

# OUR RESTLESS QUEST TO LEAVE A POSITIVE LEGACY



# Introduction to our annual ESG report

We're Linney – a connected marketing services group with a proud heritage dating back to 1851. What began as a small bookshop in Mansfield has grown into the largest family-owned business in our sector.

With 1,300+ colleagues operating throughout the UK, and a turnover of £130 million, we bring together creativity, technology and strategic insight across every marketing and communications channel for some of the world's biggest brands.

While our main site is a 37-acre hub in Nottinghamshire, our people, wherever they're based, are at the heart of everything we do.

## Our commitment to responsible business

Everything we do is guided by our four pillars of responsible business: People, Community, Environment and Partnerships. These pillars shape our approach – influencing how we support our colleagues, engage with our communities, reduce environmental impact, and collaborate across our supply chain.

Sustainability isn't just part of what we do – it's built into how we think, create and deliver. This year's ESG report highlights our progress, the stories behind our impact, and the goals that will take us further towards a positive, sustainable future.

## Our services

We cover every aspect of the marketing supply chain. From concept to delivery, we specialise in creating, producing and activating impactful campaigns across all channels.

### *Creative*

Our full-service creative team delivers campaigns through art direction, brand strategy, graphic design and more, all informed by deep audience insights.

### *Ecommerce and fulfilment*

Our comprehensive ecommerce services include product and fulfilment, logistics, warehousing, customer services and returns management, ensuring your goods reach the right place at the right time.

### *Digital*

We design and develop digital experiences, from websites and apps to augmented/virtual reality and social media, ensuring seamless user engagement at every touchpoint.

## *Print and display*

With a rich heritage in print, we offer high-quality digital and litho printing, award-winning point of sale (POS) and retail displays, which engage consumers.

### *Martech*

MyCentre, our proprietary marketing workflow system, supports our clients through every stage of the campaign lifecycle, streamlining processes and letting marketers focus on their key tasks.

### *Events and film*

We create memorable experiences through live and virtual events, supported by in-house film production, including virtual production, animation and editing.

### *Packaging*

We design and produce bespoke, sustainable packaging solutions that capture attention both in-store and online.

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# EXECUTIVE SUMMARY

## Progress with purpose

### *A note from Charlie Linney*

At Linney, we believe growth doesn't have to cost the earth. As we continue to evolve and expand, we're doubling down on our commitment to reducing waste, boosting efficiency and delivering more with less.

Since setting our first sustainability goals in 2020, we've made significant progress – and learned plenty of lessons along the way. Now, we're ready to kickstart the next phase of our journey with a renewed focus.

Our goals for 2025–2030 build on everything we've achieved so far, driving progress across our four strategic pillars: Environment, People, Community and Partnerships.

As part of our environmental goals, we've invested in meaningful and measurable decarbonisation measures, like expanding our solar estate and improving the energy efficiency of our buildings.

For our people, sustainability is about opportunity. We're continuing to provide inclusive career pathways, from supported internships to training and development, that give colleagues the tools and confidence to grow. It's about empowering everyone to be their best selves and make a difference – both at work and beyond.



Within **our community**, we're proud to support local charities and schools, volunteer our time and share resources that make a tangible difference to those who need it most. This work connects our people with causes that matter and brings our values to life in the place we call home.

Through **our partnerships**, we're working closely with clients, suppliers and sustainability experts to share insight, develop new ideas and drive positive change across the value chain. Collaboration has always been a Linney strength and it's proving more and more important as we continue on our journey to achieve net zero by 2040.

This report explains how we've performed against our current sustainability objectives and explores our commitments for the future. As we look ahead to 2026 and beyond, our focus is on building resilience – environmentally, strategically and financially. With clear direction, robust data and fresh energy, we'll continue to deliver the exceptional customer service our clients rely on while honouring our responsibility to both people and the planet.

### *Head of sustainability, Scott Tunnicliffe adds*

Every year, this report gets harder to write – not because progress has slowed, but because the scale of what we're doing keeps growing. Each team, project and idea helps shape a business that works in balance with the planet.

Over the past five years, we've built a strong foundation: thousands of trees planted, major reductions in carbon emissions, and a workplace culture that embraces sustainability as part of everyday life. The next chapter builds on that – with clearer data, bolder goals, and a stronger sense of purpose.

We're aligning our carbon reduction plan with science-based targets, cutting emissions, waste and water intensity, and expanding solar generation on our journey to net zero by 2040.

Central to our mission are people – through supported internships, work placements and sustainability training, we're building confidence, inclusion and awareness.

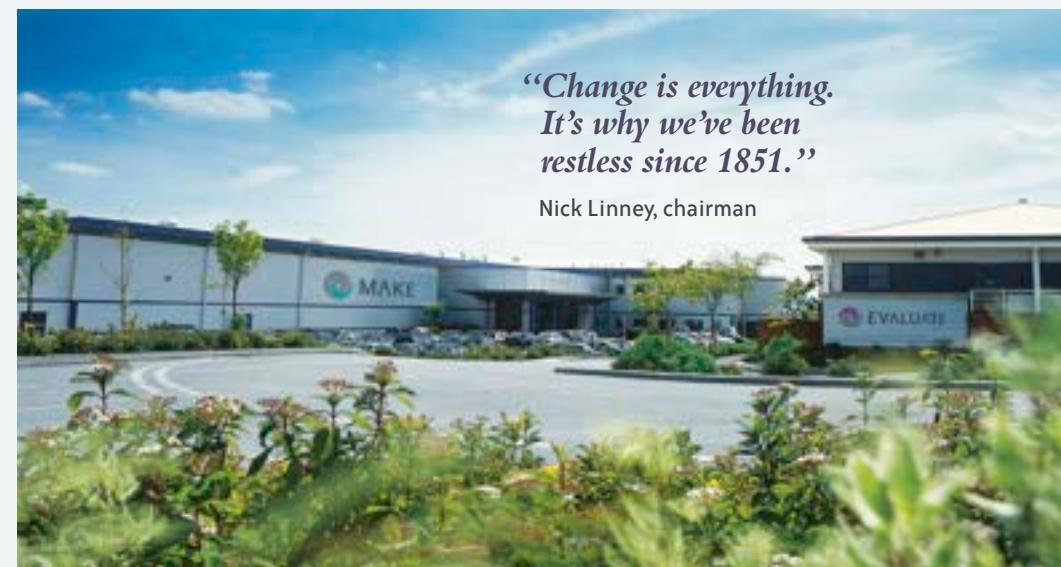
Locally we're strengthening connections through volunteering, biodiversity projects and donations that turn surplus materials into support for local causes.

Plus we're showing what collaboration can achieve – working with clients, suppliers and sustainability experts to share insight, trial new ideas and create measurable impact together.

This report reflects the energy, creativity and care that drive Linney forward. It's a record of what we've achieved and where we're heading: a business that keeps learning, keeps improving, and keeps proving that creativity and responsibility belong side by side.

*"Change is everything.  
It's why we've been  
restless since 1851."*

Nick Linney, chairman



# ACCREDITATIONS AND CERTIFICATIONS

Through our accreditations, awards and memberships, we ensure that our sustainability practices align with the highest industry standards.

Our commitment to transparent reporting and continuous improvement has been recognised with a Platinum rating from EcoVadis, reflecting excellence in sustainability, ethical business conduct and responsible procurement. We also participate in the CDP disclosure programme, demonstrating our dedication to measuring and managing environmental impact and carbon reduction progress.

Our Greenhouse Gas Report, verified to ISO 14064-1, adds credibility to our emissions data and reduction strategies, while our ISO 14001 Environmental Management certification ensures robust governance and accountability across all operations.

We're proud to hold the POPAI PASS accreditation for sustainable point of sale, production, along with multiple POPAI Awards recognising our innovation, creativity and environmental leadership.

Additionally, our commitment to responsible business practices extends globally through our membership in the UN Global Compact and alignment with ISO 26000 social responsibility guidance. We also hold the Safe Supplier certification, recognising our responsible, ethical and safety-led approach across every area of our business.



# UNSDGs



## Our commitments

### *Working with the United Nations Sustainable Development Goals*

Aligning our sustainability strategy to the United Nations Sustainable Development Goals (SDGs) provides us with a comprehensive framework to tackle global challenges and drive meaningful change.

This ongoing commitment extends to our clients too. As a business working with major global brands, we have an opportunity to help and support them towards sustainable business models.

By sharing knowledge and best practice from our field, we help our clients improve their social and environmental impact.

