



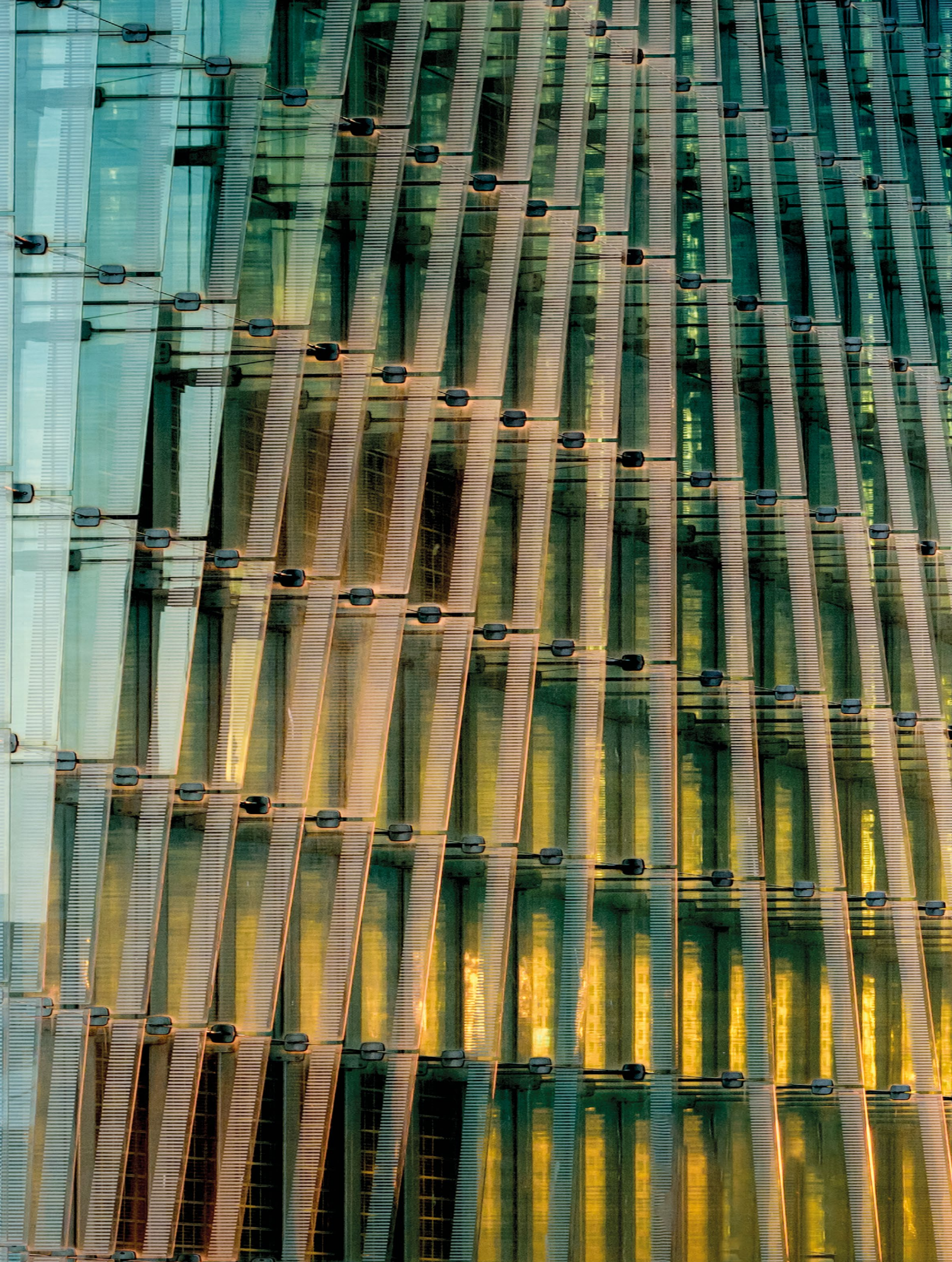
MAKING  
SUSTAINABILITY  
REAL

# MAKING SUSTAINABILITY REAL

2017 REPORT



CANARY WHARF  
GROUP PLC



# VISION

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Our vision is to inspire positive impact by creating places that are healthy, thriving, sustainable and future-ready.

IT IS NOW 30 YEARS since construction started on Canary Wharf. From the start, our vision was to create a new place with longevity and community in mind. With Canary Wharf now established as one of the great business districts of the world, our challenge for the next 30 years is to implement a clearly defined vision for sustainability, which takes into account the risks we face, and the opportunities in front of us. We call that vision Making Sustainability REAL.

Canary Wharf has been a centre for innovation and regeneration, at the forefront of economic and technological change. I am proud that we maintain that tradition today. With our new residential developments our Estate is again evolving from a great place to work into a great place to live.

This exciting new strategy will help shape Canary Wharf as a city of the future, creating a dynamic, integrated community that will serve as a template for contemporary urban living. In this and other ways we continue to seek solutions to tomorrow's challenges.

In an uncertain world that faces substantial economic, environmental, social and political challenges, we are confident that our vision and approach will enable us to be both successful and sustainable.

We look forward to the next 30 years of our evolution.

