FLUID

BRAND REVOLUTION

2026 IMPACT REPORT



MORE THAN JUST MERCHANDISE

Since 2006, Fluid Branding has helped organisations use branded merchandise to create meaningful connections with their audiences. Today, as part of global creative marketing agency Brand Revolution, we believe merchandise should do more than make an impression, it should be selected, sourced and delivered with consideration for the people and resources behind it.

Our role sits at the intersection of creativity, procurement and global supply chains. That gives us both an opportunity and a responsibility to help our customers make better-informed choices.

We are working to embed sustainability throughout our business, from reducing the environmental impact of our own operations and supply chain, to strengthening responsible sourcing, supporting our people and providing customers with clearer information about the products they choose.

Our ambition is straightforward, to create meaningful merchandise while continually reducing negative environmental and social impacts and increasing the positive impact we can make.

AT A GLANCE

20 years

Providing brand engagement since 2006







148

Employees

5,543

Customers served in 2025

6

Locations / countries with Fluid operations

39,992

Orders fulfilled in 2025

5,000+

Products carrying verified sustainability attributes

527

Active suppliers

Creating impact across the merchandise lifecycle

Our sustainability impacts extend beyond our own offices. The environmental and social footprint of branded merchandise is influenced by decisions throughout the product lifecycle. This includes raw materials, manufacturing, product selection, decoration, transport, use and end-of-life.

Understanding that wider value chain helps us identify where we can have the greatest influence.

OUR VALUE CHAIN

- Materials & components
- Manufacturing
- Supplier selection & sourcing
- Product selection & branding
- Freight & logistics
- Fluid operations
- Customer use
- Reuse, recycling & end-of-life

Employees | Suppliers | Customers | Logistics partners | Communities | Industry partners



A Message from Alisa Haynes, CEO

At Fluid Branding | Brand Revolution, sustainability is increasingly about moving from ambition to evidence. Over the years we have developed stronger environmental commitments, increased the information available to our customers, worked with our suppliers to improve responsible sourcing and continued to invest in our people.

This report brings our environmental, social, ethical and supply-chain performance together in one place and presents comparable performance over a three-year period.

We know that sustainability is a process of continuous improvement. There are areas in which we have made good progress and areas where more work is required. Our intention is to report both transparently.

Our commitments give us direction, including our climate ambitions, participation in the United Nations Global Compact and work with partners across our value chain. The data in this report gives us a way to measure whether that direction is translating into progress.

During 2026 and beyond, our priorities are to continue reducing emissions, strengthen our approach to responsible sourcing, improve the sustainability information available to our customers, support an inclusive and rewarding workplace and further embed ethical decision-making across the organisation.

We look forward to continuing that journey with our colleagues, customers, suppliers and partners.

Alisa Haynes

Turning commitments into action

Fluid Branding | Brand Revolution's approach to sustainability is built around four interconnected areas:

Planet
Reducing greenhouse gas emissions, improving resource efficiency, managing waste and supporting environmental action.

Products
Helping customers understand the sustainability characteristics of merchandise, increasing access to more responsible choices and considering products across their lifecycle.

People & communities
Providing a safe, inclusive and rewarding workplace while supporting communities and causes that matter to our people.

Responsible business
Maintaining high standards of business ethics, information security and responsible sourcing throughout our supply chain.

NET ZERO 2030

Our Objectives

Net Zero
Maintain and progress our SBTi validated science-based climate targets.

Responsible sourcing
Continue strengthening environmental and social requirements within supplier selection, assessment and engagement.

People
Maintain a safe, inclusive workplace and invest in employee learning and development.

Products
Increase the availability and visibility of products with credible sustainability attributes.

