site with exciting plans to invest circa £1 billion into the project.

2025

The story of Shotton enters a new chapter with the scheduled opening of a state-of-the-art facility. This modern plant will build on Shotton's legacy of innovation, sustainability, and transformation, setting the stage for continued success in the decades to come.



WHAT'S TO COME: PM3 AND TM1

The 85.6 hectares (856,000 m²) main Shotton Paper Mill site will be redeveloped into new facilities for two manufacturing operations: a cardboard paper machine (PM3) and a tissue paper machine (TM1).

- The cardboard paper machine will be the UK's largest single machine with a capacity to produce 750,000 tonnes of container board a year. The machine will utilise approach flow systems, a wire section, a press section, a drying section, a finishing section and a roll handling system for production.
- Additional facilities include fibre storage, auxiliary facilities, effluent treatment with anaerobic digestion, hydrogen enabled CHP, warehouses, administrative offices and retail storage. While existing buildings, including the materials recycling facility and a biomass plant, will be retained.
- Planning permission is in place for adjacent (and to support a 200,000 tonne tissue production facility). The current investment represents the first tissue machine with a capacity of 67 kilotons (KT).
- In a nod to the site's heritage, the new container board-making line will be called PM3 (Paper Mill 3). The line will use 100% recycled paper to produce high quality testliner and fluting grades.
- The phased redevelopment will begin with cardboard manufacturing and related infrastructure and phase one of the tissue manufacturing operation.

Additionally, an important aspect of the circular economy will be the development of a new combined heat and power (CHP) plant. With a capacity to produce 60MW of efficient, low-carbon energy, the plant will power the mill's operations.

Shotton Mill's journey from steel to paper represents an extraordinary evolution, continually adapting to meet the challenges of industry and the environment.

The future looks brighter than ever with Eren's ongoing investment in sustainable technology.

It's our mission to provide the most advanced and highest quality manufacturing and production facilities in the UK.

With an ambitious growth plan, enabled by our industry-leading international experience and the most innovative, sustainable technologies, we bring a team of industry professionals who will grow with the business and a commitment to developing sites with a rich heritage of their own.



VISIT OUR WEBSITE FOR MORE NEWS AND INFORMATION
shottonmill.co.uk



Five decades of innovation

Established in 1969, Eren is one of Turkey's most dynamic family-owned conglomerates, employing 14,000 people, and dedicated to being the market leader across all sectors it engages in.

Our organisation places a strong emphasis on integrating environmentally friendly technologies into all aspects of its operations. We are steadfast in our commitment to supporting education as a cornerstone for nurturing a sustainable future.