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





# LEAD

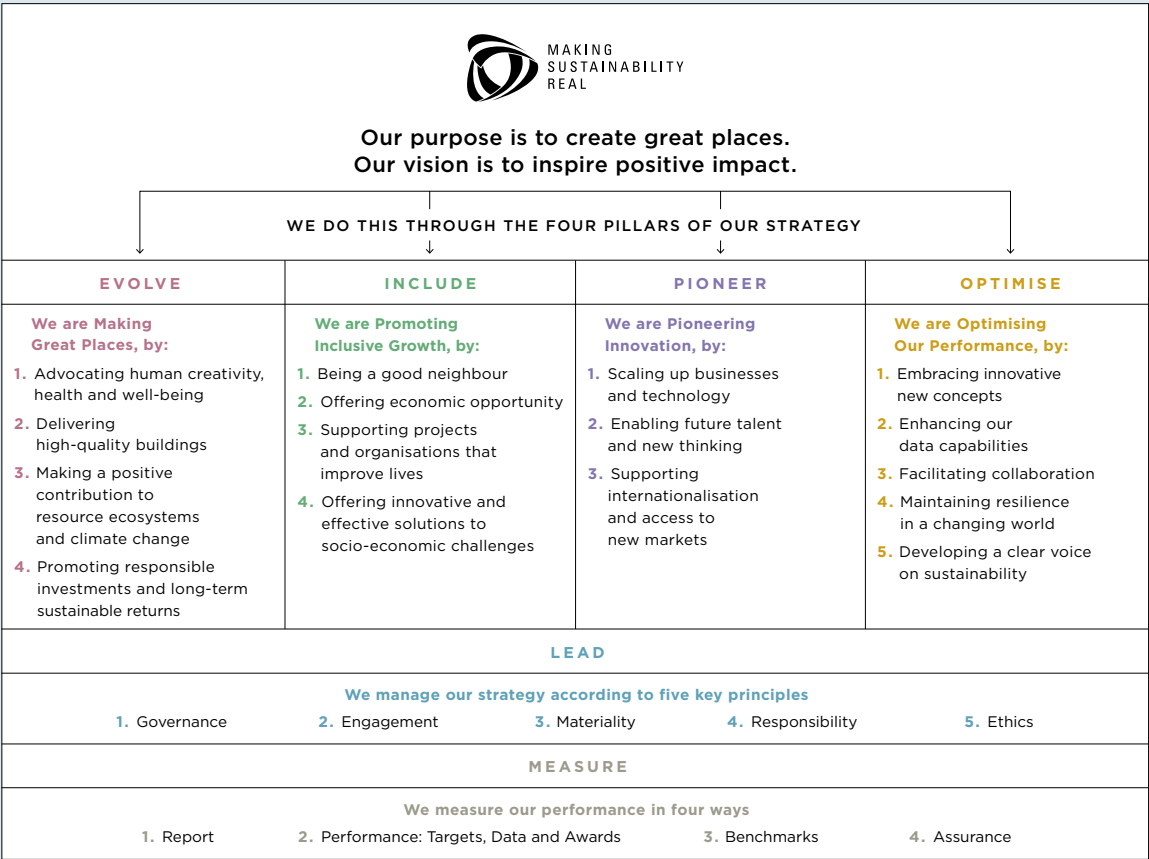
SHAPING OUR EVOLUTION

To realise a more sustainable future, we have put in place a detailed strategy to make sustainability real.

OUR STRATEGY COMPRISES four strategic pillars: Evolve, Include, Pioneer and Optimise. Underpinned by Leadership, these pillars reflect the changing world we live in and span everything we do. We Measure and learn from our performance. These pillars also form the chapters of this summary report, which gives an overview of our progress and ongoing challenges.

For detailed performance against targets, please see our full sustainability report.

For more on our approach, governance and future plans, please refer to our Corporate Responsibility web pages.



VISIT OUR ONLINE REPORT  
FOR THE FULL LEAD SECTION

LEFT  
Collectif Coin, Abstract,  
Winter Lights 2018

# CHALLENGES AND OPPORTUNITIES

TOP  
Canary Wharf Estate  
London  
BOTTOM  
Ottotto, The Cube,  
Winter Lights 2018



Between now and 2030, the Canary Wharf population is set to grow from 120,000 to more than 200,000, as new developments create additional jobs and we welcome our first residents. As we move towards our future, we have considered the social, environmental and economic challenges that will shape our world: locally, nationally and globally.

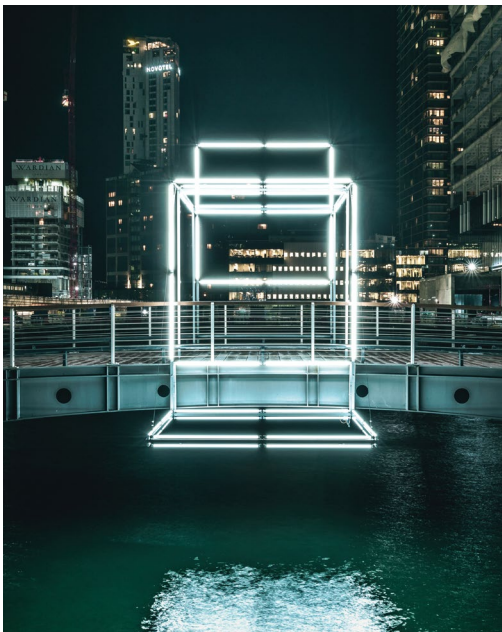
These are wide-ranging, from climate change, air quality, resource scarcity and urbanisation to perceptions of Canary Wharf, lifestyles, economic uncertainty, inequality and skills shortages.

## 2030: FUTURE READY

An expanding population demands longer-term thinking. We have identified current and future challenges to our business and in 2017 we took the first steps towards setting science-based targets, to address these. We have also matched these challenges as closely as possible with the United Nations Sustainable Development Goals (SDGs), which we now integrate into our reporting.

In 2017 we embarked on a detailed mapping exercise of Canary Wharf Group (CWG)’s sustainability reporting against the UN SDGs to integrate the goals into CWG’s materiality analysis, and to use those as part of the weighting exercise of CWG’s material issues. This will be conducted through a thorough review of UN SDGs against CWG’s material issues, and value-chain mapping of relevant SDGs to CWG in 2018.

For progress against our 2017 targets and our 2030 aims, please see pages 33–34.



# RESPONSIBLE BUSINESS

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](http://www.group.canarywharf.com)).

However, responsibility for compliance ultimately rests 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.

To support our people, our Group Leadership Team oversees responsible business and how it informs the future direction of the business, as well as the needs and concerns of a wide range of stakeholders. Chaired by John Garwood, our Company Secretary, the Corporate Responsibility Group meets six times a year.

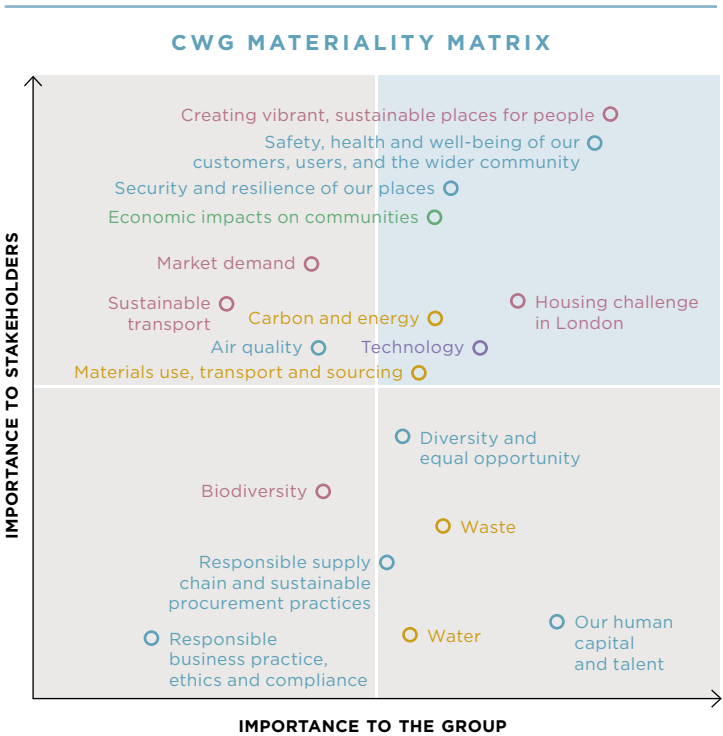
## Stakeholder Engagement and Material Issues

We take on board all that we learn from our stakeholders, using their feedback to inform how we design, build and manage the Estate. In 2017, we commenced a formal materiality process with internal stakeholders to help us better understand where we need to prioritise our efforts.