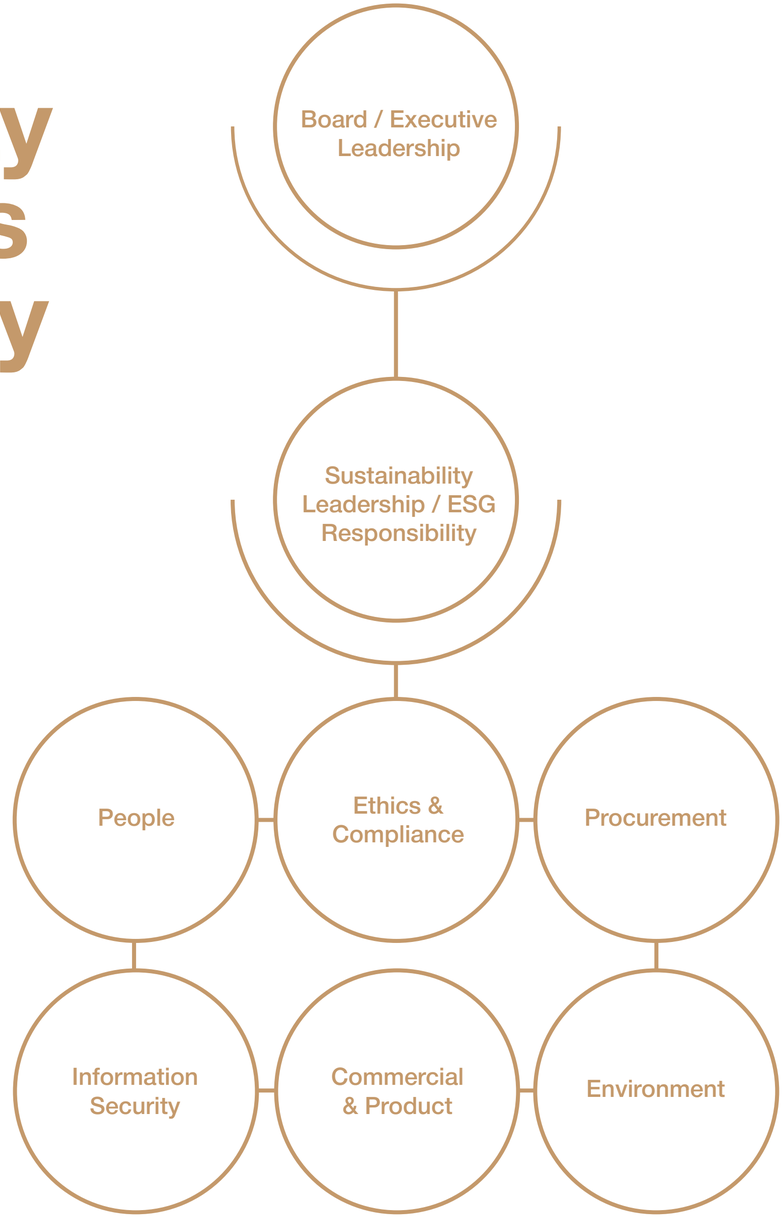
Transparency
Report sustainability performance consistently using measurable KPIs.



Sustainability is a business responsibility

Effective sustainability management requires clear accountability. Fluid Branding | Brand Revolution's sustainability programme is supported by policies, defined responsibilities, management oversight and measurable performance indicators.

Sustainability considerations are incorporated across functions including leadership, procurement, operations, people, finance, information security, sales and marketing. Responsibility for delivery sits with the teams closest to each area, while overall progress is reviewed through the company's sustainability governance structure.



Plan
policies, commitments and targets

-

Act
procedures, programmes and training

-

Measure
KPIs and supporting evidence

-

Review
management review and corrective action

Environmental, social & governance

Sustainability covers a broad range of environmental, social and governance issues. To focus our efforts and reporting, we assess the topics that are most relevant to Fluid Branding | Brand Revolution, our stakeholders and our value chain.

Our materiality assessment considers both the impacts associated with our activities and value chain and the sustainability-related risks and opportunities relevant to the business.

Climate and energy	Materials, chemicals and waste	Sustainable products and circularity	Customer health and safety
Employee health, safety and wellbeing	Working conditions	Learning and development	Diversity, equity and inclusion
Business ethics and anti-corruption	Data protection and information security	Supplier environmental practices	Supplier social and human-rights practices

Working with recognised standards

We use recognised commitments, standards and external assessments to provide structure, accountability and independent perspectives on our sustainability programme.

EcoVadis provides an external assessment of Fluid Branding | Brand Revolution's sustainability management system across Environment, Labour & Human Rights, Ethics and Sustainable Procurement.

The last assessment awarded us with a Gold medal scorecard, putting us in the top 5%.

Fluid Branding | Brand Revolution is a participant in the United Nations Global Compact, supporting its principles relating to human rights, labour, environment and anti-corruption.

