

MAKING SUSTAINABILITY REAL

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CANARY WHARF

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Since its beginnings, Canary Wharf Group has been about innovation and regeneration. That holds as true today as ever.

Our approach is always to look forward, to anticipate the needs of our stakeholders, and to meet those needs in innovative, responsible ways. This ensures that we remain a beacon of excellence in everything we do.

Canary Wharf Group is entering an exciting new era as a diversified developer. Now that we have regenerated the Estate into one of the world's leading business districts, the path ahead will take us into residential markets, create major new London retail and leisure hubs, embrace smart city technologies, and provide space for office tenants from a broadening range of sectors. We are not just a developer; we are in the business of creating sustainable London communities with our unique integrated offering.

Sir George Iacobescu, Chairman and CEO, Canary Wharf Group

11 million sq ft

£6.87 billion

Value of total portfolio



 $7,772 \text{ m}^2$



Area covered by green and brown roofs planned across new developments

THE YEAR IN NUMBERS





Homes planned for development

Our activities are managed through three separate companies:

CANARY WHARF CONTRACTORS LIMITED (CWCL) Through CWCL, we design, develop and construct buildings and infrastructure, both on and off the Estate.

CANARY WHARF LIMITED (CWL) CWL manages the Group's central business and administrative functions.

A LEADING LONDON REAL ESTATE BUSINESS

We design, build, lease and manage a unique set of assets to serve international businesses, renowned retailers and some of the UK's most exciting technology start-ups. Since our foundation in 1993, we have regenerated 97 acres of London's disused Docklands, the largest urban regeneration project ever undertaken in Europe. We have transformed derelict wharves into around 16 million square feet of premium commercial space valued at almost £7 billion - creating one of the world's premier business and shopping districts.



Total mixed-use development in the pipeline

£2.87 million

Total investments in community projects and activities

1,203

Total number of Group employees



43%

Group spend on local companies



Daily population on the Estate

16 million sq ft

Office space created serving companies from across industries including financial services and banking, media and advertising, technology and public sectors

CANARY WHARF MANAGEMENT LIMITED (CWML) CWML is responsible for managing the Estate's portfolio of office buildings, retail outlets, leisure amenities and external space.

CHAIRMAN AND CHIEF EXECUTIVE OFFICER'S STATEMENT

Our Purpose is to create inspiring, resilient places that have a positive impact.

We want the spaces we create to be home to vibrant, diverse and thriving mixed-use communities, places in which to live and relax as well as work. We aim to create landmarks that express the values upon which our business is built, hoping to be recognised as leaders in the community and in our industry.

Our Vision is to inspire positive impact by developing and sustaining places where high-quality architecture and community placemaking principles combine with excellent customer service, safety and security, for the benefit of all our stakeholders.

To make this vision a reality, we apply best practice principles, and seek efficient, low-impact solutions in the design, construction and management of our properties. Our approach is to enhance our positive impact on communities and the environment local to our Estate through economic opportunity, community programmes and corporate leadership. By promoting biodiversity, protecting the environment, scrutinising our use of resources and understanding the environmental, social and technological impacts of our operations we are able to identify and implement technological, environmental and social improvements which add value.

We work hard to create the right culture and systems throughout the Group, ensuring the right people are informed and engaged, listening and communicating with others to share best practice, raise awareness and ensure effective supply chain management.

All of these factors combine in what we call PLACEMAKING and with this approach, I am proud of what the Company has achieved this year.

We are developing the Canary Wharf Estate into a great place to live, as well as to work. We have opened the award winning Crossrail Place with a beautiful roof garden which includes community facilities featuring an open air amphitheatre, a space for local groups to plant their own small garden, and educational boards which tell people the story of the docks. I am particularly proud that some of these ideas came directly from local consultation with community groups like SPLASH.

We continue to nurture innovation around our tech hub at Level39, which has now established itself as the leading FinTech accelerator in Europe. Our partnership with coding charity Code Club

has seen clubs established in dozens of local primary schools to open doors for the next generation of tech whizz-kids. We have completed an international competition called Cognicity to find the best new ideas for smart cities, and are hosting and trialling some of these innovations on the Wharf.

We have upgraded the lighting in our shopping malls and car park areas to a brilliant and energy-efficient new LED system. In doing so we saved over 3.7 million kWh and 1,800 tonnes of carbon emissions per year, reducing costs but enhancing the shopping experience, great for shoppers and business alike.

We are helping our employees to contribute directly to local communities through volunteering, with a commitment that every member of staff can take two days per year to volunteer, and a programme of events and activities so that this can be done together in teams. We are also increasing the number of work experience, internship and training opportunities so that more young people can take advantage of the opportunities at Canary Wharf Group.

We have set ourselves demanding new targets for next year, particularly on our environmental sustainability as we seek to harness the best technology from around the world. I was delighted when in 2016 our designs for the new 1 and 5 Bank Street building, the new headquarters of Société Générale, were awarded BREEAM's 'Outstanding' accreditation. This is the largest building of its type ever to gain this recognition.

All these examples show that 'Making Sustainability Real' is at the very heart of everything we do, as we create a new generation of places where people will want to work, live and visit.



SIR GEORGE IACOBESCU CBE CHAIRMAN AND CHIEF EXECUTIVE OFFICER, CANARY WHARF GROUP



WHAT WE DO

DESIGN

CONSTRUCT

buildings and places that thrive and promote human creativity

to deliver positive impacts for people, communities and environment

MANAGE

the Estate to optimise economic, social and environmental performance CREATE

communities through close working partnerships

HOW WE'RE ADDING VALUE

Making Great Places

- Phenomenal talent pool of 115,000 diverse people and companies
- 100-acre Estate which includes 30 acres of landscaped space
- Connected DLR, Jubilee line Crossrail (Elizabeth line 2018)
- 16m sq ft office and 1m retail 11m sq ft of new residential and mixed-use developments planned

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Pioneering Innovation

- Home to Europe's largest tech accelerator for finance, retail, cyber-security and future cities
- 200 businesses employing more than 700 people

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Promoting Inclusive Growth

- Positive impact on local communities
- £2.87 million in local community engagement and activities in 2015
- Thousands of jobs created
- £1.2 billion local spend since 1997

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Optimising Our Performance

with our neighbours and stakeholders

- CWG achieve GRESB Five Green Star rating
- 8.5% reduction in emissions over last three years
- CWML zero waste to landfill for last six years
- 100% of our electricity from renewable sources

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Above Canary Wharf Estate London

DRIVE

innovation and technology to make the Canary Wharf Estate a destination of choice

WHERE WE'RE GOING

Aiming High For The Long Term

- Promoting better health and well-being

- Promoting cleaner air
- Greener surroundings and biodiversity
- Employment and prosperity
- Improving our supply chain
- Advising our customers
- Delivering greater efficiencies
- Enabling companies of the future



MAKING SUSTAINABILITY REAL



This is the essence of our business. Buildings alone do not make a place - that comes from meeting the many and varied needs of the people who live, work and visit there, nurturing the community that breathes life into the area. As our first residential properties take Canary Wharf into a new era, we're starting to see a vibrant new dynamic for the future.

Placemaking has been central to the Group's activities since its very beginnings, when a bank moved its entire operation to Canary Wharf and created a new way of working, and a new place. Since then, we have become custodians of a special location that has become a destination in its own right.

Howard Dawber, Managing Director, Strategy, Canary Wharf Group



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CREATING A SENSE OF PLACE

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HOWARD DAWBER MANAGING DIRECTOR, STRATEGY

Ten years ago, the Estate was quite different from how it is today and in a decade's time, it will have evolved yet further. Howard Dawber explains how our focus on placemaking is set to transform the Estate into a unique environment for workers, residents and visitors.

A NEW TYPE OF COMMUNITY

Canary Wharf is set to be transformed. New developments and, crucially, new residents will bring enormous change. There will be a distinct change in the environment: it will become more diverse, with additional facilities and amenities, and the space will be used in different and unexpected ways. What was once a financial district is evolving into a melting pot of unique spaces, each with their own identity.

Placemaking isn't just about the built environment – it's about how people use the essentials that turn a location

Canary Wharf

Underground Station, Jubilee Park Entrance



into a community - shops, leisure and sporting facilities, cafés and restaurants, places for fun, to meet and to relax. This is the mixed community we are creating at Canary Wharf, and it's supported by smart city technology, designed to improve the daily lives of all who spend time here for work or pleasure.

Canary Wharf will be a community like nowhere else in the UK – a city of the future, managed by the people who built it.

A MODEL FOR MODERN LIVING

From being primarily a business and retail location, Canary Wharf is going to become like a city in its own right. Thousands of people will live here, which will make it a better place to work. There'll be more retail and food outlets, more nightlife and more weekend activities - it will be a 24-hour place, and no other part of London will be managed in the same way: by the people who developed it.

As well as a destination of choice, Canary Wharf is becoming a model for 21st century living. Leading-edge smart city technology is being developed here, at locations like Level39, our very own incubator and accelerator for innovative start-ups and technology companies. We're aiming to see some of those innovations used on the Estate, helping residents to make the most of living here and giving them more control over their environment.

Change is fast here, giving Canary Wharf a real sense of mission and direction. There's an awareness that it's evolving and growing, and becoming more exciting.

Surveys show people in London want to live nearer their workplace, and see shorter travel times as a bigger benefit than lower commuting costs. For example, an opinion poll conducted on our behalf by Opinion Matters in April 2015 found that among 751 respondents living and working in and around London, 77% said they would be happier if they lived closer to their work. Our residential property, supported by the Estate's wealth of facilities and cultural life, will make that a reality for people - a major benefit that will enhance work - life balance and improve well-being. The new developments will offer a range of properties for purchase and rent. Around half the new properties will be rental, and at least 25% of the new district development will comprise affordable housing. By engaging with our existing tenants, local authorities and local community groups, we're ensuring we understand their needs and concerns and creating a place that benefits all. Find out more about inclusive growth on page 39.

If we are going to serve the extra one million people London is expected to grow by over the next 15 years, we are going to have to see high-quality rental offers in the market.





SHAPING THE FUTURE

Thousands of people will soon call Canary Wharf home, as well as work. In addition to providing much-needed housing for London, our residential developments are bringing unique opportunities for improved work-life balance and a new integrated community that will shape the Estate.

BUILDING HOMES

In 2015, the sales launch of 10 Park Drive made Canary Wharf Residential a reality. When Newfoundland Tower and the new district are complete, there will be more than 4,000 homes on the Estate, a significant contribution to addressing London's acute housing shortage. For the first time, people will truly be able to call Canary Wharf their home.

Left

Below:

Constructing Canary Wharf

Canary Wharf New

District Residential CGI

Integrating residential property into the Estate's existing infrastructure will change its dynamic, making it as thriving and bustling at night and at weekends as it already is by day. Normally, houses come first and the surrounding infrastructure follows; at Canary Wharf, residents will benefit from our existing wealth of shopping, entertainment and cultural amenities from the moment they arrive.



ENHANCING WORK - LIFE BALANCE



Proportion of Londoners saying they would be happier living closer to their place of work

Howard Dawber, Managing Director, Strategy, Canary Wharf Group



SOUTHBANK PLACE, ENRICHING LONDON'S RIVERSIDE

A prestigious new development at the heart of London's cultural guarter on the South Bank, and centred on the famous Shell Centre, Southbank Place will make a major contribution to the cultural, social and economic life of one of the capital's most sought-after destinations.

ADDING VALUE TO AN ICONIC LOCATION

Located on the site of the Festiv Britain, Southbank Place is a ma mixed-use development that w complement and enhance the vi of the area. Centred on the exist Shell Centre, Southbank Place feature seven new buildings, pr a mix of housing, shops, cafés, restaurants, leisure facilities and public spaces.

The first stage, One York Square, was launched in 2015. When the project is completed in 2019, Southbank Place will provide 868 new homes in an incomparable location, including affordable homes and care homes for the elderly and disabled. Outdoor public

We are focused on bringing this vision to life and giving back to the South Bank community through the creation of affordable housing and generation of local employmentin the construction phase and beyond.

Sir George Iacobescu, Chairman and CEO, Canary Wharf Group



Left: Southbank Place development CGI. London



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spaces will provide places to meet, walk and relax, while arts and events will add to the South Bank's already rich cultural offering. The development will create added value for the area though the offices, restaurants and retail outlets based there, as well as the 2,800 estimated construction and associated jobs created during the construction phase.

The Southbank Place development will incorporate a highly efficient energy centre to reduce the site's carbon footprint. This will be designed to connect with a possible district heating network, currently being considered for the South Bank.



MEETING THE TRANSPORT NEEDS OF TODAY

Our aim to double the Estate's population to more than 200,000 requires mass transport systems that are fast and efficient - exactly what we've been helping to create. The opening of the new Crossrail Station will put the next link in place.

The opening of Crossrail Place is a defining moment for Canary Wharf, but this is only the beginning of an extraordinary development. With the arrival of Crossrail and the recent launch of Canary Wharf Residential, we will be able to offer our local residents on the Estate and nearby a vibrant, social, cultural and sustainable community in which people aspire to live, work and relax.

> Sir George Iacobescu, Chairman and CEO, Canary Wharf Group



AN INTEGRATED **TRANSPORT HUB**

Crossrail Place brings together fast new transport connections with retail and leisure space, a performing arts venue and green infrastructure in the shape of a 300-metre enclosed garden.

As well as adding capacity to the existing transport system that already serves Canary Wharf, Crossrail will reduce travel times to central London and beyond to Heathrow Airport,

boosting our connection to the rest of the world. It is the enabler behind our ambition to double Canary Wharf's population and our move into residential property.

Crossrail Place has been built using responsibly sourced timber and highly insulating materials, including a membrane roof that enables light, air and water to reach the plants in the building's roof garden. Located in the waters of the north dock, the station connects the commercial district with neighbouring Poplar.

Canary Wharf Crossrail tation, Retail and Roof Garden

PROUD HERITAGE. EXCITING FUTURE

Canary Wharf has been built on transport, from the great sea-going clippers that inspired the design of Crossrail Place to the mass transportation needs of today. Excellent transport links are crucial to our commitment to placemaking and our investments benefit not only Canary Wharf, but London as a whole. We've made significant investments in

the Jubilee Line and Docklands Light Railway (DLR), and contributed £150 million to the building of Crossrail Place. We've also encouraged new bus, river and cycle routes.

As well as the efficiencies to businesses based at Canary Wharf, we are also bringing social and environmental advantages for the people who use them and the wider local communities. These benefits include quicker, easier access to business, trade and job markets.



ARTS AND CULTURE

Our events, activities and support reach out not just to those who work at Canary Wharf, but the wider local population. It's a key part of our community engagement programme.

Above: Amanda Parer, Fantastic Planet Top right: Aether & Hemera, On The Wings Of Freedom Bottom Right: Kieth Rand, Original Form

YEAR-ROUND CALENDAR

The Group's year-round calendar of artistic, sporting and cultural activities is one of the UK's largest regular programmes of public art and culture. Offering more than 100 events annually, from opera to film screenings, and featuring world-renowned artists and performers to local schools and community groups, our arts programme is a major contributor to the cultural life of East London. In 2015 we added a new performing arts venue to our Estate, with the opening of an amphitheatre in the Canary Wharf Crossrail station roof garden.







WINDOW FOR THE COMMUNITY

A regular exhibition programme in the lobby of One Canada Square and Jubilee Park further adds to the Estate's comprehensive cultural and creative offering, including one of the largest permanent collections of public art in the country. In addition, the Community Window Gallery is a permanent showcase for art, design, poetry and crafts created by local community groups and schools in Canada Square Mall. In 2015, six Community Window displays were arranged.

2015 HIGHLIGHTS

- Canary Wharf Jazz Festival
- Winter Lights illuminations
- Fashion Weekend
- Canary Wharf Ice Rink
- Exhibition by Turner Prize artists
- Photography exhibitions
- Mexican sculpture exhibition
- Concerts and open-air theatre



BRINGING Homes to The estate

JOANNE WATSON, HEAD OF RESIDENTIAL ESTATES BRIAN DE'ATH, HEAD OF RESIDENTIAL SALES

Canary Wharf Group's move into residential property will create a new atmosphere on our Estate, as well as bringing new challenges for us as responsible landlords. But with the same attention to detail and forward thinking we bring to our commercial properties, the introduction of hundreds of homes will see a transformation of Canary Wharf.



CHANGING PERCEPTIONS

London has a severe housing shortage, and people increasingly want to live nearer their workplace. More than 115,000 people currently work here and, with an outstanding infrastructure already in place, now is the right time for us to move into residential.

This will breathe new life into Canary Wharf, changing perceptions of the area. We will evolve from being a purely financial and business district to become a 24/7 place. We'll develop an environment that will enable the people who live, work and socialise here to create the type of area they want it to be – more relaxed and community-led.

> We'll develop an environment that will enable the people who live, work and socialise here to create the type of area they want it to be.

> > "

SEEING THE COMMUNITY AS A WHOLE

Newfoundland Tower, and then the new district development, will attract both investor and possibly corporate landlords, but we will also be aiming at the local community.

We will retain stewardship over the entire 128-acre Estate. Having one landlord for such a large area is rare but it brings great benefits. It enables us to take a holistic view, seeing the community as a whole - something that wouldn't be possible with numerous individual developers working on different aspects. By managing the Estate, the Group can take a long-term interest in how it develops. Of course, there will be challenges too. We will have a variety of tenants and customers, all requiring different services, which will bring complexities that we'll have to address.

Canary Wharf is a landlord the local community can rely on to do the right thing.

The impact of these sites will be considerable. To begin with, they will create thousands of construction jobs. But beyond that, they will enable the daily population of the Estate to grow to around 200,000. Many workers will have their commute reduced, giving them more time and a better work–life balance, and they'll make carbon savings.

For those travelling to and from here, Crossrail will really open up Canary Wharf to the rest of London, improve access to transport hubs in the UK and, through the fast connection to Heathrow, the world beyond.

