

UN Global Compact Report - 2017 Communication on Progress



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Statement of continued support

ExCeL London is committed to tackling the challenges of sustainable development and operating as a responsible corporate business.



Jeremy Rees
CEO, ExCeL London

A handwritten signature in dark ink, reading 'Jeremy Rees'. The signature is fluid and cursive, with the first name 'Jeremy' and last name 'Rees' clearly distinguishable.

ExCeL London is one of the UK's leading international exhibition and conference centres. We host a diverse range of events with all types of organisers and visitors from across the globe. We are committed to being thought leaders in our market, providing world-class facilities and services that are in accordance with our own health and safety policies, our sustainability policy, and ExCeL London's mission statement and core values.

ExCeL London is committed to tackling the challenges of sustainable development and operating as a responsible corporate business. We will implement practices that promote economic security, social and environmental responsibility, and we will continuously seek to improve performance in these areas. We are committed to working with our suppliers and customers to improve sustainability performance throughout all of our activities and are committed to maintain and operate our sustainability management systems in compliance with both ISO20121 and ISO14001 requirements.

This United Nations Global Compact communication on progress is supported by both our Executive Team and owners ADNEC, and will ensure that our set objectives in the areas of sustainability are monitored and measured regularly against our maturity matrix to enable us to continue to improve against our set targets.

All ExCeL London staff are responsible for implementing this policy to ensure that all requirements are being met and for the co-ordination and evaluation of ongoing performance against our sustainability principles, inclusivity, transparency, integrity and stewardship. To deliver this, ExCeL London aims to:

- Ensure the full implementation of this policy throughout all departments, business operations and services, and wherever possible throughout the supply chain.
- Ensure the policy and related sustainability issues are discussed with all employees and ensure all staff are aware of this policy and our 100% commitment to continue measuring and improving our performance.
- Be an industry leader in sustainable development in areas relevant to its business in the events industry; and where appropriate, exceed the basic legislation levels required.
- Work with our clients to pursue, promote and develop sustainable events throughout the entire lifecycle.
- Continue to limit the use of office consumables and waste whilst increasing recycling and the use of more sustainable materials wherever possible.
- Continue a proactive management approach towards the use of energy throughout our venue, management office and other business operations.

Key targets for 2017

At ExCeL London, we take every event to heart. We genuinely care about what our clients do and are committed to helping them achieve great things. We work closely to find the right opportunities for growth and encourage our clients to push themselves in new and different ways. This is the standard we set and constantly strive towards, so that every experience we create together is truly impactful.

In August 2007, ExCeL chose to join the UN Global Compact. The ten principles serve as a foundation for the company's sustainability policy and are intertwined with a number of wider policies and principles. We work with stakeholders to improve sustainability performance throughout our activities.

ExCeL sets a number of targets throughout the year and in 2017, a formal marketing plan was developed to demonstrate ExCeL's commitment to constant improvement and self-awareness.

The top three priority areas in 2017 were to: reduce waste, increase energy efficiency, and ensure ExCeL's organisers participate in the company's sustainability objectives.

ExCeL undertakes annual audits – both internally and independently – and we are certified to both the ISO14001 environmental standard as well as the ISO20121, which sets sustainability management standards in the events industry.



Below outlines our main CSR targets and achievements for 2017:

Page	2017 targets	Status
6	Support 2x charities as part of ExCeL's CSR programme	Achieved
6	Provide event space free of charge to local and community groups	Achieved
6	Increase awareness of CSR initiatives through ExCeL's digital channels	Achieved
10	Maintain target of 8 incidents or under per 100,000 visitors at ExCeL	Achieved
14	To achieve 60% recycling of waste and 40% to recovery	Achieved
14	Achieve 100% staff completion of sustainability training	Achieved
15	Electricity target: to maintain the same level or below of consumption as 2016	Achieved
15	Continued reduction in use of unsustainable suppliers	Achieved
15	To achieve 70% awareness amongst organisers of our sustainable activities	Achieved
15	Work with in-venue retailers and caterers to reduce food waste	Achieved
15, 17	Reduce printing and implement digital alternatives where appropriate	Achieved

Activities cutting across the principles

In 2013, ExCeL redefined a set of core values designed to support our promise to take every event to heart. They are core to what we fundamentally believe are crucial to our long-term sustainable business success. Our core values are outlined below.

Collaboration

We will share our experience, knowledge, and expertise to tailor and bespoke our solutions to give every event the best possible outcome.

Innovation

We will be open-minded and flexible to enable our teams to find the best possible solutions to achieve success.

Providing world class facilities

We will continue to invest in our venue and infrastructure to ensure it remains a world-class facility.

Providing the best people

We will provide the best people with the experience and knowledge to add value and help our clients deliver successful events.

