



MAKING
SUSTAINABILITY
REAL

EVOLUTION

2016 SUSTAINABILITY REPORT



CANARY WHARF
GROUP PLC



EVOLVE

- Creating the City of the Future 16
- VIEWPOINT: Julie Hirigoyen UKGBC 18
- An evolving sense of place 19
- Our year of events 20
- 24

PIONEER

- Innovating for the new economy 36
- VIEWPOINT: Microsoft Biz Spark 38
- Level39 – Empowering ambition 39
- 40

MANAGE

- Responsible business 56
- Being a good employer 58
- Engaging with our stakeholders 60
- Our materiality assessment 62
- Progress against targets 63
- About this report 64
- 68

WELCOME

- 02 Evolving for a brighter future: Sir George Iacobescu
- 04 Who we are
- 06 What we are doing
- 14 Our Strategy

INCLUDE

- 26 A catalyst for the community
- 28 VIEWPOINT: Jim Fitzpatrick MP
- 29 Supporting people to get into work
- 30

OPTIMISE

- 44 Responding to Global Challenges
- 46 VIEWPOINT: Making sustainability real
- 47 Addressing Climate Change
- 48 The power of collaboration
- 50 Managing waste
- 51 Protecting our Natural Capital
- 52

PERFORMANCE

- 70 Awards and accomplishments
- 72 Targets and performance
- 74 Portfolio certifications and labels
- 82 Environmental data
- 84 GRI index
- 98 Assurance statement
- 114

Evolving for a brighter future

“

We want the spaces we create to be home to vibrant, diverse and thriving mixed-use communities, places in which people love to work, live and relax. We aim to create landmarks that express the values upon which our business is built: vision, inspiration, quality, efficiency, resilience and economy.

”

Sir George Iacobescu CBE
Chairman and Chief Executive Officer, Canary Wharf Group plc



Thirty years ago, Canary Wharf was created to provide a new type of work space incorporating new technology and new ways of doing business. We have been at the forefront of technological change ever since.

As a wave of new technologies, higher expectations from tenants and political changes re-shape our world, Canary Wharf Group continues to evolve to create tomorrow's places, today.

Our future will involve more mixed-use developments, including our first residential properties on the Estate, with all the amenities they will need.

Our Southbank Place project, the redevelopment of the Shell Centre in Waterloo, has already become our first 'Ultra Site' in the Considerate Constructor Scheme. We are proud of this recognition of our desire to implement best practice, be good neighbours, and show corporate leadership. Elsewhere, One and Five Bank Street have become Europe's largest commercial development to receive an Outstanding BREEAM rating, and our initial explorations of the Wellbeing standard at North Quay and Bank Street indicate we are on track to meet the highest levels.

We are a new neighbour in an old community, and we have reinforced our commitment to ensure that local people get the best possible opportunities to benefit from our developments.

I am particularly proud of the role we play in stimulating regeneration across east London and the capital as a whole. Local suppliers, for example, have benefited from £1.4 billion of contracts since our inception, a major boost to the local economy, and we invest a total of nearly £3 million annually in community projects. Our employees increasingly give their time and expertise to the community, from voluntary work to providing free skills training, supported by a Company-wide commitment of up to two days released for volunteering for every member of staff. We work hard to support people at each stage of their development and careers, from children learning the skills of tomorrow, to those seeking to return to the workplace. Together, this is

a contribution to wider society of which I am enormously proud.

Innovation remains central to our activities. At Level39, Europe's leading technology community and hub, we support and facilitate the development of companies and technologies that will create and shape the future of cities, societies and corporations globally. The ability to bring together the world's largest corporations and the UK's rapidly scaling technology businesses is one of Level39's greatest strengths. With questions being asked about London's place in the world, entrepreneurs, corporations and government bodies are having to adapt to survive. In this context, innovation has never been more important. This sets us apart, giving us a unique opportunity to contribute not just to the debate on how we live in the future, but also to the solutions.

2016 was a momentous year for the UK, with the decision to leave the European Union. The details of that separation are still to be worked out, but whatever happens, Canary Wharf Group, as an international business, will be ready for it.

As we look to the future, we are also committed to supporting the United Nations Sustainable Development Goals for 2030. I believe we can do so with the confidence that comes from a clear vision, a commitment to the highest standards, and the excitement that comes from innovations that are becoming reality throughout our developments.

As we evolve to create a new generation of places, we are building on thirty years of experience and a history of constant innovation.

Sir George Iacobescu CBE
Chairman and Chief Executive Officer
Canary Wharf Group plc

What sets us apart

We design, develop, build and manage a portfolio of exciting properties, creating healthy places, thriving communities, quality jobs and world-class destinations and future cities. We're a catalyst for regeneration, igniting London's growth and development for more than thirty years. As a landlord and custodian based on our properties, we take ownership of and an active interest in our developments' operations and the communities we serve.



Our key locations

- 1. SOUTHBANK PLACE P23
- 2. ONE AND FIVE BANK STREET P08
- 3. NEWFOUNDLAND RESIDENCES P21
- 4. ONE CANADA SQUARE UCL P36
- 5. LEVEL39 P06
- 6. ONE PARK DRIVE
- 7. NEW DISTRICT

Read more about our performance on p44

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.

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

The year in numbers and awards

100% renewable electricity since 2012

£7.7 billion value of total portfolio

4.6% fall in electricity use

Zero Waste to landfill in CWML 7th consecutive year

41% spend on local business

£3 million invested in community projects and activities

120,000 daily population on the Estate

AWARDS



CWG Achieved 5 Green Stars in Global Real Estate Sustainability Benchmark



CWCL Achieved Gold Medal for 8th Consecutive Year Royal Society for Prevention Accidents



CWML Achieved 5 Stars for 'Making Sustainability Real' Campaign



Crossrail Place Best Urban Regeneration Project MIPIM Awards



CGI New District Garden Square. Indicative only

We're creating a 24/7 city

Canary Wharf is set to be transformed with the addition of New District. New developments and crucially new residents will bring enormous change.

The addition of New District will create a more diverse environment at Canary Wharf, with additional facilities and amenities, and spaces that will be used in different and unexpected ways. What was once a financial district is evolving into an incredibly diverse destination with 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 into a community – shops, leisure and sporting facilities, cafes and restaurants and places for fun to meet and to relax. This is the mixed community Canary Wharf Group is creating at New District, designed to improve the daily lives of all who will live and spend time here for work or pleasure.

“When we think of cities or places we love, we rarely talk about the residential or office accommodation being wonderful. Places we love have great architecture, and great open spaces. We place the highest priority on the creation of inspiring urban architecture blended with beautiful and versatile open spaces that provide a sense of serenity and wellbeing.”

Camille Waxer
Managing Director – Retail & Chief Administrative Officer

Read more about our evolution on p16



We’re creating one of the most sustainable offices in London

Our newest commercial address, One and Five Bank Street, achieved an Outstanding BREEAM rating – the largest building of its kind in Europe to receive this accolade.

“
Placing great and sustainable buildings at the heart of the London skyline is a challenging objective. In doing so, Canary Wharf is setting the standard for others to follow.
”

Martin Townsend
Director of Sustainability, BRE Global

Designed with the health and wellbeing of our tenants in mind, and built from responsibly sourced materials, the building includes a dedicated climate change adaptation and a robust resilience strategy.



Construction of One and Five Bank Street

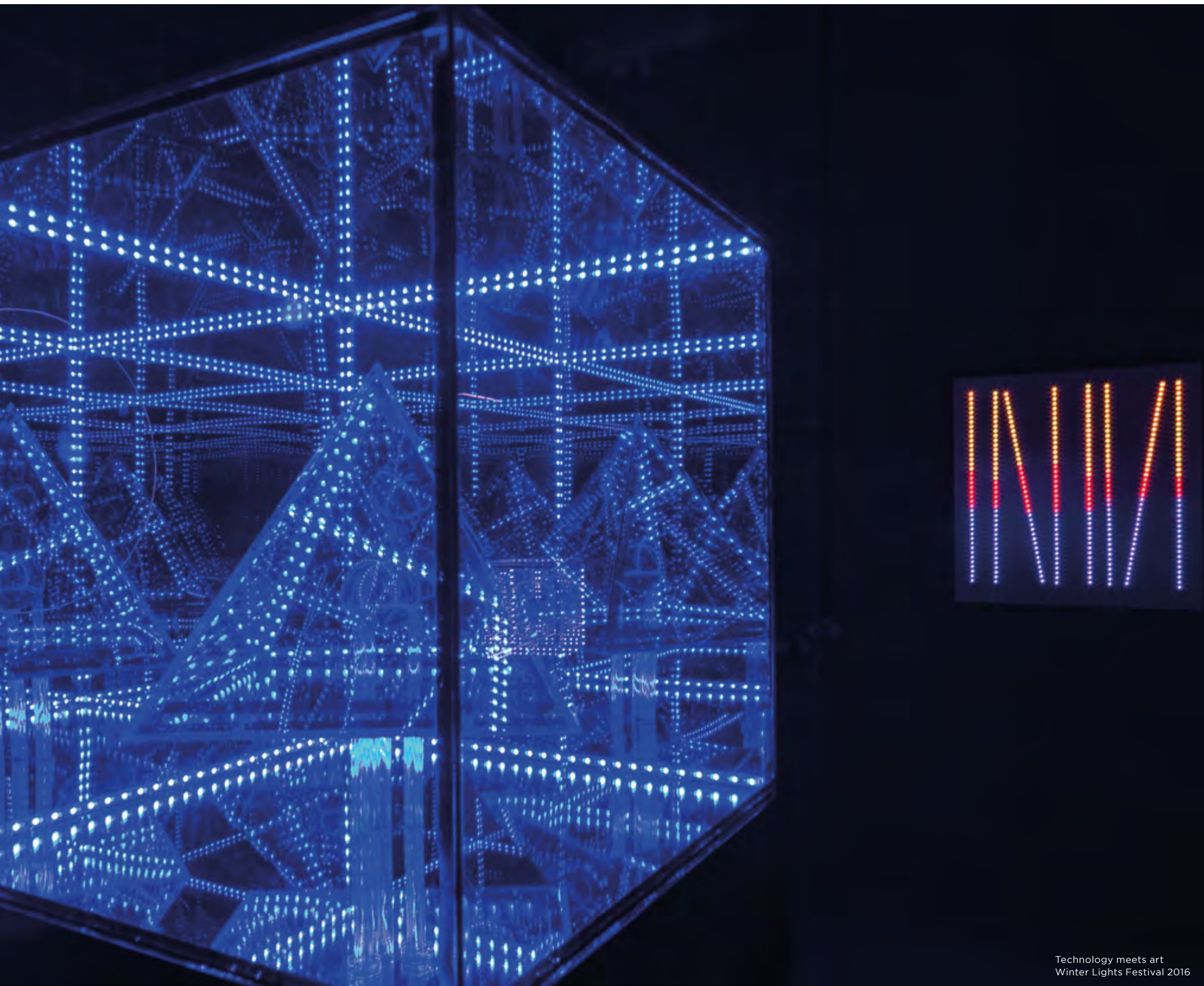


Read more about how we are optimising our Estate on p44

**CLIMATE CHANGE
ADAPTATION STRATEGY**

**AIMING FOR AN A-RATED ENERGY
PERFORMANCE CERTIFICATE**
a 39% reduction in heating and cooling demand and a 55% reduction in water consumption compared with a typical office building

**DESIGN STAGE BREEAM SCORE
OF 87% ACHIEVED**
targeting an ambitious 89% for completion stage



Technology meets art
Winter Lights Festival 2016

We’re creating a platform for technology of the future

Level39 is the world’s most connected technology community. At Level39, we bring together start-ups and some of the world’s largest companies to facilitate innovation and launch technologies. Technologies which are transforming financial services and cybersecurity, developing future cities and powering social and economic development.

“
We’ve got just over 1,000 people from 40 different countries working for 200 companies tackling the billion-dollar problems of the financial services industry and cybersecurity in particular. We’re not an accelerator, we’re here for the long term. We have companies who have been with us for years and we’re here to support them as they scale. Canary Wharf reinvented London once, and now, with the success of Level39, it is set to do so again.
”

Ben Brabyn
Head of Level39, Canary Wharf Group

Read more
about Level39
on p40



We’re linking our targets to the United Nations Sustainable Development Goals

Great places are created when a number of elements are brought together. We are taking account of the significant growth and evolution of our developments, the needs of our tenants, visitors and residents who will call it their home, but importantly we are also considering the social, environmental and economic factors that shape our world on a local, national and global scale.



RESILIENCE IN
A CHANGING WORLD

Between now and 2030, our population is set to grow from 120,000 to over 200,000, as new developments create additional jobs and we welcome our first residents. This requires longer-term thinking and goals. We have identified current and future challenges to our business so we can address them through science-based targets and goals.

Skills shortages, urbanisation and housing shortages in London, demands for flexible working spaces, the need to preserve the Green Belt and the uncertainties around the UK’s changing role in Europe are all areas we’re addressing. We must also address climate change and resource depletion to ensure our buildings are resilient and the wellbeing of their occupants is preserved.

The challenges of the future are considerable but the Canary Wharf Estate is a great example of what we can achieve. Building on the lessons learned and our unique business model, we have an unparalleled opportunity for innovation and market differentiation, taking building design and placemaking to a new level.

CONTRIBUTING TO
SUSTAINABLE DEVELOPMENT

In 2015, the United Nations launched 17 goals to end poverty, fight inequality and injustice, and tackle climate change by 2030. Canary Wharf Group firmly supports the Sustainable Development Goals (SDGs). Our aim is to support all 17 where we can, but inevitably our work involves us more closely with certain SDGs.

In 2016 we reviewed the goals and mapped them to our targets so that we can be more aligned with longer-term aims and objectives.

UNITED NATIONS SDGs • RELEVANCE FOR OUR BUSINESS • HOW WE SUPPORT THESE GOALS				
	MEDIUM	Reducing poverty in areas local to our operations		
	LOW	Encouraging the reduction of food waste by our tenants		
	HIGH	Designing places that improve the quality of life of those who work and live there	Promoting safe working environments throughout our operations	
	HIGH	Providing skills development for those in the local community	Bridging the skills gap in construction	
	HIGH	Promoting gender equality in the construction industry		
	HIGH	Working to future-proof water supplies at our locations in the face of climate change and water scarcity		
	HIGH	Incorporating affordable and clean energy into our developments to reduce impacts across the lifecycle		
	HIGH	Creating jobs, not just on our sites but throughout supply chains	Providing opportunities for local people	Contributing to economic growth, locally, nationally and internationally
	HIGH	Developing infrastructure to enable industry and innovation	Supporting the growth of transformative technologies	
	HIGH	Supporting inclusive growth and reducing inequality local to our operations		
	HIGH	Creating sustainable places and cities of the future		
	HIGH	Developing closed-loop systems to make the most of our resources		
	HIGH	Working to minimise our footprint and promote actions that tackle climate change		
	MEDIUM	Protecting and promoting biodiversity in local watercourses		
	MEDIUM	Protecting and promoting biodiversity on local land		
	LOW	Collaborating with organisations around the world and promoting internationalism through all our activities		
	HIGH	Collaboration with our contractors, suppliers, local community groups, government, tenants, occupiers and retailers to support sustainable development		

How we’re creating great places

Our objective is to enhance the economic, environmental and social value of Canary Wharf’s real estate and maintain our position as the destination of choice for tenants, visitors and future residents.



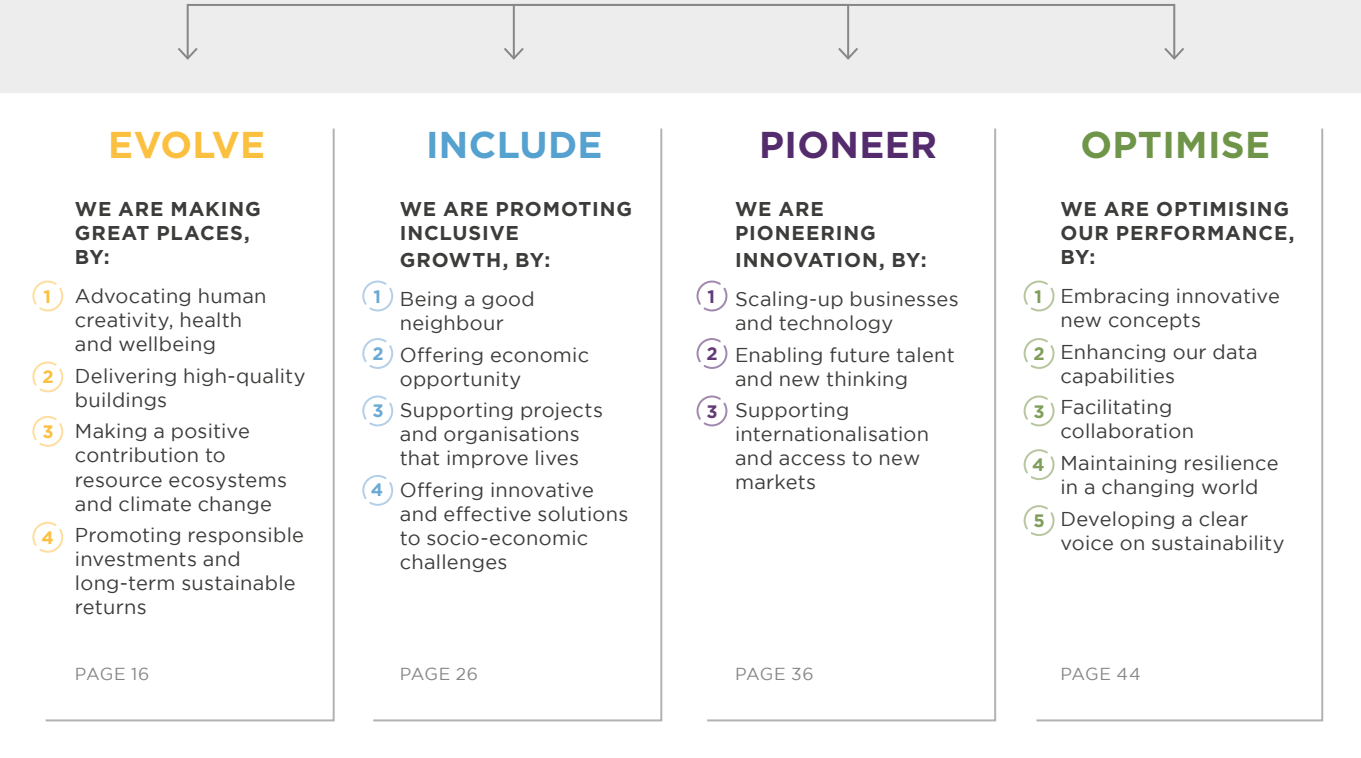
Canary Wharf past, present and future is built on Purpose, Vision and Strategy

The transformation at Canary Wharf means that the sustainability challenges and opportunities we face are greater than ever. There will be greater scrutiny of our performance, and our tenants will demand more of us as a landlord. We will need to balance the requirements of our tenants, future residents and our own ambitions if we are to deliver sustainable outcomes for London. Our strategy will help to achieve this.



OUR **PURPOSE** IS TO CREATE GREAT PLACES
OUR **VISION** IS TO INSPIRE POSITIVE IMPACT

WE DO THIS THROUGH THE 4 PILLARS OF OUR STRATEGY



MANAGE

WE MANAGE OUR STRATEGY BY 5 KEY PRINCIPLES

- 1 GOVERNANCE 2 ENGAGEMENT 3 MATERIALITY 4 RESPONSIBILITY 5 ETHICS

THESE PRINCIPLES UNDERPIN EVERYTHING THAT WE DO
To find out more about how we manage our business, see page 56

Making Crossrail Place retail space
available for recreation and inspiration:
Winter Lights Festival 2016

EVOLVE

We design buildings and places
that thrive and promote
human creativity

Creating the City of the Future

By 2050, 66% of the world’s population will live in cities – compared to 54% today. That’s 2.5 billion more people. Cities will need to adapt and offer diverse environments, in which economic and social activities overlap. The city of tomorrow will be an intelligent, versatile, smart location in which to live, work and relax. A place where human creativity and wellbeing flourish. That’s the blueprint we’re creating today.



CGI New District Circa 2025. Indicative only

“
Managing urban areas
has become one of
the most important
development challenges
of the 21st century.
”

John Wilmoth
Director of UN DESA's
Population Division

WHAT ARE WE FOCUSING ON?

1. Placemaking
2. Health
3. Social and economic wellbeing
4. Public transport
5. Arts and Events

We're contributing
to the SDGs



Re-thinking how we create and use space

JULIE HIRIGOYEN
CHIEF EXECUTIVE OFFICER
UK GREEN BUILDING COUNCIL

“
We spend around 95% of our lives indoors, surrounded by
the built environment. Looking ahead, we need to rethink
the concepts of space and place with people at the centre,
creating more circular solutions and making the most
of the data at our fingertips.
”

The boundaries between where we live, work, play and learn are changing and will become increasingly blurred as we switch from simply building more floor space to making better use of existing space. As an integrated developer that designs, builds and manages spaces, Canary Wharf Group is well-positioned to lead this change, but it will require more collaboration and joined-up thinking across its companies and in the sector.

CREATING WELLNESS THROUGH DESIGN

The rapid acceleration of technologies is providing data on every aspect of living. The link between sustainable design and people’s wellbeing will become ever-more important. For commercial markets, the link between wellness and productivity makes business sense, and consumers are becoming more informed – around 30% are willing to pay more for a home they think is better for their wellbeing. For developers such as Canary Wharf Group, this is creating a market pull to design for wellbeing.

MAKING THE MOST OF DATA AND CHAMPIONING CIRCULAR THINKING

The digitisation of design and construction offers new ways of working. It will bring efficiencies, be cleaner, and less disruptive, through offsite construction. Canary Wharf Group is already taking advantage of this by first ‘building’ its projects in the virtual environment. Importantly, digital design will also help to design-out waste, enabling companies to log all materials used in construction and potentially recoup those afterwards.

We remain far from a circular economy – we’re still focusing on diverting waste from landfill rather than eliminating it – and there are many other challenges to overcome. In the built environment, we’ll need every product or material to be recovered and reused and we’re starting to see an emergence of business models targeting just that. Progressive firms will increasingly recognise the benefits of doing so from reduced risk, reduced cost and a value-add for their customers.

INNOVATION, COLLABORATION AND LEADERSHIP

UK-GBC firmly believes that collaboration between companies in the built environment industry is essential to overcome some of the more fundamental barriers to sustainable outcomes. Canary Wharf Group is a member of the UK-GBC’s pioneering Innovation Lab – a collaborative initiative to create sector-wide, innovative, sustainable solutions.

This is extremely encouraging and has the potential to galvanise the identity of places the Group is creating. The property development and management industry is generally risk averse, so it’s important for leading companies to set their ambitions high and challenge the status quo.

LOOKING AHEAD

Canary Wharf Group has an opportunity to lead the way in making decisions with an integrated, long-term perspective. It is systematic in its approach, delivering good practice on management processes and measuring the right things, but it could take a more integrated and embedded approach to sustainability and how it drives value. I would also like to see the Group consider longer-term, science-based targets, especially climate-based targets, as part of creating a strong vision for the future and demonstrating its leadership approach to sustainability.

