

Connecting lives

Sustainability Strategy 2023



Introduction

Welcome to our first Sustainability Strategy

“ Sustainable development is fundamental to our success. By shaping the future of our events into one that is net zero, resource efficient and equitable, we will be a sustainability leader within our industry. I’m proud to say that our Sustainability Strategy is not only embedded in our business planning process but is fully supported by our owners ADNEC Group, the ExCeL Board and the wider Leadership Team.

Jeremy Rees
CEO of ExCeL London



Since opening our doors for the first time in 2000, ExCeL London has changed the face of the events industry and is now one of the world’s leading international exhibition and conference centres.

We have achieved this success by providing world-class facilities and outstanding guest experiences, backed by our wider purpose of creating a positive impact on both our local community and the world around us. ExCeL London’s owners, employees, clients, partners and supply chain all value this purpose. We truly believe in caring for our people and our planet - in fact, it’s in our DNA.

As an industry leader, we are responsible for shaping the future of events into one that is net zero, resource efficient and equitable for all our stakeholders. We are committed to working with them to improve our combined sustainability performance and, to that end, have established our first Sustainability Strategy. This consolidates all our activities in relation to an environmental, social and governance (‘ESG’) framework to set meaningful goals for our impacts.

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ADNEC Group's

Overarching framework for sustainability and ESG

ADNEC Group's Sustainability Strategy and ESG framework are based on aligning primarily with the ADNEC Group Strategy and ADQ direction.

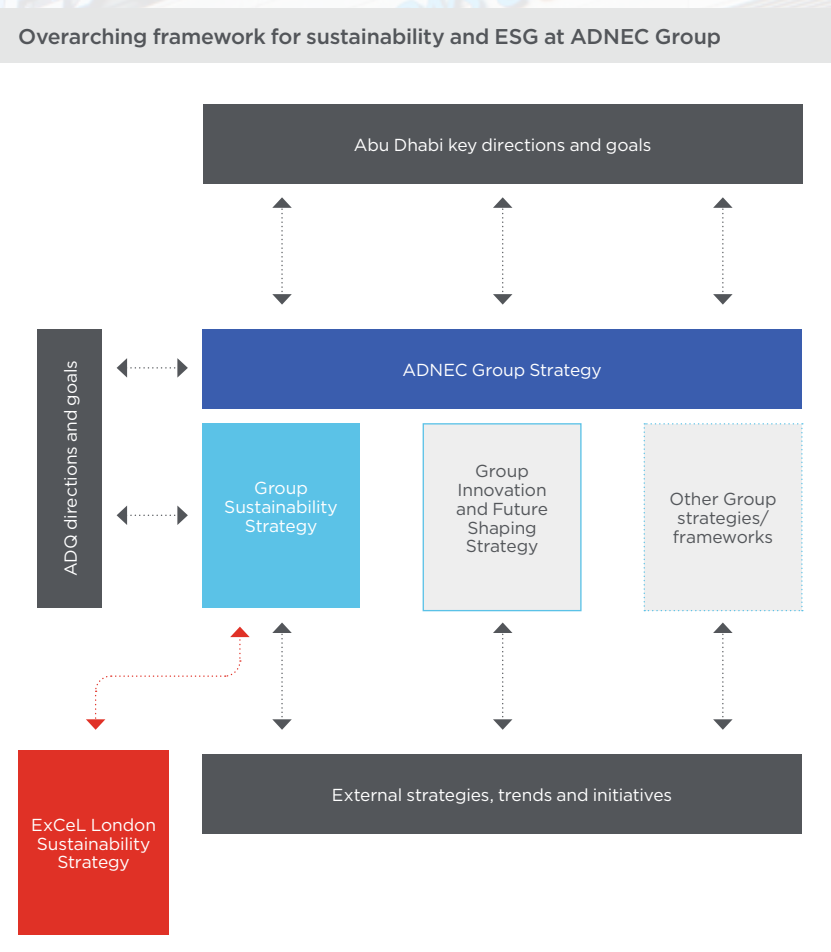
Through these strategies, ADNEC Group sets its overarching vision and aspirations for sustainability and ESG, and informs this strategy through the priorities and principles of its shareholder and other relevant external directions (e.g. UN Sustainable Development Goals ('SDGs'), Net Zero Carbon Events and others).

Based on the Group Sustainability Strategy, various sub-strategies and plans are identified and championed across the Group's clusters and their relevant assets, in order to deliver the Group's ESG goals.

ExCeL London as a key asset under the venues cluster, through this Sustainability Strategy, contributes to the Group Sustainability Strategy and determines its own goals and plans in alignment with the Group – considering the venue's unique set of material topics and stakeholder needs.

Developing and managing the ADNEC Group's Sustainability Strategy consists of three key activities that are further described in this document:

- 1 Strategy Definition
- 2 Implementation and Reporting
- 3 Governance and Control





ExCeL London

At a glance

Hosts up to
400 events
annually

Over
2 million
visitors per year

100,000m²
of event space – and
growing with a further
25,000m² due to open
in 2024

Tier 1
provider of premium
event space

£85m
revenue in 2022

Provides
world-class
facilities for clients to host
world-class conferences,
live events and special
attractions, supported by
Event Management and
Technical Services

More than
200
dedicated and
skilled employees

Delivers high-quality
services through a mix of
in-house
operations,
third-party
suppliers
and expert
service
partners

Engages with local
partners to influence
ESG
practices and
supports new
development
opportunities
that create
value

The venue is part of a
100-acre
campus
in the heart of the Royal
Docks, which includes
hotels, restaurants, bars,
residential buildings and
other businesses

ExCeL London's Ways of Working

The way
we do things

Our Vision

To be the home of world-leading leading events

Our Purpose

Working together every day to deliver great guest experiences

Our Promise

We take every event to heart

Our Sustainability Strategy is a vital component of our overall business plan and vision to be known as the 'home of world-leading events'. It aims to provide transparency in the sustainability challenges we face and accountability to our stakeholders for achieving our goals. Every person employed by ExCeL London has a responsibility for our strategy pillars by following our Ways of Working.

As we introduce our Sustainability Strategy, it's important to recognise what we have achieved so far.

Our Ways of Working



We communicate openly



We are one team



We value, respect and understand each other



We take pride in what we do



We are trusted to make decisions

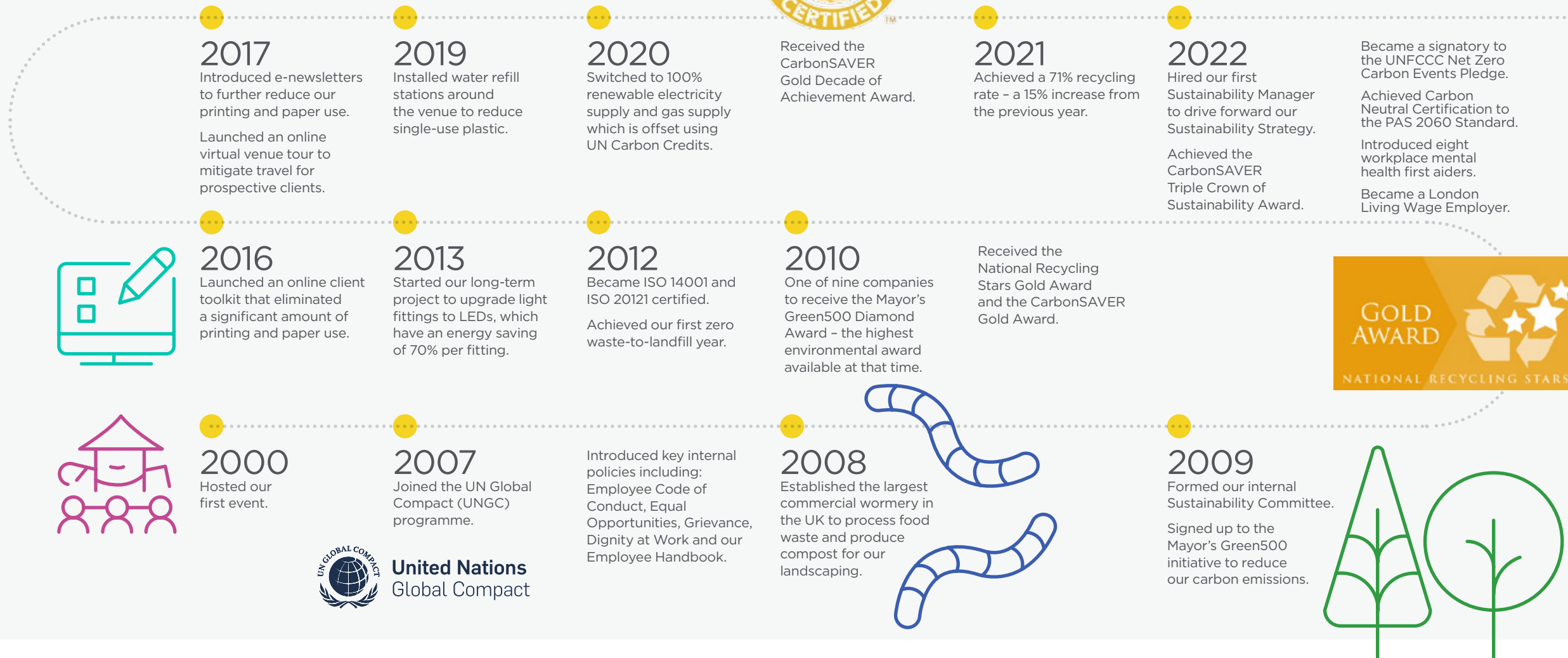


We innovate for tomorrow and the future



Our journey so far

Progressing all the way



Materiality

Addressing our material issues

The events industry and ESG issues are intertwined. Hosting conferences, live events and special attractions means bringing people together, often from across the globe, and providing power, facilities and equipment to achieve success. To ensure accountability to all stakeholders, we undertook a double materiality assessment so that we could identify and prioritise the ESG issues that have the most impact on the environment, society and ExCeL London’s commercial viability.