We aim to win and retain customers by developing and providing products and exceptional service delivery. To enable us to do this we will:

- Ensure that all products and services associated with our business are of a strict quality that is in accordance with, and aims to enhance our market position, and business.
- Develop and maximise the best customer services practices, which set a benchmark for the industry.
- Strive to constantly innovate and enhance our product offering for the benefit of our guests.
- Ensure that our services meet the requirements stipulated by the appropriate regulatory bodies as well as legal requirements.
- Compete fairly and ethically and within the framework of applicable competition laws.

ExCeL is committed to operating as a responsible corporate entity and having a positive impact on the area that surrounds us. This means building long-term relationships with local partners in order to deliver long-lasting benefits for our communities.

In 2017, we continued to support our two long-term charities: **NASSA** (Newham All Star Sports Academy) and **CFE** (Community Food Enterprise).

NASSA works with children every week to provide sports coaching, training and after-school activities to help keep them off the streets. The mentoring talks delivered by NASSA under their 'Carry a basketball not a blade' initiative have educated thousands of young people about the dangers of knife crime and gang culture. With the funding that ExCeL provides, NASSA is able to provide primary and secondary school basketball taster sessions across the borough of Newham. These sessions include mentoring talks from the NASSA coaches about the dangers of knife crime and gang culture.

CFE's mission is to work in partnership with the diverse communities of East London to safeguard and sustain their rights to the right food as a fundamental condition for individual and community health and well-being. The core foundations of the project include:

- **Nurseries and schools:** CFE supports healthy eating in primary schools throughout East London by providing them with a weekly delivery service of fresh fruit for their tuck shops. They also supply grocery provisions for breakfast clubs in infant, primary and secondary schools as well as vegetables for lunches for toddlers in nurseries.
- **Community support service:** CFE supports community food projects throughout East London by providing them with a range of services which includes buying, delivering and sharing resources. Without this valuable service,

many would not be in a financial position to provide valuable service to their communities.

- **Social food outlets:** To facilitate and promote healthy eating in areas classified as 'food deserts', CFE have developed a mobile food store.
- **Food waste:** CFE uses its infrastructure (vehicles, warehouse space and distribution network) to support the work of the Gleaning Network UK by collecting, storing and redistributing produce harvested by them from farms throughout England.

In addition to our annual financial contribution, in 2017 we met with our nominated charities to better understand the work they do and explore new ways to support them. This resulted in the introduction of a new office fruit scheme for ExCeL employees, in partnership with CFE. Fresh fruit is purchased directly from the charity, reducing waste and boosting their income, and provided to ExCeL employees free of charge as a healthy perk.



We continued to support local charities and schools in the form of complimentary event space. In the summer we supported 'ExCeL In The Arts', a summer camp that hosts around 100 children from Newham aged 11-18, as well as providing venue space for Ascension Eagles, a local cheerleading group on three separate occasions throughout the year.

ExCeL makes every effort to ensure our sustainability programme is transparent and accessible to all stakeholders. In 2017, we began to build a database – through a subscription form on the ExCeL website – of residential and commercial contacts. We issued our first community e-newsletter to over 1,500 contacts, achieving an open rate of 30% and a click rate of 15%. We also placed several advertisements with a local newspaper promoting our key shows and encouraging engagement with our business, which resulted in substantial growth of our database.

We host a dedicated Sustainability page on our website. In 2017, this was viewed 2,321 times (an increase of 14% compared to 2016) by 1,834 unique users (an increase of 12.24%). We communicated information about our plan through social media, with approximately 35 posts throughout the year to our combined audience of over 70,000.

04

Human rights

Principle 1

Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2

Businesses should make sure that they are not complicit in human rights abuses.

ExCeL agrees that businesses have a responsibility to respect human rights and act in accordance with internationally applicable standards, such as the UN Declaration of Human Rights.

We ensure that all staff, clients and visitors are not deprived of their human rights in any way through our business processes.

In 2016, ExCeL produced a Modern Slavery Statement which has been made available publicly through our website. The statement confirms that we welcome and support the introduction of the UK Modern Slavery Act and the duty it places on business to disclose publicly what steps they are taking to tackle the inhuman abuse of forced labour and human trafficking. We will continue to revise and update this statement in line with guidance.

We hold ourselves, our service partners, and our supply chain accountable and are confident that as a responsible corporate business we are fully compliant with the provisions of the Act.

We actively collaborate with reputable service partners and suppliers who embrace robust, fair, and ethical trading principles with the aim of minimising risk of any activities that may be linked to slavery and human trafficking. We are committed to ensuring that our workers are not exploited and our work environment is as safe as possible, abiding by all employment, health and safety, and human rights laws.