By embracing the SDGs and monitoring our performance against them, we strengthen our reputation as a socially responsible business, sharpen our competitive edge and contribute to a better world for future generations. Together, we can make a difference.

# OUR FOUR PILLARS

## The journey to 2030

We've made significant progress towards the goals we set in 2020, from reducing emissions to investing heavily in renewables and developing new community initiatives. These actions and the data we've collected, informed the next stage of our sustainability journey – our path to 2030.

### Stay restless

We've been restless since 1851. It's our mantra. And it's how we maintain our edge and continue to challenge every aspect of what we do.

### Be the change

It's not in our nature to sit back and wait. When it comes to positive action, we're in the driving seat and bringing our partners along with us.

## Responsible evolution

Each pillar is supported by a set of aspirational direction statements that define our intent, along with measurable 2030 goals that keep us accountable.

Together, these pillars form the framework for our next five years – a roadmap that connects our everyday actions to a shared long-term ambition: to build a thriving business that drives responsible growth, protects the planet, and creates lasting value for people and partners alike.

All new objectives will be divided by our four strategic pillars – the foundation of our responsible business strategy:



### ENVIRONMENT

Reducing our environmental impact through science-based targets, innovation and continuous improvement.



### PEOPLE

Creating an inclusive, safe and welcoming workplace where our people can grow and thrive.



### COMMUNITY

Giving our time, resources and creativity to make a positive difference in the communities around us.

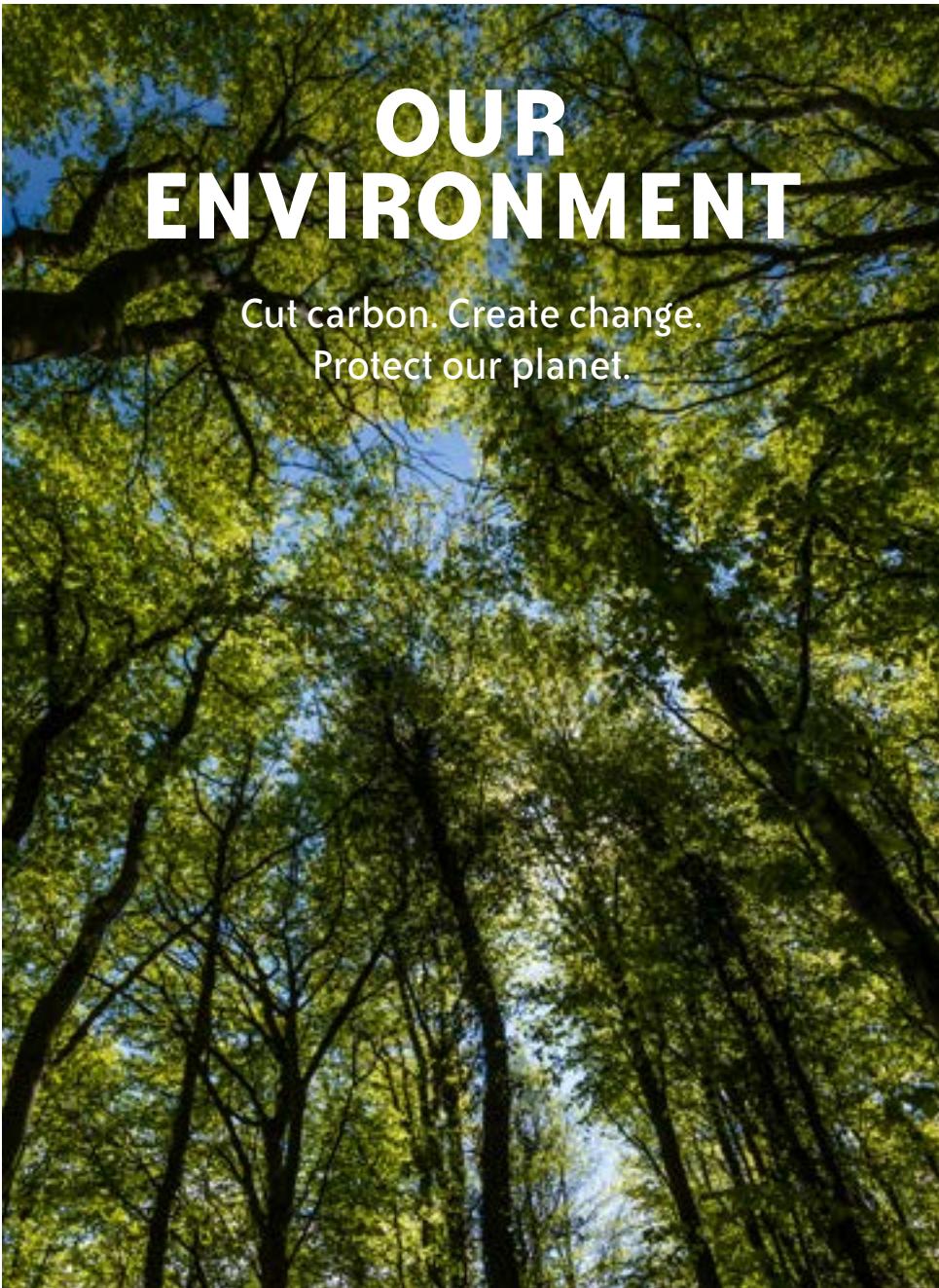


### PARTNERSHIPS

Building long-term, ethical partnerships with clients and suppliers who share our values to raise standards of working, reduce our shared impact and drive positive change across the value chain.

# OUR ENVIRONMENT

Cut carbon. Create change.  
Protect our planet.



Our goals for 2030...



REDUCE CARBON EMISSIONS BY

**70%**

...across our operations and **42%** across our wider value chain (from 2020 levels)



CUT WASTE AND WATER USAGE BY

**30%**

...for every £ earned – lowering the carbon footprint of our paper/board by **20%** through positive partnerships



RENEWABLE ELECTRICITY USE

**100%**

...across all our sites – we've **doubled** our on-site solar generation



PLANT AN ADDITIONAL

**10,000 TREES**

...in Sherwood Forest by 2030 and have our environment performance independently verified annually

Meaningful change happens by working together. We bring clients, suppliers and experts into the conversation – combining creativity, data and ambition to make real progress. Collaboration raises standards and accelerates innovation to secure a more resilient future.

**COLLABORATE FOR CHANGE:**

Work with clients and suppliers to tackle shared challenges

**RAISE THE BAR TOGETHER:**

Improve standards and sharing what works

**LEAD THROUGH LEARNING:**

Use data, insight and innovation to drive progress across our industry

# OUR ENVIRONMENT IN ACTION



★ ±200,000  
BEES THRIVING ON SITE,  
HELPING BOOST LOCAL BIODIVERSITY

SDG 15



★ 25,000  
TREES PLANTED SINCE 2020

SDG 13



★ ZERO  
WASTE SENT TO LANDFILL

SDG 12



★ 4,451  
ITEMS TRADED – DIVERTED FROM  
LANDFILL TO SUPPORT GOOD CAUSES

SDG 11



★ 850 KWH  
SOLAR PV SYSTEM INSTALLED  
ON OUR NEWEST BUILDING

SDG 7



★ 51  
ELECTRIC VEHICLES ON THE ROAD,  
THROUGH OUR EV LEASING SCHEME

SDG 13

# OUR ENVIRONMENT CASE STUDIES

## *Leading by example*

Linney's sustainability journey is now featured in Amazon's Climate Pledge Passport Academy, a global training programme showcasing how organisations embed climate action into everyday practice.

In May, our head of sustainability Scott Tunnicliffe was invited to share how we make sustainability accessible and inspiring through training, real-world initiatives and hands-on experiences.



Examples included our tree planting, beekeeping and community volunteering initiatives, which illustrate how we're keeping sustainable values at the heart of our daily operations.

The content now forms part of The Climate Pledge's engagement module, enabling other organisations to learn from our experience and showing how collaboration can drive meaningful climate action.

## *Planting for the future*

We were delighted to hit our goal of planting 25,000 trees across Nottinghamshire's Sherwood Forest by 2025.

In the three years since launching this ambitious reforestation project, we've taken part in multiple 'planting days' across the historic nature reserve, each attended by a dedicated team of Linney volunteers. Working in partnership with the Sherwood Forest Trust, we've covered a total of 15.7 hectares of land.

Approximately 5,000 tonnes of CO<sub>2</sub> will be captured or sequestered over the lifetime of these trees, which will also provide habitat and protection for the forest's diverse native wildlife, from insects to birds.



