



MAKING SUSTAINABILITY REAL 2017 REPORT



Welcome to our 2017 Report

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.

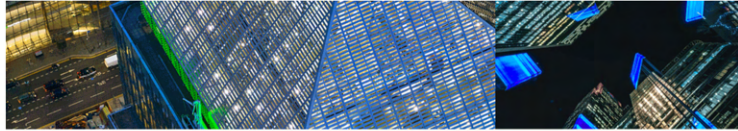
Canary Wharf has been a centre for innovation and regeneration, at the forefront of economic and technological change. I am proud that we maintain that tradition today. With our new residential developments our estate is again evolving from a great place to work into a great place to live.

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.

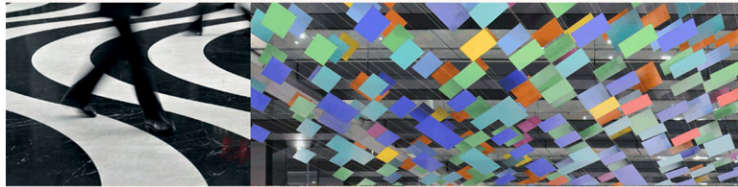
Sir George Iacobescu CBE
Chairman and Chief Executive Officer
Canary Wharf Group plc

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



STRATEGY ↑

LEAD ↑



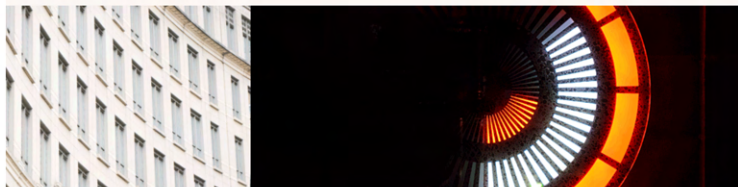
MAKING SUSTAINABILITY REAL ↑

EVOLVE ↑



INCLUDE ↑

PIONEER ↑



OPTIMISE ↑

MEASURE ↑

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STRATEGY



OUR STRATEGY IS PREDICATED ON KEY PRINCIPLES THAT SHAPE HOW WE WORK, HELPING US TO EMBED OUR VISION FOR SUSTAINABILITY AND ENABLING US TO EVOLVE OUR APPROACH THROUGH AN ACTIVE DIALOGUE WITH STAKEHOLDERS.

Our ability to evolve is enabled by our operating model, values and approach. Our aim is to create quality, inclusive and sustainable districts that emerge through close working partnerships.

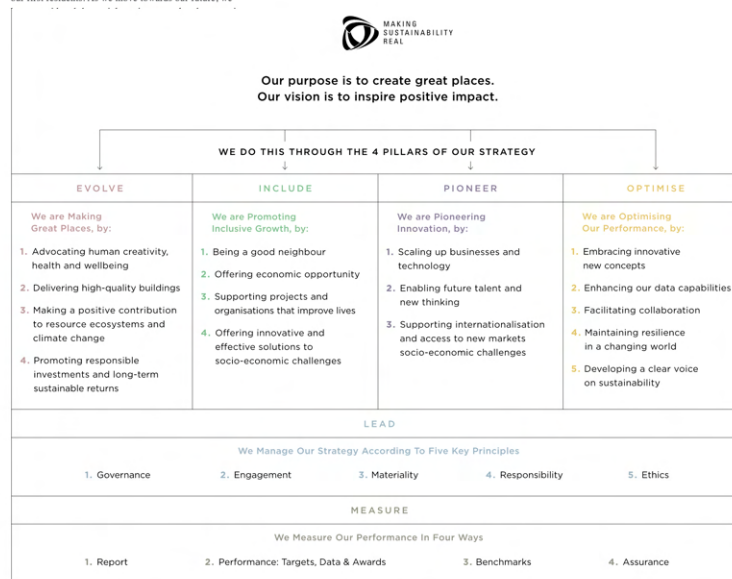
By leading through transparency and integrity, we maximise quality, our relationships and the value we create for society.



CHALLENGES AND OPPORTUNITIES

Between now and 2030, the Canary Wharf population is set to grow from 120,000 to over 200,000, as new developments create additional jobs and we welcome our first residents. As we move towards our future, we

KEY CHALLENGES FACING ALL OF US



2030: FUTURE READY

AN EXPANDING POPULATION DEMANDS LONGER-TERM THINKING. 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.

We have identified current and future challenges to our business and we can address them through science-based targets. We have also matched these as closely as possible with the United Nations Sustainable Development Goals (SDGs).

Our aim is to support as many of the SDGs as possible, but inevitably our work involves us more closely with certain SDGs. We have recently reviewed which of the goals we can achieve through our work, and have mapped our targets accordingly.

"By engaging with the SDG's, thinking locally and globally, but importantly by taking action, we all have a once in a lifetime opportunity to Make Sustainability REAL."

Martin Gettings
Group Head of Sustainability
Canary Wharf Group plc

SWG CRG AREA	SWG MATERIALITY AREA	SDGs	2030 VISION
SOCIAL AND ECONOMIC DEVELOPMENT AND COMMUNITY	4 Economic impacts on communities	  	To continue to support inclusive growth and reduce inequality local to our operations

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CWG CRG AREA	CWG MATERIALITY AREA	SDGs	2030 VISION
TECHNOLOGY	17 Technology		Level39 moves into its own dedicated space to continue its growth

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CWG CRG AREA	CWG MATERIALITY AREA	SDGs	2030 VISION
CONSTRUCTION	Construction impacts	   	All construction projects to reduce construction impacts, attract and retain talent, increase diversity and achieve resource efficiency.
ENERGY	Carbon and energy		To achieve carbon emission reductions in line with climate science, which incorporates a full review of our scope 3 emissions.
WATER	Water		Achieve appropriate water management targets in line with long-term strategy.
WASTE	Materials use, transport and sourcing Waste		Aspire to establish the world's leading circular economy.

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CSG CRG AREA	CSG MATERIALITY AREA	SDGs	2030 VISION
COMMUNICATION	16 Responsible business practice, ethics and compliance	3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION	To be established as a leader in corporate sustainability and a reporting structure aligned to circular cities principles
PROCUREMENT	12 Responsible supply chain and sustainable procurement practices	5 GENDER EQUALITY 10 REDUCED INEQUALITIES	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
HR & TRAINING	10 Diversity and equal opportunity 15 Our Human Capital and Talent	17 PARTNERSHIPS FOR RESILIENCE 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	To continue to promote diversity and equality in the construction industry and real estate sector
HEALTH & SAFETY	2 Health, safety and wellbeing of our customers, users, and the wider community 9 Air quality		To promote even safer environments throughout our operations
SECURITY	3 Security and resilience of our places		To be a recognised leader in physical and cyber security, known for technological innovation

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CWG CRG AREA	CWG MATERIALITY AREA	SDGs	2030 VISION
CONSTRUCTION <i>(Design)</i>	1 Creating vibrant, sustainable places for people 18 Market Demand	  	All developments to aspire to be carbon net zero and work towards becoming carbon net positive
BIODIVERSITY	11 Biodiversity		To achieve an appropriate biodiversity net gain by 2030
TRANSPORT	5 Sustainable Transport		For all owned and leased vehicles in CWML fleet to be zero carbon
RESIDENTIAL	8 Housing challenge in London		Canary Wharf defined as the leading residential and placemaking brand through many factors including facilitation of sustainable lifestyle choices

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LEAD



Governance

WE RECOGNISE WE LIVE IN A FAST-CHANGING WORLD, AND A FUTURE WE ARE HELPING TO SHAPE. WE CONSTANTLY EXPLORE HOW WE CAN IMPROVE OUR MANAGEMENT OF OUR IMPACT.

Sustainability is a priority for Canary Wharf Group's leadership team; their involvement means that our approach is informed by the future direction of the business, and the needs and concerns of a wide range of stakeholders.



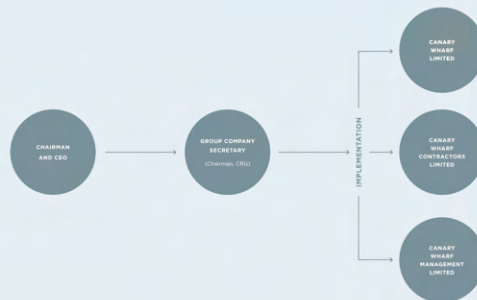
"Our approach to responsible business continues to serve us well, but to survive we all must evolve. We are currently engaged in establishing Science Based Targets and Sustainable Procurement"

JOHN GARWOOD
CRG CHAIR, COMPANY SECRETARY
CANARY WHARF GROUP PLC

CORPORATE RESPONSIBILITY GROUP (CRG)

Our Corporate Responsibility Group (CRG) oversees our approach to responsible business and meets six times a year. During these meetings we discuss our most material environmental, social and economic sustainability impacts, and if necessary put together action plans on how to address them. We periodically evaluate the CRG and our approach to the management of issues to ensure that the CRG always remains relevant. The CRG is chaired by John Garwood, CWG Company Secretary, a managing director from within the Group.

The CRG members include senior management from across our three operating companies, covering all aspects of CWG operations; from human resource to community, from environmental management to security. The CRG also has responsibilities defined within our ISO14001 and ISO 50001 certified Environment and Energy Management Systems.



RESPONSIBLE BUSINESS

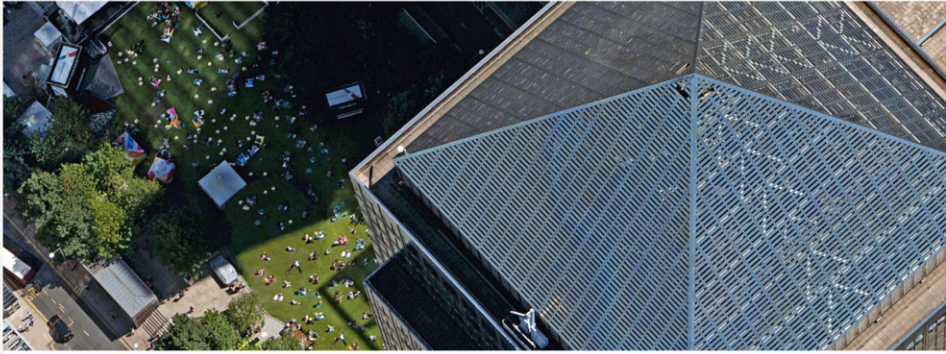
Our business activities are guided and driven by a number of codes and policies.

Our overarching Code of Business Practices and Ethics is supported by a series of policies, including our:

- Corporate Responsibility Policy;
- Modern Slavery Policy;
- Anti-Bribery and Corruption Policy;
- Anti-Slavery and Human Trafficking Policy;
- Diversity and Equal Opportunities Policy; and
- Whistleblowing Policy; and
- Employee Volunteering Policy.

Compliance ultimately depends on our employees who implement our programmes and enable us to achieve our objectives.

Key Issues



WE BELIEVE IN OPEN DIALOGUE WITH EVERY PERSON OR GROUP THAT HAS AN INTEREST OR STAKE IN WHAT WE DO. OUR STAKEHOLDERS RANGE FROM TENANTS TO LOCAL RESIDENTS, FROM EMPLOYEES TO INVESTORS, AND INCLUDE LOCAL AND CENTRAL GOVERNMENT BODIES.

Increasingly, stakeholders expect more openness and transparency, which drives reporting on a broader range of issues. Our stakeholders enable us to set our priorities, recognizing our key impacts, opportunities and risk.

We engage with our stakeholders formally, through consultations on proposed new developments, tenant forums and surveys, and informally, at meetings to share concerns and improvement suggestions.

We take on board all that we learn from our stakeholders, using it to inform how we design, build and manage across our operations.



MATERIALITY ASSESSMENT

As part of our evolving journey, we have updated our materiality assessment in 2017. This year was the first of a three-year roadmap for in-depth materiality analysis and evaluation, following international best practice.

In 2017, we focused our efforts on engaging internal and external stakeholders on material issues. This year's process has involved a number of activities, including:

- benchmarking against peers
- identifying material topics from our risks and operations as well as industry standards
- circulation of a questionnaire to internal and external stakeholders for their input into materiality and detailed desktop analysis; and
- a workshop for internal stakeholders.