Canary Wharf Group
is an active member
and founder of UKGBC





Tranquillity at Westferry Garden,
Canary Wharf, London

An evolving sense of place

Canary Wharf is being transformed. Never a place to stand still, it is now entering a new era in its evolution. Our residential developments will see people living, as well as working, here, bringing new and different amenities, such as sporting, cultural, leisure, medical, educational and community facilities. These will see not just Canary Wharf's fabric, but its very character evolve as we move from a world-recognised commercial district into a genuine 24/7 city of the future.

But that is not the only change. The way in which we design our buildings – at all our locations, also continues to evolve. Increasingly, the human element is being recognised as an essential part of a

building's design. A focus on elements that foster and nurture human wellbeing and creativity is no longer seen as a nice-to-have, but as an integral part of a development, that adds demonstrable value for companies and employers alike.

The process of evolution we are undergoing therefore underpins all that we do, from the use of our buildings to the way we conceive, design and create them. Some of these changes are still to happen, and will be reported in future years as Canary Wharf continues to evolve. Others are already here or taking shape. In this section, we take a brief look at just some of the developments that are helping us create a true sense of place.



COME TO SCHOOL AT CANARY WHARF

Canary Wharf is not only becoming somewhere people can live, as well as work – it's also a place where they can study.

Having previously hosted postgraduate teaching for the University of East London's School of Business and Law, in September 2016 One Canada Square became the new home of postgraduate programmes for University College London's (UCL) School of Management.

Located just below Europe's largest fintech community, the new space will offer students and staff unique access to leading innovators, thought leaders and businesses. With its bespoke design, world-class facilities and unrivalled location and access, the centre will enhance the School's ability to create entrepreneurial leaders and research that will shape the interconnected world of the future.

“

We are a new business school with a new approach, so unlike traditional business schools, we place a unique focus on innovation, technology, analytics and entrepreneurship. Being located at the heart of the Canary Wharf business district gives us a clear competitive advantage from which our students and staff will benefit. We are excited by this opportunity to develop deep connections with the business community around us, not least the growing fintech scene, which will enhance our ability to produce world-leading research, economic and societal impact and innovative education.

”

Bert De Reyck
Director of UCL School of Management

A CITY ON THE MOVE

The lifeblood of any successful place is transport. Without it, a place cannot function or its people connect. With Canary Wharf's population set to nearly double by 2030, the transport links that carry more than 100,000 people to and from Canary Wharf every day will increasingly need to provide a service that is fast, clean and efficient.

Crossrail Place, our newest station, reached 75% completion in 2016. The first trains are expected to start running towards the end of 2018, with a full service from 2019 onwards. The new operational Elizabeth Line, to give Crossrail its proper name, will instantly become one of London's major transport arteries, and the catalyst for our residential growth. It will also be an essential part of our next phase, bringing thousands of new visitors and residents.



WELLBEING AND THE BUILT ENVIRONMENT

There is overwhelming evidence to show the link between the built environment, people’s wellbeing and productivity. The World Green Building Council has produced reports demonstrating that, with staff typically accounting for 90% of a business’s operating costs, even a small increase in productivity can have a major impact on profitability. In retail, attractive environments were shown to increase the time customers spent in stores, with a 1% increase leading to an additional 1.3% of sales.

Best practice in design and technology incorporates features that enhance the environment to create attractive places where people enjoy spending time. This has been shown to boost employees’ wellbeing and productivity, as well as helping firms attract and retain talent.

Striving for wellbeing is therefore a core part of every one of our developments, as we design and create buildings that add long-term value for our tenants by supporting the wellbeing of their employees.

THE ROAD TO WELLNESS

In 2016, we began assessing our North Quay and Bank Street developments against the WELL Building Standard which focuses on the wellbeing of a building’s occupants.

The standard measures 102 individual features across seven factors: air quality, water quality, nourishment, light, fitness, comfort and mind (occupants’ mental and emotional health). Studies have reported that 94% of employees felt the new space has a positive impact on their business performance and 92% saying it had a positive impact on their health and wellbeing.

Our initial gap check identified that the buildings’ current shell and core will achieve silver status with little or no intervention. In 2017, we are looking to see what needs to be done to achieve gold and platinum levels.

SOUTHBANK PLACE GAINS ULTRA SITE STATUS

Southbank Place is set to be one of the most exciting and prestigious developments in London.

Located around the famous Shell Centre on the South Bank, when completed in 2019 the project will create:



530,000

sq ft of office space



48,000

sq ft of new retail units



877

new homes



22,668

sq ft much-improved public spaces

Jubilee Park Canary Wharf



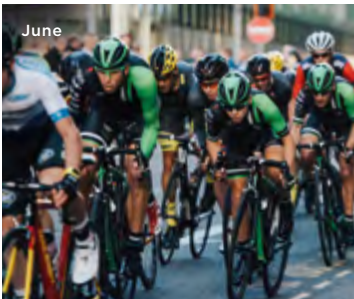
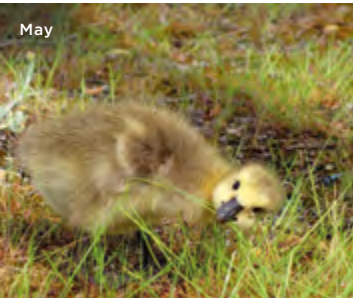
The development is our first to receive Ultra Site status. Canary Wharf Contractors pioneered the Ultra Site concept jointly with the Considerate Constructors Scheme (CCS) to drive improvements in standards throughout the construction industry. Ultra Site takes considerate construction to the next level by requiring suppliers and partners, as well as contractors, to participate with the CCS scheme. This raises standards throughout the supply chain, bringing wider benefits not only to the stakeholders around the site, but also the whole supply chain.

We’ve already started seeing these benefits, particularly from an increase in community liaison and engagement through social media, newsletters and meetings. Ultra Sites also have increased performance monitoring and reporting. We believe this is the direction in which the construction industry as a whole needs to move, and we aim to lead the way. Ultra Site participation is a prerequisite for our suppliers and we are applying the standard on all our projects.



Our year of events

We understand the importance of leisure and relaxation to the wellbeing of our population and the wider community. That’s why, every year, we host one of London’s largest programmes of free artistic and cultural entertainment, as well the UK’s largest permanent collection of outdoor artwork – which continues to grow.



2016 HIGHLIGHTS INCLUDED

JANUARY

Winter Lights, a series of spectacular light installations by some of today’s most innovative artists and designers



FEBRUARY

Tin Tin Ho crowned Canary Wharf Sports Personality of the Year, 2015



MARCH

Raise your Art Rate for Sport Relief



APRIL

BUMP Rollerdisco at Montgomery Square



MAY

Wildlife photography competition



JUNE

Celebration of Shavuot (Jewish festival)



JULY

Beach volleyball – pay to play, corporate tournaments and showcase matches



AUGUST

A series of live outdoor music concerts



SEPTEMBER

Spiegeltent – 11 days of cabaret, comedy, variety, music, dance and kids’ events

Unveiling of largest permanent piece of art at Canary Wharf, a sculpture by Helaine Blumenfeld



OCTOBER

Diwali (Hindu festival) and Sukkot (Jewish festival) and the UK’s first Remembrance Art Trail, in association with the Royal British Legion



NOVEMBER - DECEMBER

Luminocity, with London’s first-ever animated LED ice rink





INCLUDE

Our growth and success must
be inclusive – shared with
our wider London community

A catalyst for the community

For over 30 years Canary Wharf has been a catalyst for the regeneration of both east London and the wider city.

Challenges remain, however. East London still has unemployment levels above the national average, and one of the highest rates of child poverty in the UK. It has always been our mission to ensure that the economic opportunities we generate are shared across the community, and we continue to focus on that goal.



“
By taking its corporate responsibility seriously, working as genuine partners with local authorities and community groups, and making its deep social investment in the area, Canary Wharf Group has shown itself to be a force for economic revitalisation where it is most needed.
”

Jim Fitzpatrick MP
Poplar and Limehouse

WHAT ARE WE FOCUSING ON?

1. Local economy
2. Regeneration
3. Economic opportunity
4. Social investment
5. Entrepreneurship
6. Skills and knowledge

We're contributing to the SDGs



Creating opportunity in East London

JIM FITZPATRICK MP
POPLAR AND LIMEHOUSE

“
Vibrancy, change, resilience. Three words that have always been at the heart of east London – a place where creativity and an entrepreneurial spirit are found in abundance.
”

Tower Hamlets has always been a place of great contrasts. It was here that the factories and docks grew, on the edge of the City of London, and provided the engine not just for London or for Britain but for the global empire. East Enders have been famous throughout the years for maintaining their sense of humour and their can-do entrepreneurial spirit whatever life throws at them.

MAKING A REAL DIFFERENCE

The Docklands has seen some of the greatest economic changes of anywhere in the world. Those busy docks employing tens of thousands of people withered and died in the second half of the 20th century, finally closing in the 1980s. In their place sprang up Canary Wharf with banks and other huge corporations relocating from the City. As the developer of the Estate, Canary Wharf Group took on the challenge to integrate these companies into the local area, and to promote inclusive growth.

With 120,000 people working at Canary Wharf today alongside the local populations of Poplar and the Isle of Dogs, Canary Wharf Group has a huge

range of stakeholders. It aims to ensure its developments open the widest possible economic opportunities to local people, supporting relevant programmes and initiatives as well as providing cultural, sporting and artistic activities.

For example, it is a strong supporter of Code Club, which teaches young children vital coding skills. Working with the London Borough of Tower Hamlets Employment Service, now called WorkPath, the Group has helped over 10,000 adult job seekers get back into work, while the Canary Wharf and Tower Hamlets Further Education Fund, originally endowed by Canary Wharf Group, provides grants for local people to access vocational training.

The local economy has been boosted by contracts from Canary Wharf Group worth £1.4 billion over the years, while Canary Wharf's presence has sparked the growth of small business and start-ups across east London, especially digital economy start-ups. These actions make a real, positive difference – to individuals, businesses and communities.

REVITALISING EAST LONDON

Three decades after its launch, Canary Wharf is a fully integrated part of the community, unmissable through its physical presence but also through its wider influence on the area.

There is still much to do in east London to share wealth and prosperity more equally, and address housing and employment needs. But, by taking its corporate responsibility seriously, working as genuine partners with local authorities and community groups, and through its deep social investment, Canary Wharf Group has shown itself to be a force for economic revitalisation.

For these and more reasons, I was proud to nominate the Group for the 2016 All-Party Parliamentary Corporate Responsibility Group's National Responsible Business Champion award.

Supporting people to get into work

We believe the best way to support the local economy and people is to provide opportunities, not just for those entering the workforce, but at all stages of an individual’s career – for those at school and college, looking to start or get back into their career, and for local businesses and entrepreneurs.

“
This project had a really positive effect on the class. The landscape architect who worked with us had a great relationship with the children and they couldn’t wait for him to return on Wednesday afternoons.
”

Ailsa Lawson, Year 4 Teacher
Manorfield Primary School



INSPIRING YOUNG MINDS

Children and young people are the future for us and all our tenants. We work to support and promote essential skills, helping young people gain access to learning and opportunities.

ENCOURAGING YOUNG CREATIVITY

In collaboration with Open City, we engaged primary school pupils through the Architecture in School (AiS) programme. Using real-world challenges, AiS promotes careers in construction by inspiring the next generation of architects. Working with professionals, in 2016 children and teachers visited some of London’s most exciting buildings, received training and enjoyed classroom workshops. We sponsored seven schools in Tower Hamlets and Lambeth and hosted an awards ceremony at East Wintergarden attended by more than 250 pupils, their families, teachers and professionals and building representatives.

CONNECTING CHILDREN WITH THEIR SURROUNDINGS

Canary Wharf Group sponsored the 2016 Playground Project, a new initiative by the Landscape Institute. It aims to connect a younger audience with landscape architecture, with pupils re-designing part of their playground.

Seven schools participated and the winning design was from Manorfield Primary School. The school’s Year 4 class worked with consultants Atkins to redesign an under-used space into an attractive area and a valuable learning resource. As a result of their win, they received £5,000 to make the design reality.

DEVELOPING FUTURE TALENT

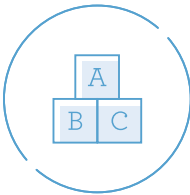
We aim to see the potential in everyone. That’s why we work hard to ensure everyone has access to opportunities, including those who traditionally have been excluded or disadvantaged.

EMPOWERING DIGITAL SKILLS

Code Club aims to empower people through access to computers and digital skills. It brings together industry volunteers and teachers to lead after school clubs, where children aged nine to eleven learn coding and how to make things with computers. Canary Wharf Group has been a strong supporter of Code Club since 2013, providing both financial sponsorship and volunteer programmers from among our employees. Our support has enabled no fewer than 32 schools in Tower Hamlets to participate.

HOW WE PROVIDE LIFELONG SUPPORT

PRIMARY SCHOOLS



515

primary school aged students visited CWG in 2016

32

schools in Tower Hamlets now have a Code Club thanks to our sponsorship

SECONDARY SCHOOLS



118

work experience placements hosted in 2016, over 50% of which were for students close to our developments

Career Champions programme launched to match staff volunteers with schools for career talks

FURTHER EDUCATION



380

local students have now taken part in the Code First: Girls programme at Level39 since 2013

we welcomed UCL to One Canada Square in 2016, with a new campus

TRAINING FOR WORK



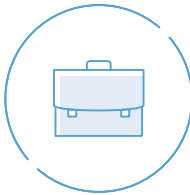
CWG and Tower Hamlets Further Education Fund supported

93

people to take vocational training courses costing over

£130,000

GETTING INTO WORK



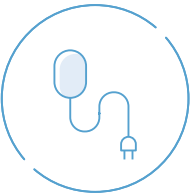
155

new jobs on our projects were advertised in local boroughs in 2016 by CWG or our supply chain. We attended

3

local job fairs

SUPPORTING SMALL BUSINESSES



241

Small, Medium and Micro Enterprises registered on ELBP’s Building Legacies business support programme, and 195 on the Ready to Supply the City initiative, both supported by CWG

MAKING A CAREER IN THE CAPITAL

Canary Wharf Group is a corporate partner of the East London Business Alliance (ELBA). ELBA has, for nearly 30 years, helped build the connection between business and community in east London, creating a positive impact and tackling issues around social mobility.

Working alongside university careers teams, ELBA's Career Capital initiative supports undergraduates to launch their careers, providing them with opportunities to connect with professionals at Canary Wharf. This includes mock interviews, business mentoring, mock assessment centres and CV reviews. In 2016, we also hosted an insight visit as part of this programme, focused on careers in human resources. All of the students who attended said they felt the activities had improved their communication skills, and all said it was effective or very effective.



Connecting with Canary Wharf

CLOSING THE CONSTRUCTION INDUSTRY SKILLS GAP

We're working with the Considerate Constructors Scheme to change perceptions of the industry and enable more people to see the great career opportunities it offers.

We're passionate about overturning the myths and misconceptions around the construction industry and helping people achieve fulfilling careers within it. For example, we welcome school groups to our sites, enabling them to see the work and the types of careers available in construction.

We're also using innovative methods to address the skills gaps. We've developed an on-site e-learning centre at Southbank Place, where people working on the project can access online modules delivering the latest training on construction skills.

We also provide opportunities for people to begin their construction careers. At Southbank Place, in 2016 we employed four apprentices, 13 graduates, 5 trainees and 4 engineering and quantity surveying cadets, and we expect these numbers to rise in the year ahead.



HELPING PEOPLE INTO WORK

We aim to provide jobs, training and experience for local residents wherever we can. We work closely with local authorities, such as the Tower Hamlets Employment Service and Lambeth Working (Lambeth Council's job brokerage and recruitment service), advertise vacancies, and liaise with other groups to help people access training or work opportunities. To date, around 10,000 Tower Hamlets residents have been helped back into work by initiatives supported by Canary Wharf Group.

SUPPORTING LOCAL WORKERS AT SOUTHBANK PLACE

We're partnering with Lambeth Working to provide work opportunities at Southbank Place for people from the local area, helping to tackle unemployment in the area and boosting the local economy. We are especially dedicated to creating local apprenticeship opportunities on site.

Our efforts have been recognised by the Considerate Constructors Scheme inspector, who noted:

“There is a challenging target of employing 15% of the workforce from the local community... through working with the local Council with much more planned... Lots of work taking place to encourage new people into the industry.

”

Considerate Constructors Scheme inspection report





SUPPORTING BUSINESSES AND ENTREPRENEURS

East London is home to many small businesses, entrepreneurs and innovators. Supporting those businesses, and helping them access both our own supply chain and those of other large organisations, is playing a major role in boosting the local economy.

INSPIRING LOCAL YOUNG TALENT

For more than ten years, Canary Wharf Group has worked with Streets of Growth (SoG) – a social enterprise connecting youth intervention with regeneration. In 2016, we donated surplus site materials for use in its furniture upcycling enterprise, Turning the Tables, in which unwanted or surplus materials and waste are turned into new items. This led to an opportunity for us to commission furniture from SoG for use at Canary Wharf.

SoG’s brief was to provide paid youth engagement to design, construct and deliver a bespoke shelving system for the site office, as well as a small lockable storage system, two tables and exterior benches, using FSC®-approved or recycled/reclaimed materials. All participants received training, including

site safety training, from Canary Wharf Contractors specialists, and were supported in building the shelving from the raw materials supplied. For many, it was their first time using machinery such as drills.

The project was successfully completed, with a functioning racking system installed, but more importantly provided relevant work experience for the students and opened up exciting opportunities for a number of the participants. Two have started at college, studying for City & Guilds carpentry and bench joinery qualifications. Two more have secured one-year apprenticeships with a contractor, and another has begun design studies at college.

PROVIDING OPPORTUNITIES THROUGH THE EAST LONDON BUSINESS PLACE

East London Business Place (ELBP) is a partnership of private- and public-sector organisations, led by Canary Wharf Group and supported by the East London Business Alliance. By developing the competitiveness of small, medium and micro enterprises in London and the Thames Gateway through initiatives such as Ready to Supply the City, it helps them bid successfully for new contracts. This programme alone supported 195 SMMEs and social enterprises, including 39 from Tower Hamlets, which together have won £1.54 million worth of contracts.

In 2016, we launched the Building Legacies programme, a major new three-year initiative with Newham College’s Centre for Innovation and Partnerships to enhance the competitiveness of SMMEs. The programme is delivering intensive business support to 241 SMMEs, through workshops, briefings, masterclasses, toolkits, networking and one-to-one coaching and mentoring, all designed to help businesses grow and develop.

“
We take great pride in working with Canary Wharf Group to support local enterprise and stimulate the small-to-medium business economy still further... we are now ideally placed as the go-to support and brokerage organisation to better develop a rapidly emerging, qualitative SMME talent pool in east London and beyond.
”

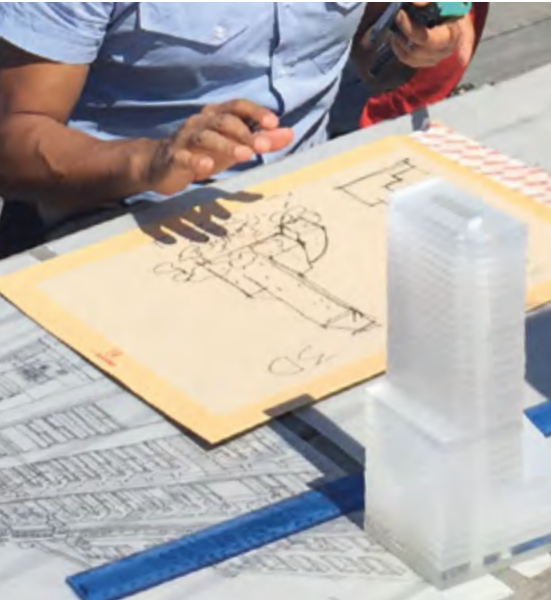
Glen Addis
Director, East London Business Place



BRINGING BUYERS AND SUPPLIERS TOGETHER THROUGH THE SOUTH LONDON PROCUREMENT NETWORK

South London Procurement Network (SLPN) was established in 2012 by Canary Wharf Group and Qatari Diar as part of the Southbank Place development in Waterloo. SLPN offers a free sourcing and matching service for buyers and suppliers throughout South London, helping SMMEs and maximising business benefits. It also offers other services, such as free workshops, seminars and one-to-one business consultations to help SMMEs increase their capacity and win more contracts. During 2016, SLPN held 18 workshops/seminars, facilitated numerous one-to-one consultation appointments and participated in several ‘Meet the Buyer’ events.

To date, SLPN-registered businesses have secured approximately £36.9 million in local contracts and more than 150 different SMMEs have been submitted to Canary Wharf Contractors to be considered for the Southbank Place and Lollard Street developments.

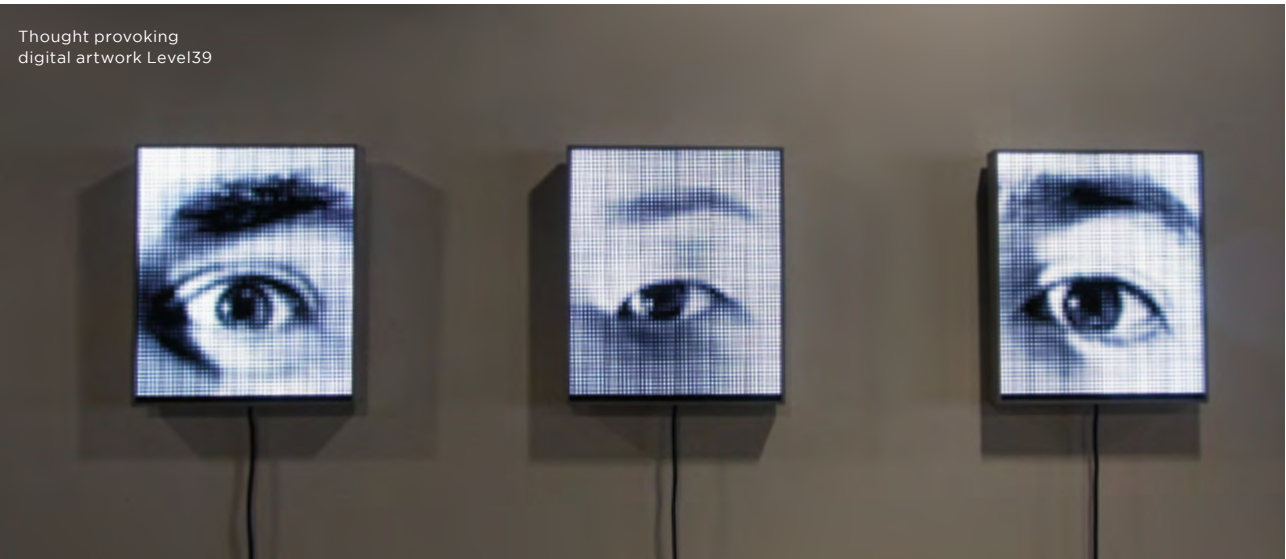


PIONEER

Through Level39, we want
Canary Wharf to be
a catalyst for innovation,
where tomorrow's
solutions are created

Innovating for the new economy

The digital tech economy is now worth 1.56 million jobs in the UK. Turnover is growing 32% faster than the rest of the economy, and job creation is 2.8 times faster, as highlighted in the TechNation 2016 report.