## *Transition mission*

Linney has now switched to 100% renewable electricity across all our UK offices and manufacturing sites – a milestone step on our journey to net zero by 2040.

Every kilowatt powering our operations is now sourced from UK renewables including wind, solar and hydro. The switch complements our growing solar estate which consists of a 999-kWh system installed at our main print factory and a 850-kWh system on our newest building.

These developments mean we're on track to eliminate our Scope 2 emissions by 2026.



## Pouring more into water conservation

We've introduced new water-saving measures across our Mansfield site as part of our mission to cut overall water consumption by 30% before 2030.

These include dual flush systems on all toilets, flow limiters on urinals and automatic shut-off taps in all new kitchens and bathrooms.

These systems use significantly less energy and water while also promoting better hygiene.



## Buzzing with energy

We're home to five thriving beehives, managed in partnership with a local beekeeper. These productive pollinators play a vital role in supporting local biodiversity, as well as providing us with small batches of honey that we harvest for our people and clients to enjoy.

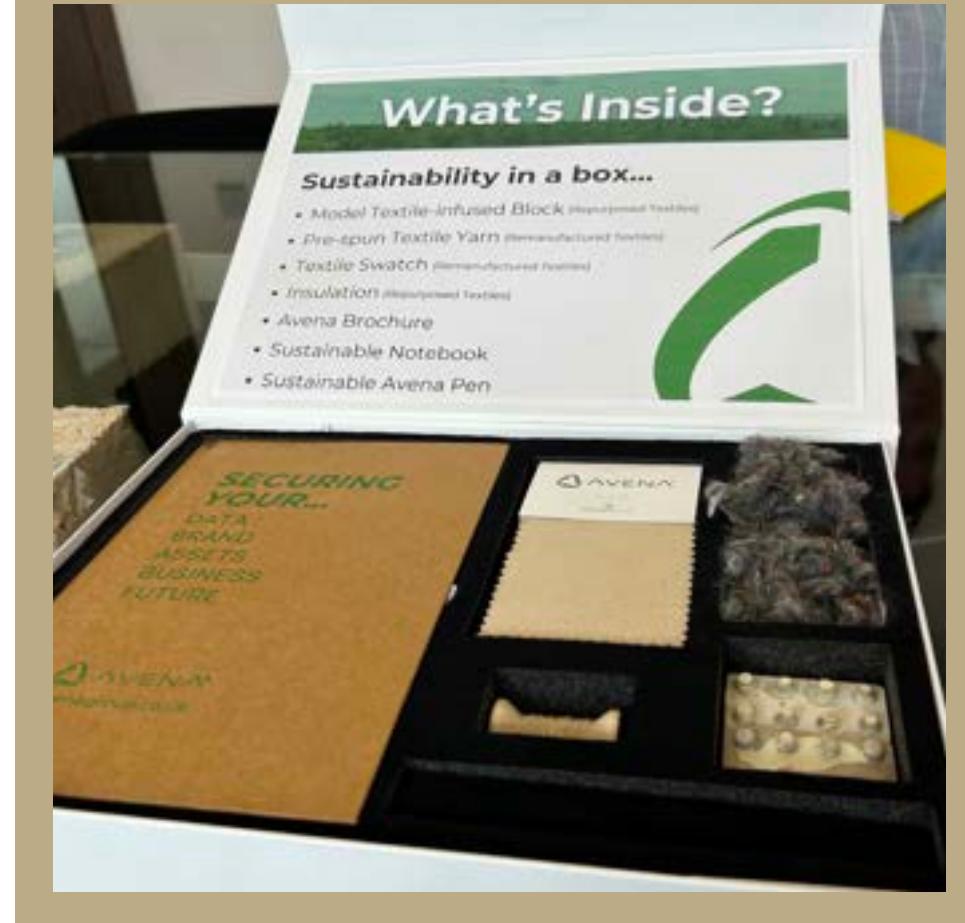
Our hives are a haven for hundreds of healthy honeybees and serve as a reminder of the importance of protecting our natural ecosystem.

## Waste not, want not

We visited waste disposal specialist Avena Group to explore its state-of-the-art recycling facilities and to benchmark our approach to circular waste management.

Avena helps major UK brands from Northern Rail to DPD with waste collection, handling, processing and disposal. From textiles to IT hardware, the group specialises in upcycling old and unwanted items into new products like insulation and industrial materials. Anything that can't be repurposed is processed responsibly through energy recovery.

As we build on our 2025 goal to reduce general waste by 30%, collaborating with industry leaders like Avena will help us drive innovation across our operation.



# OUR PEOPLE

Empower. Include. Inspire.



Our goals for 2030...



TRAIN

**80%**

...of colleagues on our Sustainability Sussed course and maintain a safe workplace with **zero** serious incidents each year



CUT COMMUTING EMISSIONS BY

**30%**

...by encouraging more people to car share, cycle or switch to an EV



OFFER AT LEAST

**5**

...supported internships or alternative pathway roles, to open doors for people with additional needs or from under-represented groups



HOST A SUSTAINABILITY TALK OR EVENT

**1**

...every year to share ideas, best practice and inspire action among our people

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Work with clients and suppliers to tackle shared challenges

#### RAISE THE BAR TOGETHER:

Improve standards and sharing what works

#### LEAD THROUGH LEARNING:

Use data, insight and innovation to drive progress across our industry

# OUR PEOPLE IN ACTION



★ 19

COLLEAGUES ENROLLED IN THE  
COMPANY DENTAL PLAN

SDG 3



★ 54

COLLEAGUES REGISTERED ON OUR  
PRIVATE HEALTH SCHEME

SDG 3



★ 24

AVERAGE TRAINING HOURS  
FOR EVERY EMPLOYEE THIS YEAR

SDG 4



★ 39

PEOPLE TAKING PART IN OUR  
CYCLE2WORK SCHEME

SDG 11



★ 87

YOUNG PEOPLE COMPLETED  
WORK EXPERIENCE PLACEMENTS

SDG 8



★ 2,586

TICKETS SOLD FOR OUR ANNUAL  
CHRISTMAS RAFFLE

SDG 10

# OUR PEOPLE CASE STUDIES

## Supporting wellbeing and connection

At Linney, we believe that wellbeing goes hand in hand with creativity and teamwork. That's why we offer a wide range of activities designed to help our people feel good, connect with others, and recharge both body and mind.

From yoga, massage and art sessions to gardening, team sports and community volunteering, these activities bring colleagues together in positive, meaningful ways. Many are also self-led, with teams organising after-work football leagues, padel sessions, lunchtime gym workouts, walking groups and even open-water swimming for those who love a challenge.

These shared experiences build more than fitness; they strengthen friendships, boost morale and help create a workplace where people feel supported, inspired and part of something bigger.



## Sustainability changemaker

We were proud to see Linney Create's James Nevard named Sustainability Changemaker of the Year 2025 by the Market Research Society.

The Sustainability Changemaker award recognises individuals in the research, insight and data analytics sector who have driven meaningful change and gone the extra mile to tackle the climate crisis. James, who heads up our Qualitative Insight team, has been instrumental in shaping how we talk about sustainability both internally and to our clients.

From hosting our Sustainability Sussed training course to conducting vital research on attitudes to sustainable behaviours, James continues to lead the way in making our sustainability initiatives more relatable, creative and effective.



## Internships and inclusivity

We were delighted to offer full-time roles to two supported interns from Mansfield-based charity Portland College.

Stephen Denney and T-Jay Ross completed year-long placements in our C1 and recycling teams after joining our supported internship programme in late 2023. The pair credit the programme with helping them develop confidence, practical skills and strong relationships with team members.

We're also rolling out autism and ADHD awareness training across the business to help our people better understand and support those with varying additional needs. It's a vital way to maintain a workplace culture where everyone feels safe, respected and valued.

## Perks with purpose

Through our Regenerate Retrade initiative, we've created a series of staff-focused programmes that turn surplus and obsolete client stock into something positive.

Our Retrade store, pop-up shops, and annual charity raffle give colleagues the chance to pick up quality products at reduced prices. It's a genuine perk for our people that also helps to prevent waste and keep items in circulation.

Every purchase and raffle ticket also raises money for the charities chosen by our teams, turning excess into impact. It's a great example of how sustainability and staff wellbeing can go hand in hand, creating value for people, planet and community alike.

## Driving sustainable change

We're helping our people make cleaner, greener commuting choices through a range of sustainable transport schemes.

With 51 colleagues enrolled in our EV-leasing scheme and a further 39 participating in our Cycle2Work programme, our carbon footprint has been significantly reduced. We also offer subsidised bus passes to encourage the use of local public transport links and offer hybrid working arrangements to help people cut down on road travel.