The outcome was a list of 18 issues deemed to be of real significance. These are plotted based on importance to stakeholders and importance to the Group.



FOR A FULL EXPLANATION OF  
OUR GOVERNANCE, MATERIALITY  
AND STAKEHOLDER ENGAGEMENT,  
PLEASE SEE OUR FULL  
SUSTAINABILITY REPORT



# ENABLING OUR PEOPLE POTENTIAL

LEFT  
Cabot Place Retail Mall  
RIGHT  
Canary Wharf  
Management building  
maintenance



**ATTRACTING AND KEEPING** the best talent makes us agile, efficient and connected with our customers. So whether you're an employee, contractor or partner, you can count on a culture of mutual respect, entrepreneurial spirit and continuous growth.

Our positive, 'can do' attitude to solving complex challenges is down to our 1,395-strong team of talented people, whose diversity we embrace and nurture. We never stop listening to what employees tell us – and we act on what we hear.



## Taking Care of Our Teams

Our Health and Safety Policy clearly sets out our commitment to zero work-related accidents and incidents. So we were pleased to see 20% fewer accidents and incidents during 2017.

We see health and well-being on a par with safety and, in 2017, we ran a number of seminars for employees to learn more about key health issues. We were particularly active during Mental Health Awareness Week, raising awareness to #endthestigma around mental health, and supporting the Lord Mayor's Appeal charity and the Green Ribbon Campaign.

### CELEBRATING OUR CUSTOMER SERVICE STARS

Security Supervisor Aaron Barker, ran to the aid of a man suffering a suspected cardiac arrest on the Estate. Having dialled 999, he delivered CPR and, by the time paramedics arrived, the casualty was conscious and breathing. Aaron's ability to cope under pressure may well have saved a life.

### CANARY WHARF MANAGEMENT YOUR SAY SURVEY RESULTS 2016



93%

have a strong sense  
of commitment



91%

are proud to work here



88%

see themselves working  
here in three years



87%

would recommend Canary  
Wharf Management as a great  
place to work



# EVOLVE

A PLACE FOR EVERYONE

The city of tomorrow will be an intelligent, versatile and connected space in which to live, work and relax, where human creativity and wellbeing will flourish, and where resources will be used and reused in a continuous loop.

BEING PART OF A COMMUNITY is about much more than geography. It's about feeling you really belong, having a say in the issues that affect you and knowing that your views and perspectives are listened to and respected. That's the blueprint we're creating today and it's championed by our managing director of retail and chief administrative officer.

“Placemaking for us has always been an integral part of our vision. From inception we wanted to create a place that would provide an enriched experience to all our visitors. Canary Wharf is a focal point for the local community – we see it very much as a place where people not only come to work, but also to enjoy, be it through experiencing the art, the extensive events programme that enlivens our public realm or the diverse range of shops, cafes and restaurants on offer.”

CAMILLE WAXER  
MANAGING DIRECTOR – RETAIL AND CHIEF ADMINISTRATIVE OFFICER  
CANARY WHARF GROUP PLC

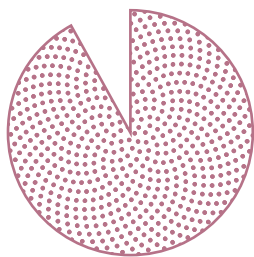


VISIT OUR ONLINE REPORT FOR  
THE FULL EVOLVE SECTION

LEFT  
25 Canada Square

# PLACES FOR PEOPLE TO THRIVE

Our Well-being Working Group looks at how we can further support and encourage health and well-being in the workplace. In 2016 we began reviewing two of our developments, North Quay and Bank Street, against the WELL Building Standard, and in 2017 we extended this assessment to our Newfoundland residential development.



92%

think the space has a positive impact on their health and well-being

ABOVE  
Invigorating yoga



## Crossrail Place

A OASIS IN THE HEART OF THE CITY

The roof garden at Crossrail Place comprises 4,000 square metres of landscaping and exotic plants in the heart of the city. As well as locking in approximately 83,770 kg of carbon dioxide, its lightweight timber roof (100% Forest Stewardship Council certified) means 'embodied' carbon is significantly lower and its lifespan will be four times longer than typical timber buildings.

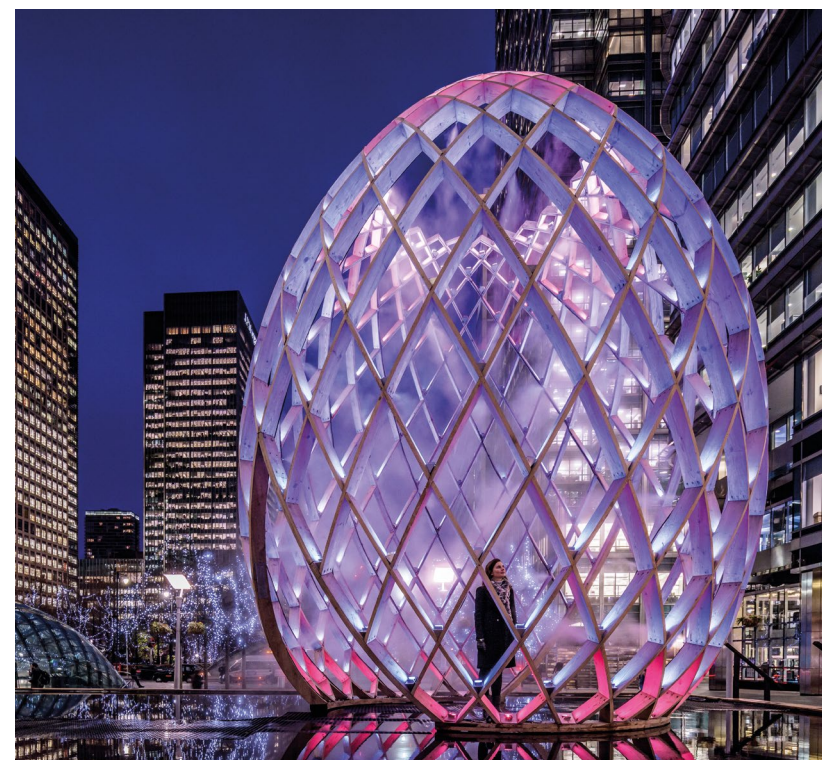
"The roof garden is a great space for a workout. It's the perfect mix of indoors and outdoors. I think the other visitors passing by also enjoyed seeing the space being used for an activity and the energy it brought to the place."