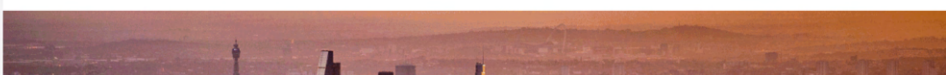
We also mapped our material issues against the Sustainable Development Goals. Our process identified 18 issues of real significance to our internal stakeholders, as presented in the diagram.

Over the next two years, we will focus on capturing the views of external stakeholders.



UPDATE ON OUR ALIGNMENT WITH THE SDGS

In 2017 we embarked on a detailed mapping exercise of 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.





Employees: Enabling Our People Potential



ATTRACTING AND KEEPING OUR TALENT IS WHAT 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 diverse, talented people. Each day, it's their creative ideas and problem-solving skills that make Canary Wharf Group (CWG) a success story. It's therefore in our commercial interests to continually support, engage and inspire each of them, while also attracting new talent into the business.

We never stop listening to what employees tell us – and we act on what we hear. We also invest around £25 per employee each year on training and development. And above all, we create a, where people can thrive and grow knowing they are free from discrimination.

Never losing sight of the future viability of our business, we proactively seek out and develop the talent on our doorstep. This means working with community partner organisations to create job opportunities where they're needed and inspiring young people into the world of work.



SUPPORTING OUR TEAMS

We all deserve to feel listened to and supported at work. We also expect to be recognised when we do a great job. Here at CWG, engaging our teams and celebrating those who have gone the extra mile is strategically important.

MAKING CHANGES FOR THE BETTER

'Your Say' is our barometer of staff satisfaction. This survey reveals what we're doing well – and more importantly, what we can do better at Canary Wharf Management Ltd.

The results, were significantly above the benchmark set by HR consultancy ETS. Our highest-scoring questions included areas such as:

- Understanding the importance of our branding
- Knowing our customer service values and how we continually strive to improve customer service
- Understanding how our roles support company goals
- Our company package of benefits
- Our understanding of our health and safety and evacuation procedures.

OUR STAFF SAID...

93%

had a strong sense of commitment

91%

were proud to work here

88%

intended to be working here in three years

87%

Would recommend Canary Wharf Management as a great place to work

Since the last survey in 2016, the Personnel Department have conducted a number of focus groups with staff from various levels and departments in order to obtain more information and in-depth analysis regarding ways we can improve career development, communication, leadership and skills within the company.

These opinions and ideas were presented to the senior management. We are now working with ETS plc and senior management to produce a phased action plan to improve our career development opportunities, leadership skills and engagement scores prior to our next survey.



SPEAKING UP ON ETHICAL CONDUCT

We remind staff that any concerns will always be treated in confidence and taken very seriously. Operated by a neutral third party, our 24/7 Employee Hotline enables anyone to anonymously 'blow the whistle' on concerns over ethical conduct www.canarywharf.ethicspoint.com.

This is part of our Code of Business Practices and Ethics, which applies to all employees, contractors and partners. It is supported by a series of policies including Corporate Responsibility, Anti-Slavery and Human Trafficking, and Anti-Bribery and Corruption.

83%

of employees completed training on Anti-Slavery and Human Trafficking, and Anti-Bribery and Corruption in 2017



RECOGNISING TALENT

Every day we hear great stories of our staff acting in admirable ways to cater to our customers. It makes us proud to work here when we see our colleagues actively promoting the Estate and being advocates. Each year, our Recognition Ceremony recognises all 12 Employees of the Month, as well as the winners of our Suggestion Scheme.

CELEBRATING OUR CUSTOMER SERVICE STARS

It's not always about the grand gestures that make a difference – being an advocate is something we can all take part in. We celebrate the lengths our people go to for our tenants, residents and visitors during National Customer Service Week. In 2017, for example, Aaron and Kalbir were recognised as shining stars for customer service:



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.



Kalbir Rai (also a Security Supervisor) proves how even with the smallest of gestures you can provide a lasting and memorable impression. When a group of visitors were clearly having difficulty navigating their way around the skyscrapers of Canary Wharf, Kalbir stepped in to not only give them directions but also a history of the company and our future plans. Visitors commended his personable approach, politeness and overall professionalism that made their visit an even more memorable experience.





WORKPLACES THAT ARE INCLUSIVE TO ALL

Every one of us at CWG brings a unique set of ideas, perspective and skills. This diverse melting pot is what makes us able to innovate and adapt to customer expectations.

The best ideas don't come from 'the corporation' but from all our people. Serving a diverse range of tenants requires an equally diverse workforce and our policies and procedures encourage an environment where individual differences and teamwork are appreciated and each individual is treated with dignity and respect.

We strive to be fair and just, and base all employment decisions including policies based upon an individual's ability, experience and qualifications. Each of us receives compulsory diversity training to reinforce our commitment to building positive relationships in the workplace.

SHARED PARENTAL LEAVE

In 2017, we introduced Shared Parental Leave to give parents more flexibility in how to share the care of their child in the first year following birth or adoption.



TAKING CARE OF OUR TEAMS

As a company that creates buildings optimised for human wellbeing, the safety and wellbeing of our own teams is a priority. This principle extends to our partners, contractors, tenants and visitors who use Canary Wharf as a place of work or leisure.

OUR SAFETY RECORD

Part of an integrated management system, our Health and Safety Policy clearly sets out our commitment to achieve zero work-related accidents and incidents.

Putting this into practice – and continually raising the bar – means working closely with our tenants and with organisations such as the London Fire Brigade, London Ambulance Service and the Health & Safety Laboratory.

We are pleased to report that in 2017, accidents and incidents continued to go down. In Canary Wharf Management, across all our estate including visitors we recorded 523 accidents and incidents in 2017 compared to 650 in 2016 – this was a decrease of 20% year-on-year.

RoSPA GOLD Medal Awarded to CWML for the first time in recognition of 5 consecutive Gold Awards



HEALTHY, HAPPY TEAMS

We see health and wellbeing as of equal importance to safety. In 2017, we ran lunchtime seminars for employees to learn more about key health issues including prostate and testicular cancer among men and gynaecological cancer detection, prevention and treatment among women. We also held a seminar exploring how to recognise, treat and promote good mental health – a growing issue in UK society.

Mental health: #endthestigma

To mark Mental Health Awareness Week and support the Lord Mayor's Appeal charity and the Green Ribbon Campaign to help #endthestigma of mental health, in May 2017, we turned the lights at the top of One Canada Square green. Many employees and tenants also wore a green ribbon. At the same time, we took the opportunity to remind staff about our Employee Assistance programme, which includes support in mental health and wellbeing.



In 2017, we achieved 2 million hours worked without a lost time accident on our Wood Wharf Project

In 2017 our projects completed over 5,871,000 work hours and had 2,580 operatives engaged in our projects. The CWCL Accident Frequency Rate for 2017 was 0.24. During 2017 our Wood Wharf project became the first ever project in CWCL's history to achieve 2,000,000 hours worked without recording a lost time accident. Subsequently, in 2018, we have now achieved 3,000,000 hours worked on our Wood Wharf project without a lost time accident. This milestone is testament to the work that has gone in over the last fifteen years when a

team-led and both CWCL and our trade contractor partners have really bought into and own the delivery of a high level of H&S culture and performance. Furthermore we have engaged with our supplier chain partners to demonstrate some of the new innovations to the trade contractors, including work-at-height equipment and dust control systems. Further to our safety success, we have launched a number of occupational health campaigns targeted at the workforce and specific tasks. These campaigns have

0.24

Accident Frequency Rate per 100,000 hours (2016: 0.21)

conscious decision was made to greatly improve health and safety systems, procedures, training, performance and culture. This project has become a benchmark for CWCL and our challenge now is to emulate the Wood Wharf culture and performance across all our projects. The most pleasing aspect of all the project's success is that it has been

keenly embraced by the workforce and have helped increase their knowledge of construction health matters; they have become the springboard for further occupational health campaigns into 2018. Our Occupational Health Managers, who are based across our major projects, have seen 362 persons attend clinics for medical advice and treatment.

THE WORKFORCE OF THE FUTURE

Even with the very best talent ensuring that we meet our targets day in day out, we know that we need to have an eye on the future pipeline of skills. So, as well as working hard to develop, reward and retain staff, we're also active in our neighbourhoods finding and nurturing leaders of the future.

A LOCAL INVESTMENT

Despite Canary Wharf being one of the most affluent business districts in the world, it's situated within one of the UK's poorest boroughs. Of the 120,000 working residents of Tower Hamlets, it's estimated that more than 12,000 work in Canary Wharf. We therefore see a responsibility to maximise opportunities and create new opportunities, particularly for those marginalised in the job market, for whatever reason.

For over 30 years, the Tower Hamlets and Canary Wharf Further Education Fund has promoted further, higher and postgraduate education and vocational training, with 2,400 people benefiting from a £2.4 million investment.

Securing a pipeline of future talent, being a good neighbour and investing in our local community can all be achieved by supporting young people as they prepare to enter the world of work. Working closely with local authorities, such as the Tower Hamlets Employment Service, London Works and Lambeth Council, we try to channel employment and training to where it's needed most.

25%

of Canary Wharf workers live in the 6 surrounding boroughs



LEARNING THROUGH EXPERIENCE

We've been hosting work experience students from Tower Hamlets since we formed in 1987 and last year, we extended the programme to include the borough of Lambeth, where our Southbank Place development is situated. Through the programme, students can experience what it's like to work in a range of roles, including construction, HR and business administration.

We promote the scheme by visiting schools and highlighting the skills and capabilities that employers are looking for. We also offer insight tours of our offices and construction projects, giving youngsters access to areas that would otherwise be inaccessible. We have seen first-hand how 'seeing is believing' can be the start of a successful career in construction.

122

work experience students, including 57 from Tower Hamlets and 10 from Lambeth



16

apprentices

Becoming career ready

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 young people a chance to experience work in Accounts, Personnel, Fire, Safety and Environment, Public Affairs and Retail.

As an intern in our HR Department, Martyna Lewartowicz was nominated in the Career Ready awards during 2017. Having thrown herself into a number of projects, including those supporting mental health, she now volunteers to give college presentations to inspire others to try the internship route to work.

"Martyna is someone very focused on doing well in her career and is keen to learn. She was a pleasure to work with and I wish her the very best for the future."

Kam Di Natale
Deputy Group Personnel Manager
Canary Wharf Group plc

As well as 122 work experience placements, we also added four new apprentices to our team. We anticipate offering 10 more apprenticeships in engineering, construction and finance over the next year.

George Chapman, who is undertaking an NVQ Level 3 apprenticeship in accounting at Level 39, feels he has already learned a lot since starting in August 2017. These range from transferable skills such as effective communication with clients and working in a team, to being able to understand a company's accounts and prepare a trial balance.

"I have met a number of interesting entrepreneurs within the Level39 community who I would never have had contact with in my previous role in a high-street bank. Canary Wharf Group and Level39 are allowing me to build my career on a solid platform. I believe my apprenticeship to be an extremely beneficial opportunity that I intend to make the most of."

Dressing for success

We work with the charity Smart Works to help vulnerable women in London prepare for job interviews with coaching, a professional outfit and 'dress to impress' styling advice. Women are referred to Smart Works from a range of partners, such as Job Centres, homeless or domestic violence charities, and ex-offender support organisations.



95%

of clients reported that a visit to Smart Works significantly increased their confidence



37

graduate trainees

Our two-year Structured Graduate Programme provides training, guidance, coaching, mentoring and tools to help young people transition from academia to work. In 2017, we employed 37 graduates across a range of departments and we aim to take in 14 more in 2018, as well as extending the scheme to more departments of our business.



MEET THE GRADUATES

"I am based at Southbank Place, a £1.5 billion mixed use development of residential, office and retail space. My responsibilities as part of the surveying team are to provide the primary horizontal and vertical survey control on site. I have developed my skills and knowledge as a surveyor and a manager which has allowed me to increase my responsibilities and to lead a survey team myself."

Lauren Tawn, Assistant Engineering Surveyor

"CWG has many social events throughout the year. I particularly enjoy the Dragon Boat Race in which colleagues, trade contractors and consultants from different projects compete. It's a fun, enjoyable event that encourages teamwork and socialising. CWG also hold leadership seminars throughout the year, these seminars allow us to hear inspirational stories from great people who have achieved amazing things in their lives."

