

Gareth Rimmer

Reports, publications and presentations

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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.

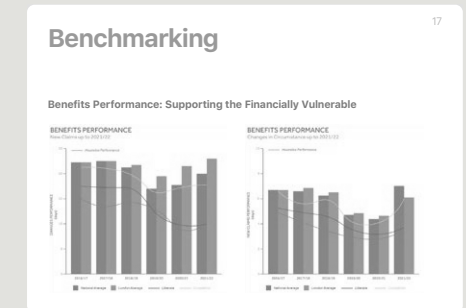
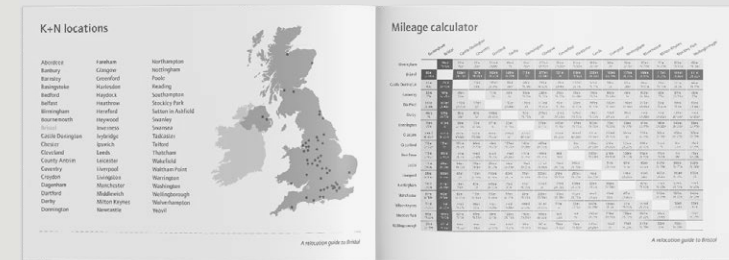
I work with organisations to shape complex content into clear, persuasive documents and presentations, helping ideas land with confidence and authority.

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

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

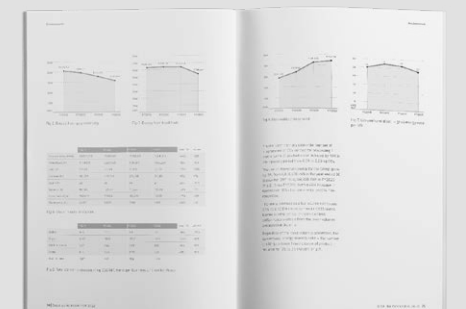
99.9%

 **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.

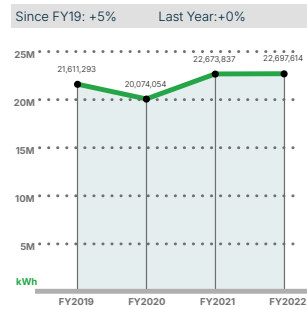
Emissions

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.

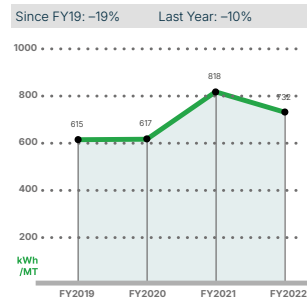
Water

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.

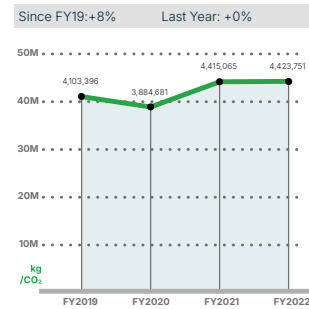
Total conventional (grey/fossil) energy consumption in kWh



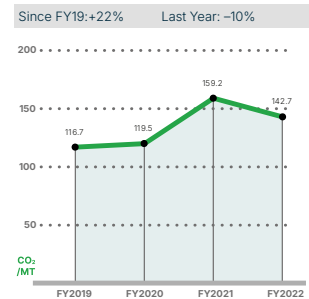
Total conventional (grey/fossil) energy consumption in kWh/MT



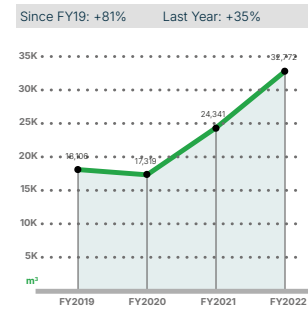
Total carbon emissions in kg CO₂



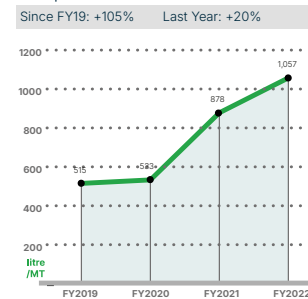
Total carbon emissions in kg CO₂/MT



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

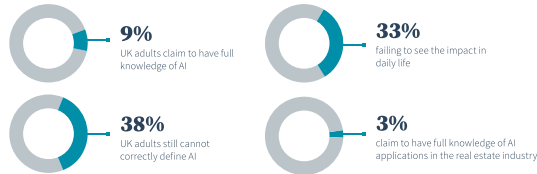
58%

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

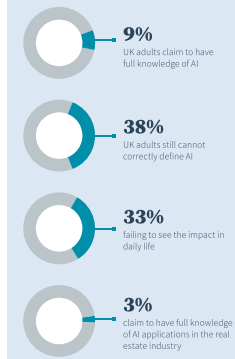
In arenas perceived as lower risk, there exists a prevailing trust in AI. Notably, over a third of respondents (36%) – the most of any specific life activity – trust in AI's aptitude for capturing personalised entertainment recommendations, acknowledging its capacity to enrich leisure pursuits. Similarly,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



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

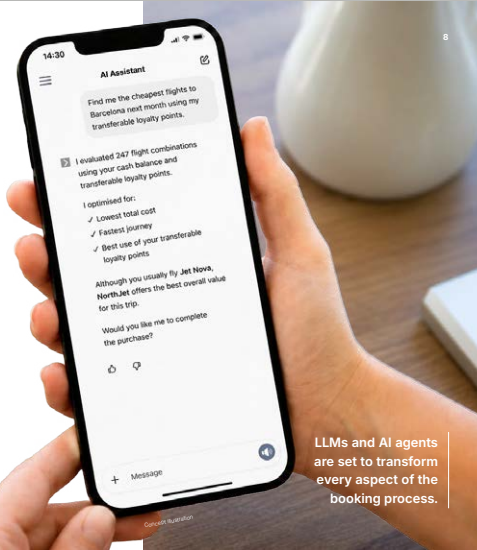
To fully realise its growth potential, the European loyalty industry must also navigate major technological changes taking place globally.