Thought provoking digital artwork Level39

The digital economy is powering growth. New industries are being created, and existing ones transformed by innovation and new technology. At Canary Wharf, Level39 is bringing together innovators from around the world, making us a hub for new and emerging technologies unrivalled in Europe.

“
Level39 is not only known as the leading London fintech ecosystem, it’s cited as an example of how to create a living and breathing centre for business innovation all over the world.
”

Sir George Iacobescu CBE
Chairman and Chief Executive Officer, Canary Wharf plc

WHAT ARE WE FOCUSING ON?

1. Scaling up
2. Attracting talent
3. Networking
4. Digital economy
5. Innovation
6. Internationalisation



Creating the next generation of innovation

STEPHANIE GEORGIU, NICK PAGE
MICROSOFT BIZSPARK

“
As the digital economy grows ever-more important, the technology and innovations that start-ups develop at Level39 will transform the way we live and work.
”

Cloud technology, Artificial Intelligence (AI) and the Internet of Things (IOT) are fast becoming the new tools for the digital economy and we’re working with start-ups at Level39 to help them grow and succeed.

We came to Level39 as it is the lead centre of excellence for fintech. Through our exclusive partnership with Level39, our core offering includes free access to Microsoft software, such as Office 365 accounts, as well as a range of additional benefits including two years of Azure credit, free technical expertise, training and support, Bing Ads credits, hands-on workshops, potential customer/partner introductions and more. These benefits provide real competitive advantages – in particular, access to our vast network.

Our engagement is tailored to the needs of the specific start-up and where it is in its lifecycle. We engage with all the UK’s leading large enterprises

and through this, we can help start-ups with innovative products to access those larger organisations and our partner ecosystem – such as software vendors who know how to get products to market. Level39, with its own proximity to major players, is also able to offer this kind of unique opportunity.

We are looking forward to continuing our engagement with fintech start-ups as well as those from wider industries such as retail and cybersecurity.

We believe there is real opportunity for Level39 to consider how to enable earlier stage start-ups with great, innovative ideas to its space. Especially with the students now based at One Canada Square, Level39 can embrace young people considering options such as creating their own start-ups.

GROWING REAL-WORLD APPLICATIONS

Applied Blockchain is a company based at Level39 which develops blockchains, digital databases that facilitate secure online transactions. The company focuses on translating the promise of distributed ledger technology and smart contracts into real-world applications. BizSpark has provided a range of support, such as credits for Microsoft’s cloud computing

service Azure, access to exclusive events and insights, technical, implementation and marketing support, and advice and mentoring. As a result of this, Applied Blockchain has grown quickly, and is now looking to diversify from financial services into supply chain management, aviation, property and recruitment.

Level39 – Empowering ambition

Few places, if any, in the world can match Canary Wharf as a launchpad for technology companies. At the heart is Level39, the world’s most connected tech community supporting fast-growth businesses in three clear ways – giving access to world-class customers, talent and infrastructure



We help ambitious entrepreneurs push the boundaries of finance, cybersecurity, retail and future-city technology. We provide 200 companies with the space and support they need, including the conditions to allow them to connect and help each other. Together with unrivalled access to markets, networks, thought leaders and opportunities, this makes Level39 a truly unique proposition.

Level39 itself is developing as requirements change. Over the past year, our focus has shifted to:

Find out about Providing Solutions to Billion Dollar Questions in Level39’s 4 Years Report online group.canarywharf.com/tech

1 SUPPORTING START-UPS AND SCALE-UPS

2 TALENT ACQUISITION AND RETENTION

focusing on access to customers, capital and flexible infrastructure

3 INTERNATIONALISATION

helping businesses reach new markets outside the UK



TRANSFORMING LIVES THROUGH FINANCIAL INCLUSION

“
I love being at Level39. It’s buzzing. It has a lot of energy. The exchange of experiences and information amongst the companies here is enriching. It’s a great platform for us to grow and develop, but also to be known and seen.
”

Jocelyn Braun
co-founder, AinFin Ltd

Ainfin launched its Swifin platform in Uganda in 2016 aiming to reach up to a million people in the first year. A network of agents throughout Uganda ensures that even the remotest communities can now access financial services. The system works for local people, but also helps deliver value for companies looking for more efficient distribution of their goods. Ultimately, AinFin wants to create a global digital village where individuals, businesses, multinationals and development agencies can all interact and deliver accessible financial services to everyone.

Linus and Jocelyn, the co-founders, both come from emerging markets and are familiar with the problems people face when unable to access traditional financial services. The company’s commitment to sustainable investment in support of the UN’s Sustainable Development Goals has also been recognised, with Jocelyn invited to speak alongside former US Vice-President Al Gore at the Impact Summit Europe in the Netherlands in March 2017.

“
We’re all about innovation – using technology to shake out the financial services industry. We aim to bring about positive collaborative change that creates value for everyone.
We know that the technology we are offering can reach millions of lives, and transform those lives in our time. That’s what drives us.
”

Linus Etube, co-founder of AinFin, a company reaching out from Level39 to the two billion unbanked people around the world.

SUPPORTING SCALE-UPS

According to the ScaleUp Institute, the UK remained on track in 2016 to become a ‘scale-up nation’, despite uncertainties about its post-EU future. The Institute defines scale-ups as ‘enterprises with average annualised growth in employees (or in turnover) greater than 20% a year over a three-year period, and with 10 or more employees at the beginning of the observation period.’ The Institute also calculates that closing the scale-up gap, between businesses’ current size and their potential, could create 150,000 jobs and add £225 billion to GDP by 2034.

The amount of money scale-ups already generate is disproportionate to their size – around 2% of UK businesses are scale-ups, but they represent around 10% of GDP. Scale-ups’ importance to the nation’s future economy cannot be overstated, but no other place in London offers them the sort of support we do. From offering space and meeting changing infrastructure requirements to mentoring, networking opportunities and access to markets, Level39 provides a unique offering.

DOREMING: REAL-TIME SOLUTIONS FOR REAL-LIFE CHALLENGES

Level39 member Doreming’s story begins in Japan after its founders witnessed a rise in ‘internet café refugees’ – people who had lost their jobs after the financial crash, and were carrying out part-time work from internet cafés. For many, cash-flow was a problem. Many low-paid workers were also experiencing similar difficulties, forced to resort to payday loan lenders charging very high interest. Workers would have to wait until payday to receive their wages, only to find much of their pay being taken by the lenders.

To address this, Doreming created a system that calculates pay in real time and links employers’ and employees’ banking systems. The result enables workers – usually on lower incomes and underbanked – to access their wages in real time, thus escaping the cycle of debt, loans, high interest and increased debt.

Doreming has partnered with Seven Bank in Japan, which runs the largest network of ATMs in the country, and now reaches out to 220,000 users and 440 companies. The system has huge potential to help the unbanked and underbanked elsewhere. Doreming is currently in discussions with potential partners in India and Indonesia, as well as some African countries. With its emphasis on reducing poverty and inequality, the company is also in talks with the United Nations OPS team, which builds infrastructure, manages projects and provides financial management help in support of the UN’s Sustainable Development Goals. Longer term, it aims to develop a mobile wallet for the unbanked.

Doreming moved into Level39 in 2016, having chosen London over other European countries due to its advanced fintech economy, and the better contacts and networks Level39 offered over other locations. The move clearly paid off, as in 2016, Doreming became the first Japanese company to be named in the FinTech100, as well as one of the 25 most disruptive fintech firms by innovation consultancy Freshminds.

“Level39 is wonderful in connecting us with different key players in financial inclusion and the media.”

Tomo Nakamura
Doreming



ADDRESSING THE TALENT GAP

Research by Tech City UK suggests that another one million tech workers will be needed in the UK by 2020. Quite simply, businesses need to do much more to encourage young people into the tech industry.

This is especially so with women who make up just 17% of the tech industry’s workforce – less than half the figure in the 1980s. To help address this, Level39 has long supported CodeFirst: Girls, a not-for-profit social enterprise that delivers free IT education and training to young women. In 2016, the 300th young woman passed through the Canary Wharf Group programme since 2013, and the total value of training provided has now exceeded £248,000.

We’re also looking at what we can do at Level39 to attract new talent. One significant change in 2016 was to replace a large event space with a member hub – a place where people can eat, meet and network, and find their next Chief Technical Officer – in short, a space to attract the best talent in London.



THIS GLASS IS ALWAYS GREENER

In 2016, Polysolar Ltd installed the UK’s first transparent solar bus shelter at Canary Wharf. The shelter uses a revolutionary type of solar glazing, developed by Polysolar with support from Canary Wharf Group, to generate clean, renewable energy, even in low and ambient light. The product has the potential to be integrated into photovoltaic cladding systems for buildings, which could result in significant carbon reductions.

INTERNATIONALISATION

The majority of companies based at Level39 are from outside the UK, with 48 nationalities currently represented. Innovation Norway, a Norwegian government backed project, has chosen us as a base for its most promising start-ups, sending 6–8 businesses to Level39 each year. We also collaborate with partner accelerators, such as SILK Ventures, helping business access Chinese markets. International partners recognise what Canary Wharf offers as a place of entry for growth into UK and Europe. Our substantial mentor network, comprising business leaders who know what it takes to succeed in global markets, offers a rich vein of expertise and experience on which start-ups can draw.

Level39 is a walk away from 30% of financial services IT budgets globally, and sits alongside some of the country’s most valuable retail space. Canary Wharf itself is fast becoming a smart city, its New District delivering nearly 2 million sq. ft. of high-quality commercial office space. With access to all of that, along with flexible high-quality work space and an unrivalled mentoring and support network, there is no better place for scale-up businesses to base themselves, learn and grow.



OPTIMISE

As custodians of our developments,
we want to be leading in innovation,
efficiency, resilience and collaboration



Responding to Global Challenges

Climate change and pressure on resources means the built environment of today must be adaptable for a very different future.



“
By embracing the Sustainable Development Goals and working together as one team, we have an enormous opportunity in the Built Environment Sector to come together and make sustainability real.
”

Martin Gettings
Head of Sustainability, Canary Wharf Group

Like all businesses and individuals, we must be prepared for the impacts of climate change and pressure on natural resources. That means finding new, more efficient ways to manage our Estate and its environment and to eliminate waste. We will need to be innovative, collaborative and adaptable – in our thinking, in our behaviour, in our actions.

WHAT ARE WE FOCUSING ON?

- 1. Climate change
- 2. Energy
- 3. Waste
- 4. Natural capital
- 5. Water
- 6. Responsible sourcing
- 7. Collaboration

We're contributing to the SDGs



Making Sustainability Real



STEVE GREIG
CO-MANAGING DIRECTOR
CANARY WHARF MANAGEMENT

A staggering amount of waste is generated daily at Canary Wharf; for example, approximately 17,000 disposable coffee cups are thrown away each day. Canary Wharf Management recognises the importance of this issue. We have worked closely and in partnership with Veris, a sustainability engagement specialist, to develop a bespoke solution to address waste management with all of our retail tenants, the largest generators of waste on the Estate.

We launched ‘Making Sustainability Real’ in June 2016, to bring sustainability to life across all the retailers on the Estate. From an initial benchmarking survey we were able to gauge tenants’ opinions and waste was

identified as a key issue. However, there were a number of hurdles to be overcome. While 60% of tenants included waste and recycling in staff inductions, only 19% had sustainability representatives and 81% were not fully clear on how waste was collected and managed on site.

To inspire action, we set up ‘random acts of kindness’ where retailers could nominate fellow tenants to receive free coffees from Change Please, a social enterprise training homeless people to become baristas. We also launched ‘Waste to Worth’, through which retailers could donate surplus products, including children’s books, clothes, food and even furniture to hospitals, shelters and other local groups.

Canary Wharf Management achieved

Zero waste to landfill

for the 7th Consecutive Year

Retailers also pledged to achieve targets, and regular newsletters provided updates and showcased success stories. Crucially, having Veris staff on-site and integrated with the Canary Wharf Management team, meant we could develop stronger personal relationships with all of our retailers.

Success has been spectacular. Retailers are now achieving 85% recycling and recovery rates, and Waste to Worth has seen more than 10 tonnes of surplus products diverted from waste and sent to good homes. We are also opening up the campaign to the wider public with a programme of quarterly events.

Canary Wharf Group is also keen to see how the lessons learned can be

applied elsewhere in our portfolio, for example by applying a consistent waste management approach across our buildings and involving other tenants. We are also looking to see how collaboration can unlock improvements in other areas, such as water and energy management.

With Canary Wharf itself set to grow rapidly in the near future, there will be increasing pressure on all of us to manage, recycle and eliminate all waste.

This will be a major challenge for us all and our tenants in the coming years, but we believe we have a genuine commitment in place and the solutions to achieve even more positive results.

Addressing Climate Change

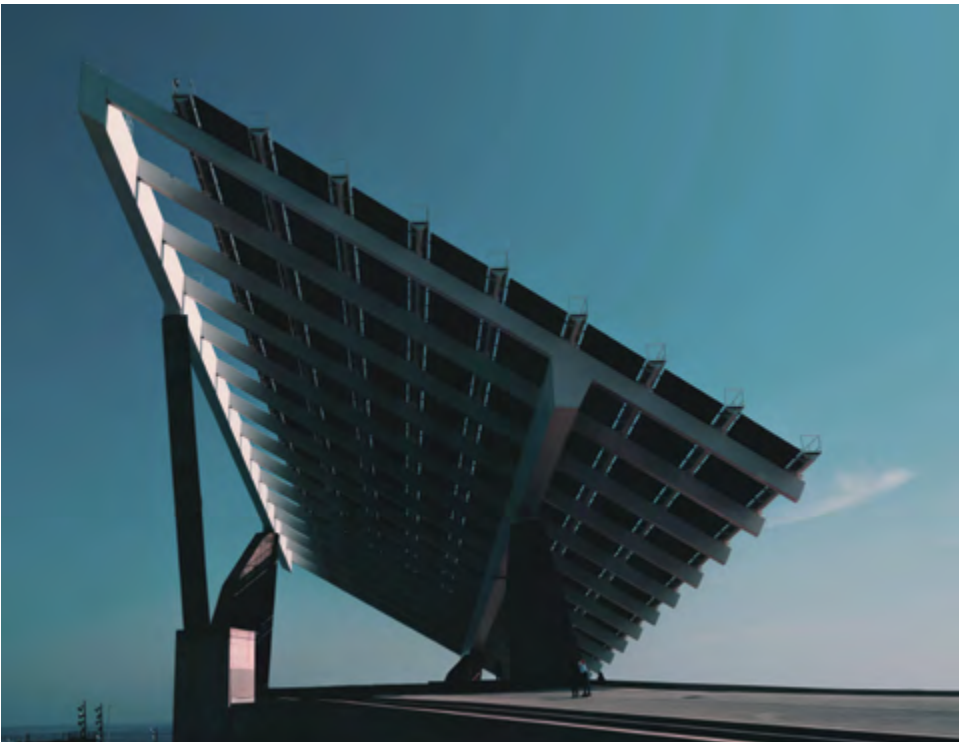
As a business, we need to be resilient to the effects of a changing climate to maintain wellbeing, water security, and promote biodiversity. To prepare for a future climate we are adopting an integrated climate adaptation approach that supports the goals set by the COP21 Paris Agreement, and we are also considering Science-Based Targets. Our design team will evaluate the potential risks and effects of climate change, and consider the impacts on the development and surrounding areas. To reduce those impacts, the team will devise viable solutions to mitigate climate change over the development’s lifetime. Each project will also have its own unique climate change strategy developed in conjunction with our consultants.

In developing our responses, we will research approaches used by other countries, explore the inclusion of facilities such as rainwater collection, and take a flexible and integrated approach to managing natural capital to increase its resilience to the threats posed by climate change.

While such an integrated approach will be more time-consuming initially, we believe it will bring a range of benefits, such as collaboration across different disciplines, greater knowledge and awareness of risks, future proofing and business continuity, improved health and wellbeing, value creation and knowledge sharing with tenants.

ISO 50001
certification since
October 2015

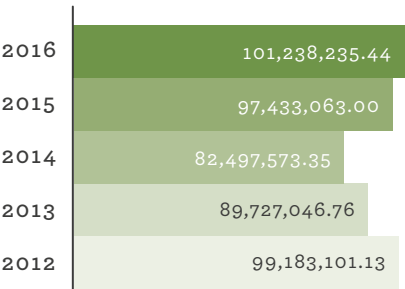
100%
electricity from renewable
sources since 2012



ENERGY CONSUMPTION

In 2016, landlord influenced energy use rose by 3.9%, as 25 Churchill Place became fully operational and occupied. However, this was a significantly smaller increase than in 2015, and tonnes of CO₂ fell by 14.4%. Consumption per occupant across our comparable managed office buildings rose marginally by 0.9%. Across retail, however, it fell by 3.7% and across infrastructure and car parks it fell by 9.3%, testimony to the numerous actions that were taken to mitigate increases in energy use.

CANARY WHARF GROUP ENERGY CONSUMPTION (KWH)



THE CHALLENGE OF EMBODIED CARBON

Embodied carbon is the CO₂ emissions produced during the lifecycle of building materials, from manufacture to the end of their life. We are members of a UK-GBC working group that aims to set up guidelines for the assessment of embodied carbon, and are also refining our own methodologies to ensure consistency.

We are setting up targets to reduce embodied carbon, but first we need to understand what the baseline is. In 2016, we worked with consultants to complete lifecycle assessments of three buildings, including One Bank Street and two buildings at New District, to understand their embodied carbon performance. This information will enable us to establish comparisons and help us develop a baseline for future buildings.

We are working with trade contractors to encourage them to consider the lifecycle impacts of their products, and developing Environmental Product Declarations (EPDs) to embed considerations of embodied carbon along the supply chain. We are also using new software, based on suppliers’ EPDs, which provides much more accurate figures. Throughout all this, we will continue to collaborate across the industry through the UK-GBC working group to share experiences and learning, and will encourage others to do the same.

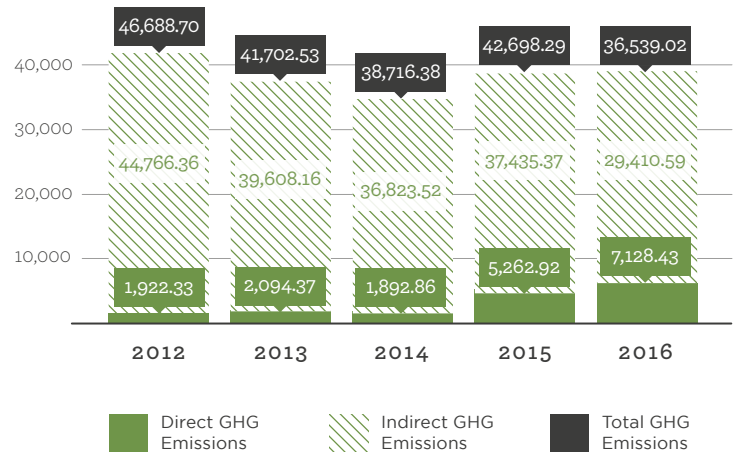


GREENHOUSE GAS EMISSIONS

In Canary Wharf Contractors we continually monitor the greenhouse gas (GHG) emissions of our developments, including from the transportation of materials to and from site, using an online recording system. In 2016, when benchmarked against our annual spend, our emissions fell by 29%, compared with 2015.

While absolute emissions in our office buildings rose in 2016, this was expected with new offices becoming occupied. However, thanks to our energy-saving initiatives, emissions per occupant fell from 1.14 tonnes to 0.89. Across retail, emissions per 1,000 visitors fell slightly at 0.11 tonnes despite a 25.7% increase in footfall year on year, and there was a slight fall in emissions from infrastructure and car parks.

CWG LANDLORD INFLUENCED DIRECT AND INDIRECT GREENHOUSE GAS EMISSIONS (TCO₂E)



The power of collaboration

As landlords, we believe in the power of collaboration with our tenants. Through our Corporate Impact Voluntary Agreement (CIVA) project, we are doing just that, looking at how we can address waste challenges across our Estate in a standardised way. Using CIVA, we are working with tenants to promote best practice and share data to enable us to achieve this aim. The results will make a real impact.



Businesses inevitably generate significant amounts of waste from their offices and canteens. However, companies whose premises are not managed directly by the Group all have their waste collected in different ways, by different contractors. This offers a real opportunity for us to collaborate with those companies to find ways to share data, standardise processes and measurements, and achieve real benefits. The initiative is being facilitated by our partner, Footprint Media, who is applying a successful waste management model used in the hospitality industry. The first step is to take data from each tenant involved in the pilot about its waste and how it is managed. We then analyse how the data is collected, what metrics it is using, and how the process can be standardised.

Our aim is to demonstrate the tangible business benefits that will arise from such an approach to waste management, and encourage more businesses to sign up – including extending the scheme to on-site retailers.

In the short term, we will report on the milestones and clear wins delivered. We believe the results will show how, through collaboration with our tenants, we can collectively push ourselves to achieve even more. Our long-term goal is to extend the process even further, and to other areas, such as energy and water.

“

In collaboration with the team at Canary Wharf we have created a sense of community and a real desire from stakeholders to be part of the solution not the problem.