Faraj Jamal, Assistant Project Manager



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EVOLVE



A Place For Everyone

CANARY WHARF IS NOT JUST A PLACE WHERE PEOPLE COME TO WORK; IT IS A DESTINATION, WITH SUSTAINABILITY EMBEDDED INTO ALL WE DO. FOR THAT TO WORK IN PRACTICE, WE NEED TO BUILD THE RIGHT ENVIRONMENT FOR EVERYBODY – FROM THE CASUAL VISITOR TO THOSE WHO MAKE THEIR LIVES HERE, FROM THE LOCAL COMMUNITY TO THE BUSINESSES THAT MAKE CANARY WHARF THEIR HOME. WE DON'T HAVE ALL THE ANSWERS, BUT WE ARE CONTINUALLY LISTENING, ADAPTING AND EVOLVING – BY WORKING TOGETHER FOR TOMORROW.



"Placemaking for us has always been an integral piece of our vision. From inception, we wanted to create a place that would provide an enriched experience for all of 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

BUILDING FOR THE FUTURE

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.

That's the blueprint we're creating today at the Estate: a world-leading business centre, that is also a vibrant, comfortable, modern living space where people and families can relax and flourish.

Our Chief Administrative Officer, Camille Waxer, is key to driving this evolution.

A key team member since our first buildings were completed, Camille has helped shape our placemaking – as a hub for business, a retail destination, a home for the arts and entertainments, and now as a residential area.



PLACEMAKING IN PRACTICE

We create thriving places that promote human wellbeing and creativity.

We do this by:

- Creating healthy places and buildings that enable wellbeing and productivity
- Embracing nature and improving biodiversity through **green infrastructure**
- Embedding **resilience and adaptation** in our designs to ensure that we can evolve to meet the needs of the future





Places for People to Thrive

OUR BUILDINGS ARE NOT JUST SPACES WHERE PEOPLE LIVE OR WORK. THEY ARE PLACES IN WHICH WELLBEING CAN THRIVE. WE SEEK TO ENCOURAGE AND INFLUENCE POSITIVE AND HEALTHY BEHAVIOURS, ENABLING OUR COMMUNITY TO MAKE BETTER LIFESTYLE DECISIONS, WHICH IN TURN LEAD TO HAPPIER LIVES.

People in the UK spend around 95% of their time indoors. Buildings play a significant role in people's health and wellbeing.

As we evolve into becoming a residential, as well as business and retail location, our focus in 2018 will be on health, wellbeing and productivity – not only for our tenants but also for the wider community.

This involves exploring options such as river walks, healthy eating and the benefits of open spaces.

We plan to install outdoor gym equipment in our new residential district Wood Wharf, which will be accessible for all to use and enjoy.

We want Canary Wharf to be not just a place where people work, but also one where they can relax and wind down.



OUR PEOPLE, THEIR PLACE

As Camille recognises,

"Our employees really believe in Canary Wharf. They are proud to work here and keep the place buzzing. They ensure that our 120,000 visitors a day have an enjoyable experience on the Estate."

The health and wellbeing of our employees is vitally important to us. Our Wellbeing Working Group looks at how we can further support and encourage health and wellbeing in the workplace.

94%

of employees think the space has a positive impact on their business performance

92%

think the space has a positive impact on their health and wellbeing



TRACKING OUR PROGRESS

In 2016 we began assessing two of our developments, North Quay and Bank Street, against the WELL Building Standard. The standard looks at how buildings, and everything in them, can improve our comfort, drive better choices, and generally enhance – not compromise – health and wellbeing. The assessments continued into 2017 and we extended them to our Newfoundland residential development.

The certifying body for WELL carried out a gap analysis during the year, to identify where we can improve our policies and engagement between our facilities teams and residents. Crucially, the review showed us how to better use existing and future amenities to maximise benefits for our users.





RELAXING AND RECHARGING

Arts and events on the Estate are essential to placemaking, adding a cultural dimension that contributes to the sense of place and identity, thereby enhancing creativity.

People no longer only see Canary Wharf as a place to come and work. Instead, it is becoming a destination in its own right – a place where people can come and enjoy themselves.

We understand the importance of leisure and relaxation time to people's health and wellbeing. Our Estate was designed with this in mind and has spaces that can host large events and accommodate spectators.

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

SPORTS HIGHLIGHTS 2017

Canary Wharf Squash Classic: Our 14th Canary Wharf Squash Classic was another sell-out with around 3,000 people attending across the five evenings of play. As well as professional matches in the evening, the courts were used during the day by local schools and squash clubs.

AFK Beach Volleyball: More than 2,000 people took to the sand during the AFK beach volleyball event in July. Now in its fifth year, the sell-out event saw 15 teams entered the Corporate Tournament, 250 pupils visit from local schools and a group of teenagers receiving coaching from professionals. Overall, we raised £90,000 for our charity partner **Action for Kids**, which works to change the lives of disabled children and young people in London and around the UK.

Pop-Up Padel Tennis: This tennis hybrid arrived in Montgomery Square for the first time in June, with 935 players taking part. Staff from businesses based at Canary Wharf also joined free lunchtime taster sessions. Professional players from Spain, Argentina and Sweden attended the World Padel Tour Exhibition, with more than 300 spectators each day.



ARTS HIGHLIGHTS 2017

Bard on the Boards: Audiences were captivated by a summer season of Shakespeare's greatest works as the sun set; *Romeo and Juliet* was a particular favourite.

A Passion for Fashion: Our all-season fashion events feature three days of fashion-packed action, including fashion shows, boutique pop-ups, exclusive discounts of up to 30% at leading stores and live performances.

Jazz with Pizzazz: London's largest free jazz festival returned to Canary Wharf for an upbeat weekend of live music in Canada Square Park. With a line-up set to rival New Orleans in the 1920s, Canary Wharf played host to the smooth sounds of the UK's most remarkable jazz artists.



BREATHING SPACE

Estimated to contribute to around 40,000 early deaths a year, air pollution is a serious health issue for London. Green spaces that provide natural air and light are integral to our placemaking – Canary Wharf is now home to four urban parks within 20 acres of gardens, squares, fountains and open spaces.

We also consider air quality when deciding where to locate air intake points relative to local pollution sources such as main roads, and insist on the use of healthy building materials that minimise volatile organic compounds which have a detrimental effect on air quality.

Throughout the construction phase, we employ dust suppression, coordinate delivery logistics to minimise road trips and participate in London's Non-Road Mobile Machinery Emissions Scheme.

AIR QUALITY ALL AROUND

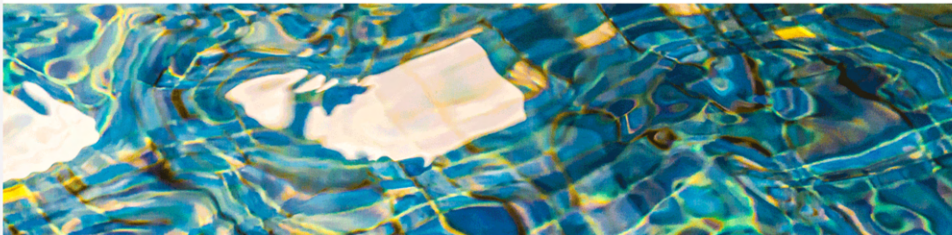
Our efforts on air quality also extend to the operational arm of the Group, Canary Wharf Management Limited (CWML). As well as procuring all of the Estate's electricity from renewable sources, in 2017 we launched a management-specific engine idling policy among the fleet of vehicles owned and operated by CWML within the Canary Wharf Estate.

Air quality benefits have also been incorporated into our Biodiversity Action Plan.

Supporting Clean Air London

In June, Canary Wharf Contractors (CWC) became the first construction site to support the Mayor of London's 'Clean Air London' campaign, which raises awareness of air pollution and encourages drivers to turn off their idling engines.

Volunteers from CWC and the London Borough of Tower Hamlets set up a stand on-site and spoke to delivery drivers about the environmental and health impacts of engine emissions. The drivers either placed a sticker on their window or took information away to share with colleagues, and all pledged to support the no idling policy.





Holding Space For Nature

DESCRIBED AS THE VARIETY OF ALL LIFE ON EARTH, WE HAVE BIODIVERSITY TO THANK FOR THE AIR WE BREATHE, THE WATER WE DRINK AND THE FOOD WE CONSUME. IT IS THE FOUNDATION FOR HUMAN HEALTH AND HAPPINESS. NATURAL CAPITAL AND BIODIVERSITY ARE ESSENTIAL AND INTEGRAL TO THE PLACES WE ARE BUILDING AND OUR APPROACH TO IMPROVING WELLBEING AND CREATIVITY.



FOCUSING ON KEY OBJECTIVES

Protecting and enhancing the biodiversity at Canary Wharf is something we take seriously. That's why we integrate biodiversity considerations strategically into the Estate's design, construction and use.

We were one of the first developers in the UK to create a Biodiversity Action Plan (BAP) in 2004, which ensures that we manage the Estate for the benefit of people and wildlife. When we updated our BAP in 2017, we identified three key objectives, which will provide the focus for our roadmap over the next 10 years.

FOCUSING ON KEY OBJECTIVES



"Mindfulness in the design phase of a project is so important. We want Canary Wharf to be a place where people can come to relax and wind down, green spaces with rich biodiversity offer this. It's a moment of escapism in a busy city, which is so important for our well-being."

CAMILLE WAXER, MANAGING DIRECTOR - RETAIL & CHIEF ADMINISTRATIVE OFFICER CANARY WHARF GROUP PLC

Biodiversity Action Plan 2018-2028

[Download](#)

The docks are home to aquatic birds, freshwater and saltwater fish, and even seals

CROSSRAIL PLACE: AN OASIS IN THE HEART OF THE CITY

The rooftop garden at Crossrail Place comprises 4,000m² of landscaping and exotic plants in the heart of the city. As well as locking in approximately 83,370 kg of carbon dioxide, its lightweight timber roof means 'embodied' carbon is significantly lower.

Life-cycle thinking was applied in the design and 1,000m³ of spruce timber (100% FSC certified) gives the building a lifespan 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."

"I loved the fresh air and the views, which somehow made me feel more energetic."

Feedback from Crossrail Place Roof Garden users

4000

4,000m² of biodiverse roof will be designed into the whole Wood Wharf Masterplan



ENGAGING A WIDER AUDIENCE

To make biodiversity accessible to all, we collect

CONNECTING PEOPLE WITH NATURE

To make biodiversity accessible to all, we collect

ecological information from the estate to create an interactive online map freely available to the public.

Known as a Geographic Information System (GIS), and launching in 2018 the map contains a wealth of information, including the location and details of living roofs, trees, parks and notable species. It also provides details of future development plots and designs.

Updated regularly, the map will be used as a day-to-day management tool, guiding maintenance requirements whilst helping to monitor the health of trees on the Estate. Designed to fit within the wider London ecological baseline, it also contributes to other initiatives such as the Mayor's London Tree Map.

it people are to protect and preserve our natural capital, they must first care about it. When, through our 'Live/Work/Connect' campaign we asked the public which social and environmental issues they cared about most, nature came bottom of the list – a perception that we are keen to change.

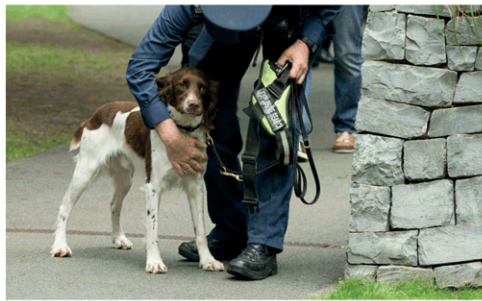
Helping foster a stronger connection with nature is the aim of our Wildlife Photography Competition. Now in its third year, the competition encourages visitors to find and photograph examples of the numerous species of flora and fauna that have made the Estate their home.

This year, due to the high volume and exceptional quality of entries, we increased the shortlist to 25 pictures from each of the five categories. The overall winner for 2017 was Letty Clark, for her picture 'Sammy strikes a pose', taken near North Dock. Letty's winning picture will feature on various pieces of Canary Wharf literature and on our website.