The UN Sustainable Development Goals provide an additional framework for considering how businesses can contribute to wider environmental and social challenges. Our existing Sustainability Brochure already connects our sustainability approach with the SDGs.

Fluid Branding | Brand Revolution has had climate targets validated through the Science Based Targets initiative (SBTi). These targets support a structured approach to reducing greenhouse gas emissions and provide an externally recognised basis for tracking progress.

Reducing our environmental impact

Our environmental priorities include greenhouse gas emissions and energy, resource use and waste, environmental impacts associated with the merchandise we source, and positive environmental action beyond our own operations.

We measure greenhouse gas emissions across our direct operations and our wider value chain. This includes Scope 1, Scope 2 and Scope 3 emissions, recognising that for a merchandise business a significant proportion of climate impact can occur beyond our own offices.

Our approach is to prioritise measurable emissions reductions and continually improve the quality of the data used to understand our footprint.

Climate & energy

Our climate programme includes:

- measuring Scope 1, 2 and 3 greenhouse gas emissions;
- monitoring energy use;
- the use of renewable energy;
- identifying opportunities to reduce emissions associated with logistics and operations;
- maintaining science-based climate targets;
- disclosing climate information through recognised channels.

Total GHG emissions, 2023–2025

Year	Scope 1	Scope 2	Scope 3
2025	0	3.411	82.186
2024	0	4.141	65.382
2023	0	4.086	41.897

Energy use and renewable energy, 2023–2025

Year	Energy use - KWh	Renewable energy Generated - KWh	Renewable energy %
2025	16476	60,859.53	100%
2024	20000	52,889.09	100%
2023	21129	45622.78	100%

GHG intensity e.g. tCO_2e / £m revenue, if appropriate

Year	£m revenue	£TO per Tonne CO2	tCO_2e
2025	23,369,945	274,446	85.597
2024	24,853,793	357,485	69.524
2023	27,158,785	590,626	45.983

Materials and waste

Reducing waste and using resources more efficiently are important both within our own operations and within the products and packaging we source for customers.

Our approach includes segregating waste streams, encouraging reuse and recycling, considering recycled and lower-impact materials in product selection and improving the information available on product materials and end-of-life options.

Total waste, 2023–2025

Year	Hazardous	Non-hazardous
2025	0	1.136
2024	0	1.701
2023	0	1.557

Waste recovered or recycled, 2023–2025

Year	Waste recovered
2025	1.085
2024	1.636
2023	1.518

Ecologi partnership

Since 2021, Fluid Branding | Brand Revolution has worked with Ecologi, supporting tree-planting and verified climate projects.

Alongside work to reduce the emissions associated with our own business and value chain, we support external environmental projects through our partnership with Ecologi.

These activities include planting a tree with every order and additional investment in verified climate projects. We treat this support as complementary climate action rather than a substitute for reducing our own greenhouse gas emissions.

We have supported **21 tree-planting projects** and invested in **29 verified carbon-avoidance projects** at the time of this reporting period. Current impact can be viewed here https://ecologi.com/fluidbranding

Trees supported to date:

132,402 trees

Mangrove planting in Marotaola, Madagascar
34,659 trees
SDGs: 1 2 3 5 8 10 13 14 15 17

Forest restoration in Kenya
20,213 trees
SDGs: 1 2 3 5 8 10 13 15

Mangrove planting at Kandrany, Madagascar
12,261 trees
SDGs: 1 2 3 5 8 10 13 14 15 17

Reforestation in Changalane, Mozambique
8,388 trees
SDGs: 1 2 3 4 5 8 10 11 13 15

A flourishing future for Gewocha Forest, Ethiopia
6,454 trees
SDGs: 1 2 5 6 7 8 10 13 15 17

Planting forest gardens in Tanzania
4,977 trees
SDGs: 1 2 3 4 5 8 10 11 13 15

Mangrove planting in Irregele Milato, Mozambique
4,390 trees
SDGs: 1 2 3 4 5 8 10 11 13 15

Planting forest gardens in Uganda
3,164 trees
SDGs: 1 2 3 4 5 8 10 11 13 15

Reforestation in Mussuquelane, Mozambique
2,290 trees
SDGs: 1 2 3 4 5 8 10 11 13 15