RIGHT  
Climbing wall,  
Third Space  
BELOW  
Ovo Collective, Ovo,  
Winter Lights 2017



## A PLACE OF CULTURE AND SPORTS

Every year, we host one of London's largest programmes of free events, as well as London's largest collection of publicly accessible art, currently comprising 67 works. We are incredibly proud of the variety of art, entertainment and sports events we offer on the Estate.



### SPORTS AND ARTS HIGHLIGHTS 2017



Canary Wharf  
Squash Classic



AFK Beach  
Volleyball



Pop-up  
Padel Tennis



Outdoor  
Theatre Season



Fashion events,  
four a year

CWG BIODIVERSITY  
ACTION PLAN OBJECTIVES



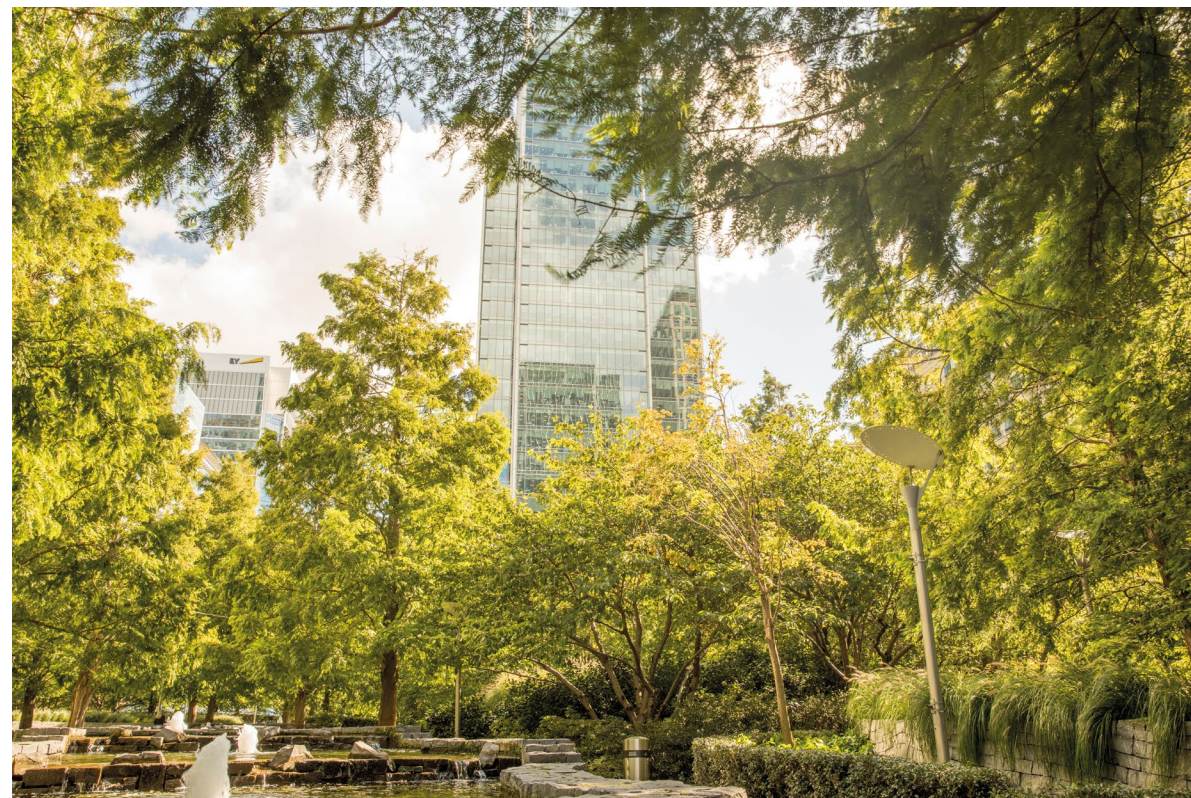
Embed the biodiversity 'net gains' principle within management and planning



Develop and apply actions for climate change resilience

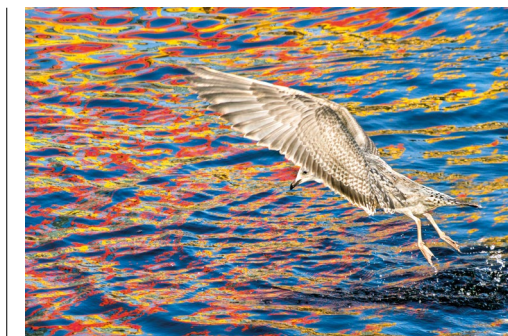


Improve ecosystem service value and in particular, the health, well-being and productivity of Estate users



BELOW  
Jubilee Park,  
Canary Wharf

# THE WINNING WILDLIFE SNAPS OF 2017



Helping foster a stronger connection with nature is the aim of our Wildlife Photography Competition. Now in its third year, the competition encourages visitors to find and photograph examples of the numerous species of flora and fauna that have made the Estate their home.



TOP  
Sunrise, Amanda Burgess

BOTTOM LEFT  
Juvenile Lesser Black Backed Gull in Flight, Adrian Campfield

BOTTOM RIGHT  
Sammy Strikes a Pose, Letty Clark, overall winner

## PLACES FOR NATURE TO FLOURISH

The area in and around Canary Wharf and along the Thames corridor contains a vast array of natural capital. The Estate itself includes four urban parks, 13 buildings with living roofs and 348,000 m<sup>2</sup> of open water habitat. There are also four nature reserves and 26 Sites of Importance for Nature Conservation within two kilometres of Canary Wharf.

Our 'Live/Work/Connect' campaign in 2017 revealed that nature came bottom of the public's list when they were asked about the social and environmental issues they cared about most. This is a perception that we are keen to change. As one of the first developers in the UK to create a Biodiversity Action Plan in 2004, we've updated our BAP in 2017 and identified three key objectives, which will provide the focus for our roadmap over the next 10 years.

We are also launching an interactive map so that anyone, anywhere, can view our living roofs, trees, parks and notable species at the click of a button. Designed to fit within the wider London ecological baseline, it also contributes to other initiatives such as the Mayor's London Tree Map.



# INCLUDE

## ROOTED IN COMMUNITY

398,198  
jobs

supported by  
Canary Wharf

£40.4  
billion

Gross Value Added (GVA)  
to Tower Hamlets

£17.5  
million

of sponsorship and in-kind  
support to local sport and  
community groups in the  
last eight years

6

community forum  
meetings held in 2017



VISIT OUR ONLINE REPORT FOR  
THE FULL INCLUDE SECTION

In 1987, we took up the challenge of creating not just a new city district, but a community.