EREN EMPLOYS
14,000
PEOPLE

IN 2022 EREN GENERATED
5%
OF TURKEY'S ELECTRICITY

BUT ITS EREN UNIVERSITY
9,500
STUDENTS
350
ACADEMICS

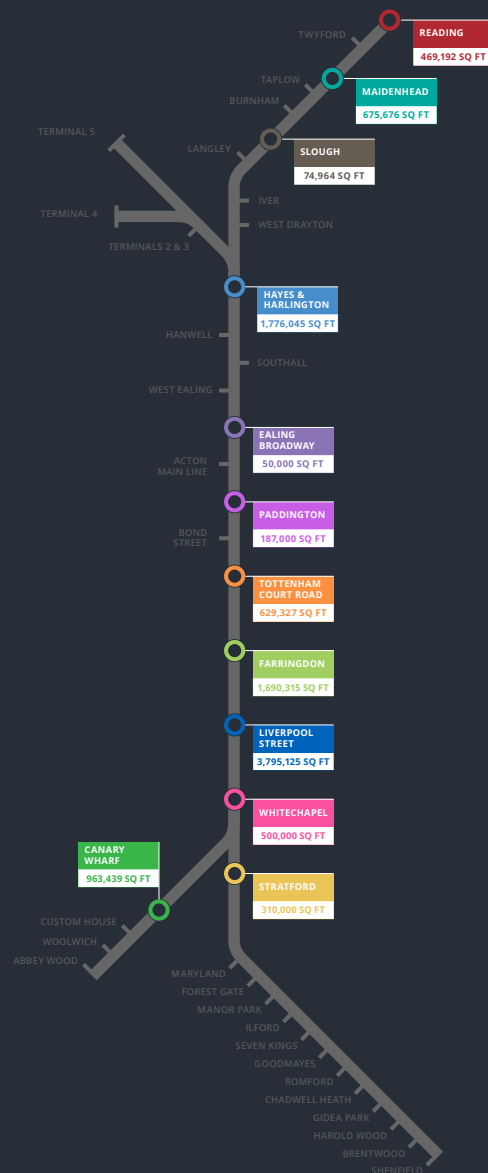
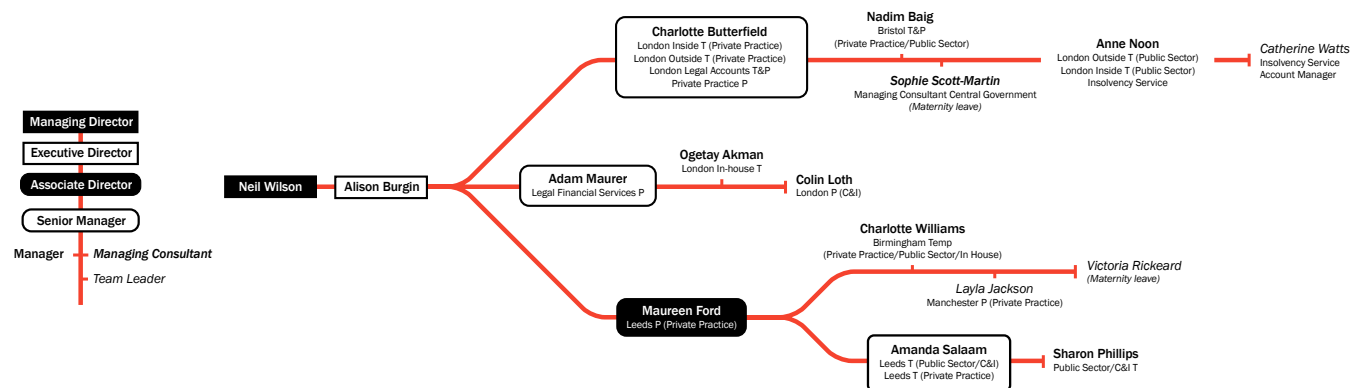
ESTABLISHED IN
1969
EREN IS TURKEY'S
largest
MANUFACTURER OF
PAPER AND
CORRUGATED CARDBOARD

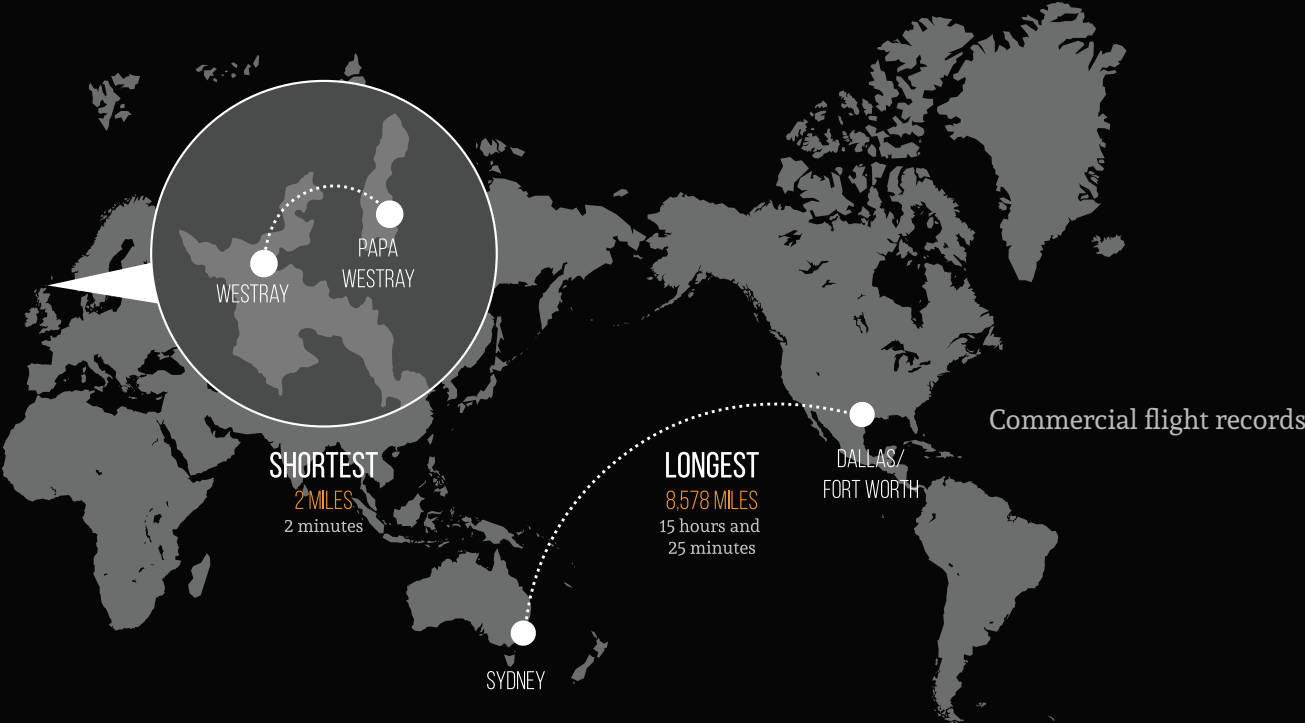
EREN SECTORS
Energy
Port
Paper
Cement
Textiles
Retail