Our process

- 1 We identified the potential material issues relevant to ExCeL London by reviewing stakeholder engagement, internal documents such as risk registers and Company policies, and sector trends. We also assessed topics from sustainability frameworks such as the Global Reporting Initiative ('GRI'), Sustainability Accounting Standards Board ('SASB'), UN Sustainable Development Goals ('SDGs') and UN Global Compact.
- 2 Issues were scored by stakeholders, based on the likelihood of a positive or negative impact, and the scale of that impact.
- 3 Issues were ranked by their total score, and were then reviewed and validated by our internal working groups.

The final ranked list of material issues was approved by the ExCeL London Leadership Team.

Our most material issues



Health and safety

- Health, safety and wellbeing of employees, clients and all other visitors to our premises.
- Providing safe working conditions with appropriate accident prevention initiatives.



Energy management

- Sustainable energy management – including renewable energy, energy-efficient technology, reducing energy consumption and collaborating with event organisers to ensure the energy efficiency of their events.



Waste management

- Reusing and recycling materials to keep them in circulation at their highest value for as long as possible.
- Waste prevention – designing efficiently and eliminating materials that are difficult to reuse or recycle, such as PVC, to help uphold circular economy principles.



Sustainable procurement

- Sourcing as locally as possible, ensuring partners and suppliers are aligned with ExCeL London’s social and environmental sustainability objectives.
- Conducting due diligence to make sure that human rights in the supply chain are protected.
- Working to ensure that suppliers have environmentally friendly practices.



Accessible venue

- Ensuring maximum accessibility of our venue – for example, wheelchair access, British Sign Language, audio description, hearing support, additional seating, quiet rooms, assistance dog facilities and other key features.
- Ensuring inclusivity and ease of navigation so that no one feels excluded.



Climate action

- Taking action to combat climate change by reducing emissions, tackling embodied carbon and working towards a net zero target.
- Encouraging sustainable transport for employees and visitors.
- Working towards further green certifications and accreditations.
- Introducing electric vehicle fleets to help minimise carbon emissions.



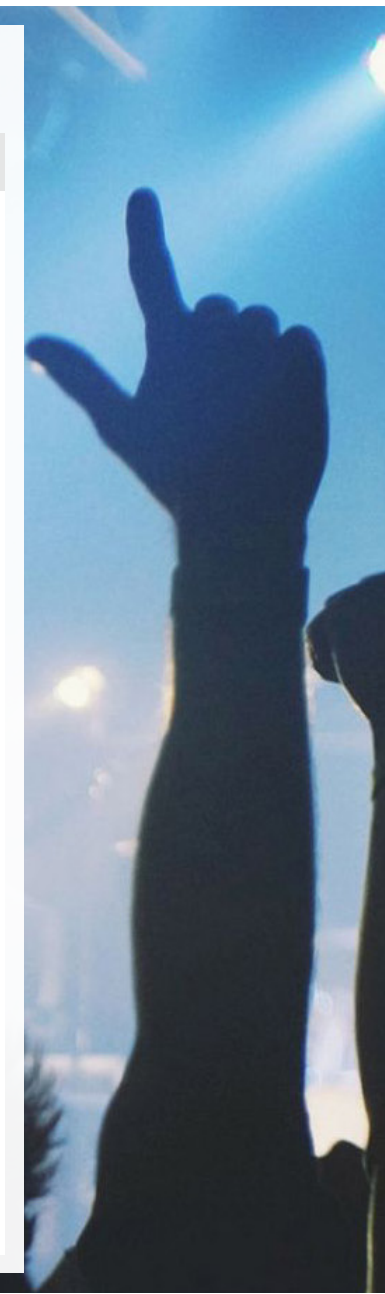
Compliance and ethics

- Upholding the codes of conduct that affect the business, such as anti-corruption, anti-bribery, whistleblowing and conflicts of interest.
- Upholding employee rights such as the employees’ freedom of association and right to collective bargaining.



Platform for good








- Using events and exhibitions as a platform for positive impact.
- Collaborating with clients, organisers, exhibitors and contractors to make a positive change, and doing due diligence on event content to ensure events do not promote unethical behaviour or discrimination.
- Engaging with charities.



Materiality continued

Risks and opportunities







Environmental

Material issue	Related KPIs	Risk	Key mitigating actions	Opportunity	Responsibilities
 Energy management	<p>As defined by the Net Zero Carbon Events Pledge:</p> <ul style="list-style-type: none"> • 50% carbon reduction by 2030 (from a baseline year of 2022) • Net zero carbon by 2050 at the latest (target date to be set in 2023) 	Fall behind competition due to missed opportunities of reducing environmental impact through energy management efficiencies and technologies.	 See net zero carbon critical success factors on page 17	Reduced energy consumption and increased use of on-site renewables leading to lower costs and improved resilience.	<ul style="list-style-type: none"> • Sustainable Venue & Events Focus Group • Operations
 Climate action	<p>As defined by the Net Zero Carbon Events Pledge:</p> <ul style="list-style-type: none"> • 50% carbon reduction by 2030 (from a baseline year of 2022) • Net zero carbon by 2050 at the latest (target date to be set in 2023) 	Exposure to higher costs for evolving regulatory requirements, such as carbon reporting or potential carbon tax and other penalties.	 See net zero carbon critical success factors on page 17	Enhanced sustainability credentials attracting like-minded business subsequently supports achievement of our ESG goals.	<ul style="list-style-type: none"> • Sustainable Venue & Events Focus Group • Clients, Partners & Supply Chain Focus Group • Operations • Sales • Marketing
	<ul style="list-style-type: none"> • Year-on-year reduction in water consumption • Year-on-year reduction in waste volume • Recycling rate of 75% by 2025 • Landfill diversion rate of 100% 	Loss of business to national and international competition due to inadequate sustainability credentials.	 See environmental management critical success factors on page 18		
 Waste management	<ul style="list-style-type: none"> • Year-on-year reduction in waste volume • Recycling rate of 75% by 2025 • Landfill diversion rate of 100% 	Increased costs due to poor waste management practices that also negatively impact sustainability credentials.	 See resource efficiency critical success factors on page 19	Reduced waste volumes and increased recycling rates leading to lower costs in waste management.	<ul style="list-style-type: none"> • Sustainable Venue & Events Focus Group • Operations

Materiality continued

Risks and opportunities







Social

Material issue	Related KPIs	Risk	Key mitigating actions	Opportunity	Responsibilities
 Platform for good	<ul style="list-style-type: none"> Year-on-year increase in charitable contributions through donations, fundraising, donations in kind and hours volunteered Increase financial and social value contribution to the London economy Increase promotion and support of legacy projects for events 	Loss of business to national and international competition in the future due to inadequate social sustainability practices.	 See legacy projects critical success factors on page 30	Better support for clients' legacy projects resulting in benefits for the local community and the reputation of the business.	<ul style="list-style-type: none"> Our Community & Platform for Change Focus Group Sales Marketing
 Accessible venue	<ul style="list-style-type: none"> Achieve accessibility certification by 2025 	Damaging reputation due to inadequate accessibility and inclusivity measures.	 See equality, diversity and inclusion critical success factors on page 27	Improved inclusivity leading to increased visitor numbers, new business opportunities and reputation.	<ul style="list-style-type: none"> People, Culture & Safety Focus Group People & Culture Marketing
 Health and safety	<ul style="list-style-type: none"> Health and safety incidents of eight or fewer per 100,000 visitors 	Damage to reputation in cases of health and safety accidents caused by lack of training, incompetency or improper use of equipment not adequately addressed.	 See health, safety and security critical success factors on page 25	Stronger health and safety culture resulting in a lower accident rate.	<ul style="list-style-type: none"> People, Culture & Safety Focus Group Operations People & Culture

Materiality continued

Risks and opportunities

Governance

Material issue	Related KPIs	Risk	Key mitigating actions	Opportunity	Responsibilities
 Sustainable procurement	<ul style="list-style-type: none"> Continuously reduce Scope 3 emissions Year-on-year increase in sustainable procurement of materials and products Year-on-year increase in sustainable media products offered to clients Year-on-year increase in sustainable food and beverage menus offered to clients 	Accountability for value chain alignment with ESG performance and lack of supply chain transparency that will negatively impact data accuracy and failure to meet Scope 3 emission targets.	 See sustainable procurement critical success factors on page 34	Collaboration with suppliers for the use of sustainable materials resulting in lower Scope 3 emissions.	<ul style="list-style-type: none"> Clients, Partners & Supply Chain Focus Group Finance Venue Solutions
 Compliance and ethics	<ul style="list-style-type: none"> Zero breaches of General Data Protection Regulation ('GDPR') regulations - 100% employee completion of cyber security training Four Townhall meetings held each year Six meetings held for each ESG focus group each year Continuous achievement of ADNEC Group EBITDA and revenue targets 	<p>Damage to reputation and increased costs due to data security breaches leading to penalties.</p> <p>Lack of corporate governance leading to communication and operational failures that negatively impact business efficiencies.</p> <p>Loss of investment due to misalignment with ADNEC Group strategic plans.</p>	<p> See data security critical success factors on page 45</p> <p> See corporate governance and values critical success factors on page 42</p> <p> See business continuity critical success factors on page 45</p>	<p>Improved cyber security training increasing employee awareness of potential threats.</p> <p>Improved ESG risk management and internal audit processes resulting in effective controls, operational resilience and better efficiency.</p> <p>Increased positive returns enhancing the value of the investment portfolio of ADNEC Group.</p>	<ul style="list-style-type: none"> Governance & Ethics Focus Group Finance Technology Leadership Legal

Stakeholders

Ensuring positive impacts for all

Through our Sustainability Strategy, we positively impact all stakeholder groups and mitigate any potential negative impacts of our activities. We engaged with the stakeholder groups outlined in the table opposite, to maximise our understanding of our potential impact.