Left: Canary Wharf New District CGI Right: Canary Wharf New District Residential CGI





NEWFOUNDLAND RESIDENCES

One of the landmark developments transforming Canary Wharf is Newfoundland Residences, which opens its doors to its first residents in 2018 and will usher in the next phase in Canary Wharf's transformation into a truly full-time community.

A NEW LANDMARK

With more than 550 apartments, Newfoundland Residences will be a significant addition to our residential portfolio. Designed from the start with a focus on minimising its environmental footprint, the building will include a sophisticated energy management system ensuring that no energy is wasted and heat gets recycled, while the use of low-voltage LED

lighting throughout means the Newfoundland's energy usage is more efficient than traditional systems. It will stand, not just as an eye-catching new landmark, but also as a model for more efficient building.

Creating homes for people who work at Canary Wharf and for the wider local community, and embracing smart city innovations, these new developments will help provide the solution to London's needs and make a major contribution to the local economy.









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Innovation has been central to Canary Wharf's development for over 200 years. Canary Wharf Group maintains that commitment to this day, through Level39 – a technology accelerator and magnet for tech companies – and our investment in smart city technologies.

Our plan to become home to London's growth sectors is really starting to come of age. After three years, Level39 isn't just London's leading FinTech ecosystem, it's an example of how to create a living and breathing centre for business innovation.

Sir George Iacobescu CBE, Chairman and CEO, Canary Wharf Group

...



No. 1

Level39 is Europe's largest technology accelerator for finance, retail, cyber-security and future cities technology companies

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CANARY WHARF: A STORY OF INNOVATI

Since the creation of London's Docklands in the 19th century, Canary Wharf has been at the heart of the city's - and the world's - trade and commerce. Our success has been built on technology, innovation and a pioneering approach to changing the way things are done.

From designing and creating future-proof buildings to being home to the financial technology sector, we aim to keep Canary Wharf ahead of the curve in technology innovation. All our buildings are designed to be upgraded over time to incorporate the latest technology and infrastructure as they arrive, while Level39 is cited around the world as an example of how to create a living and breathing centre for business innovation.

2003





The first docks open and become the busiest in the world, until decline sets in after WWII and the docks close in 1980



The financial Big Bang sees One Canada Square becomes the birth of a new financial

the first tower at Canary Wharf, district at Canary Wharf and Britain's tallest building



1993

Canary Wharf Group is formed

.

2016 —



2019 —

. 2014 2015



20 Fenchurch Street, featuring the UK's largest green wall, achieves our highest BREEAM rating yet with an 'Excellent' score of 80.2%



Southbank Place becomes the first-ever construction project to receive Ultra Site status, the highest level of considerate construction across the entire supply chain



Crossrail Place, housing the first completed Crossrail station, opens, complete with roof garden and performance space

1 and 5 Bank Street designs achieved BREEAM 'Outstanding' accreditation, the largest building of its type ever to gain recognition

First stage of residential development at Canary Wharf set to be completed, enabling people to live on the Estate for the first time



BUILDING THE DIGITAL ECONOMY

BEN BRABYN HEAD OF LEVEL39

Founded just three years ago, Level39 is one of Canary Wharf's great success stories. Partnering with some of the world's largest and most famous companies, this unique service for tech start-ups has rapidly established a global reputation for digital and smart city innovation.



DRIVING FINANCIAL TECHNOLOGY INNOVATION

Level39 is unique - nowhere in London offers all of what we do under one roof. As well as being Europe's largest accelerator space for the finance, retail, cyber-security and future cities technology sectors, we provide networking opportunities with market-leading businesses, mentors, investors and potential partners. Level39 fuses London's finance

and technology sectors, enhancing London's position as Europe's digital capital and helping the positive transformation of the finance sector. Major corporate partners and tenants include IBM, Intel, UBS and Accenture, which has based its Innovation Lab

here, enabling it to be at the forefront of developments and helping us build a partnership with one of the world's leading consultancy firms.

The majority of businesses based here, though, are small companies developing FinTech software - the application of technology for the finance industry. A further 20 or so are focused on smart city technology, developing both hardware and software. We have enabled some of these products to be piloted on the Estate, and our Cognicity initiative is really helping drive innovation forwards.

> Having begun with six companies on one floor at One Canada Square, we now have a cluster of over 200 businesses employing more than 700 people.

A SCHOOL FOR ENTREPRENEURS

We give smaller, tech-driven firms an opportunity to leverage the knowledge here at Canary Wharf. We've grown from just six companies to more than 200 as of January 2016, building a global reputation - people come from around the world to learn from Level39. A major report by Oxford Economics and Virgin Media Business in 2015 predicted the digital sector could grow



7 Columbus Courtyard, Canary Wharf, Londor Right: Cognicity Hub Launch Event

the UK economy by £92 billion if firms fully develop their digital potential, and cites Level39 as an example of a space where innovation is fostered.

Education runs through everything we do - Level39 delivers seven hours of education content every week, with the likes of IBM, Google, Amazon and Microsoft also delivering sessions, and PayPal, Facebook and Wikipedia hosting special events. The Code First: Girls programme has trained more than 240 women in coding over the past three years.

COGNICITY -A FUTURE CITY, TODAY

The pioneering Cognicity initiative builds on Canary Wharf's legacy of innovation. It brings together entrepreneurs, innovators and corporates to identify smart city solutions and accelerate their development.

Below: Neon Head Level39, Canary Wharf, London Right: Strawberry Smart Bench, Cabot Square, Canary Wharf, London



A LAUNCHPAD FOR THE FUTURE

As a result of the Challenge's success, we partnered with Intel to create the Cognicity Hub, a dedicated smart city ecosystem. Based at Level39, 10 Founding Member small and medium-size enterprises (SMEs) are developing systems, tools and applications that will enhance and enrich users' daily lives and activities, from windows that generate their own electricity to connecting a range of services for residential tenants. A demo-zone will act as a showcase for new technologies and participants will benefit from access to mentors, advisers and a specialised curriculum of learning opportunities.

We worked with 36 companies over 12-week periods to identify ideas and technologies that could be tested across the Canary Wharf Estate. Fourteen projects were subsequently piloted, such as the Strawberry Smart Benches, in a great example of collaboration between large corporates and high-potential start-ups.

The Challenge was built around six elements likely to become the key components of a connected future city:

London is perfectly positioned to become the flagship for smart cities everywhere. Initiatives like Cognicity are laving the foundations for London to unlock its potential and now we can clearly see solutions taking shape that are going to enrich the lives of citizens in all sorts of ways.

Ian Jones, Smart Cities Director, Intel UK

CREATING CONNECTIVITY

Launched initially through the Cognicity Challenge, the project has evolved into the Cognicity Hub - an optimised workspace to bring new technology to the built environment and respond to the needs of residents and workers.

Developed and run in partnership with innovation delivery specialists ENTIQ in 2015, the Cognicity

Challenge offered innovators a unique opportunity to develop smart city technology. It was also an important step in our aim to create a thriving tech cluster at Canary Wharf, showcasing cutting-edge technology and promoting Canary Wharf's own growth as a connected smart city.





INTEGRATED 200 TRANSPORTATION Seamlessly and efficiently connecting multiple modes of transport



SUSTAINABLE BUILDINGS Using resources efficiently and responsibly



INTEGRATED RESOURCE MANAGEMENT Co-ordinating the longterm use of resources to maximise benefits



AUTOMATED BUILDING MANAGEMENT Controlling structural environments efficiently



CONNECTED HOMES Using multiple devices for ease of access and remote control



VIRTUAL DESIGN AND CONSTRUCTION Managing integrated, multi-disciplinary projects





We're not a short-term developer that completes one project and then moves on to the next. We continue to manage our developments, living the values and principles of being a good neighbour. By understanding and responding to the needs of our stakeholders, we make sure our developments bring the widest possible economic opportunities to the people in our local communities.

When we embark on a project, we take a long-term perspective to both the economic and community development associated with it. Our success should also benefit those who live and work where we operate, offering them – our neighbours – economic opportunity, social cohesion and cultural well-being.

> **Emma Warden,** CSR Manager, Canary Wharf Group



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HELPING SMALL AND LOCAL BUSINESSES

By using our influence positively, we aim to promote local businesses, helping them to grow, and fostering social regeneration. A strong local supply chain ensures that value stays within the local economy, so we focus our own procurement activities on local suppliers, and encourage other companies to do the same.

As far back as 1997, we created the Local Business Liaison Office to help local suppliers secure business in our developments. This provided the model for the creation of the East London Business Place and the South London Procurement Network. Since these initiatives were launched, over £1.2 billion worth of contracts have been placed in local communities, and we are now replicating this programme in our Southbank Place development.

DEVELOPING SMALL, MEDIUM AND MICRO ENTERPRISES

East London Business Place (ELBP) is a public-private local enterprise led by Canary Wharf Group. Based in One Canada Square, ELBP offers free business coaching and mentoring support to a substantial local talent pool of high-quality small, medium and micro enterprises (SMMEs) across East London and the Thames Gateway. ELBP also engages larger buying organisations in the construction, corporate and public sectors to affect realistic buying opportunities and facilitate contract brokerage with local SMMEs and social enterprises.

WORKING IN PARTNERSHIP

ELBP continued to develop partnerships and deliver projects with a range of organisations in 2015, including the East London Business Alliance, the London Legacy Development Corporation (LLDC), the City of London Corporation and Newham College of Further Education (NCFE). Projects included:



The Fit for Legacy programme:

- 570 SMMEs supported - £17 million of local contract wins
- Around 300 jobs safeguarded - 130 new jobs created

The Business Lab - a small-business drop-in centre partnership between ELBP and NCFE:

- More than 300 SMMEs received business mentoring and coaching support
- SMMEs had direct access to apprenticeships and accredited training provided by NCFE

Funding was secured from the LLDC to deliver a buyer engagement and enterprise support programme for construction-related SMMEs from the four 'growth' boroughs around the Queen Elizabeth Olympic Park.

SUPPLIER DEVELOPMENT

We select partners, contractors and suppliers who share our values and are willing to work in responsible and innovative ways. In CWCL our current prequalified supply chain consists of over 360 CWCL approved trade contractors, with a combined annual turnover of over £2 billion which serves over 70 possible trade package requirements. Depending on the material or product they supply, different risk-weighted questions are asked of each new supplier at the pre-gualification stage. We also set sustainability clauses into contracts to raise standards among our supplier base, encourage local procurement, and drive employment and training. This ensures that for all of the infrastructure, commercial, retail and residential projects our supply chain is robust, meets and exceeds our high standards. and can service all of our needs going forward in 2016 and beyond

Below left: Collaboration Workshop Level39

CONNECTING SUPPLIERS AND BUYERS IN SOUTH LONDON

South London Procurement Network (SLPN) was established by Canary Wharf Group and Qatari Diar when the development of Southbank Place began, and we continue to work closely with them. SLPN offers a free sourcing and matching service for suppliers and buyers throughout South London, helping SMMEs and maximising business benefits.

So far, local SMMEs have secured over £4.3 million in local contracts. To date, 32 SMMEs have been put forward

Getting key buyers, decision makers and influencers to listen, see and try our products is our key objective and once they do this, we are on a roll. As a result of working with the RTSTC programme, we can gain real access to large corporates, their supply chains and, of course, other local SMME businesses who can take us and our product offering seriously.

> **Ricky Kothari** Co-founder, T-Sticks of London



BECOMING A LONDON LIVING WAGE ZONE

Canary Wharf Group was proud to become the first major UK property and construction company to be accredited

as a London Living Wage employer in September 2014. Everyone working for the Group - permanent employees and contractors - receives a minimum hourly wage, which rose in October 2015 from £9.15 to £9.40. In London, this voluntary figure is set annually by the Greater London Authority and is significantly higher than the new National Living Wage (£7.20ph) for people aged 25 and over introduced in 2016, and the National Minimum Wage (£6.70ph) for those under 25

to Canary Wharf Contractors Ltd to join the supply chain/tender for the Southbank Place and Lollard Street developments, a figure that is likely to rise significantly as work progresses. SLPN has also held 18 business workshops and seminars, meet the buyer sessions and consultancy appointments to support SMMEs.



MEETING DEMAND

Ready to Supply the City (RTSTC) is a programme jointly delivered by ELBP and SLPN that helps SMMEs to compete for contracts with City-based businesses and their supply chains. It has engaged with 190 SMMEs from the City's 'fringe' boroughs and is on track to deliver its primary targets of £1 million of contract wins and 105 fully supported SMMEs by the end of the current contract in March 2016.

One such firm is T-Sticks of London, which has developed a tastier alternative to traditional tea bags.



Underlining our appreciation of our employees and the communities around our developments, the Group is now pursuing an ambition for Canary Wharf to become a London Living Wage Zone. This would need 75% of employers in the area to guarantee the London Living Wage to their staff, potentially having a significant effect on the local economy. To date, 61% have given such a guarantee



CREATING JOBS FOR LOCAL PEOPLE

Tower Hamlets has one of the highest unemployment rates in London, and youth unemployment is particularly high. Canary Wharf Group actively supports a range of projects and initiatives designed to help local people find employment, and to provide opportunities for them to gain the employability skills and experience they need.



MATCHING SKILLS **TO JOBS**

Canary Wharf Group helped to create Skillsmatch, a job brokerage service for Tower Hamlets that the Group promotes to companies based on the Estate. This and other initiatives have helped nearly 10,000 Tower Hamlets residents get into work.

Opportunities for employment are also identified in the supply chain at tender stage and, to ensure delivery, are included in suppliers' contracts. This model was trialled at the 20 Fenchurch Street project, a joint venture with Land Securities, where apprentices were employed directly by Canary Wharf Group or through the development's supply chain.

Reuters Plaza, Canary Wharf, London Above right: Celebrating £1 billion CWG spend with Local SME Community East Wintergarden, Canary Wharf, Londor

AMARDEEP RAYET

After joining the Prince's Trust Get into Construction course, Amardeep Rayet participated in a two-week training programme at the 20 Fenchurch Street development project. This enabled him to obtain his Construction Skills Certification Scheme card, which allowed him on a construction site. He was then placed with Munnelly Logistics, through CWCL Supply Chain, where he carried out a further two-week work placement.

PROVIDING A LASTING LEGACY

When the completion of 20 Fenchurch Street in 2015 brought an end to opportunities for onsite training and employment, we wanted to create a lasting legacy. So, in partnership with the East End Community Foundation (EECF) and Land Securities, we launched the 20 Fenchurch Street Legacy Fund. The Fund will provide

After impressing the team there, Amardeep was offered a full-time job with Munnelly as a handyman. It was not long before he was promoted to supervisor, and began to work closely with the Canary Wharf Contractors team. When a role arose with Canary Wharf Management for a maintenance operative, Amardeep applied and was successful. He has now been working for CWML for 14 months, during which time he has gained a City & Guilds level 1 qualification in electrical installation and level 1 in plumbing.

annual grants of up to £20,000 for non-profit organisations supporting people in Hackney, Newham, Tower Hamlets and the City of London to return to work. Canary Wharf Group and EECF have each contributed £25,000 to the seed fund and, working with Land Securities, we hope to raise more funds via service partners, companies based at 20 Fenchurch Street and voluntary donations from visitors to the building's Sky Garden.



There is a huge demand for talent in this sector, and through initiatives like Code First: Girls we hope to help many more students gain the critical skills needed to help fill the talent gap in London.

Charlotte Fereday, Community Programmes Manager, Code First: Girls

DEVELOPING CONSTRUCTION SKILLS



The construction industry is facing a skills shortage. At the same time, funding shortfalls are threatening apprenticeships. To address these issues, and help build a pipeline of future talent, Canary Wharf Group has donated £20,000 to the #loveLIVES campaign. This initiative - a partnership between Construction News, construction industry charity the Lighthouse Club, and KPMG - has been set up to save social enterprise Building Lives and the apprenticeships of nearly 200 young people.

PREPARING THE WORKFORCE OF THE FUTURE

The UK's tech sector is growing rapidly. According to the Tech Nation 2016 report by Tech City and Nesta, the digital sector in the UK has grown 32% faster than the rest of the economy since 2010 and, in 2015, the internet

economy contributed 10% of the UK's entire GDP. However, skills are not keeping pace with demand - digital job growth is nearly three times as fast as in other sectors, and 40% of digital entrepreneurs say they face challenges finding workers with the right skills.

With office space on the new district creating nearly 17,000 end-use jobs within the proposed commercial workspace when complete, we are

preparing now for the growing demands of the digital sector, and investing in the future workforce. We want to make sure students living and studying close to our developments are able to take advantage of new job opportunities, and that our future tenants have a strong pool of suitably qualified potential employees.

Cormac Mac Crann,

Managing Director, Canary Wharf Contractors



BUILDING THE FUTURE WORKFORCE WITH CODE CLUB

The many tech-based opportunities on the Estate offer great opportunities for young people from the local communities in and around Canary Wharf. To support them, we have partnered with Code Club, part of the global Raspberry Pi Foundation, which aims to teach coding to primary school children aged 9-11.

Code Club operates in nearly 3,500 schools, libraries and community centres nationally, including here in Canary Wharf. Volunteer IT professionals pass on their skills to teachers in weekly sessions, enabling them to teach the basics of coding and programming to their children. In addition, Code First: Girls offers free tuition to female students, helping to address gender inequality and access issues within IT. Helped by our donation of £50,000, 46% of schools in Tower Hamlets have signed up to Code Club, the highest take-up rate in London.

Providing these kind of opportunities to young people is essential if London is to have a future workforce with the right skills and knowledge to stay at the forefront of technology.

Giving students the opportunity to develop their skills and knowledge through valuable construction experience helps to support our industry, and can often help us meet our own employment needs. Our Built Environment Club, held twice a year, enables students on construction-related courses to visit our developments, and we offer a range of internships and work placements for undergraduates and school students.

Giving young people from socially deprived backgrounds a chance to acquire a trade and, more importantly, self-respect is a huge benefit to society and to the industry – all the more so when it is at a time of acute skills shortages



PLAYING AN ACTIVE ROLE IN OUR COMMUNITIES

As part of the wider local community, we ensure that the economic growth and benefits created by activities on our Estate also bring value to the surrounding economy and communities. From supporting a wide range of cultural and sporting activities to senior citizens' and young people's clubs, we are proud of the positive impact we bring to community groups both within and beyond the Estate.

