Gareth Rimmer

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

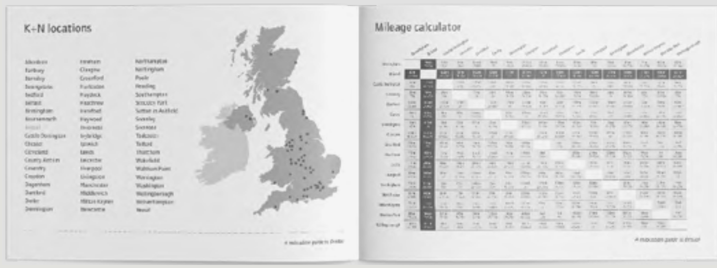
I work with organisations to shape complex content into clear, persuasive documents and presentations, helping ideas land with confidence and authority.

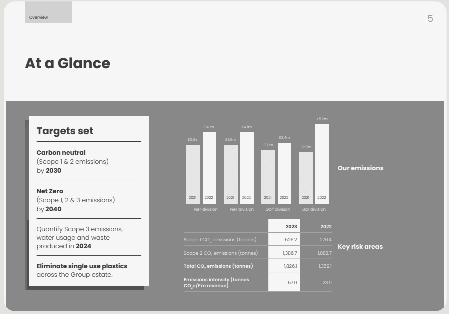
07885 452241
gareth@garethrimmer.co.uk
garethrimmer.co.uk

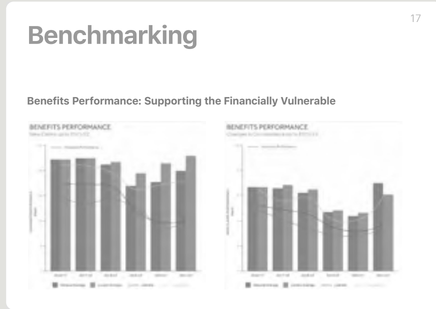
Reports, publications and presentations

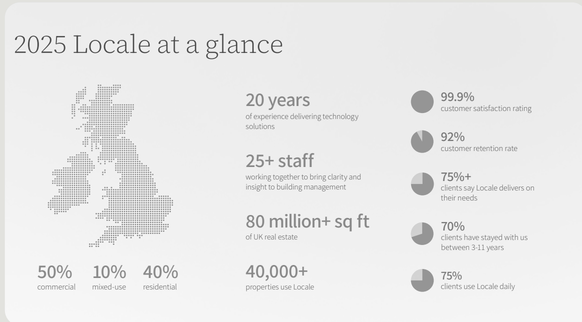
Information design, maps and explanatory diagrams

Brand systems and identity design









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

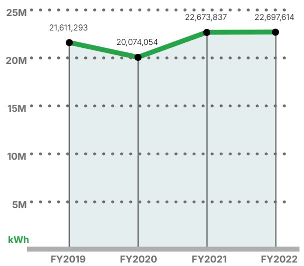
ED&F Man Sugar's carbon emissions remained more or less stable at 4,423,751 kg CO2 within the reporting period (i.e. there was no reduction), in line with its fossil fuel use figures. The metric of CO2 emissions by metric tonne (CO2/MT) however, saw a fall of 10% since FY2021, reflecting a positive trend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

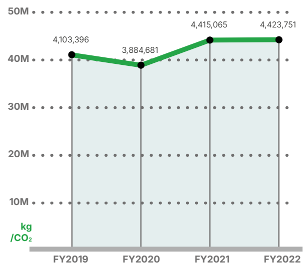
Total conventional (grey/fossil) energy consumption in kWh

Since FY19: +5% Last Year:+0%



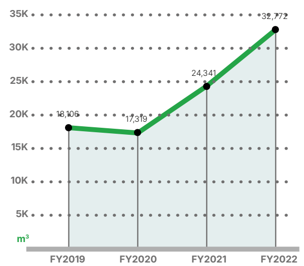
Total carbon emissions in kg CO_2

Since FY19:+8% Last Year: +0%



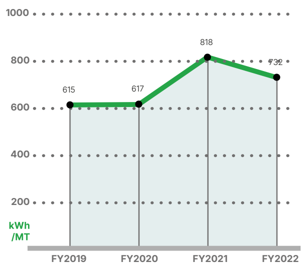
Total water use in m²

Since FY19: +81% Last Year: +35%



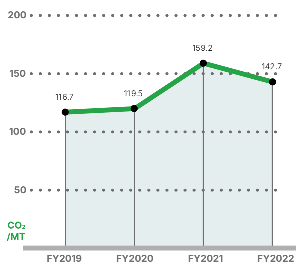
Total conventional (grey/fossil) energy consumption in kWh/MT

Since FY19: –19% Last Year: –10%



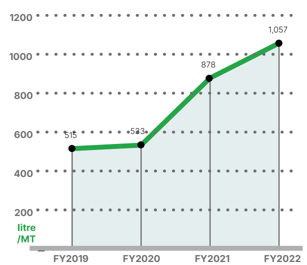
Total carbon emissions in kg CO_2/MT

Since FY19:+22% Last Year: –10%



Water Intensity: water use in litres per metric tonne processed

Since FY19: +105% Last Year: +20%



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

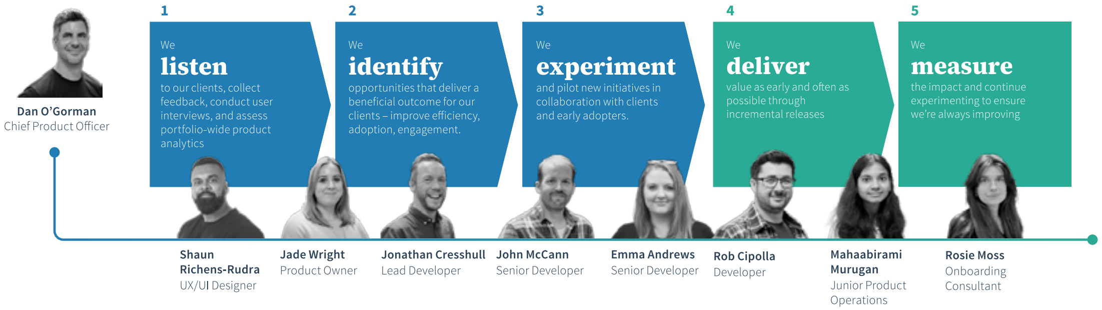
18%
reduction in carbon emissions since FY2019

11%
of all our energy is now from renewables

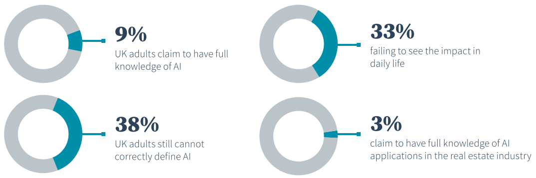
10%
reduction in energy intensity (kWh/MT) between FY2021 and FY2022

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

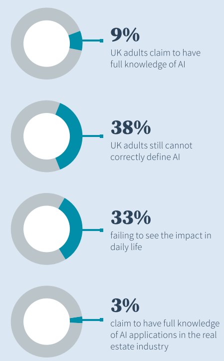
In arenas perceived as lower risk, there exists a prevailing trust in AI. Notably, over a third of respondents (36%) – the most of any specific life activity – trust in AI's aptitude for capturing personalised entertainment recommendations, acknowledging its capacity to enrich leisure pursuits. Similarly, 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 71% 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

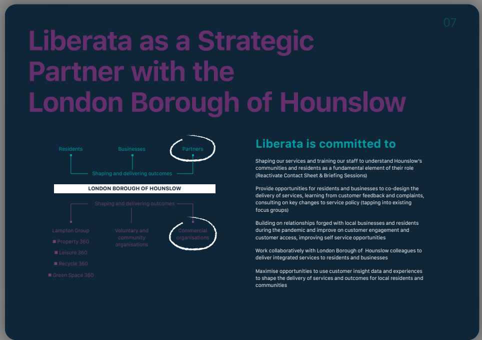


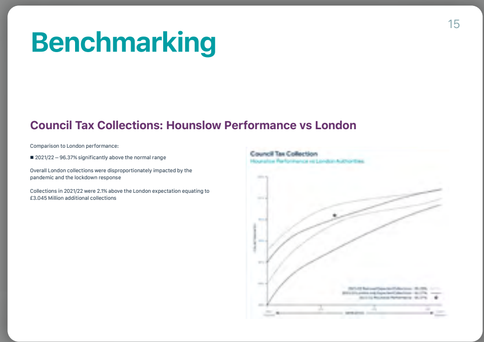

Corporate Services
Contract
2021–22 Annual Report and
2022–23 Midyear Report
London Borough
of Hounslow
Liberata

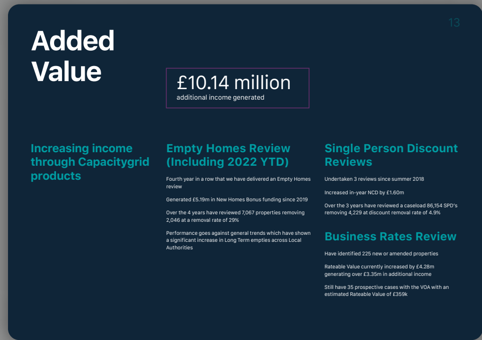

Introducing the
Local Management Team

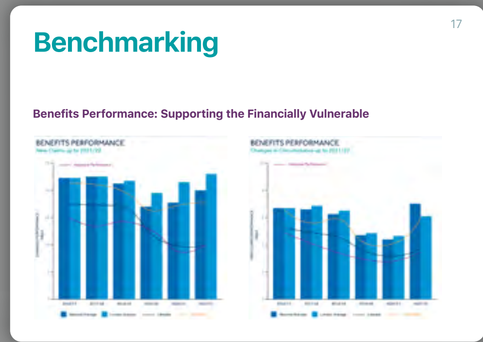

Liberata's Contract
Performance to Date
London Borough of Hounslow's policy decision to go digital by default across the Revenues and Benefits service lines has yielded the following results:
40,000
80%
1,600
95%
30%
70%
2,000

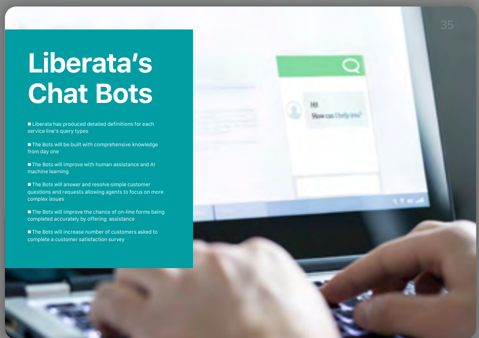

Understanding and
Aligning with
the Council's Vision
The Council's vision for future local government in Hounslow is to operate as a community leader, not simply a provider of services.