Making Safe Places

BY EVOLVING OUR SECURITY SYSTEMS SO THEY UTILISE CUTTING-EDGE TECHNOLOGY WITHOUT BEING INTRUSIVE, WE CREATE PLACES WHERE PEOPLE FEEL COMFORTABLE AND SECURE.



CREATING A SECURE ESTATE

We want our Estate to be a secure and resilient place for our people and the public. Our approach to security is always evolving as we work in collaboration with the police and other partners. We also embed resilience and adaptation into our designs to ensure we can evolve to meet the needs of the future.

We work towards these priorities by:

- Being prepared by understanding the risks to our assets, tenants and people
- Protecting our assets, tenants and people as they work, live and relax
- Ensuring our assets, people and processes are resilient to disruption and can continue to operate
- Keeping our people, tenants and the public informed
- Ensuring effective management of all aspects of security.

The resilience of the businesses that operate from our buildings is enhanced through our cutting-edge approach to design and security. We're focused on integrating technological innovations and investing proactively for the long-term resilience of the places we create and manage.

LOOKING TO THE FUTURE

The security and resilience environment is constantly changing, and we will continue to develop our practices to meet these opportunities and challenges. In 2018 we will build on our ISO 22301 certification by carrying out the preparatory work for stage 1 of SABRE certification (a security assessment scheme for buildings), with a view to certification in 2019. We will also select, train and mobilise staff for our Southbank Place security operation.

As well as addressing immediate issues, we aim to maintain and enhance our position as a recognised leader in physical and cyber security, known for technological innovation. The safety and resilience of the people, property and reputation of Canary Wharf represents a core objective for the group, and we will work to ensure this is delivered as we move towards 2030 and beyond.

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INCLUDE



Rooted in Community

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, SOCIALLY AND ECONOMICALLY.



For Canary Wharf, being part of the wider community has always been central to who we are. From local businesses who supply us to securing a talent pipeline for our future growth, a strong local community is a key part of our own success. Since we first launched here in East London, we have been committed to helping the neighbourhood of which we are a part to thrive and prosper, and to sharing the economic benefits our presence brings.

That community embraces everyone from our suppliers, tenants and employees to local authorities, schools and voluntary organisations as well as all those who live and work around us. And it's one we're proud to support and be part of.

Since our beginnings three decades ago, we have strived to make a positive contribution, and we've much to celebrate.

£1.59b £491m £17.5n

of business generated for local SMEs since 1997

of contracts for businesses in the borough in which we are based

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

A BRIGHT FUTURE FOR TOWER HAMLETS

As well as growing our business and developing more top-quality office space in London than any other company, we can also be proud that our achievements have been built on our values and the principle of being a good neighbour. But we are firmly looking to the future.

Tower Hamlets – our home – 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.

As a member of the Tower Hamlets Partnership, we actively contribute to the borough's strategic plan on growth and development in the area. We will also continue to work with local organisations and residents to develop skills, provide employment opportunities, support local businesses and help equip young people with the right skills for the ever-evolving labour market.





Investing in the Local Economy

CANARY WHARF GROUP IS NOT A SHORT-TERM DEVELOPER; WE DON'T JUST BUILD, THEN MOVE ON TO THE NEXT PROJECT. WE'RE IN IT FOR THE LONG HAUL: DESIGNING, CREATING AND MANAGING SUSTAINABLE PROPERTIES, DELIVERING ECONOMIC OPPORTUNITIES FOR OUR TENANTS AND ENRICHING THE LIVES OF LOCAL RESIDENTS.



A VIBRANT ECONOMY FOR A STRONG COMMUNITY

Canary Wharf Group has always sought to generate economic opportunities for the wider community around us. We're committed to supporting the businesses that form the backbone of a local economy. Wherever possible, we purchase our supplies from firms on our doorstep. We also support a range of initiatives such as East London Business Place (ELBP) (see below) and the South London Procurement Network (SLPN) to help businesses develop, from start-ups to established companies looking to move to the next level.

Home to more than 150 major office tenants, many of which are national or global headquarters, Canary Wharf supports £40.4 billion of Gross Value Added (GVA), £19.7 billion of which is directly attributed to the development.

GROSS VALUE ADDED

Gross Value Added (GVA) is the measure of the value of goods and services produced in an area, industry or sector of an economy.

73%

of Tower Hamlet's GVA is generated from Canary Wharf

£40.4b

Canary Wharf contributes £40.4 billion GVA

41%

of our own spend was with local businesses in 2017



HELPING SMALL BUSINESSES FLOURISH

East London is an area where entrepreneurship and innovation flourish. Many of the small businesses in the area are now our suppliers, so it's important to us to help them continue to grow, develop and access the economic opportunities our developments offer.

In 2017, 41% of the Group's spend was with local companies. In Tower Hamlets alone, from 1997 to present, local businesses secured over £491 million of contracts and opportunities through business spend and support, a major contribution to the local economy. However, small enterprises can sometimes find it difficult to break into bigger marketplaces; that's why we back initiatives to help them do just that.

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. ELBP helps equip small, medium and micro enterprises (SMEs) in London and the Thames Gateway with the capacity-building tools they need to grow and bid successfully for new contracts through initiatives such as the Building Legacies Programme.

Since its inception in April 2016, Building Legacies has supported 466 SMEs and social enterprises across East London, including 69 from our home borough of Tower Hamlets.

Cherryduck

Wapping-based video production agency and film studio Cherryduck has gone from strength to strength since its introduction to ELBP. Now a regular supplier to corporate clients such as Canary Wharf Group and multinational architects Gensler, Cherryduck also supports a number of well-known high-street brands such as Lush Cosmetics, L'Occitane, Disney and Clarins.

With a large client base and a Central London location, Cherryduck continues to work closely with ELBP's dedicated coaches and mentors to ensure they remain one step ahead of the competition.

"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



BRINGING BUYERS AND SUPPLIERS TOGETHER

Understanding what customers are looking for is essential for all businesses but for small, medium and micro companies, especially those just starting out, gaining access to large organisations can be difficult. Finding innovative, local suppliers can also be a challenge for large organisations. So, in 2012, we came together with Qatari Diar to establish the South London Procurement Network (SLPN).

SLPN offers a free sourcing and matching service for buyers and suppliers throughout south London. During 2017, SLPN held 12 workshops and seminars, facilitated numerous one-to-one business consultations and participated in several 'Meet the Buyer' events to help SMEs increase their capacity, win more contracts and grow.

In 2017, SLPN-registered businesses have secured approximately £85 million in local contracts and to date, more than 27 different SMEs have been submitted to Canary Wharf Contractors to be considered for the Southbank Place and Lollard Street developments.

Beaver Pest Control

Beaver Pest Control LLP has been attending SLPN networking events and training sessions for over five years. While building relationships with larger clients isn't always easy, the SLPN team have been able to help, providing support and advice on how to make a great first impression and then maintain communication with the contacts made at Meet the Buyer events.

As a result of the support they've received, Beaver Pest Control have secured work with Battersea Power Station, the Southbank Place development and further contracts with second-tier suppliers.

"We have found SLPN to be an excellent support to us as a business, introducing us to key contacts and helping us understand what the larger blue-chip clients want from their potential suppliers."

David Lodge, Partner, Beaver Pest Control

"SLPN has been very positive for our business, helping us gain new business. As a result of attending SLPN networking sessions, we have established long-standing relationships with buyers in many companies."

EX MERCHANTISE



Creating the Talent of Tomorrow

JUST AS STRONG COMMUNITIES NEED HEALTHY ECONOMIES, THEY IN TURN DEPEND ON HIGH LEVELS OF PRODUCTIVE EMPLOYMENT. OUR SECTOR IS EXPERIENCING A SIGNIFICANT SKILLS SHORTAGE, SO WE'RE DETERMINED TO HELP PEOPLE IN OUR COMMUNITY DEVELOP THE KNOWLEDGE AND EXPERIENCE THEY NEED FOR THE WORKPLACE, BOTH TODAY AND IN THE FUTURE.

Our local impact study revealed that Canary Wharf supports almost 400,000 jobs in the UK, of which 149,000 are within the Isle of Dogs cluster. Providing opportunities for local people is a fundamental part of being a good neighbour, which is why employing local talent and developing the talent of the future are two of our key priorities.

See our [employees section](#) for more details of how we invest in local talent.

54%

of the jobs in Tower Hamlets are based at Canary Wharf



INSPIRING THE NEXT GENERATION

The shortage of skilled labour, especially in the construction industry, is a very real concern, not just for the sector but for the UK's prospects for future economic growth. Political uncertainty, our aging population and a decline in young people choosing to pursue a career in construction are all adding to the problem. As a development company, we need people with the skills and abilities to help take our business forward, and in 2017, we supported a number of projects designed to tackle the issue including:

- Budding Brunels
- Architecture in Schools (AIS)



96%

of students surveyed after the course said that it had positively changed their view of construction

BUDDING BRUNELS

In October, 24 volunteers from Canary Wharf Contractors Ltd gave their time to support the 'Budding Brunels' course run by the Construction Youth Trust, which was also funded by CWCL. Accredited by the Open College Network London, Budding Brunels gives young people from diverse of backgrounds an insight into the built environment and provides industry-led careers advice from professionals in the field.

Twenty-five young people aged 16-18, from six schools and colleges close to our Southbank Place development in Lambeth attended the course, visiting construction sites and taking part in stakeholder engagement simulations. They also spent time at London's Southbank University, where they learned about the complexities of planning and designing a project.

Key to the success of the course is the interaction between students and the professionals who volunteer their time. The course also successfully challenges misperceptions about careers in construction, demonstrating to students the wide variety of opportunities the sector offers.

74%

said they would consider a career in construction



CHAMPIONING FUTURE DIVERSITY

Budding Brunels also helped challenge stereotypes in other ways. Women currently make up only 12.6% of the UK's construction workforce, while BAME (Black, Asian and Minority Ethnic) representatives account for just 5%. Given this, to see 52% female participation and 100% BAME participation from so many diverse backgrounds, was incredibly encouraging.

ARCHITECTURE IN SCHOOLS (AIS)

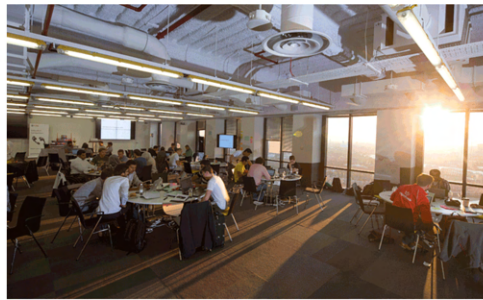
Creating a new generation of places involves training the next generation of design and construction professionals. In collaboration with Open City, we engaged primary school pupils through the Architecture in Schools (AIS) programme. Using real-world challenges, AIS promotes careers in construction by inspiring the next generation of architects.

In 2017, the brief was to design an open city neighbourhood, which challenged 830 pupils from 19 primary schools across 11 boroughs to analyse the built environment of where they live and create a people-centred design alternative. Students gained key practical, social and cultural skills, including teamwork, design experience and direct learning from members of the architecture industry.

Canary Wharf Group sponsored six participating schools from the Tower Hamlets and Lambeth boroughs, strengthening our relationship with the local community. We also hosted the AIS Awards Ceremony and Exhibition at the East Wintergarden, which was attended by over 250 pupils and their families, teachers, professionals and building representatives.

"It's all about aspiration and so it is important for us to inspire the next generation of designers. We are always pleased to support Open City's Architecture in Schools: Primary Programme, which we hope will encourage young pupils to be more aware of the importance of good design and architecture in their own lives."

JOHN GARWOOD
COMPANY SECRETARY
CANARY WHARF GROUP PLC



HELPING RETAIL STUDENTS GET PITCH PERFECT

In May and June 2017, we supported an Innovation in Retail event at the University College London (UCL) School of Management, located on Level 38 of One Canada Square.

Retail postgraduate students, gaining experience and networking with business contacts through Marks & Spencer's virtual reality retail unit on Oxford Street, attended the week-long course. Lydia Hopton, Plan A Project Manager at Marks & Spencer, and Canary Wharf Group's Head of Sustainability Martin Gettings, joined UCL staff to mentor the students, helping them with their ideas and preparations for a Dragon's Den-style pitch.