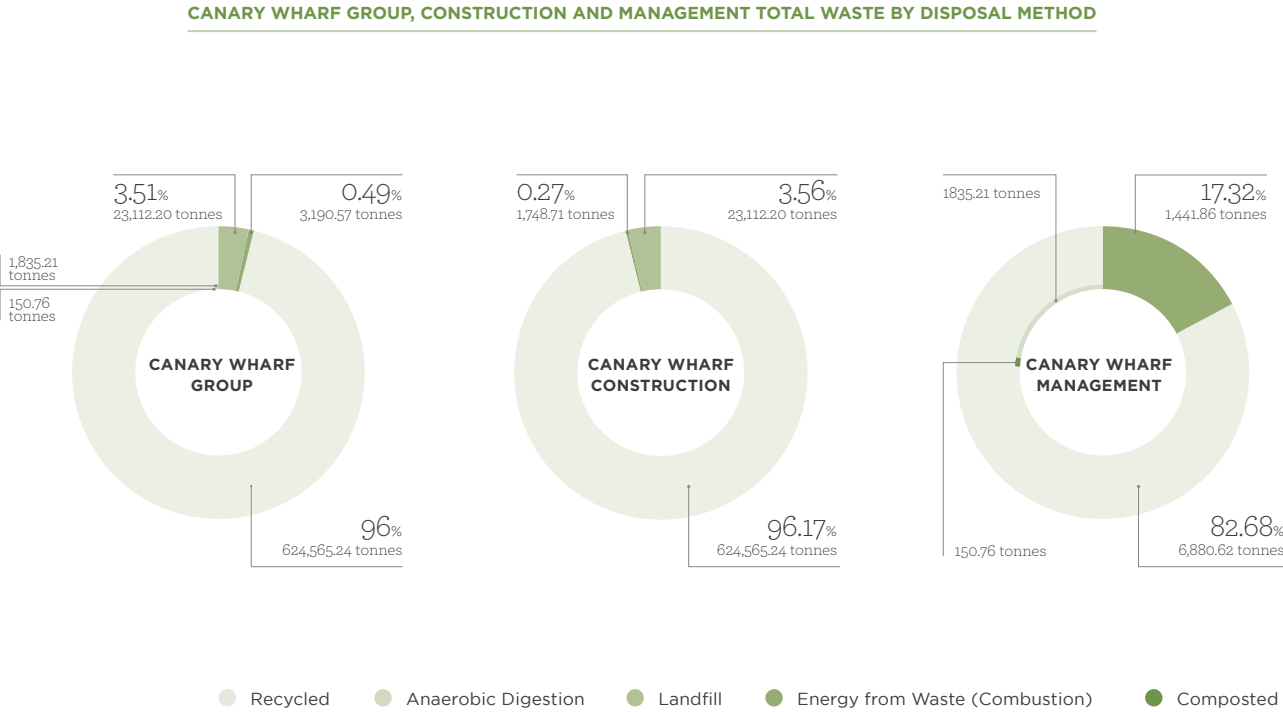
”

Kate Cawley
Creative Director, Veris Strategies



Managing waste

Across Canary Wharf Group, we generated 657,785 tonnes of waste in 2016. This was a significant rise, due to construction at New District, Newfoundland and Southbank Place, which saw sharp rises in demolition and excavation waste.



We set ambitious goals and targets to reduce waste generated and to use responsible disposal methods. In Canary Wharf Contractors we aim to use responsible disposal methods for all our waste. However, the nature of the additional waste generated in 2016 meant that the percentage sent to landfill rose from 1% to 3.56%.The amount recycled fell slightly to 96%.

We also support our tenants, occupiers, staff and contractors in reducing their resource use and improving waste recycling with an individual Building Sustainability Management Plan for each of our buildings. In 2016, we launched an initiative with Veris Strategies to reduce waste among our retail tenants, and we will be further developing this and waste management control systems in 2017.



Jubilee Park, Canary Wharf London

Protecting our Natural Capital

Natural capital – vegetation, water, open spaces and other natural features and resources – is an essential and integral part of our developments. For one thing, it provides aesthetic enhancement and places people can enjoy and relax in. It also provides home and shelter to myriad species of animal and plant life and provides the raw materials and resources we need to develop and manage our Estate.



Natural capital also plays a vital practical role in absorbing carbon, providing clean air and reducing pollution, as well as providing essential raw materials and resources such as water. With resources coming under increasing pressure, we must learn to make the best use of them. Biodiversity may once have been seen as a nice-to-have; today, it is recognised as a must-have.

ENCOURAGING BIODIVERSITY

Our Biodiversity Action Plan is currently being reviewed and updated, to ensure we continue to manage the Estate for the benefit of people and wildlife.

Canary Wharf and the surrounding landscape contains a surprising amount of biodiversity, both on land and in the water. Within 2 kilometres of Canary Wharf there are four nature reserves, 26 Sites of Importance for Nature Conservation and no fewer than 170 open space sites, together covering more than 300 hectares. With the Thames corridor providing a further 2,090 hectares, Canary Wharf contains or is connected to a huge area of natural landscape and habitat.

Canary Wharf itself includes three extensive green roof urban parks, 13 buildings with living roofs totalling 8,000sq metres, and more than 650 trees, with a tree cover of 4.3%. The benefits of our tree population, from pollution removal, carbon storage, carbon sequestration, oxygen production and

stormwater runoff avoidance, amounts to £658,000 a year, according to our biodiversity study, where we used i-Tree methodology to calculate the value.

We are currently collating a database of information to include designated sites, parks and open spaces, notable species records, buildings with living roofs, amenity space, trees and other ecological features. This will help us to understand what species, habitats and features are present on the Estate, so that we can set relevant and achievable targets. Targeting estate-wide ecological enhancements will also contribute to local conservation targets, and encourage species to colonise new areas.

Canary Wharf's tree population provide environmental benefits worth an estimated

£658,000

annually, according to i-Tree methodology

PROMOTING BIODIVERSITY

As part of our New District we're incorporating a range of features designed to attract and encourage wildlife and biodiversity into our design approach to improve air quality and visual aesthetics. We developed a site-wide nature and ecology plan, and specific features include bird-nesting facilities, green and brown roofs, and aquatic habitat enhancement through ecology islands and artificial refuges for fish. Even the design of the buildings has included complex vertical structures to mimic the cliffs used by black redstarts. We believe these features will both attract wildlife and enhance the area for its human residents.



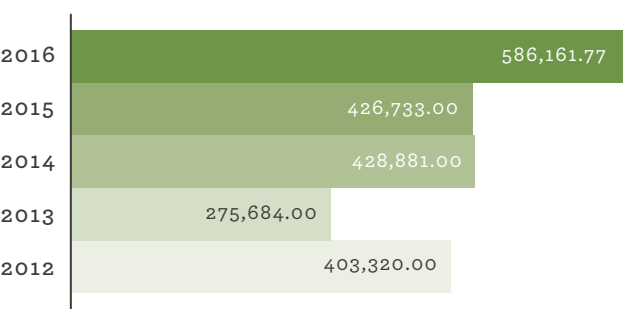
Jersey cudweed (*Gnaphalium luteoalbum*) found growing on the sedum roof

WATER USE

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.

During the year, total water use in CWG was 586,161.77 m³. Water use per occupant in office buildings rose by 6.25% in the year, but across retail fell per 1,000 visitors by 52.7%, a significant reduction resulting from our water-efficiency initiatives.

CANARY WHARF GROUP LANDLORD INFLUENCED WATER USE (M³)



REDUCING WATER USE

Our newest commercial development, One Bank Street, includes several features to reduce water usage and improve efficiency. A water leak detection system is capable of detecting any major leaks on the mains water supply within the building, and between the building and the main system, while a greywater harvesting system has enough capacity to cover the water needs for all of the building’s toilets. We believe these and other features will enable us to achieve our target of a 55% reduction in the building’s water consumption compared with actual component specification.



RESPONSIBLE MATERIALS AS STANDARD

We ensure that all the major materials we use are from verifiable, traceable sources, while other materials are sourced from companies using an Environmental Management System (EMS). In 2016, a Major Materials Tracking system was introduced to monitor compliance against our responsible sourcing standards. In line

with this, 100% of the timber we use at a project-wide level comes from Forest Stewardship Council® (FSC®)-certified sources, and the concrete and structural steel we purchase is to BES 6001 standard. To ensure compliance, we use a comprehensive certification process involving independent assessments of our suppliers and their extended supply chains. Through this engagement, we also support suppliers in meeting the most stringent responsible sourcing standards.

ADVANCING SUSTAINABILITY IN THE SUPPLY CHAIN

We select partners, contractors and suppliers who share our values and are willing to work in responsible and innovative ways.

In Canary Wharf Contractors, our current pre-qualified supply chain consists of over 342 Canary Wharf Contractors 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-qualification 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.



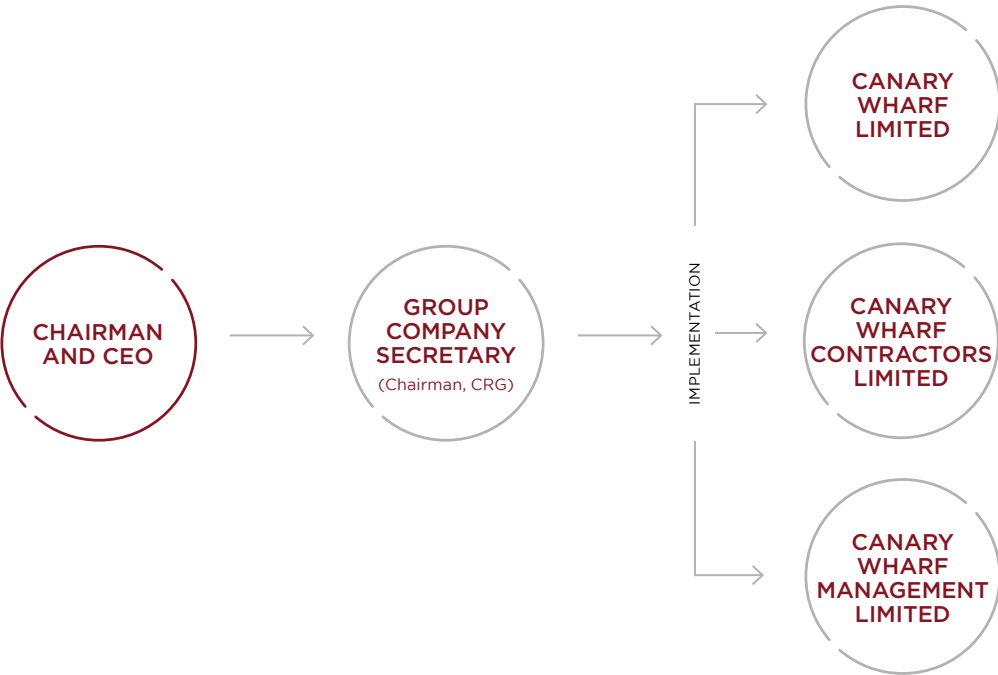


MANAGE

We manage our impacts and promote integrity in all that we do so we maximise the quality of our developments, our relationships with our stakeholders and the value we create for society

Responsible business practices, ethics and compliance

Our Corporate Responsibility Group (CRG) oversees our approach to responsible business. The CRG is chaired by a managing director from within the Group, and membership includes senior management from across our three operating companies.



The CRG is responsible for setting relevant strategy and targets throughout the Group, and sharing lessons learned. It also monitors performance against these targets on a quarterly basis and holds regular meetings six times the year.

“
The foundation of our strategy is underpinned by several key principles that guide how we work.
”

John Garwood
Company Secretary and Chair
Corporate Responsibility Group
Canary Wharf Group

- WHAT ARE WE FOCUSING ON?
- 1. Governance
 - 2. Engagement and stakeholders
 - 3. Materiality
 - 4. Responsible practices
 - 5. Ethical business



Canary Wharf in physical context

GOVERNANCE AND ETHICS

The CRG regularly utilises the experience and knowledge from experts throughout the Group. They provide additional focus on a range of issues, including energy and waste, water, transport, the community and local economy, health and safety, human resources, procurement, communications, and our ISO14001:2004 certified Environmental Management System.

Our business activities are guided and driven by a number of codes and policies. Our Code of Business Practices and Ethics provides an overarching benchmark. It is supported by a series of policies, including our Corporate Responsibility Policy, Modern Slavery Policy and Anti-Bribery and Corruption Policy (see www.group.canarywharf.com).

Responsibility for compliance rests, ultimately, with all our employees. It is they who implement our programmes, achieve our targets and enable us to achieve our ambitions, helping us to push the boundaries of best practice and retain industry leadership.

We also recognise we live in a fast-changing world, and a future we are helping to shape. Although our governance structure has served us well, we are always exploring ways to improve our management and communications framework.

Being a good employer

Our success is built upon our people – our employees, partners and contractors. The talent, commitment and dedication they bring is the platform upon which our success is achieved.



In return, we aim to be a good employer. We strive to provide a safe and supportive workplace, as well as fair rewards that recognise our employees’ contributions and career development and training opportunities that enable them to grow.

We provided training and development programmes to 964 employees – 74% of our total – in 2016. Programmes covered issues such as our anti-corruption and bribery policies, health and safety and diversity.

Our Employee Assistance programme continued to offer information on topics including personal healthcare, bereavement and legal matters. We also provide training on personal safety and security.

We are particularly proud of the diversity of our workforce, which in 2016 reflects the wider population of our locality. Our employee turnover was 8.12% in 2016, a fall from 2015 and reflecting our belief that we are a company people choose to work for.

Our support does not, however, stop with our employees, but extends to the wider communities around us. We help local people to gain new skills and experience, and we seek to nurture the talent of the future through our work with school, college and university students (see more about local employment and training on pages 30-32).



Staff training

YOUR SAY

In 2016, we launched Your Say, the first employee engagement survey for Canary Wharf Management staff. We wanted to better understand our employees’ views around success and motivation, and what we could do differently to improve the working environment.

The results were significantly above the benchmark set by HR consultancy ETS:



The survey will be followed in 2017 by workshops with staff, after which we will develop action plans to address core areas of improvement.

SAFETY, HEALTH AND WELLBEING

Every day, more than 120,000 people come to our Estate. This includes partners, contractors, and our own employees, as well as the tenants and visitors who come here as their place of work or leisure. We are responsible for their safety, security and well-being – a responsibility we take extremely seriously.

REDUCING ACCIDENTS AND INCIDENTS

Our procedures and practices managing accidents and incidents are contained in our Health and Safety Policy, part of our integrated management system (see www.group.canarywharf.com).

We believe that all accidents and incidents are preventable, and are committed to continual improvement in providing a safer working

environment through the management of our Estate. To achieve this, we work closely with our tenants and with organisations such as the London Fire Brigade, London Ambulance Service and the Health & Safety Laboratory.

As a result of the measures we have taken, Canary Wharf Contractors’ Lost-time Accident Frequency Rate (AFR) fell to 0.21 per 100,000 hours and in 2016 CWM received a RoSPA Gold Award.

On our construction sites, we aim to have zero work-related accidents and incidents. This requires close collaboration with our contractors and has resulted in no fewer than five CWC projects – Southbank Place, New District, Bank Street, Newfoundland and 7 Westferry – being presented with a RoSPA Gold Award, with a further Gold Medal for CWC itself at the 2016 RoSPA Awards. In 2016 CWC had a total of 5 lost time accidents, representing a lost accident frequency rate of 0.17, a fall in AFR of 29.16% from the previous year. In 2016 in CWC nearly 3 million project hours were worked.



Engagement in action

Engaging with our stakeholders

Canary Wharf has many stakeholders, including tenants, local residents, employees, investors, and local and central government bodies. We believe in open dialogue – of which this report is an example – with all who have a stake or interest in what we do.

We use both formal and informal processes to meet, communicate and share information, both internally and externally. Informal meetings provide useful opportunities to share concerns and ideas for improvement. More structured sessions, such as formal consultations linked to proposed new developments, tenant and CSR lunch forums, and professional surveys.

We take on board all of our learning from engagement with stakeholders, using it to inform how we design, build and manage our properties across our operations.

Our materiality assessment

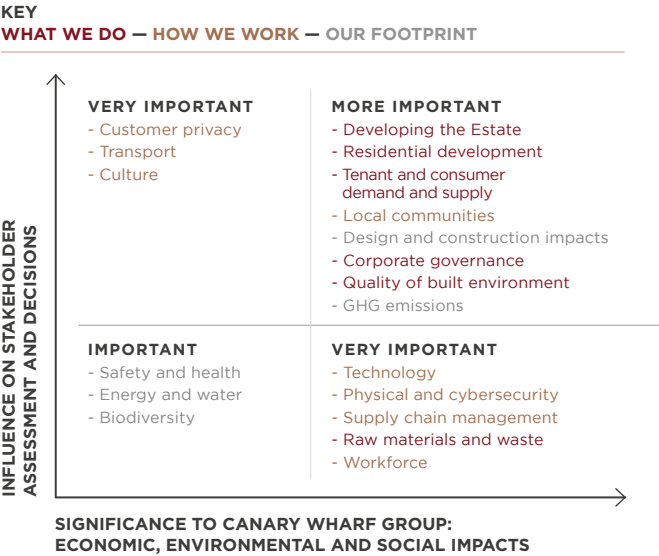
Our most material issues represent our key impacts, opportunities and risks. These priorities drive our activities, forming the basis of our reporting.



We conducted a materiality assessment in 2015 and 2016. Desk-based research into the key issues raised by industry peers and key stakeholder groups was completed along with a materiality workshop involving our cross-functional governing body, the Corporate Responsibility Group (CRG), and key external stakeholders. This process took into account a number of factors, including considerations of our corporate risks, participants’ understanding of stakeholder expectations, and the trends and issues most relevant to our sector.

Through this process, we identified 20 issues deemed material both to our business and to our key stakeholders. These issues have been categorised across three key boundaries of our business: what we do, how we work and our footprint, and are detailed in the diagram following.

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



Progress against targets

For a full list of performance against targets, see our Appendix online group.canarywharf.com

In 2016, we achieved many of the objectives we set out in last year’s report, and made progress against almost all of our stated ambitions, achieving 89.8% of what we said we would do.

CRG AREA	2016 CRG TARGET	2016 STATUS: 89.80%	PLAN FOR 2017	LONG TERM AIMS
COMMUNICATION	Review associations and benchmarking options and determine best value	100%	Establish GRESB membership and utilise metrics and benchmarking	Collaboration with our contractors, suppliers, local community groups, government, tenants, occupiers and retailers to support sustainable development
	Produce Annual Sustainability Report for 2016 to meet GRI Standards: Core Option	100%	Produce Annual Sustainability Report for 2017 to meet GRI Standards: Core Option	
	Publish CWG Sustainability Policy, Strategy and update pages on CWG website	100%	Review options for Sustainability Website pages and integrated reporting platform	
	Review feasibility of Voluntary Agreement (KPIs) with CWG tenants	100%	Secure early adopter Tenant participants and launch CIVA focussing on Waste and Resources	More agile communications on a variety of channels
	Arrange Post Occupancy Evaluation for 25 CP	0%	Compete BP4 asset performance pilot	
	Participate in external engagement activity	100%	Participate in external engagement and leadership activity	
	Review and target appropriate awards	100%	Review and target appropriate awards	
CONSTRUCTION (DESIGN)	Establish long term sustainable design strategy and publish on CWG Intranet	100%	Establish protocol, roadmap and tools to deliver Long Term Sustainable Design Strategy	All buildings to achieve a 45% reduction in carbon emissions over Part L
	To be on track to meet or exceed set EAM Ratings (BREEAM CfSH) on applicable projects	100%	To be on track to meet or exceed set EAM Ratings (BREEAM CfSH) on applicable projects	
	Achieve BREEAM Outstanding Design stage rating	100%	All Commercial projects to target BREEAM OUTSTANDING	
	Gap check Well Standard for Shell and Core projects	100%	Develop a Wellbeing checklist and a Sustainable Design fit out guide for all projects	At least 2 buildings achieve 15% reduction in energy demand through passive design measures
	Gap check Home Quality Mark & Well Standard for Residential projects	100%	CWG to review implementation of HQM	
	Assess embodied carbon of at least 3 commercial buildings	100%	Develop an Embodied Carbon Protocol for CWG	

CRG AREA	2016 CRG TARGET	2016 STATUS: 89.80%	PLAN FOR 2017	LONG TERM AIMS
CONSTRUCTION (DESIGN) CONTINUED	Target first A rated EPC Commercial Building for Canary Wharf	100%	All buildings to achieve a 35% reduction in carbon emissions over Part L	All office buildings design to achieve 45% reduction in water consumption 50% all future buildings to have climate change adaptation risk assessment & resilience report
	Work towards first Masterplan Level certification	100%	Achieve interim BREEAM Communities certification for at least 1 Masterplan	
	Set up longer term quantitative targets within Sustainable Design Strategy	100%	Set longer term Design KPIs targets	
CONSTRUCTION	Establish Long Term Sustainable Construction Strategy and publish on CWG Intranet	100%	Establish protocol, roadmap and tools to deliver Long Term Sustainable Construction Strategy	Develop an Embodied Carbon Protocol for the Company
	Increase Environmental Rep involvement in communicating KPI performance v target	100%	Define a standard set of KPIs to be displayed across all projects	
	Update all CWCL EMS documents in accordance with Sustainability Strategy	100%	Responsible Procurement embedded in trade scopes and outputs recorded in REALise	
	Develop online KPI tracking	100%	Maintain compliance with FSC Project Certification standard using the REALise system	All new projects to have at least 36% of all materials responsibly sourced (by volume)
	Finalise online FSC Project Certification system	100%		
	Improve training given to Trade Contractors on the use of the online reporting system	100%	Investigate potential for training to be developed into eLearning module	
	Review options for Environmental Inspection to be based online	100%	Develop and trial online Environmental Reporting System	
	Maintain improvements in all Sustainability KPIs in line CWCL Target Areas	73%	Set longer term Construction KPIs targets	Develop roadmap and strategy to achieve Zero Waste to Landfill
ENERGY MANAGEMENT	Establish Long Term Sustainable Estate Management Strategy, publish on CWG Intranet	100%	Carry out Science Based Targets (SBTs) feasibility phase	Establish long term energy reduction and investment programme
	Replace truck tunnel lighting with more energy-efficient systems	50%	Assess Feasibility for renewable technologies and LED upgrades	
WASTE MANAGEMENT	Recycle, reuse recover CWML non haz waste: Managed offices 82%, Retail 85%, Infra 70%	98%	Recycle, reuse recover CWML non haz waste: Managed offices 85%, Retail 85%, Infra 70%	Further embed long term resources strategy working towards a circular economy
	Expand waste management engagement strategy to managed offices	0%	Expand waste management engagement strategy to managed offices	
WATER MANAGEMENT	Define Automated Meter Reading proposals to CWML controlled mains water supplies	100%	Install smart meters across CWML Managed Buildings	Establish long term water management strategy
TRANSPORT	Work with TfL to install Cycle Hire Scheme docking station at Westferry Circus	100%	Identify and source a supplier of compliant sustainable vehicles for use on the CW Estate	Maintain improvements in Estate transport activity
	Enrol in and achieve Bronze status in the Fleet Operator Recognition Scheme (FORS)	100%	Achieve Silver status in the Fleet Operator Recognition Scheme (FORS)	
BIODIVERSITY	Engage suitable Ecological Consultant, develop and implement defined roadmap	100%	Implement an integrated strategy that promotes biodiversity and green corridors	Establish a long term Biodiversity strategy
	Increase awareness and participation in annual Wildlife Photography Award	100%	Increase awareness and participation in annual Wildlife Photography Award	
			Investigate, source and trial eco-friendly cleaning products as alternative to current options	