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.



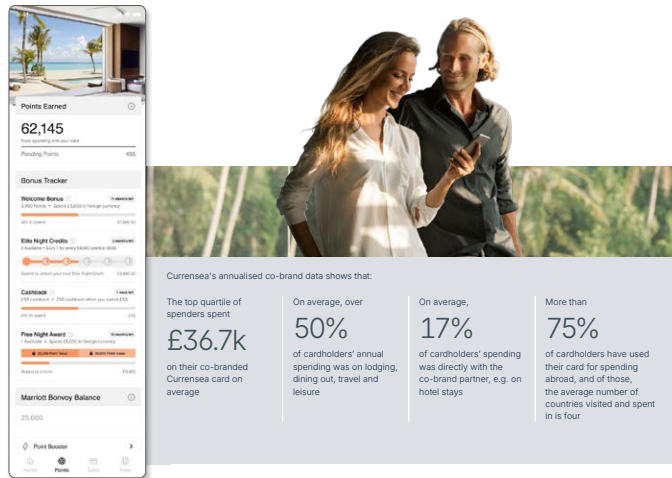
How Currensea works

- 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. You will work with a small senior core team that not only understands ADMO'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 ADMO 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 ADMO'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, Mandarin and Bengali.

SENIOR LEADERSHIP AND OVERSIGHT



John Evans
 CEO, Senior Counsel



Trey McLeish
 Partner, Lead



Jon Wynne-Jones
 Partner



Sarah Sands
 Partner, Senior Counsel



Idil Oymen
 Partner, Liaison

ACCOUNT MANAGEMENT



Harriet Goodman
 Director, Primary Lead



Florsine Van Der Meer
 Stakeholder Engagement Lead



Kayra Sreenan
 Account Support

ELEVATING ABU DHABI ON THE WORLD STAGE

OUR PROGRAMME OF WORK

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.

Operational and communications objectives, against which impact is measured

Aggregating 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

OUTCOME

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 image contains three charts illustrating global social media voice share. The first two are donut charts for 'Finance' and 'AI' sectors, showing the distribution of voice among six regions: Dubai, Singapore, Sharjah, Riyadh, Abu Dhabi, and Doha. The 'Finance' chart shows a high concentration in Dubai and Singapore, with a significant portion for Abu Dhabi. The 'AI' chart shows a similar pattern but with a slightly larger share for Abu Dhabi. The third is a stacked bar chart for 'Sustainability' searches, broken down into 'Family' and 'AI innovation' sub-themes, across the same six regions. The y-axis represents the number of searches from 0 to 50K. Singapore shows the highest volume of searches, particularly for 'Family' and 'AI innovation'.

FINANCE

AI

SHARE OF VOICE COMPARISONS ON SOCIAL MEDIA GLOBALLY

SUSTAINABILITY

Legend for Sustainability:

- Sustainability (Light Green)
- Family (Medium Green)
- AI innovation (Dark Green)

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

ELEVATING ABU DHABI ON THE WORLD STAGE

The diagram illustrates the three pillars of the ADMO framework, each represented by a colored box with a title and a description:

- TARGETED NARRATIVE** (Blue box): Bespoke topic narratives, reinforced by proof points, tested and refined collaboratively with your team.
- KEY MESSAGES** (Green box): An overarching message, and secondary messages with supporting pillars which sit under and qualify the brand promise.
- BRAND PROMISE** (Orange box): A credible, differentiated promise to all audiences, which defines the tone of all engagement, across all channels.

OUR SUCCESS STORIES

Our global impact

+34% website traffic for World Heart Report paid campaign
 +47% polymarket traffic from World Heart Report
 +30k Views+ downloads of the City Heartbeat Index

POLITICO
 CONVERSATION
 1962

Evening Standard
 L.A. TIMES
 1868

mid-day
 THEIRISTHINKING
 ROUNDTABLE

FORBES
 FORBES

yahooh/health
 msn
 The National
 tin tuc
 the Star

ELEVATING ASU DRASH ON THE WORLD STAGE



Hawthorn Advisors for L&G

Ways of Working

15 MAY 2026

 HAWTHORN

hawthornadvisors.com

AN INTEGRATED APPROACH



Ross Hawkins
Partner, Hawthorn

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

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[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.

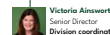
By putting in place dedicated teams for IR and AM – each with named divisional leads, and the oversight of a Partner to ensure coherence across the combined brief – we will ensure the communications priorities of each division are fully embedded into the wider integrated strategy, whilst also allowing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



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.