IN
2021
THE SHOTTON
PRODUCTION FACILITIES
IN WALES WERE
PURCHASED

EREN RETAIL BRANDS
BURBERRY
LACOSTE
GANT
CONVERSE
NAUTICA
SuperStep
House of Surtout

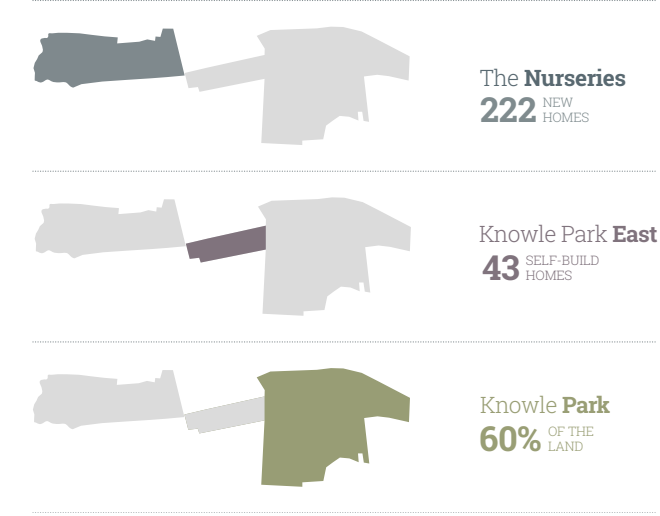
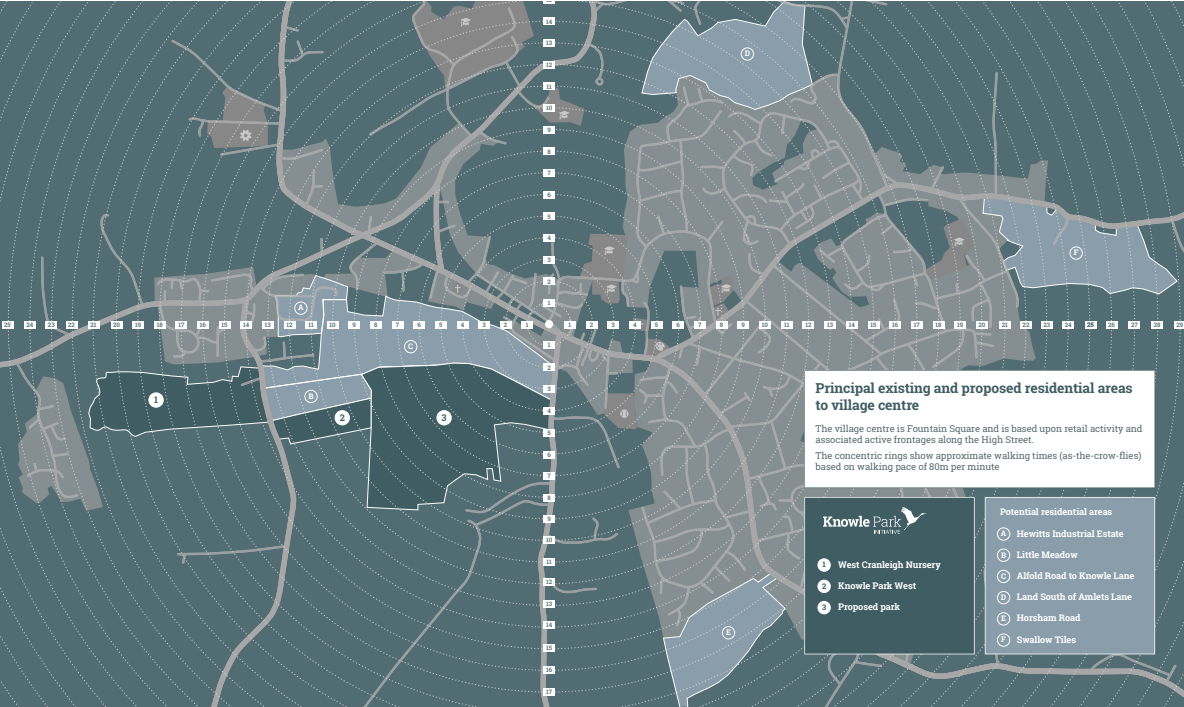
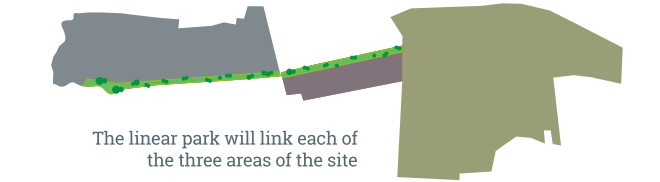
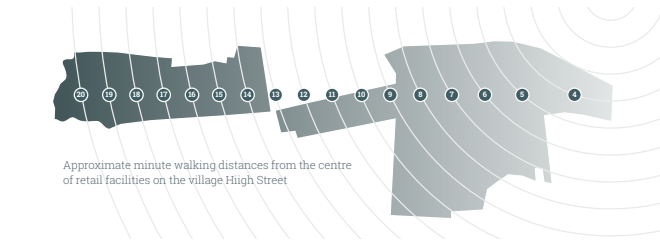