ExCeL's corporate values, outlined on page five of this document, promote a positive ethos amongst our people. We seek to create an environment which attracts and retains employees of high calibre, and in which employees will feel valued for their contribution to the company's performance. Each team must:

- Implement and observe codes of conduct which are designed to protect employees from harassment or discrimination in any form, and to provide equality of opportunity.
- Ensure all employees are fully aware of such codes and that they comply with them.
- Operate a remuneration policy that is competitive and rewards good performance.
- Ensure all employees know what is expected of them and provide a framework which fairly measures performance and assists employees in developing their capabilities.
- Provide a safe work environment for all employees and ensure they fully understand their responsibilities in regards to health and safety matters.
- Aim to develop policies that will support

employees in balancing their work and domestic responsibilities.

Key members of the ExCeL Management and Audit team have responsibilities devolved to them to monitor policies, assess risk, conduct investigations and due diligence in an environment which is transparent and openly addresses any breaches or lack of compliance in an appropriate manner.

In 2017, ExCeL was an active participant in the *#EventWell* campaign, an industry wide initiative to raise awareness of mental health and wellness in the workplace. The campaign highlighted major issues in the events industry around stress and job satisfaction, encouraging professionals to come together and take a proactive approach to workplace wellbeing. To show support, ExCeL employees took part in a boat race in Royal Victoria dock, highlighting the importance of exercise in staying healthy – both physically and mentally.

Though owned by an international venue development and business management company ADNEC, ExCeL is a UK-based venue and we employ a team of around 200. Almost all hiring opportunities are managed by our HR department or outsourced to three agencies that assist with indirect hire – chiefly in our Cleaning, Traffic and Security departments. Each member of staff is subject to work checks and we operate PAYE as part of our payroll, to ensure all of our employees are legally hired and paid.

ExCeL upholds a code of conduct, core values, and a dignity at work policy as part of our overall employee handbook – this document outlines the steps which all employees must follow to ensure this principle is upheld.

We benchmark in the **top 10% of employers in the UK** for our benefits package, which includes life assurance at four times the employee's salary, permanent health insurance, biennial health assessments, childcare voucher schemes, and other perks designed to improve employee wellbeing, both at work and in their personal lives.



05

Labour



Principle 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4

Businesses should uphold the elimination of all forms of forced and compulsory labour.

Principle 5

Businesses should uphold the effective abolition of child labour.

Principle 6

Businesses should uphold the elimination of discrimination in respect of employment and occupation.



People are our most important asset and we recognise that their health, safety and welfare, and that of others affected by our activities, is paramount.

We are committed to providing safe and healthy working conditions. We respect internationally recognised labour rights standards as set forward by the International Labour Organisation (ILO) and we follow national requirements for labour practices. Our health and safety policy aims to promote a culture where every employee takes responsibility to ensure safe and healthy working conditions via preventative measures and carrying out systematic risk assessments.

As a result, health and safety for both our employees and our visitors forms a crucial part of our sustainable approach. In 2017, we pledged to reduce accidents in the venue to 8 incidents or under per 100,000 visitors and we achieved this. During our last reporting period, we confirmed that our accident ratio per 100,000 visitors for the whole of 2017 was **6.8**.

We hold annual emergency procedure briefings which are compulsory for all staff to attend. These briefings are designed to enable staff to act efficiently and confidently in the unlikely event of an emergency at the venue, and ensures we commit to our promise of taking every event, and indeed visitor, to heart.

We do not support any form of forced or compulsory labour, as demonstrated in our Modern Slavery Statement (*available through the ExCeL website*).

All employees have individual contracts detailing their terms and conditions of employment – these are issued prior to commencement of employment. Employees are also issued with job descriptions outlining details of the work they are being employed to conduct.

The company upholds a grievance procedure which can be initiated by the employee with their line manager or human resources. Employees are free to leave the organisation and our leavers' policy outlines clear steps required to resign from employment.

We do not condone any forms of child labour. ExCeL is ISO20121 compliant; part of this process includes ensuring our suppliers are also sustainable, upholding ExCeL's values in relation to social commitment. Additionally, employees of ExCeL are able to enjoy freedom of association without fear of detrimental implications on their employment. These values are upheld in our equal opportunities policy. ExCeL is committed to eliminating direct and indirect forms of discrimination in relation to employment and occupation.

ExCeL upholds an equal opportunities policy which applies to all aspects of employment including: recruitment and selection, employment opportunities, and promotion decisions. This policy highlights the expectation that all job applicants and employees are to be treated in the same way regardless of sex, sexual preference, race, ethnic origin, colour, religion, disability, marital status or union membership status.