The winning idea focused on improving the changing room experience. It used enhanced mirrors with augmented reality to show virtual images of the customers wearing the clothes they wanted to buy at the event they were planning to attend.

"This event shows how businesses can come together and create a positive experience. Canary Wharf Group provided the space and the opportunity to help UCL's postgraduate students explore solutions to common problems and challenges. It's an initiative that Marks & Spencer is more than proud to be associated with."

Lydia Hopton
Plan A Project Manager
Marks & Spencer





A True Sense Of Place

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 WHY ENGAGING WITH LOCAL PEOPLE IS SUCH A VITAL PART OF OUR STRATEGY.



06

community forum meetings held in 2017

COMMUNITY FORUMS: LISTENING AND SHARING

We believe that part of being a good neighbour relies on regular, open communication and building strong, supportive relationships. We set up our Community Forum on the Isle of Dogs back in 1987 and it's been meeting bi-monthly ever since.

Attendees include representatives from local residents' associations and voluntary community groups. As well as listening to any ideas, concerns or requests they have, we use the forum to share our plans for future developments.

Modelling best practice

Southbank Neighbourhood Coordination Group was seen as a model of best practice by Lambeth Council, to the point that TfL approached the group first on how best to consult with the neighbourhood on the Waterloo/Imax Roundabout consultation. Also, the model will be replicated by Lambeth Council in the upcoming redevelopment of Elizabeth House, as the process has worked so effectively for Southbank Place.

70

works of art are on permanent display



OPENING OUR DOORS

Being part of the community means being open and welcoming. While it's easy to say that we value our relationships with local community groups, it's far more meaningful to demonstrate that commitment when people can meet us, hear first-hand from the team about our work and see what's happening at Canary Wharf.

Every year, we host Insight Tours for schools, colleges and community groups. Held at our offices and on our construction sites, we provide information on our organisation, the history and plans for future development, all of which is tailored to the needs and interests of the group.

In 2017 we welcomed over 3,000 visitors through our doors.

ART FOR EVERYONE

We believe that art should be accessible to everyone. Aesthetics play an important role in community building, which is why Canary Wharf is home to the UK's largest permanent and growing collection of purchased and commissioned outdoor artwork in the country.



8000

people have attended free performances at Crossrail Place Roof Garden since it opened in 2015

In 2017 we were pleased to welcome Henry Moore's Draped Seated Woman sculpture to the Estate. 'Old Flo' as she is affectionately known is on loan from the London Borough of Tower Hamlets and Cabot Square was chosen as her home until 2022.

Old Flo was purchased by London County Council in 1962 under its 'Patronage of the Arts Scheme', whereby sculptures by leading artists were acquired for housing estates, schools and other public places, for the benefit of local people. Draped Seated Woman was placed on

In full Bloom

For the third summer running, the truly beautiful Crossrail Place Roof Garden performance space became home to the 'Bloom' programme. Delivered in partnership with local theatre The Space, in 2017, this community arts festival saw a range of local theatre, music, dance and spoken word acts perform between May and October. With more than 3,000 audience members, the programme enjoyed its best-ever attendance.

the LCC's Stifford Estate in Stepney, where it stayed for 35 years.

When the three tower blocks on the Stifford Estate were due for demolition, the sculpture was removed to Yorkshire Sculpture Park near Wakefield for safe keeping, where it remained on loan until the summer of 2017. In 2015 the Mayor of Tower Hamlets pledged to bring Henry Moore's sculpture back to the borough to be enjoyed by the local community and we are pleased to host her and make her accessible for local people in Tower Hamlets once again.



CELEBRATING OUR COMMUNITY CHAMPIONS

We are proud to celebrate the incredible voluntary work of individuals who have been true inspirations to their local community.

In November, our fourth annual 'Community Champions' awards ceremony recognised the achievements of eight individuals and two couples. These ranged from the leadership of local sports clubs and community organisations to supporting Housing Associations and local resident's groups over many years.

Each was presented with a framed certificate signed by Sir George Iacobescu CBE, Canary Wharf Group's Chairman and Chief Executive Officer, along with £250 to donate to a community organisation of their choice.

Our ninth annual Community Barbecue at the Docklands Sailing and Watersports Centre brought together more than 120 people from local community, schools and sports groups to network, share ideas and celebrate their achievements.



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PIONEER



The Next Level

WHAT WILL THE FUTURE BRING? WE KNOW THAT LONDON IS A GLOBAL BUSINESS CENTRE NOW - AND MUST CONTINUE TO BE. SMARTER APPROACHES TO FINANCE ARE REQUIRED, BOTH FROM THE TRADITIONAL SECTOR AND FROM NEW DISRUPTIVE THINKERS. OUR FOCUS IS ON PROVIDING THE SPACE THAT THE UK'S BUDDING FINTECH COMMUNITY NEEDS TO THRIVE.



LEVEL39

Sitting at the heart of Canary Wharf, Level39 is the world's most connected tech community, bringing together innovative start-ups and the world's largest corporations. Level39 offers high-quality infrastructure, structured access to investors and links to major customers.

Since its 2013 launch, Level39 has grown from a simple idea into an 80,000 sq. ft. community space, occupying three floors of One Canada Square.

We now host approximately 200 companies with the space and support they need, helping ambitious entrepreneurs push the boundaries of finance, cyber-security, retail and future-city technology.

OUR FOCUS IN 2017

Through **Level39**, we have focused on the four areas that we believe are most critical for today's tech community:

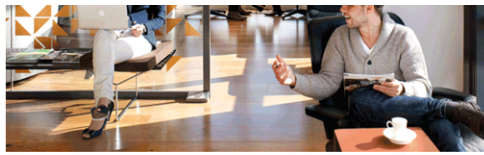
- Diversity
- Productivity
- Security
- Trust



Diversity: Time for Change

2017 WAS THE YEAR IN WHICH THE WORLD CHANGED. IT IS NO LONGER TABOO TO OPENLY RECOGNISE THAT GENDER AND GENDER EQUALITY PLAY A FUNDAMENTAL ROLE IN OUR WORLD. THE TECH SECTOR HAS HISTORICALLY BEEN AN ENVIRONMENT IN WHICH WOMEN HAVE BEEN DISADVANTAGED. THIS MUST CHANGE; LEVEL39 CAN HELP MAKE THAT CHANGE REAL.





EQUAL OPPORTUNITIES?

As in many industries, there is a wide imbalance in fintech between the opportunities available for women and for men. There are many reasons for this, conscious and subconscious, from historical discrimination such as educational opportunities and expectations, to a bias in funding allocation.

At Canary Wharf, we are committed to complete equality and are tackling bias and discrimination in a range of ways. One example is around the methods available for start-ups to attract investment. These traditionally centre on 'demo days' with a focus on pitches and presentations, a format that through its nature may favour men. At Level39, we want to make it easier for women to present their ideas. We have converted our presentation facility room into Space39: an environment that is usable for all, with an informal café and dining area where conversations can happen on business, instead of the more formal performance-style pitches.

A relaxed refectory area, Space39 is a place where everyone can come together to eat, make connections and build relationships without the high-pressure pitching environment.

Code First: Encouraging women into tech

Research by Tech City UK suggests that another one million tech workers will be needed in the UK by 2020. Businesses need to do more to encourage young people into the tech industry and work especially hard to ensure that women are equally represented. Women currently make up just 17% of the tech industry's workforce.

Playing our part, we have supported Code First Girls, a not-for-profit social enterprise that has delivered free IT education and training to young women, since 2013. The Code First Girls courses, hosted at Level39, encourage women to learn to code and join a vibrant technology and entrepreneurship community.

In 2017, the 400th young woman passed through the programme since 2013, taking the total value of training provided to over £300,000.



Productivity in the Face of Uncertainty

BREXIT AND UNEASE ABOUT WHAT WILL HAPPEN TO BRITAIN AFTER 2019 IS NOW COMMONPLACE. WE BELIEVE THAT LONDON HAS WHAT IT TAKES TO THRIVE – NOT JUST IN THE UNCERTAIN FUTURE, BUT IN THE NOW. OURS IS A CRITICAL MASS OF ENTREPRENEURS, FINANCIAL INSTITUTIONS AND CUSTOMERS: LONDON IS THE WORLD CAPITAL OF FINTECH.



39

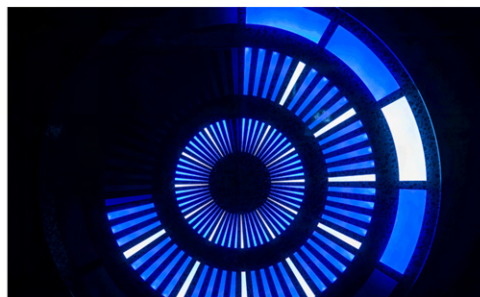
Many Level39 companies are from outside the UK: 39 different nationalities are represented on site.

CREATING HIGH-VALUE JOBS

It might seem unlikely, but membership at Level39 has in fact increased by 55.6% since the referendum to leave the EU. The source of these new growth companies is the UK – and also abroad. Level39 continues to work closely with national governments, supporting trade missions and inviting ministers to engage with Level39 members.

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.

Two companies – **Digital Shadows** and **Revolut** – have increased employee numbers from five to more than 50 in just over three years, and a further six have tripled staff numbers from five to more than 15.



\$66m

Revolut – Creating a World Beyond Banking

Digital banking start-up Reolut joined the Level39 community in 2014 with just four desks. Launched in

Revolut raised \$66 million funding in 2017

2015, Revolut is revolutionising how we bank, helping people send and spend money around the world with convenience and low fees.

Offering a pre-paid debit card, currency exchange, cryptocurrency exchange and peer-to-peer payments, Revolut now has 1.5 million customers and close to 100 employees, many of whom are young people from the London area.

Revolut has taken advantage of a number of the opportunities available at Level39, such as networking, introductions to investors and attending industry events, and raised a further \$66 million in funding in 2017.



SUPPORTING SCALE-UPS

The number of UK businesses defined as scale-ups increased by 17% between 2013 and 2015, from 26,985 to 31,440 (ONS). This is good news for the economy, as evidence continues to show that scaling businesses generate more productive jobs than the average – approximately £235,000 turnover per employee – and are twice as likely as their peers to innovate.

To ensure the UK remains on track to become a 'scale-up nation', the ScaleUp Institute identified five gaps to address:

- Talent and skills
- Markets
- Leadership
- Finance
- Infrastructure

These gaps are all addressed at Level39 in a way not achieved anywhere else in London. Our network of experienced business leaders offers a rich vein of expertise on which companies can draw.

Level39 was recognised as "one to watch" by the ScaleUp Institute in its 2017 annual review.

"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.

What is a scale-up?

A scale-up or high-growth company is one that has demonstrated growth of at least 20% in a three-year period, with at least 10 employees at the beginning of the period.

In 2017 alone, the companies based at Level39 raised approximately \$100 million in funding.

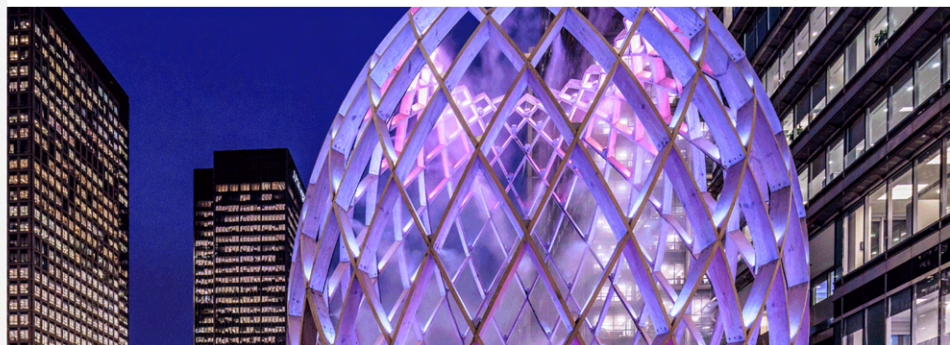


WHY LEVEL39?