Liberata as a Strategic
Partner with the
London Borough of Hounslow
Liberata is committed to


Benchmarking
Council Tax Collections: Hounslow Performance vs London


Added
Value
£10.14 million
additional income generated
Increasing income through Capacitygrid products
Empty Homes Review (Including 2022 YTD)
Single Person Discount Reviews
Business Rates Review


Benchmarking
Benefits Performance: Supporting the Financially Vulnerable


Liberata's
Chat Bots


Liberata's Contract
Performance to Date
Key Performance Indicators for full year 2021/21 and mid-year 2022/23


HRP Proposals for the next
two years and beyond

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 travel[1].

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.

Lufthansa saw a **161%** increase in enrolment in its Miles & More offer from 2021 to 2024.

Delta has seen a **50%** increase in Skymiles membership from 2017 to 2024.

IHG One Rewards has grown to more than **160m** members.

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.

In the UK*[4]

26% are still not part of any airline loyalty scheme

29% are not part of any hotel loyalty scheme

In the US[5]

82% of all 'travellers' are in frequent flyer programmes

*among those with household income of more than £150k and who flew more than five times last year

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.

Chapter 3

The threat of AI and payments disruption to the loyalty market

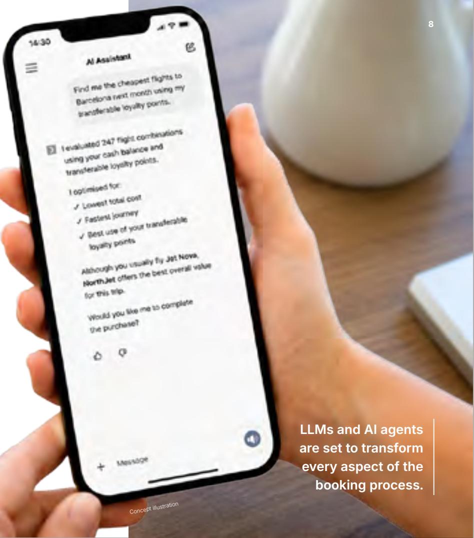
To fully realise its growth potential, the European loyalty industry must also navigate major technological changes taking place globally.

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.



Concept illustration

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[8]. Only 5% of Britons use a secondary bank account for daily spending[9].

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.

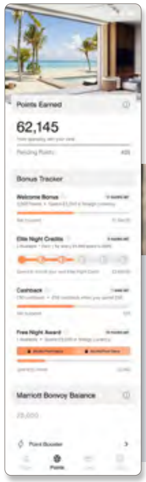
How Currensea works

1. Currensea partners with global brands to offer a **co-branded multi-bank debit card** to their customers in Europe.
2. 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.
3. 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**.
4. 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.



Currensea's annualised co-brand data shows that:

The top quartile of spenders spent £36.7k on their co-branded Currensea card on average	On average, over 50% of cardholders' annual spending was on lodging, dining out, travel and leisure	On average, 17% of cardholders' spending was directly with the co-brand partner, e.g. on hotel stays	More than 75% of cardholders have used their card for spending abroad, and of those, the average number of countries visited and spent in is four

Conclusion

Loyalty through integration

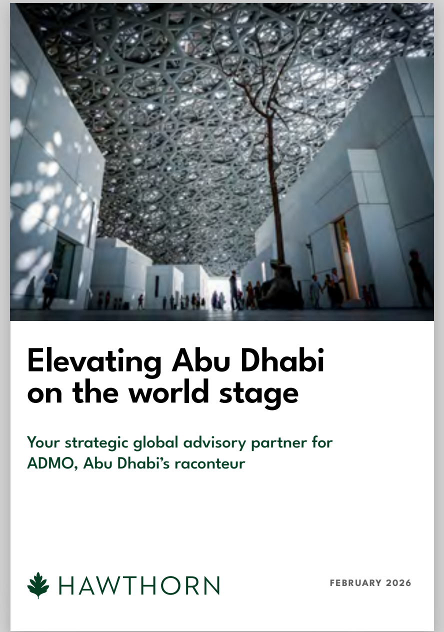
It's the combination of switching the co-brand model to debit, and delivering it from customers' existing bank accounts, that has changed the game for brands' everyday loyalty programmes for European customers.

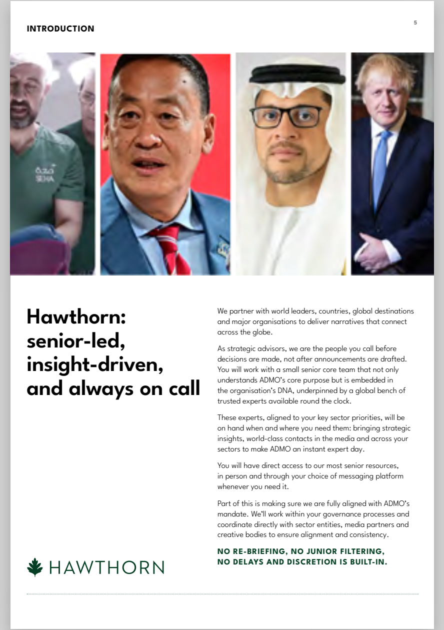
This model allows them to navigate the regulatory and consumer-behavioural challenges that are unique to the European market.

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.

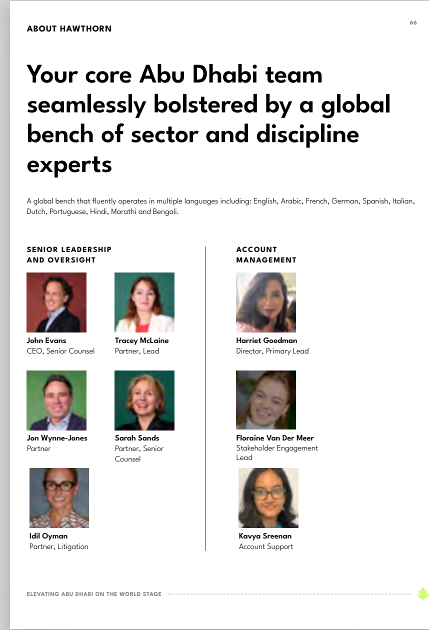
The emerging technology of account-to-account payments has been proven in the UK for use cases like settling your tax bill with HMRC. But there are significant regulatory and consumer-behavioural obstacles to displacing the card payment rails for the bulk of everyday tap-and-go transactions, particularly 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

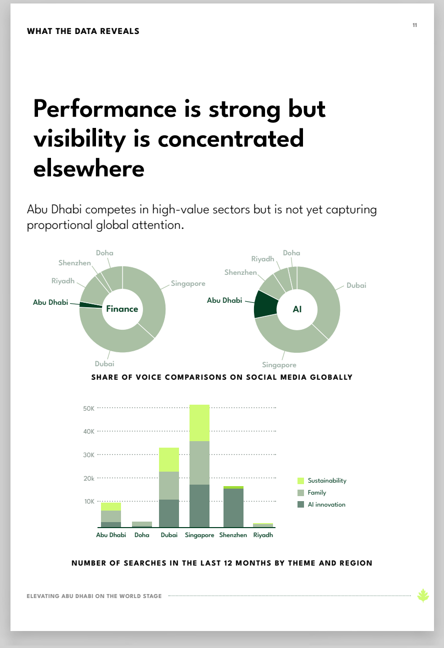

Elevating Abu Dhabi on the world stage
Your strategic global advisory partner for ADMO, Abu Dhabi's raconteur
HAWTHORN
FEBRUARY 2026

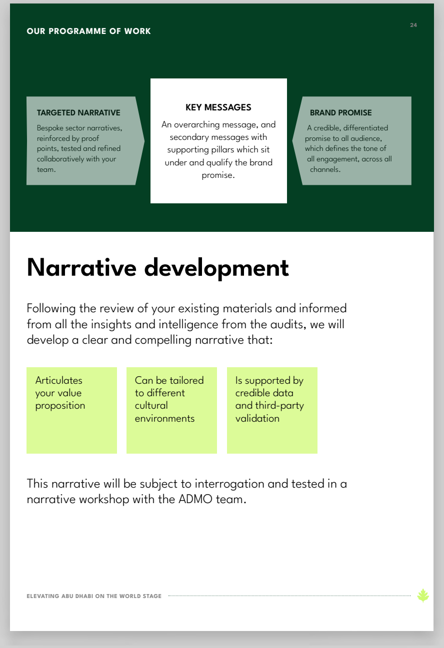

INTRODUCTION
Hawthorn: senior-led, insight-driven, and always on call
NO RE-BRIEFING, NO JUNIOR FILTERING, NO DELAYS AND DISCRETION IS BUILT-IN.
HAWTHORN


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
SENIOR LEADERSHIP AND OVERSIGHT
ACCOUNT MANAGEMENT
John Evans
Tracey McLaine
Harriet Goodman
Jon Wynne-Jones
Sarah Sands
Floraine Van Der Meer
Idil Oyman
Kavya Sreenan


OUR PROGRAMME OF WORK
Measuring strategic success through a rigorous impact framework
Operational and communications objectives, against which impact is measured
Agreeing SMART objectives and KPIs
INPUT
ACTIVITY
OUTPUT
OUTTAKES
OUTCOMES
IMPACT


WHAT THE DATA REVEALS
Performance is strong but visibility is concentrated elsewhere
Abu Dhabi competes in high-value sectors but is not yet capturing proportional global attention.
Finance
AI
SHARE OF VOICE COMPARISONS ON SOCIAL MEDIA GLOBALLY
NUMBER OF SEARCHES IN THE LAST 12 MONTHS BY THEME AND REGION


OUR PROGRAMME OF WORK
TARGETED NARRATIVE
KEY MESSAGES
BRAND PROMISE
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.