Above: Students from Pollyanna Training Theatre in the Hound of the Baskervilles, part of the Early Bloom Festival 2015, Crossrail Performance Space Canary Wharf, London

COMMUNITY OUTREACH

Our financial support to community projects, London-wide initiatives and events in 2015 rose to £2.87 million, providing valuable assistance to more than 150 local organisations. Our flagship Summer Sports Programme, which provides a range of coaching and activities for young people through



community partners, is now in its second decade and attracted more than 3,400 participants in 15 different sports in 2015.

However, engagement goes beyond financial support. We realise the importance of collaboration and bring together many of the groups we work with at events such as our Community Summer BBQ to facilitate networking opportunities.



FOSTERING LOCAL TALENT

Our annual Canary Wharf Sports Personality of the Year awards brought together more than 300 local sports people at our East Wintergarden venue to recognise the great sporting talent among our communities. The overall 2015 winner, Tin Ho, won three golds and a silver at the 2015 Table Tennis National Championships.

Canary Wharf Group's community social events have been a fantastic opportunity for us to meet other groups, swap ideas and information, and get a much better understanding of what is available and who can help us. For example, at the first Canary Wharf Group community event we attended, we made contact with George Green's School, who were subsequently able to help us by giving us access to their astro pitches for our first girls-only football summer camp.

Sarah Lang, Limehouse Laces Girls' Football Team

EMPLOYEE VOLUNTEERING

We also support community groups through our own employee volunteer programme. All group staff are awarded two volunteering days each year, well above the UK average, addressing one of

the key barriers that prevents people from carrying out volunteering work. The scheme enables our employees to work with local projects and develop their own skills, confidence and leadership. Projects supported included cooking for a local homeless shelter, facilitating a community fun day, delivering Christmas packages to





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EAST LONDON COMMUNITY CHAMPIONS AWARDS

Our second annual East London Community Champions awards were presented in October 2015 at Level39 our financial technology start-up incubator. Nine recipients were honoured by a presentation showcasing their achievements at a special dinner.

Bethnal Green Sharks Swimming Club Gala 2015, Sponsored by Canary Wharf Group Above[.] Weavers Community Forum. Summer Programme, Sponsored by Canary Wharf Group

local isolated elders and a major refurbishment of the 17th century St Matthias Community Centre, one of the oldest buildings in the area and an invaluable resource for local people. These involved 67 members of staff in 2015.







As we embark on our residential development pipeline here at Canary Wharf, it is more important than ever to celebrate the residents in our existing local communities who contribute so much to those around them. Our **Community Champions** ceremony provides the opportunity to highlight and acknowledge the contribution of these individuals and show our appreciation.

> Zakir Khan, Head of Community Affairs, Canary Wharf Group

The winners have all shown extraordinary dedication to building better communities over many years: helping sick and disabled children, offering training and employability skills to local people, raising funds for good causes, and working with people affected by drugs and alcohol misuse.

Recognising their passion and commitment, each recipient received a framed certificate and £250 to donate to a community organisation of their choice.





Efficient and responsible operations require more than simply protecting the environment. We must go far beyond managing impacts, by using smart technology and design to create a city that is truly integrated, efficient and fit for the future.

We are constantly looking to improve the way we manage our construction projects so that we set new standards of care for our workforce and of engagement with and consideration for our neighbours.

We are adamant that our dedication and perseverance in this respect makes our sites safer and healthier places to work, improves buy-in from local communities and enhances our protection of the environment.

> **Cormac MacCrann,** Managing Director, Canary Wharf Contractors

LSt-ever Considerate Constructors Scheme's Ultra Site status awarded to Southbank Place 1

IN THIS SECTION

Our total project approach to creating resilient, future-proof buildings and places PAGE 56

How we have made progress in managing and mitigating the impacts of our operations

PAGE 58

How we support not just our own employees, but strive to keep all workers, tenants and visitors to the Estate safe and healthy PAGE 64

MANAGING OUR FOOTPRINT

As a major developer, we have a responsibility to minimise any negative impact we may have on the environment. But we aim to go further, creating resilient, future-proof buildings that enhance their space, and meet the needs of business and communities now and for the future.



CWG achieve GRESB Five Green Star rating

20 Fenchurch Street

OUR TOTAL **PROJECT APPROACH**

We aspire to maintain a position of environmental leadership within our sector, and we remain committed to ensuring the impact of our operations, people and developments on the world around us is as positive as possible.

As we oversee all stages of a project, we have a unique opportunity to make every development efficient and adaptable. Using our 'total project approach', we collaborate closely at every stage with clients, consultants, contractors and local stakeholders. This approach – informed by the Group's Corporate Responsibility Policy and our ISO14001:2004-certified **Environmental Management System** - ensures that our impacts and contributions are considered in the project strategy from the start and assessed at every point. All projects include a bespoke Sustainability Management Plan designed to deliver exemplary performance and long-term value.

2015 was a year of internal review and strategic development for the future. There will be key challenges that are likely to have an impact on customer expectations and therefore business performance. Our integrated approach to design, construction, estate management, community and innovation reflects our ambition to embrace those challenges as opportunities.

PLEASE SEE pages 52-63 for more information

COLLABORATING TO DRIVE BEST PRACTI

Our total project approach is rein our position as a co-founder active Gold Leaf member of the Green Building Council (UK-G This membership demonstrates underpins our commitment to environmentally responsible p into our business operations an best practice. In 2015, Tom Dis Project Manager, completed th UK-GBC Future Leaders progra in 2015, and we will participate in 2016.

We also use independent organisations such as the Consi Constructors Scheme to verify are doing what is within our imp control and influence to deliver projects that represent best val our workforce, the community the environment.

> We commit to actively support the UK-GBC's vision and integrate solutions into our business operations that have a positive impact on the planet; create responsible, ethical and fair solutions for people; and be a leader and advocate for change. We will publicly communicate how we are actively delivering sustainability in an open, honest and transparent way.

> > Tony Jordan. Managing Director - Development, Canary Wharf Group

HOW WE DELIVER

UK GRFFN

BUILDING

COUNCIL

CANARY WHARF

GROUP AND UK-GBC

a founding member of

Canary Wharf Group was

the UK-GBC and has held Gold Leaf Membership for

over 10 years. Our Member

Commitment was signed

in September 2014.



we strive to be recognised as leaders in our sector, driving innovation and promoting quality of life. Our ambition is to create resilient, diverse, safe and connected places that promote human creativity. We seek to promote healthy ecosystems that preserve natural resources and beauty, and ensure our long-term investments are based on stable, well-governed social, environmental and economic systems



we continue to push those in our sector towards assessing the lifecycle impact of their products, and move towards low-carbon processes with reduced water consumption. To optimise the construction phase, our developments are built in a virtual environment before coming to life on location, and we conduct research with industry experts and higher education facilities to gain valuable insight. We employ local people with the skills we need, train others who share our values, and reward them fairly for the contributions. We also partner with local business in our supply chain to share our procurement needs.

CE		KEY ENVIRONMENTAL ACHIEVEMENTS IN 2015
flected and	1	Major LED lighting upgrade completed in shopping malls
UK BC).	2	25/30 Churchill Place 80.22% BREEAM certification
s and integrate ractices id share	3	Southbank Place became the first development to be awarded the Considerate Constructors Scheme's Ultra Site status
ley, e amme again iderate	4	25/30 Churchill Place, Canary Wharf Crossrail station, 20 Fenchurch Street and Jubilee Place were all awarded Full Project FSC® certification and FSC® certified wood specified for Southbank Place
that we mediate ue for and	5	20 Fenchurch Street won a Considerate Constructors Scheme Gold Award and Most Considerate Site runner-up; Crossrail won a Bronze Award
	6	Accreditation to ISO50001 energy management standard achieved

A total project approach means considering our impacts and contributions across our whole project lifecycle, from design to construction and operations.

Via our operations.

we are developing long-term plans for investing in energy efficiency and carbon management on the Estate, and are introducing smart metering and monitoring of water and waste. We are developing Sustainability Management Plans for all our managed buildings, and have a Sustainability Code of Practice for our suppliers. For all buildings commissioned on or after 1 January 2014, we have a Post-Occupancy Evaluation strategy set out.

RESPONDING TO CLIMATE CHANGE

Energy use, and its associated greenhouse gas (GHG) emissions. represent our biggest environmental impacts. We constantly monitor our impact and look for ways to maximise our buildings' energy performance and reduce energy use through design, technology and working with tenants.



CLIMATE CHANGE ADAPTATION

Climate change represents a serious risk to the future of the built environment and to business continuity. In the future, we are expected to face warmer, wetter winters, hotter, drier summers, rising sea levels and an increase in extreme weather events.

In 2015, we set up a protocol that will help us to understand the resilience of our projects to climate change impacts. We have started to work with our design teams to evaluate the potential risks and effects of climate change on future developments by creating climate change adaptation risk assessments. We have also formed strategies to reduce these effects by implementing viable design solutions for climate change mitigation over the lifetime of our developments.

By identifying the impacts, risk, adaptation and mitigation measures that will be implemented to kerb the effects of climate change on our projects, we are demonstrating how our buildings are to be future proof.

> Morgan Stanley io-diverse Roo 20 Bank Street Canary Wharf, London

ENERGY CONSUMPTION

In 2015, Group-level energy use rose by 18% to 97.4m kWh. as Crossrail and 25 Churchill Place were added to the portfolio. However, consumption per occupant/visitor across comparable office and retail buildings fell 6% and 9% respectively, testimony to the numerous actions that were taken to mitigate increases in energy use. We carried out a major upgrade to lighting, installing LED lights in the Jubilee

Place and Cabot Place malls. Together with a similar installation in the Canada Place mall in 2014, this replacement programme is expected to save over 3.7 million kWh per year, a 65% reduction in energy use that is equivalent to the average lighting requirements of 5,140 UK homes.

In addition, our developments incorporate energy-efficient systems and photovoltaic arrays, such as at the installation at 25/30 Churchill Place. This system produced 15,589 kWh in the final four months of the year. helping us create renewable energy.



GREENHOUSE GAS EMISSIONS

We constantly monitor all our impacts, including the transportation of materials to and from site, and the GHG emissions of our developments. We keep records of our environmental impacts using the online system developed by BRE. Through our own energy-saving

initiatives across the Estate, and by helping our employees and tenants to be more efficient, office and retail GHG emissions dropped 7% each; and infrastructure and car parks fell by 32% in 2015.

Emissions from office buildings fell by 7% to 1.14 tCO2e per occupant, while emissions from infrastructure and car parks fell to 0.02 tCO2e, a drop of 33%. Retail emissions intensity has only seen a 7% increase despite an additional 100,000 ft² of retail space



with the arrival of Crossrail Place. For CWCL, our CO2 emissions rose in 2015. from 1.62 tonnes per £100,000 to 2.94 tonnes, meaning that our target of 2.0 tonnes was not achieved. This was due to the majority of our projects at heavy civil stage resulting in increased fuel consumption. Our current projects are achieving around a 25–30% improvement on the 2013 Part L Target Emission Rate.

The installation of LED lighting in three of our shopping malls and their associated car parking areas (see above) resulted in an estimated reduction of 1,860 tonnes of CO₂ emissions a year. equivalent to 5.7 million miles of car journeys.

PLEASE SEE progress against our 2015 targets PAGE 72

RAW MATERIALS AND WASTE

As a major developer, we have a responsibility to minimise our use of natural resources and, guided by our five-year Group Waste Strategy for 2012-2017, to reduce, recycle or reuse as much waste as possible.



RESPONSIBLE MATERIALS AS STANDARD

All our major materials come from verifiable, traceable sources, and all others are procured from companies with an Environmental Management System (EMS).

For example, 100% of our timber at a project-wide level comes from sources certified by the Forest Stewardship Council® (FSC®), while our reference point for concrete and structural steel is BES 6001. These require a comprehensive certification process involving independent assessments of our suppliers and their extended supply chains. Through direct engagement, we have helped a number of suppliers meet the most stringent responsible sourcing standards, enabling us to deliver projects that are certified as being responsibly sourced.

Across Canary Wharf Group (CWG), we generated 258,060.34 tonnes of waste in 2015, a significant rise that can largely be attributed to the increase in construction projects with New District, Newfoundland and 7 Westferry Circus being undertaken this year. The amount of material recycled increased by 15% to 97.68%. Almost all the remaining 1.36% was composted, sent for anaerobic digestion or incinerated with energy generation, and only 0.97% ended up in landfill.

CWG's Waste Strategy sets out ambitious goals and a number of stretching targets for the reduction of waste generation and the use of responsible disposal methods. In CWCL the segregation of waste and improved reporting by contractors and waste management companies has meant that only 8.29% of construction waste, 0.48% of excavation waste and 6.11% of demolition waste was sent to landfill in 2015.

We also support our tenants, occupiers, staff and contractors in reducing their resource use and improve waste recycling with an individual Building Sustainability Management Plan for each of our buildings. We have also installed food waste segregation facilities in tenants' restaurants and catering areas in One Canada Square.

PLEASE SEE

progress against our 2015 targets PAGE 72

CWML WASTE RECYCLED Office buildings Retail buildings Infrastructure CWCL WASTE DIVERTED FROM LAND Construction Demolition Excavation



CWML - ABS GHG EMISSIO		$\xrightarrow{\blacksquare\blacksquare\blacksquare}$	ACTUAL TARGET
90,000 —			
80,000 —			
70,000 —			\rightarrow
60,000 —			
50,000 —			
40,000 —			
30,000 —			
20,000 —			
10,000 —			
0 —	2012 2013	2014	2015

Left: CWML recycling in action

Below: Resources from waste





Waste from Crossrail Place recycled, reused or treated by anaerobic digestion

	%	2012	2013	2014	2015
		69	68	68	81
		39	43	51	82
		9	22	43	64
DFILL	%	2012	2013	2014	2015
		96	98	97	92
		98	99	99	94
		100	100	100	99.5



100%

CWML waste recycled, reused or treated by anaerobic digestion and composting



Construction waste from Canary Wharf New District diverted from landfill and either reused, recycled or recovered



WATER

We have a long-term commitment to reduce the amount of water we use throughout the Estate and our operations. To help meet this commitment, we have been installing greywater recycling systems, as well as water-efficient fittings in our new buildings. At 25/30 Churchill Place, for example, this will result in a 40% reduction in water consumption compared with a typical office building.

During the year, total water use in CWG was 426,733m³. Water use in offices and retail locations fell, while in construction, major water-consuming activities in 2015 included damping down, wheel washes and site offices.

Left: Essential Mechanical Infrastructure Below: Essential Green Infrastructure – Jubilee Park, Canary Wharf, London

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Skybridge.

We launched the Canary Wharf Wildlife Photography

Award in November 2015,

with photos on display for

three weeks in the Crossrail

BIODIVERSITY

As part of the Thames Estuary, our Estate is home to a wide variety of animals and plants. Our urban design has, over time, created a suitable living environment for native and threatened species that have established themselves alongside our flourishing commercial activities.

Six acres of gardens and landscaped public spaces form an integrated network of green spaces, while reed beds and water terraces improve water quality and habitats. Seasonal planting helps to attract birds and insects, and we hope the new Crossrail station roof garden will also attract further wildlife.

It is our goal to ensure we create safe and healthy ecosystems within the Estate. In 2015, our Biodiversity Action Plan was updated and now provides a framework for promoting biodiversity across Canary Wharf from 2015 to 2020. The Plan will facilitate the

collation and assessment of information about the ecology of the Estate, and the



identification and implementation of options for protecting and enhancing the ecology and for mitigating and offsetting threats. The Plan includes the creation of new green spaces, and a network of green and brown roofs covering over 4,000m², while the creation of aquatic habitats and sanctuaries will provide a valuable contribution to the regeneration of the Thames Estuary.

Also in 2015, we worked with BRE (Building Research Establishment) to help design its new Strategic Ecology Framework, which will define the future of how ecology is approached within the BREEAM framework.

SUPPORTING OUR PEOPLE

Our people - our employees, but also the partners and contractors on whom we depend - are the foundation of our success. Their talent, skill, hard work and dedication are essential to everything we do.

SAFETY,WELL-BEING

We oversee the safety, security and well-being of over 115,000 people who work on the Estate every day, including partners, contractors and visitors, a responsibility we take extremely seriously.



In return, we aim to be a good employer, providing a safe and supportive workplace, career development and training opportunities, and fair rewards for their contributions. We also support local people to gain new skills and experience, and we aim to nurture the talent of the future through our work with local school, college and university students (see more about local employment and training on page 41).

During 2015, 900 employees completed various development and training programmes, including on issues such as our anti-corruption and bribery policies, health and safety and diversity.

Our Employee Assistance programme provides free information on topics ranging from cancer and other health matters to bereavement to legal matters, and we offer training on personal safety and security.

We also pride ourselves on the diversity of our workforce, reflecting the wider population of our locality. Our employee turnover was 9.47% in 2015, a fall from 2014 and reflecting our belief that we are a company people choose to work for.

REDUCING ACCIDENTS AND INCIDENTS

We believe that all accidents and incidents are preventable and our Health and Safety Policy, part of the Group's integrated management system (see group.canarywharf.com), outlines our procedures and practices. We are committed to continued

improvement in providing a safer working environment through the management of our Estate, and we work with our tenants as well as organisations such as the London Fire Brigade, London Ambulance service and Health & Safety Laboratory, to achieve this goal. Such a framework has seen the CWML Accident Incident rate fall by 15% in 2015 and the Lost Time Accident Frequency rate has seen the same reduction to 0.22 per 100,000 hours.

EMPLOYEE WELL-BEING

A happy, healthy workforce is more productive, so supporting our employees' well-being is the right thing to do, and helps us to deliver results. We offer a wide-ranging package of benefits to support this, including private healthcare, access to expert medical advice and subsidised gym memberships. We even have our own chaplaincy to offer spiritual support to those of all faiths and none.