Nestled in the powerhouse of the UK's centre for productivity, there is no better location for new and growing companies. Level39 members have access to:

- **Connectivity:** The location of Level39, in the heart of Canary Wharf, gives our members unique access to decision-makers in the world of finance, providing them with rapid network-building potential.
- **Skills network:** Our community of more than 180 member companies working within similar industries creates an unrivalled peer-to-peer network of knowledge and talent-sharing.
- **Leadership training:** The in-house mentor network of approximately 100 experts and entrepreneurs delivers leadership training on key areas, from legal to fundraising, from marketing to best practice.

- **Customers:** We host corporate accelerator programmes, accelerating traction and access to markets, through relationships with China, South Korea and Norway, supplemented by less formal relationships with other international governments.
- **Funding:** Our team brings high-quality, relevant investors directly to members for one-to-one meetings, creating valuable connections.
- **Infrastructure:** Our members have access to high-quality infrastructure, including state-of-the-art networks, transport and security. An on-site cafeteria and events venue are ideal for opportunities for entrepreneurs to meet and grow.



Security in a
Digital World

AS EUROPE'S LEADING TECHNOLOGY
COMMUNITY AND HUB, LEVEL39 EXISTS TO
CREATE A PLATFORM FOR TECHNOLOGIES

OF THE FUTURE. HOWEVER, AS TECHNOLOGY BECOMES INCREASINGLY ADVANCED, SO DO THE THREATS IT POSES. IT IS OUR AMBITION AND OUR BUSINESS PRIORITY TO CONVERT LEVEL39 INTO A CENTRE FOR CYBER-SECURITY.

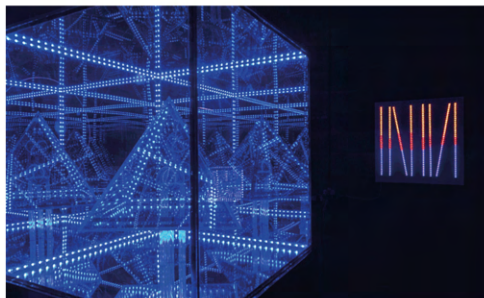


UNLOCKING CYBER PROTECTION

Level39 attracts and supports ambitions to push the boundaries of finance, retail, future-city technology – and cyber-security.

In August 2017, we launched Cyber39, a programme aimed at bringing together private companies to address the cyber threats facing the country. Cyber39 involves the more than 20 cyber-security companies based at Level39, providing them with a unifying voice.

By bringing together cyber-security experts to share ideas and resources, the programme intends to scale and develop new technologies and protect the UK from cyber crime.



THE CYBER DEMONSTRATION CENTRE

In October 2017, the UK Cyber Demonstration Centre was launched at Level39, making world-class, purpose-built facilities available to UK SME cyber-security suppliers. The centre enables them to showcase the latest technologies to customers and provides a vital platform for entrepreneurs looking to scale internationally.

As London strives to become the most cyber-secure business centre in the world, we're confident that the UK Cyber Demonstration Centre will have a pivotal role to play.

Digital Shadows

Digital Shadows protects companies from cyber risk. The team monitors the data companies share – intentionally or not – and tracks the way it spreads, to identify malevolent information exchange. Then, they offer ways to defend against damage to intellectual property and brand integrity.

SearchLight, Digital Shadows' flagship platform, provides a comprehensive picture of a company's digital footprint by drawing data from right across the visible, deep and dark web. Human analysts add context, prioritisation and recommended actions to take.

Being part of the Level39 community has been an important part of the company's growth. In 18 months, the team has doubled in size to around 150 people. In September, it gained its third injection of investment capital (referred to as Series C funding), which was key to opening new offices in Singapore and Germany. Anticipating even more growth in 2018, the team has now moved to a larger space on the Estate so that everyone can be accommodated on one floor.



Trust and Collaboration: The Billion-Dollar Opportunity

WE FIRMLY BELIEVE THAT THERE ARE SIGNIFICANT OPPORTUNITIES FOR FINTECH COMPANIES THAT CHOOSE TO SCALE THEIR BUSINESSES IN THE UK. TO MAKE THE MOST OF THESE, WE EXPLORED TRUST AND CLOSER COLLABORATION AMONG FINANCIAL INSTITUTIONS AND FAST-GROWTH FINTECH COMPANIES IN TWO RECENT ROUNDTABLE EVENTS.





THE FINTECH ROUNDTABLE

In July 2017, we brought together 13 fintech entrepreneurs, who quickly zeroed in on the need to tell a positive story about the sector's success and celebrate the UK's unique culture and business landscape.

In discussing the challenges and opportunities facing the sector, the roundtable participants agreed on five guiding principles for fintechs, that they believe will help secure a bright future for this thriving sector.

GUIDING PRINCIPLES FOR FINTECHS



THE FINANCIAL SERVICES ROUNDTABLE

Our September 2017 roundtable brought together senior representatives from major UK banks to consider how the sector can embrace technology and accelerate the growth of London's fintech industry.

Five more principles were agreed, which can support banks in making the changes identified.

Find out more from our report: [Fintech's Billion-Dollar Opportunities – 10 principles to secure London's fintech future.](#)

GUIDING PRINCIPLES FOR BANKS



Collaborate to Innovate

IN JOINING THE UK GREEN BUILDING COUNCIL'S INNOVATION LAB, WE'RE HELPING TO FACILITATE SUSTAINABLE INNOVATION IN THE BUILT ENVIRONMENT.

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. Its Innovation Programme brings corporates, SMEs and individuals together to identify the most pressing social and environmental issues, and unlock the potential for a more collaborative and sustainable approach to solving them.

"We're seeking to catalyse this change by using our unique position to convene our member organisations to work together to address the issues our industry faces. We want to ensure there is the time, space and structure for open innovation to occur for the built environment."

Cat Hirst
Director of Learning and Innovation
UK Green Building Council





THE BREAKTHROUGH CHALLENGE

The first phase of the programme opened with an inaugural Innovation Lab workshop, held in early 2017 at Level39. Participants were tasked with identifying a key challenge facing the sector that would form the focus of an initial nine-month project.

Participants from the UKGBC, its Lead Partners (Canary Wharf Group, Marks & Spencer and Land Securities) and other Council members explored trends and examined environmental and social challenges, including climate change resilience, shifting demographics, and health and wellbeing.

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 how space is sold and used today. Around 16.7 million sq. ft. of London's space (7.4%) sits vacant while only 35-40% of European office space gets used during working hours (Knight Frank). At the same time, the global market for building automation and control will double by 2020 (worth 55.5 billion), with 85% of customer interactions being managed without humans (Gartner). Against this backdrop, as well as rising leasing costs and the inability to connect businesses with the space they need in real time, how can we make space as agile as technology?



CREATING THE TOOLS OF THE TRADE

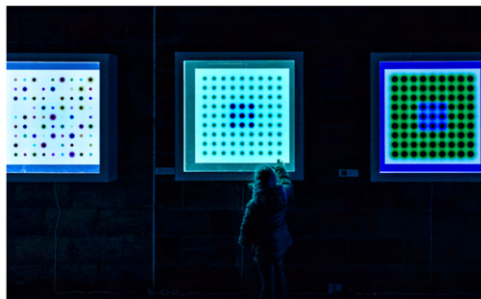
By its very nature, innovation requires people to leave their comfort zone and step away from what they perceive to be business as usual. During phase one, we worked closely with our fellow Lead Partners to devise tools designed to overcome the barriers to creativity and collective action.

SUSTAINABLE INNOVATION MANUAL

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

- Enhance business' capacity for collaboration
- Embed innovation and sustainability into business operations
- Break down barriers between leadership and creativity
- Create the space and culture for new ideas to thrive
- Deliver sustainable outcomes at scale.

Although this guide was developed to encourage fresh thinking on sustainability for the built environment, it can be used to encourage innovation in any sector.



INNOVATION TEMPLATES

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

WHAT NEXT?

Through the manual and supporting templates, we and our Innovation Lab partners hope to foster collaborative solutions to the challenges facing our sector. Building on the success of the 2017 Innovation Lab, a second, two-year phase of work started in April 2018.

Canary Wharf

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OPTIMISE



Making Sustainability Real

CANARY WHARF GROUP IS NOT A BUSINESS WITH A SHORT-TERM MINDSET. WE INVEST FOR THE LONG TERM, WHICH IS WHY WE TAKE SUSTAINABILITY SO SERIOUSLY.

By 2036, London's population is predicted to have grown to over 10 million people. Accommodating an extra 1.3 million more people than we have today will require more homes, more jobs and more trips on public transport.

Climate change and pressure on natural resources means the built environment of today must be adaptable for a very different future. As we continue to grow, we are faced with the challenge of decoupling growth from resource use and environmental impact. To meet that challenge, we are designing out waste, building in resilience, and promoting a zero-carbon and circular economy.

London is already a Smart City leader, using data and technology to help support economic growth and create vibrant, sustainable communities.

The city of tomorrow will be an intelligent, versatile and connected location in which to live, work and relax. A place where human creativity and wellbeing will truly flourish. That's the blueprint we're creating today.



Zero

waste to landfill since 2009 in managed areas

20%

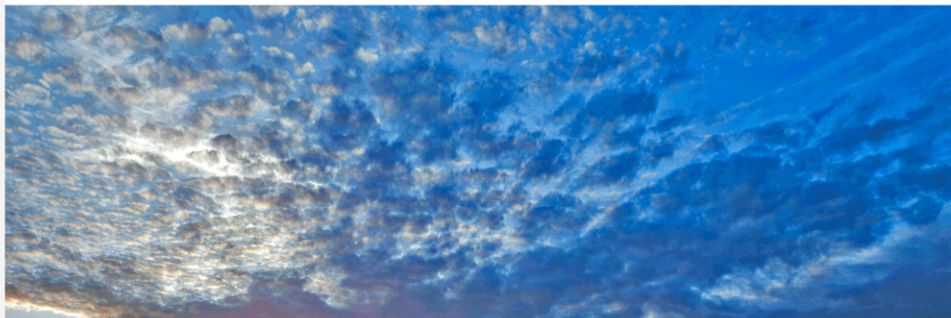
of our Estate is green space

100%

renewable electricity since 2012

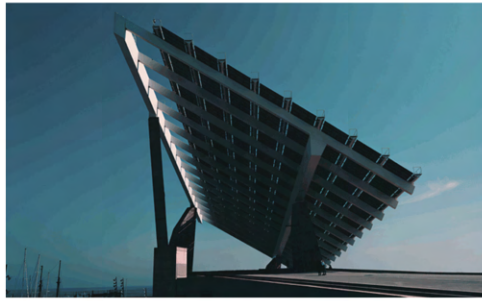
BRINGING SUSTAINABILITY TO LIFE

Our vision is to create inspiring, resilient places that have a positive impact. Places that embed sustainability in every aspect and make it real. So 'Making Sustainability Real' was the obvious name when we launched our program in June 2016 to change how the Estate community views and manages resources. It's not about rules and regulations, but about listening and creating a place where people feel involved in decision making. It also acts as our 'brand' for sustainability initiatives and specific campaigns and is shared with our suppliers and partners as a visible sign of our common mission to make sustainability real.



Resilience in a Changing World

CLIMATE CHANGE IS ONE OF THE GREATEST GLOBAL CHALLENGES WE FACE TODAY. AS A BUSINESS, WE'RE FOCUSED



SCIENCE-LED, BUSINESS FOCUSED

Signalling an acceleration in the transition to a low-carbon economy, the COP21 Paris Agreement saw 195 of the world's governments commit to combat climate change by limiting global warming to well below 2 degrees celsius.

We want our own Green House Gas (GHG) 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 CWG.

"The setting of credible science-based targets marks a shift in our thinking towards managing our climate change impacts through long-term strategic planning."

John Curwood
Managing Director/Group Company Secretary,
Canary Wharf Group plc

TAKING A PROACTIVE APPROACH TO ENERGY

Right from the initial concept stage of our buildings, we are constantly looking for ways to efficiently manage energy use and reduce carbon. In addition to maintaining ISO 50001 certification since 2015, we are proud that all the electricity we use on our Estate has been sourced from a 100% renewable energy tariff since 2012. The way that we purchase and manage energy will be changing from 2018. One provider will be used to provide energy for both Canary Wharf Management and Canary Wharf Contractors, giving us greater insight and flexibility in reporting data.