OUR SUCCESS STORIES
Our global impact
WORLD HEART FEDERATION

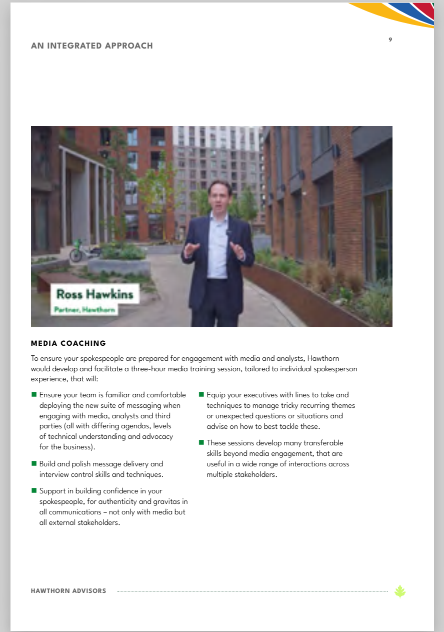
Hawthorn Advisors for L&G

Ways of Working

15 MAY 2026

HAWTHORN

hawthornadvisors.com



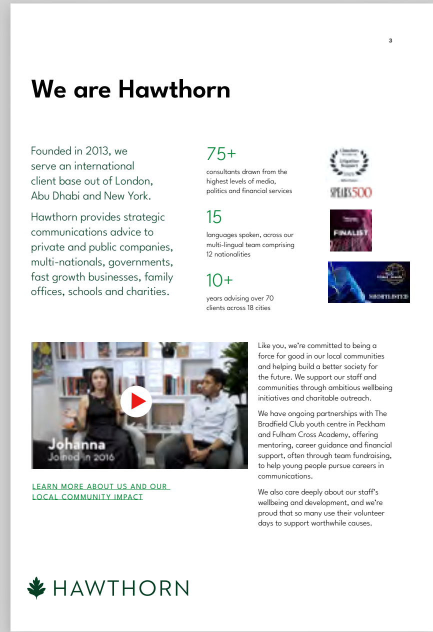
AN INTEGRATED APPROACH

MEDIA COACHING

To ensure your spokespeople 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 spokespeople, 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

SPEARS500

FINALIST

Johanna
Joined in 2016

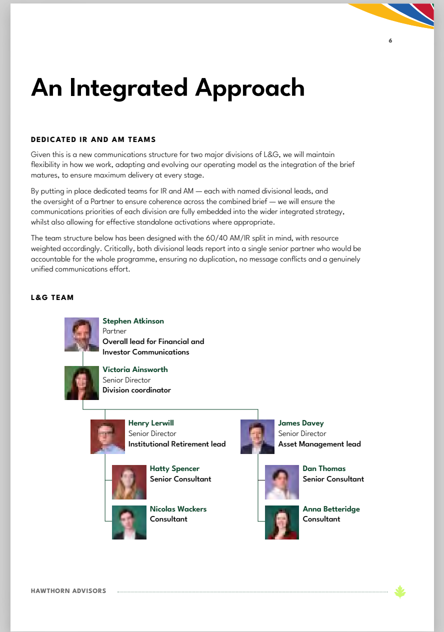
LEARN MORE ABOUT US AND OUR LOCAL COMMUNITY IMPACT

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 Bradfield 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 Ainsworth
Senior Director
Division coordinator

Henry Lerwill
Senior Director
Institutional Retirement lead

Hatty Spencer
Senior Consultant

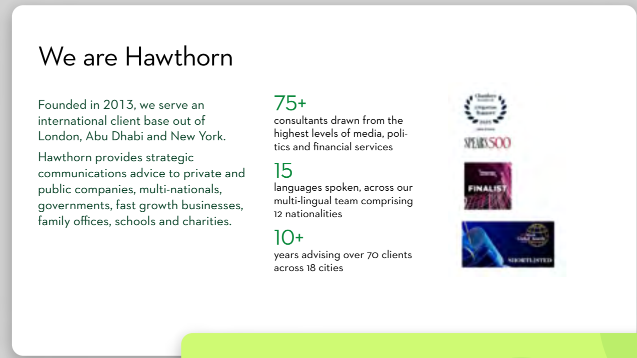
Nicolas Wackers
Consultant

James Davey
Senior Director
Asset Management lead

Dan Thomas
Senior Consultant

Anna Betteridge
Consultant

HAWTHORN ADVISORS



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

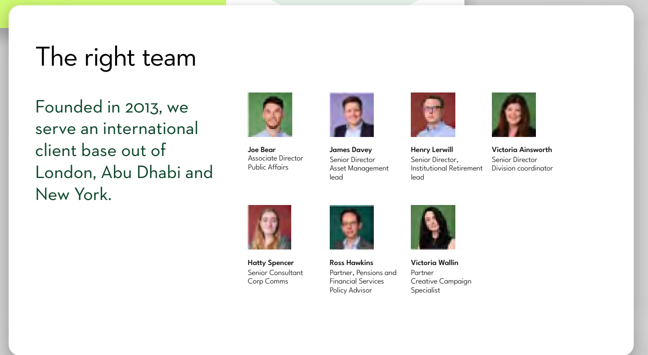
SPEARS500

FINALIST

Big enough to deliver, small enough to care

01
An intergrated 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.



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

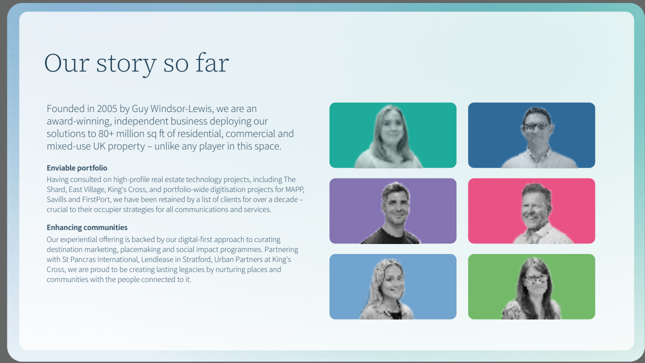
Henry Lerwill
Senior Director, Institutional Retirement lead

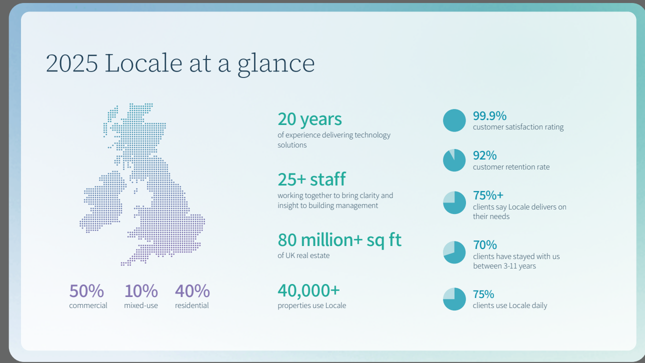
Victoria Ainsworth
Senior Director
Division coordinator

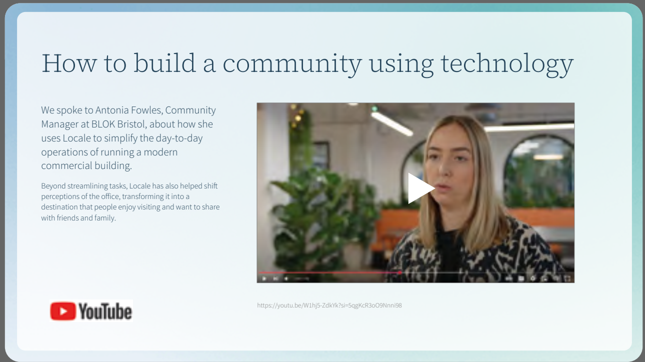
Hatty Spencer
Senior Consultant
Corp Comms

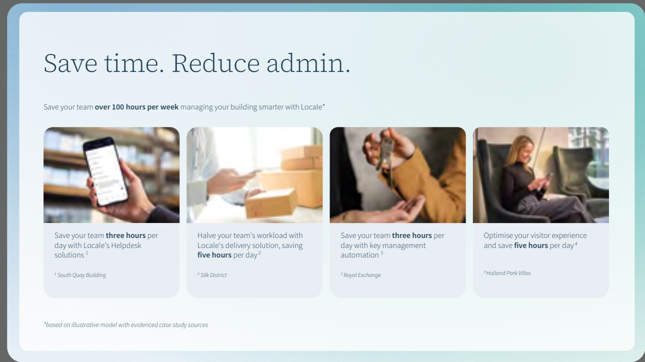
Ross Hawkins
Partner, Pensions and Financial Services Policy Advisor

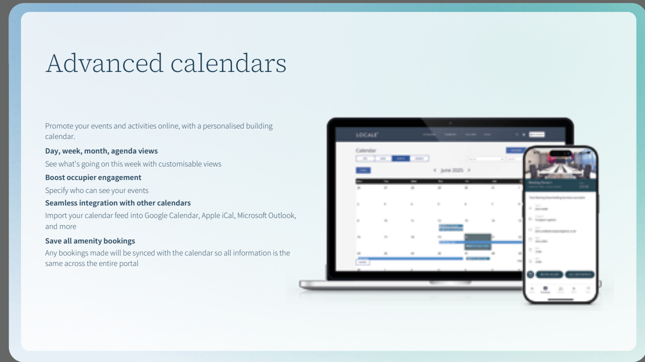
Victoria Wallin
Partner
Creative Campaign Specialist