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 Alenworth
Senior Director
Division coordinator



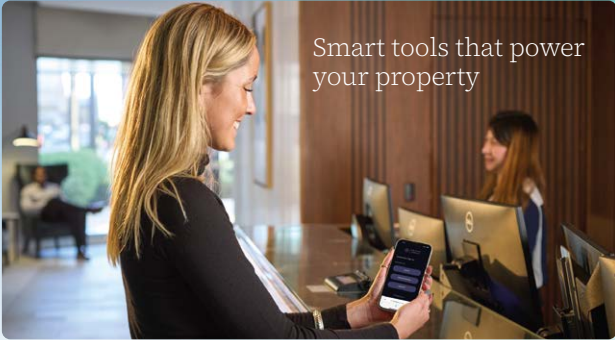
Hatty Spencer
Senior Consultant
Corp Comm



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



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/W9Hqj_2d8V8?si=5qgkU83a20m0v08l

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 solutions, saving **five hours** per day ‡

‡ 30k Christ



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 of 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

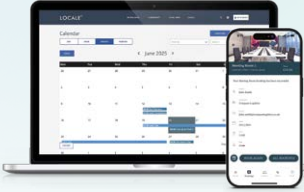
Specify who can see your events

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 Customisation	✓	✓	✓
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
guy@locale.co.uk



Rob Maxwell
Director, Strategy & Growth
rob@locale.co.uk



Luka Bartlett
Senior Consultant, Strategy & Growth
luka@locale.co.uk



Dan O'Gorman
Chief Product Officer
dan@locale.co.uk



James Borg
Consultant, Strategy & Growth
james@locale.co.uk



Rebecca Tompkins
Consultant, Strategy & Growth
rebecca@locale.co.uk

locale.co.uk | info@locale.co.uk | 01865 249758

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
info@locale.co.uk

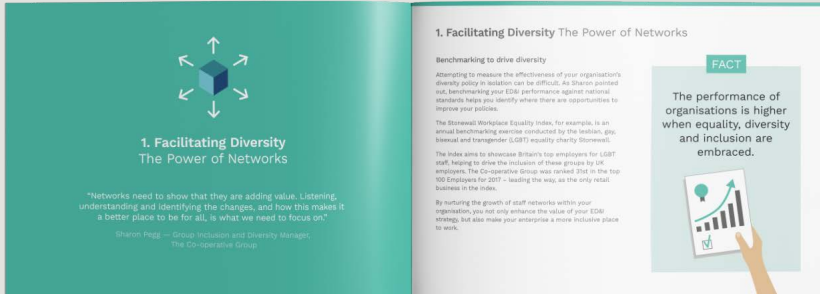
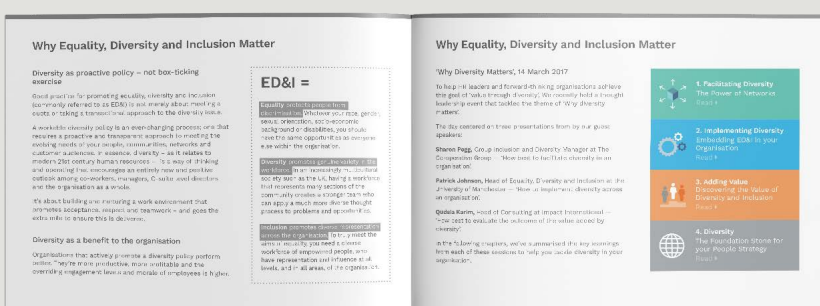
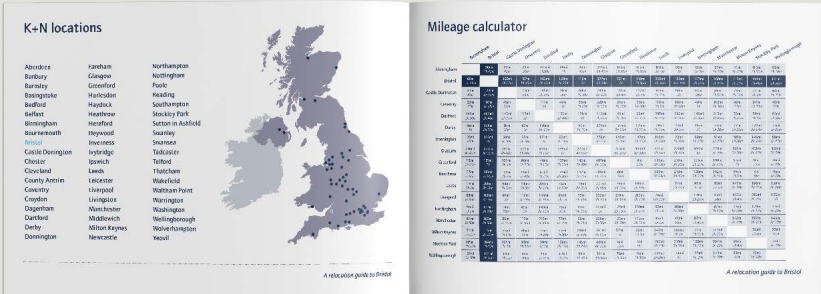
Contact us
01723 456 789

Book a Locale demo:



locale.co.uk/book-demo

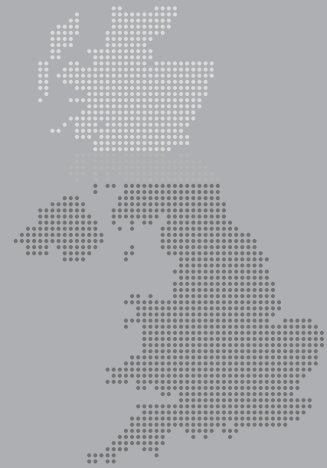
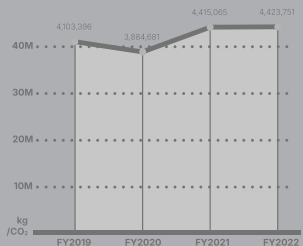
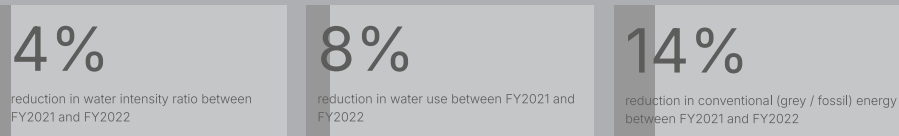
Visit us on LinkedIn: www.linkedin.com/company/locale/
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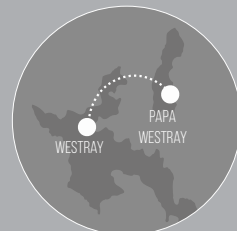
Reports, publications
and presentations

Information design,
maps and explanatory
diagrams

Brand systems and
identity design

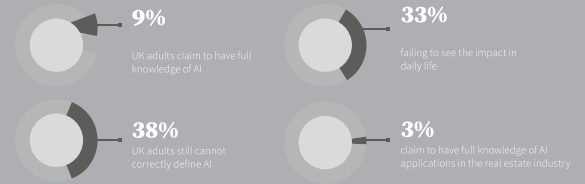
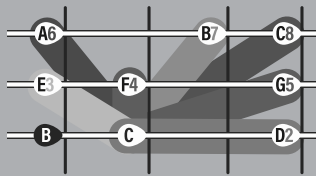
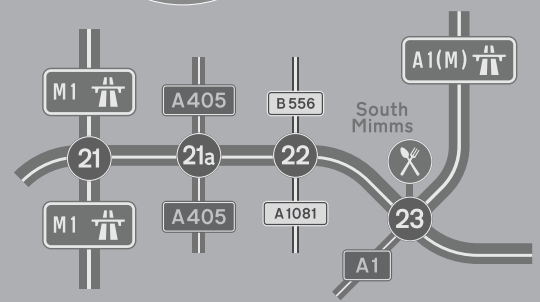


50%



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.