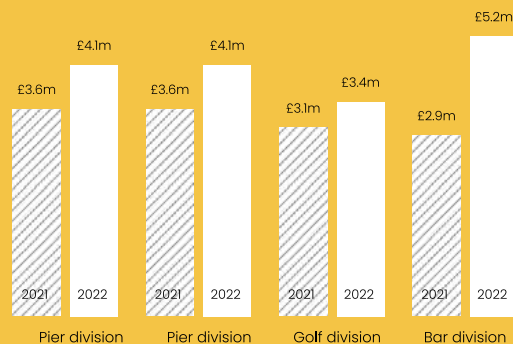
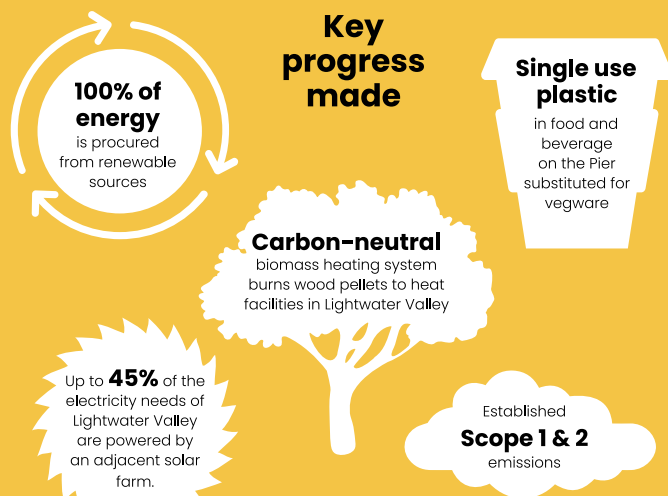




MOVIEWORLD
Sydney, Australia







Our emissions

	2023	2022
Scope 1 CO ₂ emissions (tonnes)	526.2	276.4
Scope 2 CO ₂ emissions (tonnes)	1,386.7	1,082.7
Total CO₂ emissions (tonnes)	1,826.1	1,359.1
Emissions intensity (tonnes CO₂e/£m revenue)	57.0	23.0