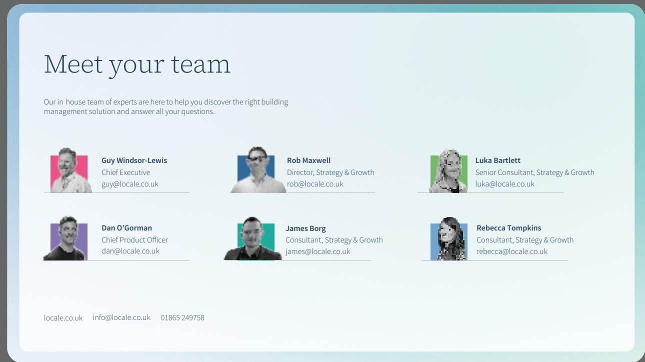


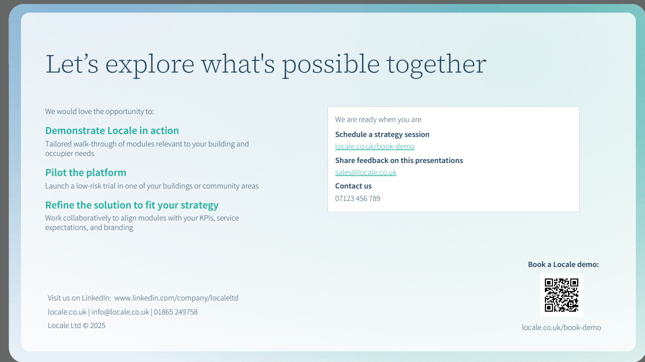




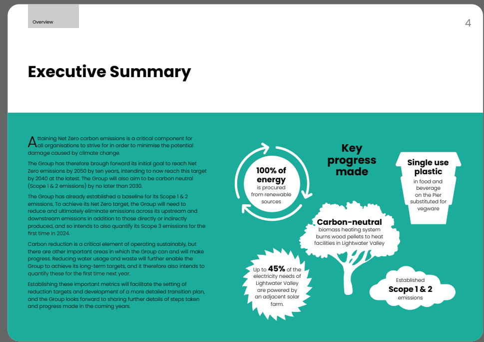


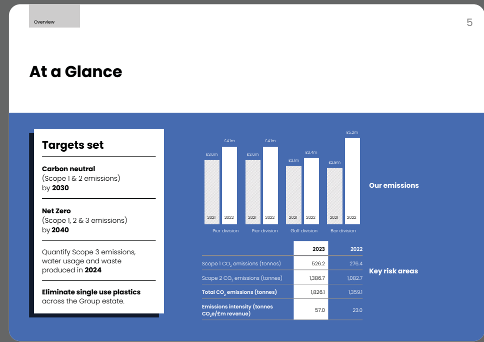
	Essentials Easy-to-use engagement and communication platform *Starting from £100/month*	Advanced Enhanced service and functionality with full support *Starting from £250/month*	Pro Best-in-class occupier experience with full control and insights *Starting from £500 /month*	Enterprise Completely bespoke offering. *Please contact us directly.*
Announcements	✓	✓	✓	✓
Content Pages	✓	✓	✓	✓
Document Storage	✓	✓	✓	✓
Events Calendar	✓	✓	✓	✓
Local Travel	✓	✓	✓	✓
Occupier Database	✓	✓	✓	✓
Offers and Promotions		✓	✓	✓
Staff Directory		✓	✓	✓
Web and Mobile Apps		✓	✓	✓
White-label Branding and Custom Domain			✓	✓
Amenity Bookings			✓	✓
Digital Forms			✓	✓
Key Management			✓	✓

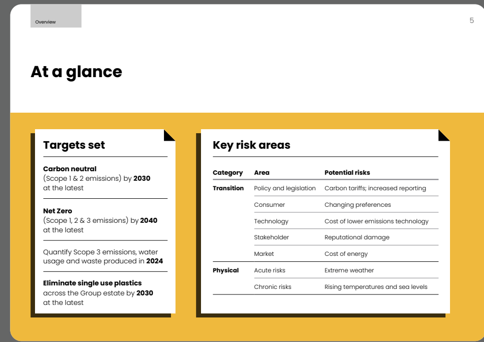


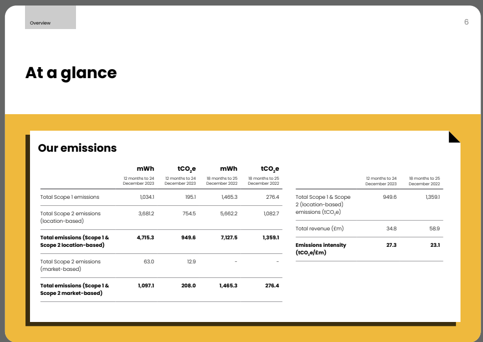



THE
BRIGHTON PIER
GROUP PLC
Task Force on Climate-Related
Financial Disclosures Report
2023

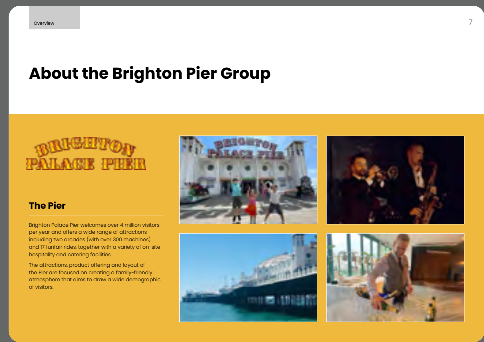

Executive Summary
Key progress made
Single use plastic
Carbon-neutral
Scope 1 & 2


At a Glance
Targets set
Our emissions
Key risk areas

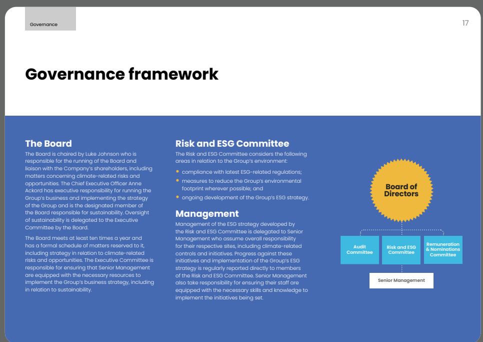

At a glance
Targets set
Key risk areas

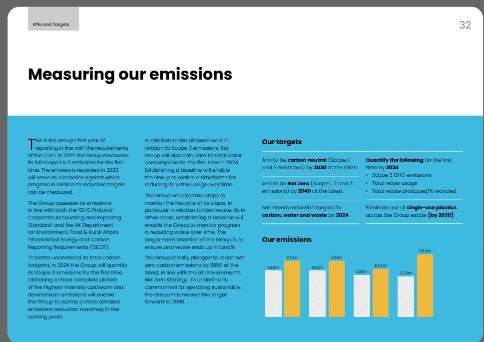

At a glance
Our emissions

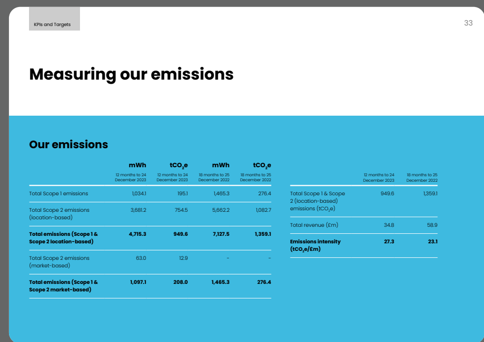

CEO Statement
Group revenue of £58.9 million
(2021: £13.5 million)
EBITDA of £13.8 million
(2021: £4.7 million)
Earnings per share of 17.1 pence
(2021: 11.3 pence)

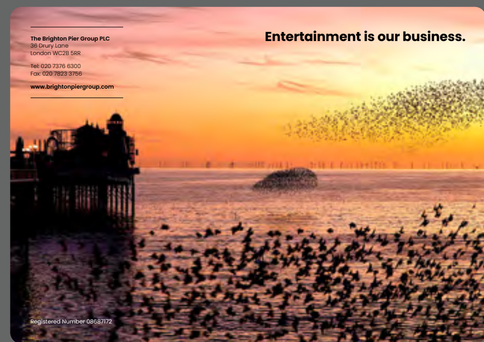

About the Brighton Pier Group
The Pier


Strategy
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning


Governance framework
The Board
Risk and ESG Committee
Management
Board of Directors


Measuring our emissions
Our targets
Our emissions

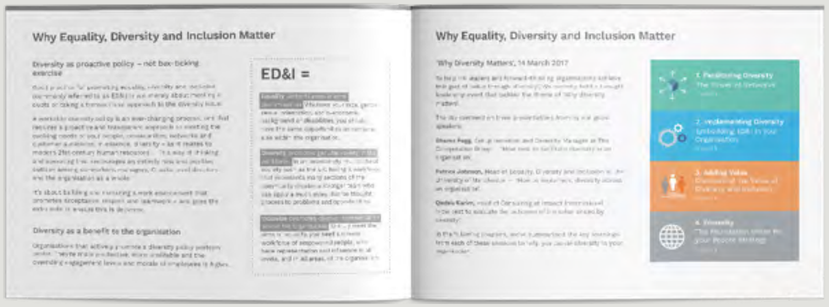

Measuring our emissions
Our emissions


Entertainment is our business.