Saving Endemic Moroccan Fruit Tree Species
1,100 trees
SDGs: 5 8 13 15

Restoring the last fragment of tropical rainforest in Kenya
904 trees
SDGs: 1 5 6 13 15

Planting trees / supporting water security in Kenya
675 trees
SDGs: 5 8 13 15

Effects numbers relate to the 17 Sustainable Development Goals.

tCO2e reduction to date:

2018.49

Using waste biomass to produce electricity in Chile
270.69 tCO2e
SDGs: 7 8 13

Wind power project in Mexico
242.78 tCO2e
SDGs: 3 4 7 8 9 13 15

First ever wind power project in Honduras
205.88 tCO2e
SDGs: 6 7 8 9 13 15

Small scale onshore wind in India
163.89 tCO2e
SDGs: 7 8 13

Avoiding methane emissions from landfill in Brazil
162.65 tCO2e
SDGs: 3 7 13

Solar power generation in Telangana, India
147.5 tCO2e
SDGs: 7 8 9 13

Protection of the Matavén forest in eastern Colombia
103.92 tCO2e
SDGs: 3 4 6 8 9 13 15

Producing electricity from wind power in Northeast Thailand
100.38 tCO2e
SDGs: 3 7 8 13

Preserving Amazonian rainforest in Brazil
57.36 tCO2e
SDGs: 8 13 15

Producing renewable wind energy in Bulgaria
51.22 tCO2e
SDGs: 7 8 13

Solar PV electricity generation in Indonesia
50.46 tCO2e
SDGs: 3 7 8 13

Distributing cleaner cookstoves in Kenya
43.5 tCO2e
SDGs: 1 2 3 4 5 7 8 11 13

Effects numbers relate to the 17 Sustainable Development Goals.

Helping customers make better-informed choices

Products are central to Fluid Branding | Brand Revolution's environmental impact and to the influence we can have through our work with customers and suppliers.

There is no single sustainability attribute that makes a product universally "sustainable". Different products involve different materials, manufacturing processes, supply chains, transport routes and end-of-life considerations.

Our role is therefore to improve the quality and transparency of the information customers receive.



Sustainability Key

The Fluid Sustainability Key

Our Sustainability Key provides a structured way to communicate product characteristics.

It considers factors including: **material composition; country of origin; recycled content; manufacturing-waste reuse; biodegradability or compostability; recyclability; product lifespan; transport; packaging; certifications; manufacturing energy; and links to relevant Sustainable Development Goals.**

The existing framework also highlights characteristics such as reusable products, responsible forestry certifications, social compliance, supplier diversity, social enterprises, local manufacture and product carbon footprints where suitable evidence is available.

Better information, not a single green label

Rather than assigning products a generic environmental badge, our aim is to show the individual characteristics behind the product so customers can decide which attributes are most relevant to their own sustainability objectives.

Keeping products and materials in use for longer

A more circular approach aims to reduce reliance on virgin materials and extend the useful life of products and resources.

For Fluid Branding | Brand Revolution, this means considering durability, reuse, recycled content, recyclability and end-of-life at the product-selection stage, while working with suppliers and partners to improve the options available to customers.

The Sustainability Key already identifies a number of these characteristics, including recycled materials, mono-material construction, reusable formats, recyclable products and circular-economy attributes.