We are also accredited to the London Ambulance Service's Defibrillator Accreditation Scheme. giving employees, tenants and visitors a greater chance of surviving a heart attack before the paramedics arrive.



On our construction sites we aim to have zero work-related accidents and incidents. This focus requires close collaboration with our contractors and has seen CWCL awarded gold medals at the 2015 RoSPA Awards for both Crossrail and 20 Fenchurch Street. In 2015 we had a total of four lost time accidents, a fall of 43% from the previous year despite over 1.6 million project hours worked.

15% Reduction in CWML Lost Time Accident Frequency Rate to 0.22 per 100,000 hours worked



Ensuring the safety, well-being and comfort of the 115,000 people who work every day at Canary Wharf is a key priority for us. As we move into the residential market, safety and security will become even more important. Along with the existing 300 security staff we employ on the Estate, our developments will include features such as video entry phone systems and security fob access, as well as round-the-clock on-site security teams

PLEASE SEE progress against our 2015 targets PAGE 72



Informed by an ongoing stakeholder engagement programme and a materiality assessment, we seek to address our most important impacts, opportunities and risks. These priorities drive what we do as a business and form the basis of our annual reporting.

> Our approach to Placemaking is designed to bring out the best in our people and projects, enabling us to engage, deliver and sustain attractive built assets which help communities, businesses and people to thrive.

By keeping the important issues front and centre of our thinking, we are able to raise standards and track our performance as we remain resolutely focused on our long-term goals.

> Martin Gettings, Group Sustainability Manager, Canary Wharf Group

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The scope and boundaries of this repo	ort, and
the independent assurance of its cont	ents
	PAGE 75
RESPONSIBLE BUSINESS PRACTICES, ETHICS AND COMPLIANCE

Our Corporate Responsibility Group (CRG) is chaired by the Group Company Secretary and comprises senior management from the Group's three operating companies.

The CRG, which meets six times a year, is responsible for setting relevant strategy and targets throughout the organisation, and sharing lessons learned. Its role also includes the quarterly monitoring of performance against these targets.

The Group also appointed a new Group Sustainability Manager in 2015, who will be responsible for creating and leading a long-term sustainability strategy for the Group.



KEY POLICIES AND PROCESSES

To draw on a broader base of experience and knowledge, the CRG regularly calls on other experts from throughout the Group. They provide additional focus on the community and local economy, energy and water, waste, transport, human resources, health and safety. procurement and communications, as well as our ISO14001:2004 certified Environmental Management System.

The Group is guided by an overarching Code of Business Practices and Ethics, supported by a number of policies, including our Corporate Responsibility Policy and Anti-Bribery and Corruption Policy. Collectively, adherence to these codes and policies drives every aspect of our business activities.

However, ultimately responsibility rests with all our employees. By implementing Group programmes and achieving targets, our people are the key to achieving our

ambitions, pushing the boundaries of best practice and retaining a leadership position in our sector.

Although this governance structure has served us well, we are determined to adapt to the needs of a changing world and to evolving reporting best practice. We are therefore in the process of exploring ways to improve our management and communications framework.

MATERIALITY

We consider our most material issues to represent our key impacts, opportunities and risks. These priorities drive our activities and form the basis of our reporting.

KEY • What we do • How we work • Our footprint

VERY IMPORTANT	MORE IMPORTANT
- Customer privacy - Transport - Culture	 Developing the Estate Residential development Tenant and consumer demand and supp Local communities Design and construction impacts Corporate governance Quality of built environment GHG emissions
IMPORTANT	VERY IMPORTANT
- Safety and health - Energy and water - Biodiversity	- Technology - Physical and cybersecurity - Supply chain management - Raw materials and waste - Workforce
IGNIFICANCE TO CWG:	

ECONOMIC, ENVIRONMENTAL AND SOCIAL IMPACTS



Canary Wharf Estate local context

In late 2015 and early 2016, we conducted a materiality assessment. This involved desk-based research into the key issues raised by industry peers and key stakeholder groups, as well as a materiality workshop involving our cross-functional governing body, the Corporate Responsibility Group (CRG), and key external stakeholders. This process incorporated considerations of our corporate risks, participants' understanding of stakeholder expectations, and the trends and issues most relevant to our sector.

The assessment identified 20 issues that are deemed to be material to both our business and key stakeholders, which we have categorised across three key boundaries of our business: what we do, how we work and our footprint. Please see the diagram left.

Our most material issues are closely linked with the risks in our corporate risk register, which is where we define our mitigation and management actions.

PROGRESS AGAINST TARGETS

In 2015, we achieved many of the objectives we set out in last year's report, and made good progress against all of our stated ambitions. We achieved 91% of what we said we would do.

CRG AREA	CORPORATE RESPONSIBILITY TARGETS 2015	2015 STATUS: 91%	2016 TARGET
CONSTRUCTION	Meet or exceed required EAM ratings on all applicable projects	100%	Publish Sustainable Design Strategy
	Finalise and present CWCL's Sustainability Strategy	100%	Publish Sustainable Construction Strategy
	Continue to develop the CWCL EMS	100%	Increase environmental rep involvement and improve system training for trade contractors
	Further develop the resources tracking system within CWCL	100%	Develop online KPI tracking to support required performance level
	Enter selected CWCL projects for appropriate awards	100%	Review and target appropriate awards
ENERGY MANAGEMENT	Achieve ISO50001 certification for the Group	100%	Publish Sustainable Estate Management Strategy
	Replace car park lighting with more energy-efficient systems	100%	Replace truck tunnel lighting with more energy-efficient systems
WATER MANAGEMENT	Investigate the feasibility of installing smart metering for water systems	100%	Define proposals for Automated Meter Reading on all CWML controlled mains water supplies
WASTE MANAGEMENT	Recycle, reuse or recover 85% of CWML waste	94%	Recycle, reuse or recover CWML waste as follows:
	Recycle, reuse or recover 80% of CWML Crossrail Retail waste	100%	Managed offices 82%, Retail 85%, Infrastructure 70%
	Produce engagement strategy for Crossrail Retail	50%	Expand waste management engagement strategy to managed offices
TRANSPORT	Liaise with Transport for London to install the next phase of the Cycle Hire Scheme	100%	Work with Transport for London to install Cycle Hire Scheme docking station at
	Carry out the employee survey in relation to transport issues	100%	Westferry Circus Enrol in and achieve Bronze status in the Fleet Operator Recognition Scheme (FORS)
COMMUNICATION	Prepare and submit CWG data to the GRESB scheme	100%	Review Associations and benchmarking options and determine best value
	Produce Annual Sustainability Report for 2014 GRI G4 standards	100%	Produce Annual Sustainability Report for 2015 to meet GRI G4 Core standards
	Publish CWG Sustainability Policy and Strategy	50%	Publish CWG Sustainability Policy, Strategy and update Sustainability pages on CWG website
	Produce Sustainability Management Plan for 25 Churchill Place	100%	Review feasibility of VA (KPIs) with CWG Tenants / Arrange PO Evaluation for 25 Churchill Place

CRG AREA	CORPORATE RESPONSIBILITY TARGETS 2015	2015 STATUS: 91%	2016 TARGET
BIODIVERSITY	Produce an updated Biodiversity Action Plan to cover 2015 to 2019	100%	Engage suitable Ecological Consultant, develop stakeholder network and implement plan
	Hold an event to highlight biodiversity on the Estate	100%	Increase awareness and participation in annual Wildlife Photography Award
PROCUREMENT	Set minimum HSEQ standards for CWML/L suppliers and contractors	100%	75% of CWML suppliers to gain accreditation with the Safe Contractors Scheme
SOCIAL AND ECONOMIC	Develop our Local Procurement Networks SLPN and ELBP	75%	Strengthen working relationships of SLPN and ELBP internally and externally
DEVELOPMENT	Monitor and consolidate CWG's spend with local businesses	96%	45% of CWG and operating companies spend to be with local businesses
COMMUNITY	Develop our relations with local groups through activities and awards	100%	Undertake review of CWG's employment support activities to enhance support offered
	Communicate our community outreach programmes	100%	Review reporting of CWG's outreach activities and create internal repository of information
	Continue activities that link our tenants with local communities	85%	Host visits, target of at least 1,000 guests review CSR Lunch format; design and hos new forum
	Further develop our employee volunteering activities	100%	Expand volunteering to encourage wider participation across the business
HUMAN RESOURCES	Gauge employee engagement on a variety of issues	100%	Remodel and deliver CWG Sustainability Awareness training
AND TRAINING	50% of security staff to have received diversity training by end of year	100%	Implement a CWML Staff Engagement Survey and introduce a staff helpline
			Carry out Anti-Bribery & Corruption Refresher and Modern Slavery training
HEALTH AND SAFETY	Review CWG H&S Policy and issue to all staff	100%	Update CWG website to better communicate commitment to safety for visitors and employees
	Ensure fire log in every CWML Building and staff trained	100%	Develop and launch on-line Incident Management System to improve visibility of actions taken
TECHNOLOGY			Assist tech companies in achieving high growth
			Determine feasibility for participation in external Smart City programs
			Support Code First: Girls programme
RESIDENTIAL			Develop management strategies for residential buildings, health clubs, swimming pools, concierge
			Scope out and instigate development of Residents' Web Portal and Community Application
SECURITY			Improve staff performance and customer service to tenants and visitors to the Esta 95% pass rate for staff attending Security Industry Authority Door Supervisor Licen training
			Deliver enhanced first aid training to one third of operational security staff

For detailed information, please see page 80 of this report.

STAKEHOLDER ENGAGEMENT

Canary Wharf has a wide range of stakeholders, ranging from tenants and local residents to employees, investors, and local and central government bodies. We maintain open dialogue with all those who have a stake or interest in what we do. This report is one aspect of that communication process.

Informally, routine meetings (both within the Group and externally) provide useful opportunities to share concerns and ideas for improvement. More structured sessions include

consultations linked to proposed new developments, tenant and CSR forums, and professional surveys. But however formal or regular the properties in the future. process, what we learn from our

local groups

Transport Forums

engagement with stakeholders is fed back and used to directly influence the way we design, build and manage our

STAKEHOLDER GROUP

TYPE OF ENGAGEMENT

Corporate Social Responsibility Forums to help local

Security and Business Community Forums

Recreational, social and cultural activities

Employee environmental awareness training

Staff Consultative Committee meetings

charities and community support groups connect with

Canary Wharf tenants and occupiers and with each other

Community Forums to exchange views with individuals and

Communities

Through extensive consultation and interaction with the people who live and work in the area, we get to know their concerns, such as the impacts of our construction operations, and their hopes, such as the need for local jobs, training and business opportunities. Their ideas help shape today's projects and tomorrow's plans.

Employees and contractors

At the end of 2015, Canary Wharf Group employed 1,203 permanent staff, who form the bedrock of our success. We also rely on the services of our contractors. Regular engagement and sharing of best practice with both groups helps to ensure the safety, diversity and efficiency of our operations.

Investors

It is important that we provide our investors with the social, environmental and ethical information necessary to make informed decisions about our performance and prospects.

Local government

Three local authorities provide the planning frameworks that define our operations: Tower Hamlets, the City of London and Lambeth. We work closely with each to understand their concerns and ensure that our operations are consistent with their objectives.

National government

The environment, employment, the economy and taxation all have a bearing on the Group's activities. Consequently, the UK Government is an important stakeholder.

Tenants, occupiers and retailers

We regularly talk to our commercial and retail tenants and occupiers to gain a better understanding of their current and future requirements. This is particularly useful when designing and refurbishing properties as well as in attracting prospective tenants.

Suppliers

Whenever possible, the Group looks to buy goods and services locally - and we encourage the supply chain that serves us to do the same. This has a positive effect throughout our communities in terms of employment and prosperity.

Annual reporting

Health and Safety Forums

Performance reviews

Responses to individual queries

Planning Forums Planning process Advice and response to technical gueries

Working Groups Consultation Communication programs

Sustainability Forums on environmental management issues Regular meetings on a building-by-building basis **Retail Tenant Forums** Canary Wharf PR and Communications Forums

Meet the Buyer events **Business Mentoring and Coaching** Local Procurement Partnerships

ABOUT THIS REPORT

Further information, including all Group documents and policies referred to in this report, can be found online at group.canarywharf.com

REPORTING BOUNDARIES

REPORTING PERIOD The information in this report, published in September 2016, covers the period from 1 January 2015 to 31 December 2015 unless otherwise stated.

REPORTING SCOPE

This report covers the properties and activities that we directly managed and controlled in 2015, namely:

- Canary Wharf Estate
- (infrastructure areas)
- One Canada Square
- 40 and 50 Bank Street
- 5 and 25 Churchill Place
- 7 Westferry Circus
- Canary Wharf retail portfolio.

The construction projects that are covered are:

- Canary Wharf Crossrail station and retail development - Newfoundland
- Canary Wharf New District
- (formerly Wood Wharf)
- One and Five Bank Street
- 10 Bank Street
- Southbank Place
- Southbank Place Lollard Street
- 307 Burdett Road
- Bank Street Road Works
- DS7 Fit Out UCL
- DS7 Fit Out EBA
- 7 Westferry Circus.

This report excludes properties occupied by third parties on fully repairing and insuring leases, but does extend to those areas in which we have significant influence. Among these are outsourced procurement arrangements, energy consumed and purchased directly by tenants in properties covered by operating leases and agreements with joint venture partners and co-owners.

STANDARDS AND VERIFICATION

GLOBAL REPORTING INITIATIVE This report has been prepared in accordance with the GRI G4 Sustainability Reporting Guidelines. Our full GRI index can be found in our Appendix online: group.canarywharf.com

It is also aligned with the European Public Real Estate Association's (EPRA) Best Practices Recommendations on Sustainability Reporting.

INDEPENDENT ASSURANCE In line with corporate best practice. Bureau Veritas - an independent expert in environmental and social responsibility - has independently assured all the data contained in this report, which relates to the most relevant and material issues (see Materiality on page 65) for our business and our stakeholders.

SUMMARY ASSURANCE STATEMENT FROM BUREAU VERITAS UK LTD

Bureau Veritas UK Ltd (Bureau Veritas) has provided limited independent assurance over the quantitative data and performance against targets contained within the 'Canary Wharf Group Sustainability Report 2015'. The information and data reviewed

in this assurance process covered the period 01 January 2015 to 31 December 2015

The full assurance statement including the scope of work. limitations and exclusions, Bureau Veritas' assurance opinion and methodology, and a statement of independence and impartiality can be found on the Canary Wharf Group website:

group.canarywharf.com/ corporate-responsibility

August 2016



AWARDS



Southbank Place



20 Fenchurch Street



20 Fenchurch Street



Crossrail Place



Award CWCL

CWML



CWML



ASSOCIATIONS





20 Fenchurch Street



25/30 Churchill Place



Crossrail Place



Jubilee Place Expansion



CWCL



CWML





To provide those wishing to examine our performance in greater detail, this appendix offers readers a summary of our progress against our 2015 targets, detailed environmental data and a GRI index.

IN THIS SECTION

Our performance against our 2015 targets, and
the new targets we have now set ourselvesPAGE 80See the environmental data for our three
Group companies in detailGroup companies in detailPAGE 89Our reporting against the Global Reporting
Initiative's (GRI) G4 Sustainability
Reporting GuidelinesPAGE 93

CWG CORPORATE RESPONSIBILITY TARGETS AND PERFORMANCE: FINAL STATUS 2015 AND PLAN FOR 2016

In 2015, we achieved many of the objectives we set out in last year's report, and made good progress against all of our stated ambitions. We achieved 91% of what we said we would do. We outline in detail our performance against these our targets and our plan for 2016 below:

OBJECTIVE	No	2015 TARGET	STATUS AT END OF 2015	OVERALL 91% COMPLETE	2016 TARGET
CONSTRUCTION	1	Meet or exceed the required environmental assessment	All projects currently achieving or	100%	Publish Sustainable Design Strategy:
		method ratings exceeding required (e.g. BREEAM, LEED, CfSH) Part L BREEAM & on all applicable projects: CfSH targets		 Meet or exceed the required environmental assessment method ratings 	
		 All projects aim to exceed requirements of Part L 		(e.g. BREEA	(e.g. BREEAM, LEED, CfSH) on all applicable projects
		- 20 FS BREEAM 2011 Excellent PC Stage			- Achieve first BREEAM Outstanding rating DC
		- 25/30 Churchill Place BREEAM 2011 Excellent PC Stage			in 2016 - Develop a gap analysis to study the feasibility of
		- 1 Bank Street BREEAM 2014 Excellent Design Stage			implementing the Well Standard for Shell and Core projects in 2016
		 Newfoundland CfSH Level 4 Design Stage 			 Develop a gap analysis to study the feasibility
		- Southbank Place BREEAM 2011 Excellent/CfSH Level 4 Design Stage			of implementing a new residential standard across all buildings in 2016- Home
		- Wood Wharf BREEAM 2011/ CfSH pre assessments			Quality Mark, Well Standard for residential
			- Assess the embodied carbon of at least 3 commercial buildings in the pipeline in 2016		
					- Target first A rated EPC Commercial Building for Canary Wharf
					- Achieve first Masterplan Level certification

- Set up quantitative targets for the long term Sustainable Design strategy in 2016