To facilitate this, all interviews and performance assessments are completed using an integrated competency based framework. This process ensures an objective perspective is taken in relation to all recruitment decisions and places emphasis on the individual's level of skill, qualification, experience and knowledge.

Due to the nature of our business, job vacancies tend to be ad hoc. As such, there are no formal diversity quotes in place hiring new employees at ExCeL. We do however have a robust recruitment process for job vacancies as and when they appear.

ExCeL continues to maintain an approximately 60/40 split of male and female employees and hires broadly across multiple generations. We're proud to employ almost 40% of our workforce from East London where ExCeL is based, supporting approximately 37,600 jobs in London as of 2012.

The average length of service as of December 2017 was 5.6 years, compared to our 2016 figure of 8.45 years. Long service is acknowledged with annual company meetings that celebrate these milestones.

Demographics related to our current workforce are detailed below.

Location	Count of London area	Percentage
Battersea (London)	3	1.53%
East London	73	37.24%
Home Counties	20	10.20%
North London	7	3.57%
North West London	7	3.57%
Paddington (London)	2	1.02%
South East London	27	13.78%
South London	8	4.08%
South West London	4	2.04%
Outside of London	45	22.97%
Grand total	196	100.00%

Gender	Count of gender	Percentage
Female	78	39.80%
Male	118	60.20%
Grand total	196	100.00%

Ethnicity	Count of ethnic origin	Percentage
Asian - Bangladeshi	5	2.55%
Asian - Indian	4	2.04%
Asian - Other	1	0.51%
Asian - Pakistani	2	1.02%
Black - African	20	10.20%
Black - Caribbean	5	2.55%
Black - Other	1	0.51%
Chinese	2	1.02%
Mixed ethnicity	3	1.53%
White - British	108	55.10%
White - European	22	11.22%
White - Other	3	1.53%
Not specified	20	10.20%
Grand total	196	100.00%

ExCeL upholds a dignity at work policy which aims to foster an atmosphere of mutual respect in which staff can feel accepted, able to work with dignity and to their full potential, and embracing the benefits which diversity can bring.

All of these policies are clearly communicated in our employee handbook, which is distributed to all staff both physically and electronically. The handbook clearly outlines employees' ability to raise breaches of our policies, either informally or formally, with their line manager or human resources. A formal process is followed if discrimination is suspected or identified. Any breach of the policy will result in disciplinary action and may include dismissal.

Whilst we do our best to ensure our managers are well trained and our employees are happy at work, we recognise that from time to time, grievances relating to employment may arise. Our policy is to encourage free communication between employees and their managers to ensure that questions and problems arising can be aired and resolved quickly, to the satisfaction of all concerned.

We have a comprehensive three-stage process for grievances: informal complaints, formal written complaint, and formal grievance hearing. We also allow an appeals process for individuals that may be dissatisfied with the outcome.