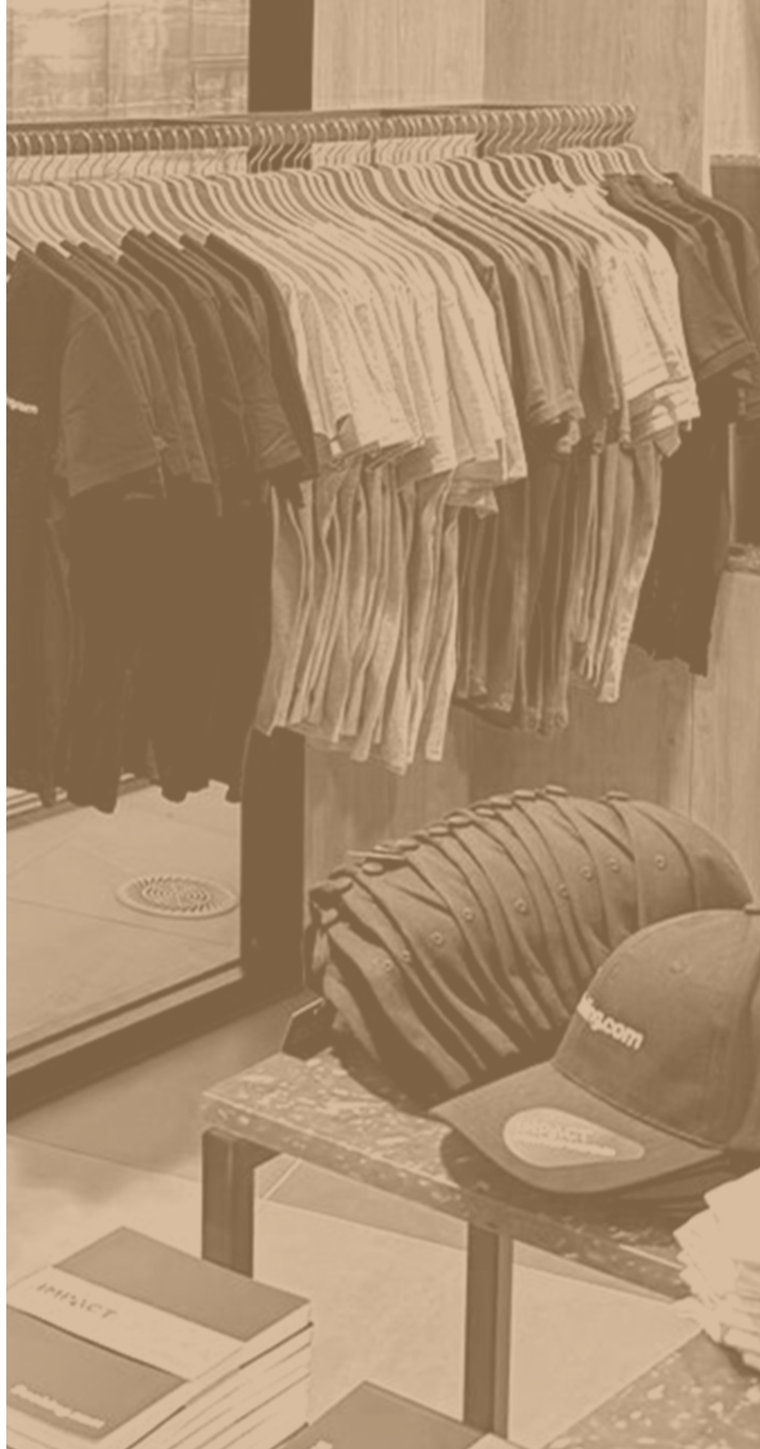
Impact 6 Panel Recycled Cotton Cap (280gr)

This Impact cap, made with AWARE™ tracer, tells a true sustainability story with its 100% recycled cotton twill fabric. The 6-panel design features a curved visor, embroidered eyelets for ventilation, and a metal buckle. 2% of proceeds support Water.org, and the cap helps save water with verified impact claims.



H2O Active® Eco Sport Bottle (650 ml)

This single-wall sport bottle features an ergonomic design and is made from Prevented Ocean Plastic, collected within 50 km of ocean coastlines. The 650 ml bottle includes a spill-proof lid with a push-pull spout and is made from high-quality, food-safe recycled plastic. Packed in a recycled PE plastic bag, it's an eco-friendly choice, with optional colour customisation available.





Meaningful Merchandise, Exceptional People

Our ability to create positive impact starts with our people.

We want Fluid Branding | Brand Revolution to be a workplace where people are safe, supported, treated fairly and able to develop. Our approach covers employee health and safety, wellbeing, working conditions, employee voice, professional development and diversity, equity and inclusion.

Health, safety and wellbeing

We seek to identify and manage workplace health and safety risks and to support both physical and mental wellbeing.

2025 highlights

0

recordable workplace accidents

0

days lost to work-related injuries or ill health

100%

of employees received career or skills-related training

Creating a workplace where people can contribute and progress

We believe people should have fair access to opportunities and be treated with dignity and respect.

Our policies and processes are intended to prevent discrimination and harassment and to support inclusive recruitment, development and progression.