OBJECTIVE	No	2015 TARGET	STATUS AT END OF 2015	OVERALL 91% COMPLETE	2016 TARGET
CONSTRUCTION	2	Finalise CWCL Sustainability Strategy and Present completed strategy to all project teams Maintain CWCL sustainability engagement programme CWCL to participate in: - UK-GBC Future Leaders programme and other UK- GBC events - CIRIA Environmental Good Practice updates	Complete as follows: Completed May 2015 All teams briefed on CWCL Sustainability Strategy Tom Disley (Project Manager) Completed UKGBC Future Leaders Program 2015 CWCL contribution to CIRIA Fit Out Guide completed Nov 2015	100%	 Publish Sustainable Construction Strategy Participate in external engagement activity: Participate in 2016 UK-GBC Future Leaders programme Attend launch of CIRIA fitout best practice event Participate in BRE Strategic Ecology Framework Participate in CIBSE Resilier Cities Working Group Participate in CCS Strategic Working Groups
CONSTRUCTION	3	Continue to develop the CWCL EMS as required to support required level of performance - Update all CWCL EMS documents in accordance with Sustainability Strategy - Maintain improvements in all sustainability KPIs in line with published CWCL long- term target areas formally in EMS - Establish online KPI tracking system	Complete as follows: CWCL EMS updated to reflect changes in reporting requirements including the development of guidance documentation. Improvement plan in place for all PP-19 documents CWCL KPIs performing in line with long term targets Online reporting platform (BRE SmartWaste) procured and being utilised on all live CWCL projects	100%	 Develop the CWCL EMS: Increase Environmental Rep involvement in communicating KPI performance v target Update all PP19 documents in accordance with Sustainability Strategy Maintain improvements in all Sustainability KPI's in line with published CWCL Targe Areas (PP19.05)
CONSTRUCTION	4	Further develop the sustainable resources tracking system for all major materials and waste within CWCL: - Develop the current waste management system to track KPI performance - Develop the current FSC tracking system to online platform - Establish major materials tracking system as per requirements of BREEAM 2014 for all BREEAM rated projects	All Live Site Waste Management Plans (SWMP) now held on platform Waste and FSC both tracked through BRE SmartWaste (REALise) platform Materials tracking system developed and being applied on all EAM rated Projects	100%	 Develop CWCL online KPI tracking system: Finalise procedure for managing FSC Project Certification audits using online reporting system Improve training given to Trade Contractors on the use of the online reporting system Review options for Environmental Inspection to be based online

OBJECTIVE	No	2015 TARGET	STATUS AT END OF 2015	OVERALL 91% COMPLETE	2016 TARGET	OBJECTIVE	No	2015 TARGET	STATUS AT END OF 2015	OVERALL 91% COMPLETE	2016 TARGET
CONSTRUCTION	5	Consider and enter selected CWCL projects for appropriate sustainability and environmental awards - Enter all projects for National and Local Considerate Constructor Awards - Review and target other appropriate awards	Complete: CCS 20 FS Most Considerate Site runner up and Gold Award Crossrail Bronze award FSC Southbank Place awarded FSC	100%	 Review and Target appropriate sustainability awards: Submit application to the Sustainable City Awards Target the highest possible BREEAM score to be shortlisted for BREEAM awards Enter all projects for National and Local Considerate Constructor Awards 	TRANSPORT	12	Liaise with TfL to install the next phase of the Cycle Hire Scheme	Installation of next phase in negotiation with TfL Business Development team and CW Legal Dept - lease for future development issues to be agreed. Installation of WFC docking station expected to take place in 2016	100%	Work with TfL, install a new Cycle Hire Scheme docking station at Westferry Circus
			Applicant Status 20 FSC Crossrail 25 / 30 Churchill Place Jubilee Place awarded Full Project FSC Certification		- Submit an entry to the CCS Best Practice Hub for each Project	TRANSPORT	13	Carry out the employee survey in relation to transport issues	Survey Carried Out	100%	Enrol in and successfully achieve Bronze membership status in the Fleet Operator Recognition Scheme (FORS), for all company vehicles and drivers. FORS is an accreditation scheme
ENERGY MANAGEMENT	6	Achieve ISO50001 certification for the Group	CWG achieved successful ISO 50001 Certification in October 2015	100%	Publish Sustainable Estate Management Strategy			Duran and a brit OMC			encompassing safety, fuel efficiency, vehicle emissions and improved operations
ENERGY MANAGEMENT	7	Replace car park lighting with more energy efficient systems	Extensive and successful LED replacement Programme completed	100%	Replace truck tunnel lighting with more energy efficient systems	COMMUNICATION	14	Prepare and submit CWG environmental data to the Global Real Estate Sustainability Benchmark (GRESB) scheme	2015 Data Submitted	100%	Review Associations and benchmarking options and determine best value
WATER MANAGEMENT	8	Investigate the feasibility of installing smart metering for domestic water systems	Feasibility investigation carried out	100%	Define proposals for Automated Meter Reading on all CWML controlled mains	COMMUNICATION	15	Produce the Annual Sustainability Report for 2014 to meet GRI G4 Core standard	Report Published	100%	Produce the Annual Sustainability Report for 2015 to meet GRI G4 Core standard
WASTE MANAGEMENT	9	Recycle, Reuse or treat by anaerobic digestion and composting 85% of CWML	The following waste management targets were achieved for	94%	water supplies - Managed offices - 82% - Retail - 85% - Infrastructure - 70%	COMMUNICATION	16	Publish the CWG Sustainability Policy and Strategy	Strategy drafted and presented but not published at end 2015	50%	Publish CWG Sustainability Policy, Strategy and update Sustainability pages on CWG website
	10	Recycle, Reuse or treat by	2015: - Managed Buildings -80.82% - Retail Malls - 82.11% - Infrastructure - 63.62% Achieved 88% for 2015	100%		COMMUNICATION	17	Produce a Sustainability Management Plan for 25 Churchill Place and hold regular meetings with tenants to implement actions	Sustainability Management Plan produced. Initial meetings held with EMA	100%	Implement Post-Occupancy Evaluation for 25 Churchill Place following 12 months of full occupancy Review feasibility for a Voluntary Agreement initiative (KPIs) with CWG tenants as part of CWG Sustainability Forum
WASTE	11	anaerobic digestion 80% of waste produced in Crossrail Retail by year end Produce engagement	Veris workstream	50%	Expand waste management	BIODIVERSITY	18	Produce a revised Biodiversity Action Plan to cover 2015 to 2019	Plan completed	100%	Engage suitable Ecological Consultant , develop stakeholder network and implement Biodiversity Action
MANAGEMENT		strategy for Crossrail Retail	has begun with preliminary interviews with retail tenants. The outcome from this stage will be an initial report and roadmap, of which engagement will be included		engagement strategy to include managed offices	BIODIVERSITY	19	Hold an event to highlight biodiversity on the Estate	Canary Wharf Wildlife Photography Award launched on 9th November. Photos on display in December for three weeks in the Cross Rail Skybridge	100%	Plan to cover 2015 to 2019 Increase awareness and participation in Annual Wildlife Photography Award

OBJECTIVE	No	2015 TARGET	STATUS AT END OF 2015	OVERALL 91% COMPLETE	2016 TARGET	OBJECTIVE	No	2015 TARGET	STATUS AT END OF 2015	OVERALL 91% COMPLETE	2016 TARGET
ROCUREMENT	20	Set minimum environmental,	CWML selected	100%	75% of CWML Supplies to gain	SOCIAL &	21	East London Business Place	ELBP	75%	East London Business Place
		health and safety and quality management standards for CWML (Leuppliers and	and engaged with the Safe Contractor		accreditation with the Safe Contractors Scheme	ECONOMIC DEVELOPMENT	В	(ELBP) Continue to develop the	The ELBP team continued to		1. Undertake a major review of the B.O.R.I.S. database:
		for CWML/L suppliers and contractors	scheme; this scheme sets out minimum environmental, safety and quality					ELBP service continuing to deliver the Ready to Supply the City programme in City Fringe boroughs. Focus on	develop sustainable partnerships and projects, including working with East		A. Validate and rationalise (as appropriate) existing SMME membership
			standards that must be met to gain accreditation with the Scheme					partnership arrangements and sustainability of the service following the	London Business Alliance (ELBA), Newham College of		B. Consider potential alternative CRM system to reflect current/future ELBP needs
DCIAL & CONOMIC		towards economic growth in	SLPN - 453 of 1094	75%	South London Procurement Network			successfully completed Fit for Legacy programme. Work with CWCL on new east London developments	Further Education (NCFE), London Legacy Development Corporation (LLDC),		2. Rationalise and further develop the ELBP Construction SMME databa
DEVELOPMENT		the communities local to our developments:suppliers now haveContinue to strengthenSouth London Procurement Network (SLPN)placeCWCL on its developments 31 SMEs put Continue to develop our SLPN service, focusing on and neighbouring South-31 SMEs put to join the supply Southbank Place &Raise SLPN's profile with trade contractors through: - Supporting the Neighbourhood Co-and neighbouring South London boroughs to achieveSouthbank Place & Lollard Streetordination on Southbank Place by providing the	4 core policies in		working relationships with CWCL on its developments.			east London developments including Newfoundland, 1 Bank Street, and Wood Wharf	the City of London Corporation and Local Authorities.		- 100 SMMEs to be considered by CWCL and
				Targets: - in partnership with Newham	The current phase of the Ready to Supply the City (RTSC)		its trade contractors for developments north of th River Thames, of which				
			chain/ tender on Southbank Place &		Neighbourhood Co- ordination on Southbank Place by providing the			FE College, set up and run a drop in business centre in Stratford, Jan to Jul 15; - consolidate the SME	programme is progressing well - The Business Lab,	,	- 50 SMMEs (min) to be promoted to developers/ contractors on the LLDC- funded BEES programme
		to satisfy CWCL/Braeburn PQQ standards. Continue	- Local SME's secured £4,354,137 in local contracts		secretariat role and hosting bi-monthly meetings - Hold a meet the buyer event			construction/built environment database – 100 SMEs to submit PQQs	a drop in centre for local SMEs was successfully		on the Queen Elizabeth Par developments 3. Continue to bid for ERDF
		to deliver the Ready to Supply the City programme in Lambeth, Southwark and Westminster	and Braeburn Estates has spent £4,331,540.85		for CWCL and its trade contractors - Ensure 75% of SMEs			to join CWCL's approved	delivered in Stratford from January to July		funding in partnership with LLDC, NCFE and East London boroughs to
		Targets: - 300 SMEs out of the current	locally - Braeburn Estates made total		registered on the database to have 4 core policies in place - 100 SMEs to be considered			supplier list; - SMEs to secure £10 million of business through ELBP	- ELBP has secured funding from the London Legacy		develop a second Fit for Legacy ('Building Legacies programme
		1000 database to have 4 core policies in place; - 100 construction/built	donations of £7,500 to local community groups		by CWCL and trade contractors			interventions - continue to seek partnerships and funding	Development Corporation (LLDC) to deliver a Buyer Engagement and Enterprise Support (BEES)		 in parallel/as a contingency work towards developing a
		environment SMEs to submit PQQs to join the CWCL/Braeburn approved	- 18 workshops/ seminars held on various business		 Local SMEs to secure £6m of local business with the assistance of SLPN 			opportunities including a bid for ERDF funding			in-house CWG ELBP team and explore, in conjunction with SLPN, the feasibility
		supplier list; - help local SMEs to secure	topics for our SME's, 4 Meet the Buyers with local	various business topics for our – Continue to build SME's, 4 Meet the partnerships within the			programme for construction- related SMEs and		of developing a social enterprise or community interest company		
		£2 million of business, bringing the total via SLPN interventions to £6 million;	developers and 8 consultant 1-1		boroughs, exposing local SMEs, through 5 events hosted in partnership with				main contractors, developers, tenants and operators		4. Continue to bid for City of London funding for Phase 4 of the Ready to Supply
		 continue to seek partnerships and funding opportunities to improve sustainability of the SLPN initiative Built relationships Chambers of Commerce Chambers of Commerce 			in the 4 'Growth Boroughs' fringing the Queen		the City programme, and further develop the buyer and supplier relationships				
			with Notting Hill Housing Trust,		Aylesbury Estate Regeneration (Notting Hill				Elizabeth Olympic Park 75 SMEs have been		to effect more material penetration of SMME onto City and corporate Buyers
			Bouygues, other Housing Trust) and Local developers Chambers of Commerce and Housing			recruited onto a database for capacity-building		approved supplier lists			
			Associations for future working on developments in Southwark		delivered to 20 providing more focused support to SMEs				support (via the LLDC-funded 'BEES' initiative)		

OBJECTIVE	No	2015 TARGET	STATUS AT END OF 2015	OVERALL 91% COMPLETE	2016 TARGET	OBJECTIVE	No	2015 TARGET	STATUS AT END OF 2015	OVERALL 91% COMPLETE	2016 TARGET	
SOCIAL & ECONOMIC DEVELOPMENT	22	Continue to monitor and consolidate CWG's internal spend with local businesses Targets: - CWG: 46% - CWL: 46% - CWML: 45% - CWCL: 45%	At the end of 2015 achievements against targets are as follows: - Whole Group: 43% -CWL: 45% - CWML: 43% - CWCL: 43% * * CWCL incl all projects = 70% NB: Through CWG's own spend and its partnerships and projects, businesses local to its operations have	96%	Continue to monitor and progress CWG's internal spend with businesses local to its operations, achieving percentages of local spend as follows: - Whole Group: 45% - CWL: 45% - CWML: 45% - CWCL: 45%	COMMUNITY	25	Link corporate tenants and contacts with local communities, by: - hosting six CSR forums - holding at least six displays at the Community Window Gallery - hosting at least eight Insight visits, in partnership with colleagues, ELBA and community groups	3 x CSR Forums held in 2015 Community Window displays 2015 - Jan/Feb, Arnhem School - Mar/Apr, St Mathais - May/June, William Everett school - Jul/Aug, Bow Arts - Sep/Oct, George Green School - Nov/Dec, Island History Trust 8 Insight visits held	85%	Engaging local community groups and continuing to break down barriers with a series of visits to our offices with a target of at least 1000 guests in 2016 Review the current CSR Lunch format and with input from tenant companies design and host a new forum	
COMMUNITY	23	Develop and consolidate our relations with local community and sports groups through a summer activities programme Host and deliver a Sports Awards event in our East Wintergarden, to identify and celebrate local sporting talent, raise the aspirations of young people and recognise volunteers' commitment	Develop and consolidate our relations with local community and sports groups through a summer activities programme Host and deliver a Sports Awards event in our East For over 10 years Canary Wharf Grou has supported a providers to offer activities to local young people during	For over 10 years Canary Wharf Group has supported a range of sports providers to offer activities to local young people during	100%	Undertake a review of CWG's employment support activities with the aim of enhancing our contribution to improving opportunities for people in our communities to gain sustainable employment	COMMUNITY	26	Further develop the Group's own employee volunteering activities, and facilitate eight group activities Introducing 'micro- volunteering' opportunities for employees who might not be able or willing to commit more time	8 x employee volunteering opportunities achieved 12 staff took part in the St Matthias Homeless Project cooking on an evening	100%	Expand on the existing volunteering offering, opening up more flexible opportunities to encourage wider participation across the business, increase numbers and address local need
			the summer holidays; this is known as the Canary Wharf Summer Sports Programme. The summer break can		 considering: existing and possible new partnerships the needs of the Group and its existing and future tenants 	HUMAN RESOURCES AND TRAINING	27	Investigate the feasibility of a staff survey to gauge employee engagement on a variety of issues	Complete. Staff survey has been agreed by Board and will take place Q1 2016	100%	To implement a CWML Staff Engagement Survey To introduce a staff helpline	
			feel like a long time when young people have nothing to do so this funding allows them to take part in safe and healthy activities with friends, learn valuable skills to take back to school and maybe even try a			HUMAN RESOURCES AND TRAINING	28	50% of security staff to have received diversity training by end of year	97% (291/301) of our Security staff have attended the Diversity training	100%	Remodel and deliver CWG Sustainability Awareness training To ensure at least 80% of staff complete Anti-Bribery & Corruption Refresher training To ensure at least 80% of staff complete Modern Slavery training by end of year	
			new sport Sports supported in								To ensure at least 10 work experience students are placed from Lambeth Borougl	
			2015 are: Athletics, Badminton, Bowls, Boxing, Canoeing, Cricket, Cycling, Dance, Football, Karate, Kayaking, Rugby, Sailing, Swimming, Volleyball			HEALTH AND SAFETY	29	Complete the review of staff H&S Policy handbook and reissue to all staff	Complete- Handbook was reviewed updated and released as an A3 poster, which has been re-issued to all staff via Infobase. Also printed and displayed in	100%	Safety portions of the CanaryWharf.com website will be redesigned to better communicate CWML commitment to safety for visitors and employees	
			Sports event was held on 5th February 2015						communal areas within our offices			
COMMUNITY	24	Produce a community outreach booklet to inform local people and organisations of our community outreach programmes and share contact details	Community Outreach Booklet Published	100%	Review and streamline the reporting of CWG's community outreach activities to create an internal centralised repository of information including case studies	HEALTH AND SAFETY	30	Ensure every CWML managed building has a completed fire log and all building management staff are trained to ensure all relevant information is recorded	100% Complete	100%	Develop and launch an on-line Incident Management System to improve visibility of actions taking following accidents/ hazards/incidents	

OBJECTIVE	Νο	2015 TARGET	STATUS AT END OF 2015	OVERALL 91% COMPLETE	2016 TARGET
RESIDENTIAL	31				Assist tech companies in achieving high growth
					Determine feasibility for participation in external Smart City programs
					Support Code First Girls Program
TECHNOLOGY	32				Develop management strategies to residential buildings, health clubs, swimming pools, concierge
					Scope out and instigate development of a Residents Web Portal and Community Application
SECURITY	33				Improve staff performance and customer service to the tenants and visitors to the Estate
					Commence roll-out of Security Industry Authority Door Supervisor Licence training and achieve a 95% pass rate for staff attending
					Deliver enhanced first aid training to one third of operational security staff

	NUMBER OF TARGETS ACHIEVING	EACH TARGET WORTH 3.125	ASSESSMENT OF % ACHIEVEMENT AGAINST EACH TARGET	% ACHIEVED AGAINST EACH TARGET
	24	75	100%	75%
	1	3.125	94%	3%
	1	3.125	96%	3%
	2	6.25	75%	5%
	2	6.25	50%	3%
	1	3.125	85%	3%
TAL % RFORMANCE				91%

ENVIRONMENTAL DATA

We are committed to improving and expanding the reporting of our environmental data. As the figures below demonstrate, we continue to make consistent improvements across our major impact areas.