We've seen a steady rise in engagement with these transport schemes and expect more sign-ups in the coming year.



# OUR COMMUNITY

Connect. Contribute. Care.



Our goals for 2030...



SUPPORT AT LEAST

**12**

...community or charity projects each year,  
selected and championed by our people



DONATE AT LEAST

**£100k**

...of materials, products and  
support to schools, charities  
and community groups



WORK EXPERIENCE

**100**

...placements, focused on young people  
and those with additional support needs



SUPPORT

**3**

...biodiversity projects around  
Sherwood Forest protecting  
wildlife and habitats

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# OUR COMMUNITY IN ACTION



★ £7,000+  
RAISED FOR BOWEL CANCER UK THROUGH  
OUR ANNUAL SKEGNESS CHARITY BIKE RIDE

SDG 3



★ 14  
LOCAL CHARITIES AND COMMUNITY  
GROUPS SUPPORTED THROUGH  
OUR ANNUAL FUNDRAISING RAFFLE

SDG 10



★ 8  
LOCAL SCHOOLS RECEIVED DONATION PACKS,  
INCLUDING RESOURCES AND LEARNING  
MATERIALS TO PROMOTE CREATIVITY

SDG 10



★ £5,000+  
RAISED FOR WALKING 4 HOPE – A MANSFIELD-  
BASED CHARITY THAT SUPPORTS PEOPLE'S MENTAL  
WELLBEING THROUGH NATURE WALKS, ARTS AND  
CRAFTS SESSIONS AND PEER SUPPORT GROUPS

SDG 3



★ 200  
VOLUNTEER HOURS GIVEN BY COLLEAGUES  
TO COMMUNITY AND CHARITY PROJECTS

SDG 3



★ 100+  
CARE PACKAGES SENT OVERSEAS IN SUPPORT  
OF THE NATIONAL POLICE AID CHARITY

SDG 11

# OUR COMMUNITY CASE STUDIES

## Introduction

Every year, we ask our people to identify the charities, community groups and good causes that Linney should support. Their ideas shape where our time, creativity and fundraising go – ensuring that our contributions reflect what matters most to the people who make Linney what it is.

Our Regenerate programme also plays a vital role in our fundraising efforts. Every sale of

repurposed stock and waste goes towards supporting these charities and reinvesting in initiatives that benefit our community.

Our annual Christmas charity raffle raises thousands of pounds that's shared across a diverse range of local and national causes.

Past beneficiaries include John Eastwood Hospice, Myeloma UK, Mansfield Cats Protection and Literacy Volunteers.

Here are some stories from 2025...



### Walking 4 Hope

Walking 4 Hope is a Mansfield-based charity that was nominated in our 2024 Christmas raffle. Founded by John Bell after the tragic loss of his son in 2020, the charity brings people together through walking trips, arts and crafts sessions and peer support groups.

John and his team aim to “create safe, inclusive spaces that encourage connection, conversation, and hope”. Our donation will help Walking 4 Hope continue to deliver vital support and events to those who need it most.



### 138 Squadron Air Cadets

The 138 Squadron Air Cadets give young people the opportunity to learn new skills, grow in confidence and take on challenges through educational and adventure-based experiences.

Our support helped fund new laptops, a flight simulator and equipment for their spring and summer camps – giving cadets the chance to develop leadership, teamwork and technical skills that will stay with them for life.

Helping organisations like the Air Cadets reflects our belief in empowering the next generation to aim higher, build resilience and reach their potential.

### Mansfield Fire Museum

Mansfield Fire Museum is a volunteer-run visitor attraction dedicated to preserving and celebrating the history and contributions of Nottinghamshire's firefighters. It's home to hundreds of valuable artefacts from vintage helmets and uniforms to old firefighting equipment.

We partnered with the museum team to design and produce new signage, display boards and information plaques to bring a fresh look and feel to the exhibits.



## Supporting our communities

Our annual charity raffle has become a highlight of the year. It brings our teams together to raise funds for multiple local causes, chosen through staff nominations. The proceeds are then distributed to a mix of organisations supporting families, young people, health, wellbeing and wildlife – creating impact across our local community.

Alongside the raffle, our Regenerate programme plays its part too. By turning surplus materials into new products for resale, we generate additional funds that go directly to charity.

Every piece repurposed or sold helps reduce waste while supporting those who need it most.

Together, these efforts have supported dozens of causes – from John Eastwood Hospice and Myeloma UK to Mansfield Cats Protection and Literacy Volunteers – helping make a difference close to home and beyond.

What follows are just a few examples of how our people's choices, creativity and compassion continue to shape the world around us.



## Emily Harris Foundation

The Emily Harris Foundation – also nominated in our Christmas raffle – supports families and staff on the neonatal unit at Mansfield's King's Mill Hospital.

The charity provides practical and social support through welcome packs, bus tokens, meal vouchers and more – all aimed at easing the emotional and financial burden on parents with newborns in hospital. It also funds specialist training for neonatal staff.



## Putting on a song and dance

Unanima Theatre Company, based in Mansfield, is transforming how learning-disabled and autistic artists are represented in the arts. The company's co-creative approach places disabled artists at the heart of every performance, story and production. Our donation helped fund Unanima's training sessions, workshops and community outreach, and a visit to one of their rehearsals gave us the chance to experience their energy and creativity first hand.



# OUR PARTNERSHIPS

Collaborate. Learn. Lead.



Our goals for 2030...



GET A COMMITMENT FROM

**90%**

...of our key suppliers to sign up to the Sustainable Supplier Code of Practice



SHOWCASE SUCCESS STORIES FROM AT LEAST

**3**

... suppliers every year



ENSURE

**100**

...of our top 200 suppliers complete our annual sustainability survey to track progress and reduce shared impact



MAINTAIN ACCREDITATION

**3**

...a silver EcoVadis rating, while aiming for Gold and continuing our commitment to the UN Global Compact and The Climate Pledge

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# OUR PARTNERSHIPS IN ACTION



★ 63  
RESPONSES TO OUR SUPPLIER  
SUSTAINABILITY SURVEY

SDG 17



★ 7  
AWARDS WON AT THE POPAI  
AWARDS FOR CLIENT WORK

SDG 9



★ 92%  
INCREASE IN RECYCLING ACCURACY  
THROUGH MCDONALD'S BIN REDESIGN

SDG 9



★ 9.8 MW  
SOLAR PARK OPENED  
AT BURGO PAPER MILL

SDG 7



★ 420  
PRODUCTS MADE FROM  
UPCYCLED RSPCA UNIFORMS

SDG 12



★ 1  
PANEL APPEARANCE AT POPAI SUSTAINABILITY  
SUMMIT, SHARING INSIGHTS AND BEST PRACTICE

SDG 17

# OUR PARTNERSHIPS CASE STUDIES

## Where sustainability meets creativity

Regenerate is our sustainability-focused innovation hub, created to help Linney and our clients make better use of resources. It has two main arms:

**Repurpose:** surplus materials are transformed into new products, displays or practical items. This reduces waste and supports a more circular approach to design and production. Many of these projects are delivered in collaboration with our clients, giving their materials a second life and showing how innovation and responsibility can go hand in hand.

**Retrade:** our resale platform sells surplus stock and equipment. Products are sold at discounted prices to our people and our clients, offering them a useful perk while keeping items in circulation. Every sale generates funds for charities and community groups, and means we are finding responsible routes for surplus products that might otherwise go to waste.

Together, Repurpose and Retrade show how Regenerate turns resources into opportunities which help us protect the environment, support our people, invest in our communities, and build stronger partnerships.

### Supporting wildlife rescue

As part of our longstanding relationship with the RSPCA, Linney project manager Dan Winfield and Regenerate's Scott Tunnicliffe visited the charity's East Winch Wildlife Centre in Norfolk, one of only four RSPCA wildlife rehabilitation sites in the UK.

Each year the centre cares for thousands of animals, including seals, foxes, hedgehogs and birds, before safely returning them to the wild. Seeing the dedication of the team, emphasised to us why we're so proud to support their work, and not just through donations, but through creative collaboration too.

The team's helped the charity upcycle old uniforms and event fabrics into new products such as pencil cases, scrunchies

and dog bandanas. These are resold in RSPCA shops, turning waste into value while supporting vital animal welfare projects.

Together, we're helping the RSPCA reduce waste, generate new income streams and promote circular design, showing how creativity can make a real difference for both people and the planet.