JOHN SUMMERS



SHOTTON MILL

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, 'Desider's darkest day' saw 6,500 job losses in one day, decimating the local community.



JOHN SUMMERS

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.

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

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 8MW 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 £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.



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

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.



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

BUTS EREN UNIVERSITY
9,500
STUDENTS
350
ACADEMICS

ESTABLISHED IN
1969

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

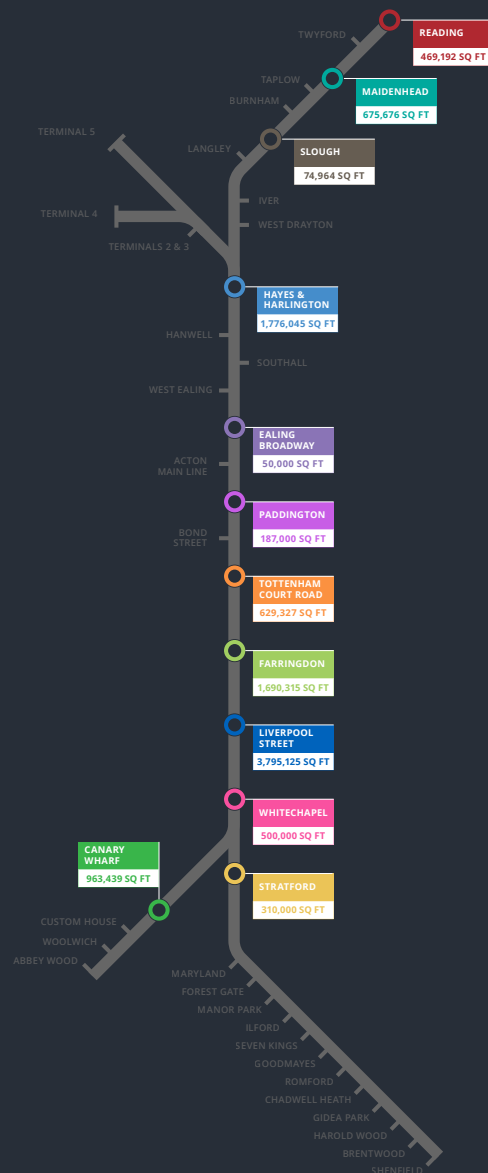
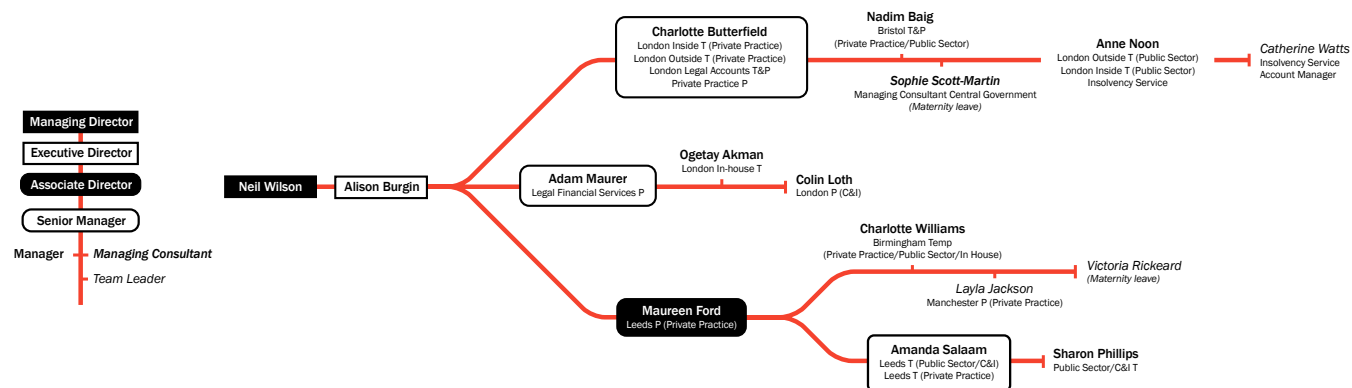
27
COMPANIES IN
TURKEY
36
COMPANIES
GLOBALLY