Key risk areas

Positive sentiment towards renewable/low carbon energy sources

79%

OFFSHORE WIND

74%

SOLAR FARMS

73%

ONSHORE WIND

50%

NUCLEAR POWER

45%

HYDROGEN GAS

EREN EMPLOYS
14,000
PEOPLE

IN 2022 EREN
GENERATED

5%

OF TURKEY'S
ELECTRICITY

BITLIS EREN UNIVERSITY

9,500
STUDENTS

350
ACADEMICS

ESTABLISHED IN
1969

EREN IS TURKEY'S
largest

MANUFACTURER OF
PAPER AND
CORRUGATED
CARDBOARD

27
COMPANIES IN
TURKEY

36
COMPANIES
GLOBALLY

EREN SECTORS

Energy
Port
Paper
Packaging
Cement
Textiles
Retail

IN
2021
THE SHOTTON
PRODUCTION FACILITIES
IN WALES WERE
PURCHASED



EREN RETAIL BRANDS



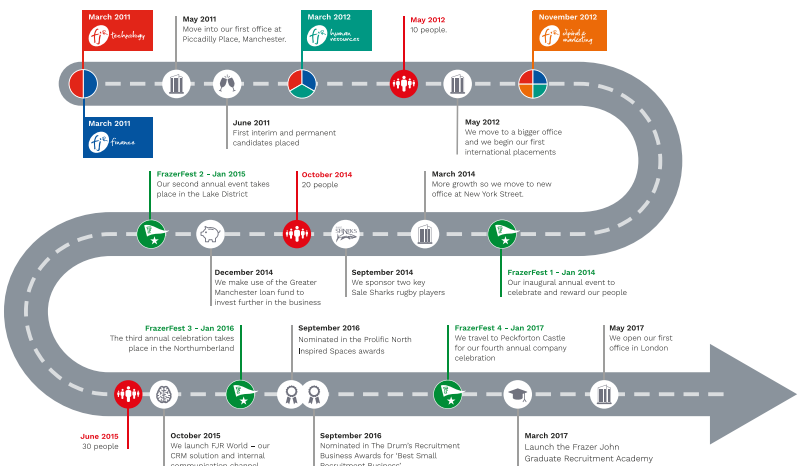
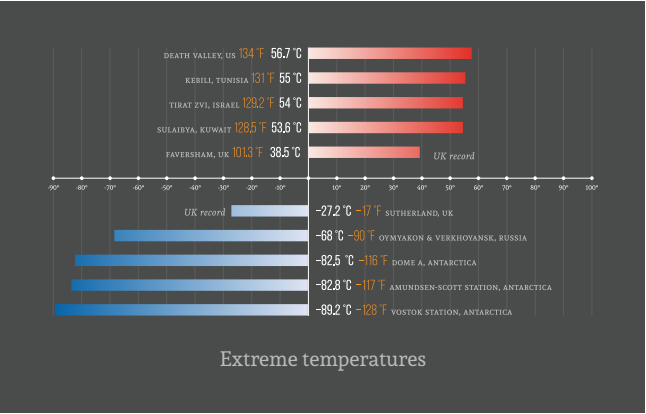
GANT



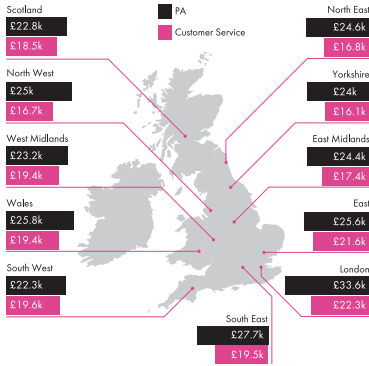
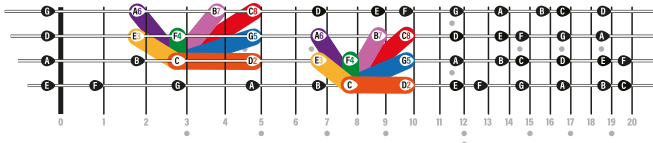
NAUTICA