KUEHNE+NAGEL
A relocation guide to
Bristol

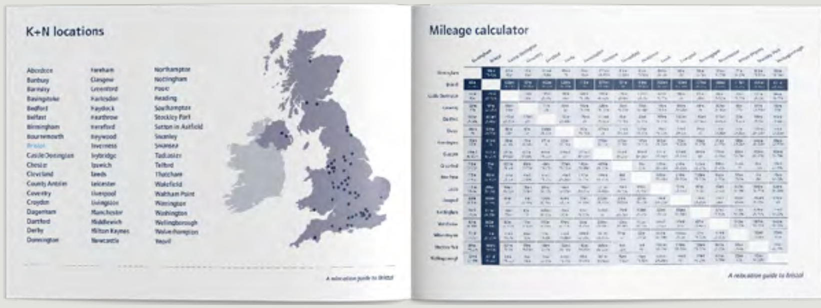

Why Diversity Matters
The Business Impact of a Diverse workforce
Frazer Jones Recruitment

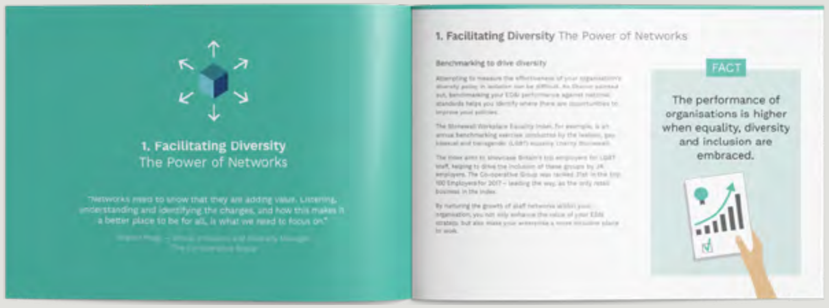

Welcome to Bristol
Top tips for moving


Why Equality, Diversity and Inclusion Matter
ED&I =
Why Equality, Diversity and Inclusion Matter


Health and fitness
Attractions


3. Adding Value
Discovering the Value of Diversity and Inclusion
3. Adding Value – Discovering the Value of Diversity and Inclusion
FACT
Firms with 2-D diversity are 45% likelier to report a growth in market share year-on-year
45%

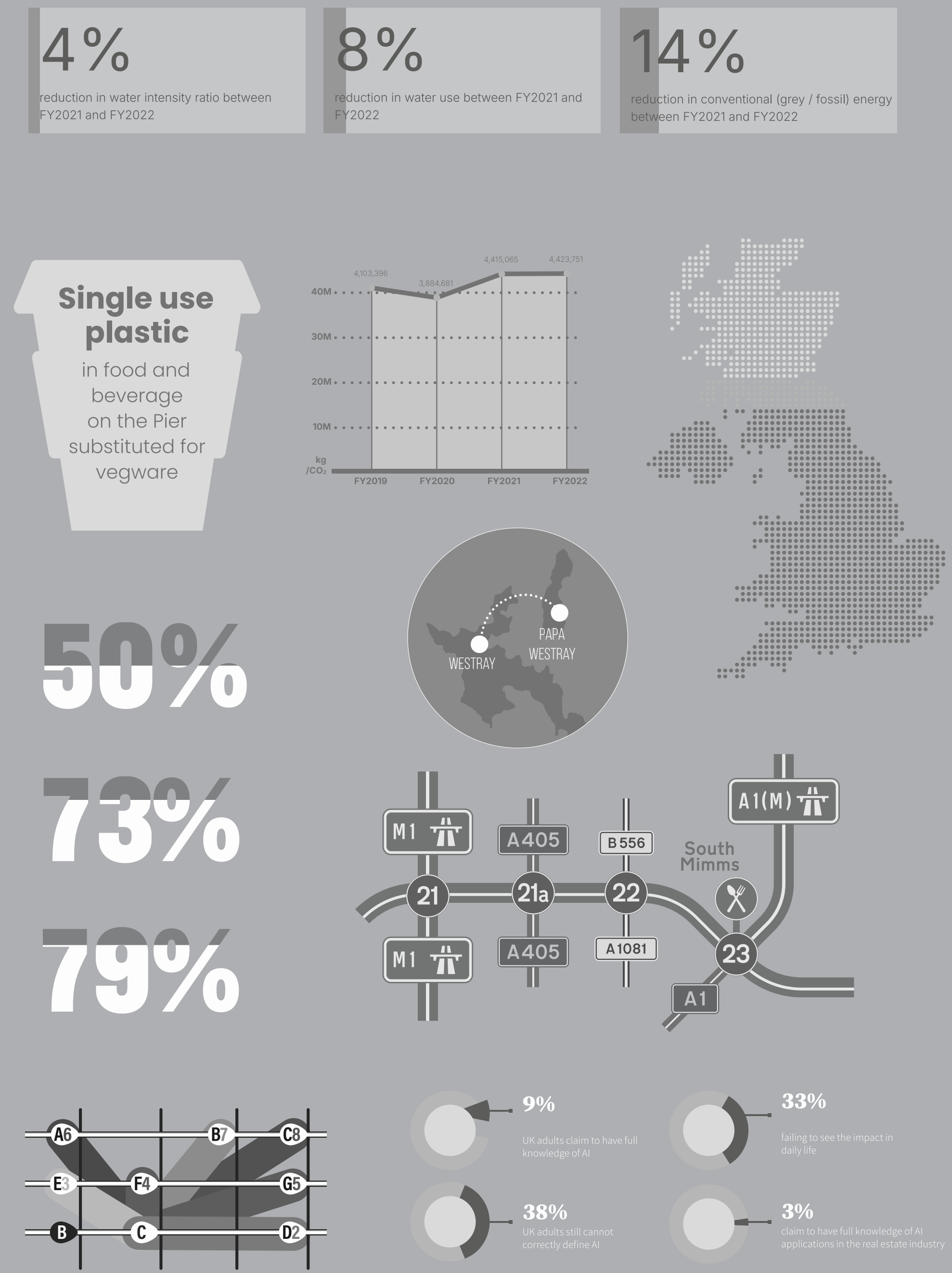

K+N locations
Mileage calculator

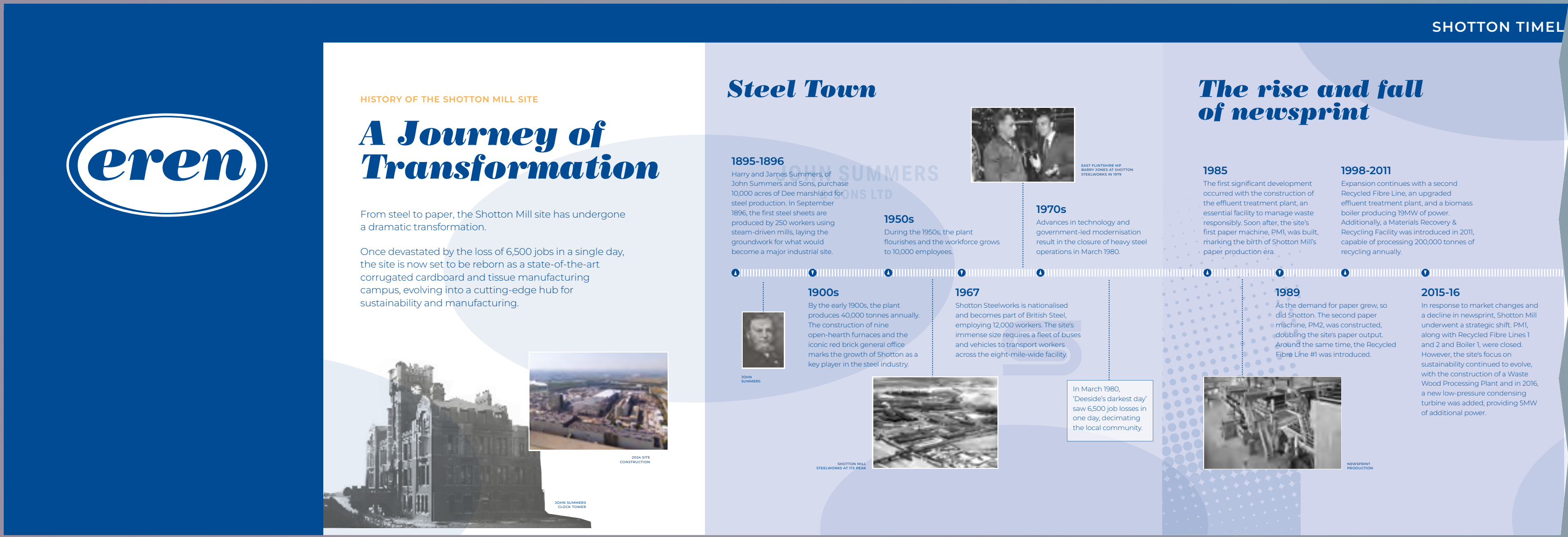

1. Facilitating Diversity
The Power of Networks
1. Facilitating Diversity The Power of Networks
FACT
The performance of organisations is higher when equality, diversity and inclusion are embraced.

Reports, publications and presentations

Information design, maps and explanatory diagrams

Brand systems and identity design





SHOTTON TIMEL

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.

JOHN SUMMERS CLOCK TOWER

2024 SITE CONSTRUCTION

Steel Town

JOHN SUMMERS & SONS LTD

1895-1896
Harry and James Summers, of John Summers and Sons, purchase 10,000 acres of Dee marshland for steel production. In September 1896, the first steel sheets are produced by 250 workers using steam-driven mills, laying the groundwork for what would become a major industrial site.

JOHN SUMMERS

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.

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

SHOTTON MILL STEELWORKS AT ITS PEAK

EAST FLINTSHIRE MP BARRY JONES AT SHOTTON STEELWORKS IN 1979

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.

1970s
Advances in technology and government-led modernisation result in the closure of heavy steel operations in March 1980.

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

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.

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 #1 was introduced.

NEWSPRINT PRODUCTION

1998-2011
Expansion continues with a second Recycled Fibre Line, an upgraded effluent treatment plant, and a biomass boiler producing 19MW 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 5MW of additional power.

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 £1billion 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.

Importantly, all the former employees were retained as part of the transition, ensuring continuity and stability for the workforce.

As part of the sales process, Eren are committed to preserving the employment of all former staff on the same terms and conditions.

The same employee-focussed approach will be taken in the future.

Funding from both the UK Government and Welsh Government will support Eren in its plans:

- UK Export Finance (UKEF) has also agreed to cover 80% of an €200M EDG (Export Development Guarantee). An EDG is equivalent to a certified loan, against which Eren promises to export 10% of its turnover within 5 years.
- The Welsh Government has also provided €15m of funding to the company. This is to safeguard jobs and support the manufacture of container board from domestic recycled fibre.