Stakeholder group	Relevance to ExCeL London
ADNEC Group	Through our venue and world-class facilities, we strengthen ADNEC Group's position as one of the leading events and business tourism players on a global level
Charity partners	We contribute to social value through our charity work and presence in the local community
Clients	We provide clients with a sustainable, safe, accessible and inclusive venue with world-class facilities, supported by high-quality services, in which to host their events
Employees	We create a positive culture that prioritises safety, wellbeing and equality, enabling employees to develop to their full potential and attracting new talent
Event industry partners	We provide event industry partners with a sustainable, safe, accessible and inclusive venue with world-class facilities, supported by high-quality services, in which to host their events
Exhibitors	We provide exhibitors with a sustainable, safe, accessible and inclusive venue with world-class facilities, supported by high-quality services, to host events they participate in
Leadership	Through our venue and world-class facilities, we strengthen ExCeL London's position as one of the world's leading international event centres, guided by our Leadership Team
Local partners	We contribute to social value through our work with local partners to maximise support to the local community
On-site partners	We conduct business with integrity, ensuring safe and ethical conditions, and recognise our value chain as fundamental to delivering high-quality events
Suppliers	We conduct business with integrity, ensuring safe and ethical conditions, and recognise our value chain as fundamental to delivering high-quality events
Visitors	We provide a sustainable, safe, accessible and inclusive venue that hosts high-quality events and makes visitors feel good about coming to our venue



The five pillars of our Sustainability Strategy

Our five pillars

The materiality assessment is the foundation of the five pillars of our Sustainability Strategy.

How our materiality assessment influenced our Sustainability Strategy

We analysed the influence we have on our material topics and what ‘good’, ‘better’ and ‘best’ look like to develop clear action plans that will continuously improve our performance.

Each pillar drives our core business and is material to our success in operating sustainably and ethically. Each strategy pillar has overarching goals accompanied by short-, medium- and long-term action plans with a set of key performance indicators (‘KPIs’) to measure and monitor our progress. These action plans will be continually reviewed, prioritised and pursued in conjunction with updates to the Sustainability Strategy, changes within the events industry, our business performance and newly available technologies.



Pillar 1

Sustainable venue and events

Material topics:

- Energy management
- Waste management
- Climate action
- Water management
- Air quality
- Biodiversity

[See more on page 16](#)

Pillar 2

People, culture and safety

Material topics:

- Health and safety
- Accessible venue
- Workplace culture
- Attracting and retaining talent
- Cost of living

[See more on page 22](#)

Pillar 3

Our community and platform for change

Material topics:

- Platform for good
- Cost of living
- Community impact
- Biodiversity

[See more on page 29](#)

Pillar 4

Clients, partners and supply chain

Material topics:

- Waste management
- Sustainable procurement
- Climate action
- Cost of living
- Food and beverage

[See more on page 33](#)

Pillar 5

Governance and ethics

Material topics:


- Workplace culture
- Compliance and ethics
- Human rights

[See more on page 41](#)

Our contribution to the global effort

Contributing across everything we do

We analysed where we stand in relation to global and regional ESG standards and protocols, and detail our contribution to them below.

National and international frameworks	Overview	Our contribution
UN SDGs	The 2030 Agenda for Sustainable Development, adopted by all United Nations member states in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 SDGs, which are an urgent call for action by all countries – developed and developing – in a global partnership. The SDGs recognise that ending poverty and other deprivations must go hand in hand with strategies that improve health and education, reduce inequality and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.	ExCeL London’s Sustainability Strategy is aligned with eight SDGs: 
UN Global Compact (UNGC)	A non-binding UN pact to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. The Compact’s Ten Principles are derived from the Universal Declaration of Human Rights, the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development and the UN Convention Against Corruption.	ExCeL London is a member of the UNGC and our Sustainability Strategy recognises the Ten Principles in relation to human rights, labour, environment and anti-corruption, with goals identified to ensure continuous alignment.

National and international frameworks	Overview	Our contribution
Net Zero Strategy: Build Back Greener	The ten-point plan for a green industrial revolution lays the foundations for commercial recovery from the impact of Covid-19, with the UK at the forefront of the growing global green economy. This Net Zero Strategy: Build Back Greener builds on that approach to keep the UK on track for carbon budgets, 2030 Nationally Determined Contribution and net zero by 2050.	ExCeL London’s Sustainability Strategy recognises reducing greenhouse gas (‘GHG’) emissions as fundamental to tackling climate change. A Company-specific Net Zero Strategy is in development this year (2023) to align with national and international frameworks, including the UK’s Net Zero Strategy.
London Net Zero 2030	In 2018, the Mayor of London published his London Environment Strategy and 1.5°C Climate Action Plan. These set out pathways, policies and actions needed to achieve a Net Zero London by 2050. Since then, the science has shown the need for even more urgent action and the stark consequences of failing to act. Recognising this urgency, the Mayor has declared a climate emergency for London and has brought forward, to 2030, the target for London to be net zero. This puts London at the forefront of global cities and UK action on climate change.	ExCeL London’s Net Zero Strategy (see entry above) will align with national and international frameworks, including London’s net zero 2030 target.

Our contribution to the global effort continued

National and international frameworks	Overview	Our contribution
Net Zero Carbon Events Pledge	<p>The Net Zero Carbon Events Pledge is a sector-specific framework to connect the events industry to the rapidly growing movement towards net zero by 2050.</p> <p>This initiative was launched at COP26, committing signatories to achieve 50% reduction in carbon emissions by 2030 in line with the Paris Agreement and net zero carbon by 2050 at the latest.</p> <p>At COP27, the Net Zero Carbon Events Roadmap, aligned with the targets of the Pledge, was launched.</p>	<p>ExCeL London's Net Zero Strategy (see entry above) will align with national and international frameworks, including the Net Zero Carbon Events Pledge.</p>
ADNEC Group Sustainability Strategy	<p>ADNEC Group's Sustainability Strategy represents the organisation's overarching aspirations for growth and prosperity, and outlines its aspirations towards sustainability.</p>	<p>ExCeL London's Sustainability Strategy is aligned to the wider ADNEC Group's Sustainability Strategy, both sharing the same aspirations and commitment to success.</p>



ESG governance

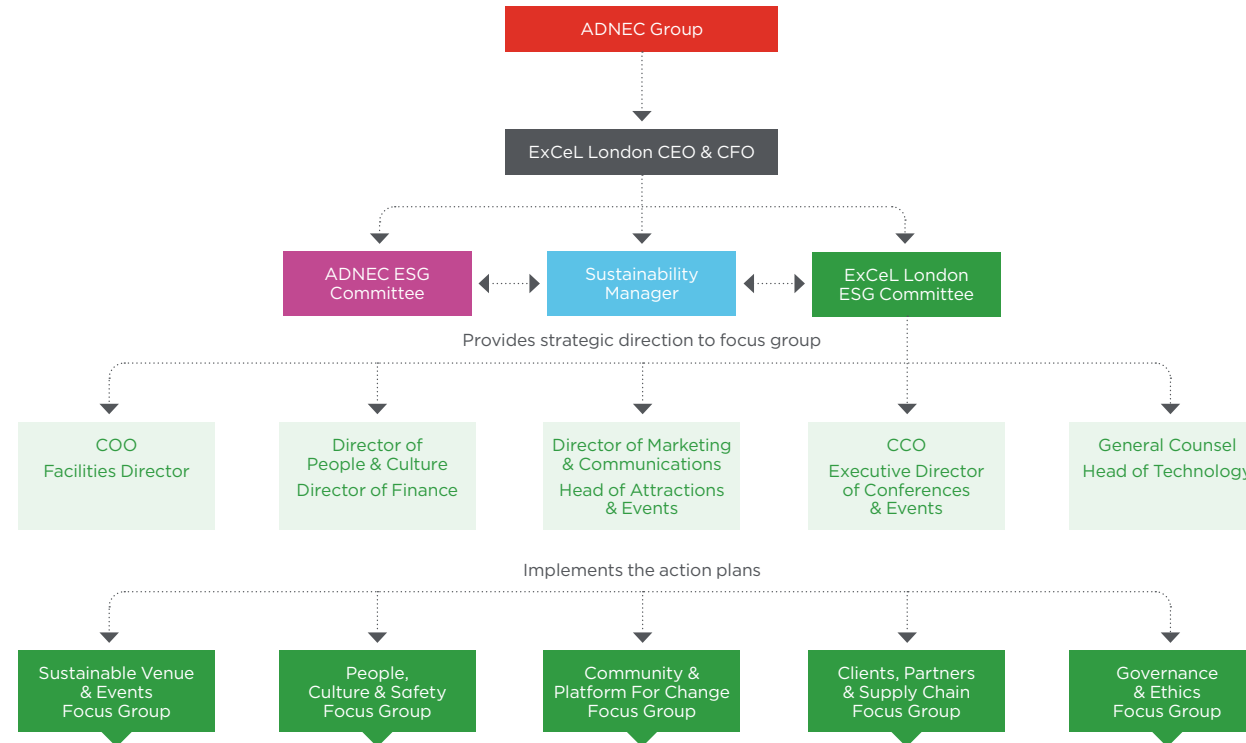
Robust governance

ESG objectives are set by the ExCeL London Leadership Team, and are aligned with the strategic goals of the business and ADNEC Group’s Sustainability Strategy.

To facilitate the achievement of objectives, a governance framework has been developed to support and coordinate activities within each of the strategy pillars.

It embeds accountability and safeguards sound business ethics and corporate values, supporting compliance with rules and regulations.

ESG governance structure



“ Having a strong governance structure for our Sustainability Strategy goes hand in hand with our strong business practices. By aligning with the ESG goals of the wider ADNEC Group, and through transparency and accountability, we can maximise the value we create and focus on achieving outstanding sustainability performance.