We are united by place and share a common desire to ensure that the area – and everyone around it – thrives, both socially and economically.

**TOWER HAMLETS** is a young, diverse and rapidly growing community. School attainment is good, worklessness is decreasing and people have a strong sense of pride in where they live. However, ensuring equality of opportunity remains a challenge. By designing, creating and managing sustainable properties, delivering economic opportunities for our tenants and enriching the lives of local residents alongside the Tower Hamlets Partnership, we actively contribute to the borough's strategic plan on growth and development.

Regular, constructive dialogue with our neighbours is fundamental to how we contribute to the borough's growth, as well as our own commercial success. It's why we've been reaching out to Tower Hamlets residents and community groups through our Community Forum for 30 years, giving us an opportunity to listen to any ideas, concerns or requests and to share any plans for future developments. With bimonthly meetings, the forum brings together local residents' associations and voluntary community groups.

LEFT  
Wimbledon 2017

## SMALL AND LOCAL: OUR SUPPLY CHAIN



ABOVE  
CWG local supply  
chain event

**EAST LONDON** is an area where entrepreneurship and innovation flourish. We're committed to supporting the businesses that form the backbone of the local economy. Wherever possible, we purchase our supplies from firms on our doorstep. In 2017, 41% of the Group's spend was with local companies. In Tower Hamlets alone, since 1997, local businesses have secured over £491 million of contracts and opportunities through business spend and support.



LEFT:  
Paint Jam Sessions 2017,  
Crossrail Place  
Roof Garden

We are mindful that small enterprises can often find it difficult to break into bigger marketplaces; that's why we back initiatives to help them do just that. We support East London Business Place (ELBP), a support and supply chain brokerage organisation which develops the business competitiveness of small, medium and micro enterprises across London and the Thames Gateway, enabling them to grow and bid successfully for new contracts and works opportunities.

We also support the South London Procurement Network (SLPN), which works to ensure local businesses are part of the long-term economic growth of the South London region by providing a service to help them access local supply chains.

During 2017, SLPN funded 12 workshops and seminars as well as one-to-one business consultations and 'Meet the Buyer' events focused on small and medium enterprises.

# £1.59 billion

of business generated for  
local small, medium and micro  
enterprises since 1997

## The Start of Something Big

Cherryduck is a video production agency and film studio. It has gone from strength to strength since engaging with ELBP and continues to work closely with ELBP's dedicated coaches and mentors.

"Canary Wharf and the business support it offers through ELBP has not only been an integral part of Cherryduck's journey, but it also plays a big part in all of our lives. Whether working directly for the Group or one of its corporate tenants, Canary Wharf has supported our growth, and become a lifestyle choice for all of the people who work at Cherryduck."

MICHELLE GRANT, CO-FOUNDER, CHERRYDUCK



# INSPIRING THE TALENT OF TOMORROW

**BEING ROOTED IN THE COMMUNITY** doesn't just mean prioritising local jobs for local people, infrastructure that benefits the wider community and resilient, diverse supply chains; it also means investing in future skills and helping people grow throughout their careers.

We are therefore working closely with local authorities on initiatives such as the Tower Hamlets Workpath, as well as with schools and colleges, and charities such as Open City and the Raspberry Pi Foundation. This includes engaging these groups through 'insight tours' of our Estate – in 2017, we welcomed over 3,000 visitors on such tours.

2,400 people  
have benefited from

£2.4 million  
of support from Tower Hamlets  
and Canary Wharf Further Education  
Fund since 1987

ABOVE  
St John's Fun Day  
RIGHT  
CWG Graduates

16  
apprentices

37  
graduate trainees

122  
work experience  
students, including  
57 from Tower Hamlets

Our construction arm, Canary Wharf Contractors Limited, funded a youth training programme to inspire people into built environment careers. Run by the Construction Youth Trust and accredited by the Open College Network London, the 'Budding Brunels' course gives young people from diverse backgrounds an insight into the built environment. We hosted 25 16 to 18-year-olds for sessions that included advice from our own volunteers. After the course, 96% of students said that it had positively changed their view of construction and 74% said they would consider a career in construction.

Securing meaningful work after education requires a lot more than just qualifications. That's why, in addition to our work experience programme, we also partner with Career Ready, a UK charity that links employers with schools and colleges. We hosted six interns for a month-long programme, giving them a chance to experience work in Accounts, Personnel, Fire, Safety and Environment, Public Affairs and Retail.

Our Group graduate programme is now in its third year, delivering a structured framework to our graduate cohorts.





LEFT  
7 Charter Street,  
Canary Wharf's  
new district, Wood Wharf

\$100  
million

in funding raised by companies  
based at Level39 in 2017

# PIONEER

## THE NEXT LEVEL

CGI indicative only

What will the future bring? Smarter approaches to collaboration are required, both from the traditional sector and from new, disruptive thinkers. Our focus is on creating the spaces needed for the UK fintech community to innovate.

**SITTING AT THE HEART** of Canary Wharf, Level39 is the world's most connected tech community, helping ambitious entrepreneurs push the boundaries of finance, cyber security, retail and future-city technology. It's a living example of how we are pioneering change and making sustainability real. It hosts approximately 200 companies across three floors of One Canada Square and in 2017 was recognised as 'one to watch' by the ScaleUp Institute.

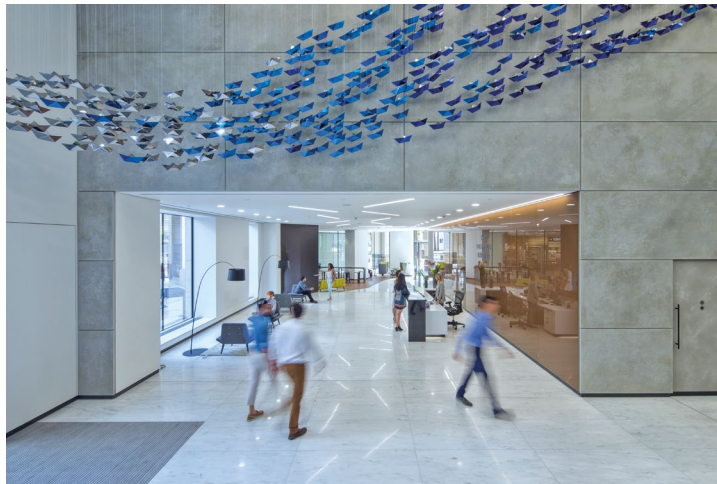
“High-growth businesses in particular make a big contribution to growth and productivity. They also create up to a half of all net employment growth among established businesses.”