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 reel storage. While existing buildings, including the materials recycling facility and a biomass plant, will be retained.
- Planning permission is in place for adjacent land to support a 210,000-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 PROJECT 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

BITLIS EREN UNIVERSITY **9,500** STUDENTS **350** ACADEMICS

ESTABLISHED IN **1969**

EREN IS TURKEY'S **largest** MANUFACTURER OF PAPER AND CORRUGATED CARDBOARD

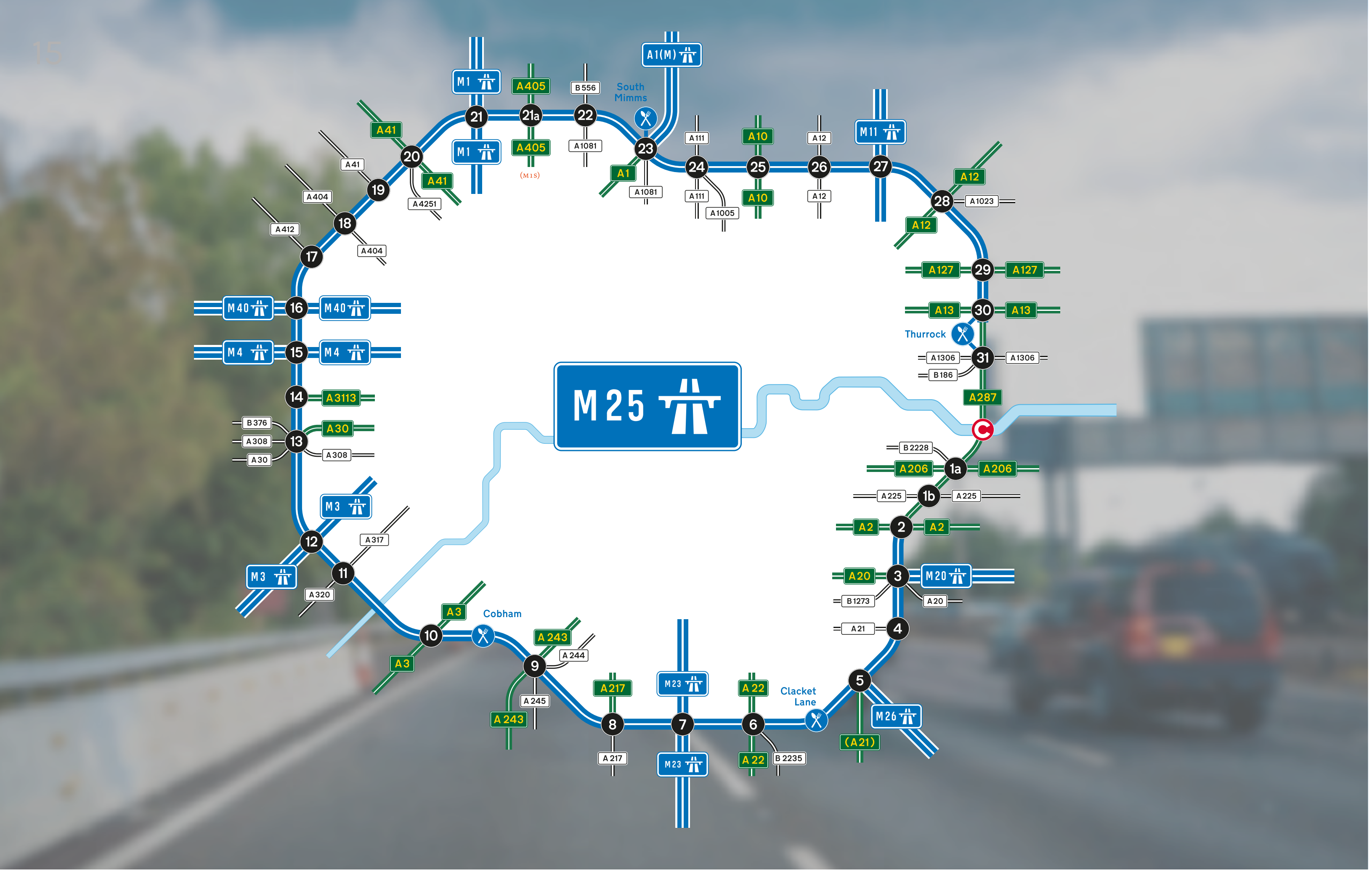
27 COMPANIES IN TURKEY **36** COMPANIES GLOBALLY

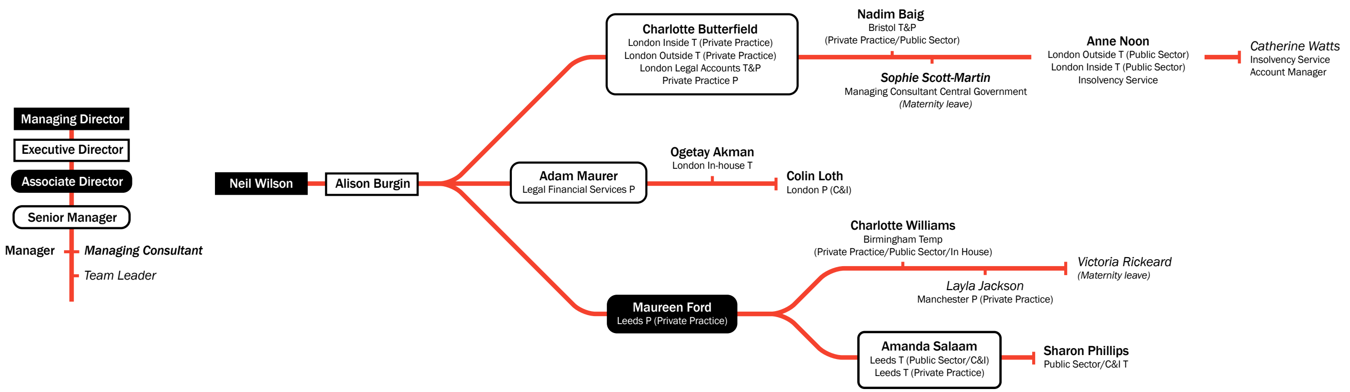
EREN SECTORS
Energy
Port
Paper
Packaging
Cement
Textiles
Retail