David Miles
ExCeL London's Chief Financial Officer

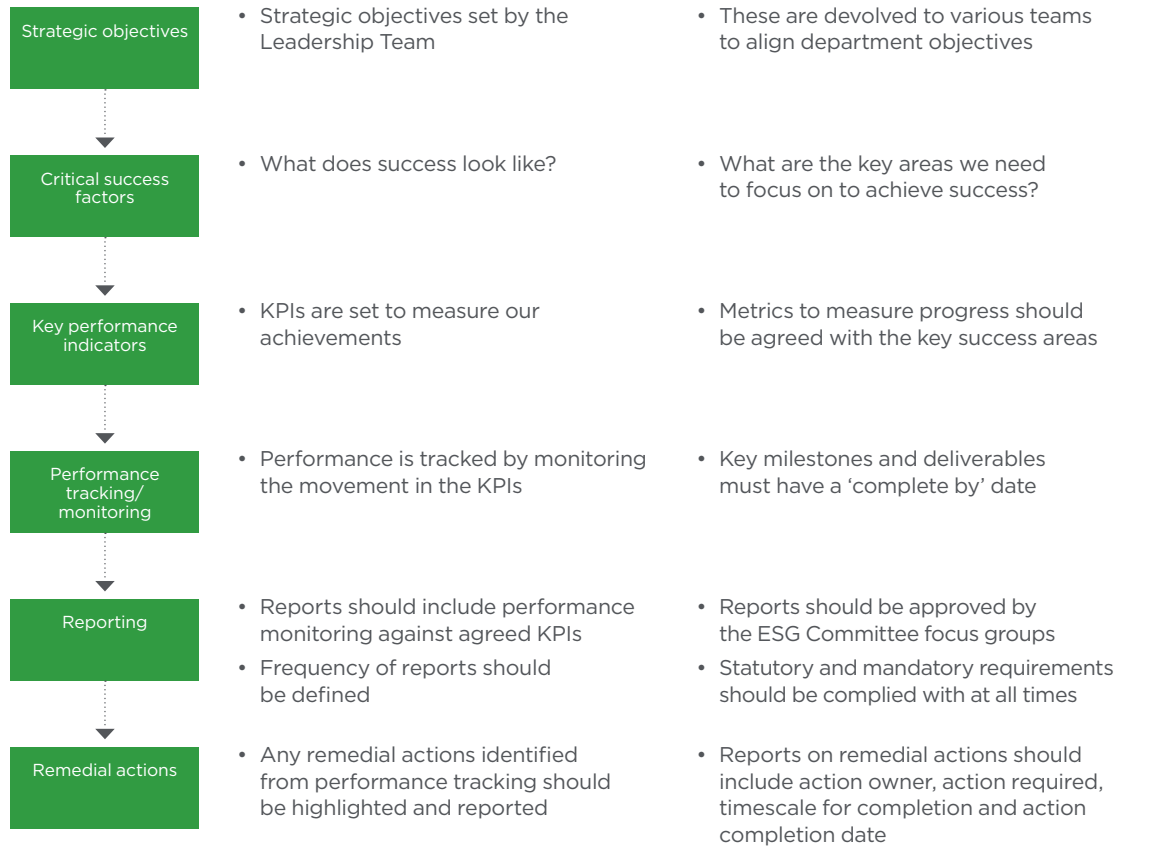
The ESG Committee is made up of separate ‘focus groups’, each aligned with one of our five strategy pillars. Two Leadership Team representatives provide strategic direction in line with the strategy, and the focus groups implement the action plans. The focus groups are transparent and open for participation by anyone in the business.

ESG governance – step by step

Covering
all areas



ESG governance approach



There are no shortcuts to good governance. Components of our ESG governance framework are outlined below.

Governance structure

This clarifies the internal hierarchy and reporting lines of all parties involved in the delivery of ESG strategic objectives. It promotes transparency, accountability and stakeholder involvement.

Performance monitoring

This is required to ensure the timely achievement of the strategic goals and objectives. Strategic objectives should be specific, measurable, achievable, relevant and time-bound ('SMART').

Reporting and disclosures

Monitoring of performance and progress is communicated by reporting on key deliverables and KPIs by the action owners. Reports are provided to both internal and external audiences, and should be tailored to suit the relevant purpose. Disclosures may be required for the following reasons:

- Statutory – for example, financial reporting
- Mandatory – for example, ADNEC reports
- Stakeholder requirements – for example, event organisers

Information dissemination

ESG information will be provided to both internal and external parties, with the Sustainability Manager as the only source of ESG-related information. The Sustainability Manager will collaborate with the Marketing and Communications team to structure all messaging.

Schedules, with preferred communication methods and information requirements, will be maintained by the Sustainability Manager for recurring stakeholder reporting needs.

Our five strategy pillars in detail

Pillar 1

Sustainable venue and events

Overarching goal

It is important for us to take responsibility for our impacts and provide a sustainable venue for our clients and visitors. We are prioritising action that reduces our Scope 1, 2 and 3 GHG emissions, evolving our venue and operational delivery of events towards net zero.

As an industry, we need to be meeting international and national commitments to tackling the climate emergency. The Net Zero Carbon Events Pledge provides methodologies and guidance in aligning events businesses with targets set out in the Paris Agreement.

We must rethink and redesign our business activities in line with the circular economy to minimise impacts such as overconsumption of resources and pollution.

The transition to a low-carbon, circular economy is fundamental to the UK's net zero target by 2050 and London's target by 2030.

ExCeL London has a responsibility to:

- Reduce its operational emissions and achieve net zero status.
- Evolve the venue by investing in sustainable technologies.
- Champion the shift to low-carbon events across the industry.

SDGs:



KPIs

- As defined by the Net Zero Carbon Events Pledge:
 - 50% carbon reduction by 2030 (from a baseline year of 2022)
 - net zero carbon by 2050 at the latest (target date to be set in 2023)
- Year-on-year reduction in water consumption*
- Year-on-year reduction in waste volume*
- Recycling rate of 75% by 2025**
- Landfill diversion rate of 100%**

*Year-on-year reductions have been implemented where data and projection of realistic targets have been skewed by the impacts of Covid-19. We endeavour to use 2022 as a baseline year, with specific quantitative targets established in the next iteration of the Sustainability Strategy.

**Any waste not recycled is sent to an energy recovery facility.

Material issues

Energy management	
Waste management	
Climate action	
Water management	
Air quality	
Biodiversity	



Our five strategy pillars in detail continued

Pillar 1 Sustainable venue and events



Critical success factors

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Net zero carbon			
<ul style="list-style-type: none"> Carbon Neutral PAS 2060:2014 Certified since 2022, investing in high-quality, robust carbon reduction projects to account for our residual emissions. We are committed to renewing our certification annually but recognise offsetting is not a long-term solution and we will continue to decarbonise in alignment with ExCeL London's Net Zero Strategy. Procure 100% renewable electricity and a gas supply that is offset using UN Carbon Credits. Purchase/lease hybrid and electric pieces of plant and machinery, including a security vehicle purchased in 2022. 	<ul style="list-style-type: none"> Develop ExCeL London's Net Zero Strategy in 2023 in line with the Science Based Targets initiative ('SBTi'), with our methodology and data validated by an independent third party. Calculate our carbon footprint and analyse GHG emissions data to review performance and identify areas for carbon reduction improvements. Establish a timeline for transitioning to a fully electric fleet of vehicles, plant and machinery to eliminate the use of fossil fuels. Improve the provision of electricity supplies external to the venue to eliminate diesel generators and the use of fossil fuels. Upgrade the venue's metering system to improve accuracy and monitoring of energy consumption. Implement an energy management policy for the use of heating, cooling and electricity during the lifecycle of events to avoid overconsumption. 	<ul style="list-style-type: none"> Continuously explore energy efficiency measures to reduce our operational consumption and explore on-site renewable energy opportunities to reduce reliance on the electricity grid and gas supply. Increase the proportion of carbon offset credits for carbon removal projects as part of ExCeL London's Net Zero Strategy, as they become more readily available. Complete further upgrades to lighting across the venue, including LED fittings, passive infrared ('PIR') sensors, timers and dusk/dawn sensors. 	<ul style="list-style-type: none"> Achieve targets as set out in the industry Net Zero Carbon Events Pledge. Achieve a fully electric fleet of vehicles, plant and machinery. Continuously improve data quality for improved accuracy of our carbon footprint analysis. Explicit long-term targets to be determined by ExCeL London's Net Zero Strategy.

Our five strategy pillars in detail continued

Pillar 1 Sustainable venue and events

Critical success factors continued

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Environmental management			
<ul style="list-style-type: none"> Maintain our ISO 14001 and 20121 certifications and sustainability management system to embed sustainable practices within the event planning process and all other business activities. Improve hyperlocal air quality through our 'living wall' which incorporates 9,500 plants. 	<ul style="list-style-type: none"> Collect energy and waste data for all events and share with stakeholders. Identify further sustainability data requirements. Assess the strategic risks of climate change and other critical impacts, such as biodiversity loss and flooding, which need to be addressed as part of our Sustainability Strategy. Explore new ways to encourage sustainable visitor behaviour. 	<ul style="list-style-type: none"> Benchmark sustainability data for events to set individualised targets for reducing impacts. Plan for the potential strategic risks of climate change and other critical impacts, such as biodiversity loss and flooding, and include these within the Sustainability Strategy. Undertake biodiversity net gain assessment of the wider estate. 	<ul style="list-style-type: none"> Embed assessment of sustainability performance in the event delivery process. Address the potential strategic risks of climate change, such as biodiversity loss and flooding. Achieve biodiversity net gain score improvement.