CRG AREA	2016 CRG TARGET	2016 STATUS: 89.80%	PLAN FOR 2017	LONG TERM AIMS
PROCUREMENT	75% of CWML Suppliers to gain accreditation with the Safe Contractors Scheme	100%	85% of CWML Suppliers to gain accreditation with the Safe Contractors Scheme	Develop sustainable procurement strategy certified to ISO 20400
SOCIAL AND ECONOMIC DEVELOPMENT (SLPN)	Raise awareness South London Procurement Network (SLPN) with CWCL Trades	100%	Raise awareness by producing the Southbank Place and Lollard Street Newsletter	Creating more jobs, not just on our sites but throughout supply chains and operations
	Support SBP by providing secretariat role and hosting meetings	100%	Support SBP by hosting appropriate meetings/events and host Lollard Street community event	
	Hold a meet the buyer event for CWCL and its trade contractors	100%	Hold at least one Meet the Buyer event for CWCL and trade contractors	Providing more opportunities for local people
	Ensure 75% of SMEs registered on the database to have 4 core policies in place	70%	This target is now closed. Bespoke support will be given to suit the needs of the SME	
	100 SMEs (Cumulative) to be considered by CWCL trade contractors for relevant works	78%	100 SMEs (Cumulative) to be considered by CWCL and trade contractors for relevant works	
	Local SMEs to secure £6m of local business with the assistance of SLPN intervention	100%	Local businesses to achieve £45m with the assistance of SLPN intervention	Contributing to economic growth, locally, nationally and internationally
	Build partnerships by hosting 5 events as part of Meet the Buyer	100%	Build partnerships by participating in at least 2 external joint events with relevant groups	
	Deliver 18 seminars	100%	Deliver 12 workshops/seminars on capacity building subjects	
SOCIAL AND ECONOMIC DEVELOPMENT (ELBP)	Increase the number of 1-1's delivered to 20 providing more focused support to SMEs	90%	Provide appropriate, bespoke, specialist support as and when required by SME	Providing skills development for those in the local community
	East London Business Place ELBP Undertake a major review of the BORIS database	100%	This target is now complete and closed	
	Rationalise and further develop the ELBP Construction SMME database	87%	Develop a qualitative supply-chain database of 100 SMMEs	
	Bid ERDF funding / develop in-house ELBP team / feasibility of social enterprise company	100%	Building Legacies: 236 SMMEs / 26 New Enterprises / 15 FTEs / 30 SMMEs 'new to the firm'	Bridging the skills gap in construction
	Bid for City of London funding for Phase 4 of the Ready to Supply the City programme	100%	This target is now complete and closed	
COMMUNITY	Achieving local spend: Whole Group 45% / CWL 45% / CWML 45% / CWCL 45%	76.50%	Achieve overall Group local spend 45%	
	Undertake a review of CWG's employment support activities	100%	Engage 10 schools in talks / workshops on construction related careers.	Supporting more inclusive growth and reducing inequality local to our operations
	Review reporting of CWG's outreach activities and create database	100%	Prepare 5-year strategy for Social & Economic Development Activities.	
	Host visits, target 1,000 guests; review CSR Lunch format; design and host new forum	100%	Continue engagement activities to achieve 1000 guests either on site or at our offices	
	Expand volunteering to encourage wider participation across the business	100%	Expand the volunteering offer across the organisation with the target of 5% total staff take up	

CRG AREA	2016 CRG TARGET	2016 STATUS: 89.80%	PLAN FOR 2017	LONG TERM AIMS
HUMAN RESOURCES AND TRAINING	Remodel and deliver CWG Sustainability Awareness training	100%	Training rolled out to CWL / CWCL / CWML staff in 2017, CWCL training defined and certified	Maintain staff turnover rate
	Implement a CWML Staff Engagement Survey	100%	Findings and actions resulting from survey implemented and communicated to relevant staff	Promote employer of choice message
	Establish a staff helpline	30%	Launch staff helpline in 2017	
	To ensure at least 80% of staff complete Anti-Bribery & Corruption refresher training	30%	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	30%	To ensure at least 80% of staff complete Modern Slavery training by end of year	Promoting gender equality in the construction industry
HEALTH AND SAFETY	To ensure at least 10 work experience students are placed from Lambeth Borough	30%	To offer appropriate events and activity to interested parties within Lambeth Borough	
	Update CWG safety portions of website to communicate commitment	100%	Update CWG safety portions of website to include graphics and statistics	Promoting even safer environments throughout our operations
TECHNOLOGY	Develop and launch on-line Incident Management System to improve visibility of actions	100%	Control CWM contractors: 100% ePermit/ handbook/ eAudit/ Target 10% improvement	
	Assist tech companies in achieving high growth	100%	Assist business growth for Level39 members in the scaling stage.	Supporting businesses to 'scale up'
	Determine feasibility for participation in external Smart City programs	100%	Define formal process for linking sustainability and technology functions	More collaboration with organisations around the world
RESIDENTIAL	Support Code First: Girls	100%	Run a formal roundtable celebrating Code First Girls/ Talent at L39	Encourage ambitious entrepreneurs and businesses to grow at Canary Wharf
	Develop mngt strategies to residential buildings, health clubs, swimming pools, concierge	100%	Refine Strategies as business partners appointed	Creating places that improve the quality of life of those who work and live there
	Scope out and instigate development Residents Web Portal and Community Application	100%	Appoint portal designer and key staff to design and build residential community application	
SECURITY	Improve staff performance and customer service to tenants and visitors to the Estate.	89%	Improve staff performance and customer service to the tenants and visitors to the Estate	Promoting even more secure environments throughout our operations
	Deliver enhanced first aid training to one third of operational security staff	100%	Deliver enhanced First Aid training to a further one third of operational security staff	
	95% pass rate for Security Industry Authority Door Supervisor Licence training	100%		

About this report

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

REPORTING SCOPE


This report covers the properties and activities that we directly managed and controlled in 2016, namely:

- Canary Wharf Estate (infrastructure areas);
- One Canada Square;
- 40 and 50 Bank Street;
- 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



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 2016'. The information and data published in this report in June 2017, reviewed in this assurance process, covered the period 01 January 2016 to 31 December 2016, unless otherwise stated.

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:
<http://group.canarywharf.com/corporate-responsibility/>

Bureau Veritas also conducted a review of CWG's disclosures against the requirements of the Global Reporting Initiative (GRI) Standards and a gap analysis against the European Public Real Estate Association (EPRA) Sustainability Reporting Best Practices Recommendations as well as the GRESB guidelines. Details of our analysis were provided to Canary Wharf Group in an internal report to management.

Bureau Veritas UK Ltd, May 2017

influence. Among these are outsourced procurement arrangements, energy consumed and purchased direct 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 Standards: Core Option. Our full GRI index can be found in our Appendix online www.group.canarywharf.com

It is also aligned with the European Public Real Estate Association's (EPRA) Best Practices Recommendations on Sustainability Reporting, Global Real Estate Environmental Benchmark (GRESB) and CDP requirements

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 63) for our business and our stakeholders.

ABOUT OUR ENVIRONMENTAL DATA

The baseline for all our environmental performance data and future targets is 2012, as this was our initial GRI reporting year. To view earlier performance data, please refer to our 2012 Sustainability Report.

Due to the changing nature of the business and the addition and/or removal of buildings from our management portfolio, a like-for-like comparison and normalisation of the data on energy and water consumption has been carried out as the best way to reflect our year-on-year performance.

Canary Wharf Management Limited data incorporates Canary Wharf Limited data, which includes buildings, retail and infrastructure, and Canary Wharf Contractors Limited data, which includes construction, demolition and excavation projects:

- Office buildings data covers six managed buildings and Canary Wharf Group's administrative areas – 75% of the managed buildings portfolio.
- Retail data includes five retail malls – our entire retail portfolio.
- Infrastructure and car parks data covers 100% of those areas.

Normalisation

Normalisation was worked out on the best fit for the type of operation due to the variation of operation and control between the different areas of the business:

- Office intensity is shown per occupant.
- Retail intensity is based on footfall, using an indicator of per 1,000 visitors.
- Infrastructure and car parks intensity is shown per m², and based on Gross Internal Areas (GIA).





APPENDIX

PERFORMANCE IN DETAIL

To examine our performance in greater detail, this appendix offers readers a summary of our progress against our 2016 targets, detailed environmental data and a GRI index.

Awards and accomplishments

SUSTAINABILITY BENCHMARKS



	GLOBAL REAL ESTATE SUSTAINABILITY BENCHMARK (GRESB) Canary Wharf Group received a score of 77% Higher than sector Average and earned 5 Green Stars
	ENVIRONMENTAL ASSESSMENT METHODS CWG Projects received the following Certifications in 2016: - One & Five Bank Street BREEAM New Construction (2014) Outstanding (Design-stage) - Southbank Place (Retail) BREEAM New Construction (2011) Very Good (Design-stage) - Level 38 University College London SKA Rating for Offices (2013) Gold (Post-construction)

FORESTRY STEWARDSHIP COUNCIL® FSC®

The following Canary Wharf Contractors Projects received FSC® Full Project Applicant Status:

	- FSC-P001651 Burdett Road
	- FSC-P001654 One & Five Bank Street
	- FSC-P001656 Newfoundland
	- FSC-P001657 New District
	- FSC-P001659 Lollard Street
	- FSC-P001607 Southbank Place

CONSIDERATE CONSTRUCTORS SCHEME

	Canary Wharf Contractors Projects received awards in the Considerate Constructor Scheme: - Southbank Place Ultrasite (one of only 10 UK sites piloting this level of performance)
	- Canary Wharf Crossrail Station GOLD

HEALTH AND SAFETY AWARDS

Royal Society for the Prevention Accidents RoSPA awards:

	- Gold Medal – Canary Wharf Contractors
	- Gold Award – Canary Wharf Management
	- Gold Award – CWCL Project 7 Westferry
	- Gold Award – CWCL Project Newfoundland
	- Gold Award – CWCL Project One & Five Bank Street
	- Gold Award – CWCL Project New District (Wood Wharf)
	- Gold Award – CWCL Project Southbank Place

PROJECTS & CAMPAIGN AWARDS

	MIPIM AWARDS BEST URBAN REGENERATION PROJECT Crossrail Place London, United Kingdom Developer: Canary Wharf Group
	NEW LONDON AWARDS 2016 TRANSPORT & INFRASTRUCTURE Winners Crossrail Place, Canary Wharf, E14 by Foster + Partners for Canary Wharf Group - Commended
	FLEET OPERATORS RECOGNITION SCHEME Canary Wharf Management Awarded Fleet Operators Recognition Scheme - Bronze
	INVESTORS IN ZERO WASTE Canary Wharf Management received Investors in Zero Waste 5 Star Award (the highest accolade) - for the ‘Making Sustainability Real’ campaign

Targets and performance

In 2016, we achieved many of the objectives we set out in last year’s report, and made progress against almost all our stated ambitions. We estimate that we have achieved 89.8% of what we said we would do. We also outline our targets for 2017.

CRG AREA	2016 CRG TARGET	2016 STATUS: 89.8%	2016 PROGRESS UPDATE	PLAN FOR 2017
COMMUNICATION	Produce Annual Sustainability Report for 2016 to Global Reporting Initiative (GRI) Standards: Core option	100%	On Track for Public release on 30 May	Produce Annual Sustainability Report for 2017 to meet GRI Standards: Core option
	Review Associations and benchmarking options and determine best value.	100%	Peer Group review carried out. Recommend UKGBC GRI GRESB CDP EPRA be maintained	Establish GRESB membership to utilise metrics and benchmarking
	Publish CWG Sustainability Policy, Strategy and update Sustainability pages on CWG website	100%	CWG Sustainability Strategy and Policy Published on Website and Internal Strategy docs published on CWG Intranet. Sustainability pages on Website updated to accord with Policy and Annual Sustainability Report messaging	Review options for Sustainability Website pages and integrated reporting platform
	Review feasibility of VA (KPIs) with CWG Tenants	100%	Feasibility of CIVA program extensively reviewed by CWG and Tenants	Secure early adopter Tenant participants and launch CIVA focussing on Waste and Resources
	Arrange PO Evaluation for 25 CP	0%	Not done in 2016	Compete BP4 asset performance pilot
	Participate in external engagement activity:	100%	Participate in: UKGBC Future Leaders programme / Cambridge Institute of Sustainability Leadership / BRE Strategic Ecology Framework / CIBSE Resilient Cities Working Group / Various CCS Strategic Working Groups	Participate in external engagement and leadership activity
	Review and target appropriate awards	100%	Achieved the following awards in 2016: One & Five Back Street / Crossrail / CCS / GRESB / FSC / H&S RoSPA Gold / Investors in Waste / Real London Transport & Infrastructure	Review and target appropriate awards
CONSTRUCTION (DESIGN)	Establish Long Term Sustainable Design Strategy and publish on CWG Intranet	100%	Published internally on CWG Intranet	Establish protocol, roadmap and tools to deliver Long Term Sustainable Design Strategy
	CWCL to be on track to meet or exceed the required environmental assessment method ratings (e.g. BREEAM, LEED, CfSH) on all applicable projects	100%	CWCL on track to meet or exceed the required environmental assessment method ratings (e.g. BREEAM, LEED, CfSH) on all applicable projects	To be on track to meet or exceed set EAM Ratings (BREEAM CfSH) on applicable projects
	Achieve first BREEAM Outstanding DC rating in 2016	100%	1 & 5 Bank Street achieved BREEAM 2014 Outstanding rating and is nominated for EDIE 2017 Sustainable Building of the Year	All future Commercial projects to target BREEAM OUTSTANDING (except for small Retail)

CRG AREA	2016 CRG TARGET	2016 STATUS: 89.8%	2016 PROGRESS UPDATE	PLAN FOR 2017
CONSTRUCTION (DESIGN) CONTINUED	Develop a gap analysis to study the feasibility of implementing the Well Standard for Shell and Core projects in 2016.	100%	First phase Gap analysis completed North Quay and 1&5 Bank showing Shell and Core Silver	Develop a Wellbeing checklist & Sustainable Design fit out guide for commercial & residential projects
	Develop a gap analysis to study the feasibility of implementing a new residential standard across all buildings in 2016– Home Quality Mark, Well Standard for residential.	100%	Gap analysis developed for A1 and North Quay.	CWG to review implementation of HQM
	Assess the embodied carbon of at least 3 commercial buildings in the pipeline in 2016.	100%	Embodied carbon analysis completed for 1 Bank Street, D1/D2 and B3 buildings.	Develop an Embodied Carbon Protocol for CWG
	Target first A rated EPC Commercial Building for Canary Wharf	100%	Draft EPC for 1 Bank Street and North Quay currently show A rated EPCs. Final EPCs only available at PC	All buildings to achieve a 35% reduction in carbon emissions over Part L
	Work towards first Masterplan Level certification	100%	North Quay targeting Excellent BREEAM Communities. Pre-certification to be achieved in 2017 and full certification likely in 2018.	Achieve interim BREEAM Communities certification for at least 1 Masterplan
CONSTRUCTION	Set up longer term quantitative targets within Sustainable Design Strategy	100%	As per Sustainable Design strategy development.	Set longer term Design KPIs targets including: All buildings to achieve a 35% reduction in carbon emissions over Part L / At least 2 buildings achieve 15% reduction in energy demand through passive design measures / All office buildings design to achieve 45% reduction in water consumption / 50% all future buildings to have climate change adaptation risk assessment & resilience report.
	Establish Long Term Sustainable Construction Strategy and publish on CWG Intranet	100%	CWCL Sustainable Design and Construction Strategy completed and available on InfoBase.	Establish protocol, roadmap and tools to deliver Long Term Sustainable Construction Strategy
	Develop the CWCL EMS: Increase Environmental Rep involvement in communicating KPI performance v target	100%	Media screens now used to promote KPIs.	Define a standard set of KPIs to be displayed across all projects
	Develop the CWCL EMS Update all documents in accordance with Sustainability Strategy	100%	Responsible Procurement Strategy published. Non-Road Mobile Machinery (NRMM) processes in place to record low emission plant usage on site prior to use on applicable projects in 2017.	Responsible Procurement Strategy requirements to be embedded within trade contractor scopes and outputs recorded on REALise System
	Develop online KPI tracking to support required performance level: Finalise procedure for managing FSC Project Certification audits using online reporting system	100%	Online reporting of FSC material well established across all projects and has been used to demonstrate compliance in the first round of Project Certification opening meetings.	Maintain compliance with FSC Project Certification standard with no outstanding NCRs using the REALise system
	Develop online KPI tracking to support required performance level: Improve training given to Trade Contractors on the use of the online reporting system	100%	Face to face training provided with all users in addition to continual revision of bespoke CWCL user manual.	Investigate potential for training to be developed into eLearning module

CRG AREA	2016 CRG TARGET	2016 STATUS: 89.8%	2016 PROGRESS UPDATE	PLAN FOR 2017
CONSTRUCTION CONTINUED	<p>Develop online KPI tracking to support required performance level: Review options for Environmental Inspection to be based online</p> <p>Develop the CWCL EMS Maintain improvements in all Sustainability KPI's in line with published CWCL Target Areas (PP19.05)</p>	<p>100%</p> <p>73%</p>	<p>Preliminary options reviewed for online environmental auditing. CWCL service agreement in place with Dome for Task Management systems</p> <p>Recording of 2016 KPIs completed. 8 out of 11 targets achieved.</p>	<p>Develop and trial online Environmental Reporting System</p> <p>Set longer term Construction KPIs targets including: Develop an Embodied Carbon Protocol for the company / All new projects to have at least 36% of all materials responsibly sourced (by volume) / Develop roadmap and strategy to achieve Zero Waste to Landfill</p>
ENERGY MANAGEMENT	<p>Establish Long Term Sustainable Estate Management Strategy and publish on CWG Intranet</p> <p>Replace truck tunnel lighting with more energy-efficient systems.</p>	<p>100%</p> <p>50%</p>	<p>Done</p> <p>In progress, approximately 50% of areas have been completed in 2016</p>	<p>Carry out Science Based Targets feasibility phase</p> <p>Assess Feasibility for Renewable technologies and LED upgrades</p>
WATER MANAGEMENT	<p>Define proposals for Automated Meter Reading on all CWML controlled mains water supplies</p>	<p>100%</p>	<p>Proposals defined for Automated Meter Reading on all CWML controlled mains water supplies</p>	<p>Install smart meters across CWML Managed Buildings</p>
WASTE MANAGEMENT	<p>Recycle, reuse or recover CWML non-haz waste: Managed offices 82%,</p> <p>Recycle, reuse or recover CWML non-haz waste: Retail 85%,</p> <p>Recycle, reuse or recover CWML non-haz waste: Infrastructure 70%</p> <p>Expand waste management engagement strategy to managed offices</p>	<p>97%</p> <p>99%</p> <p>100%</p> <p>0%</p>	<p>Managed Offices achieved 79.85% in 2016</p> <p>Retail Areas achieved 84.44% in 2016</p> <p>Infrastructure Areas achieved 76.37% in 2016</p> <p>Not done in 2016</p>	<p>Recycle, reuse or recover CWML non-haz waste: Managed offices 85%,</p> <p>Recycle, reuse or recover CWML non-haz waste: Retail 85%,</p> <p>Recycle, reuse or recover CWML non-haz waste: Infrastructure 70%</p> <p>Expand waste management engagement strategy to managed offices</p>
TRANSPORT	<p>Work with TfL to install Cycle Hire Scheme docking station at Westferry Circus.</p> <p>Enrol in and achieve Bronze status in the Fleet Operator Recognition Scheme (FORS).</p>	<p>100%</p> <p>100%</p>	<p>34 cycles installed at new docking station.</p> <p>Achieved and certificate received</p>	<p>Identify and source a reliable supplier of compliant sustainable vehicles for use on the CW Estate</p> <p>Achieve Silver status in the Fleet Operator Recognition Scheme (FORS).</p>
BIODIVERSITY	<p>Engage suitable Ecological Consultant, develop and implement defined roadmap.</p> <p>Increase awareness and participation in annual Wildlife Photography Award.</p>	<p>100%</p> <p>100%</p>	<p>Greengage Consultants appointed to develop and implement the strategy.</p> <p>Exceeded expectations - Participation in CW Photography awards has risen by 200% cf entries in 2015 (45 vs 145) – costs for the exhibition have remained steady. 2017 Target of 300-500 participants has been set</p>	<p>Implement an integrated strategy that promotes biodiversity and green corridors.</p> <p>Increase awareness and participation in annual Wildlife Photography Award.</p> <p>Investigate, source and trial eco-friendly cleaning products as alternative to current options</p>

CRG AREA	2016 CRG TARGET	2016 STATUS: 89.8%	2016 PROGRESS UPDATE	PLAN FOR 2017
PROCUREMENT	<p>75% of CWML Supplies to gain accreditation with the Safe Contractors Scheme</p>	<p>100%</p>	<p>Exceeded expectations – as of August 2016 76% of Contractors used by CWML have been Accredited with the SafeContractors Scheme or moved to Supply Only status. 2017 Target of 85% set</p>	<p>85% of CWML Supplies to gain accreditation with the Safe Contractors Scheme</p>
SOCIAL AND ECONOMIC DEVELOPMENT (SLPN)	<p>South London Procurement Network (SLPN) Continue to strengthen working relationships with CWCL on its developments south of the River Thames. Raise SLPN's profile with trade contractors and continue to raise awareness of the local supply chain through:</p> <p>Supporting the Neighbourhood Co-ordination on Southbank Place by providing the secretariat role and hosting bi-monthly meetings.</p> <p>Hold a meet the buyer event for CWCL and its trade contractors.</p> <p>Ensure 75% of SMEs registered on the database to have 4 core policies in place.</p> <p>100 (Cumulative) SMEs to be considered by CWCL and trade contractors for relevant works.</p> <p>Local SMEs to secure £6m of local business with the assistance of SLPN intervention</p> <p>Continue to build partnerships within the community, including fringe boroughs, exposing local SMEs to as many opportunities as possible through 5 events hosted as part of the meet the Buyer event in partnership with groups and developments such as the Northern Line extension, Nine Elms Development (Battersea), Aylesbury Estate Regeneration (Notting Hill Housing Trust) and Local Chambers of Commerce.</p> <p>Deliver 18 seminars</p> <p>Increase the number of 1-1's delivered to 20 providing more focused support to SMEs.</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>70%</p> <p>78%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>90%</p>	<p>SLPN have now moved into the Southbank Place site office with CWCL and are more closely involved with them on a daily basis. SLPN have also been producing the Southbank Place newsletter with the input and assistance of CWCL.</p> <p>5 NCG meetings held and 4 special meetings held.</p> <p>Meet the Buyer took place on 12th October 2016</p> <p>52.3% registered fit to supply</p> <p>78/100 contractors submitted for consideration</p> <p>Local SMEs have secured £31,147,216.53</p> <p>Ongoing. Notting Hill Housing Trust, Barratt Homes, developers of 'Your New Town Hall Brixton', Erith have participated in SLPN Meet the Buyer event.</p> <p>18 workshops/ seminars held</p> <p>18 consultant 1-1 appointments</p>	<p>Continue to develop partnerships with CWCL and its trade contractors to encourage the growth of the local supply chain. Continue to support the project by producing the Southbank Place Newsletter and the Lollard Street Newsletter</p> <p>To continue to support community engagement on Southbank Place by hosting appropriate meetings or events and put on at least 1 community event for the Lollard Street development.</p> <p>Hold at least one Meet the Buyer event for CWCL and trade contractors.</p> <p>This target is now closed. Bespoke support will be given to suit the needs of the SME</p> <p>100 SMEs (Cumulative) to be considered by CWCL and trade contractors for relevant works.</p> <p>Local businesses to achieve £45m with the assistance of SLPN intervention</p> <p>Continue to build partnerships within the community, including fringe boroughs, exposing local SMEs to as many opportunities as possible by participating in at least 2 external joint events with groups and developments such as Aylesbury Estate Regeneration (Notting Hill Housing Trust) and NHS</p> <p>Deliver 12 workshops/seminars on capacity building subjects (depending on the need of the business community)</p> <p>Provide appropriate, bespoke, specialist support as and when required by SME</p>