IN **2021** THE SHOTTON PRODUCTION FACILITIES IN WALES WERE PURCHASED

EREN RETAIL BRANDS

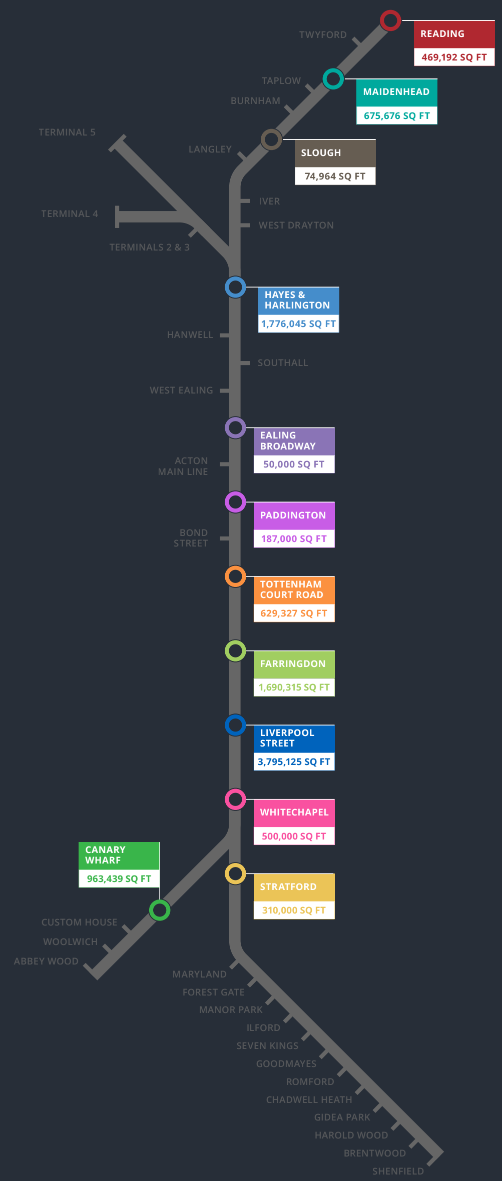
www.erenholding.com



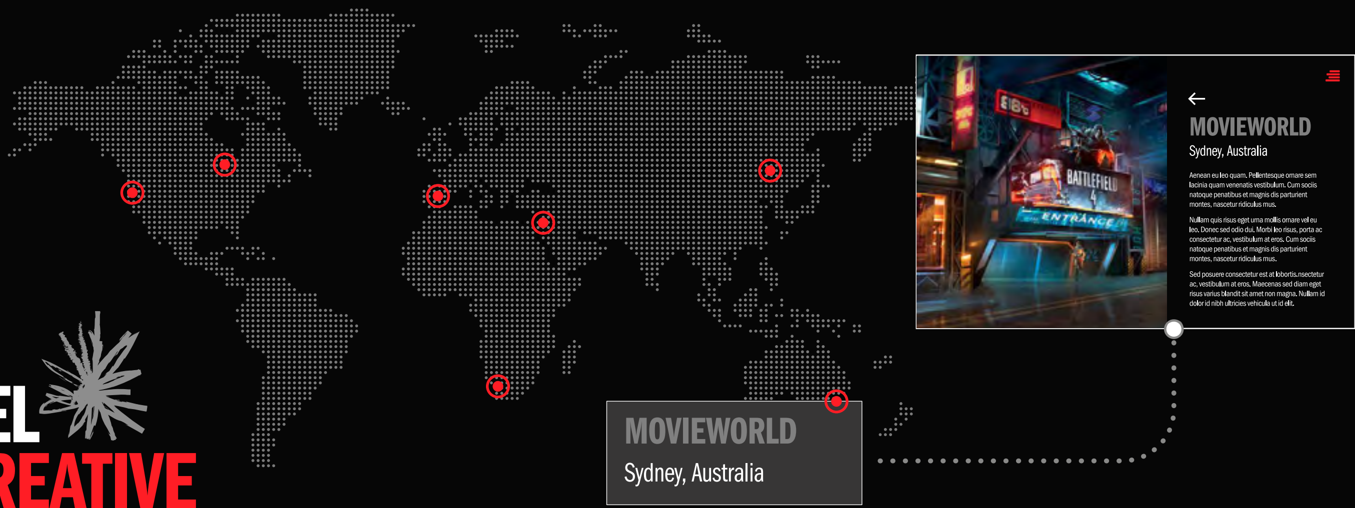


LOCALE GROUP

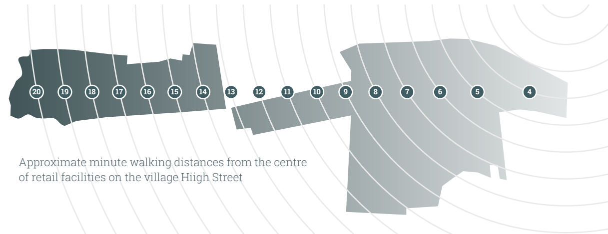
The Locale Group on the Elizabeth line

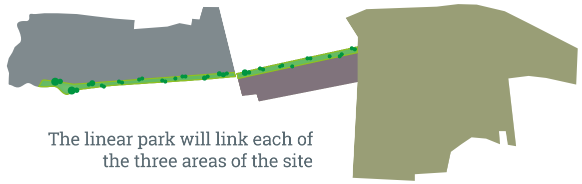


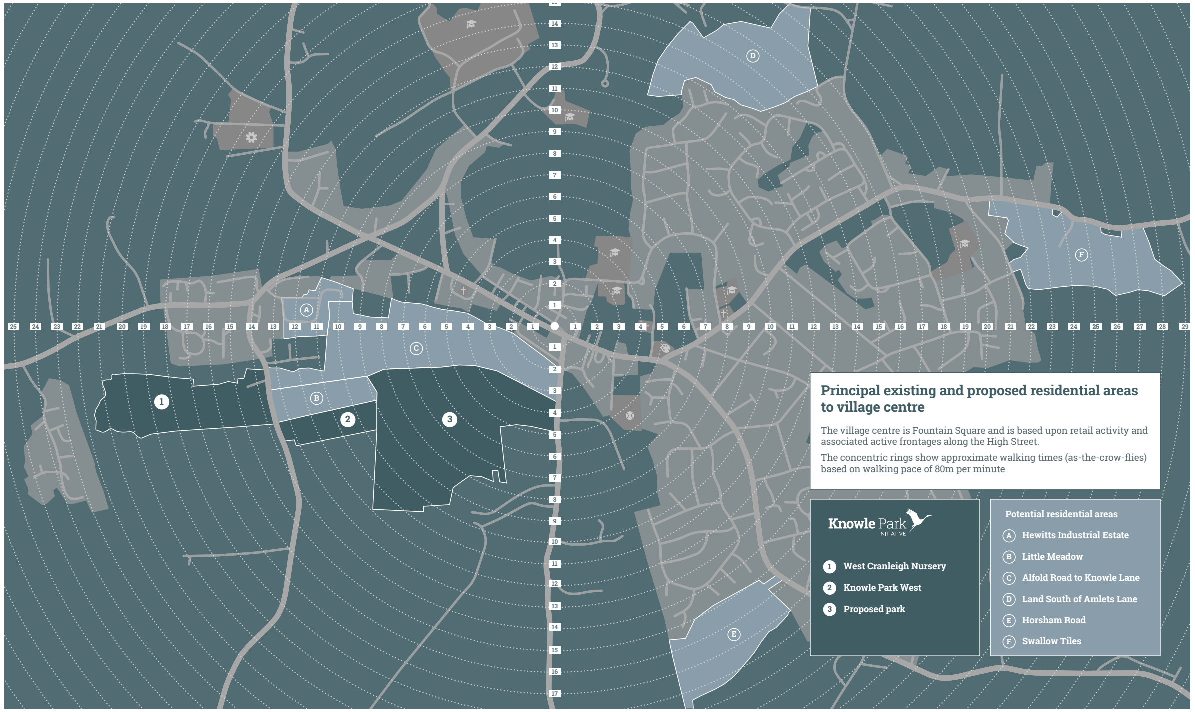
Commercial flight records



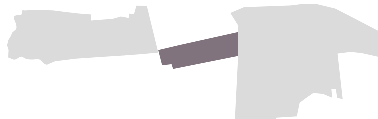
PEL
CREATIVE



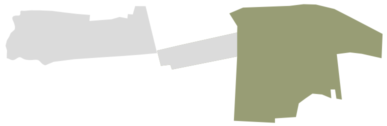




The **Nurseries**
222 NEW HOMES



Knowle Park **East**
43 SELF-BUILD HOMES



Knowle **Park**
60% OF THE LAND

Key progress made

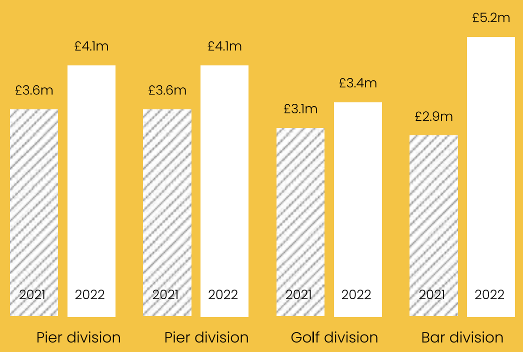
100% of energy is procured from renewable sources

Single use plastic in food and beverage on the Pier substituted for vegware

Carbon-neutral biomass heating system burns wood pellets to heat facilities in Lightwater Valley

Up to **45%** of the electricity needs of Lightwater Valley are powered by an adjacent solar farm.

Established **Scope 1 & 2** emissions



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 CO_2 emissions (tonnes)	1,826.1	1,359.1
Emissions intensity (tonnes CO_2e/£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
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Energy
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Paper
Packaging
Cement
Textiles
Retail

IN
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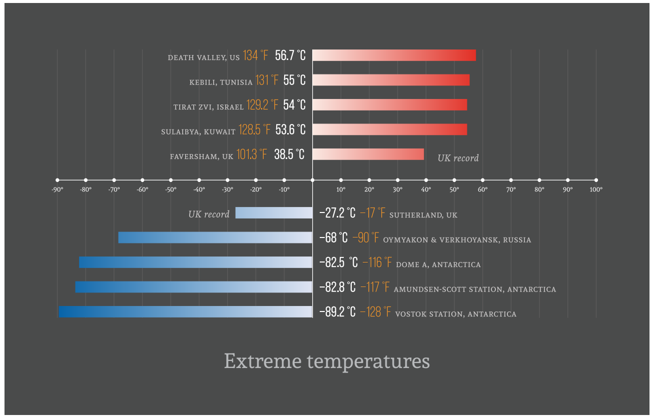
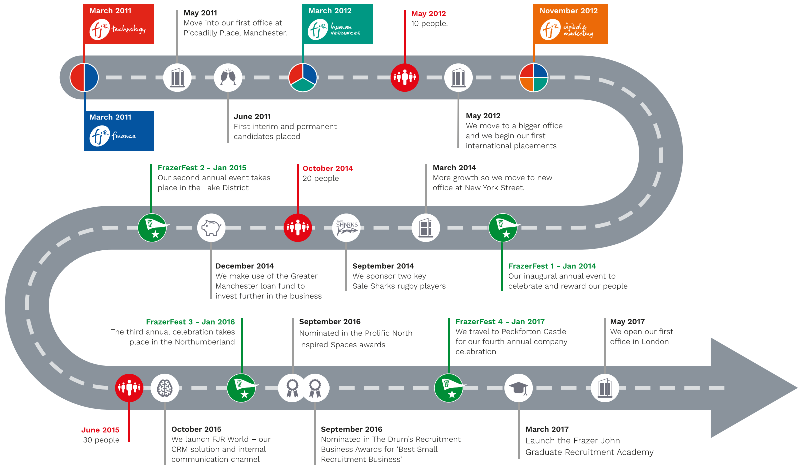
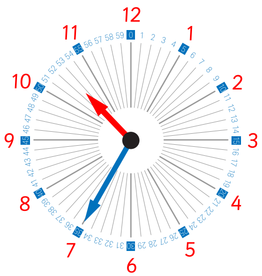
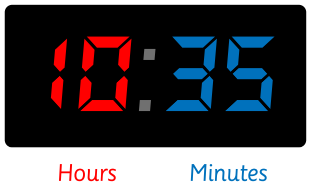
EREN RETAIL BRANDS

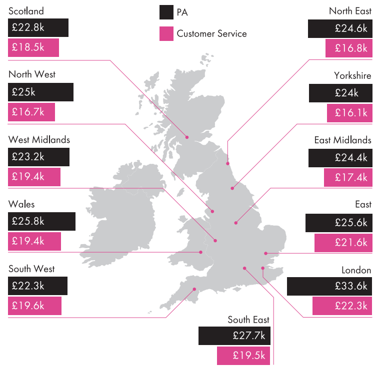
BURBERRY LONDON
LACOSTE
GANT
CONVERSE
NAUTICA
SuperStep
House of SuperStep



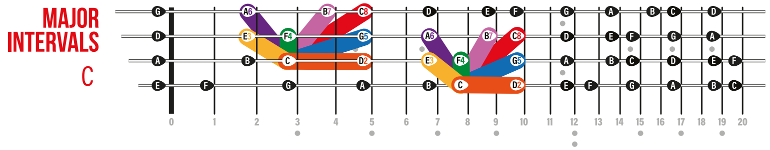


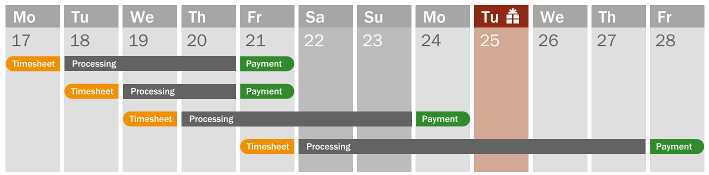


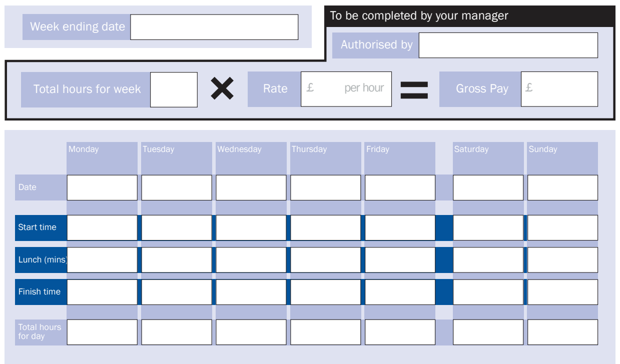


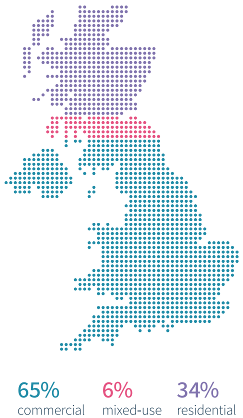


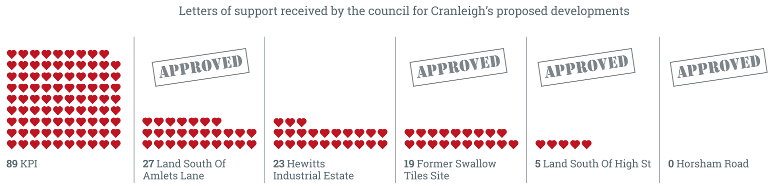
Salaries for PA and Customer Service roles by region