### Driving behavioural change

Our Insight and Regenerate teams partnered with McDonald's UK to tackle one of the biggest sustainability challenges in the quick service restaurant industry: how to encourage customers to recycle more and recycle better.

Working as part of the McDonald's Plan for Change initiative, we combined research, design and production expertise to understand customer behaviour and develop practical solutions. The result: a 137% increase in recycling participation and a 92% improvement in recycling accuracy, achieved through smarter recycling station design and clearer messaging.

Following the trial, McDonald's rolled out the new units across Wales, where cup returns have since doubled. The project earned our team a Silver POPAI Award for Sustainability Excellence, and, more importantly, demonstrated how collaboration can create real, measurable environmental impact.



### Beautiful collaboration

We've been exploring shared sustainability ambitions with our client L'Oréal, setting the stage for regular collaboration.

From renewable energy and water stewardship to reusable materials and circular packaging, our discussions are delivering valuable insights into how our sustainability priorities align.

We're committed to helping L'Oréal meet its environmental goals and proactively supporting the L'Oréal for the Future framework and net zero roadmap by sharing data and co-developing new solutions.

Open dialogue like this not only strengthens our partnership but also drives collective progress across the broader retail and beauty industries.



## Raising the standard

Linney has been awarded the POPAI PASS (POPAI Accredited Sustainable Supplier) sustainability kitemark for point of sale production.

The POPAI PASS is recognised as an industry benchmark for environmental responsibility.

PASS assesses material choices, supply chain transparency, energy use and waste management, giving clients confidence that their campaigns meet recognised standards of sustainability. The accreditation is well respected across the industry and provides assurance to both existing and prospective clients that we are committed to doing things the right way.

Achieving this recognition demonstrates our commitment to measurable improvement and transparency. It also gives our clients the clear knowledge, with independent confirmation, that the point of sale materials we create meet some of the highest environmental standards in the sector.

For us, PASS is more than just a certification. It's a tool for continuous improvement. It helps us benchmark where we are today, set higher expectations for tomorrow, and share best practice across the industry.



## Summit sharing insights

We were invited to join a panel at the POPAI Sustainability Summit, which brought together brands, retailers and suppliers to discuss the future of sustainable point of sale and retail display.

Scott Tunnicliffe, Linney's head of sustainability, shared insights on setting measurable targets, embedding circular design through Regenerate, and using accreditations like EcoVadis and POPAI PASS to drive progress.

The discussion was important because it emphasised and reinforced the importance of collaboration and knowledge-sharing across our sector, and reflected our belief that progress is faster when we learn, lead and grow together.



## Bringing character to life sustainably

When the brand tonies® wanted to make a big impression at Selfridges, our Regenerate team helped bring its vision to life sustainably.

We created a 50cm-tall Gruffalo sculpture, a larger-scale version of the beloved toy, to serve as the centrepiece of the display. The figure was produced with precision using 3D printing technology, then sprayed and painted by hand by our craftspeople to achieve a lifelike finish.

Our 3D printer helps us create pieces with minimal waste and maximum efficiency, and is capable of using recycled, recyclable or biodegradable PLA and other compatible materials when suitable for the project.

It's a great example of how innovation and craftsmanship can come together to create sustainable, standout results.



## Creative impact with less waste

When Starbucks needed a striking centrepiece for a social media campaign, our Regenerate team was tasked with creating a giant cakepop that was bold, practical and made with sustainability in mind.

The stick was crafted from a repurposed paper reel core in a perfect example of giving surplus materials a new purpose. The oversized cakepop itself was formed using papier-mâché techniques, minimising the use of new materials and keeping waste to a minimum.

The result was playful, eye-catching and perfectly aligned to the campaign. More importantly, it showed how sustainable thinking and creative execution can work hand in hand, proving that high-impact brand activations don't have to come at the cost of the environment.



## ***Circular design in the details***

Not every sustainability project has to be on a grand scale to make an impact. This year, our Regenerate team created a series of bespoke coasters using surplus materials, produced for client events and internal campaigns.

Each piece carried its own story of circular design, showcasing how creativity and responsibility can come together in even the smallest details. It's a simple reminder that, when designed thoughtfully, everyday items can help reduce waste and keep materials in use for longer.

## ***Upcycling with purpose***

This year marked the start of a new partnership with the RSPCA, who approached us with a challenge: how to handle old branded fabrics, uniforms and event materials in a way that avoided waste and created new value.

Our Regenerate team began experimenting with these materials, transforming them into new products such as tote bags, purses, pet toys and accessories designed for resale through the RSPCA's retail network.

The initiative not only prevents waste but helps generate income for the charity, creating a self-sustaining cycle of impact. It's a great example of how creativity and collaboration can turn waste into opportunity, benefiting the environment, community, and a valued charity partner.

## ***Collaborating across our supply chain***

This year, we joined our supplier Denmaur and sustainability partner Nero Carbon on a visit to Burgo Ardennes, one of Europe's most advanced paper mills. Burgo has recently invested in a 9.8 MW solar park, demonstrating its commitment to renewable energy and carbon reduction within the paper industry.

The visit gave us valuable insight into Burgo's closed-loop kraft paper pulping cycle, where raw materials are reused efficiently. Seeing this innovation first hand reinforced the importance of working collaboratively across our supply chain, from mills and material suppliers through to our own production and delivery.

When we align with suppliers who share our ethos, we can collectively reduce carbon impact, enhance transparency, and ensure the materials we use contribute to a responsible and resilient value chain. These partnerships help turn shared ambition into measurable progress for Linney and our clients.



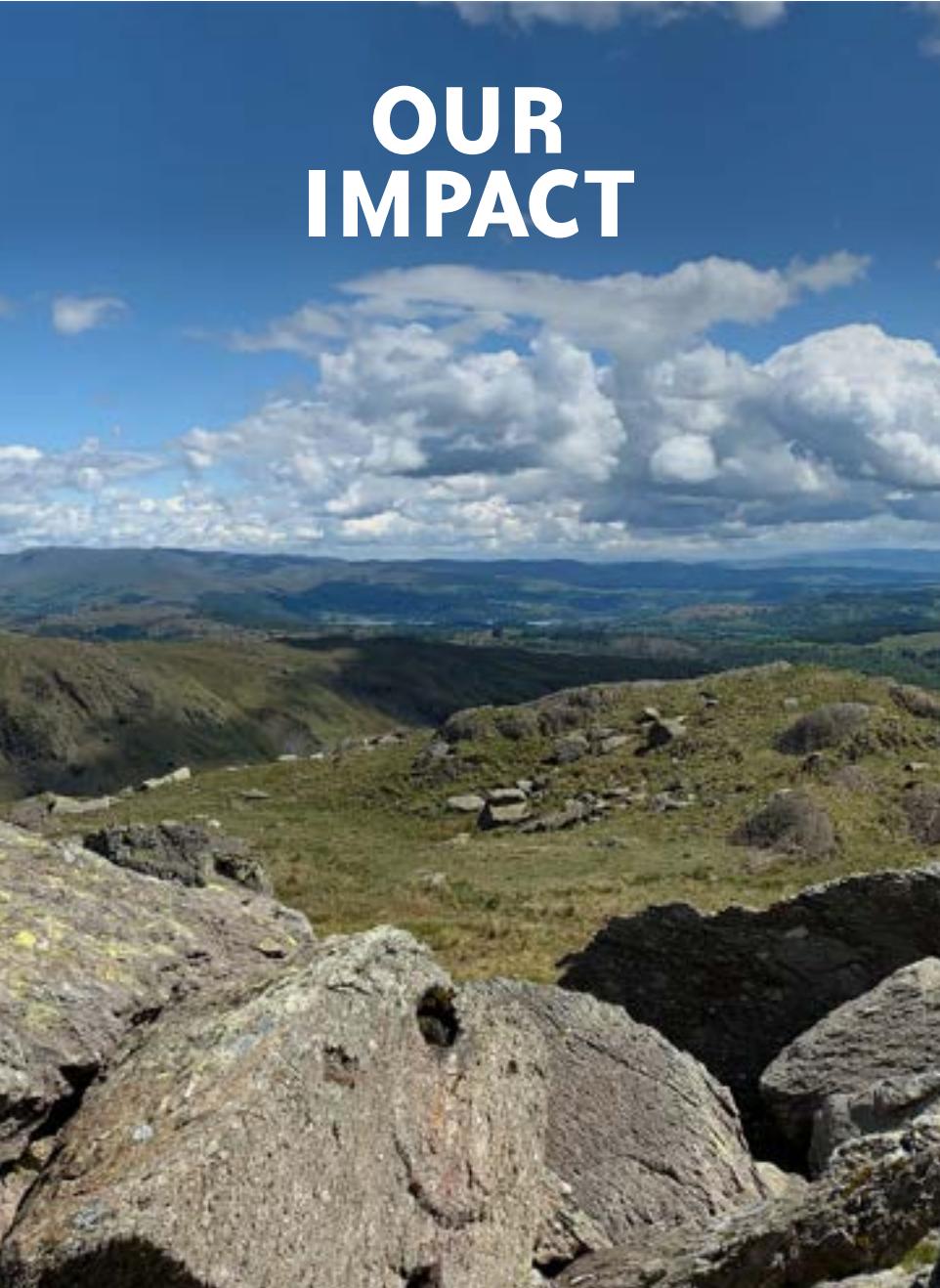
## ***Blinky Stardust – a creative collaboration with legs***

When our creative teams designed and built Blinky the octopus, sustainability and efficiency were at the heart of the project. The installation was produced using minimal materials and waste. Every element was carefully considered to achieve maximum visual impact in the most resource-efficient way.