We encourage employees to raise concerns through appropriate reporting and grievance channels and continue to strengthen training and procedures in this area.

Supporting causes that matter

Our impact is not limited to our commercial activity.

Fluid Branding | Brand Revolution encourages colleagues to support causes that matter to them and, as described in our Sustainability Brochure, matches employee fundraising pound-for-pound to help increase the impact of those efforts.



Charitable donations in 2025:

£30,000+

children's hospice SOUTH WEST

VANESSA GRANT TRUST

MAGGIE'S
Everyone's home of cancer care

the trussell trust
Stop UK Hunger

SURFERS AGAINST SEWAGE

PANCREATIC CANCER UK

Doing business responsibly

Trust depends on how we conduct business as well as what we sell. Our business ethics programme is intended to support lawful, transparent and responsible decision-making and covers areas including anti-bribery and corruption, conflicts of interest, responsible information management and channels for raising concerns.

Preventing bribery and corruption

We do not tolerate bribery or corruption.

Our approach includes policies, employee awareness and training, reporting mechanisms and risk-based controls. We are continuing to strengthen our approach to assessing corruption risk and third-party due diligence.

0

concerns reported through whistleblowing channels

0

confirmed incidents of corruption

Protecting information entrusted to us

Fluid Branding | Brand Revolution manages information relating to employees, customers, suppliers and other partners. Protecting that information is a core business responsibility.

Our information-security framework includes risk assessment, employee awareness, access controls, incident response and procedures for the appropriate handling and retention of information.

Fluid Branding | Brand Revolution's Information Security Management System is ISO 27001 certified and UKAS accredited.

100%

relevant employees completing information-security training

0

confirmed information-security incidents



Raising standards through our supply chain

The majority of the environmental and social impacts associated with branded merchandise occur beyond our own operations.

Responsible sourcing is therefore a central part of our sustainability approach.

Our expectations cover both **supplier environmental practices** and **supplier social practices**, including labour and human rights.

We use supplier information, risk assessment and ongoing engagement to help identify sustainability risks and support improvements.

Honest forward-looking wording

During 2026 we are strengthening the integration of environmental and social requirements into supplier contracting and further developing the processes used to assess, engage and monitor suppliers.



Responsible sourcing performance

527
total suppliers

66
targeted/key suppliers

100%
of targeted suppliers signed the Supplier Code of Conduct

100%
of targeted suppliers had contracts containing environmental or labour/ human-rights clauses

100%
of targeted suppliers were covered by a supplier sustainability assessment

100%
of targeted suppliers were covered by a supplier risk assessment

Measuring progress

Good sustainability management depends on reliable information. We are developing a consistent group-level KPI framework to monitor our environmental, social, ethical and responsible-sourcing performance. Where comparable information is available, this report presents three years of performance covering 2023, 2024 and 2025.

Data is compiled from relevant internal systems and business functions and is subject to internal review before publication.

KPI	2023	2024	2025
Scope 1 emissions, tCO_2e	0	0	0
Scope 2 emissions, tCO_2e	4.086	4.141	3.411
Scope 3 emissions, tCO_2e	41.897	65.382	82.186
Energy consumed	21,129	20,000	16,476
Renewable energy	100%	100%	100%
Total waste	1.557	1.701	1.136

Reporting principles

This report covers the sustainability performance of Fluid Branding Limited, trading as Fluid Branding and Brand Revolution for the financial year ended 31 July 2025.

Where data is available on a consistent basis, comparative information for 2023 and 2024 is included to show performance over time.

The report addresses environmental, social, ethical and responsible-sourcing topics considered relevant to Fluid's operations, products and value chain.

Accuracy
We seek to report information that can be supported by underlying company records.

Balance
We aim to describe challenges and improvement areas as well as achievements.

Comparability
Where possible, KPIs are presented consistently over multiple reporting years.

Clarity
We aim to make sustainability information accessible to customers, employees and other stakeholders.

Timeliness
Performance is reported for defined annual reporting periods.

Traceability
Each reported KPI is linked to an identified internal data owner and source.

FLUID

BRAND REVOLUTION

Meaningful merchandise. Measurable impact.

We’re committed to doing business better - reducing our impact, raising standards and creating positive change across our value chain.

sustainability@brandrevolution.global