Reports, publications and presentations

Information design, maps and explanatory diagrams

Brand systems and identity design

Knowle Park
TRUST

WISER
MINDS

THE PSYCHIATRIC
CARE CLINIC

Nomos
Expert
Reports

Hutton

Care
Character
THE RIGHT PEOPLE FOR THE CARE SECTOR

ASB
A A
ALL SAINTS' SCHOOL BLACKHEATH
ALUMNI ASSOCIATION

Badenoch
& Clark

CURVES
PROJECT
DESIGN

the
travel
vault

Mellow
Farm

FAST
TRACK
FITNESS RETREATS

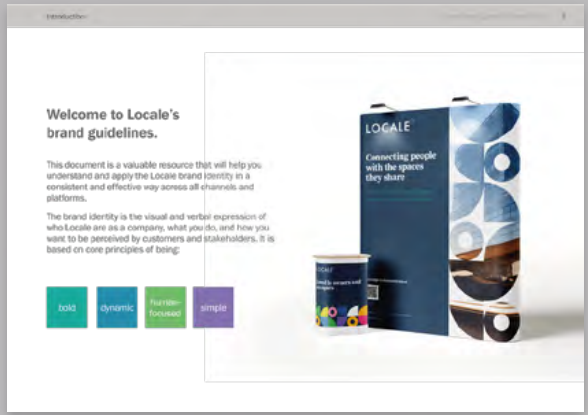
LaRive Bio AG

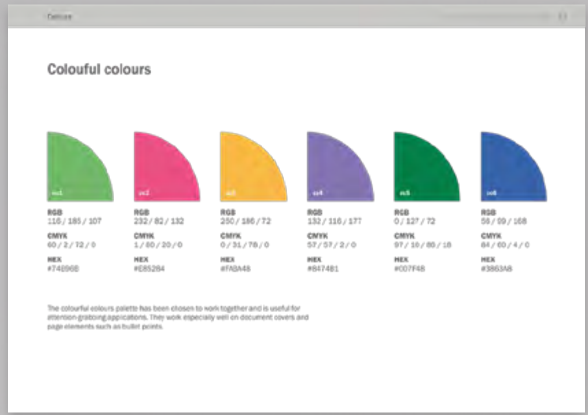
Premier
EPOS

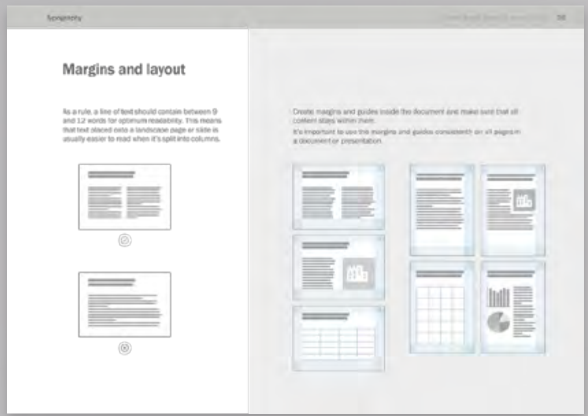
Knowle Park
INITIATIVE

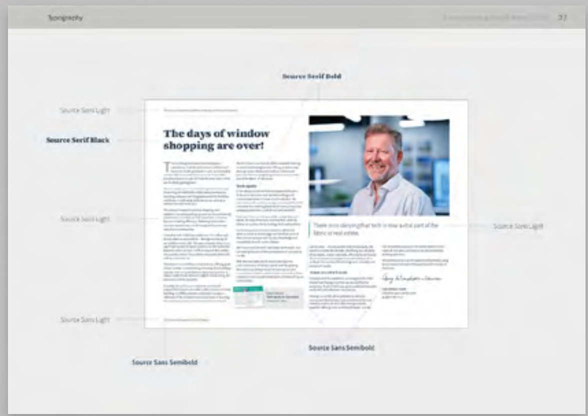
xlrtdgrfx

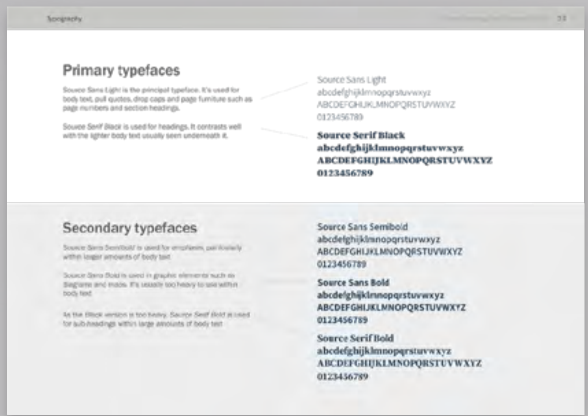
SILVER


Welcome to Locale's brand guidelines.
LOCALE
Connecting people with the spaces they share
bold
dynamic
human-focused
simple


Colourful colours


Margins and layout

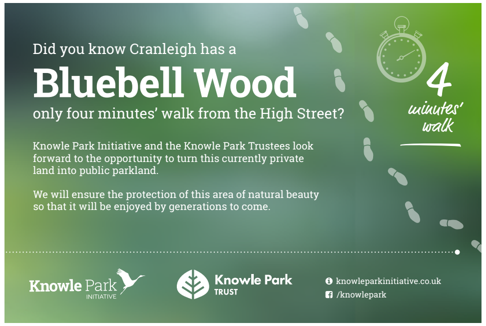

The days of window shopping are over!


Primary typefaces
Source Sans Light
Source Serif Black
Secondary typefaces
Source Sans Semibold
Source Sans Bold
Source Serif Bold


Dos and don'ts
Use the shapes sparingly


LOCALE
Rob Maxwell
Director of Strategy and Growth
LOCALE
Rishi Banerjee
Director, Marketing & Communications


Loved by owners and occupiers
From buildings to business parks, let's bring it to life
Connecting people with the spaces they share



Knowle Park
TRUST

LEAF

LAND AND WATER

SIX BRANCHES FOR SIX FOCUS AREAS

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

CHAIR OF TRUSTEES

CULTURE TEAM

EDUCATION TEAM

HERITAGE TEAM

EVENTS MANAGER

RECREATION TEAM

ECOLOGY TEAM

WELLBEING TEAM

MAINTENANCE TEAM

Teams contain a Trustee and team members and meet bimonthly.

CRANLEIGH COMMUNITY

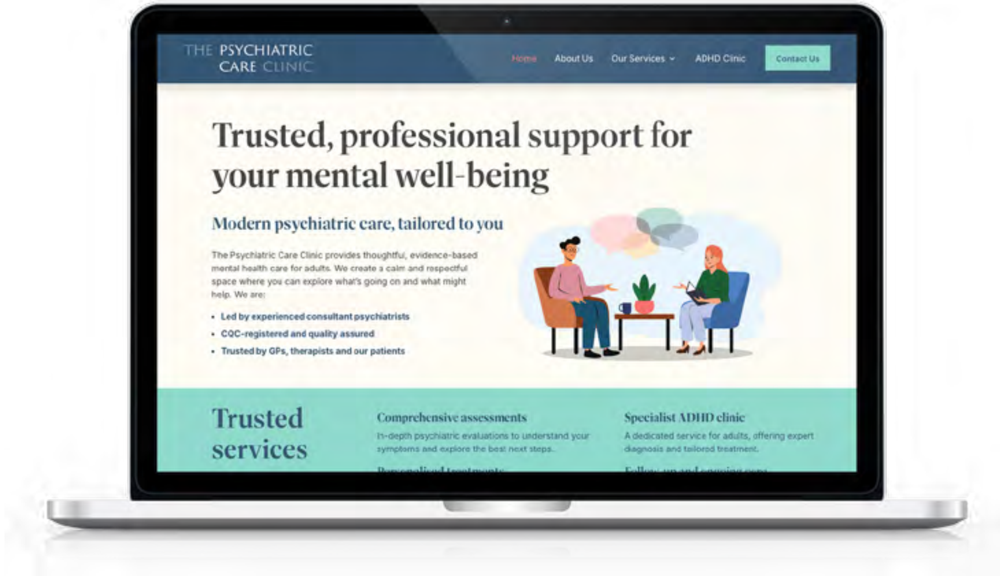
FRIENDS AND FELLOWS OF KNOWLE PARK

THE PSYCHIATRIC
CARE CLINIC

Revised logo

PCC
PSYCHIATRIC CARE CLINIC

Previous logo



THE PSYCHIATRIC CARE CLINIC

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THE PSYCHIATRIC CARE CLINIC

THE PSYCHIATRIC CARE CLINIC

Primary Logo

Care Character

THE RIGHT PEOPLE FOR THE CARE SECTOR

Secondary Logo

Care Character

THE RIGHT PEOPLE FOR THE CARE SECTOR

Social Media Icons

Locale logo for white backgrounds

LOCALE

Locale logo for blue and dark backgrounds

LOCALE

LOCALE

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

E

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

Recruiter? You can also view my LinkedIn profile or download my CV.