Our work experience student Mya worked on the project from concept to completion. She supported our designers and makers, learning about sustainable production techniques, material choices and the importance of creative problem solving.

Blinky stands as a great example of how innovation, learning and sustainability can come together, creating something that not only captures attention but also reflects our commitment to responsible design and nurturing future talent.

# OUR IMPACT



## Employee commute impact assessment

### Annual survey findings (2025)

Building on last year's baseline, our second annual commuting survey gives us a clearer view of how our people travel to work and where the biggest opportunities for change sit. This year 492 colleagues took part, allowing us to refine our understanding of commuting behaviour across our 1,312-strong workforce.

Having a second year of data means we can move beyond insight and track trends. The results confirm that petrol and diesel vehicles still account for the majority of commuting miles, but they also show continued progress in lower-carbon alternatives. Electric vehicle use is increasing and more colleagues are choosing to walk, cycle or travel by train.

These insights help us focus our next steps. By continuing to support electric vehicle adoption, active travel and public transport, we hope to reduce commuting-related emissions and make sustainable choices more accessible for our people.

**10%**

of our employees commute in electric or hybrid vehicles

**172,589 miles**

cycled or walked – an emission-free way to travel

**2.9m miles**

petrol cars contributed the largest share of commuting emissions

**2.1m miles**

diesel vehicles are the second largest source of emissions

**617,481 miles**

fully electric vehicles – showing continued EV adoption

**544,421 miles**

covered via train, helping reduce overall commuting emissions

**35**

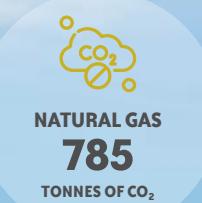
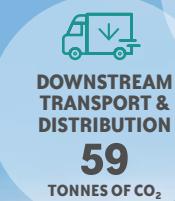
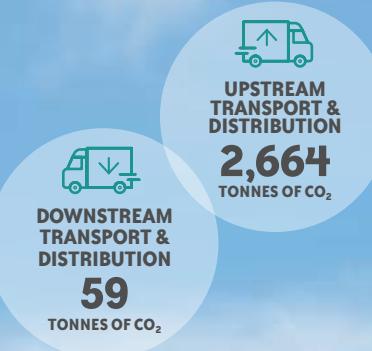
use public transport to get to work

**6**

commute by bicycle – an emission-free choice



UNDERSTANDING OUR CARBON  
HOTSPOTS IS CRITICAL AS WE WORK ON  
MEANINGFUL CARBON REDUCTIONS...



NET ZERO  
**2040**



\*2025 data covers period  
from May 2024 to April 2025

# CARBON FOOTPRINT

Our carbon footprint report has been developed in accordance with the Greenhouse Gas Protocol and gives a detailed insight into the carbon hotspots for our business.

	Activity type	Tonnes of CO <sub>2</sub> e			
		2020	2023	2024	2025
Scope 1	Company premises	959	828	815	958
	Company vehicles	395	316	245	288
	Fugitive emissions	-	3	32	120
	<b>Scope 1 = total</b>	<b>1,354</b>	<b>1,147</b>	<b>1,092</b>	<b>1,366</b>
Scope 2	Purchased electricity (location-based)	2,034	1,418	1,356	1,378
	Purchased electricity (market-based*)	3,242	2,805	2,983	2,514
<b>Totals</b>	<b>Scope 1 + Scope 2 = total</b>	<b>3,388</b>	<b>2,565</b>	<b>2,447</b>	<b>2,744</b>
Scope 3	Purchased goods and services	20,914	18,294	20,178	20,187
	Capital goods	1,397	2,588	2,219	2,920
	Fuel and energy-related activities (not included in Scope 1 or Scope 2)	1,098	1,118	1,070	1,107
	Upstream transport and distribution	186	175	199	2,664
	Waste generated in operations	91	74	84	91
	Business travel	122	67	60	72
	Employee commuting	1,167	1,217	1,331	1,477
	Homeworking	-	-	166	113
	Downstream transportation and distribution	52	49	56	59
	Use of sold products	-	-	603	603
	End-of-life treatment of sold products	2,094	2,014	2,877	798
	<b>Scope 3 = total</b>	<b>27,121</b>	<b>25,596</b>	<b>28,843</b>	<b>30,093</b>
<b>Totals</b>	<b>Scope 1 + Scope 2 + Scope 3 = total</b>	<b>30,509</b>	<b>28,161</b>	<b>31,290</b>	<b>32,837</b>
<b>Other</b>	Scope 1 + 2 biogenic emissions	1,692	1,402	1,571	1,446
<b>Intensity ratios: Scope 1 + 2 + 3 location-based</b>	tCO <sub>2</sub> e per £1m of turnover	304.2	246.1	244.6	250.5
	tCO <sub>2</sub> e per employee	27	23.9	23.8	25
	tCO <sub>2</sub> e per tonne of production	4.186	4.01	3.464	3.442

\*Market-based not included in totals.

NOTE: Previously reported emissions may have changed in some categories due to a methodology change in 2024.

	2020	2025	% Change from base year
<b>Scope 1</b>	1,366	.89%	-19.35%
<b>Scope 2</b>	1,356	-33%	-32.24%
<b>Scope 3</b>	30,093	10.96%	6.57%
<b>TOTAL</b>	<b>32,837</b>	<b>7.63%</b>	<b>+3.83%</b>

## Our progress

Since 2020, we've been making steady progress towards our 2025 goals. Between then and now, we have:



Reduced our total  
Scope 1 + 2 emissions by  
**19%**

A reduction of 941 tCO<sub>2</sub>e, equivalent to driving 3.4 million miles in an average car.<sup>1</sup>

**Target 70%**



Reduced our electricity  
consumption by  
**23.7%**

A reduction of 2.175 million kWh, enough energy to power 800 average UK homes for a year.<sup>2</sup>

**Target 20%**



Reduced our  
waste by  
**0.4%**

A reduction of 324 tonnes across all waste streams, a volume equivalent to more than two blue whales.<sup>3</sup>

**Target 30%**



Trees  
planted  
**25k**

Covering an area larger than fourteen football pitches.<sup>4</sup>

**Target 25k**

1. Source: DEFRA 2021, 0.27596kg of CO<sub>2</sub>e per mile in average car (fuel unknown)

2. Source: Ofgem 2023, average 2 to 3 bedroom house; 2 to 3 people, consuming 2,700 kWh annually – [www.ofgem.gov.uk/average-gas-and-electricity-usage](https://www.ofgem.gov.uk/average-gas-and-electricity-usage)

3. Source: <https://uk.whales.org/whales-dolphins/facts-about-blue-whales>

4. Source: [www.woodlandtrust.org.uk/plant-trees/advice/how-to-plant](https://www.woodlandtrust.org.uk/plant-trees/advice/how-to-plant)

# Greenhouse gas emissions performance summary

Our analysis of greenhouse gas (GHG) emissions from FY20 to FY25 shows strong progress in reducing operational emissions across Scope 1 and 2, alongside expected increases in Scope 3 emissions driven by business growth and long-term investment.

## Scope 1 (direct emissions)

Reduced by **19.35%** from the 2020 baseline, with **Scope 1 emissions totalling 1,366 tCO<sub>2</sub>e in FY25**, driven by efficiency improvements across company premises and vehicles.