CRG AREA	2016 CRG TARGET	2016 STATUS: 89.8%	2016 PROGRESS UPDATE	PLAN FOR 2017
SOCIAL AND ECONOMIC DEVELOPMENT (ELBP)	East London Business Place ELBP Undertake a major review of the B.O.R.I.S. database and its future viability – A) Validate and rationalise (as appropriate) existing SMME membership B) Consider potential alternative CRM system to reflect current/ future ELBP needs	100%	A) SMME membership now rationalised to only include ‘warmer’ programmes (Building Legacies, Ready to Supply the City, BEES, BUILD Havering and Fit for Legacy. B) Requirements definition now ready for 2017 progression.	This target is now complete and closed
	Rationalise and further develop the ELBP Construction SMME database to meet the needs of current major developers, working in particular with CWCL for its developments north of the River Thames and [via the Buyer Engagement & Enterprise Support (BEES) programme] the London Legacy Development Corporation (LLDC) and their principal contractors.- 100 SMMEs to be considered by CWCL and its trade contractors for developments north of the River Thames, of which - 50 SMMEs (min) to be promoted to developers/ contractors on the LLDC-funded BEES programme on the Queen Elizabeth Park developments	87%	75 construction SMMEs promoted via BEES programme. 49 from BEES (and other ELBP construction programmes) now migrated across to Building Legacies in readiness for 2017 CWCL consideration. Target performance on CWCL target impacted by delays in signing of Building Legacies grant agreement.	Develop a qualitative supply-chain database of 100 SMMEs (minimum) to be considered by CWCL and its trade contractors for developments north of the River Thames
	Continue to bid for ERDF funding in partnership with LLDC, NCFE and East London boroughs to develop a second Fit for Legacy (‘Building Legacies’) programme to provide business and procurement support to SMMEs and major buyers/developers across east and pan-London.- in parallel/ as a contingency, work towards developing an in-house CWG ELBP team and explore, in conjunction with SLPN, the feasibility of developing either jointly or separately as a social enterprise or community interest company etc.	100%	Grant agreement signed off with GLA for Building Legacies and programme now has 241 local SMMEs already registered - programme finishes March 2019. Future sustainability discussions (incl. SE or CIC feasibility) on hold.	<div>Via the Building Legacies programme, support a minimum of 236 SMMEs through a full 12-hour programme (end-March 2019 target is 400)</div> <div>Via the Building Legacies programme, support a minimum of 26 New Enterprises (end-March 2019 target is 53)</div> <div>Via the Building Legacies programme, support SMMEs to create 15 FTE ‘employment increases’ (end-March 2019 target is 60)</div> <div>Via the Building Legacies programme, support a minimum of 30 SMMEs to introduce ‘new to the firm’</div>

CRG AREA	2016 CRG TARGET	2016 STATUS: 89.8%	2016 PROGRESS UPDATE	PLAN FOR 2017
SOCIAL AND ECONOMIC DEVELOPMENT (ELBP) CONTINUED	Continue to bid for City of London funding for Phase 4 of the Ready to Supply the City programme, and further develop the buyer (including tiered supply-chain partner) and supplier relationships to effect more material penetration in terms of realistic/winnable contract opportunities and/or SMME entry onto City and corporate Buyers’ (and/or Buyers’ supply-chain) approved supplier lists.	100%	£1.5m of contract wins achieved on RTSTC programme vs. target of £1m. City of London still evaluating what form of support will be tendered for 2017 +. ELBP to be involved in discussions regarding barriers to procurement for local SMMEs.	This target is now complete and closed
SOCIAL AND ECONOMIC DEVELOPMENT	Continue to monitor and progress CWG’s internal spend with local businesses (excluding salaries tax intra-company spend etc), achieving percentages of local spend as follows: Whole Group 45%	91%	Group = 41%	Continue to monitor and progress CWG’s internal spend with local, businesses (excluding salaries tax intra-company spend etc) achieving percentages of local spend at 45%
	CWL 45%	42%	CWL = 19%	CWL to be included in overall CWG Report going forwards
	CWML 45%	73%	CWML = 33%	CWML to be included in overall CWG Report going forwards
COMMUNITY	CWCL 45%	100%	CWCL = 45%	CWCL to be included in overall CWG Report going forwards
	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 considering:1. existing and possible new partnerships, 2. the needs of the Group and its existing and future tenants	100%	An audit of all employment activities undertaken by the group and analysis of future job opportunities with the group and on the estate, has taken place. Gaps have been identified in knowledge of Construction careers as a priority.	Engage 10 Schools close to our developments in talks / workshops on construction related careers.
	Review reporting of CWG’s outreach activities and create internal repository of information.	100%	Reporting has been streamlined so information gathering is easier and a news section now planned for the website for this to be accessed by all stakeholders.	Prepare 5-year strategy for Social & Economic Development Activities.
HUMAN RESOURCES AND TRAINING	Host visits, target of at least 1,000 guests; review CSR Lunch format; design and host new forum.	100%	1086 from Tower Hamlets and 4815 from elsewhere. With feedback from tenants & research into other forums, a new tenant CSR Forum with start in 2017.	Continue engagement activities to achieve 1000 guests either on site or at our offices from people who live close to our developments.
	Expand volunteering to encourage wider participation across the business.	100%	Career Champions Scheme launched in November to all staff to offer more varied and flexible volunteering opportunities.	Further expand the volunteering offer across the organisation with the target of 5% total staff take up.
	Remodel and deliver CWG Sustainability Awareness training	100%	Training Course updated and rolled out to CWL CWCL / CWML staff in 2016	Training Course updated and rolled out to CWL CWCL / CWML staff in 2017 / Define and certify Design and Construct Sustainability programme curriculum

CRG AREA	2016 CRG TARGET	2016 STATUS: 89.8%	2016 PROGRESS UPDATE	PLAN FOR 2017
HUMAN RESOURCES AND TRAINING CONTINUED	Implement a CWML Staff Engagement Survey	100%	Completed and results presented to senior management	Findings and actions resulting from survey to be implemented and communicated to relevant staff
	Establish a staff helpline	30%	Help line Set up and made ready in 2016	Launch staff help line in 2017
	To ensure at least 80% of staff complete Anti-Bribery & Corruption Refresher training	30%	Programme created and made ready in 2016 will be rolled out to staff in 2017 as e-learning.	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	30%	Programme created and made ready in 2016 will be rolled out to staff in 2017 as e-learning.	To ensure at least 80% of staff complete Modern Slavery training by end of year
	To ensure at least 10 work experience students are placed from Lambeth Borough	30%	Whilst we accommodated over 100 work experience students from LBTH, we only accommodated 3 out of 10 students from Lambeth. We are hoping to use different methods this year to engage with schools in Lambeth.	To offer appropriate events and activity and make available to interested parties within Lambeth Borough
HEALTH AND SAFETY	Update CWG website to better communicate commitment to safety for visitors and employees	100%	CWG website updated to better communicate commitment to safety for visitors and employees	Update CWG website to better communicate CWG/CWM and CWFm commitment to safety for visitors and employees including graphics and statistics
	Develop and launch on-line Incident Management System to improve visibility of actions taken	100%	On-line Incident Management System developed and launched to improve visibility of actions taken	Improve control of contractors and reduce risk to the tenants and visitors through improved ePermit procedures - removing paper permits and implementing 100% web based systems Improve communication and verification of CWG, CWFm and CWM/L standards to Contractors through: 1. Creation of Contractors Handbook, 2. Development of Online Duty Managers Audit (no pass rate for contractors in 2017) 3. Online Contractor Audit (Aim to achieve 10% improvement in Contractors scores by December 2017)
TECHNOLOGY	Assist tech companies in achieving high growth	100%	9 members grown from desk to office space, 7 members expanding office size.	Assist business growth for Level39 members in the scaling stage.
	Determine feasibility for participation in external Smart City programmes	100%	CWG have committed to participate in UKGBC I Lab Programme	Define formal process for linking Sustainability and technology functions
	Support Code First Girls Program	100%	Level39 has committed to host Code First: Girls again in 2017 for January and November	Run a formal roundtable celebrating Code First Girls / Talent at L39

CRG AREA	2016 CRG TARGET	2016 STATUS: 89.8%	2016 PROGRESS UPDATE	PLAN FOR 2017
RESIDENTIAL	Develop management strategies to residential buildings, health clubs, swimming pools, concierge	100%	Throughout 2016, staffing and management practices have been developed working with consultants and future business partners to establish market leading practices and innovations.	Refine Strategies as business partners appointed
	Scope out and instigate development of Residents Web Portal and Community Application	100%	Market research has been carried out on Portal Solutions and presentations held with potential suppliers. A detailed requirements specification has been drafted and tendered.	Appoint portal designer and key staff to design and build residential community application
SECURITY	Improve staff performance and customer service to tenants and visitors to the Estate.	89%	89% Score achieved in 'Mystery Shopper'	Improve staff performance and customer service to the tenants and visitors to the Estate
	Deliver enhanced first aid training to one third of operational security staff.	100%	Delivered to 38% of staff	Deliver enhanced First Aid training to a further one third of operational security staff
	95% pass rate for staff attending Security Industry Authority Door Supervisor Licence training	100%	Pass rate is 100%	

PORTFOLIO ENVIRONMENTAL CERTIFICATIONS

PORTFOLIO ASSET	NIA (M2)	TYPE - EAM	EAM 2015	EAM 2016	TYPE EPC	EPC 2015	EPC 2016
B3 / B4 / B5 COLUMBUS COURTYARD	6986				EPC	Yes	Yes
BLACKWALL	31594				EPC	Yes	Yes
WIP	43495				EPC	Yes	Yes
JUBILEE INFRASTRUCTURE	89170				EPC	Yes	Yes
CANADA SQUARE INFRASTRUCTURE	12943				EPC	Yes	Yes
CANADA SQUARE CAR PARK	41417				EPC	Yes	Yes
CABOT CAR PARK	26380				EPC	Yes	Yes
WFC CAR PARK	13384				EPC	Yes	Yes
ONE CANADA SQUARE;	111755				EPC	Yes	Yes
40 BANK STREET	56300				EPC	Yes	Yes
25 CHURCHILL PLACE;	51096	BREEAM	Yes	Yes	EPC	Yes	Yes
7 WESTFERRY CIRCUS;	13921	BREEAM	No	Yes	EPC	Yes	Yes
CANARY WHARF RETAIL RT1	13216				EPC	Yes	Yes
CANARY WHARF RETAIL RT2	6630				EPC	Yes	Yes
CANARY WHARF RETAIL RT3	12089	BREEAM	Yes	Yes	EPC	Yes	Yes
CANARY WHARF RETAIL RT4	3245				EPC	Yes	Yes
CANARY WHARF RETAIL RT5	8941	BREEAM	Yes	Yes	EPC	Yes	Yes
CANARY WHARF RETAIL DS8	19196				EPC	Yes	Yes
DS7 FIT OUT UCL:	2328	SKA	No	Yes	EPC	Yes	Yes
TOTAL M2	564086		72126	88375	564086	564086	564086
% PORTFOLIO WITH CERTIFICATE / LABEL			12.18%	15.66%	100%	100%	100%

Environmental data

CANARY WHARF GROUP
ENERGY AND GREENHOUSE GAS EMISSIONS

ENERGY		ELECTRICITY		GAS		GAS OIL/LPG		TRANSPORT FUEL		TOTAL INDIRECT GHG EMISSIONS	TOTAL INDIRECT GHG EMISSIONS	
YEAR	TOTAL KWH	CO2E TONNES	TOTAL KWH	CO2E TONNES	TOTAL KWH	CO2E TONNES	TOTAL KWH	CO2E TONNES	TOTAL KWH	CO2E TONNES	TCO2E	TCO2E
% CHANGE 2015 / 2016	3.91%	-14.43%	-4.60%	-21.44%	49.83%	49.47%	19.20%	29.29%	-4.02%	1.08%	35.45%	-21.44%
2016	101,238,235.44	36,539.02	71,376,262.30	29,410.59	14,918,743.00	2,745.05	14,344,074.88	4,216.44	599,155.27	166.94	7,128.43	29,410.59
2015	97,433,062.59	42,698.29	74,818,358.50	37,435.37	9,956,874.00	1,836.55	12,033,590.09	3,261.22	624,240.00	165.15	5,262.92	37,435.37
2014	82,497,573.35	38,716.38	73,595,527.00	36,823.52	6,150,073.00	1,134.38	2,167,657.41	587.46	584,315.94	171.02	1,892.86	36,823.52
2013	89,727,046.76	41,702.53	79,160,903.00	39,608.16	8,799,934.00	1,623.15	1,117,648.14	300.74	648,561.61	170.49	2,094.37	39,608.16
2012	99,183,101.13	46,688.70	89,470,092.00	44,766.36	8,113,536.00	1,496.54	837,474.92	226.96	761,998.21	198.83	1,922.33	44,766.36

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	M3	M3	M3	M3
% CHANGE 2015 / 16	37.36%	-16%	43%	13%	-19%				
2016	586,161.77	3,956,500.00	75,429.17	613,468.83	3,686,652.00				
2015	426,733.00	4,728,770.00	52,536.36	540,736.64	4,562,230.00				
2014	428,881.00	420,000.00	61,162.59	367,718.41	420,000.00				
2013	275,684.00	250,000.00	35,955.93	208,994.07	250,000.00				
2012	403,320.00	259,000.00	-	403,320.00	250,000.00				

WASTE BY DISPOSAL METHOD

	RECYCLED		ANAEROBIC DIGESTION		COMPOSTED		ENERGY FROM WASTE (COMBUSTION)		LANDFILL (INCLUDES EXCAV)		NON HAZ WASTE (INCLUDES EXCAV)		HAZARDOUS WASTE (INCLUDES EXCAV)		TOTAL WASTE TONNES	% CHANGE
	TONNES	%	TONNES	%	TONNES	%	TONNES	%	TONNES	%	TONNES	%	TONNES	%		
2016 CWG	631,445.85	96.00%	1,835.21	0.28%	150.76	0.02%	3,190.57	0.49%	23,112.20	3.51%	634,545.75	96.47%	23,238.82	3.53%	657,784.57	155%
2016 CWCL	624,565.24	96.17%	-	0.00%	-	0.00%	1,748.71	0.27%	23,112.20	3.56%	626,223.28	96.43%	23,202.88	3.57%	649,426.16	160%
2016 CWML	6,880.61	82.68%	1,835.21	22.05%	150.76	1.81%	1,441.86	17.32%	-	0.00%	8,322.47	99.57%	35.94	0.43%	8,358.41	-0.30%
2015 CWG	253,798.88	98.35%	1691.88	0.66%	39.76	0.02%	1760.516	0.68%	2,500.94	0.97%	257,819.60	99.90%	249.56	0.10%	258,069.16	
2015 CWCL	247,075.98	98.95%	0	0.00%	0	0.00%	109.09	0.04%	2,500.94	1.00%	249,458.28	99.91%	227.73	0.09%	249,686.01	
2015 CWML	6722.9	80.20%	1691.88	20.18%	39.76	0.47%	1651.43	19.70%	0	0	8361.32	99.74%	21.83	0.26%	8383.15	

CANARY WHARF MANAGEMENT LTD
BUILDINGS AND INFRASTRUCTURE

ENERGY AND GHG EMISSIONS

	CWML ABSOLUTE		ELECTRICITY LANDLORD & TENANT		ELECTRICITY LANDLORD INFLUENCED		GAS LANDLORD & TENANT		GAS LANDLORD INFLUENCED		GAS OIL	
	TOTAL KWH	TCO2	TOTAL KWH	TCO2	TOTAL KWH	TCO2	TOTAL KWH	TCO2	KWH	TCO2	KWH	TCO2
% CHANGE 2015 / 16	28.79%	6.70%	28.40%	5.74%	-5.49%	-22.17%	37.82%	37.49%	49.83%	49.47%	-38.89%	-33.72%
2016	178,613,511.00	69,512.29	160,526,051.00	66,144.76	69,079,207.00	28,464.09	17,728,739.00	3,262.09	14,918,743.00	2,745.05	486,372.00	142.97
2015	138,684,122.00	65,144.48	125,024,686.00	62,556.10	73,091,711.00	36,571.44	12,863,536.00	2,372.68	9,956,874.00	1,836.55	795,900.00	215.70
2014	132,554,268.41	60,670.75	121,536,975.00	60,811.03	70,192,604.00	35,120.87	9,921,389.00	1,830.00	6,150,073.00	1,134.38	1,095,904.41	297.00
2013	159,493,299.14	75,000.16	144,087,157.00	72,094.01	76,741,913.00	38,397.82	14,661,143.00	2,704.25	8,799,934.00	1,623.15	744,999.14	201.90
2012	174,204,124.41	83,459.77	162,283,494.00	81,198.55	85,302,305.00	42,681.01	11,028,774.00	2,034.26	8,113,536.00	1,496.54	837,474.92	226.96
2015 CWG	253,798.88	98.35%	1691.88	0.66%	39.76	0.02%	1760.516	0.68%	2,500.94	0.97%	257,819.60	99.90%
2015 CWCL	247,075.98	98.95%	0	0.00%	0	0.00%	109.09	0.04%	2,500.94	1.00%	249,458.28	99.91%
2015 CWML	6722.9	80.20%	1691.88	20.18%	39.76	0.47%	1651.43	19.70%	0	0	8361.32	99.74%

DIRECT AND INDIRECT GHG

	GAS GHG EMISSIONS	GAS OIL GHG EMISSIONS	TRANSPORT FUEL GHG EMISSIONS	TOTAL DIRECT GHG EMISSIONS	ELECTRICITY GHG EMISSIONS	TOTAL INDIRECT GHG EMISSIONS
	(T)	(T)	(T)	(T)	(T)	(T)
% CHANGE 2015 / 16	37.49%	-33.72%	1.08%	29.72%	5.74%	5.74%
2016	3,262.09	142.97	166.94	3,572.00	66,144.76	66,144.76
2015	2,372.68	215.70	165.15	2,753.53	62,556.10	62,556.10
2014	1,830.00	297.00	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)
	M3	M3	M3	M3
% CHANGE 2015/2016	32.63%	-0.06%	43.47%	-6.30%
2016	555,421.00	418,550.00	75,374.17	343,175.83
2015	418,783.00	418,783.00	52,536.36	366,246.64
2014	434,363.00	403,137.00	61,163	341,974
2013	317,033.00	244,950.00	33,821.00	283,212.00
2012	450,116.00	387,361.00	-	450,116.00

NORMALISED ENERGY, CARBON AND WATER BY BUSINESS AREA
ENERGY, CARBON AND WATER

		% CHANGE 2015 2016	2016	2015	2014	2013	2012
OFFICE BUILDINGS	ENERGY (KWH)	29%	45,513,963.00	35,186,231.00	36094435	39520721	41236091
	ENERGY (KWH PER OCCUPANT)	1%	2,434.42	2,413.16	2566	2865	3029
	GHG EMISSIONS (TONNES)	1%	16,710.83	16,596.00	17207	17925	20147
	GHG EMISSIONS (TONNES PER OCCUPANT)	-22%	0.89	1.14	1.22	1.30	1.48
	ELECTRICITY (KWH)	14%	36,383,341.00	31,901,673.00	33263381	35227759	39559416
	ELECTRICITY (KWH PER OCCUPANT)	-11%	1,946.05	2,187.89	2365	2554	2906
	GAS (KWH)	196%	8,775,539.00	2,960,513.00	2350584	3812492	1170927
	GAS (KWH PER OCCUPANT)	131%	469.38	203.04	167	276	86
	FUEL OIL (KWH)	10%	355,083.00	324,045.00	480470.34	480470	505748
	FUEL OIL (KWH PER OCCUPANT)	-15%	18.99	22.22	34.16	34.83	37.15
	WATER (MAINS M3)	41%	326,193.00	231,080.00	266582	147924	220339
	WATER (MAINS M3 PER OCCUPANT)	10%	17.45	15.85	19	11	16
	WATER (DISCHARGE TO SEWER M3)	45%	259,998.99	179,105.63	206278.43	118355	220339
	WATER (DISCHARGE TO EVAPORATION M3)	27%	66,194.01	51,974.37	60303.57	29569	0
RETAIL	ENERGY (KWH)	21%	32,105,771.00	26,526,885.00	21998829	23874927	21226914
	ENERGY (KWH PER 1000 VISITORS)	-4%	306.90	318.62	306	249	307
	GHG EMISSIONS (TONNES)	-5%	11,827.80	12513	9858	10381	9314
	GHG EMISSIONS (TONNES PER 1000 VISITORS)	-27%	0.11	0.15	0.14	0.11	0.13
	ELECTRICITY (KWH)	8%	25,958,929.00	24,090,960.00	18328486	18888672	17066793
	ELECTRICITY (KWH PER 1000 VISITORS)	-14%	248.14	289.36	255.27	197.09	247.07
	GAS (KWH)	164%	6,143,204.00	2,327,910.00	3546176	4862088	4078549
	GAS (KWH PER 1000 VISITORS)		0.00	0.00	49.39	0	0
	FUEL OIL (KWH)	-97%	3,638.00	108,015.00	124167	124167	81572
	FUEL OIL (KWH PER 1000 VISITORS)		0.00	0.00	0.00	1.30	0.00
	WATER (MAINS M3)	-41%	68,987.00	116,052.00	92941	39948	51973
	WATER (MAINS M3 PER 1000 VISITORS)	-53%	0.66	1.39	1.29	0.42	0.75
	WATER (DISCHARGE TO SEWER M3)	-46%	62,377.54	115,490.01	92868	399322	51973
	WATER (DISCHARGE TO EVAPORATION M3)	1076%	6,609.46	561.99	73.26	626.00	0.00

ENERGY, CARBON AND WATER CONTINUED

		% CHANGE 2015 2016	2016	2015	2014	2013	2012
INFRASTRUCTURE AND CAR PARKS	ENERGY (KWH)	-9%	9,292,844.00	10,252,040.00	12079773	15625831	17745758
	ENERGY (KWH PER M2)	-9%	33.29	36.72	43.27	55.97	63.57
	GHG EMISSIONS (TONNES)	-24%	3,814.04	5,046.00	7544	7799	8879
	GHG EMISSIONS (TONNES PER M2)	-50%	0.01	0.02	0.03	0.03	0.03
	ELECTRICITY (KWH)	-7%	9,165,193.00	9,888,200.00	11642491	15539454	17745758
	ELECTRICITY (KWH PER M2)	-7%	32.83	35.42	41.70	55.66	63.57
	GAS (KWH)		-	-	0	0	0
	GAS (KWH PER M2)		-	-	0.00	0	0
	FUEL OIL (KWH)	-65%	127,651.00	363,840.00	437282	86377	0
	FUEL OIL (KWH PER M2)	-65%	0.46	1.30	1.57	0.31	0.00
	WATER (MAINS M3)	-6%	22,075.00	23,559.00	2292	31327	65473
	WATER (MAINS M3 PER M2)	0%	0.08	0.08	0.01	0.11	0.23
	WATER (DISCHARGE TO SEWER M3)	-17%	19,646.75	23,559.00	2292.00	31327	65473
	WATER (DISCHARGE TO EVAPORATION M3)		2,428.25	-	0.00	0.00	0.00