SuperStep





MAJOR INTERVALS



Salaries for PA and Customer Service roles by region

Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr
17	18	19	20	21	22	23	24	25	26	27	28
Timesheet	Processing	Processing	Processing	Payment				Payment			
	Timesheet	Processing	Processing	Payment							
		Timesheet	Processing	Processing	Payment						
			Timesheet	Processing	Processing	Payment					
				Timesheet	Processing	Processing	Payment				

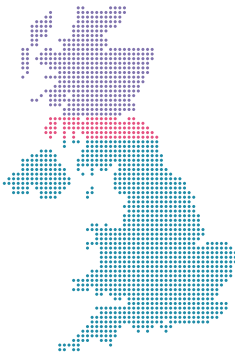
Week ending date:

To be completed by your manager

Authorised by:

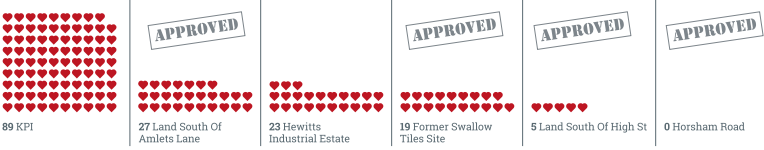
Total hours for week X Rate £ per hour = Gross Pay £

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Date							
Start time							
Lunch (mins)							
Finish time							
Total hours for day							



65% commercial
6% mixed-use
34% residential

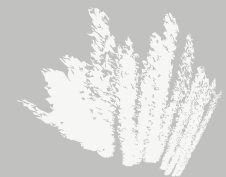
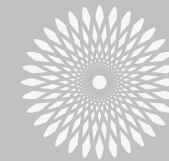
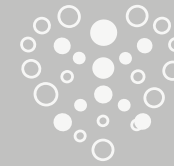
Letters of support received by the council for Cranleigh's proposed developments



Reports, publications
and presentations

Information design,
maps and explanatory
diagrams

Brand systems and
identity design

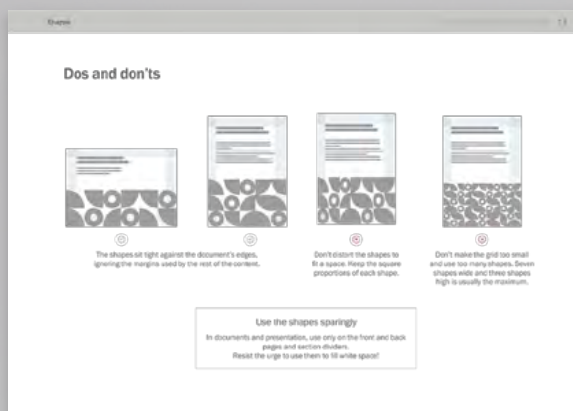
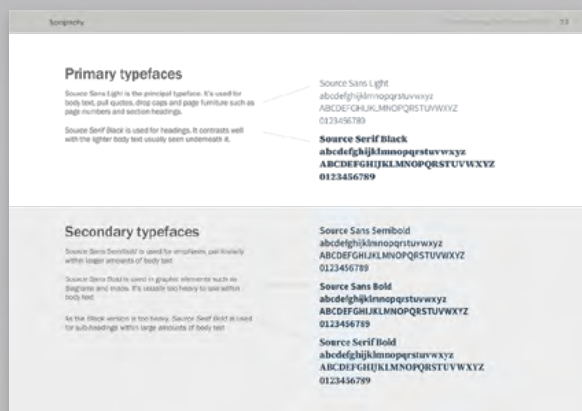
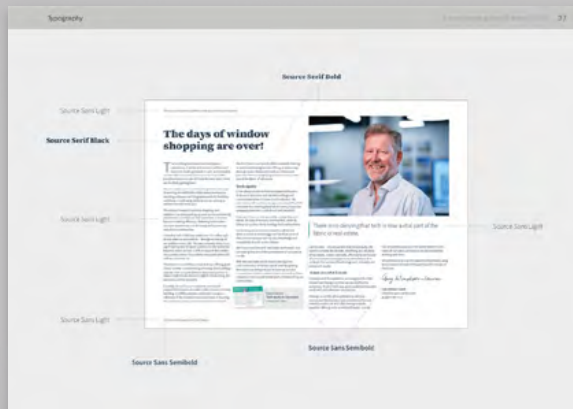
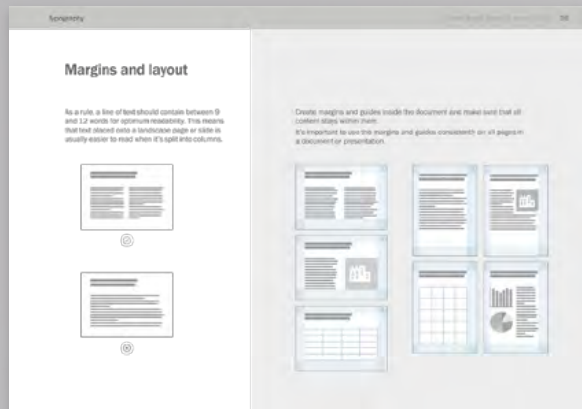
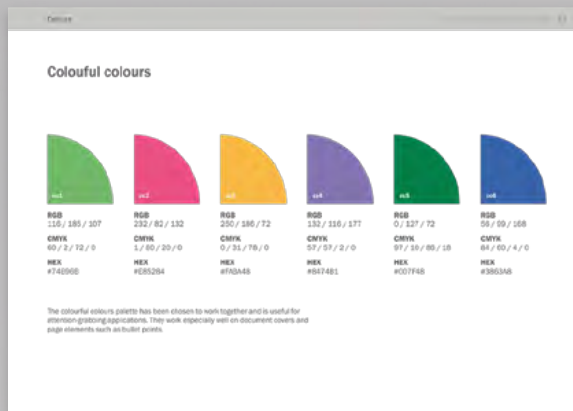
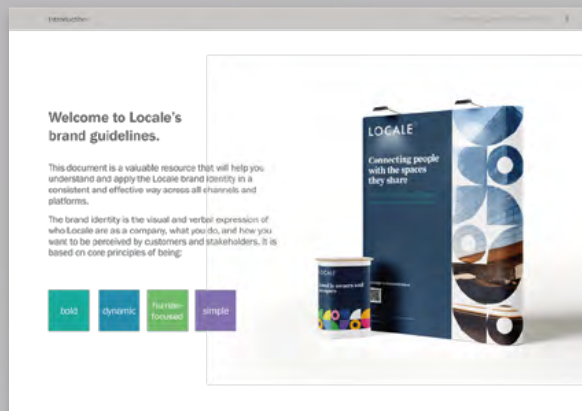