CANARY WHARF GROUP

Energy and Greenhouse Gas Emissions

	ENERGY		ELECTRICITY		GAS		GAS OIL	/LPG	TRANSPORT FUEL		TOTAL DIRECT GHG EMISSIONS	TOTAL INDIRECT GHG EMISSIONS
YEAR	(kWh)	(tCO2e)	(kWh)	(tCO2e)	(kWh)	(tCO2e)	(kWh)	(tCO2e)	(kWh)	(tCO2e)	(tCO2e)	(tCO2e)
2015	97,433,063	42,698	74,818,359	37,435	9,956,874	1,837	12,033,590	3,261	624,240	165	5,263	37,435
2014	82,497,573	38,716	73,595,527	36,824	6,150,073	1,134	2,167,657	587	584,316	171	1,893	36,824
2013	89,727,047	41,703	79,160,903	39,608	8,799,934	1,623	1,117,648	301	648,562	170	2,094	39,608
2012	99,183,101	46,689	89,470,092	44,766	8,113,536	1,497	837,475	227	761,998	199	1,922	44,766

Water

	WATER MAINS (IN)	WATER DOCK (IN)	WATER (DISCHARGE BY EVAPORATION)	WATER (DISCHARGE TO FOUL SEWER)	WATER (DISCHARGE TO DOCK)
YEAR	(m3)	(m3)	(m3)	(m3)	(m3)
2015	426,733	4,728,770	52,536	540,737	4,562,230
2014	428,881	420,000	61,163	367,718	420,000
2013	275,684	250,000	35,956	208,994	250,000
2012	403,320	259,000	0	403,320	250,000

Waste

	RECYCL	.ED	ANAER DIGEST		COMPOS	STED	ENER FROM W (COMBUS	ASTE	LANDF	ILL	NON HAZAI WAST		HAZARD WAST		TOTAL WASTE
	(Tonnes)	(%)	(Tonnes)	(%)	(Tonnes)	(%)	(Tonnes)	(%)	(Tonnes)	(%)	(Tonnes)	(%)	(Tonnes)	(%)	(Tonnes)
CWG	253,798.88	98.35	1,691.88	0.66	39.76	0.02	1,760.52	0.68	2,500.94	0.97	257,819.60	99.90	249.56	0.10	258,069.16
CWCL	247,075.98	98.95	0	0	0	0	109.09	0.04	2,500.94	1	249,458.28	99.91	227.73	0.09	249,686.01
CWML	6,722.90	80.20	1,691.88	20.18	39.76	0.47	1,651.43	19.70	0	0	8,361.32	99.74	21.83	0.26	8,383.15

CANARY WHARF MANAGEMENT LTD BUILDINGS AND INFRASTRUCTURE

Energy and GHG Emissions

	CWML ABS	CWML ABSOLUTE ELECTRICITY LANDLORD & TENANT ELECTRICITY LANDLORD INFLUENCED GAS LANDLORD & TENANT		GAS LANDLORD INFLUENCED		GAS LANDLORD INFLUENCED	GAS OIL					
YEAR	(kWh)	(tCO2e)	(kWh)	(tCO2e)	(kWh)	(tCO2e)	(kWh)	(tCO2e)	(kWh)	(tCO2e)	(tCO2e)	(tCO2e)
2015	138,684,122	65,144	125,024,686	62,556	73,091,711	36,571	12,863,536	2,373	9,956,874	1,837	795,900	216
2014	132,554,268	60,671	121,536,975	60,811	70,192,604	35,121	9,921,389	1,830	6,150,073	1,134	1,095,904	297
2013	159,493,299	75,000	144,087,157	72,094	76,741,913	38,398	14,661,143	2,704	8,799,934	1,623	744,999	202
2012	174,204,124	83,460	162,283,494	81,199	85,302,305	42,681	11,028,774	2,034	8,113,536	1,496	837,475	227

Direct and Indirect GHG Emissions

	GAS GHG EMISSIONS	GAS OIL GHG EMISSIONS	TRANSPORT FUEL GHG EMISSIONS	TOTAL DIRECT GHG EMISSIONS	ELECTRICITY GHG EMISSIONS	TOTAL INDIRECT GHG EMISSIONS
YEAR	(Tonnes)	(Tonnes)	(Tonnes)	(Tonnes)	(Tonnes)	(Tonnes)
2015	2,372.68	215.70	165.15	2,753.53	62,556.10	62,556.10
2014	1,830	297	171.02	2,298.03	60,811.03	60,811.03
2013	2,704.25	201.90	170.49	3,076.64	72,094.01	72,094.01
2012	2,034.26	226.96	198.83	2,460.05	81,198.55	81,198.55

Water

	WATER (MAINS) IN	WATER (MAINS) LANDLORD INFLUENCED	WATER (DISCHARGE BY EVAPORATION)	WATER (DISCHARGE TO FOUL SEWER)
YEAR	(m3)	(m3)	(m3)	(m3)
2015	418,783	418,783	52,536.36	366,246.64
2014	434,363	403,137	61,163	341,974
2013	317,033	244,950	33,821	283,212
2012	450,116	387,361	-	450,116

Waste

			OFFICE B	UILDINGS			RETAIL BUILDINGS				INFRASTE	UCTURE	
		2015	2014	2013	2012	2015	2014	2013	2012	2015	2014	2013	2012
TOTAL WASTE	(Tonnes)	1,890.61	1,440.40	1,035.07	1,491	5,757.07	5,716.65	5,546.71	5,361	735.47	698.49	559.10	622
DISPOSAL METHODS													
RECYCLED	(Tonnes)	1,527.95	977.88	708.62	1027	4,727.05	2,887.82	2,398.62	2,102	467.90	299.26	121.80	53
RECICLED	(%)	80.82	67.89	68	69	82.11	50.52	43	39	63.62	42.84	22	9
COMBUSTION	(Tonnes)	362.66	503.01	310.01	412	1,030.02	1,560.66	2,343.57	2,979	258.75	293.41	341.90	492
COMBUSTION	(%)	19.18	33.11	30	28	17.89	27.30	42	56	35.18	42.01	61	79
ANAEROBIC	(Tonnes)	102.64	38.34	16.44	51	1,562.57	1,268.17	804.52	274	26.67	29.66	23.34	0
DIGESTION	(%)	5.43	2.52	2	3	27.14	22.18	15	5	3.63	4.25	4	0
COMPOST	(Tonnes)	0	0	0	0	0	0	0	0	39.76	76.16	72.68	83
COMPOSI	(%)	0	0	0	0	0	0	0	0	5.41	10.90	13	13
	(Tonnes)	0	0	0	0	0	0	0	0	0	0	0	0
LANDFILL	(%)	0	0	0	0	0	0	0	0	0	0	0	0

Normalised Energy, Carbon and Water by Business Area

Normalised Energy, Carbon and Water by Business Area										
OFFICE	OFFICE BUILDINGS									
	(kWh)	35,186,231								
ENERGY	(kWh per occupant)	2,413								
	(tonnes)	16,596								
GHG EMISSIONS	(tonnes per occupant)	1.14								
ELECTRICITY	(kWh)	31,901,673								
ELECTRICITY	(kWh per occupant)	2,188								
GAS	(kWh)	2,960,513								
GAS	(kWh per occupant)	203								
	(kWh)	324,045								
FUEL OIL	(kWh per occupant)	22.22								
	(mains m ³)	231,080								
	(mains m3 per occupant)	16								
WATER	(discharge to sewer m ³)	179,106								
		51,974								
RI	TAIL	2015								
ENERGY	(kWh)	26,526,885								
ENERGY	(kWh per 1000 visitors)	319								
GHG EMISSIONS	(tonnes)	12,513								
GHG EMISSIONS	(tonnes per 1000 visitors)	0.15								
ELECTRICITY	(kWh)	24,090,960								
ELECTRICITY	(kWh per 1000 visitors)	289.36								
GAS	(kWh)	2,327,910								
GAS	(kWh per 1000 visitors)	0								
	(kWh)	108,015								
FUEL OIL	(kWh per 1000 visitors)	0								
	(mains m3)	116,052								
	(mains m3 per 1000 visitors)	1.39								
WATER	(discharge to sewer m3)	115,490								
	(discharge to evaporation m3)	561.99								
INFRASTRUCTU	RE AND CAR PARTS	2015								
ENERCY	(kWh)	10,252,040								
ENERGY	(kWh per occupant)	36.72								
	(tonnes)	5,046								
GHG EMISSIONS	(tonnes per occupant)	0.02								
	(kWh)	9,888,200								
ELECTRICITY	(kWh per occupant)	35.42								
• • •	(kWh)	0								
GAS	(kWh per occupant)	0								
	(kWh)	363,840								
FUEL OIL	(kWh per occupant)	1.3								
	(mains m3)	23,559								
	(mains m3 per occupant)	0.08								
WATER	(discharge to sewer m3)	23,559								
		0								

Transport

			2015	
	FUEL	(kWh)	624,240	
	GHG EMISSIONS	(tonnes)	165.15	

2012	2013	2014
41,236,091	39,520,721	36,094,435
3,029	2,865	2,566
20,147	17,925	17,207
1.48	1.3	1.22
39,559,416	35,227,759	33,263,381
2,906	2,554	2,365
1,170,927	3,812,492	2,350,584
86	276	167
505,748	480,470	480,470
37.15	34.83	34.16
220,339	147,924	266,582
16	11	19
220,339	118,355	206,278
0	29,569	60,304
2012	2013	2014
21,226,914	23,874,927	21,998,829
307	249	306
9,314	10,381	9,858
0.13	0.11	0.14
17,066,793	18,888,672	18,328,486
247.07	197.09	255.27
4,078,549	4,862,088	3,546,176
0	0	49.39
81,572	124,167	124,167
0	1.3	0
51,973	39,948	92,941
0.75	0.42	1.29
51,973	399,322	92,868
0	626	73.26
2012	2013	2014
17,745,758	15,625,831	12,079,773
63.57	55.97	43.27
8,879	7,799	7,544
0.03	0.03	0.03
17,745,758	15,539,454	11,642,491
63.57	55.66	41.7
0	0	0
0	0	0
0	86,377	437,282
0	0.31	1.57
65,473	31,327	2,292
0.23	0.11	0.01
65,473	31,327	2,292
0	0	0

2012	2013	2014
761,998	648,562	584,316
198.83	170.49	171.02

CANARY WHARF CONTRACTORS LTD CONSTRUCTION, DEMOLITION AND EXCAVATION

Energy and GHG Emissions

	ABSOLUTE ENERGY FIGURES		ELECTI	RICITY	GAS	OIL	LPG		
YEAR	(kWh)	(tCO2e)	(kWh)	(tCO2e)	(kWh)	(tCO2e)	(kWh)	(tCO2e)	
2015	12,964,337.59	3,909.45	1,726,647.50	863.93	11,237,690.09	3,045.53	-	-	
2014	4,474,676	1,993.11	3,402,923	1,702.65	1,071,753	290.46	-	-	
2013	2,791,639	1,309.18	2,418,990	1,210.34	356,136	96.52	16,513	2.32	
2012	4,167,787	2,085.35	4,167,787	2,085.35	-	-	-	-	

Energy and GHG Emissions Continued

	ENERGY AND GHG TOTAL EMISSIONS SPEND PER £100K SPEND		ELECTI PER £100		GAS PER £100	•	LPG PER £100K SPEND		
YEAR		(KWH)	(TCO2E)	(KWH)	(TCO2E)	(KWH)	(TCO2E)	(KWH)	(TCO2E)
2015	£133m	9,739.92	2.94	1,297.21	0.65	8,442.71	2.29	-	-
2014	£112m	4,015.60	1.62	3,038.32	1.35	977.28	0.27	0	0
2013	£233m	1,198.13	0.51	1,198.13	0.51	152.85	0.04	7.09	0.01
2012	£189.2m	2,202.85	1.15	2,202.85	1.19	0	0	0	0

Water

	WATER (MAINS INCOMING)	WATER (DEWATERING - INCOMING FROM AQUIFER)	WATER (DISCHARGE TO FOUL SEWER)	WATER (DISCHARGE TO DOCK)
YEAR	(m³)	(m3)	(m3)	(m3)
2015	7,950	4,728,770	174,490	4,562,230
2014	25,744	3,888,000	25,744	3,888,000
2013	30,734	2,334,000	30,734	2,334,000
2012	15,959	2,334,000	15,959	2,334,000

Water Continued

	WATER (MAINS INCOMING)	WATER (DEWATERING - INCOMING FROM AQUIFER)	WATER (DISCHARGE TO FOUL SEWER)	WATER (DISCHARGE TO DOCK)	WATER (DISCHARGE TO DOCK) PER £100K SPEND
YEAR		(m3)	(m3)	(m3)	(m3)
2015	£133m	5.97	3,552.66	131.09	3,427.54
2014	£112m	22.99	375	22.99	375
2013	£233m	13.19	107.3	13.19	107.30
2012	£189.2m	8.43	136.89	8.43	136.89

Waste

			CONSTRU	JCTION			DEMOLI	TION			EXCAVA	TION	
		2015	2014	2013	2012	2015	2014	2013	2012	2015	2014	2013	2012
TOTAL WASTE	(Tonnes)	1,197.16	7,295.83	13,091.19	8,764	21,506.43	1,615.72	1,805.10	16,870	226,982.4	26,515.37	1,264.50	12,016
DISPOSAL METHODS													
RECYCLED	(Tonnes)	1,053.83	4,823.70	8,871.08	5,800	20,127.96	1,416.33	1,788.79	16,493	225,894.2	26,515.37	1,264.50	12,016
RECICLED	(%)	88.03	66.12	68	66	93.59	87.33	99	98	99.52	100	100	100
COMBUSTION	(Tonnes)	44.07	2,249.99	3,787.29	2,413	63.74	190.34	-	-	1.27	-	-	-
COMBOSTION	(%)	3.68	30.84	29	28	0.30	11.78	0	0	0.00	0	0	0
ANAEROBIC	(Tonnes)	-	-	-	-	-	-	-	-	-	-	-	-
DIGESTION	(%)	0	0	0	0	0	0	0	0	0	0	0	0
COMPOST	(Tonnes)	-	-	156.42	170	-	-	-	-	-	-	-	-
COMPOSI	(%)	0	0	1	2	0	0	0	0	0	0	0	0
LANDFILL	(Tonnes)	99.26	222.14	276.41	381	1,314.73	9.05	16.31	377	1,086.95	-	-	-
	(%)	8.29	3.04	2	4	6.11	0.56	1	2	0.48	0	0	0

GLOBAL REPORTING INITIATIVE INDEX 2015

This report is in accordance with the Global Reporting Initiative's (GRI's) G4 Sustainability Reporting Guidelines at the Core level. For a detailed explanation of the indicators, visit the GRI website g4.globalreporting.org

	GENERAL STANDARD DIS	CLOS
GENERAL STANDARD DISCLOSURES	DESCRIPTION	
	STRATEGY AND ANA	LYSIS
G4-1	CEO statement	C (s
	ORGANIZATIONAL PR	OFIL
G4-3	Name of the organization	С
G4-4	Primary brands, products, and/or services	А
G4-5	Location of organization's headquarters	В
G4-6	Number of countries where the organization operates, and countries with major operations or relevant to sustainability issues	А
G4-7	Nature of ownership and legal form	g
G4-8	Markets served	A g
G4-9	Scale of the reporting organization	A

G4-10	Employees by employment contract and gender
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G4-11 Percentage of employees covered by collective bargaining agreements

SURES

LOCATION AND NOTES

is

Chairman and Chief Executive Officer's statement (see page 06)

ILE

Canary Wharf Group

A leading London real estate business (see page 04)

Back cover

A leading London real estate business (see page 04)

group.canarywharf.com/investors/

A leading London real estate business (see page 04) group.canarywharf.com/about-us/

A leading London real estate business (see page 04) About this report (see page 75)

	2015
Group turnover	£400.0m
Operating profit	£236.1m

group.canarywharf.com/about-us/

	MALE	FEMALE
Number of indefinite or permanent contract employees	884	271
Number of fixed-term or temporary contract employees	25	23
Number of full-time employees	877	245
Number of part-time employees	32	49
Number of Canary Wharf Group employees	909	294
Number of Canary Wharf Group supervised workers	374	88

All employees are based in London. There are no significant or seasonal variations in employment numbers

0% of our workforce is covered by a collective bargaining agreement

	GENERAL STANDARD DISCL	OSURES
GENERAL STANDARD DISCLOSURES	DESCRIPTION	LOCATION AND NOTES
G4-12	Description of supply chain	Inclusive growth: Helping small and local businesses (see page 42)
		Inclusive growth: Creating jobs for local people (see page 45)
		Optimising our performance (see page 56)
		Optimising our performance: Raw materials and waste > Responsible materials as standard (see page 60)
G4-13	Significant changes to size, structure, or ownership	There have been no significant changes during the reporting period
G4-14	Whether and how the precautionary approach or	Optimising our performance (see page 56)
	principle is addressed	Managing and reporting what matters: Responsible business practices, ethics and compliance (see page 70)
		Managing and reporting what matters: Materiality (see page 71)
G4-15 and G4-16	Externally developed economic, environmental, and social charters, principles, or initiatives the	Pioneering innovation: Canary Wharf: A story of innovation (see page 32)
	organization subscribes or endorses and association memberships	Inclusive growth: Helping small and local businesses (see page 42)
		Optimising our performance (see page 56)
		Optimising our performance: Responding to climate change (see page 58)
		Optimising our performance: Raw materials and waste (see page 60)
		Optimising our performance: Safety, health and well-being (see page 65)
	IDENTIFIED MATERIAL ASPECTS AN	ID BOUNDARIES
G4-17	Entities included in consolidated financial	About this report (see page 75)
	statements and if any are not in report	group.canarywharf.com/investors/
G4-18	Process to define report content and aspect boundaries. How implemented Defining Report Content principles	Managing and reporting what matters: Materiality (see page 71)
G4-19, 20 and 21	Material aspects and boundaries	See table below