Our five strategy pillars in detail continued

Pillar 1 Sustainable venue and events



Critical success factors continued

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Resource efficiency			
<ul style="list-style-type: none"> • Segregate recyclable waste on-site where possible, which is further segregated off-site by our waste management provider. • Encourage segregation of recyclable materials at source through waste stream signage. • Reduce waste from plastic bottles through our water fountains. • Our on-site wormery processes catering food waste into compost for our landscaping. • Donate reusable, consumable and surplus food items to charity. • Educate organisers on waste duty of care requirements and deter high levels of waste through disposal charges. • Support organisers in planning and budgeting for waste disposal through forecasting based on previous, similar events. • Implement a zero tolerance policy towards fly tipping. 	<ul style="list-style-type: none"> • Undertake an audit to identify opportunities for materials and products to be reduced, reused and recycled. • Identify waste infrastructure improvements to reduce contamination and recover valuable waste streams for reuse and recycling. • Incentivise exhibitor recycling by charging less for non-contaminated recyclable waste collection. • Identify circular economy solutions, such as closed-loop recycling practices, for problematic materials and products. • Explore new ways to further drive visitor behaviour towards waste reduction. • Trial system for enhanced waste management to determine areas for improvement. • Improve recovery of donatable items from events and catering. • Establish a process for measuring volume of waste prevented. 	<ul style="list-style-type: none"> • Invest in systems for accurate monitoring of waste. • Upgrade our on-site waste infrastructure to maximise waste segregation and recycling. • Eliminate the use of non-recyclable and single-use materials and products. • Understand residual non-recyclable waste arising from events and define policies to eliminate these waste streams. • Upgrade the water metering system to enable better tracking and monitoring of water consumption, and identify projects to drive water efficiency, such as rainwater harvesting. 	<ul style="list-style-type: none"> • Support the delivery of zero waste events. • Continuously reduce water consumption by implementing efficiency measures. • Continuously decrease volume of waste generated at our venue and increase volume of waste prevented from being generated in the first instance. • Continuously increase recycling rates.

Our five strategy pillars in detail continued

Pillar 1 Sustainable venue and events

Critical success factors continued

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Transport			
<ul style="list-style-type: none"> Communicate transport links on our website. Optimise vehicle movement on-site to avoid congestion and idling. Apply high car parking charges to deter driving to our venue. Enforce a curfew on our lorry way to reduce noise and air pollution. Encourage consolidation of event delivery through our preferred logistics partner based on-site. Encourage organisers to share information regarding sustainable modes of transport to our venue. 	<ul style="list-style-type: none"> Invest in a booking system to support sustainable traffic management and calculate carbon emissions generated by event supply chain travel to the venue to share with event organisers. Communicate and encourage sustainable transport options for visiting our venue through a 'Green Travel' plan. Understand how visitors travel to the venue to measure the uptake of sustainable modes of transport. Install improved cycle storage and seek cycle hire opportunities. Establish plans to reduce traffic levels on-site and install air quality monitors to understand the impact of vehicles at our venue. Establish plans for electric vehicle charging provision for visitors. Identify the need for electric vehicle charging provision for logistics vehicles and establish plans accordingly. 	<ul style="list-style-type: none"> Improve infrastructure for pedestrians and cyclists, and remove through traffic on-site to encourage sustainable travel and improve local air quality. Take action to encourage visitors to take sustainable modes of transport and reduce the number of non-accessible car parking spaces available to further deter driving to the venue. Implement improvements for reducing traffic on-site. Implement improvements for electric vehicle charging and micro-mobility, e.g. electric bikes and scooters. 	<ul style="list-style-type: none"> Encourage the use of sustainable modes of transport to the venue. Reduce traffic levels on-site and demonstrate an improvement in air quality. Facilitate sustainable event logistics.






Our five strategy pillars in detail continued

Pillar 1 Sustainable venue and events



GRI 3-3

Material issues (from top 5)	Policies/commitments	Action plan to manage the issue	Metrics to be disclosed
Climate action 	<ul style="list-style-type: none"> Launch ExCeL London's Net Zero Strategy in 2023. This sets out plans to decarbonise our operations and value chain in line with London's target and the Net Zero Carbon Events Pledge. 	<ul style="list-style-type: none"> Undertake a full carbon footprint analysis for all Scope 1, 2 and 3 emissions. Launch ExCeL London's Net Zero Strategy. Transition from carbon neutral to net zero carbon through reducing GHG emissions and continuously increasing proportion of carbon removal credits. 	<ul style="list-style-type: none"> Carbon footprint analysis and reduction in Scope 1, 2 and 3 emissions. Ratio of carbon removal credits purchased for residual carbon emissions.
Energy management 	<ul style="list-style-type: none"> Launch ExCeL London's Net Zero Strategy in 2023. This sets out plans for reducing energy consumption and renewable solutions. Implement energy management policy. 	<ul style="list-style-type: none"> Identify new energy efficiency measures. Implement a fully electric fleet by 2030. Eliminate the use of fossil fuels on-site. 	<ul style="list-style-type: none"> Overall energy consumption in kWh. Carbon footprint analysis and reduction in Scope 1, 2 and 3 emissions.
Waste management 	<ul style="list-style-type: none"> Focus on the prevention of waste and offer sustainable waste management solutions to deliver zero waste events by 2030. Define policies to eliminate the use of non-recyclable and single-use materials and products. 	<ul style="list-style-type: none"> Educate and support clients and organisers in operating zero waste events. Provide a cost incentive for recycling from event production. 	<ul style="list-style-type: none"> Volume of waste generated in tonnes. Percentage of waste recycled. Volume of waste prevented in tonnes.

Our five strategy pillars in detail continued

Pillar 2

People, culture and safety

Overarching goal

We are passionate about creating a positive culture at our venue that prioritises safety, wellbeing and equality. It's important for us to ensure everyone visiting and working at our venue feels safe and welcome, as well as providing our employees with a positive experience that helps them develop to their highest potential and inspires new talent to join us. Our business is centred on connecting lives, so it is important that we make people feel welcome, cater to all needs and foster a truly inclusive environment.

We recognise that the health, safety and wellbeing of our people, and of others who attend our venue, are of paramount importance. As an industry, we need to be meeting requirements set out within the eGuide, which provides guidance for achieving common standards of health, safety and operational planning, management and on-site conduct across UK event venues. We must uphold the highest standards of health and safety, and ensure our workplace is diverse, equal and inclusive.

ExCeL London has a responsibility to:

- Provide a venue and workplace that champions respect, safety, equality and inclusivity.
- Invest in training to upskill our people and promote personal career development.
- Encourage and enable people of all backgrounds to join the business and visit our venue.

SDGs:



KPIs

- Year-on-year increase in survey respondents and employee satisfaction levels
- Increase average tenure of employees
- Health and safety incidents of eight or fewer per 100,000 visitors
- Increase implementation of health and safety initiatives
- Provide two apprenticeship programmes across the business, prioritising candidates from Newham and neighbouring boroughs
- Achieve accessibility certification by 2025

Material issues

Health and safety	
Accessible venue	
Workplace culture	
Attracting and retaining talent	
Cost of living	



Our five strategy pillars in detail continued

Pillar 2 People, culture and safety



Critical success factors

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Employee wellbeing			
<ul style="list-style-type: none"> • Provide an enhanced employee benefits package that promotes health and wellbeing, including initiatives such as virtual GP services, season ticket loans, office fruit deliveries and an on-site employee gym. • Organise engagement groups to provide a platform for employee voices, as well as regular Company gatherings to promote healthy working and social relationships. • Maintain long-standing grievance, disciplinary, flexible work and sickness policies to protect employee rights and wellbeing. • Provide benefits for employees working at the weekend, such as food discount vouchers. • Enhanced maternity, paternity and shared parental leave and adoption benefits. • Pension scheme in place with employer contributions. • Provide a mental health in the workplace programme where there are eight trained mental health first aiders as a first point of contact for colleagues experiencing distress. 	<ul style="list-style-type: none"> • Improve communication of health and wellbeing initiatives to employees. • Track uptake of health and wellbeing initiatives, and review, explore and trial new campaigns and opportunities for proactively encouraging health and wellbeing activities. • Understand any barriers to attendance of engagement groups and Company gatherings. • Establish criteria for catering provision at Company gatherings to ensure these meet all dietary requirements. 	<ul style="list-style-type: none"> • Continuously review and invest in opportunities for proactively encouraging health and wellbeing activities. • Address barriers to attendance of engagement groups and social gatherings. 	<ul style="list-style-type: none"> • Increase uptake of health and wellbeing initiatives and attendance at engagement groups and Company gatherings.

Our five strategy pillars in detail continued

Pillar 2 People, culture and safety

Critical success factors continued

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Employee satisfaction and retention			
<ul style="list-style-type: none"> • Achieved accreditation as a London Living Wage Employer in 2022. • Undertake regular analysis of employee salaries to identify and eliminate pay gaps. • Provide a comprehensive six-month induction programme for all employees, including ESG training, designed to support them through their probation period. • Conduct employee surveys to gather feedback on workplace culture and employee satisfaction. • Bonus scheme for business performance. • Annual performance review framework in place. • Employee awards where anyone in the business can be nominated for their outstanding performance. 	<ul style="list-style-type: none"> • Improve communication of employee survey outcomes and actions taken to address feedback. • Undertake exit interviews to understand underlying reasons for resignations. • Continuously improve performance review process to ensure good work is rewarded. • Undertake analysis to understand if our workforce growth corresponds with commercial growth to identify resource gaps. • Improve communication of salary reviews and determination of outcomes. • Increase good mental health awareness and available support resources. 	<ul style="list-style-type: none"> • Understand and rectify underlying reasons for resignations. • Review and realign resources across departments. • Improve response rate to employee satisfaction surveys. 	<ul style="list-style-type: none"> • Improve response rate to employee surveys to 80% and achieve overall satisfaction rate of above 90%. • Reduce resignations due to employee dissatisfaction.