MARGOT JAMES MP  
MINISTER FOR DIGITAL AND CREATIVE INDUSTRIES  
AND SCALE-UP CHAMPION



VISIT OUR ONLINE REPORT FOR  
THE FULL PIONEER SECTION

For five years, we've been using the Level39 space to encourage women to learn to code and join a vibrant technology and entrepreneurship community. As women are significantly unrepresented in the tech sector (at just 17% of the workforce), we support Code First Girls, a not-for-profit social enterprise that delivers free IT education and training to young women. In 2017, the 400th young woman passed through the programme, taking the total value of training provided to over £300,000.



**LEFT**  
The Columbus Building,  
7 Westferry Circus  
**BELOW**  
Co-working space,  
Level39  
**RIGHT**  
Collectif Coin, Abstract,  
Winter Lights 2018

## PRODUCTIVITY IN THE FACE OF UNCERTAINTY



**SINCE ITS LAUNCH**, more than 150 specialised, high-value jobs have been created by companies based at Level39 and posted on the community's job board. Membership has increased by 55% since the referendum to leave the EU and Level39 continues to work closely with national governments, supporting trade missions and inviting ministers.

## Revolut A BETTER WAY OF BANKING

Digital banking start-up Revolut joined the Level39 community in 2014 with just four desks. It's now revolutionising how we bank, helping 1.5 million customers bank online and employing close to 100 staff, many of whom are young people from the London area. Revolut has been able to scale up at Level39, thanks to the networking, events and access to investors. In 2017 alone, it raised \$66 million in funding.

## SECURITY IN A DIGITAL WORLD



## Digital Shadows

### FIGHTING CYBERCRIME

Part of the Level39 community, Digital Shadows has doubled in size in 18 months. Now employing 150 people, it protects companies from cyber risk by keeping an eye on data movements and flagging any malevolent activity. Its SearchLight platform pulls data from the visible, deep and dark web.

Being part of the Level39 community has helped the company gain its third injection of investment capital, which was key to opening new offices in Singapore and Germany.

**AS EUROPE'S LEADING** technology community and hub, Level39 is a key platform for technologies of the future. However, we are all aware of the risks that come with the digital world. So, in 2017 we launched Cyber39. The programme brings together the more than 20 cyber security companies based at Level39, providing them with a unifying voice. It includes the UK Cyber Demonstration Centre, where entrepreneurs can showcase and scale their ideas.

# TRUST AND COLLABORATION: THE BILLION-DOLLAR OPPORTUNITY

In joining the UK Green Building Council’s Innovation Lab, we’re helping to facilitate sustainable innovation in the built environment.

## Collaborate to Innovate

“UKGBC is seeking to transform the built environment by convening member organisations to work together to solve key business challenges. We want to ensure there is the time, space and structure for open innovation to occur in the built environment industry and that together we can identify and develop the most sustainable solutions.”

CAT HIRST  
DIRECTOR OF LEARNING  
AND INNOVATION,  
UK GREEN BUILDING COUNCIL

IN ADDRESSING THE sustainability conundrums facing the property sector, from population growth to climate change and resource scarcity, transforming how we live and the buildings we live in will be critical. That’s where the UK Green Building Council (UKGBC), and Gold Leaf members such as Canary Wharf Group, come in.

Together, we want to transform the way the built environment is planned, designed, constructed, maintained and operated, using a mix of creativity and capacity building. The Innovation Lab was designed and facilitated by UKGBC and Switch On, with the insight and idea generation driven by lead partners Canary Wharf Group, Landsec and Marks and Spencer. By bringing together corporates, SMEs and innovators to identify the most pressing social and environmental issues, we were able to unlock the potential for a more collaborative and sustainable approach to solving them.



## The Breakthrough Challenge

The first phase of the programme opened with an inaugural Innovation Lab workshop, held in early 2017 at Level39.

The group identified challenges – both systemic built environment challenges and emerging business challenges – and then applied an innovation framework to collaboratively solve them.

Emerging from the session, the challenge we agreed to address was: **How can we make space as agile as technology?**

## Why this Challenge?

Powerful forces are disrupting the way we sell and use space today and challenging the status quo for businesses within the built environment. Some 5% of London office space is sitting vacant (JLL, 2017), a reduction from 7.6% in 2010 (JLL, 2010), while office space is underutilised by 30–40% in a typical work day (JLL, 2017). At the same time, global building automation and control markets will double by 2020 (worth £55.5 billion) with 85% of customer interactions being managed without humans (Gartner, 2011). In the face of these facts, with rising leasing costs and the challenges associated with connecting businesses with the space they need when they need it, “how can we make space as agile as technology?”

## Creating the Tools of the Trade

By its very nature, innovation requires people to leave their comfort zone and step away from what they perceive to be business as usual. Through the Innovation Lab, UKGBC facilitated an innovation process which was brought to life through the active participation of Canary Wharf Group and other UKGBC members. To ensure the lessons we learned together are shared among the wider industry, Canary Wharf Group has supported UKGBC in the development of two important resources.

### SUSTAINABLE INNOVATION MANUAL

To help organisations demystify the innovation process, we co-created the UKGBC’s Sustainable Innovation Manual. Its step-by-step approach, tested and finely honed by the Lab participants, is designed to:

- Enhance businesses’ capacity for collaboration
- Embed innovation and sustainability into business operations
- Break down barriers between leadership and creativity

## What Next?

Through the Sustainable Innovation Manual and the Innovation Insights: Making Space as Agile as Technology resource, we and our Innovation Lab partners hope to foster a collaborative approach to solving our sector’s biggest challenges. Building on the success of the 2017 Innovation Lab, UKGBC is commencing a two-year phase of work, starting in 2018.

RIGHT  
Adams Plaza Bridge, Winter Lights 2018

- Create the space and culture for new ideas to thrive
- Deliver sustainable outcomes at scale.

The manual is accompanied by a set of open source templates. These free-to-use resources offer a framework for would-be innovators to review market trends, identify and prioritise challenges, and create ‘elevator pitches’ and presentations outlining their solutions.

### INNOVATION INSIGHTS: MAKING SPACE AS AGILE AS TECHNOLOGY

In responding to the challenge of “how do we make space as agile as technology?”, we identified a wide

range of existing and emerging products and services. The innovations were mapped against the building lifecycle, and represented a wide range of solutions – from technology that monitors building use accurately, tracking occupiers’ behaviour in real-time, to new business models that help buildings be used more flexibly, more creatively and more often. This resource offers a source of inspiration to help businesses create more agile spaces and contribute to a sustainable built environment.

“To make sustainability real, we must innovate. To innovate we must collaborate. ILAB has delivered an invaluable cross-sector toolkit to inspire us all to be more collaborative in our approach to innovation and ultimately sustainability.”