MATERIAL ISSUE	INTI	ERNAL BOUND	ARY	EXTERNAL BOUNDARY					RELATED GRI ASPECT
	Design, planning and sourcing materials	Construction	Property management	Tenants, occupiers and retailers	Employees and contractors	Local communities	Local and national government	Suppliers	
DEVELOPING THE ESTATE	0	0	0	0	0	0	0	0	EC - Economic performance EC - Indirect economic impacts
RESIDENTIAL DEVELOPMENT	0	0	0	0		0			EC - Economic performance EC - Indirect economic impacts SO - Local communities
TENANT AND CONSUMER DEMAND AND SUPPLY	0		0	0				0	EC - Economic performance EC - Indirect economic impacts SO - Local communities
LOCAL COMMUNITIES	0	0	0			0			EC - Economic performance EC - Indirect economic impacts SO - Local communities
CUSTOMER PRIVACY			0	0					PR – Customer privacy
CULTURE	0		0	0		0			SO - Local communities
TRANSPORT	0			0	0	0	0		EC - Indirect economic impacts
TECHNOLOGY	0		0	0					EC - Indirect economic impacts
SUPPLY CHAIN MANAGEMENT	0				0			0	EC - Procurement practices EN - Supplier environmental assessment
WORKFORCE	0	0	0		0			0	LA - Employment LA - Training and education
QUALITY OF BUILT ENVIRONMENT	0		0	0		0			PR - Compliance PR - Customer health and safety EN - Products and services
CORPORATE GOVERNANCE	0	0	0		0		0	0	HR - Non- discrimination SO - Anti- corruption SO - Anti- competitive behaviour HR - Human rights grievance mechanisms
PHYSICAL AND CYBERSECURITY			0	0	0	0	0		PR - Customer health and safety

MATERIAL ISSUE	INTERNAL BOUNDARY						RELATED GRI ASPECT		
	Design, planning and sourcing materials	Construction	Property management	Tenants, occupiers and retailers	Employees and contractors	Local communities	Local and national government	Suppliers	
SAFETY AND HEALTH	0	0	0	0	0	0			LA - Occupational health and safety
GHG EMISSIONS	0	0	0				0	0	EN - Emissions
DESIGN AND CONSTRUCTION IMPACTS	0	0		0		0			EN – Compliance EN – Products and services
RAW MATERIALS AND WASTE	0	0	0	0	0			0	EN - Materials EN - Effluents and waste
ENERGY AND WATER	0	0	0	0	0			0	EN - Energy EN - Water EN - Effluents and waste
BIODIVERSITY	0	0	0					0	EN - Biodiversity

G4-22	Effect of restatements	There have been no restatements of information.
G4-23	Significant changes from previous reporting period	There have been no significant changes from the previous reporting period.
	STAKEHOLDER ENGAGE	EMENT
G4-24, 25, 26 and 27	Stakeholder groups engaged by the organization, how stakeholders are identified and selected,	Managing and reporting what matters: Materiality (see page 71)
	approaches to stakeholder engagement	Canary Wharf has a wide range of stakeholders, ranging from tenants and local residents to employees, investors, and local and central government bodies.
		We identify our stakeholders through analysing ou business operations, relations and locations.
		We maintain open dialogue with all those who have a stake or interest in what we do. This report is one aspect of that communication process.
		Informally, routine meetings (both within the Group and externally) provide useful opportunities to sha concerns and ideas for improvement. More structu sessions include consultations linked to proposed new developments, tenant and CSR lunch forums, and professional surveys.
		But however formal or regular the process, what we learn from our engagement with stakeholders i fed back and used to directly influence the way we design, build and manage our properties in the fut
		In 2015, we continued a programme of hosting reg stakeholder sessions within a structure of stakehol forums detailed in the following table.

COMMUNITIES	Through extensive consultation and interaction with the people who live and work in the area, we get to know their concerns, such as the impacts of our construction operations, and their hopes, such as the need for local jobs, training and business opportunities. Their ideas help shape today's projects and tomorrow's plans.	•
INVESTORS	It is important that we provide our investors with the social, environmental and ethical information necessary to make informed decisions about our performance and prospects.	
NATIONAL GOVERNMENT	The environment, employment, the economy and taxation all have a bearing on the Group's activities. Consequently, the UK Government is an important stakeholder.	
SUPPLIERS	Whenever possible, the Group looks to buy goods and services locally – and we encourage the supply chain that serves us to do the same. This has a positive effect throughout our communities in terms of employment and prosperity.	
EMPLOYEES AND CONTRACTORS	At the end of 2015, Canary Wharf Group employed 1,203 permanent staff, who form the bedrock of our success. We also rely on the services of our contractors. Regular engagement and sharing of best practice with both groups helps to ensure the safety, diversity and efficiency of our operations.	
LOCAL GOVERNMENT	Three local authorities provide the planning frameworks that define our operations: Tower Hamlets, the City of London and Lambeth. We work closely with each to understand their concerns and ensure that our operations are consistent with their objectives.	
TENANTS, OCCUPIERS AND RETAILERS	We regularly talk to our commercial and retail tenants and occupiers to gain a better understanding of their current and future requirements. This is particularly useful when designing and refurbishing properties as well as in attracting prospective tenants.	

Types of engagement include:

- Community forums to exchange views with individuals and local groups
- Corporate social responsibility forums to help local charities and community support groups connect with Canary Wharf tenants and occupiers and with each other
- Transport forums
- Security and business community forums
- Recreational, social and cultural activities

Types of engagement include:

- Annual reporting
- Responses to individual queries

Types of engagement include:

 Reporting allows us to provide our investors with the social, environmental and ethical information necessary to make informed decisions about our performance and prospects

Types of engagement include:

- Health and safety forums

Types of engagement include:

- Staff consultative committee meetings
- Employee environmental awareness training
- Health and safety forums
- Performance reviews

Types of engagement include:

- Sustainability forums on environmental management issues

- Regular meetings on a building-by-building basis
- Retail tenant forums
- Canary Wharf PR and communications forums

	REPORT PROFILE	E
G4-28	Reporting period	Reporting period The information in this report covers the period from 1 January 2015 to 31 December 2015 unless otherwise stated
G4-29	Most recent report	Our most recent sustainability report was publishe in July 2015
G4-30	Reporting cycle	Canary Wharf Group reports on sustainability performance annually
G4-31	Contact for sustainability report	Back cover
G4-32	Table with Standard Disclosure locations	GRI Index
G4-33	External assurance statement	About this report: Standards and verification (see page 68)
	GOVERNANCE	
G4-34	Governance structure	Managing and reporting what matters (see page 6
		Managing and reporting what matters: Responsibl business practices, ethics and compliance (see page 75)
		Governance
	ETHICS AND INTEGR	RITY
G4-56	Organization's values, principles, standards and	Managing and reporting what matters (see page 7
	norms of behavior such as codes of conduct and codes of ethics	Managing and reporting what matters: Responsibl business practices, ethics and compliance (see page 70)
		Code of Business Practices and Ethics
		Governance

DMA AND NDICATORS	DESCRIPTION	LOCA	ATION AND NOTES			
	CATEGORY: ECONOMIC					
	MATERIAL ASPEC	T: ECONOMIC PER	FORMANCE			
G4-DMA	Disclosure on management approach	A leading Londo (see page 04)	on real estate busines	s		
		Placemaking (se	ee page 08)			
			aces (see page 11)			
		Inclusive growth				
			eporting what matter siness practices, ethic			
			eporting what matter	s:		
G4-EC1	Direct economic value generated		aces (see page 12)			
	and distributed		on real estate busines	S		
			2015	20		
		Direct economic value generated	Group turnover	£400.0		
			Staff costs	£89.4		
			UK corporation tax	£34.		
		Economic value distributed	Total investment in community engagement projects and programmes	£2.8		
G4-EC2	Financial implications and other risks and opportunities due to climate change	Optimising our climate change	performance: Respon (see page 58)	ding to		
		discussed and id and some are in register. Howev	risks and opportuniti dentified within the Co cluded on our interna er, climate change is r risks to our business.	ompan I risk		
	MATERIAL ASPECT:	INDIRECT ECONO	MIC IMPACTS			
G4-DMA	Disclosure on management approach	A leading Londo (see page 04)	on real estate busines	S		
		Inclusive growth	n (see page 39)			
		Making great pl	aces (see page 12)			
			eporting what matter siness practices, ethic e page 70)			
		Managing and r Materiality (see	eporting what matter page 71)	s:		
G4-EC7	Development and impact of infrastructure	Inclusive growth	n (see page 39)			
	investments and services supported		aces (see page 11) vation (see page 29)			
G4-EC8	Significant indirect economic impacts,	Inclusive growth	n (see page 39)			
	including the extent of impacts	Making great pl	aces (see page 11)			

SPECIFIC STANDARD DISCLOSURES

OMISSIONS

	SPECIFIC STA	NDARD DISCLOSURES			SPECIFIC STANDARD DISCLOSURES		
DMA AND	DESCRIPTION	LOCATION AND NOTES	OMISSIONS	DMA AND INDICATORS	DESCRIPTION	LOCATION AND NOTES	OMISSIONS
	MATERIAL ASPECT	PROCUREMENT PRACTICES			MATER	IAL ASPECT: ENERGY	
G4-DMA	Disclosure on management approach	Making great places (see page 11) Inclusive growth: Helping small and local businesses (see page 42) Optimising our performance: Raw materials and waste > Responsible materials as standard (see page 60) Managing and reporting what matters: Responsible business practices, ethics and compliance (see page 70)		G4-DMA	Disclosure on management approach	Optimising our performance (see page 53) Optimising our performance: Responding to climate change (see page 58) Corporate responsibility policy Managing and reporting what matters: Responsible business practices, ethics and compliance (see page 70) Managing and reporting what matters: Materiality (see page 71)	
		Managing and reporting what matters: Materiality (see page 71) Social and economic development strategy Corporate responsibility policy Should a supplier not meet particular criteria we work together to explore what they can do to improve their sustainability practices in		G4-EN3	Energy consumption within the organizations	Optimising our performance: Responding to climate change (see page 58) Appendix: Performance in detail: Environmental data 100% of all electricity supplied to Canary Wharf Group comes from renewable sources	
		line with our standards or those of external certification schemes. For example, we don't insist that all suppliers have ISO 14001 but we help them to fulfil the requirement by allowing them to adopt appropriate parts		G4-EN5	Energy intensity	Optimising our performance: Responding to climate change (see page 58) Appendix: Performance in detail: Environmental data	
G4-EC9	Proportion of spending on local suppliers at	of our certified Environmental Management System (EMS) Inclusive growth: Helping small and local		G4-EN6	Reduction of energy consumption	Optimising our performance: Responding to climate change (see page 58) Appendix: Performance in detail:	
	significant locations of operation	businesses (see page 42)				Environmental data	
		Locally based suppliers are those situated adjacent and near to the Canary Wharf Estate and other areas of our operations in London, including Tower Hamlets, Newham, Barking and Dagenham, Havering, Hackney,		CRE1	Building energy intensity	Optimising our performance: Responding to climate change (see page 58) Appendix: Performance in detail: Environmental data	
		Redbridge, Waltham Forest, The City of London, Lambeth, Southwark, Bexley, Wandsworth, Lewisham and Greenwich			MATER	IAL ASPECT: ENERGY	
	CATEGOR	Y: ENVIRONMENTAL		G4-DMA	Disclosure on management approach	Optimising our performance (see page 53) Optimising our performance: Water	
	MATERIAL	ASPECT: MATERIALS				(see page 62) Managing and reporting what matters:	
G4-DMA	Disclosure on management approach	Optimising our performance (see page 53)				Responsible business practices, ethics and compliance (see page 70)	
		Optimising our performance: Raw materials and waste Managing and reporting what matters: Responsible business practices, ethics and				Managing and reporting what matters: Materiality (see page 71) Corporate responsibility policy	
		compliance (see page 70) Managing and reporting what matters: Materiality (see page 71) Corporate responsibility policy		G4-EN8	Total water withdrawal by source	Optimising our performance: Water (see page 62) Appendix: Performance in detail:	We do not currently report the volume of greywater withdraw This will be an area
G4-EN1	Materials used by weight or volume	Optimising our performance: Raw materials and waste (see page 60) Appendix: Performance in detail: Environmental data	Canary Wharf Group is currently undertaking a comprehensive materials analysis to identify all key material types used			Environmental data The majority of water used by Canary Wharf Group is sourced from Thames Water. However, there are two exceptions: the greywater recycling system from 25 Churchil Place and the water extracted from a lower aquifer for construction works.	of focus for 2016 and reporting thereafter
		wi wi a i	within the Group, as well as implementing a materials and waste reporting and tracking			Greywater system: Canary Wharf Group installed a greywater recycling system in the 25 Churchill Place building; this will result in a 40% reduction in water consumption.	
			system, which will allow for the reporting of all material quantities used within the Group activities. This will be an area of focus for 2016 and reporting thereafter			Lower aquifer water withdrawal: Canary Wharf Group has a permit from the Environment Agency allowing for water withdrawal from the lower aquifer. All water withdrawal quantities are controlled and a strict periodical monitoring process to track groundwater levels is implemented. All extracted water from the lower aquifer is discharged directly and not currently utilised	

ently ne of lrawn. ea 6 and after

	SPECIFIC STA	NDARD DISCLOSURES				SPECIFIC ST	TANDARD DISCLOSU
DMA AND	DESCRIPTION	LOCATION AND NOTES	OMISSIONS		DMA AND	DESCRIPTION	LOCA
G4-EN9	Water sources significantly affected by withdrawal of water	Optimising our performance: Water (see page 62) Appendix: Performance in detail:		G4-EN15	G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Optimising our p climate change (Appendix: Perfo
		Environmental data There are no water sources significantly					Environmental d Scope 1 emissior
		affected by withdrawal					The reporting ind and gasoline con
CRE2	Building water intensity	Optimising our performance: Water (see page 62) Appendix: Performance in detail:					listed below as w Management Lin
		Environmental data					and the construct below. The carbo emissions conve
		SPECT: BIODIVERSITY					factors include (The base year fo
G4-DMA	Disclosure on management approach	Optimising our performance (see page 53) Optimising our performance: Biodiversity (see page 63)					The scope of rep buildings that are Canary Wharf Gr
		Managing and reporting what matters: Responsible business practices, ethics and					were included: - Canary Wharf
		compliance (see page 70) Managing and reporting what matters: Materiality (see page 71)					- One Canada So - 40 and 50 Ban
		Corporate responsibility policy					- 5 and 25 Churc
G4-EN11	Operational sites owned, leased, managed	Optimising our performance: Water	Canary Wharf				- 7 Westferry Ci - Canary Wharf
	in, or adjacent to, protected areas and areas of high biodiversity value outside	(see page 62)	Group has in place a Biodiversity				As well as consti
	protected areas	Appendix: Performance in detail: Environmental data	Action Plan, which is currently under				- Canary Wharf Development
			a comprehensive revision. All data				- Newfoundland
			regarding the biodiversity value				- Canary Wharf Wharf)
			of the Estate will be				– One and Five E
			included within the Canary Wharf Group				– 10 Bank Street
			new Biodiversity Action Plan. This will				- Southbank Pla
			be an area of focus for				– Southbank Pla – 307 Burdett Ro
			2016 and reporting thereafter				- Bank Street Ro
							- DS7 Fit Out UC
G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by	Optimising our performance: Water (see page 62)					– DS7 Fit Out EB – 7 Westferry Cir
	level of extinction risk	Appendix: Performance in detail: Environmental data			G4-EN16	Energy indirect greenhouse gas (GHG)	Optimising our p
		There are no IUCN Red List species or national conservation species with habitats areas affected by our operations	in			emissions (Scope 2)	climate change (Appendix: Perfo Environmental d
	MATERIAL	ASPECT: EMISSIONS					Scope 2 emissio
G4-DMA	Disclosure on management approach	Optimising our performance (see page 53)					The reporting in
or print		Optimising our performance: Responding to climate change (see page 58)					buildings and co below. The carbo emissions conve
		Managing and reporting what matters: Responsible business practices, ethics and compliance (see page 70)					factors include (Losses occurring base year for rep
		Managing and reporting what matters: Materiality (see page 71)					The scope of rep buildings that ar Canary Wharf G
		Corporate responsibility policy					were included:
							– Canary Wharf – One Canada So
							- 40 and 50 Ban

- 5 and 25 Churchill Place

- 7 Westferry Circus

SURES

CATION AND NOTES

OMISSIONS

r performance: Responding to je (see page 58)

- rformance in detail:
- ıl data

sions

includes all natural gas, diesel consumption from the buildings s well as the Canary Wharf Limited (CWML) transport fleet ruction projects, also listed rbon factors used are the DECC hversion factors for 2015. These le CO_2 , CH_4 and N_2O emissions. r for reporting is 2012.

reporting comprises the are owned or controlled by f Group. The following buildings

- arf Estate (infrastructure areas) Square
- Bank Street
- urchill Place
- Circus
- rf retail portfolio.
- nstruction projects:
- arf Crossrail Station and Retail
- nd
- arf New Phase (formerly Wood
- Bank Street
- eet
- lace
- Place Lollard Street
- Road
- Road Works
- UCL
- EBA
- Circus

ur performance: Responding to ge (see page 58) rformance in detail: l data

sions

includes all electricity from the construction projects listed arbon factors used are the DECC version factors for 2015. These e CO₂, CH₄ and N₂O emissions. ing in the grid are excluded. The reporting is 2012.

reporting comprises the are owned or controlled by f Group. The following buildings

- arf Estate (infrastructure areas) a Square
- 40 and 50 Bank Street
- Canary Wharf retail portfolio.