In 2017, landlord influenced energy use across our operations fell by 10.74% and CO₂ fell by 19.55% to 29,394.76 tonnes of CO₂e. This was largely due to a number of infrastructure upgrades in our buildings including One Canada Square, our largest commercial office.

Energy consumption per occupant across our comparable managed office buildings was down by 13.47% in 2017.

Energy consumption per 1,000 visitors across retail went up 9.96%, while energy use per m² across our infrastructure and car parks went down 6.81%.



Sharing insights

We proactively share best-practice sustainability initiatives with our tenants and feel that we can all learn more through collaboration. At the end of 2017, we had more than 40 attendees at our tenant sustainability forum, where we discussed issues including waste management on the Estate and how we can all contribute towards science-based emission reductions targets.

ENERGY EFFICIENCY ON SITE

In our construction business, we monitor each site's energy usage and carbon emissions in comparison to their spend. In 2017, iCO₂e/£100k has reduced from 2.08 in 2016 to 0.86, a decrease of 59%. This improvement is largely due to the phasing of our developments as they are now predominately in the construction phase rather than demolition, and are supported by on-site energy-saving initiatives that encourage sustainable behaviours.

While this is a notable improvement, we are not complacent and are continuously innovating during the construction phases, to minimise resource use wherever possible.



MAKING SUSTAINABILITY REAL FOR OUR PEOPLE

Embedding sustainability into the heart of our business relies on our people being first aware of, and then engaged with, the positive changes we're aiming to make.

To build awareness on site we share our performance data with our teams via environmental notice boards. The boards display five Energy Performance Certificate-style key performance indicators (KPIs):

- Waste
- Responsible sourcing
- Energy consumption
- Water consumption
- Considerate Constructors scheme scores

We use a grading system to rank each project according to the KPIs. The results are updated quarterly and displayed on the notice boards, so that everyone on site

can be clear about their performance and progress.



Designing for a Sustainable Future

CLIMATE CHANGE AND PRESSURE ON RESOURCES MEANS THE BUILT ENVIRONMENT OF TODAY MUST BE ADAPTABLE FOR A VERY DIFFERENT FUTURE. WE'RE FOCUSED ON INTEGRATING TECHNOLOGICAL INNOVATIONS AND INVESTING IN THE LONGEVITY OF THE PLACES WE CREATE AND MANAGE.

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 spaces support business resilience and efficiency, in turn contributing to a sustainable, circular economy.

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

13 residential projects have been designed to Level 4 of the UK's Code for Sustainable Homes, with 9 having achieved design stage certification so far. 5 of these design stage certificates were achieved in 2017. To date, 25 retail and commercial projects have achieved or are being designed to BREEAM standards, with two offices having already achieved an Outstanding rating at design stage. In 2017, we achieved 4 BREEAM design stage certificates. We also achieved our first BREEAM Communities Step 1 assessment, thereby demonstrating sustainable practice in the wider community.

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.

Off site fabrication

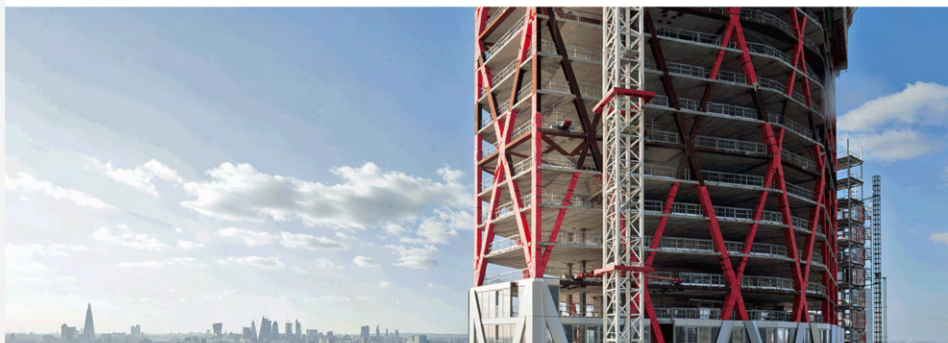
Finding innovative ways to build can deliver positive benefits for the local environment and community. The off site construction of glazing units for Southbank Place has cut a 52-week programme by 20 weeks, reducing local traffic and associated emissions.



CLIMATE RESILIENCE AND ADAPTATION

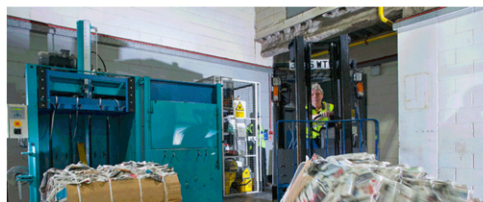
As well as setting our targets in line with climate science, we also engage our tenants in discussion about climate resilience and adaptation.

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 the climate change over the lifetime of a development.



Radically Rethinking Waste

WASTE IS OFTEN APTLY DESCRIBED AS 'RESOURCE IN THE WRONG PLACE'. AS RESOURCE SCARCITY INTENSIFIES AROUND THE WORLD, IN THE NEAR FUTURE, NO BUSINESS WILL BE ABLE TO JUSTIFY SENDING WASTE TO LANDFILL – FOR ECONOMIC AS WELL AS ETHICAL REASONS.





SETTING A HIGH BAR

While we are proud of our generally high recycling rates and of achieving zero waste to landfill, our long-term aim is to move toward a circular economy. We recognise that there is still a long way for us to go, but we are encouraged by the results we have already achieved, and the successes built through our partnerships.

In 2017, across Canary Wharf Group we generated 67,338.21 tonnes of waste, a reduction of 89.76% on 2016. While much of this can be attributed to the changes in construction phases, and a move away from the more resource intensive demolition and excavation to construction of our developments, we are also working hard with our tenants and retailers to reduce, reuse and recycle waste. In 2017, we achieved a recycling rate of 91.19%.

Closed-loop recycling and the circular economy

The idea that waste is resource in the wrong place is central to the concept of a circular economy. Instead of a linear process where materials are landfilled and lost at the end of their usefulness, in a circular economy, production is part of a closed-loop recycling process, where post-consumer waste is collected, recycled and used as a resource to make new products.



CREATING A 'CLEAN COFFEE ZONE'

Finding innovative solutions to tackling waste is about much more than just setting ourselves ambitious targets; it's about collaboration and actively working together with our tenants, occupiers, staff and contractors.

As a nation, we use 2.5 billion coffee cups every year, or 7 million a day. However, because they contain a polyethylene layer, they are difficult to recycle, meaning that most are destined for landfill.

Our goal is to recycle 85% of all waste from our retail operations. While we came close in 2016 – achieving 84% – we wanted to do more. So in 2017, we set out to make Canary Wharf a 'Clean Coffee Zone'.

WAKE UP AND SMELL THE COFFEE

As part of 'Make Sustainability Real', we launched our Wake Up and Smell the Coffee campaign in February 2017. Working with engagement specialists Veris Strategies and our waste services provider Cawleys, we partnered 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.

Through the creation of a closed-loop 'Clean Coffee Zone', coffee-related waste, including cups, lids and coffee grounds, is now recycled and turned into new resources. In the first nine months, we:

- Recycled 450,000 coffee cups
- Recycled 95 tonnes of coffee grounds
- 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."

EDIELNET



FINDING OUT WHAT MATTERS

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 in person 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.

As part of our commitment to promoting biodiversity, we're also working to connect people with nature. One of the ways we're achieving this is through our annual Wildlife Photography Competition.

FOOD WASTE

Collaboration and partnerships are essential for a circular economy. That's why in 2017, we initiated our Corporate Impact Voluntary Agreement (CIVA) project to look at how we could work with our tenants to address waste challenges across our Estate in a standardised way.

After plastic, the issue the public cared most about was food waste (22%). In October CIVA met with WRAP, the circular economy and resource efficiency organisation, to discuss ways in which the group can tackle food waste.

Weighing the cost of contamination

Effective recycling relies on the collected materials being clean and ready to reprocess. Contaminated materials are often rejected for recycling and end up being incinerated or sent to landfill.

At One Canada Square, we've introduced a new system, designed to make good recycling practice second nature. In the past, tenants' waste data was based simply on the size of their office; the new system recognises those who correctly segregate their waste. After being collected from each floor, the waste is now weighed and checked, and fines levied if it is found to be contaminated.

A monthly report allows tenants to keep track of their performance relative to their neighbours, helping them to drive awareness among their staff, celebrate their progress or, if needed, put measures in place for improvement.

"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 they well they are managing their waste."

Lugano Kapembwa
Energy and Environment Lead
Canary Wharf Management



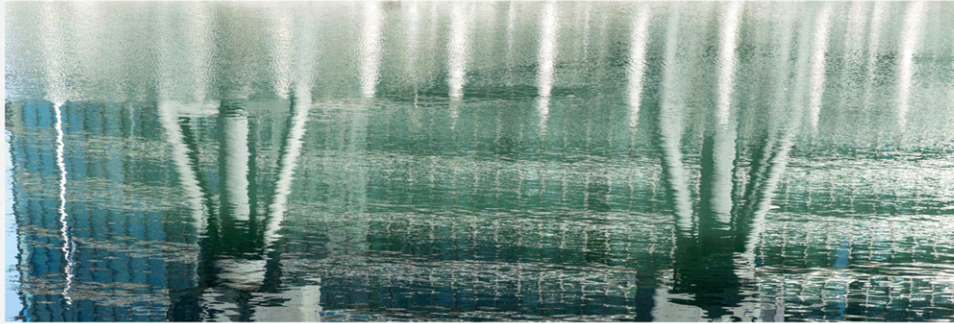


TARGETING ZERO IN CONSTRUCTION

Few construction or development companies have succeeded in diverting all of their waste from landfill, demonstrating the scale and complexities inherent in the task.

Unlike other sectors such as manufacturing or utilities, construction is highly dynamic, involving multiple and frequently changing collaboration partners, suppliers, contractors and staff - all of which makes even the collection of data a challenge.

In 2017, Canary Wharf Contractors generated 59,234.34 tonnes of waste, 99.29% of which was diverted from landfill. Undeterred by challenges, and aiming to reach 100%, this year, we developed a roadmap and strategy to achieve zero waste to landfill from all of our construction projects by 2020.

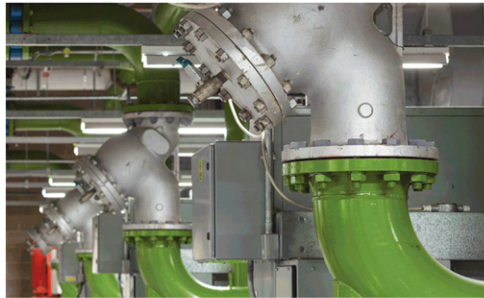


Managing Our Water Use

DESPITE OUR FAMOUSLY WET CLIMATE, LONDON IS CLASSED AMONG THE MOST WATER-STRESSED CITIES IN THE WORLD. WITH A RAPIDLY GROWING POPULATION, ENSURING THAT LONDONERS ALWAYS HAVE ACCESS TO SAFE, CLEAN WATER IS A KEY ISSUE FOR THE CAPITAL.

During 2017, total water use in CWG was 633,190.6 m³. This represents an 8.02% increase on the previous year.

Water use per occupant in office buildings was 15.49 m³ representing an 11.19% decrease on the previous year. Water use per 1,000 visitors in retail was 0.65 m³.

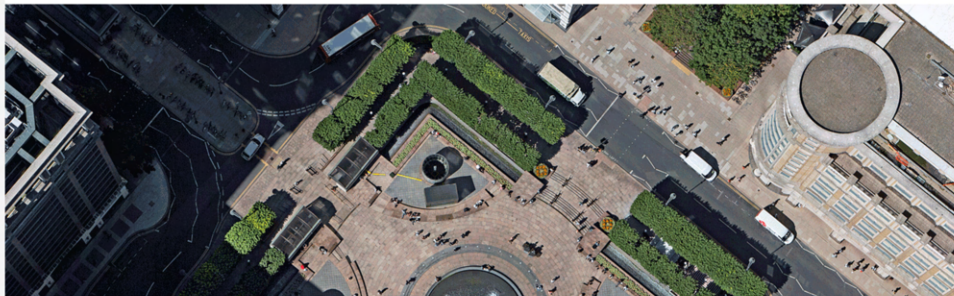


In our construction business, all of our buildings have Water Management Plans. These outline how we will control water on our projects to mitigate any environmental or financial impacts.