MARTIN GETTINGS  
GROUP HEAD OF SUSTAINABILITY, CANARY WHARF GROUP PLC





LEFT  
The Columbus Building,  
7 Westferry Circus

# OPTIMISE

MAKING SUSTAINABILITY REAL

Energy use per  
occupant down by

13.47%

in 2017

59%

reduction in tCO<sub>2</sub>e/  
100k in construction

100%

renewable electricity  
since 2012

Our vision is to create inspiring, resilient places that have a positive impact: places that embed sustainability in every aspect and make it real.

OUR UNIQUE OPERATING MODEL, combined with our close relationships with suppliers and tenants, means that from design to completion and ongoing management, we can create zero-carbon, zero-waste spaces. These support business resilience and efficiency, in turn contributing to a sustainable, circular economy.

## CARBON SMART

We want our greenhouse gas reduction targets to be aligned with current climate science, which is why in 2017 we began the process of setting our own science-based targets (SBTs). As a first step, we have been gathering and analysing energy data from across our business, meeting key stakeholders to explain the benefits of SBTs, and scrutinising the available methodologies to identify the best method for us.

As well as setting our targets in line with climate science, we also engage our tenants in discussions about climate resilience and adaptation. For all our commercial buildings, we conduct a climate change risk assessment during the early design stage to evaluate potential risks associated with a warming climate. The workshop session also facilitates the co-creation of viable design solutions to mitigate the adverse effects of climate change over the lifetime of a development.



VISIT OUR ONLINE REPORT FOR  
THE FULL OPTIMISE SECTION

# SUSTAINABLE DESIGN

**BELOW**  
Newfoundland construction

**RIGHT**  
#Wake Up and Smell the Coffee campaign

**FAR RIGHT**  
Waste into resource at Canary Wharf Management



As a landlord, we work with our tenants to help them meet their own sustainable building targets.

In 2017, we set benchmarks to help us source more sustainable materials. We have initially focused on our top five materials: concrete, reinforcement bar, timber, plasterboard and glass. We are yet to fully quantify this as the procurement of materials for construction is still ongoing.

## CWG ENVIRONMENTAL ASSESSMENT METHODS TO DATE

North Quay became one of the first large mixed-use developments to achieve BREEAM Communities Step 1

13

residential projects designed to Level 4 of the UK's Code for Sustainable Homes

25

assessments against BREEAM standards

“Our success in achieving high recycle rates is built on enabling our tenants to separate their waste properly and providing meaningful data for them to understand how well they are managing their waste.”

LUGANO KAPEMBWA  
ENERGY AND ENVIRONMENT LEAD, CANARY WHARF MANAGEMENT



In 2017, across Canary Wharf Group, we generated 89.87% less waste than 2016. While much of this reduction can be attributed to the changes in construction phases, and a move away from resource-intensive demolition and excavation to building developments, we are also working hard with our tenants and retailers to reduce, reuse and recycle waste.

On World Environment Day in June, we took to the malls of Canary Wharf with our ‘Live/Work/Connect’ installation and asked the public to vote on the issues that they cared most about. More than 1,000 people took part and the campaign achieved 13,500 social media impressions.

Almost half (45%) said that single-use plastics were their top concern. Based on this invaluable feedback, we’ll be developing a strategy on plastic use during 2018. After plastic, the issue the public cared most about was food waste (22%). Our Corporate Impact Voluntary Agreement (CIVA) group looks at how we can work with our tenants to address waste challenges; in 2017 it worked with Footprint Forum and WRAP, the circular economy and resource efficiency organisation, to discuss ways in which the group can tackle food waste.

## RADICALLY RETHINKING WASTE



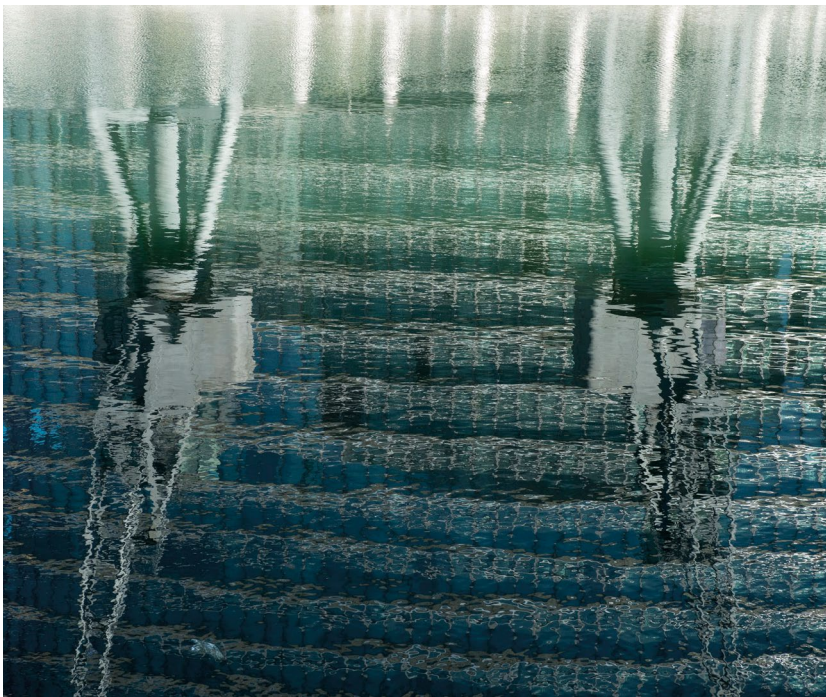
### A Clean Coffee Zone

In 2017, we set out to make Canary Wharf a ‘Clean Coffee Zone’. This included the campaign #Wake Up and Smell the Coffee, in partnership with Simply Cups, the UK’s only coffee cup recycling company, and bio-bean, a clean technology company that turns waste coffee grounds into advanced biofuels. In the first nine months, we recycled 450,000 coffee cups, 95 tonnes of coffee grounds and saved 85 tonnes of carbon.

“With the Estate welcoming almost a million visitors every week, site owner Canary Wharf Group has seized upon an opportunity to ignite a resource revolution.”

EDIE.NET

# MANAGING OUR WATER USE



**TOP**  
Crane reflection over North Quay  
**BOTTOM**  
Crossrail Place Roof Garden  
**RIGHT**  
Ben Rousseau, Tempus,  
Winter Lights 2018

Despite our famously wet climate, London is classed among the most water-stressed cities in the world. At Canary Wharf Group, we have a long-term commitment to reduce the amount of water we use. During the year, total water use in CWG was 392,523.60 m<sup>3</sup>. This represents a 12.63% decrease on the previous year. Water use per occupant in office buildings was 15.49 m<sup>3</sup>. Water use per 1,000 visitors in retail was 0.65 m<sup>3</sup>.