Our five strategy pillars in detail continued

Pillar 2 People, culture and safety

Critical success factors continued

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)	
Health, safety and security				
<ul style="list-style-type: none"> • Foster a proactive approach to health and safety by implementing industry best practice measures as defined by the eGuide. Proactively involved in the continuous development of the eGuide through representation in industry committees. • Health and safety is fundamental to every event. The Health and Safety department is in place to provide a service to clients, offering guidance and support in the pre-planning and delivery stages of an event. • Audit health and safety processes and policies to ensure effective planning and organisation of systems that control, maintain, monitor and improve safety performance. • Provide a 24-hour security deployment 365 days a year to ensure a safe environment for our residents, visitors, customers, business partners and employees. • All employees undertake emergency procedures training on an annual basis and regular exercises are conducted for response to emergency procedures and major incidents. • Risk assessments are undertaken to ensure the venue is maintained to the highest and safest standards. 	<ul style="list-style-type: none"> • Review and ensure employees have the necessary skills, training, awareness and culture to reduce safety risks. • Review and update current health and safety, and security policies, ensuring any gaps are identified and rectified, with new policies established as required. • Promote and develop a positive health and safety culture at all levels of the business and for clients and contractors attending site. • Measure operational knowledge and understanding of health and safety across departments. • Establish a consistent health and safety induction for third parties attending the venue to carry out work. • Improve health and safety accident reporting framework to better capture 'near misses'. • Review security technical systems. Ensure they are used to their full potential and identify any gaps. • Set up a business crime reduction partnership with local businesses to reduce crime in the local area. 	<ul style="list-style-type: none"> • Review security threat analysis process to ensure it is thorough and in-depth. • Build Company-wide understanding of security risk and track percentage of employees who have received training. • Achieve National Security Inspectorate Silver/Gold. 	<ul style="list-style-type: none"> • Undertake regular analysis of health and safety 'near misses' to identify preventative action. • Ensure all third-party contractors at the venue receive a health and safety induction. • Ensure all event managers are NEBOSH (National Examination Board in Occupational Safety and Health) trained within their first two years of joining the business. • Demonstrate an improvement in operational knowledge and understanding of health and safety across departments. • Invest in new security technical systems where required to achieve enhanced performance and reporting. 	<ul style="list-style-type: none"> • Reduce the number of health and safety incidents to six or fewer per 100,000 visitors. • Achieve 100% of all employees being offered security training every two years and achieve 80% fulfilment rate.

Our five strategy pillars in detail continued

Pillar 2 **People, culture and safety**



Critical success factors continued

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Learning and development			
<ul style="list-style-type: none"> • Operate an annual apprenticeship programme that supports early career positions across the business. • Cover the cost of professional membership fees where relevant to employee roles. • Maintain a Learning and Development Policy. • e-learning platform available for employees to complete mandatory training and offer additional learning across a range of topic areas. 	<ul style="list-style-type: none"> • Invest in a learning management system to improve requesting, managing and tracking of employee training requirements and achievements. • Identify training needs across the business. • Establish baseline management training as required. • Develop qualification matrices for outsourced labour where applicable. • Provide structured work experience opportunities to local young people. 	<ul style="list-style-type: none"> • Enhance apprenticeship programme to ensure it is utilised to its full potential. • Achieve 100% completion of management training. • Engage with our value chain to support early career opportunities. • Engage with local schools, colleges and universities for learning and development opportunities, as well as promoting event industry career paths to local young people. • Implement a live forecasting and recording process for training delivery. 	<ul style="list-style-type: none"> • Achieve an enhanced training plan for all departments to develop skills and drive employee growth. • Continue and improve the apprenticeship programme, as well as other early career initiatives.

Our five strategy pillars in detail continued

Pillar 2 People, culture and safety

Critical success factors continued

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Equality, diversity and inclusion			
<ul style="list-style-type: none"> • Provide inclusive facilities within the workplace and venue, such as a prayer room, family room and Changing Places room that includes enhanced accessibility measures, such as a hoist. • Treat all job applicants and employees the same under our Equal Opportunities Policy. • Implement an atmosphere of mutual respect with a zero tolerance policy for discrimination against employees, visitors and anyone present on-site. • Undertake regular analysis of employee salaries to eliminate pay gaps. • Manage reports of harassment, mistreatment or discrimination in the workplace in accordance with the Disciplinary Policy. • Train the Security team to focus on behaviour detection to avoid discrimination and ensure ethical procedures are in place to ensure visitor discrimination incidents are dealt with fairly. • Provide diversity and inclusion training for all employees at induction. 	<ul style="list-style-type: none"> • Review and update current HR policies, ensuring any gaps are identified and rectified, with new policies established as required. This should focus on promoting fair and equal treatment. • Review and develop our recruitment, performance review and salary review processes based on a competency framework and market statistics to support diversity and inclusion by eliminating discrimination. • Undertake an accessibility audit of the venue and implement recommendations identified to champion diversity and inclusion. • Improve communication of accessibility features of our venue. • Improve reporting of employee demographics by collecting baseline data on several additional categories, including gender, age and ethnicity. 	<ul style="list-style-type: none"> • Establish and implement a balanced representation plan for senior positions and provide development programmes. • Invest in infrastructure to address recommendations highlighted in the accessibility audit to achieve accessibility certification. • Conduct awareness campaigns for anti-discrimination and review management policies and practices to protect employee rights. • Improve diversity and inclusion training and roll this out to employees. 	<ul style="list-style-type: none"> • Achieve a balanced representation in senior positions. • Achieve 100% employee training on diversity and inclusion in the workplace. • Achieve zero instances of discrimination in the workplace.





Our five strategy pillars in detail continued

Pillar 2 **People, culture and safety**



GRI 3-3

Material issues (from top 5)	Policies/commitments	Action plan to manage the issue	Metrics to be disclosed
Health and safety 	<ul style="list-style-type: none"> • Be an industry leader for health and safety, and continuously reduce the number of health and safety incidents at our venue. • Health and Safety Policy in place with a number of supplementary policies and procedures implemented for various topics. 	<ul style="list-style-type: none"> • Partner with employees, clients and contractors to champion health and safety at our venue and across the industry. • Identify opportunities to improve health and safety of our operations and track initiatives. 	<ul style="list-style-type: none"> • Number of health and safety incidents per 100,000 visitors per year. • Number of health and safety initiatives implemented. • Number of employees trained in health and safety.
Accessible venue 	<ul style="list-style-type: none"> • Provide a fully accessible and inclusive venue for all, and achieve accessibility certification. 	<ul style="list-style-type: none"> • Undertake an accessibility audit of the venue and implement recommendations. • Improve communication of accessibility at our venue. • Establish criteria for all new development to ensure future accessibility. 	<ul style="list-style-type: none"> • Number of accessibility improvements implemented.

Our five strategy pillars in detail continued

Pillar 3

Our community and platform for change

Overarching goal

We are proud of the role we play in our community in Newham. It is important for us to connect with our local community and ensure we are not only a responsible neighbour but also seen as a positive influence. We support local organisations, schools and charities to grow and develop to their full potential, and take pride in using our events and exhibitions as a platform for positive impact.

Our industry has the powerful opportunity of connecting and bringing people together, and because of this we collaborate with all stakeholders to make positive societal change through our business.

ExCeL London has a responsibility to:

- Continuously engage with local stakeholders to identify collaboration opportunities.
- Support development on our estate that contributes to social value.
- Encourage our clients and organisers to engage with the local community to support their event legacy.

SDGs:



KPIs

- Year-on-year increase in charitable contributions through donations, fundraising, donations in kind and hours volunteered
- Increase financial and social value contribution to the London economy
- Increase promotion and support of legacy projects for events
- Hold a minimum of 12 meetings with local stakeholders annually to support crime reduction

Material issues

Platform for good



Cost of living



Community impact



Biodiversity



Our five strategy pillars in detail continued

Pillar 3 Our community and platform for change

Critical success factors

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Charity partners			
<ul style="list-style-type: none"> Annually sponsor five charity partners that focus on a diverse range of social impacts such as education, cost of living and healthcare. Additional support is provided through activities such as donations, volunteering and providing business advice. Ensure leftover food from our catering partner is donated locally wherever possible. 	<ul style="list-style-type: none"> Establish a framework for charitable support to ensure we are supporting a diverse group of community action projects and initiate new opportunities. Engage with charity partners on a regular basis to ensure we are meeting expectations and objectives. This can include establishing an annual calendar of events or campaigns. 	<ul style="list-style-type: none"> Plan internal campaigns and initiatives to enable our employees to regularly get involved with charitable activities. 	<ul style="list-style-type: none"> Meet expectations and objectives of our existing and new charity partnerships.
Legacy projects			
<ul style="list-style-type: none"> Facilitate legacy projects* with event organisers by connecting them with local organisations, schools and charities to create a positive social impact. 	<ul style="list-style-type: none"> Develop legacy project toolkits for organisers to ensure effective planning and consistency. These should also determine how to measure the impacts created. 	<ul style="list-style-type: none"> Encourage organisers to engage with legacy projects that provide social value and help the local community. Track and measure the impact of legacy projects to share data with organisers. 	<ul style="list-style-type: none"> Offer legacy project support to all event organisers.

* A legacy project is where we create a programme for business events to cause and accelerate social change for the host local communities, in addition to being an actor in economic development and sector growth.