TRANSPORT

		2016	2015	2014	2013	2012
FUEL (KWH)	-4%	599,155.27	624240	584316	648562	761998
GHG EMISSIONS (TONNES)	1%	166.94	165.15	171.02	170.49	198.83

WASTE

OFFICE BUILDINGS								RETAIL BUILDINGS							INFRASTRUCTURE						
DISPOSAL METHODS		% CHANGE	2016	2015	2014	2013	2012		% CHANGE	2016	2015	2014	2013	2012		% CHANGE	2016	2015	2014	2013	2012
	TOTAL NON-HAZ WASTE (TONNES)	2.87%	1944.88	1890.61	1440.4	1035.07	1491		-1.62%	5663.54	5757.07	5716.65	5546.71	5361		-2.91%	714.05	735.47	698.49	559.1	622
	RECYCLED (TONNES)	1.64%	1553	1527.95	977.88	708.62	1027		1.17%	4782.27	4727.05	2887.82	2398.62	2102		16.55%	545.34	467.9	299.26	121.8	53
	% RECYCLED	-1.20%	79.85%	80.82%	67.89%	68%	69%		2.84%	84.44%	82.11%	50.52%	43%	39%		20.05%	76.37%	63.62%	42.84%	22%	9%
	COMBUSTION (TONNES)	8.06%	391.88	362.66	503.01	310.01	412		-14.44%	881.27	1030.02	1560.66	2343.57	2979		-34.80%	168.71	258.75	293.41	341.9	492
	% COMBUSTION	5.04%	20.15%	19.18%	33.11%	30%	28%		-13.03%	15.56%	17.89%	27.30%	42%	56%		-32.84%	23.63%	35.18%	42.01%	61%	79%
	ANAEROBIC DIGESTION (TONNES)	33.26%	136.78	102.64	38.34	16.44	51		4.62%	1634.79	1562.57	1268.17	804.52	274		138.62%	63.64	26.67	29.66	23.34	0
	% ANAEROBIC DIGESTION	29.54%	7.03%	5.43%	2.52%	2%	3%		6.35%	28.87%	27.14%	22.18%	15%	5%		145.78%	8.91%	3.63%	4.25%	4%	0%
	COMPOST (TONNES)	0.00%	0	0	0	0	0		0.00%	0	0	0	0	0		0.00%	150.76	39.76	76.16	72.68	83
	% COMPOST	0.00%	0	0%	0	0	0		0.00%	0	0%	0	0	0		0.00%	21.11%	5.41%	10.90%	13%	13%
	LANDFILL (TONNES)	0.00%	0	0	0	0	0		0.00%	0	0	0	0	0		0.00%	0	0	0	0	0
	% LANDFILL	0.00%	0	0%	0%	0%	0%		0.00%	0	0%	0%	0%	0%		0.00%	0	0%	0%	0%	0%

CANARY WHARF CONTRACTORS LTD
CONSTRUCTION, DEMOLITION AND EXCAVATION

ENERGY AND GHG EMISSIONS

	ABSOLUTE ENERGY		ELECTRICITY		GAS OIL		LPG		PETROL	
	KWH	TCO2E	KWH	TCO2E	KWH	TCO2E	KWH	TCO2E	KWH	TCO2E
2012	4,167,787.00	2,085.35	4,167,787.00	2,085.35	-	-	-	-		
2013	2,791,639.00	1,309.18	2,791,639.00	1,210.34	356,136.00	96.52	16,513.00	2.32		
2014	4,474,676.00	1,993.11	3,402,923.00	1,702.65	1,071,753.00	290.46	-	-		
2015	12,964,337.59	3,909.45	1,726,647.50	863.93	11,237,690.09	3,045.53	-	-		
2016	16,169,356.62	5,023.56	2,297,055.30	946.50	13,857,702.88	4,073.47	-	-	14,598.45	3.58
% CHANGE	25%	28%	33%	10%	23%	34%	-	-	-	-

ENERGY AND GHG EMISSIONS CONTINUED

	TOTAL SPEND	ENERGY AND GHG EMISSIONS PER £100K SPEND		ELECTRICITY PER £100K SPEND		GAS OIL PER £100K SPEND		LPG PER £100K SPEND		PETROL PER £100K SPEND	
		KWH/ £100K	TCO2E/ £100K	KWH/ £100K	TCO2E/ £100K	KWH/ £100K	TCO2E/ £100K	KWH/ £100K	TCO2E/ £100K	KWH/ £100K	TCO2E/ £100K
2012	£189.2m	2,202.85	1.15	2,202.85	1.19	0	0	0	0		
2013	£233m	1,198.13	0.51	1,198.13	0.51	152.85	0.04	7.09	0.01		
2014	£112m	4015.60	1.62	3,038.32	1.35	977.28	0.27	0	0		
2015	£133m	9,739.92	2.94	1,297.21	0.65	8,442.71	2.29	-	-		
2016	£241m	6,706.07	2.08	952.68	0.39	5,747.33	1.69	-	-	6.05	0.00
% CHANGE		-31%	-29%	-27%	-40%	-32%	-26%	-	-	-	-

WATER

	WATER (MAINS INCOMING)	WATER (DEWATERING - INCOMING FROM AQUIFER)	WATER (DISCHARGE TO FOUL SEWER)	WATER (DISCHARGE TO DOCK)	TOTAL SPEND	WATER (MAINS INCOMING) PER £100K SPEND	WATER (DEWATERING - INCOMING FROM AQUIFER) PER £100K SPEND	WATER (DISCHARGE TO FOUL SEWER) PER £100K SPEND	WATER (DISCHARGE TO DOCK) PER £100K SPEND
	M3	M3	M3	M3		M3/£100K	M3/£100K	M3/£100K	M3/£100K
2012	15,959.00	2,334,000.00	15,959.00	2,334,000.00	£189.2m	8.43	136.89	8.43	136.89
2013	30,734.00	2,334,000.00	30,734.00	2,334,000.00	£233m	13.19	107.30	13.19	107.30
2014	25,744.00	3,888,000.00	25,744.00	3,888,000.00	£112m	22.99	375	22.99	375
2015	7,950.00	4,728,770.00	174,490.00	4,562,230.00	£133m	5.97	3,552.66	131.09	3,427.54
2016	30,740.77	3,956,500.00	269,848.00	3,686,652.00	£241m	12.75	1,640.92	111.92	1,529.00
% CHANGE	287%	-16%	55%	-19%	-	113%	-54%	-15%	-55%

WASTE

CONSTRUCTION						DEMOLITION					EXCAVATION				
	2012	2013	2014	2015	2016	2012	2013	2014	2015	2016	2012	2013	2014	2015	2016
TOTAL WASTE (TONNES)	8,764.00	13,091.19	7,295.83	1,197.16	9,407.05	16870.00	1,805.10	1,615.72	21,506.43	174,036.69	12016.00	1,264.50	26515.37	226982.42	465,982.42
DISPOSAL METHODS															
RECYCLED (TONNES)	5,800.00	8,871.08	4,823.70	1,053.83	8,026.81	16493.00	1,788.79	1,416.33	20,127.96	173,780.25	12016.00	1,264.50	26515.37	225894.20	442,758.18
% RECYCLED	66%	68%	66.12%	88.03%	85.33%	98%	99%	87.33%	93.59%	99.85%	100%	100%	100.00%	99.52%	95.02%
COMBUSTION (TONNES)	2,413.00	3,787.29	2,249.99	44.07	1,375.23	-	-	190.34	63.74	168.69	-	-	-	1.27	204.79
% COMBUSTION	28%	29%	30.84%	3.68%	14.62%	0%	0%	11.78%	0.30%	0.10%	0%	0%	0%	0.00%	0.04%
ANAEROBIC DIGESTION (TONNES)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
% ANAEROBIC DIGESTION	0.00%	0.00%	0.00%	0	0.00%	0.00%	0.00%	0.00%	0	0.00%	0.00%	0.00%	0.00%	0	0.00%
COMPOST (TONNES)	170.00	156.42	-	-	-	-	-	-	-	-	-	-	-	-	-
% COMPOST	2%	1%	0%	0	0.00%	0%	0%	0%	0	0.00%	0%	0%	0%	0	0.00%
LANDFILL (TONNES)	381.00	276.41	222.14	99.26	5.00	377.00	16.31	9.05	1,314.73	87.75	-	-	-	1,086.95	23,019.45
% LANDFILL	4%	2%	3.04%	8.29%	0.05%	2%	1%	0.56%	6.11%	0.05%	0%	0%	0%	0.48%	4.94%

CONSTRUCTION						
	2012	2013	2014	2015	2016	% CHANGE
CONSTRUCTION WASTE - NORMALISED (TONNES/£100K)	4.63	5.62	6.51	0.90	3.90	333%

WASTE CONTINUED

	CONSTRUCTION	DEMOLITION	EXCAVATION	TOTAL	DISPOSAL METHOD
TOTAL CWCL WASTE (TONNES)	9,407.05	174,036.69	465,982.42	649,426.16	Various
HAZARDOUS WASTE (17 09 03*) (TONNES)	6.64	86.47	8.23	101.33	Treated and recovered / recycled / landfilled
OILS (13 01 13*) (TONNES)	0.20	2.10	314.50	316.80	Treated and recovered / recycled
SOILS (17 05 04) (TONNES)	-	-	22,784.75	22,784.75	Landfilled
HAZ WASTE TOTAL (TONNES)	6.84	88.57	23,107.48	23,202.88	
HAZ WASTE TOTAL LANDFILL (TONNES)	5.00	86.47	22,784.75	22,876.22	Landfilled
HAZ WASTE TOTAL LANDFILL (%)	0.02%	0.38%	99.60%		
HAZ WASTE TOTAL TREATED (TONNES)	1.84	2.10	322.73	326.66	Treated and recovered / recycled
HAZ WASTE TOTAL TREATED (%)	0.56%	0.64%	98.80%		
TOTAL CWCL NON HAZ WASTE (TONNES)	9,400.21	173,948.12	442,874.95	626,223.28	Various

GENERAL STANDARD DISCLOSURES																				
ORGANIZATIONAL PROFILE	GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES																	
	102-1	Name of the organization	Canary Wharf Group																	
	102-2	Activities, brands, products, and services	What sets us apart see page 04																	
	102-3	Location of headquarters	Back cover																	
	102-4	Location of operations	MANAGE: About this report: Reporting scope see page 68																	
	102-5	Ownership and legal form	http://group.canarywharf.com/about-us/ http://group.canarywharf.com/investors/																	
	102-6	Markets served	What sets us apart see page 04 http://group.canarywharf.com/about-us/																	
	102-7	Scale of the organization	What sets us apart see page 04 MANAGE: About this report: Reporting scope see page 68 <table> <tr> <td></td><td>2016</td><td></td></tr> <tr> <td>Group turnover</td><td>£464.8m</td><td></td></tr> <tr> <td>Operating profit</td><td>£284.6m</td><td></td></tr> </table> http://group.canarywharf.com/about-us/ http://group.canarywharf.com/investors/		2016		Group turnover	£464.8m		Operating profit	£284.6m									
	2016																			
Group turnover	£464.8m																			
Operating profit	£284.6m																			
102-8	Information on employees and other workers	MANAGE: Being a good employer see page 60 <table> <tr> <td></td><td>MALE</td><td>FEMALE</td></tr> <tr> <td>Number of indefinite or permanent contract employees</td><td>978</td><td>302</td></tr> <tr> <td>Number of fixed-term or temporary contract employees</td><td>6</td><td>11</td></tr> </table> <table> <tr> <td></td><td>MALE</td><td>FEMALE</td></tr> <tr> <td>Number of full-time employees</td><td>963</td><td>253</td></tr> <tr> <td>Number of part-time employees</td><td>26</td><td>55</td></tr> </table> All employees are based in London. There are no significant or seasonal variations in employment numbers. Work performed by workers who are not full time employees is not of a significant nature and scale.		MALE	FEMALE	Number of indefinite or permanent contract employees	978	302	Number of fixed-term or temporary contract employees	6	11		MALE	FEMALE	Number of full-time employees	963	253	Number of part-time employees	26	55
	MALE	FEMALE																		
Number of indefinite or permanent contract employees	978	302																		
Number of fixed-term or temporary contract employees	6	11																		
	MALE	FEMALE																		
Number of full-time employees	963	253																		
Number of part-time employees	26	55																		
102-9	Supply chain	OPTIMISE: Protecting our natural capital: Responsible materials as standard see page 55 OPTIMISE: Protecting our natural capital: Advancing sustainability in the supply chain see page 55																		

GENERAL STANDARD DISCLOSURES								
	GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES					
ORGANIZATIONAL PROFILE	102-10	Significant changes to the organization and its supply chain	There have been no significant changes during the reporting period.					
	102-11	Precautionary Principle or approach	MANAGE: Responsible business practices, ethics and compliance see page 58 OPTIMISE see page 44 MANAGE: Our materiality assessment see page 63					
	102-12 AND 102-13	External initiatives and membership of associations	What sets us apart see page 04 Resilience in a changing world see page 12 EVOLVE: Wellbeing and the built environment see page 22 EVOLVE: Southbank Place gains Ultra Site status see page 23 INCLUDE: Supporting people to get into work see page 30 OPTIMISE: The power of collaboration see page 50 OPTIMISE: Addressing climate change see page 48 OPTIMISE: Protecting natural capital see page 52 MANAGE: Responsible business practices, ethics and compliance see page 58 MANAGE: Engaging with our stakeholders see page 62 MANAGE: About this report see page 68					
STRATEGY	102-14	Statement from senior decision-maker	Evolving for a brighter future see page 02					
ETHICS AND INTEGRITY	102-16	Values, principles, standards, and norms of behaviour	MANAGE: Responsible business practices, ethics and compliance see page 58 Code of Business Practices and Ethics Governance					
GOVERNANCE	102-18	Governance structure	MANAGE: Responsible business practices, ethics and compliance see page 58 Governance					
STAKEHOLDER ENGAGEMENT	102-40, 102-42,		MANAGE: Engaging with our stakeholders see page 62					
	102-43, 102-44	List of stakeholder groups	See table below					
			<table><tr><th>STAKEHOLDER GROUP</th><th>TYPE OF ENGAGEMENT</th></tr><tr><td>COMMUNITIES</td><td></td></tr><tr><td>Extensive consultation and interaction with the people who live and work in the areas where we operate enable us to understand their concerns and hopes, from the impacts of our construction work to the need for local jobs, training and business opportunities. Their ideas help shape our projects and future plans.</td><td>Community forums enabling exchange of 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</td></tr></table>	STAKEHOLDER GROUP	TYPE OF ENGAGEMENT	COMMUNITIES		Extensive consultation and interaction with the people who live and work in the areas where we operate enable us to understand their concerns and hopes, from the impacts of our construction work to the need for local jobs, training and business opportunities. Their ideas help shape our projects and future plans.
STAKEHOLDER GROUP	TYPE OF ENGAGEMENT							
COMMUNITIES								
Extensive consultation and interaction with the people who live and work in the areas where we operate enable us to understand their concerns and hopes, from the impacts of our construction work to the need for local jobs, training and business opportunities. Their ideas help shape our projects and future plans.	Community forums enabling exchange of 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							

GENERAL STANDARD DISCLOSURES			
GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES	
STAKEHOLDER ENGAGEMENT		EMPLOYEES AND CONTRACTORS At the end of 2016, Canary Wharf Group employed 1,297 permanent staff, who provide the platform for our success. We also rely on the services of our contractors. Regular engagement and sharing of best practice with employees and contractors helps ensure the safety, diversity and efficiency of our operations.	Staff Consultative Committee meetings Employee environmental awareness training Health and safety forums Performance reviews
		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.	Annual reporting Responses to individual queries
		LOCAL GOVERNMENT The planning frameworks that define our operations are provided by three local authorities: 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.	Planning forums Planning process Advice and response to technical queries
		NATIONAL GOVERNMENT The environment, employment, the economy and taxation all have a bearing on our activities, making the UK Government an important stakeholder.	Working groups Consultation Communication programs
		TENANTS, OCCUPIERS AND RETAILERS We liaise with our commercial and retail tenants and occupiers on a regular basis to ensure an understanding of their current and future needs. This is especially valuable when we are designing and refurbishing properties, as well as in attracting prospective tenants.	Sustainability forums on environmental management issues Regular meetings on a building-by-building basis Retail tenant forums Canary Wharf PR and communications forums
		SUPPLIERS We aim, whenever possible, to support the local economy by buying goods and services from local suppliers. We encourage the supply chain that serves us to do the same. This has a positive effect throughout our communities, boosting both employment and prosperity.	Leadership Seminars Health and Safety forums
	102-41	Collective bargaining agreements	0% of our workforce is covered by a collective bargaining agreement.
	102-45	Entities included in the consolidated financial statements	MANAGE: About this report: Reporting scope see page 68

GENERAL STANDARD DISCLOSURES			
GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES	
STAKEHOLDER ENGAGEMENT	102-46	Defining report content and topic Boundaries	MANAGE: Our materiality assessment see page 63 MANAGE: Engaging with our stakeholders see page 62
	102-47	List of material topics	MANAGE: Our materiality assessment see page 63
	102-48	Restatements of information	There have been no restatements of information
	102-49	Changes in reporting	There have been no changes in reporting in the reporting period
	102-50	Reporting period	MANAGE: About this report: Reporting period see page 68
	102-51	Date of most recent report	Our most recent sustainability report was published in September 2016
	102-52	Reporting cycle	MANAGE: About this report: Reporting period see page 68
	102-53	Contact point for questions regarding the report	Back cover
	102-54	Claims of reporting in accordance with the GRI Standards	MANAGE: About this report: Standards and verification: Global Reporting Initiative see page 68
	102-55	GRI content index	MANAGE: About this report: Standards and verification: Global Reporting Initiative see page 68
	102-56	External assurance	MANAGE: Responsible business practices, ethics and compliance see page 58 MANAGE: About this report: Standards and verification: Independent assurance see page 68
			The Company Secretary and Chair of CWG Corporate Responsibility Group seeks external assurance from an external assurance body (BV)

MATERIAL TOPICS				
GRI STANDARD		GRI DISCLOSURE	LOCATION AND NOTES	
ECONOMIC PERFORMANCE	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	
		103-2	The management approach and its components	
		103-3	Evaluation of the management approach	
	GRI 201: ECONOMIC PERFORMANCE 2016	201-1	Direct economic value generated and distributed	What sets us apart see page 04
				Direct economic value generated
		Economic value distributed	Staff costs	£105.2m
			UK corporation tax	£38.9m
			Total investment in community engagement projects and programmes	£3.01m
			Group Spend	£33.09m
			Total distributed	£284.6m
	Economic value retained	Profit	£284.6m	
201-2	Financial implications and other risks and opportunities due to climate change	OPTIMISE: Addressing climate change see page 04		
		Climate change risks and opportunities are discussed and identified within the Company and some are included on our internal risk register.		
INDIRECT ECONOMIC IMPACTS	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	
		103-2	The management approach and its components	
		103-3	Evaluation of the management approach	
	GRI 203: INDIRECT ECONOMIC IMPACTS 2016	203-1	Infrastructure investments and services supported	INCLUDE see page 26
				EVOLVE see page 16
		203-2	Significant indirect economic impacts	PIONEER see page 36
				INCLUDE see page 26
				EVOLVE see page 16

MATERIAL TOPICS				
	GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES	
PROCUREMENT PRACTICES	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	<p>OPTIMISE: Protecting our natural capital: Responsible materials as standard see page 55</p> <p>OPTIMISE: Protecting our natural capital: Advancing sustainability in the supply chain see page 55</p> <p>Boundary: Internal: Design, planning and sourcing materials, Construction, Property management; External: Employees and contractors; Suppliers</p>
		103-2	The management approach and its components	<p>How we're creating great places see page 14</p> <p>MANAGE: Responsible business practices, ethics and compliance see page 58</p> <p>OPTIMISE: Protecting our natural capital: Responsible materials as standard see page 55</p> <p>OPTIMISE: Protecting our natural capital: Advancing sustainability in the supply chain see page 55</p> <p>Corporate responsibility policy</p> <p>Code of Business Practices and Ethics</p> <p>Should a supplier not meet particular criteria, we work together to explore what they can do to improve their sustainability practices in 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 of our certified EMS.</p>
		103-3	Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58
	GRI 204: PROCUREMENT PRACTICES 2016	204-1	Proportion of spending on local suppliers	<p>41 % total Group spend with companies located near our operations in 2015</p> <p>Locally based suppliers are those situated adjacent and near to the Canary Wharf Estate and other areas of our operations in London, listed in MANAGE: About this report: Reporting scope. see page 68</p>
ANTI-CORRUPTION	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	<p>MANAGE: Responsible business practices, ethics and compliance see page 58</p> <p>Boundary: Internal: Design, planning and sourcing materials, Construction, Property management; External: Tenants, occupiers and retailers; Employees and contractors; Suppliers</p>
		103-2	The management approach and its components	<p>How we're creating great places see page 14</p> <p>MANAGE: Responsible business practices, ethics and compliance see page 58</p> <p>Corporate responsibility policy</p> <p>Code of Business Practices and Ethics</p> <p>Anti-bribery and corruption policy</p>
		103-3	Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58
	GRI 205: ANTI-CORRUPTION 2016	205-3	Confirmed incidents of corruption and actions taken	There were no incidents of corruption identified in 2016.
ANTI-COMPETITIVE BEHAVIOUR	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	<p>MANAGE: Responsible business practices, ethics and compliance see page 58</p> <p>Boundary: Internal: Design, planning and sourcing materials, Construction, Property management; External: Tenants, occupiers and retailers; Employees and contractors; Suppliers</p>
		103-2	The management approach and its components	<p>How we're creating great places see page 14</p> <p>MANAGE: Responsible business practices, ethics and compliance see page 58</p> <p>Corporate responsibility policy</p> <p>Code of Business Practices and Ethics</p> <p>Anti-bribery and corruption policy</p>
		103-3	Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58