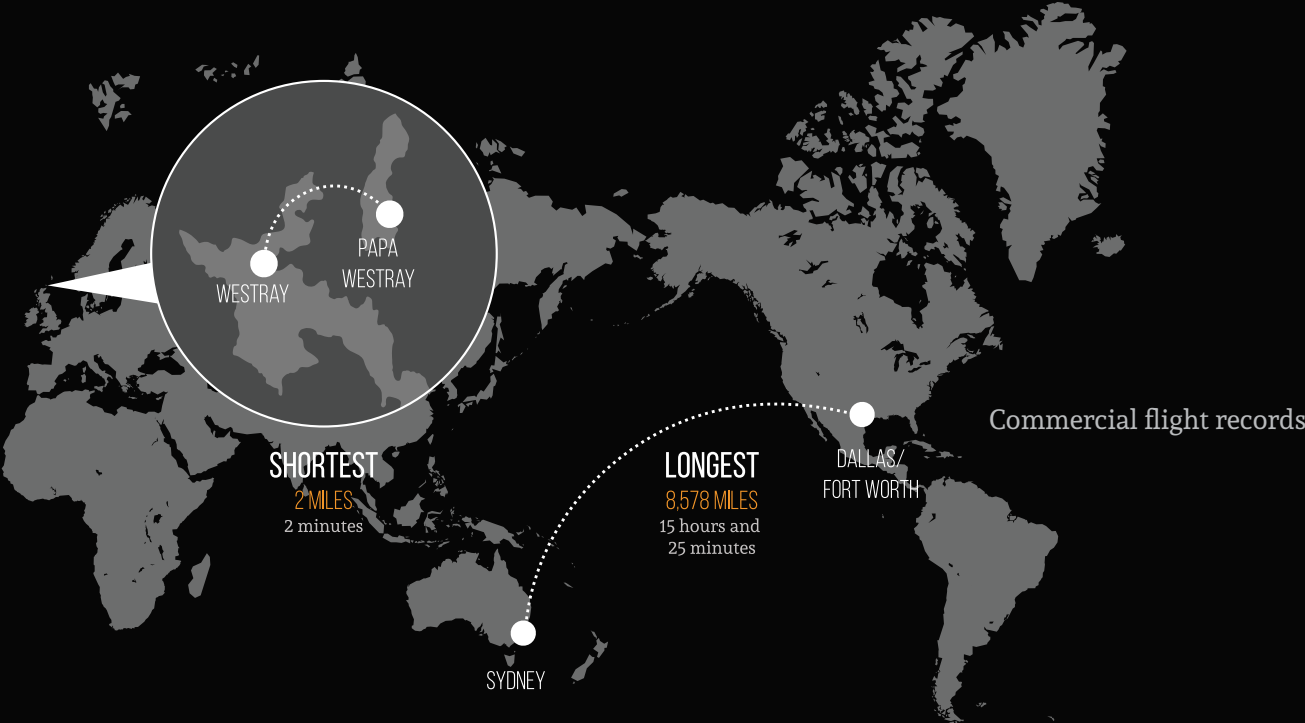
EREN SECTORS
Energy
Port
Paper
Cement
Textiles
Retail

IN
2021
THE SHOTTON
PRODUCTION FACILITIES
IN WALES WERE
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EREN RETAIL BRANDS
BURBERRY
LACOSTE
GANT
CONVERSE
NAUTICA
SuperStep
House of Surtsey

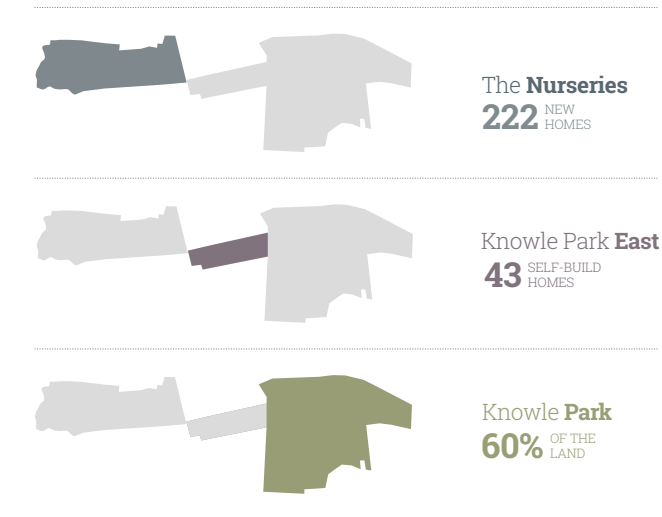
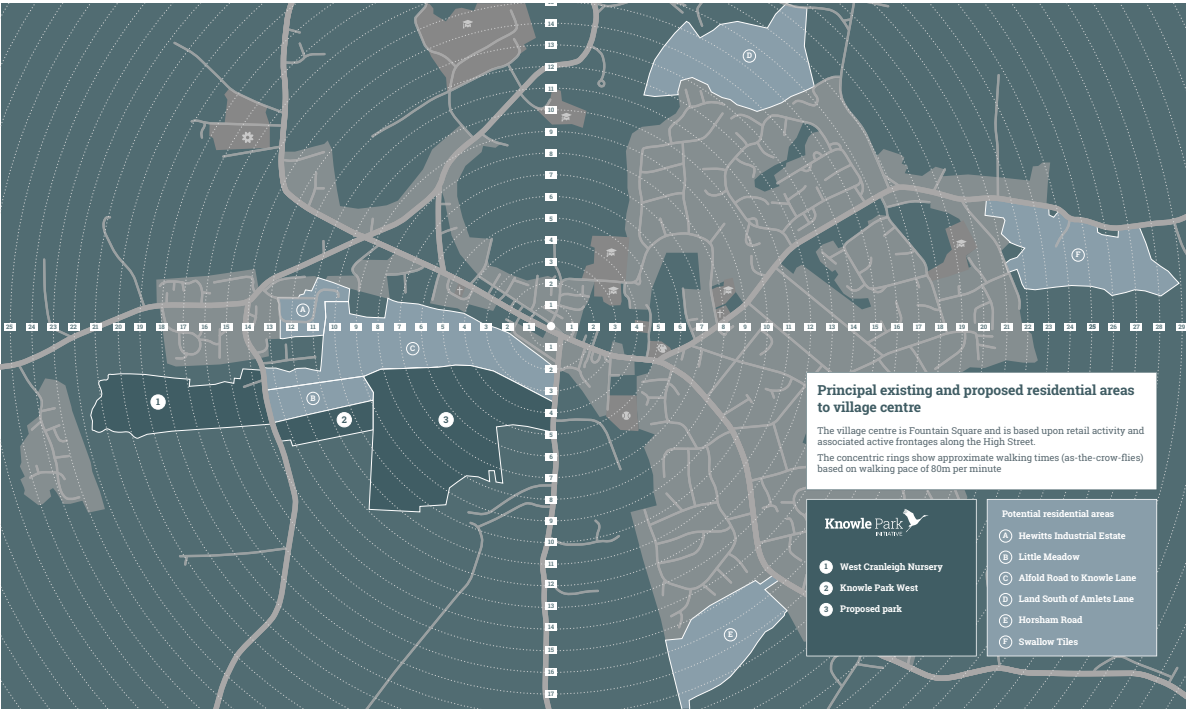
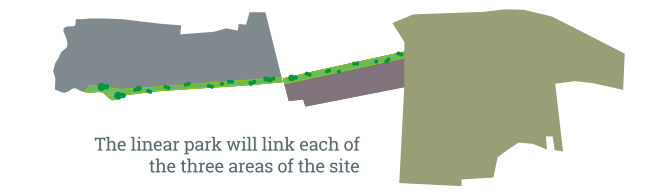
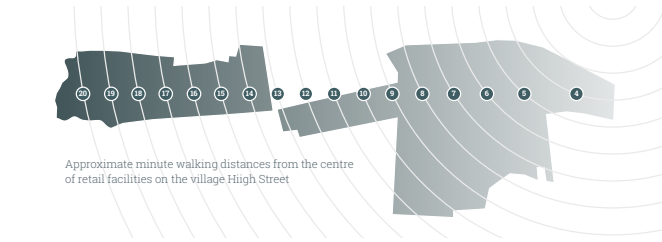