Environment

Principle 7

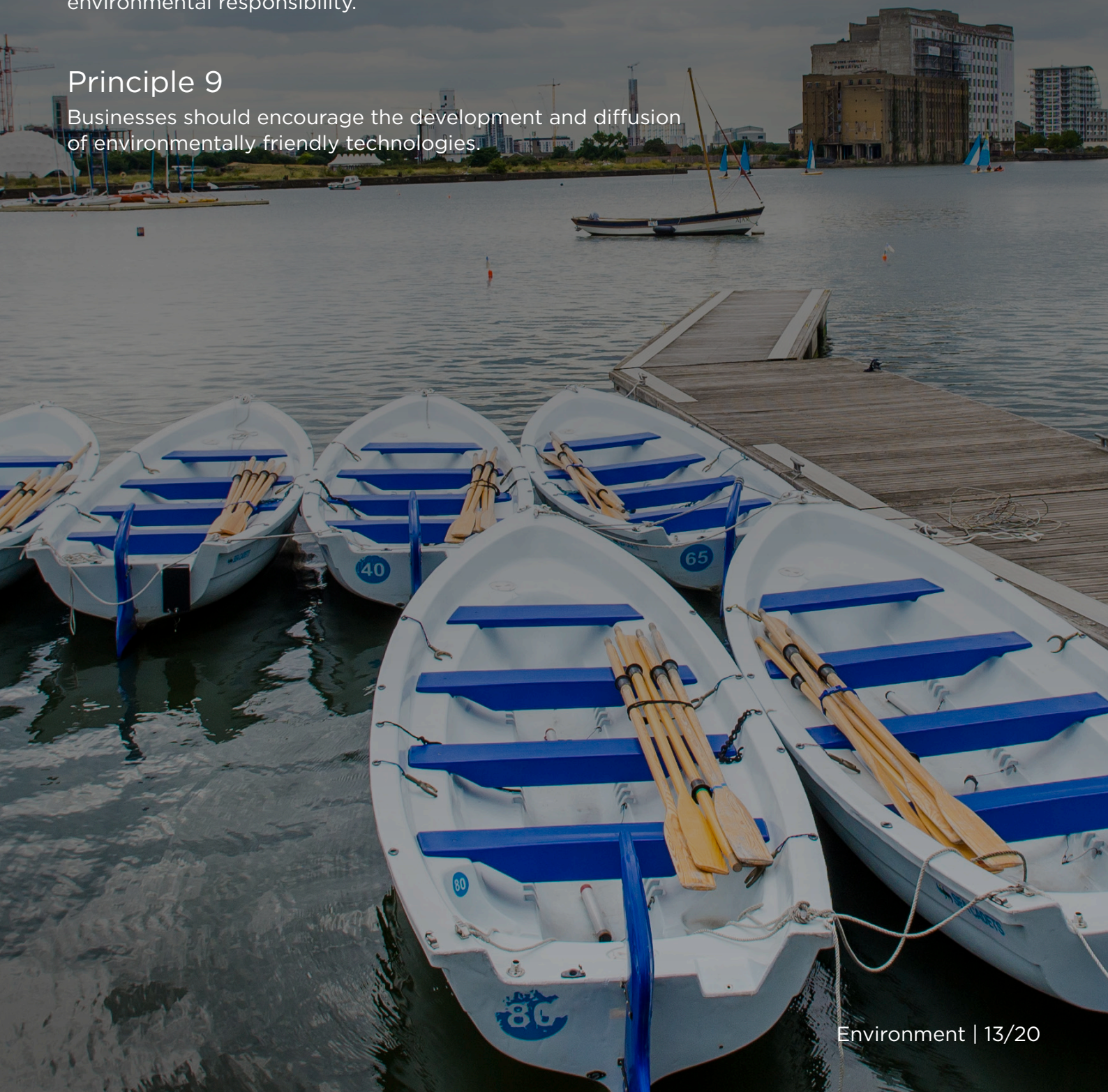
Businesses should support a precautionary approach to environmental challenges.

Principle 8

Businesses should undertake initiatives to promote greater environmental responsibility.

Principle 9

Businesses should encourage the development and diffusion of environmentally friendly technologies.



ExCeL London is 100% committed to tackling the challenges of sustainable development and operating as a responsible corporate entity.

It is our policy to continuously evolve and implement practices that deliver economic security, social, and environmental benefits.

As one of the UK's leading exhibition and conference centres, we work with our suppliers and clients to improve sustainability performance throughout all of our activities. Over the last few years, we have taken significant steps to deliver and execute a sustainable business strategy for our direct operations, working alongside our clients to pursue, promote, and develop sustainable events. ExCeL undertakes audits – both internally and independently – and we are certified to the ISO14001 environmental standard and the ISO20121, which sets sustainability management standards in the event industry.

ExCeL's internal Sustainability Committee, which meets quarterly to discuss and monitor CSR objectives, is made up of thirteen employees from across the company and chaired by an Executive Director. The purpose of this committee is to gain feedback on the status of conformance of the Sustainability Management System and to plan arrangements, including the requirements of the aforementioned standards.

The checks are designed to ensure that ExCeL's Sustainability System Procedures are being understood, implemented, and maintained; and that the company continues to comply with applicable legislations. The Committee champions and has delivered a number of projects that have significantly reduced the environmental impact of the ExCeL management office. This has included removing all personal bins and replacing them with separate recycling bins, as well as seeking to reduce printing output.

ExCeL's marketing team play a role in the overall CSR strategy. They are responsible for developing new ways of providing resources for client and stakeholders wherever possible, in an effort to reduce printing leaflets, brochures, and other collateral which supports the sales effort.

After being successfully recertified for the ISO14001 and the ISO20121 at the end of 2016, we have continued our efforts to improve performance. In 2017, efforts focused on three key areas: reducing waste, increasing energy efficiency, and ensuring organisers participate in ExCeL's sustainability objectives.

Additionally, significant progress has been made

in reducing printed collateral and creating digital content where possible, which will be addressed in this document.

Reducing waste

In 2017, we continued with our commitment to reduce waste. To achieve and measure this, ExCeL's operations team complete monthly reviews of waste metrics, and we set annual targets as a business in an effort to continuously reduce waste.

Between January and December 2017, we recycled 2,615.14 tonnes of waste (59.14%) and created 1,806.58 tonnes of refuse-derived fuels (40.86%) from waste. This was within 1% of our target for the year.

In order to continue reducing our waste, we focused our efforts on continuous training of our staff, particularly our cleaning staff, on waste sorting and correct disposal. Recycling and general waste bins are located throughout the venue and the ExCeL management office. All cardboard, plastics and paper are segregated on-site, with any residual mixed recyclables segregated off-site.