## Scope 2 (indirect emissions from purchased electricity)

Reduced by **32.24%** from the 2020 baseline, with location-based Scope 2 emissions of 1,378 tCO<sub>2</sub>e in FY25, supported by:

- On-site solar generation
- Energy-efficient production equipment
- Switch to renewable purchased electricity

## Combined Scope 1 and 2

A **19% total reduction** from the base year, with **combined Scope 1 and 2 emissions of 2,744 tCO<sub>2</sub>e in FY25**, demonstrating the impact of targeted operational improvements and cleaner energy investment.

## Scope 3 (value chain emissions)

Scope 3 emissions totalled **30,093 tCO<sub>2</sub>e in FY25**, representing a **+6.57% change from the 2020 baseline**. This increase reflects business growth and sustainability-focused investment, particularly in:

- **Purchased goods and services:**  
20,187 tCO<sub>2</sub>e
- **Capital goods:**  
2,920 tCO<sub>2</sub>e
- **Upstream transport and distribution:**  
2,664 tCO<sub>2</sub>e
- **Employee commuting:**  
1,477 tCO<sub>2</sub>e

## Waste emissions performance

Emissions from waste generated in operations were **91 tCO<sub>2</sub>e in FY25**, broadly stable year on year.

Despite overall volumes increasing with business growth, **waste emissions per £1m of turnover continue to improve**, demonstrating greater efficiency relative to scale.

## Intensity ratios (key performance indicators)

Despite increases in absolute emissions, efficiency metrics show continued improvement:

- **Emissions per £1m of turnover:**  
250.5 tCO<sub>2</sub>e
- **Emissions per employee:**  
25.0 tCO<sub>2</sub>e
- **Emissions per tonne of production:**  
3.442 tCO<sub>2</sub>e

## Key insights

**Scope 1 and 2** reductions reflect renewable electricity, solar investment and operational efficiency.

**Scope 3** increases are driven by growth in purchased goods, infrastructure investment and workforce size.

Improving intensity metrics show operational efficiency keeping pace with business expansion.

## Outlook

We remain focused on reducing emissions through renewable energy, supply-chain collaboration and operational efficiency, while supporting continued business growth. These actions underpin our long-term pathway to **net zero by 2040** and our science-based targets.

**CARBON INTENSITY -20.52%**  
PER £1M OF TURNOVER

# SCIENCE-BASED TARGETS

Approved targets. Higher ambition.

We're proud that our **Science-Based Targets initiative (SBTi) roadmap and emissions reduction targets have been formally approved** – a significant milestone in our journey to net zero.

This confirms that our targets are **ambitious, science-led** and **aligned with the Paris Agreement's 1.5°C pathway**, reinforcing our commitment to credible, independently validated climate action.

## SBTi targets

### Scope 1, 2 and 3 emissions

We've committed to a **42% reduction across Scope 1, 2 and 3 emissions by 2030**, from a 2020 baseline, in line with SBTi requirements.

### Long-term net zero target

By 2040, we aim to achieve a **90% reduction in total emissions across all scopes**, with any residual emissions addressed in line with SBTi guidance.

These targets form the backbone of our decarbonisation strategy.

### Going further

While our approved **SBTi target for 2030 is a 42% reduction**, our own ambition goes further. We continue to target a 70% reduction in Scope 1 and 2 emissions by 2030, driven by renewable energy, on-site solar generation, electrification and operational efficiency.

This higher internal ambition reflects the progress we've already made and belief that we can move faster.

### *A growth-ready, pragmatic approach*

In line with SBTi guidance, we have **excluded capital expenditure from our near-term targets**. This reflects our outlook as a growing business, with ongoing investment in buildings, equipment and infrastructure needed to support long-term resilience and efficiency.

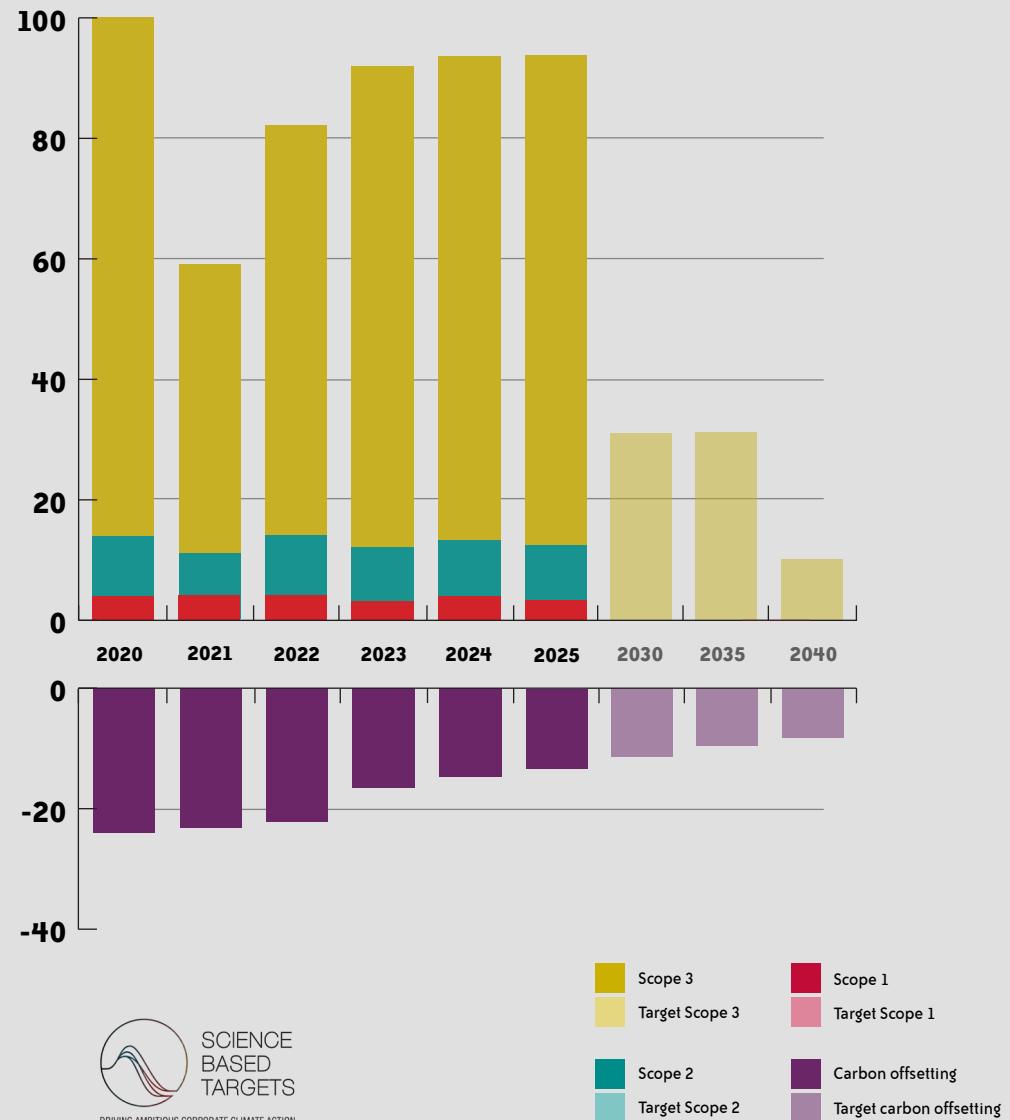
This exclusion is accepted within the SBTi framework and ensures our targets remain both **credible and achievable**, while still driving meaningful reductions across our operations and value chain.

### *Turning targets into action*

Achieving our science-based targets means embedding sustainability into everyday decision-making – from how we power our sites and design out waste, to how we work with suppliers to reduce shared impact.