Our new developments aim to reduce water consumption through efficient design specification, with 55% reduction achieved in two of our commercial buildings. Effective flood storage attenuation systems in Crossrail Place and New District help discharge water to the docks directly, which is one of the most sustainable method for surface water.

# SUSTAINABLE SOURCING

Our major materials tracking system monitors compliance with our responsible sourcing standards and we source all other materials from companies using an environmental management system (EMS). We also select partners, contractors and suppliers who share our values and who are willing to work in responsible and innovative ways.

In 2017, we began work on a responsible sourcing strategy that aligns with the new ISO 20400 best practice standard on sustainable procurement.

**3**  
new suppliers achieved  
Forest Stewardship  
Council (FSC) standards  
in 2017



MEASURE  
HOW WE'RE DOING

Canary Wharf Group employs a rigorous approach to ensure its environmental data and performance monitoring is robust and promotes transparency. This is achieved through governance structures including the Corporate Responsibility Group (CRG) and by adopting best practice reporting methodologies.



VISIT OUR ONLINE REPORT FOR  
THE FULL MEASURE SECTION

CRG TARGETS 2017 OUTLINE PLAN AND STATUS

CWG SUSTAINABILITY STRATEGY	CWG CRG AREAS	2017 OUTLINE PLAN AND ACTIVITY	2017 STATUS 87%
LEAD	COMMUNICATION	Enhance corporate reporting and transparency to support external profile	85.7%
	PROCUREMENT	Implement gap check against ISO 20400	75%
	HR AND TRAINING	Implement various staff training and benefit activities	83.1%
	HEALTH AND SAFETY	Enhance H&S reporting and communications platforms	60%
	SECURITY	Improve staff performance criteria and increase customer service	100%
EVOLVE	CONSTRUCTION (Design)	Raise performance levels across all EAMs	92%
	BIODIVERSITY	Establish long-term Biodiversity Action Plan (BAP)	100%
	TRANSPORT	Identify supplier of sustainable vehicles for the Estate	100%
	RESIDENTIAL	Further refine residential strategies	100%
INCLUDE	SOCIAL AND ECONOMIC DEVELOPMENT	<div><div></div><div>Encourage and facilitate local supply chain growth and strength</div></div> <div><div></div><div>CWG 45% spend on local businesses</div></div>	93%
	COMMUNITY	Consolidate all current public affairs initiatives and define a five-year strategic programme of relevant activity	94%
PIONEER	TECHNOLOGY	Increase Level39 members scale up activity	66.6%
OPTIMISE	CONSTRUCTION	Define and embed common KPIs on all our projects	100%
	ENERGY	Identify and commence SBT process	75%
	WATER	Investigate Estate water saving opportunities	50%
	WASTE	Improve Estate waste management KPIs and maintain ZWTLF	71.45%

2018 OUTLINE TARGETS AND 2030 VISION

2018 OUTLINE TARGETS	2030 VISION
Move to a more digital and real-time reporting culture	To be established as a leader in corporate sustainability and a reporting structure aligned to circular cities principles
Establish a framework to deliver CWG Procurement Strategy in accordance with ISO 20400	To be in a position to demonstrate how Canary Wharf Group has contributed to all 17 Sustainable Development Goals across its entire supply chain. To be the world's first SDG compliant city
Implement various action points from gender pay gap report	To continue to promote diversity and equality in the construction industry and real estate sector
Further enhance H&S reporting and communications platforms	To promote even safer environments throughout our operations
Work toward SABRE certification	To be a recognised leader in resilience, physical and cyber security, known for technological innovation and excellence.
Further enhance EAM performance	All developments to aspire to be carbon net zero and work towards becoming carbon net positive
Publish BAP and implement	To achieve an appropriate biodiversity net gain by 2030
Facilitate trials of driverless taxi	For all owned and leased vehicles in CWML fleet to be zero carbon
Recruit Southbank Place residential team and embed residential portals	Canary Wharf defined as the leading residential and placemaking brand though many factors including facilitation of sustainable lifestyle choices
<div><div></div><div>Support SMMEs to achieve £110 million spend</div></div> <div><div></div><div>CWG 42% spend on local businesses</div></div>	Continue to support inclusive growth and reduce inequality local to our operations.
Engage and inspire communities through the promotion of related careers and sporting activities. Embed staff volunteering into this programme.	
Increase Level39 members' scale-up activity	Level39 moves into its own dedicated space to continue its growth
Further improve construction KPIs	All construction projects to reduce construction impacts, attract and retain talent, increase diversity and achieve resource efficiency
Define SBT methodology	To achieve carbon emission reductions in line with climate science, which incorporates a full review of our scope 3 emissions
Scope out a long-term water management strategy	To achieve appropriate water management targets in line with long-term strategy
Scope a long-term resource management strategy and establish ZWTLF formal verification	To aspire to establish the world's leading circular economy

# ABOUT THIS REPORT

## Reporting Period

The information in this report, published in June 2018, covers the period from 1 January 2017 to 31 December 2017 unless otherwise stated.

The baseline for all our environmental performance data and future targets is 2012. To view earlier performance data, please refer to our 2012 Sustainability Report.

## Environmental Data

The baseline for all our environmental performance data and future targets is 2012. 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 three 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 based on the best fit for each 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 m<sup>2</sup>, and based on gross internal areas (GIA).



FURTHER INFORMATION,  
INCLUDING ALL GROUP  
DOCUMENTS AND POLICIES  
REFERRED TO IN THIS  
REPORT, CAN BE FOUND  
ONLINE AT [WWW.GROUP.CANARYWHARF.COM](http://WWW.GROUP.CANARYWHARF.COM)

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### SUMMARY ASSURANCE STATEMENT FROM BUREAU VERITAS UK LTD

Bureau Veritas UK Ltd. (‘Bureau Veritas’) has provided independent assurance to Canary Wharf Group (‘CWG’) over the quantitative data and performance against targets contained within the Canary Wharf Group Sustainability Report 2017 published on CWG’s website ([www.group.canarywharf.com/corporate-responsibility](http://www.group.canarywharf.com/corporate-responsibility)). The assurance process was conducted in line with the requirements of the International Standard on Assurance Engagements (‘ISAE’) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information, at limited level of assurance.

The full assurance statement with Bureau Veritas’ independent opinion, scope of work, methodology, observations and limitations can be found at [www.group.canarywharf.com/corporate-responsibility](http://www.group.canarywharf.com/corporate-responsibility)

**Bureau Veritas UK Ltd**  
**May 2018**





We welcome comments on this Canary Wharf Group report.

Written by Flag.

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RIGHT  
LED installation at  
16-19 Canada Square