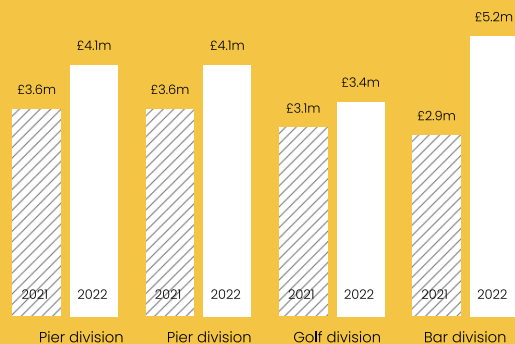
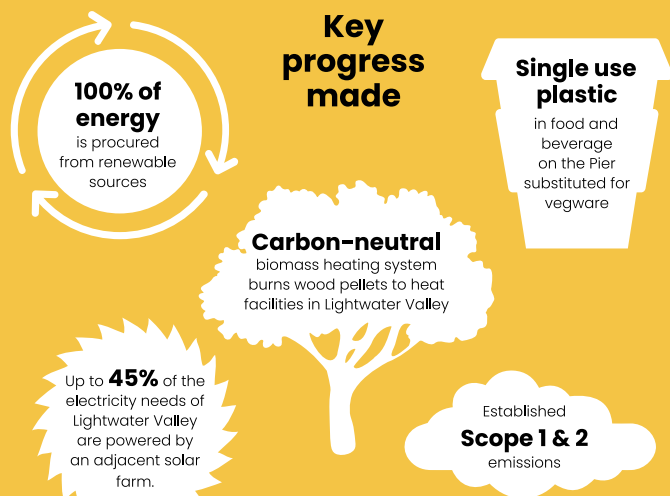




MOVIEWORLD
Sydney, Australia







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
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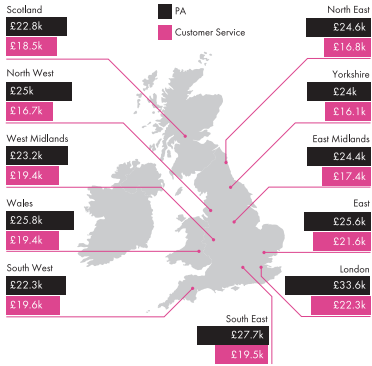
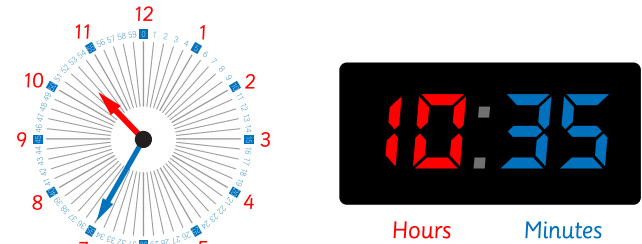
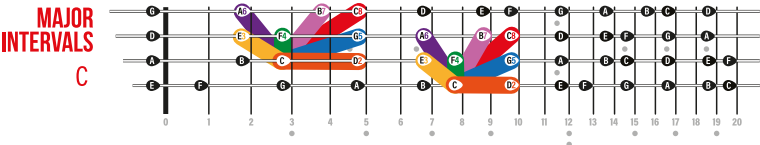
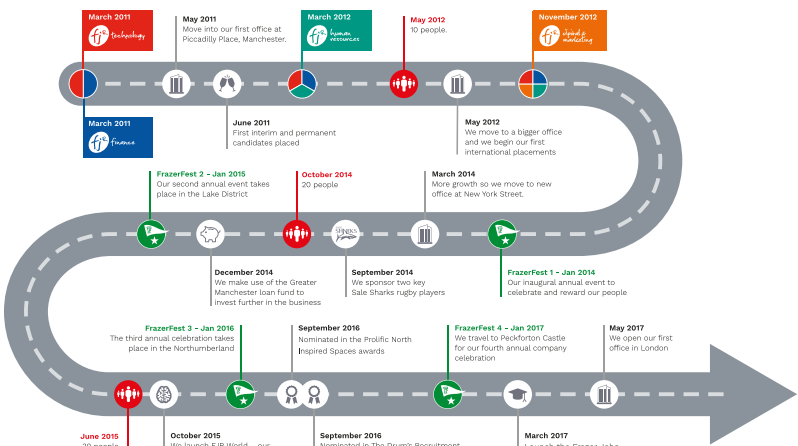
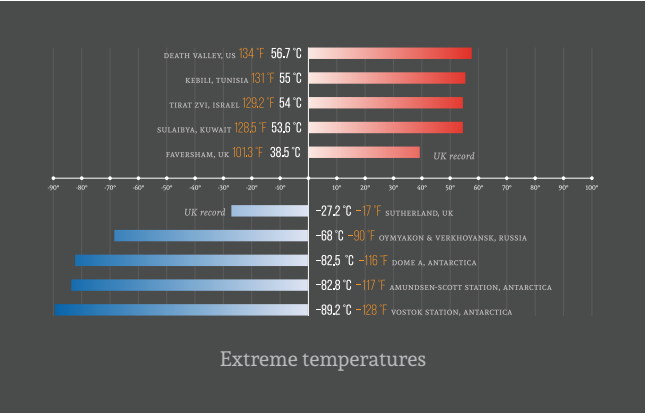