MATERIAL TOPICS					
GRI STANDARD		GRI DISCLOSURE		LOCATION AND NOTES	
ENVIRONMENTAL	ANTI-COMPETITIVE BEHAVIOUR	GRI 206: ANTI-COMPETITIVE BEHAVIOUR 2016	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	There was no legal action for anti-competitive behaviour, anti-trust, or monopoly practices in 2016.
		GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	OPTIMISE: Protecting our natural capital: Responsible materials as standard see page 55 Boundary: Internal: Design, planning and sourcing materials, Construction, Property management; External: Tenants, occupiers and retailers; Employees and contractors; Suppliers
	103-2		The management approach and its components	How we're creating great places see page 14 MANAGE: Responsible business practices, ethics and compliance see page 58 OPTIMISE: Protecting our natural capital: Responsible materials as standard see page 55 Corporate responsibility policy Code of Business Practices and Ethics	
	103-3		Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58	
	MATERIALS	GRI 301: MATERIALS 2016	301-1	Materials used by weight or volume	OPTIMISE: Protecting our natural capital: Responsible materials as standard see page 55 APPENDIX: PERFORMANCE IN DETAIL Information unavailable. In 2016, a Major Materials Tracking system was introduced; this will be further developed and utilised in 2017.
		GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	OPTIMISE: Addressing climate change see page 55 Boundary: Internal: Design, planning and sourcing materials, Construction, Property management; External: Tenants, occupiers and retailers; Employees and contractors; Suppliers
	103-2		The management approach and its components	How we're creating great placest see page 14 MANAGE: Responsible business practices, ethics and compliance see page 58 OPTIMISE: Addressing climate change see page 48 Corporate responsibility policy Code of Business Practices and Ethics	
	103-3		Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58	
	ENERGY	GRI 302: ENERGY 2016	103-1	Explanation of the material topic and its Boundaries	OPTIMISE: Addressing climate change see page 55 APPENDIX: PERFORMANCE IN DETAIL 100% of all electricity supplied to Canary Wharf Group comes from renewable sources. Canary Wharf Group purchase renewable energy from SSE under contractual agreement. We also are provided with Renewable Energy Certificates from SSE. See back page of report for Standards Methodologies Conversion Factor to kg CO2 e DECC 2016 (GIA).
			103-2	The management approach and its components	How we're creating great places see page 14 MANAGE: Responsible business practices, ethics and compliance see page 58 OPTIMISE: Addressing climate change see page 48 Corporate responsibility policy Code of Business Practices and Ethics
			103-3	Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58

MATERIAL TOPICS				
GRI STANDARD		GRI DISCLOSURE	LOCATION AND NOTES	
ENERGY	GRI 302: ENERGY 2016 CONTINUED	302-1	Energy consumption within the organization	OPTIMISE: Addressing climate change see page 48 APPENDIX: PERFORMANCE IN DETAIL 100% of all electricity supplied to Canary Wharf Group comes from renewable sources. Canary Wharf Group purchase renewable energy from SSE under contractual agreement. We also are provided with Renewable Energy Certificates from SSE. See back page of report for Standards Methodologies Conversion Factor to kg CO2 e DECC 2016 (GIA).
		302-3	Energy intensity	OPTIMISE: Addressing climate change see page 48 APPENDIX: PERFORMANCE IN DETAIL NORMALISATION Normalisation is worked out on the best fit for the type of operation due to the variation of operation and control between the different areas of the business: Office intensity is shown per occupant. Retail intensity is based on footfall, using an indicator of per 1,000 visitors. Infrastructure and car parks intensity is shown per m2, and based on Gross Internal Areas
		CRE1	Building energy intensity	OPTIMISE: Addressing climate change see page 48 APPENDIX: PERFORMANCE IN DETAIL NORMALISATION Normalisation is worked out on the best fit for the type of operation due to the variation of operation and control between the different areas of the business: Office intensity is shown per occupant. Retail intensity is based on footfall, using an indicator of per 1,000 visitors. Infrastructure and car parks intensity is shown per m2, and based on Gross Internal Areas
		302-4	Reduction of energy consumption	OPTIMISE: Addressing climate change see page 48 APPENDIX: PERFORMANCE IN DETAIL
		302-5	Reductions in energy requirements of products and services	OPTIMISE: Addressing climate change see page 48 APPENDIX: PERFORMANCE IN DETAIL We operate within a 3rd party certified 50001 Energy Management System. All our Projects (Products) are EAM rated.
	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	OPTIMISE: Protecting our natural capital: Water use see page 54 Boundary: Internal: Design, planning and sourcing materials, Construction, Property management; External: Suppliers
		103-2	The management approach and its components	How we're creating great placest see page 14 MANAGE: Responsible business practices, ethics and compliance OPTIMISE: Protecting our natural capital: Water use see page 54 Corporate responsibility policy
		103-3	Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58
WATER				

MATERIAL TOPICS				
	GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES	
WATER	GRI 303: WATER 2016	303-1	Water withdrawal by source	OPTIMISE: Protecting our natural capital: Water use see page 54 APPENDIX: PERFORMANCE IN DETAIL 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 Churchill Place and the water extracted from a lower aquifer for construction works. 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. 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. A total of 3,956,500m3 was sourced from Aquifer Dewatering.
		CRE2	Building water intensity	OPTIMISE: Protecting our natural capital: Water use see page 54 APPENDIX: PERFORMANCE IN DETAIL
	BIODIVERSITY	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries
103-2			The management approach and its components	How we're creating great places see page 14 MANAGE: Responsible business practices, ethics and compliance see page 58 OPTIMISE: Protecting our natural capital see page 52 Corporate responsibility policy
103-3			Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58
GRI 304: BIODIVERSITY 2016		304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	OPTIMISE: Protecting our natural capital see page 52 Our Biodiversity Action Plan is currently being reviewed and updated, to ensure we continue to manage the estate for the benefit of wildlife and people. We are currently collating a database of information to include designated sites, parks and open spaces, notable species records, buildings with living roofs, amenity space, trees and other ecological features. This will help us to understand what species, habitats and features are present on the Estate, so that we can set relevant and achievable targets. Targeting estate-wide ecological enhancements will also contribute to local conservation targets, and encourage species to colonise new areas.
		304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	OPTIMISE: Protecting our natural capital see page 52 There are no IUCN Red List species or national conservation species with habitats in areas affected by our operations.
EMISSIONS	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	OPTIMISE: Addressing climate change see page 52 Boundary: Internal: Design, planning and sourcing materials, Construction, Property management; External: Tenants, occupiers and retailers; Employees and contractors; Local and national government; Suppliers
		103-2	The management approach and its components	How we're creating great places see page 14 MANAGE: Responsible business practices, ethics and compliance see page 58 OPTIMISE: Addressing climate change see page 52 Corporate responsibility policy
		103-3	Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58

MATERIAL TOPICS				
	GRI STANDARD	GRI DISCLOSURE	LOCATION AND NOTES	
EMISSIONS	GRI 305: EMISSIONS 2016	305-1	Direct (Scope 1) GHG emissions	OPTIMISE: Addressing climate change see page 58 APPENDIX: PERFORMANCE IN DETAIL Scope 1 emissions The reporting includes all natural gas, diesel and gasoline consumption from the buildings listed below as well as the Canary Wharf Management Limited (CWML) transport fleet and the construction projects, also listed below. The carbon factors used are the DECC emissions conversion factors for 2016. These factors include CO2, CH4 and N2O emissions. The base year for reporting is 2012, the year we commenced within the GRI Framework The scope of reporting comprises the buildings that are owned or controlled by Canary Wharf Group, as listed in MANAGE: About this report: Reporting scope. See page 68
		305-2	Energy indirect (Scope 2) GHG emissions	OPTIMISE: Addressing climate change see page 48 APPENDIX: PERFORMANCE IN DETAIL Scope 2 emissions The reporting includes all electricity from the buildings and construction projects listed below. The carbon factors used are the DECC emissions conversion factors for 2015. These factors include CO2, CH4 and N2O emissions. Losses occurring in the grid are excluded. The base year for reporting is 2012, the year we commenced within the GRI Framework The scope of reporting comprises the buildings that are owned or controlled by Canary Wharf Group, as listed in MANAGE: About this report: Reporting scope. See page 68
		305-4	GHG emissions intensity	OPTIMISE: Addressing climate change see page 48 APPENDIX: PERFORMANCE IN DETAIL Canary Wharf Management Limited (CWML) KPI: Carbon emissions from office buildings per occupant: includes Scope 1 and Scope 2 emissions (electricity, gas, gas oil consumed within office buildings). KPI: Carbon emissions per 1,000 visitors: includes Scope 1 and Scope 2 emissions (electricity, gas and gas oil used in retail spaces). KPI: Carbon emissions per square metre for car parks and infrastructure: includes Scope 1 and Scope 2 emissions (electricity, gas and gas oil used in infrastructure and car parks). Canary Wharf Contractors Limited (CWCL) All normalised data includes Scope 1 and Scope 2 emissions (total fuel consumption and electricity used for the construction projects within the reporting period). The base year for reporting is 2012, the year we commenced within the GRI Framework
		305-5	Reduction of GHG emissions	OPTIMISE: Addressing climate change see page 48 APPENDIX: PERFORMANCE IN DETAIL See 305-4 for the gases included in this calculation and the scope. The base year for reporting is 2012, the year we commenced within the GRI Framework
		CRE3	Greenhouse gas emissions intensity form buildings	OPTIMISE: Addressing climate change see page 48 APPENDIX: PERFORMANCE IN DETAIL
		CRE4	Greenhouse gas emissions intensity from new construction and redevelopment activity	OPTIMISE: Addressing climate change see page 48 APPENDIX: PERFORMANCE IN DETAIL

MATERIAL TOPICS				
GRI STANDARD		GRI DISCLOSURE	LOCATION AND NOTES	
EFFLUENTS AND WASTE	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	OPTIMISE: The power of collaboration see page 50 OPTIMISE: Managing waste see page 51 MANAGE: Responsible business practices, ethics and compliance see page 58 Boundary: Internal: Design, planning and sourcing materials, Construction, Property management; External: Tenants, occupiers and retailers; Employees and contractors
		103-2	The management approach and its components	How we're creating great places see page 14 MANAGE: Responsible business practices, ethics and compliance see page 58 OPTIMISE: The power of collaboration see page 50 OPTIMISE: Managing waste see page 51 Corporate responsibility policy
		103-3	Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58
	GRI 306: EFFLUENTS AND WASTE 2016	306-2	Waste by type and disposal method	OPTIMISE: Managing waste see page 51 APPENDIX: PERFORMANCE IN DETAIL
		306-3	Significant spills	There were no significant spills during 2016.
	ENVIRONMENTAL COMPLIANCE	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries
103-2			The management approach and its components	How we're creating great placest see page 14 MANAGE: Responsible business practices, ethics and compliance see page 58 OPTIMISE see page 44 Corporate responsibility policy Code of Business Practices and Ethics
103-3			Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58
GRI 308: SUPPLIER ENVIRON-MENTAL ASSESSMENT 2016		307-1	Non-compliance with environmental laws and regulations	The Group has had no monetary fines or sanctions for non-compliance with environmental laws and regulations in 2016.

MATERIAL TOPICS					
GRI STANDARD		GRI DISCLOSURE	LOCATION AND NOTES		
SUPPLIER ENVIRONMENTAL ASSESSMENT	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	OPTIMISE: Protecting our natural capital: Responsible materials as standard see page 55 OPTIMISE: Protecting our natural capital: Advancing sustainability in the supply chain see page 55 Boundary: Internal: Design, planning and sourcing materials, Construction, Property management; External: Employees and contractors; Suppliers	
		103-2	The management approach and its components	How we're creating great places see page 14 MANAGE: Responsible business practices, ethics and compliance see page 58 OPTIMISE: Protecting our natural capital: Responsible materials as standard see page 55 OPTIMISE: Protecting our natural capital: Advancing sustainability in the supply chain see page 55 Corporate responsibility policy Code of Business Practices and Ethics Should a supplier not meet particular criteria, we work together to explore what they can do to improve their sustainability practices in 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 of our certified EMS.	
		103-3	Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58	
	GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	308-1	New suppliers that were screened using environmental criteria	At CWCL, 100% of trade contractors are requested to complete prequalification questionnaires, which include a detailed environmental screening of their activities and procedures.	
	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	MANAGE: Being a good employer see page 60 Boundary: Internal: Design, planning and sourcing materials, Construction, Property management; External: Employees and contractors	
		103-2	The management approach and its components	How we're creating great places see page 14 MANAGE: Responsible business practices, ethics and compliance see page 58 MANAGE: Being a good employer see page 60 Corporate responsibility policy Code of Business Practices and Ethics For full details of Canary Wharf Group's employment policies visit our website: http://group.canarywharf.com/careers/employment-policies/	
103-3		Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58		
SOCIAL EMPLOYMENT	GRI 401: EMPLOYMENT 2016	401-1	New employee hires and employee turnover	MANAGE: Being a good employer see page 60 Our employee turnover was 8.12% in 2016.	

MATERIAL TOPICS						
GRI STANDARD		GRI DISCLOSURE	LOCATION AND NOTES			
OCCUPATIONAL HEALTH AND SAFETY	OCCUPATIONAL HEALTH AND SAFETY	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	MANAGE: Being a good employer see page 60 Boundary: Internal: Design, planning and sourcing materials, Construction, Property management; External: Tenants, occupiers and retailers; Employees and contractors; Local communities	
			103-2	The management approach and its components	How we're creating great places see page 14 MANAGE: Responsible business practices, ethics and compliance see page 58 MANAGE: Being a good employer see page 60 Corporate responsibility policy Health and safety policy Code of Business Practices and Ethics	
			103-3	Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58	
	OCCUPATIONAL HEALTH AND SAFETY 2016	GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016	403-1	Workers representation in formal joint management-worker health and safety committees	100% of our workforce are represented via various employee and health and safety forums. This forum operates at the very highest level within the business and is chaired by Company Secretary and Chair of CWG Corporate Responsibility Group. The forum seeks representation from all workers across the business.	
	TRAINING AND EDUCATION	GRI 103: MANAGEMENT APPROACH 2016	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	MANAGE: Being a good employer see page 60 Boundary: Internal: Design, planning and sourcing materials, Construction, Property management
				103-2	The management approach and its components	How we're creating places that attract see page 14 MANAGE: Responsible business practices, ethics and compliance see page 58 MANAGE: Being a good employer see page 60 Corporate responsibility policy Code of Business Practices and Ethics
				103-3	Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58
		GRI 404: TRAINING AND EDUCATION 2016	GRI 404: TRAINING AND EDUCATION 2016	404-1	Average hours of training per year per employee	MANAGE: Being a good employer see page 60
						AVERAGE HOURS OF TRAINING UNDERTAKEN BY GENDER
Male						27.2
Female						20
						AVERAGE HOURS OF TRAINING UNDERTAKEN BY EMPLOYEE CATEGORY
Executive						11.6
Department head						10.3
Senior management	7.9					
Middle management	26					
Supervisors	28.8					
Technical CWCL	23.3					
Technical property	24.7					
Admin/Clerical/Support	24.6					
Security	26.4					
Operators	27.3					
Apprentices	15.2					
Graduate	49.7					

MATERIAL TOPICS				
GRI STANDARD		GRI DISCLOSURE	LOCATION AND NOTES	
TRAINING AND EDUCATION	GRI 404: TRAINING AND EDUCATION 2016 CONTINUED	404-3	Percentage of employees receiving regular performance and career development reviews	MANAGE: Being a good employer see page 60
NON-DISCRIMINATION	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	MANAGE: Responsible business practices, ethics and compliance see page 58
				MANAGE: Being a good employer see page 60
		MANAGE: Boundary: Internal: Design, planning and sourcing materials, Construction, Property management; External: Local communities		
	103-2	The management approach and its components	How we're creating great places see page 14	
			MANAGE: Responsible business practices, ethics and compliance see page 58	
	103-3	Evaluation of the management approach	MANAGE: Being a good employer see page 60	
			MANAGE: Engaging with our stakeholders see page 62	
GRI 406: NON-DISCRIMINATION 2016	406-1	Incidents of discrimination and corrective actions taken	Corporate responsibility policy	
			Code of Business Practices and Ethics	
NON-DISCRIMINATION	GRI 406: NON-DISCRIMINATION 2016	406-1	Incidents of discrimination and corrective actions taken	MANAGE: Responsible business practices, ethics and compliance see page 58
				There were no incidents of discrimination reported in 2016.

MATERIAL TOPICS				
GRI STANDARD		GRI DISCLOSURE	LOCATION AND NOTES	
LOCAL COMMUNITIES	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	INCLUDE see page 26 Boundary: Internal: Design, planning and sourcing materials, Construction, Property management; External: Local communities
		103-2	The management approach and its components	INCLUDE see page 26 How we're creating great placest see page 14 MANAGE: Responsible business practices, ethics and compliance see page 58 MANAGE: Engaging with our stakeholders see page 62 Corporate responsibility policy Social and economic development strategy Code of Business Practices and Ethics
		103-3	Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58
	GRI 413: LOCAL COMMUNITIES 2016	413-1	Operations with local community engagement, impact assessments, and development programs	100% of operations have community engagement, impact assessments and development programmes.
CUSTOMER HEALTH AND SAFETY	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	EVOLVE: Wellbeing and the built environment see page 22 Boundary: Internal: Design, planning and sourcing materials, Property management; External: Tenants, occupiers and retailers
		103-2	The management approach and its components	How we're creating great places see page 14 MANAGE: Responsible business practices, ethics and compliance see page 58 EVOLVE: Wellbeing and the built environment see page 62 Corporate responsibility policy Health and safety policy Code of Business Practices and Ethics
		103-3	Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58
	GRI 416: CUSTOMER HEALTH AND SAFETY 2016	416-1	Assessment of the health and safety impacts of product and service categories	We carry out health and safety assessments on 100% of our activities and seek improvements on any areas that require it.
CUSTOMER PRIVACY	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	MANAGE: Responsible business practices, ethics and compliance see page 58 Boundary: Internal: Property management; External: Tenants, occupiers and retailers
		103-2	The management approach and its components	How we're creating great places see page 14 MANAGE: Responsible business practices, ethics and compliance see page 58 Corporate responsibility policy Code of Business Practices and Ethics
		103-3	Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58
	GRI 418: CUSTOMER PRIVACY 2016	418-1	Substantiated complaints concerning 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 2016.

MATERIAL TOPICS				
GRI STANDARD		GRI DISCLOSURE	LOCATION AND NOTES	
SOCIOECONOMIC COMPLIANCE	GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundaries	MANAGE: Responsible business practices, ethics and compliance see page 58 Boundary: Internal: Property management; External: Tenants, occupiers and retailers
		103-2	The management approach and its components	How we're creating great places see page 14 MANAGE: Responsible business practices, ethics and compliance see page 58 Corporate responsibility policy Code of Business Practices and Ethics
		103-3	Evaluation of the management approach	MANAGE: Responsible business practices, ethics and compliance see page 58
	GRI 419: SOCIO-ECONOMIC COMPLIANCE 2016	419-1	Non-compliance with laws and regulations in the social and economic area	There were no fines or non-compliance concerning the provision and use of products and services with laws and regulations.

Assurance Statement

**TO: THE STAKEHOLDERS OF
CANARY WHARF GROUP PLC.**

Introduction and objectives of work
Bureau Veritas UK Ltd. (Bureau Veritas) has been engaged by Canary Wharf Group plc. (CWG) to provide limited assurance over the quantitative data and performance against targets contained within the ‘Canary Wharf Group Sustainability Report 2016’ (‘the Report’). This Assurance Statement applies to the related information included within the scope of work described below.

Scope of work
The scope of our work was limited to assurance over the targets contained in the “Progress against targets” section of the ‘Canary Wharf Group Annual Sustainability Report 2016’ (‘the Report’) and quantitative data included in the Report for the period 1 January 2016 to 31 December 2016 (the ‘Selected Information’). Bureau Veritas also undertook an evaluation of the Report against the Global Reporting Initiative (GRI) Standards: Core option. This included cross checking the GRI index table against the disclosures made in the Report.

Assessment standard
We performed our work in accordance with a comprehensive internal protocol that guides our verification activities. Our methodology is based on international best practice and incorporates the requirements of the most widely used assurance international standards including AA1000 Assurance Standard, ISAE3000, and ISO14064-3. Our conclusions are for ‘limited’ assurance as set out in ISAE 3000.

Limitations and exclusions
Excluded from the scope of our work is any verification of information relating to:
Activities outside the defined verification period;
The qualitative content of the Report;
Positional statements (expressions of opinion, belief, aim or future intention by CWG) and statements of future commitment;
Any financial information audited by an external party; and
Any other information included in CWG’s Report

This limited assurance engagement relies on a risk based selected sample of sustainability data and the associated limitations that this entails. This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

Responsibilities
The preparation and presentation of the Selected Information in the Report are the sole responsibility of the management of CWG. Bureau Veritas was not involved in the drafting of the Report. Our responsibilities were to:

Obtain limited assurance about whether the Selected Information has been prepared in accordance with internationally acceptable definitions of the relevant indicators; Form an independent conclusion based on the assurance procedures performed and evidence obtained; and Report our conclusions and findings to CWG’s management in the form of a management report.

Methodology followed and summary of work performed As part of our independent verification, we undertook the following activities:

Responsibilities
The preparation and presentation of the Selected Information in the Report are the sole responsibility of the management of CWG. Bureau Veritas was not involved in the drafting of the Report. Our responsibilities were to:

Examined the data collection and consolidation processes used to compile the Selected Information, including assumptions made, and the data scope and reporting boundaries;
Conducted interviews with relevant personnel of CWG Head Office;
Reviewed documentary evidence produced by CWG; Agreed a selection of the environmental data against source evidence; and
Assessed the disclosure and presentation of the Selected Information to ensure consistency with assured information.

We also conducted a review of CWG’s disclosures against the requirements of the Global Reporting Initiative (GRI) Standards and a gap analysis against the European Public Real Estate Association (EPRA) Sustainability Reporting Best Practices Recommendations as well as the GRESB guidelines. Details of our analysis were provided to CWG in an internal report to management.

Conclusion
On the basis of our methodology and the activities described above, nothing has come to our attention to indicate that the Selected Information is not fairly stated in all material respects. It is our opinion that CWG has established appropriate systems for the collection, aggregation and analysis of sustainability data.

Statement of independence, integrity and competence
Bureau Veritas is an independent professional services company that specialises in quality, environmental, health, safety and social accountability with over 185 years history. Its assurance team has extensive experience in conducting verification over environmental, social, ethical and health and safety information, systems and processes.

Bureau Veritas operates a certified (Certificate of Registration FS 34143 issued by BSI Assurance UK Limited) Quality Management System which complies with the requirements of ISO 9001:2008, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Bureau Veritas has implemented and applies a Code of Ethics, which meets the requirements of the International Federation of Inspections Agencies (IFIA) (International Federation of Inspection Agencies – Compliance Code – Third Edition), across the business to ensure that its employees maintain integrity, objectivity, professional competence and due care, confidentiality, professional behaviour and high ethical standards in their day-to-day business activities.

The assurance team for this work conducted the verification independently and is not involved in any other Bureau Veritas projects with CWG.



**Bureau Veritas UK Ltd.
London
May 2017**

Printed
version FSC
accredited

We welcome comments on this
Canary Wharf Group report.

Written by Flag and Canary
Wharf Group.

Printed by Park Communications
on FSC® certified paper, sourced
from well managed, responsible,
FSC® certified forests.

Park is an EMAS certified company
and its Environmental Management
System is certified to ISO 14001.

100% of the inks used are vegetable
oil based, 95% of press chemicals
are recycled for further use and, on
average 99% of any waste associated
with this production will be recycled.

Canary Wharf Group plc

One Canada Square
Canary Wharf
London
E14 5AB

+44 (0) 20 7418 2000
pressoffice@canarywharf.com

canarywharf.com
🐦@yourcanarywharf