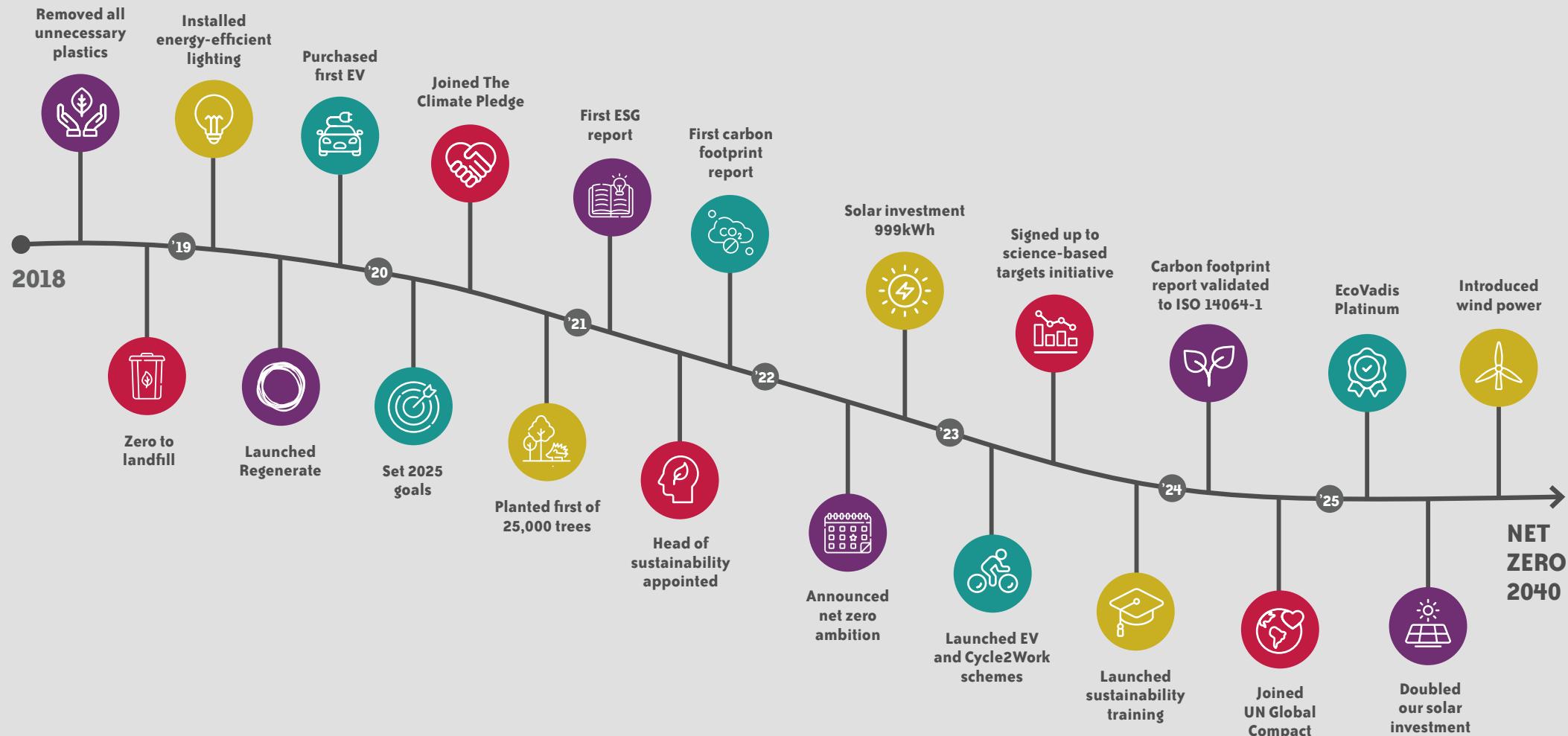
By combining approved **science-based targets** with higher internal ambition, we're building a pathway that supports both **responsible growth and long-term competitiveness**, while contributing to global efforts to tackle climate change.

Our SBTi approval is not the end-point – it's a clear signal of intent as we continue our journey towards a net zero future.



# CARBON ROADMAP

Our carbon roadmap is a detailed, clear and ambitious route to achieving our goal of net zero by 2040.



# GRI STANDARDS DISCLOSURES

## Reporting standards

GRI STANDARD	DISCLOSURE	PAGE
102-1	Name of the organisation	Title page
102-2	Activities, brands, procedures and services	2-4
102-4	Location of operations	2-4
102-6	Markets served	2-4
102-7	Scale of the organisation	2-4
102-9	Our partnerships (supply chain)	32-41
102-10	Significant changes to the organisation and its supply chain	32-41
102-12	External initiatives	34-41
102-13	Membership of associates	6
102-14	Statement of senior decision maker	4
102-15	Key impacts, risks and opportunities	42-53
102-16	Values, principles, standards and norms and behaviour	3-5
102-18	Governance structure	4
102-19	Delegating authority	3
102-20	Executive-level responsibility for economic, environmental and social topics	4
102-50	Reporting period	Title page
102-53	Contact point for questions regarding the report	Back page
102-55	GRI content index	54
305-1	Direct (Scope 1) GHG emissions	46-49
305-2	Energy indirect (Scope 2) GHG emissions	46-49
305-3	Other indirect (Scope 3) GHG emissions	46-49
305-5	Reduction of GHG emissions	46-49

## Terminology

### BIOGENIC EMISSIONS

The carbon in wood, paper, grass trimmings and other biofuels that was originally removed from the atmosphere by photosynthesis and, under natural conditions, would eventually cycle back to the atmosphere as CO<sub>2</sub> due to degradation processes.

### CARBON BALANCED PRINTING

The unavoidable carbon emissions of a business are calculated, verified by a third party and balanced and certified by a body such as the World Land Trust.

### CARBON EMISSIONS

Also known as greenhouse gas emissions, these are emissions of carbon dioxide that are released into the atmosphere and which have a detrimental effect on the planet, such as global warming.

### CARBON NEUTRAL

Refers to achieving zero carbon emissions (across Scope 1 and 2 categories) through avoidance and reduction of CO<sub>2</sub> or via carbon offsetting.

### CARBON OFFSETTING

Reducing emissions of greenhouse gases by purchasing credits through emissions reduction projects or carbon trading schemes.

### CIRCULAR ECONOMY

An economic model of consumption that's based on designing out waste and pollution by keeping products and materials in use, while also benefiting the environment.

### CLOSED LOOP

When a product is used, recycled and then made into a new product – whether the same as or different from its original form.

### CO<sub>2</sub>

Carbon dioxide, a greenhouse gas. In simple terms, a contributor to global warming and the gas most commonly emitted through human activities.

### CO<sub>2</sub>E

Carbon dioxide equivalent, a lay expression for describing other greenhouse gases in a common measurement unit. This allows "bundles" of greenhouse gases to be expressed as a single number.

### CORPORATE SOCIAL RESPONSIBILITY (CSR)

A set of measurable standards used to help a company stay accountable to its societal and ethical goals.

### ENVIRONMENTAL AND SOCIAL GOVERNANCE (ESG)

A set of measurable standards used to track how a company handles its environmental and social obligations.

### FSC

The Forest Stewardship Council is an international non-profit making organisation founded to support the world's forests.

### FUGITIVE EMISSIONS

Greenhouse gas emissions from leaks and other irregular releases of gases or vapours from a pressurised containment – such as appliances, storage tanks, pipelines, wells or other pieces of equipment.

### GLOBAL WARMING/CLIMATE CHANGE

The unusually rapid increase of the world's average surface temperature, causing a long-term shift in weather patterns. Primarily caused by the burning of fossil fuels and the greenhouse gases released in the process.

### GREENHOUSE GASES

Certain gases in the atmosphere (water vapour, carbon dioxide, nitrous oxide and methane, for example) that trap energy from the sun.

### GREENWASHING

A false, misleading or untrue action or set of claims made by an organisation about the positive impact that a company, product or service has on the environment.

### MOBILE COMBUSTION

Emissions from the transportation of materials, products, waste and employees resulting from the combustion of fuels in company-owned or controlled mobile combustion sources (e.g. cars, trucks, buses, trains, ships).

### NET ZERO

Refers to achieving zero carbon emissions (across Scope 1, 2 and 3 categories) through aggressive carbon avoidance and CO<sub>2</sub> reduction plans or via carbon offsetting.

### RECYCLABLE

A product which can be repurposed or converted into another usable item.

### RENEWABLE

A product or energy source that is constantly replenishable.

### STATIONARY COMBUSTION

Sources of greenhouse gas emissions from devices that combust solid, liquid or gaseous fuel, generally for the purposes of producing electricity, generating steam or providing useful heat or energy for industrial, commercial or institutional use, or reducing the volume of waste by removing combustible matter.

### SUSTAINABILITY

The practice of maintaining an ecological balance to avoid the unnecessary depletion of the world's natural resources.

### SUSTAINABLE

A concept, organisation or business that has minimal negative impact on the global or local environment, community, society or economy.

### UNSDG

The United Nations Sustainable Development Goals are a set of 17 actions needed to help turn back the clock on climate change. The UNSDGs corresponding to our four pillars:

- Environment (UNSDGs: 7, 11, 12, 13, 15)
- People (UNSDGs: 3, 4, 5, 8, 10, 11)
- Community (UNSDGs: 3, 4, 10, 11)
- Partnerships (UNSDGs: 9, 13, 14, 17).

# Sustainability at Linney

ESG Report 2026



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