GANT



NAUTICA

SuperStep



Salaries for PA and Customer Service roles by region

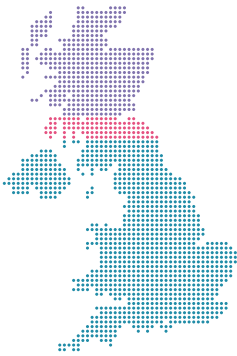
Week ending date:

To be completed by your manager

Authorised by:

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

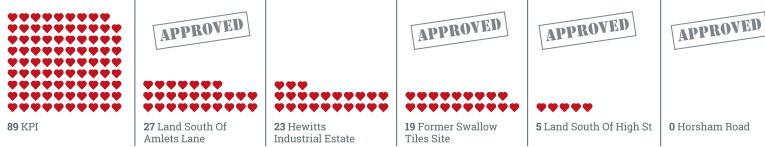
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Date							
Start time							
Lunch (mins)							
Finish time							
Total hours for day							



65% commercial 6% mixed-use 34% residential

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							
	Timesheet	Processing	Processing	Payment							
		Timesheet	Processing	Processing	Payment						
			Timesheet	Processing	Processing	Payment					
				Timesheet	Processing	Processing	Payment				

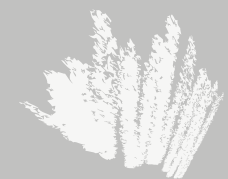
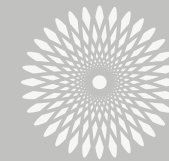
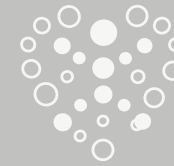
Letters of support received by the council for Cranleigh's proposed developments



Reports, publications
and presentations

Information design,
maps and explanatory
diagrams

Brand systems and
identity design





THE PSYCHIATRIC
CARE CLINIC

Nomos
Expert
Reports



bold dynamic human-focused simple



Color	RGB	CMYK	HEX
a	116 / 185 / 107	232 / 82 / 132	#748060
b	60 / 22 / 2	1 / 80 / 20 / 0	#800000
c	232 / 82 / 132	0 / 31 / 78 / 0	#E03294
d	200 / 186 / 72	0 / 57 / 2 / 0	#E07F48
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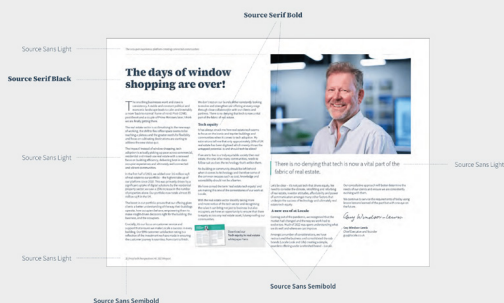
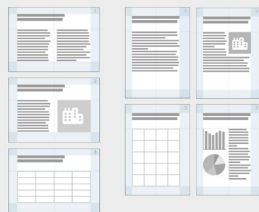
The colourful colours palette has been chosen to work together and is useful for attention-grabbing applications. They work especially well on document covers and page elements such as bullet points.

A screenshot of a document with several lines of text. Some lines are obscured by redaction bars. A green circular icon is visible at the bottom center of the screenshot.



Create margins and guides inside the document and make sure that all content stays within them.

It's important to use the margins and guides consistently on all pages in a document or presentation.



As the Black version is too heavy, Source Serif Bold is used for sub-headings within large amounts of body text

Source Serif Black
 abcdefghijklmnopqrstuvwxyz
 ABCDEFGHIJKLMNOPQRSTUVWXYZ
 0123456789

0123456789
Source Sans Bold
abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
0123456789

Source Serif Bold
 abcdefghijklmnopqrstuvwxyz
 ABCDEFGHIJKLMNOPQRSTUVWXYZ
 0123456789

Don't distort the shapes to fit a space. Keep the square proportions of each shape.

Don't make the grid too small and use too many shapes. Seven shapes wide and three shapes high is usually the maximum.