Our five strategy pillars in detail continued

Pillar 3 **Our community and platform for change**



Critical success factors continued

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Community impact			
<ul style="list-style-type: none"> • Support free-of-charge event space requests from local community organisations, education institutions and charities. • Engage with the local community and law enforcement on various levels for security and crime prevention initiatives. 	<ul style="list-style-type: none"> • Create a log of all activity with the local community and charitable support, establishing a methodology to measure impacts. • Undertake a social value assessment to provide a baseline of our contribution. • Develop an estate and community plan to further connect the venue with local people and organisations. • Maintain a local stakeholder register and communication requirements, ensuring regular engagement and open dialogue. 	<ul style="list-style-type: none"> • Engage with Newham Council and other local authorities to communicate our willingness to support the local community and explore prospects for collaborative action to create positive change. • Encourage other businesses within our vicinity to become a London Living Wage Employer, as well as other non-direct suppliers partnered with our business. • Raise the profile of our venue's offerings to local people. • Improve engagement with local residents and our community by conducting regular surveys to understand perceptions of our business. 	<ul style="list-style-type: none"> • Address challenges and opportunities highlighted by local residents where possible. • Increase our social value performance.

Our five strategy pillars in detail continued

Pillar 3 Our community and platform for change

Critical success factors continued

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Development and regeneration			
<ul style="list-style-type: none"> • Create development opportunities on the estate that provide job creation, residential development and the provision of green space. • Partner with an estate management company to maintain the estate to a high standard. • The venue's new expansion has been designed to sound sustainability criteria, targeting BREEAM 'Excellent' certification. 	<ul style="list-style-type: none"> • Plan requirements for future development that minimise environmental impacts and maximise positive social impacts, including accessibility and inclusivity criteria. • Establish plans to enhance green space across the estate to protect nature and encourage sustainable lifestyles through physical activity. • Understand infrastructure needs of the local community to factor into future development proposals. 	<ul style="list-style-type: none"> • Increase open, walkable landscapes with physical and social infrastructure. • Advocate for, support and deliver local infrastructure needs where possible. 	<ul style="list-style-type: none"> • Continue to be a responsible landlord and neighbour by maximising our social impact and minimising our environmental impact. • Continue regeneration of the estate and quality placemaking to increase local job creation and socioeconomic value.



Our five strategy pillars in detail continued

Pillar 4

Clients, partners and supply chain

Overarching goal

We are looking beyond our direct business towards our value chain which ultimately helps us to deliver up to 400 events every year. Due to our business model being centred around in-person events, we ensure that we are acting responsibly and accounting for our impact throughout the value chain.

We are committed to conducting business with integrity and expect our value chain, which is pivotal to our success, to share and uphold the same principles.

A sustainable value chain that ensures safe and ethical conditions is fundamental to being a responsible business, as well as a trusted business partner.

ExCeL London has a responsibility to:

- Consider the environmental and human impact of our procurement.
- Encourage and support our clients to make sustainable choices.
- Influence best practice across our supply chain and the industry.






SDGs:



KPIs

- Maintain London Living Wage accreditation
- Year-on-year increase in sustainable procurement of materials and products
- Year-on-year increase in sustainable media products offered to clients
- Year-on-year increase in sustainable food and beverage menus offered to clients
- Compliance with ESG supply chain criteria
- Continuously reduce Scope 3 emissions

Material issues

- Waste management 
- Sustainable procurement 
- Climate action 
- Cost of living 
- Food and beverage 



Our five strategy pillars in detail continued

Pillar 4 Clients, partners and supply chain



Critical success factors

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Sustainable procurement			
<ul style="list-style-type: none"> • Maintain our status as an accredited London Living Wage Employer and ensure alignment of all partners and suppliers. • Operate an internal buyers' group responsible for procurement to review ESG impacts. • Maintain effective relationship management through regular reviews with key suppliers, including a scorecard review that assesses ESG criteria. • Purchase sustainable products, such as non-hazardous cleaning products, stationery with recycled content and FSC/PEFC certified non-chlorine recycled printer paper, unless unavailable. 	<ul style="list-style-type: none"> • Review and embed ESG within the Procurement Policy and Supplier Code of Conduct. • Following Scope 3 analysis, establish measures for reducing supply chain emissions. • Create an inventory of all consumables, materials and products procured to identify where efficiencies can be made to reduce resource consumption or where sustainable alternatives are available. • Upskill buyers within the business to procure sustainably. • Introduce a process for new suppliers to obtain ESG credentials. • Review ESG criteria for evaluation of suppliers and ensure ESG is given significant weighting in the tender process. 	<ul style="list-style-type: none"> • Develop ESG standards for procurement, such as sustainability certification schemes, water/energy efficiency ratings and minimum levels of recycled content. • Improve database of procurement highlighting where sustainable choices have been made. • Continuously improve compliance with sustainability standards. 	<ul style="list-style-type: none"> • ESG to be considered as part of all procurement choices. • ESG standards for procurement to be followed. • All suppliers regularly assessed against ESG criteria. • Reduce Scope 3 emissions as detailed in the Net Zero Carbon Events Roadmap. • Improve ESG scores across our supply chain as determined by our supplier assessment process.

Our five strategy pillars in detail continued

Pillar 4 **Clients, partners and supply chain**

Critical success factors continued

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Food and beverage hospitality*			
<ul style="list-style-type: none"> • Source all red meat from the UK. • Transitioning to the use of non-dairy alternatives. • Source 100% seasonal produce. • Ban air freight for fruit and vegetables. • Encourage clients to make sustainable food choices and avoid over-ordering for events. 	<ul style="list-style-type: none"> • Remove all single-use plastics for food and beverage hospitality. • Provide Klimato carbon labelling on all menus. • Improve reporting of food waste and carbon footprint data to clients post event as standard. 	<ul style="list-style-type: none"> • Provide a minimum of 50% plant-based choices on all food and beverage hospitality menus. • Implement sustainable, regenerative and deforestation-free sourcing strategy. • Decarbonise beverage offerings. • Transition all poultry, fish and seafood to sustainable sourcing. • Provide reusable consumables for all food and beverage hospitality. • Provide 100% recyclable or reusable packaging. • Reduce food waste to less than 1%. • Source 90% of all produce from the UK. 	<ul style="list-style-type: none"> • Deliver net zero carbon menu choices for clients.

* Note that we differentiate between food and beverage catering and retail units as we are partnered with ExCeL London Hospitality to directly supply food and beverage to events where there is greater opportunity and influence for menu choices and related sustainability targets. We have several partners that operate retail units within our venue with whom we work with closely to offer sustainable choices.



Our five strategy pillars in detail continued

Pillar 4 **Clients, partners and supply chain**



Critical success factors continued

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Food and beverage retail*			
<ul style="list-style-type: none"> Partner with selected retailers to provide rounded food and beverage choices for our visitors to suit all dietary requirements. Offer discounts to users of reusable coffee cups at various retail outlets. 	<ul style="list-style-type: none"> Encourage and work with all retailers to remove single-use plastics where remaining. Assess packaging used by retailers to ensure we have correct signage and waste management in place for sustainable disposal. Encourage and work with all retailers to promote low-carbon choices, such as vegan and vegetarian meals. Track food and other waste from retail units to drive reductions in line with venue commitments. 	<ul style="list-style-type: none"> Review sustainability credentials of partnered retailers to ensure alignment with business values. Improve waste management infrastructure for retail units and visitors purchasing food. 	<ul style="list-style-type: none"> Deliver sustainable food choices for visitors.

* Note that we differentiate between food and beverage catering and retail units as we are partnered with ExCeL London Hospitality to directly supply food and beverage to events where there is greater opportunity and influence for menu choices and related sustainability targets. We have several partners that operate retail units within our venue with whom we work with closely to offer sustainable choices.

Our five strategy pillars in detail continued

Pillar 4 Clients, partners and supply chain

Critical success factors continued

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Media products			
<ul style="list-style-type: none"> • Provide digital media methods across the venue to support a reduction in printed materials. • Source 100% polyester-based PET for lightboxes collected for recycling. • Source 100% recyclable FSC-certified timber boards used for rigid media formats. • Collect printed media materials containing PVC for open-loop recycling. • Trial PVC-free vinyl for application to glass and walls. 	<ul style="list-style-type: none"> • Calculate the carbon impact of media products to educate clients on sustainable choices and provide data for each event. • Collate and track product specifications of current product range to identify uptake of sustainable alternatives. • Work with existing and new suppliers to continuously review and trial new sustainable alternatives to include in our product range. • Identify sustainability certification schemes for materials. 	<ul style="list-style-type: none"> • Remove carbon-intensive and non-recyclable products from the media range and replace with sustainable alternatives. • Ensure products are certified to relevant sustainability schemes. • Provide media sustainability reports post event as standard. 	<ul style="list-style-type: none"> • Offer a fully sustainable media product range.



Our five strategy pillars in detail continued

Pillar 4 Clients, partners and supply chain



Critical success factors continued

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Value chain engagement			
<ul style="list-style-type: none"> • Advocate for the Net Zero Carbon Events Pledge across our industry. • Pursue collaborative opportunities to share knowledge and expertise by proactive involvement in industry associations and working groups that focus on sustainability. • Sustainability is fundamental to every event. The Sustainability team is in place to provide a service to clients, offering guidance and support in the pre-planning and delivery stages of an event. 	<ul style="list-style-type: none"> • Encourage and support clients and organisers in operating sustainable events. • Educate clients, organisers, exhibitors and contractors on sustainable practices, such as responsible material sourcing and reducing carbon footprint of events. • Work with our clients to reduce waste by prioritising reuse and closed-loop recycling solutions. • Collaborate with our value chain to analyse the whole lifecycle carbon of events. • Ensure our marketing materials embed a strong sustainability message to attract like-minded business. 	<ul style="list-style-type: none"> • Deliver a series of sustainability workshops for clients to drive sustainable change. • Work with clients to deliver carbon neutral events. • Include event sustainability targets as part of licence agreements. 	<ul style="list-style-type: none"> • Prohibit the use of carbon-intensive and non-recyclable products at our venue. • Deliver net zero carbon events.