THE PSYCHIATRIC
CARE CLINIC

Nomos
Expert
Reports









Knowle Park

TRUST

Did you know Cranleigh has a

Bluebell Wood

only four minutes' walk from the High Street?

Knowle Park Initiative and the Knowle Park Trustees look forward to the opportunity to turn this currently private land into public parkland.

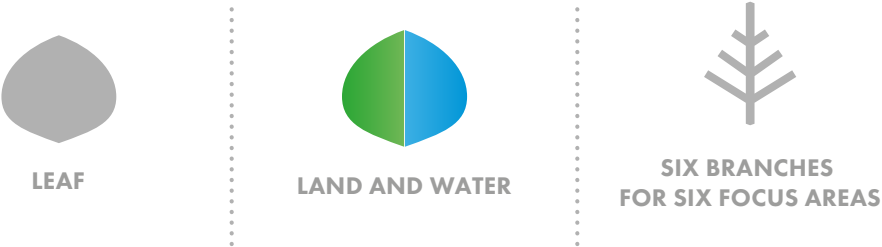
We will ensure the protection of this area of natural beauty so that it will be enjoyed by generations to come.



4 minutes' walk



knowleparkinitiative.co.uk
knowlepark





YOU ARE HERE



Hyacinthoides non-scripta

A bluebell wood is a woodland that in springtime has a carpet of flowering bluebells underneath a newly forming leaf canopy. The flowers the summer canopy, the more the competitive ground-cover is suppressed, encouraging a dense carpet of bluebells, which leaves mature and die down by early summer. Other common woodland plants which accompany bluebells include the yellow cattle and the autumn crocus.

Bluebell woods may be found in all parts of Great Britain and Ireland, as well as elsewhere in Europe. Bluebells are a common indicator species for ancient woodlands. It is predicted under 100 years, and in some other parts of its range.