Don't make the grid too small and use too many shapes. Seven shapes wide and three shapes high is usually the maximum.

Use the shapes sparingly

In documents and presentation, use only on the front and back pages and section dividers.

Resist the urge to use them to fill white space!







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.

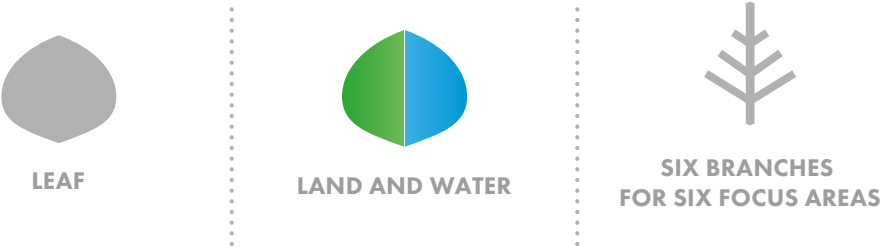
We will ensure the protection of this area of natural beauty so that it will be enjoyed by generations to come.



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 anemone or autumn crocuses.

Bluebell woods may be found in all parts of Great Britain (2) and Ireland, as well as elsewhere in Europe. Bluebells are a common indicator species for ancient woodlands (2) in bluebell woods are likely to date back to at least 1600 (4).

It now occupies a particularly associated dark ancient woodland which it does dominate the understorey to produce carpets of white (the pattern is "banded wood"), but also occurs in more open habitats in ancient woodlands. It is protected under UK law, 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

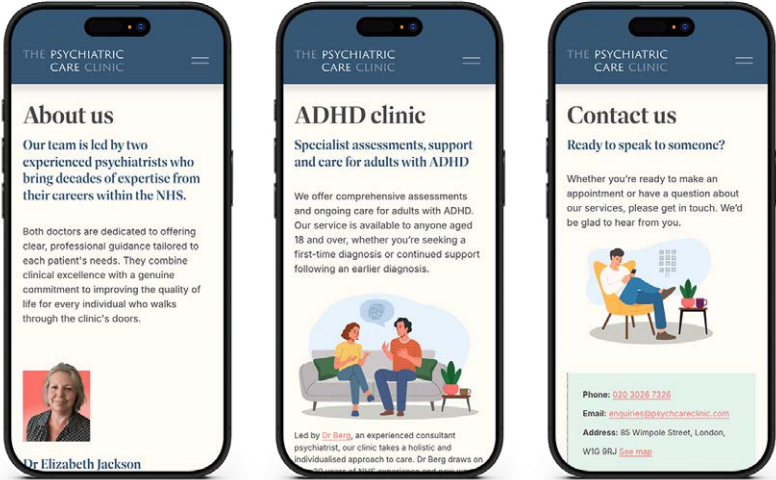
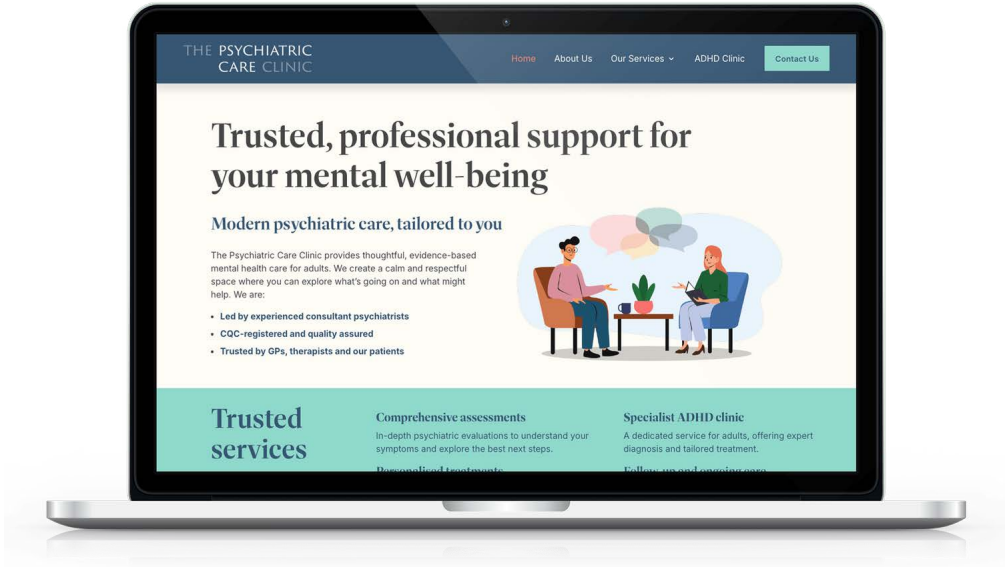


THE PSYCHIATRIC
CARE CLINIC

Revised logo



Previous logo



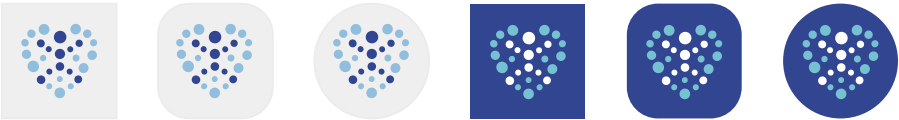
Primary Logo



Secondary Logo



Social Media Icons



Locale logo for white backgrounds



Locale logo for blue and dark backgrounds



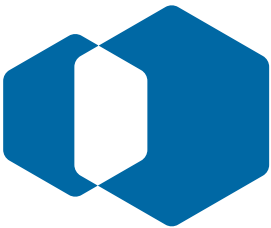
Make sure there is at least a minimum amount of space equal to the width of the 'A' around the logo

bg6

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



100% black



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](#).