At ExCeL, we provide disposal for our suppliers and retailers on-site by providing the following bins:

- Mixed recyclables
- General waste
- Cardboard and plastic cages – these are sent to a recycling area where they are baled
- Food bins – for use in the wormery
- IBC containers – to dispose of vegetable oils and fats

We continue to recycle our waste through our on-site materials recycling facility and the wormery. The ExCeL wormery is the UK's largest commercial wormery, containing over 300,000 worms.

The key benefits of our food waste policy include:

- Reduction of carbon emitted by transporting waste from ExCeL
- Reduction in the number of lorries travelling on already congested London roads
- Reduction in landfill – volumes have been reduced by approximately 90%
- Production of valuable soil additive which is then used for landscaping across the ExCeL campus
- Minimal power usage
- Worms can eat almost anything – certain amounts of green waste and paper can also be incorporated

In addition to the food recycling policy, all used vegetable oil is collected from site and turned into

bio fuel.

In 2017, our retail and catering team took further steps to ensure our in-venue suppliers participate in our waste management goals. All retailers receive by email the Waste Management information document and it is regularly discussed in a monthly meeting to monitor compliance, an ongoing dialogue is encouraged for improvement.

A unique way in which we continued to reduce wastage in the venue in 2017 was to donate old or disused furniture which was no longer needed to a worthy cause. Our operations team donated a number of chairs, tables, and other items to Ghana, through a working partnership with Bertrand & Co Consultancy and the Members of Parliament of Ghana. This donation will help a number of deprived schools and libraries across a number of areas.

Increasing energy efficiency

In 2014, we took steps to improve energy efficiency at ExCeL which included a lighting upgrade throughout our venue and car parks. We swapped our 14-year-old lighting which was consuming significant amounts of energy for LED eco-friendly lighting provided by Philips. We estimate that the energy consumption saving per fitting is 70% and we are continuously monitoring effectiveness.

In 2017, we took further steps to increase energy efficiency through the following actions:

- No longer using heating and cooling units during the build and break of events.

- By setting lighting in our spaces to 50% during the build and break of events.
- Lights are not switched to 100% until 30 minutes before the show opens and organisers are empowered to reduce lighting levels in the halls depending on their show lighting levels.
- Continuing to upgrade venue's energy efficiency with more sensor lights and timers.
- Every member of ExCeL staff undergoes training when they join the company to ensure they are as energy efficient as possible.
- Reminders are placed throughout the ExCeL management office encouraging employees to switch off lights and shut down their computers at the end of each day.
- Operations teams are trained and empowered to make decisions on energy usages.

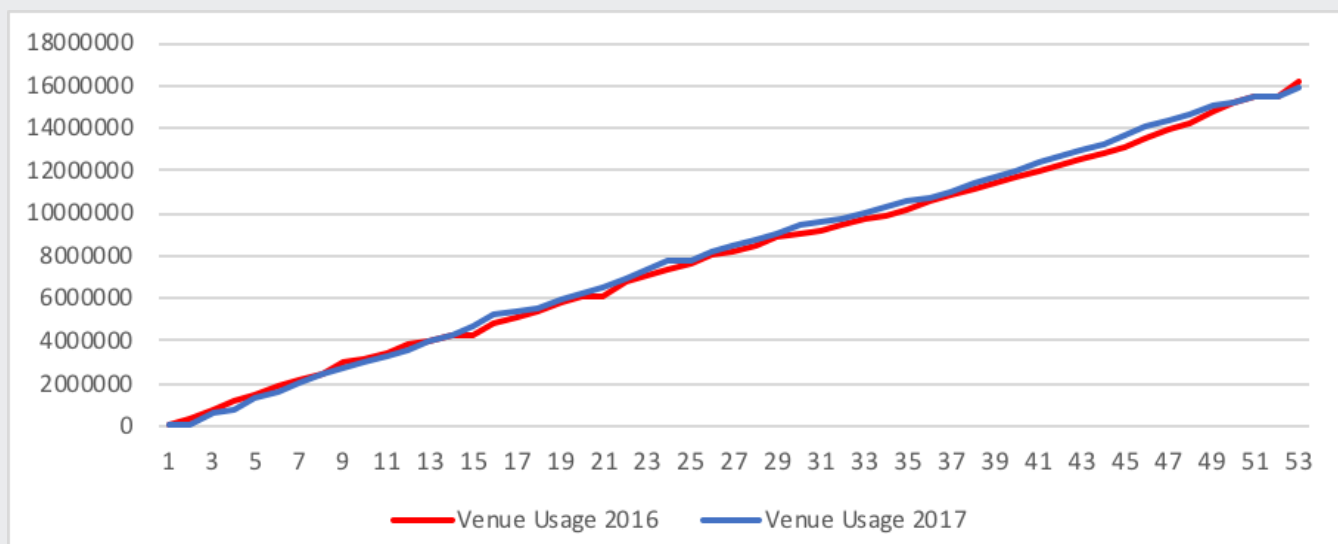
In previous years we have reported on the electricity coming into the energy centre which has then been distributed to the venue.