	SPECIFIC STA	ANDARD DISCLOSURES			SPECIFIC STA	NDARD D
DMA AND IDICATORS	DESCRIPTION	LOCATION AND NOTES	OMISSIONS	DMA AND	DESCRIPTION	
		As well as construction projects:			MATERIAL ASPEC	T: EFFLUE
		- Canary Wharf Crossrail Station and Retail		G4-DMA	Disclosure on management approach	Optimisi
		Development - Newfoundland				Optimis
		- Canary Wharf New Phase				and was Managi
		(formerly Wood Wharf) - One and Five Bank Street				Respon
		- 10 Bank Street				Managi
		– Southbank Place				Materia
		- Southbank Place - Lollard Street				Corpor
		- 307 Burdett Road		G4-EN23	Total weight of waste by type and disposal	Optimi
		- Bank Street Road Works			method	and wa
		– DS7 Fit Out UCL				Appen
		– DS7 Fit Out EBA				Enviror
		- 7 Westferry Circus		G4-EN24	Total number and volume of significant	Optimi
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Optimising our performance: Responding to climate change (see page 58)			spills	and wa Appene Enviror
		Appendix: Performance in detail: Environmental data				There v
		There are no other relevant indirect greenhouse gases				Septen of red ((BP4)
G4-EN18	Greenhouse gas (GHG) emissions intensity	Optimising our performance: Responding to climate change (see page 58)			MATERIAL ASPEC	T: PRODU
		Appendix: Performance in detail: Environmental data		G4-DMA Disclosure on manageme	Disclosure on management approach	Optimi
		CWML				Manag Respo
		KPI: Carbon emissions from office buildings				compli
		per occupant: includes Scope 1 and Scope 2 emissions (electricity, gas, gas oil consumed within office buildings)				Manag Materia
		KPI: Carbon emissions per 1,000 visitors:				Corpor
		includes Scope 1 and Scope 2 emissions		G4-EN27	Extent of impact mitigation of	Optimi
		(electricity, gas and gas oil used in retail spaces)			environmental impacts of products and services	Optimi climate
		KPI: Carbon emissions per square metre for car parks and infrastructure: includes Scope				Optimi and wa
		1 and Scope 2 emissions (electricity, gas and gas oil used in infrastructure and car parks)				Optimi
		Canary Wharf Contractors Limited (CWCL)				(see pa
		All normalised data includes Scope 1 and				Optimi (see pa
		Scope 2 emissions (total fuel consumption				
		and electricity used for the construction projects within the reporting period)			MATERIAL A	SPECT: (
G4-EN19	Reduction of greenhouse gas	Optimising our performance: Responding to		G4-DMA	Disclosure on management approach	Optimi
DI LIUD	(GHG) emissions	climate change (see page 58) Appendix: Performance in detail:				Manag Respo
		Environmental data				compl Manag
		See EN18 for the gases included in this calculation and the scope				Materi
CRE3	Greenhouse gas emissions intensity	Optimising our performance: Responding to				Social
UNED	from buildings	climate change (see page 58)				Corpo Code c
		Appendix: Performance in detail: Environmental data		G4-EN29	Monetary value of significant fines and total	The Gr
CRE4	Greenhouse gas emissions intensity from new construction and	Optimising our performance: Responding to climate change (see page 58)			number of non-monetary sanctions for non-compliance with environmental laws and regulations	or sand enviror
	redevelopment activity	Appendix: Performance in detail:			-	
		Environmental data				

CLOSURES

LOCATION AND NOTES

OMISSIONS

NTS AND WASTE

ng our performance (see page 53)

ng our performance: Raw materials e (see page 60)

and reporting what matters: ble business practices, ethics and ce (see page 70)

and reporting what matters: (see page 71)

e responsibility policy

g our performance: Raw materials e (see page 60)

Performance in detail: ental data

g our performance: Raw materials e (see page 60)

Performance in detail: ental data

one fuel spill incident in er 2015 of approximately 1,000 litres sel at South Dock, Churchill Place

AND SERVICES

g our performance (see page 53)

and reporting what matters: ble business practices, ethics and ce (see page 70)

and reporting what matters: (see page 71) e responsibility policy

ng our performance (see page 53) ng our performance: Responding to

nange (see page 58)

ng our performance: Raw materials

e (see page 60)

g our performance: Water

g our performance: Biodiversity

MPLIANCE

ng our performance (see page 53) and reporting what matters: ble business practices, ethics and ce (see page 70) and reporting what matters:

(see page 71)

l economic development strategy

e responsibility policy

ousiness practices and ethics

has had no monetary fines ons for non-compliance with ental laws and regulations in 2015

	SPECIFIC S	TANDARD DISCLOSURES			SPECIFIC STANDARD DISCLOSURES						
DMA AND NDICATORS	DESCRIPTION	LOCATION AND NOTES	OMISSIONS		1A AND ICATORS	DESCRIPTION	L	OCATION AND NOT	TES		
	MATERIAL ASPECT: SUP	PLIER ENVIRONMENTAL ASSESSMENT		G	4-LA1	Total number and rates of new employee hires and employee turnover by age group,					
G4-DMA	Disclosure on management approach	Optimising our performance: Raw materials and waste (see page 60)				gender and region	Our employee turnover was 9.47% in 2015				
		Optimising our performance: Raw materials and waste > Responsible materials as standard (see page 60)						NEW EMPLOYEE HIRES	EMPLOYEE TURNOVER		
		Inclusive growth: Helping small and local					Male	115	69		
		businesses > Supplier development (see page 42)					Female	63	45		
		Managing and reporting what matters: Responsible business practices, ethics and compliance (see page 70)					16-30	NEW EMPLOYEE HIRES	EMPLOYEE TURNOVER		
		Managing and reporting what matters: Materiality (see page 71)					years old 31-40	84	33		
		Social and economic development strategy					years old	45	28		
		Corporate responsibility policy					41-50 years old	34	18		
		Should a supplier not meet particular criteria,					51-60				
		we work together to explore what they can do to improve their sustainability practices in					years old	14	16		
		line with our standards or those of external					Over 60 years old	1	19		
		certification schemes. For example, we don't insist that all suppliers have ISO 14001 but									
		we help them to fulfil the requirement by allowing them to adopt appropriate parts of				MATERIAL ASPECT: OCC	UPATIONAL H	IEALTH AND SAFET	Y		
		our certified EMS		G4	4-DMA	Disclosure on management approach	Optimising of people (see	our performance: Su page 64)	upporting our		
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Optimising our performance: Raw materials and waste (see page 60) Optimising our performance: Raw materials					Managing and reporting what matters: Responsible business practices, ethics and compliance (see page 70)				
		and waste > Responsible materials as standard (see page 60)					Managing and reporting what matters: Materiality (see page 71)				
		Inclusive growth: Helping small and local businesses > Supplier development (see page 42)					-	esponsibility policy safety policy			
		At CWCL, 100% of trade contractors are		G4	4-LA5	Percentage of total workforce represented	Optimising of	our performance: Su	upporting our		
		requested to complete prequalification questionnaires, which include a detailed				in formal joint management-worker health	people (see	page 64)			
		environmental screening of their activities and procedures				and safety committees that help monitor and advise on occupational health and safety programs	100% of our workforce are represented v various employee and health and safety forums				
	CA	TEGORY: SOCIAL				MATERIAL ASPECT		ND EDUCATION			
	SUB-CATEGORY: LAB	OR PRACTICES AND DECENT WORK		G4	4-DMA	Disclosure on management approach		our performance: Su	upporting our		
		ASPECT: EMPLOYMENT						nd reporting what m business practices.			
G4-DMA	Disclosure on management approach	Optimising our performance: Supporting our people (see page 64) Managing and reporting what matters:					compliance	(see page 70) nd reporting what m			
		Responsible business practices, ethics and compliance (see page 70)					Materiality (see page 71) esponsibility policy			
		Managing and reporting what matters: Materiality (see page 71)		G4	4-LA9	Average hours of training per year per employee by gender, and by employee	Optimising of people (see	our performance: Su	upporting our		
		Corporate responsibility policy				category	peepie (eee				
		At CWCL, 100% of trade contractors are requested to complete prequalification						AVERAGE HOUR UNDERTAK	S OF TRAINING EN BY GENDER		
		questionnaires, which include a detailed					Male		23.14		
		screening of their activities and procedures. Should a supplier not meet particular criteria,					Female		16.17		
		we work together to explore what they can do to improve their sustainability practices in line with our standards or those of external									

OMISSIONS

SPECIFIC STANDARD DISCLOSURES

DMA AND	DESCRIPTION	LOCATI
	SUB-CATEG	ORY: HUMAN RIGHT
	MATERIAL ASPEC	T: NON-DISCRIMIN
G4-DMA	Generic disclosures on management approach	Optimising our per people (see page 6 Inclusive growth (s Managing and report Responsible busing compliance (see part Managing and report Materiality (see part Corporate respons
G4-HR3	Total number of incidents of discrimination and corrective actions taken	There were two inc reported in 2015. T reviewed by the or
	MATERIAL ASPECT: HUMAN	I RIGHTS GRIEVANO
G4-DMA	Generic disclosures on management approach	Optimising our per people (see page 6 Inclusive growth (s Managing and report Responsible busing compliance (see part Managing and report Materiality (see part Corporate respons
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	There were four in related grievances
	SUB-CAT	EGORY: SOCIETY
	MATERIAL ASPE	CT: LOCAL COMMUN
G4-DMA	Disclosure on management approach	Inclusive growth (s Managing and repo Responsible busine compliance (see po Managing and repo Materiality (see pa Corporate respons
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Inclusive growth (s 100% of operations engagement, impa development prog
	MATERIAL ASPE	ECT: ANTI-CORRUP
G4-DMA	Disclosure on management approach	Managing and repor Responsible busing compliance (see pa Managing and repor Materiality (see pa Corporate respons Code of business p Anti-bribery and c Governance
G4-SO5	Confirmed incidents of corruption and actions taken	There were no inci identified in 2015

SPECIFIC STA	NDARD DISCLOS	JRES	
N	LOCA	OMISSIONS	
		AVERAGE HOURS OF TRAINING UNDERTAKEN BY EMPLOYEE CATEGORY	
	Executive	9.79	
	Department head	9.1	
	Senior management	29.15	
	Middle management	31.73	
	Supervisors	29.1	
	Technical CWCL	26.74	
	Technical property	19.2	
	Admin/Clerical/ Support	11.03	
	Security	15.49	
	Operators	24.4	
	Apprentices	14.25	
ceiving reer nder and	Optimising our p people (see pag	performance: Supporting our e 64)	
		PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS BY GENDER	
	Male	81.4%	
	Female	62.0%	
		PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS BY EMPLOYEE CATEGORY	
	Executive	0.1%	
	Department head	0.9%	
	Senior management	0.8%	

Middle

management

Supervisors

Technical CWCL

Technical

property

Admin/Clerical/

Support Security

Operators

Apprentices

3.8%

11.7%

13.1%

0.6%

12.1%

17.2%

16.7%

0.1%

G4-LA11 Percentage of employees receiv

DMA AND

INDICATORS

regular performance and career development reviews, by gende by employee category

DESCRIPTION

ATION AND NOTES

OMISSIONS

IGHTS

MINATION

r performance: Supporting our age 64)

vth (see page 39)

reporting what matters: ousiness practices, ethics and ee page 70)

reporting what matters: ee page 71)

ponsibility policy

vo incidents of discrimination 015. The incidents were he organisation

VANCE MECHANISMS

r performance: Supporting our age 64) vth (see page 39)

reporting what matters: ousiness practices, ethics and ee page 70)

d reporting what matters: e page 71) ponsibility policy

our incidents of human rights-inces identified in 2015

ΓY

IMUNITIES

vth (see page 39) d reporting what matters: ousiness practices, ethics and ee page 70) reporting what matters:

ee page 71) ponsibility policy

vth (see page 39) ations have community impact assessments and

programmes

RUPTION

reporting what matters: ousiness practices, ethics and ee page 70) reporting what matters: ee page 71) ponsibility policy

ess practices and ethics

ind corruption policy

incidents of corruption

SPECIFIC STANDARD DISCLOSURES

DMA AND			
NDICATORS	DESCRIPTION	LOCATION AND NOTES	OMISSIONS
	MATERIAL ASPECT: A	NTI-COMPETITIVE BEHAVIOR	
Responsible business prac		Managing and reporting what matters: Responsible business practices, ethics and compliance (see page 70)	
		Managing and reporting what matters: Materiality (see page 71)	
		Corporate responsibility policy	
		Code of business practices and ethics	
		Anti-bribery and corruption policy	
		Governance	
G4-SO7	Total number of legal actions for anti- competitive behavior, anti-trust, and monopoly practices and their outcomes	There was no legal action for anti-competitive behaviour, anti-trust, or monopoly practices in 2015	
	MATERIAL A	SPECT: COMPLIANCE	
G4-DMA	Disclosure on management approach	Managing and reporting what matters: Responsible business practices, ethics and compliance (see page 70)	
		Managing and reporting what matters: Materiality (see page 71)	
		Corporate responsibility policy	
		Code of business practices and ethics	
		Anti-bribery and corruption policy	
		Governance	
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	There were no monetary fines or non- monetary sanctions for non-compliance with laws and regulations in 2015	
	SUB-CATEGORY: F	PRODUCT RESPONSIBILITY	
	MATERIAL ASPECT: CU	JSTOMER HEALTH AND SAFETY	
G4-DMA	Disclosure on management approach	Optimising our performance: Supporting our people (see page 64)	
		Making great places (see page 11)	
		Managing and reporting what matters: Responsible business practices, ethics and compliance (see page 70)	
		Managing and reporting what matters: Materiality (see page 71)	
		Corporate responsibility policy	
		Health and safety policy	
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	We carry out health and safety assessments on 100% of our activities and seek improvements on any areas that require it	
	MATERIAL ASPE	CT: CUSTOMER PRIVACY	
G4-DMA	Disclosure on management approach	Managing and reporting what matters:	
UT DIA		Responsible business practices, ethics and compliance (see page 70)	
		Managing and reporting what matters: Materiality (see page 71)	
		Corporate responsibility policy	
		Code of business practices and ethics	
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	There were no substantiated complaints regarding breaches of customer privacy and losses of customer data in 2015	

	51 261 16 5	
DMA AND	DESCRIPTION	LOCA
	MATERIAL	ASPECT: COMPLIA
G4-DMA	Disclosure on management approach	Managing and re Responsible bus compliance (see
		Managing and re Materiality (see
		Corporate respo
		Code of Busines
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	There were no fi concerning the p and services wit

ATION AND NOTES

OMISSIONS

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l reporting what matters: usiness practices, ethics and ee page 70) reporting what matters: e page 71)

oonsibility policy

ess Practices and Ethics

o fines or non-compliance e provision and use of products vith laws and regulations

INDEPENDENT ASSURANCE STATEMENT

To the Stakeholders of Canary Wharf Group plc.

INTRODUCTION & OBJECTIVES

RESPONSIBILITIES

SCOPE OF WORK

The scope of this assurance included a

review of CWG's quantitative data over

the reporting period 1st January- 31st

assurance was applied based on BV's

commensurate with a limited level as

Standard. Specifically this included the

1. performance progress made against

targets and goals set out in CWG's

3. 2015 Environmental Data published separately on the CWG website.

per the principles of the ISAE3000

December 2015. A limited level of

internal assurance protocol,

provision of assurance over:

2014 Sustainability Report; 2. quantitative data presented in the

Bureau Veritas has been commissioned by Canary Wharf Group plc. (CWG) to provide independent assurance on the quantitative data and performance against targets contained within the 'Canary Wharf Group Sustainability Report 2015' ('the Report'). The overall aim of the assurance process is to provide reassurance to CWG's stakeholders that the quantitative data and the reported performance against targets presented within the Report are free from material error or omission. The preparation, presentation and content of the Report are the sole responsibility of CWG. The responsibility of Bureau Veritas is to provide independent assurance to stakeholders on the objectivity and reliability of the assured information, and to express our overall opinion as per the scope of work defined in this statement. CWG has provided access to the documentation and data required to undertake the verification.

METHODOLOGY

LIMITATIONS AND EXCLUSIONS

Report; and

Based on the above scope of work, it is our opinion that there is no evidence to suggest that the information assured does not:

OPINION AND

COMMENTARY

- i. provide information considered to be free from material misstatement or bias; and.
- ii. adequately reflect progress achieved during 2015 on performance against targets.

Errors or misstatements identified during the engagement were corrected prior to the Report being published. For our detailed methodology which explains the work undertaken to inform our opinion, please see 'Methodology' next.

STATEMENT OF INDEPENDENCE, IMPARTIALITY AND COMPETENCE

Bureau Veritas is an independent professional services company that specialises in quality, health, safety, social and environmental management advice and compliance with over 180 years history in providing independent assurance services. Bureau Veritas has

The 2015 performance objectives and data in the Report were verified through an independent assessment involving CWG employees at the Corporate Head Offices in Canary Wharf. Assurance activities included:

- interviews with those responsible for the data,
- inspection of internal and external records,
- document review; and
- interrogation of in-house databases and associated management and reporting systems.

implemented a code of ethics across its

business which ensures that all our staff

maintains high standards in their day to

Bureau Veritas has a number of

particularly vigilant in the prevention

existing commercial contracts with Canary Wharf Group Plc. Our

involvement in any other projects with

CWG outside those of an independent

assurance team does not have any

assurance scope. We believe our

day business activities. We are

of conflicts of interest.

Excluded from the scope of our work are: - the qualitative content of the Report;

- the qualitative content of the Report;
 activities outside the defined reporting
- period and scope;
- statements of commitment to, or intention to, undertake action in the future:
- statements of position, opinion, belief and / or aspiration;
- any financial information audited by an external party; and
- content that presents the opinions of external parties
- This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

verification assignment did not raise any conflicts of interest with other services provided by Bureau Veritas to CWG.

Bureau Veritas Certification UK London, August 2016



The Canary Wharf Group plc is a wholly owned joint venture between Brookfield Property Partners and the Qatar Investment Authority.

Misrepresentation Act 2001: Canary Wharf Group plc gives notice that: The particulars are set out as general outline only; All descriptions, dimensions and other details are given in good faith and are believed to be correct, but any prospective purchasers or tenants must not rely on them as statements of fact or representations, but must satisfy themselves by inspection or otherwise as to their accuracy; Canary Wharf Group plc will not be liable, in negligence or otherwise, for any loss arising from the use of the particulars.



puse databases – content that pres gement and external parties This independent not be relied upon omissions or miss We welcome comments on this Canary Wharf Group report. Written by Flag Printed by Park Communications



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