2
PARK TRAIL



Members to include representatives from

- PARISH AND DISTRICT COUNCILS
- FRIENDS & FELLOWS OF KNOWLE PARK
- LOCAL INDIVIDUALS
- LOCAL ORGANISATIONS

Board of Trustees meet quarterly plus annual open AGM



Teams contain a Trustee and team members and meet bimonthly.

CRANLEIGH COMMUNITY
FRIENDS AND FELLOWS
OF KNOWLE PARK

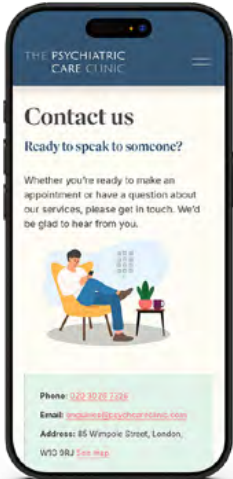
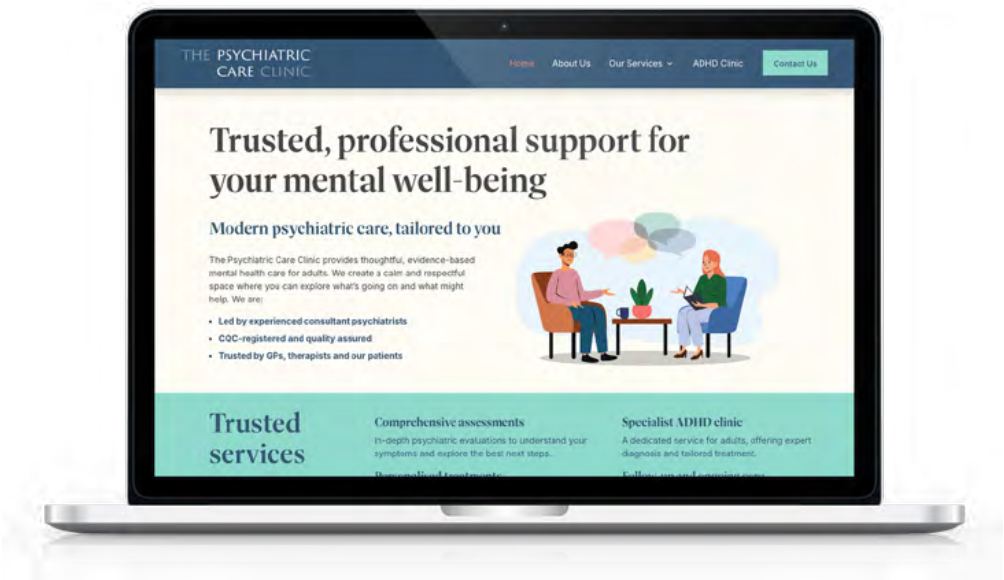


THE PSYCHIATRIC
CARE CLINIC

Revised logo



Previous logo



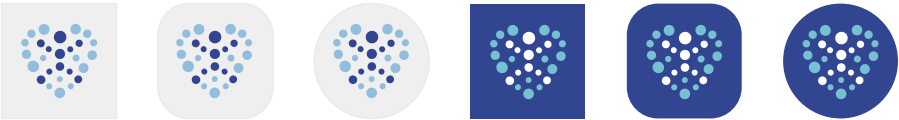
Primary Logo



Secondary Logo



Social Media Icons



Locale logo for white backgrounds



Locale logo for blue and dark backgrounds



Make sure there is at least a minimum amount of space equal to the width of the 'A' around the logo

bg6

RGB
63 / 139 / 202
CMYK
74 / 36 / 0 / 0
HEX
#3F8BCA



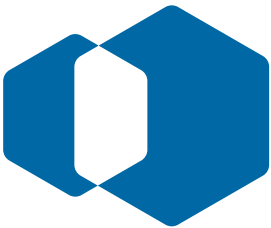
100% black



La Rive Bio^{AG}



La Rive Bio^{AG}



LaRive Bio^{AG}

Gareth Rimmer

Have a project or an idea you'd like to get off the ground? I'd love to hear about it.

I'm based in Blackheath, south east London, and work remotely with clients across the UK and Europe, as well as on-site in and around the capital.

I can be emailed at gareth@garethrimmer.co.uk and you can call me on [07885452241](tel:07885452241)

Recruiter? You can also view [my LinkedIn profile](#) or [download my CV](#).