When we were the sole customer of the energy centre this was not an issue. However, as the energy centre now also supplies others we can only report on the electricity used by the venue after it leaves the energy centre.

There is a history for this going back to the start of 2016 so we can provide figures for comparison reporting.

Below are the electricity consumption figures for the year to date 2017 with the value worked out at 9.5p per unit. This rate is based on the last bill from Engie.

	Consumption KWhrs	Forecast KWhrs	Variance KWhrs	Variance £
Electricity	15,837,980	16,113,189	-275,209	-26,145

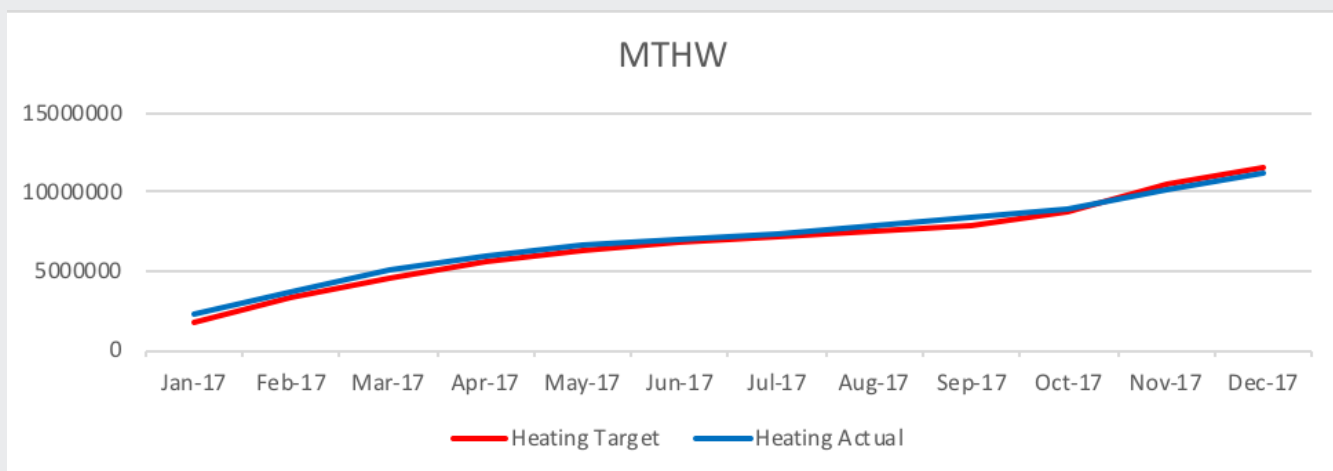


Hot water & chilled water

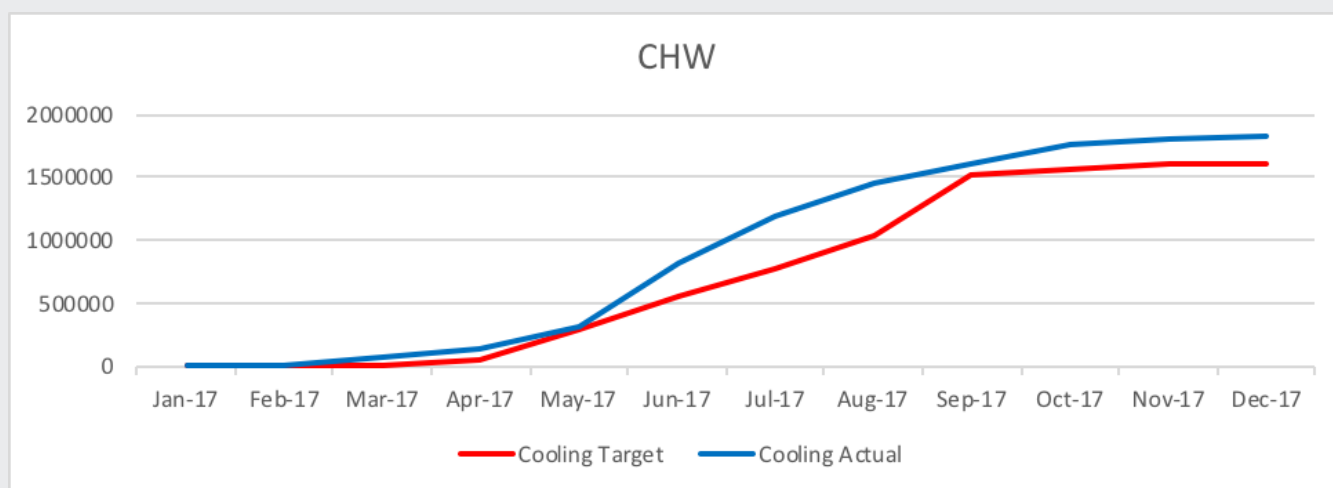
The KWh rate is based on the figures provided by finance. Below are the consumption figures for hot and chilled water for the year to date 2017 with the value worked out at 0.041p per unit for hot water and 0.062p per unit for chilled water.