GREYWATER TRIALS

Water use in CWCL increased by 26% compared to 2016, and whilst water use is driven by construction stages, we want to ensure we are being as efficient as possible. Therefore, alongside the installation of water-efficient fittings in our new buildings, we piloted a greywater recycling system.

Unfortunately, the water from the aquifer we were using contained a micro-organism that discoloured the sanitary ware in bathrooms. This was a disappointing setback, but we plan to restart the pilot in 2018.



Valuing Our Natural Capital

NATURAL CAPITAL IS AN INTEGRAL PART OF OUR DEVELOPMENTS. THE BENEFITS WE ALL DERIVE FROM NATURE ARE ABSOLUTELY ESSENTIAL TO LIFE, UNDERPINNING SOCIETIES AND ECONOMIES. WITH BIODIVERSITY IN THE UK IN STEEP DECLINE SINCE THE 1970S,

4.3%

of the Estate is covered by 650 trees

TAKING ACTION TO ADDRESS THE SITUATION IS NO LONGER A NICE-TO-HAVE, BUT RATHER A MUST-HAVE.

The area in and around Canary Wharf and along the Thames corridor contains a vast array of natural capital. Canary Wharf and its surrounding area contains no fewer than 170 open-space sites covering a total of more than 300 hectares, while the Thames corridor provides a further 2,090 hectares.

The Estate itself includes four urban parks, 13 buildings with living roofs totalling 8,000m² and 348,000 m² of open water habitat. There are also four nature reserves and 26 Sites of Importance for Nature Conservation within 2 km of Canary Wharf. Together, this adds up to a huge natural resource that provides not only valuable protection for biodiversity, but also boosts the health and wellbeing of those who live and work here.



What is natural capital?

Natural capital is a way of defining the wide range of benefits that we derive from nature. Nature 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.

TAKING ACTION ON BIODIVERSITY

Our Biodiversity Action Plan (BAP), was first created in 2004, making us one of the first developers in the UK to implement. The Plan, which ensures that we are managing the Estate for the benefit of people and wildlife, was reviewed and updated in 2017.

Read more about approach to biodiversity in our [Evolve](#) section and our [Biodiversity Action Plan 2018-2028](#).

SOURCING RESPONSIBLY

We have long sought to ensure that we procure all major materials from verifiable, traceable sources. 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.

We require all of our wood suppliers to be certified to the Forest Stewardship Council (FSC). In 2017 this encouraged three new suppliers to achieve the FSC standard.

Canary Wharf

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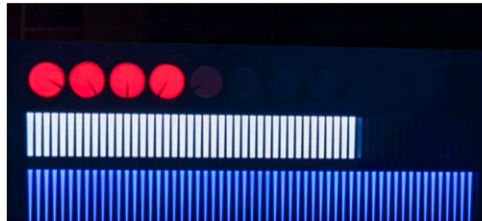
MEASURE



- Reporting period
- Reporting scope
- Normalisation
- Standards and verification
- About our environmental data
- Independent assurance
- Contact details

FURTHER INFORMATION, INCLUDING ALL GROUP DOCUMENTS AND POLICIES REFERRED TO IN THIS REPORT, CAN BE FOUND ONLINE AT WWW.GROUP.CANARYWHARF.COM

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



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.

REPORTING SCOPE

Sustainability performance data is collected from across the Group's operations. This report aims to account for 100% of the data from the following entities:

- Canary Wharf Limited (CWL)
- Canary Wharf Management (CWML)
- Canary Wharf Contractors (CWCL)

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.



CANARY WHARF LIMITED (CWL) AND CANARY WHARF MANAGEMENT (CWML)

This report covers the properties and activities that we directly managed and controlled in 2017, namely:

OFFICE BUILDINGS	RETAIL	INFRASTRUCTURE/CAR PARKS
Estate Control Centre (D54)	Cabot Place mall (RT1)	B3/B4/B5
One Canada Square (D57)	Canada Place mall (RT2)	Blackwall
40 Bank St (HQ3)	Jubilee Place mall (RT3)	WIP
50 Bank St (HQ4)	Churchill Place mall (RT4)	Jubilee Infrastructure

7 Westferry (B2)	Crossrail Place mall (RTS)	Canada Square Infrastructure
25 Churchill Place (BP4)	16-19 Canada Square (DS8)	Other Infrastructure
	Other Arts & Events	Canada Square - Car park
	East Wintergarden	Cabot - Car park
	Other Retail	Westferry Circus - Car park

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

CANARY WHARF CONTRACTORS (CWCL)

- The construction projects that are covered are:
- Newfoundland Tower – Residential
- CW new district Wood Wharf – Mixed Use
- One and Five Bank Street – Commercial
- Southbank Place – Mixed Use
- Southbank Place – Lollard Street – Residential
- 207 Burrell Road – Residential
- Bank Street Road Works – Infrastructure
- Barchester Street – Residential
- Canada Square Pavilion – Retail
- Building 1, Middle Dock (Heron Quays Pavilion) – Retail



NORMALISATION

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.

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).

GOVERNANCE

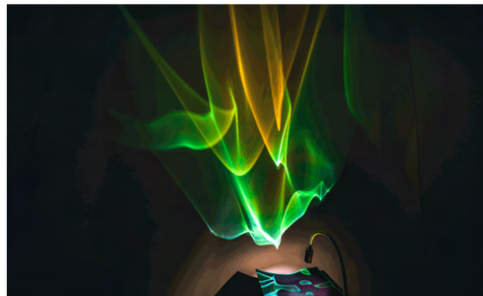
The Corporate Responsibility Group (CRG) is a committee of Canary Wharf Group plc (CWG) senior staff that reviews and develops the CWG Environmental Management System (EMS), in order to ensure that it complies with the requirements of ISO14001, and remains relevant to the Group's activities.

New Corporate Responsibility objectives and targets are set by the CRG for each year in order that the environmental performance of CWG continues to improve. These targets should be measurable and individually achievable. CWG's most important Significant Environmental Aspects are likely to be assigned one or more targets each Year. However, the absence of a target for a particular Aspect does not imply that improvement in environmental performance will not be made that year.

At the end of each calendar year, the CRG assesses progress on each target in conjunction with external environmental consultants, who verify and comment on the achievements. Performance against targets is reported in the Annual Corporate Responsibility Report.

The CRG has overall responsibility for the issuing of this report for each completed year, ensuring that it includes a statement and analysis of progress on the Environmental Targets for the year, and is externally (third party) verified.

In addition, an Annual Management review takes place each January. This includes reports on Quality, Environment, Health and Safety and Security including progress against targets, environmental incidents, awards, changes to policy and any major changes affecting the EMS. The report also details proposed projects and improvements to the EMS planned for the following year. The report and any amended policies are sent to the CWG CEO for review and approval.



STANDARDS AND VERIFICATION

Global Reporting Initiative

This report has been prepared in accordance with the Global Reporting Initiative (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** in our Lead section) for our business and our stakeholders.



FULL 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 independent assurance over the quantitative data and performance against targets contained within the 'Canary Wharf Group Sustainability Report 2017' ('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 following information included in CWG's Report for the period 1st of January to the 31st of December 2017 (the 'Selected Information'):

- Performance against targets contained within the "Progress against targets" section;
- Environmental data covering energy consumption, water consumption and waste generated;
- Scope 1 & 2 greenhouse gases (GHG) emissions;
- Other quantitative claims contained within the Report including, but not limited to:
 - o HR data
 - o Health & Safety data;
 - o Community engagement and investment data
 - o Socio-economic impact data
 - o Sustainable certification/ratings data; and
 - o Supplier chain data.

- Our review also included:**
- Evaluation of the Report against the Global Reporting Initiative (GRI) Standards: Core option. This entailed cross checking CWG's GRI index table against the disclosures made in the Report; and
 - Assessment of the Report against the European Public Real Estate Association (EPRA) Sustainability Reporting Best Practices Recommendations.

Reporting criteria
 The Selected Information has been prepared in accordance with the internal definitions set out in CWG Sustainability Reporting Methodology. These are aligned with internationally acceptable definitions of the relevant indicators, such as those established by the Global Reporting Initiative.

Limitations and exclusions
 Excluded from the scope of our work is verification of any information relating to:

- Activities outside the defined verification period
- 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.

This assurance engagement does not constitute verification of Zero Waste to Landfill (ZWTFL) for the locations where CWG reported that this has been achieved. Bureau Veritas, however, acknowledges that CWG has set a new target for 2018 to establish ZWTFL formal verification in line with its 2030 vision to aspire to establish the world's leading circular economy.

Responsibilities
 The preparation and presentation of the Selected Information is 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 to CWG's management.

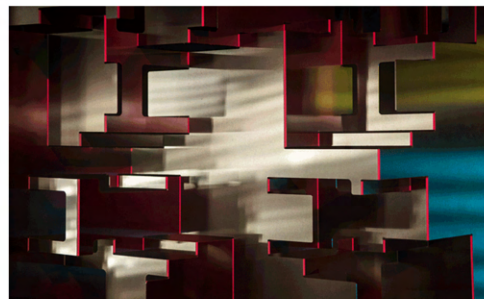
Assessment standard
 We performed our work in accordance with the requirements of the International Standard on Assurance Engagements ('ISAE') 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after December 15, 2015).

Our conclusions are for 'limited' assurance as set out in ISAE 3000.

Summary of work performed
 As part of its independent verification, Bureau Veritas undertook the following activities:

- Conducted interviews with relevant personnel of CWG;
- Examined the data collection and consolidation processes used to compile the Selected Information, including assessing assumptions made, and the data scope and reporting boundaries;
- Reviewed documentary evidence produced by CWG;
- Agreed a selection of the Selected Information to the corresponding source evidence;
- Assessed the disclosure and presentation of the Selected Information to ensure consistency with assured information;
- Evaluated the Report and GRI index table against the GRI Standards for sustainability reporting; and
- Reviewed the Report against the EPRA Sustainability Reporting Best Practices Recommendations.

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 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 Inspection Agencies (IFIA)2, 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
 23 May 2018



Performance Against Targets and 2030 Aims

Outline Plan and Status

In 2017, 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 87% of what we said we would do.

[Download](#)

Full List of Performance Against Targets

Full list of performance against targets, and future 2030 aims. Progress is expressed as a percentage ratio (2017 status) of the target that has been completed.

[Download](#)



Performance Data

CANARY WHARF GROUP

Energy & Greenhouse Gas Emissions

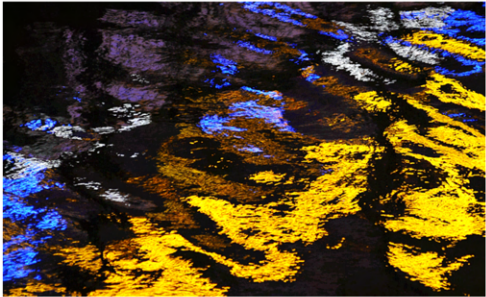
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Water

[Download](#)

Waste

[Download](#)



CANARY WHARF MANAGEMENT

Energy, Carbon and Water

[Download](#)

Waste

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CANARY WHARF CONTRACTORS

Summary

[Download](#)

Energy & Greenhouse
Gas Emissions

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Water

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Waste

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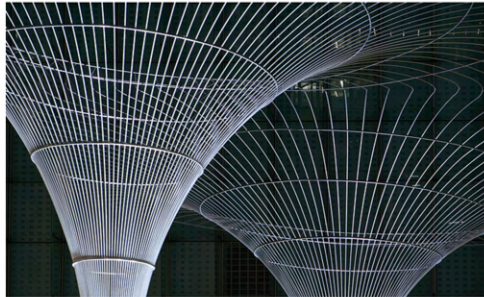


Awards and Recognition

- Sustainability Benchmarks
- Considerate Constructors Scheme
- Health and Safety awards
- Environmental certifications

Sustainability Awards and Accomplishments
2017

[Download](#)



GRI Index

CANARY WHARF GROUP

Global Reporting Initiative Index 2017

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option.

General Standard Disclosures

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Material Topics

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About our Corporate Responsibility

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