Our five strategy pillars in detail continued

Pillar 4 Clients, partners and supply chain

Critical success factors continued

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Venue partners			
<ul style="list-style-type: none"> Partner with sustainable businesses to support the delivery of sustainable events. Provide on-site warehousing for venue partners to eliminate supply chain travel emissions. Regularly discuss sustainability with venue partners. 	<ul style="list-style-type: none"> Establish a Supplier ESG Committee with on-site venue partners to discuss and collaborate on sustainability initiatives. Ensure and support partners in improving ESG performance, reaching their sustainability goals and aligning with our values as a responsible business. Encourage clients to work with our preferred on-site venue partners, communicating their strong sustainability credentials, products and initiatives. 	<ul style="list-style-type: none"> Strengthen existing partnerships and create new partnerships that align with and contribute to our sustainability goals. Using event carbon footprint data, work with our venue partners to identify solutions to reduce event supply chain emissions. Analyse how services can be optimised to improve sustainability, such as by reducing deliveries to the venue. 	<ul style="list-style-type: none"> Provide a unified sustainable approach to delivering events with our venue partners.




Our five strategy pillars in detail continued

Pillar 4 **Clients, partners and supply chain**



GRI 3-3

Material issues (from top 5)	Policies/commitments	Action plan to manage the issue	Metrics to be disclosed
Sustainable procurement 	<ul style="list-style-type: none"> • Consider ESG as part of all procurement choices and ensure high ethical and environmental standards of our value chain. • Embed ESG in procurement processes and policies. 	<ul style="list-style-type: none"> • Assess ESG criteria for suppliers and work with our supply chain to improve combined sustainability performance. • Develop procurement standards that mandate sustainability credentials/performance. • Undertake a full carbon footprint analysis including Scope 3 emissions. 	<ul style="list-style-type: none"> • Carbon footprint analysis and reduction in Scope 3 emissions. • ESG supplier scores. • Compliance with sustainability standards, e.g. 100% recyclable FSC-certified timber boards for rigid media formats.

Our five strategy pillars in detail continued

Pillar 5

Governance and ethics

Overarching goal

We are committed to operating as a responsible business that upholds the highest standard of ethics and corporate governance. By encouraging robust, entrepreneurial, and effective decision making processes, we align with the interests of all our stakeholders and deliver long-term success of the company.

To operate sustainably and ethically throughout our activities, our policies and practices provide transparent rules and controls that manage risk and support the achievement of our business goals. All departments operate in line with our Company values, subsequently creating a culture that supports good governance and ethics.

ExCeL London has a responsibility to:

- Conduct business in an ethical manner in line with its corporate values.
- Prevent and plan for potential threats to business continuity.
- Continuously provide high-quality services to customers.

SDGs:

KPIs

- 100% employee completion of cyber security training
- 100% employee completion of compliance and ethics training
- Four Townhall meetings held each year
- Six meetings held for each ESG focus group each year
- Year-on-year improvement in sustainability data quality
- Continuous achievement of ADNEC Group EBITDA and revenue targets

Material issues

Workplace culture	
Compliance and ethics	
Human rights	



Our five strategy pillars in detail continued

Pillar 5 Governance and ethics

Critical success factors

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Corporate governance and values			
<ul style="list-style-type: none"> Consolidate all Company policies and standards in the Employee Code of Conduct which is shared with employees during the onboarding process. Require an annual declaration of adherence to Company policies. Ensure our business values are upheld by all employees by including them in our performance review process. Ensure adherence to corporate governance through an internal audit process in which performance is communicated at Leadership level. Hold quarterly Townhalls for all employees to communicate important business updates, including ESG topics. Include ESG as a core pillar within the overall business strategy. Implement a delegation of authority process that facilitates timely, effective and quality decision making. 	<ul style="list-style-type: none"> Map all Company policies and assess the maturity level of corporate governance to identify areas for improvement. Review and update Company policies on a regular basis, with new policies established as required. Update and maintain a governance and compliance register for the business to monitor effectiveness. Increase awareness of relevant regulations relating to business operations to enhance compliance. Implement Governance, Risk and Compliance ('GRC') tool for effective management. Establish ESG focus groups to implement the Sustainability Strategy action plans, with Leadership Team representatives providing strategic direction. Assess existing governance protocols and effectiveness. Develop a standard process for sharing relevant reasons and data that inform decisions. 	<ul style="list-style-type: none"> Address areas for improvement in corporate governance. Create an effective governance structure that facilitates open and transparent communication with all stakeholders. Develop and maintain a Continuous Controls Monitoring system linked to the GRC tool. Embed ESG across all departments through the focus groups, ensuring the Leadership Team are responsible for their departments' ESG performance. Enhance governance protocols to maximise effectiveness, as necessary. 	<ul style="list-style-type: none"> Maintain a high standard of corporate governance. Maintain a high standard of ESG performance in line with the Sustainability Strategy.



Our five strategy pillars in detail continued

Pillar 5 Governance and ethics



Critical success factors continued

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Ethical business practices			
<ul style="list-style-type: none"> • Advocate zero tolerance for corruption, bribery and any other kind of unethical behaviour across the industry. • Maintain a Whistleblowing Policy. A hotline is in place and is publicly available on our website. • Maintain a Modern Slavery Policy. • Maintain a Procurement Policy to ensure fair competition for customer and supplier relationships. • Participation in the UNGC since 2007. • All new starters undertake compliance and ethics training. • Conduct annual Conflict of Interest Declarations for all employees. 	<ul style="list-style-type: none"> • Review all Company management systems to ensure they reflect ethical business values. • Review and ensure internal and external business communications provide transparency and accountability. • Widen scope of compliance and ethics training. 	<ul style="list-style-type: none"> • Educate employees on the value of business ethics. • Continuously assess and rectify processes and procedures in line with business ethics. • Embed compliance and controls monitoring methodologies across the business. 	<ul style="list-style-type: none"> • Achieve zero instances of business ethics violations. • Maintain UNGC participation. • Achieve 100% of all employees completing compliance and ethics training within their first two years of joining the business.

Our five strategy pillars in detail continued

Pillar 5 Governance and ethics

Critical success factors continued

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Quality management			
<ul style="list-style-type: none"> Client and visitor feedback is regularly obtained and analysed. Implement policies, procedures and methodologies across departments to ensure exceptional quality is delivered to our clients. 	<ul style="list-style-type: none"> Embed a culture of continuous learning and improvement. Establish processes for collating and analysing data to identify areas for improving business efficiency. Establish efficient project management and delivery processes to achieve desired impacts in a timely and cost-efficient manner. Establish a digital transformation strategy to implement systems that support becoming a 'Smart' venue whereby new technology and connectivity improve the efficiency of our venue and services. Undertake trend analysis to develop a quality improvement plan and address feedback from customers and visitors. 	<ul style="list-style-type: none"> Implement digital system upgrades to support becoming a 'Smart' venue. Implement a quality improvement plan and measures to address feedback from customers and visitors. 	<ul style="list-style-type: none"> Maintain a high quality of services for our clients and visitors, and increase our client satisfaction score by 10%.



Our five strategy pillars in detail continued

Pillar 5 Governance and ethics



Critical success factors continued

What we already do	Short-term (2023/24)	Medium-term (by 2027)	Long-term (by 2030)
Business continuity			
<ul style="list-style-type: none"> • Maintain a business continuity plan with budget allocated to ensure business resilience. • Require key suppliers to have a business continuity plan to ensure critical service delivery. • Undertake business impact assessments and manage corporate risk effectively across all departments. • Implement a crisis management plan with regular exercises conducted to ensure effectiveness of procedures. 	<ul style="list-style-type: none"> • Undertake a thorough assessment of risks and opportunities in relation to the Sustainability Strategy. • Update and consolidate critical functions to enhance business continuity and crisis management plans. • Enhance awareness and understanding of business continuity within all teams. 	<ul style="list-style-type: none"> • Ensure readiness to meet all future challenges and unforeseen circumstances. • Implement GRC tool for efficient business continuity management. 	<ul style="list-style-type: none"> • Effectively maintain our business continuity plan to meet stakeholder needs in the event of a disruption or incident.
Data security			
<ul style="list-style-type: none"> • Maintain a Data Protection Policy to ensure employees are aware of their responsibilities. • Maintain zero breaches of GDPR regulations by providing new starter and regular refresher training. • All employees undertake cyber security training. • Hold quarterly Data Governance Forum meetings. 	<ul style="list-style-type: none"> • Assess and review existing cyber security measures to identify areas for improvement. • Implement policies and procedures to align with ISO 27001 standards. • Create a detailed cyber security risk register to improve resilience. • Highlight and improve linkages between business operational technology and information technology. • Develop a Data Governance Framework to effectively manage data security. 	<ul style="list-style-type: none"> • Achieve certification to ISO 27001. • Create and maintain a cyber security framework aligned with ISO 27001. • Consolidate and maintain data from across the business. 	<ul style="list-style-type: none"> • Achieve zero instances of GDPR breaches. • Maintain certification to ISO 27001. • Achieve 100% of all employees completing cyber security training within their first two years of joining the business. • Achieve and maintain data security best practice.



Conclusion

Looking
forward

ExCeL London is well positioned to achieve the goals set out within its first Sustainability Strategy by 2030. Our action plans have been developed to ensure they are ambitious and achievable – we embrace the challenge.

Our governance structure for ESG will provide strong sustainability leadership for the five pillars of our strategy, ensuring that they are embedded within the business.

Reporting on our ESG performance each year, we strive for increased transparency and continuous improvement. Our stakeholders expect nothing less.

We look forward to publishing ExCeL London’s Net Zero Strategy later in 2023, to complement this Sustainability Strategy and strengthen our plans to reduce our carbon footprint over the next few years in the race to net zero.

We are committed to hearing the voices of all our stakeholders and will repeat our materiality assessment every three years to update our Sustainability Strategy and targets. This will enable our business to perform at its highest ESG standard by continuously and effectively aligning our business with what is most important to our stakeholders.



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