	Consumption KWhrs	Forecast KWhrs	Variance KWhrs	Variance £
Hot water	11,139,000	11,512,600	-373,600	-15,318
Chilled water	1,825,000	1,617,000	208,000	+12,896

Hot water usage summation year-to-date (KWh)



Chilled water usage summation year-to-date (KWh)



At the end of 2017 we were below our target on both electricity and heating usage and we were just above on the chilled water usage. As we respond to the needs of the shows and this is also dependent on the climate and temperature it is a difficult balancing act.

Ensuring organisers and suppliers participate in ExCeL's sustainability objectives

The key ingredient to ensuring ExCeL's partners and suppliers are aligned with our sustainability objectives is through our procurement policy, which outlines specific criteria to staff when purchasing goods or services. Each departmental director is responsible for monitoring compliance with the policy and ensuring competitive purchasing processes are in place.

Sustainable procurement is a process whereby ExCeL meets its requirements for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but to society and the economy whilst minimising damage to the environment.

Cost savings, reduced carbon emissions, less waste, lower energy and fuel consumption, improved health outcomes, more skills and training, plus more contract opportunities for small- and medium-sized enterprises are some of the practical benefits to consider and include within procurement.

To be truly sustainable, we also believe our clients should work with us to run sustainable events. It is therefore one of our main priorities to ensure organisers are aware of ExCeL's sustainability objectives and that they uphold our energy savings and waste management policies.

ExCeL's event management team champion this objective as they are the more frequent point of contact for organisers during the planning and delivery process. Sustainability is discussed in the planning process and charges are applied for excessive waste as an incentive to keep events as sustainable as possible.

We have noted a reduction in waste left on-site and sent to landfills thanks to the role ExCeL employees play in educating organisers on their CDM responsibilities. We work in collaboration to ensure all waste is disposed of correctly before, during and after an event, and we provide handbooks to the organisers with guidance. In addition, we remind organisers of our work and their responsibility on-site by providing ExCeL CSR factsheets in the organiser offices.

We measure the success of this objective through our organiser feedback surveys, which are conducted over the phone by an external agency. In 2017, 75% of organisers stated they were aware of ExCeL's sustainability objectives – exceeding our target for the year.

Reduce amount of printed collateral and seek to host digitally where possible

Over the last few years, a number of initiatives were implemented to reduce printing in the ExCeL management office. There are notices encouraging staff to print double-sided in black and white only where necessary. As a precaution, all ExCeL employee computers and laptops are set to automatically print in black and white to prevent accidental colour printing.

As previously mentioned, the ExCeL marketing team play a crucial role in reducing printed collateral and developing new digital resources to support the sales efforts. Wherever possible, brochures are created in PDF format and made available digitally – distributed via email or hosted on the ExCeL website.

In 2016, ExCeL's marketing team continued to champion reducing printed collateral by launching a newly revamped organiser toolkit, hosted on the ExCeL website. This password protected area of the website is available for contracted Exhibitions and Conference & Events clients and is split into two clear sections for operations teams and marketing teams.

The toolkit contains a variety of ready-to-use tools to assist in the event planning process such as: downloadable PDFs in both desktop and mobile format providing useful information such as travel maps, venue information, key messages and recommended partners. It also digitally hosts information such as organiser handbooks and rate cards for services.

This online resource has proved a popular alternative to print. In 2017, the toolkit was accessed nearly 10,000 times, an increase of 53% since 2016, with clients spending an average of 1 minute and 9 seconds viewing each section.

In 2017, the marketing team were responsible for three major projects that have contributed significantly to reducing our environmental impact.

The first being the launch of a virtual venue tour, available via the ExCeL website, allowing current and prospective clients to undertake a comprehensive virtual tour from the comfort of their own seat. This has significantly reduced ExCeL's carbon footprint, allowing clients in the UK and abroad to embark on a digital site tour, in place of driving or flying to the venue.

After launching in autumn 2016, the virtual venue tour was viewed over 20,000 times in 2017, an increase of 256.51% over the course of the year,

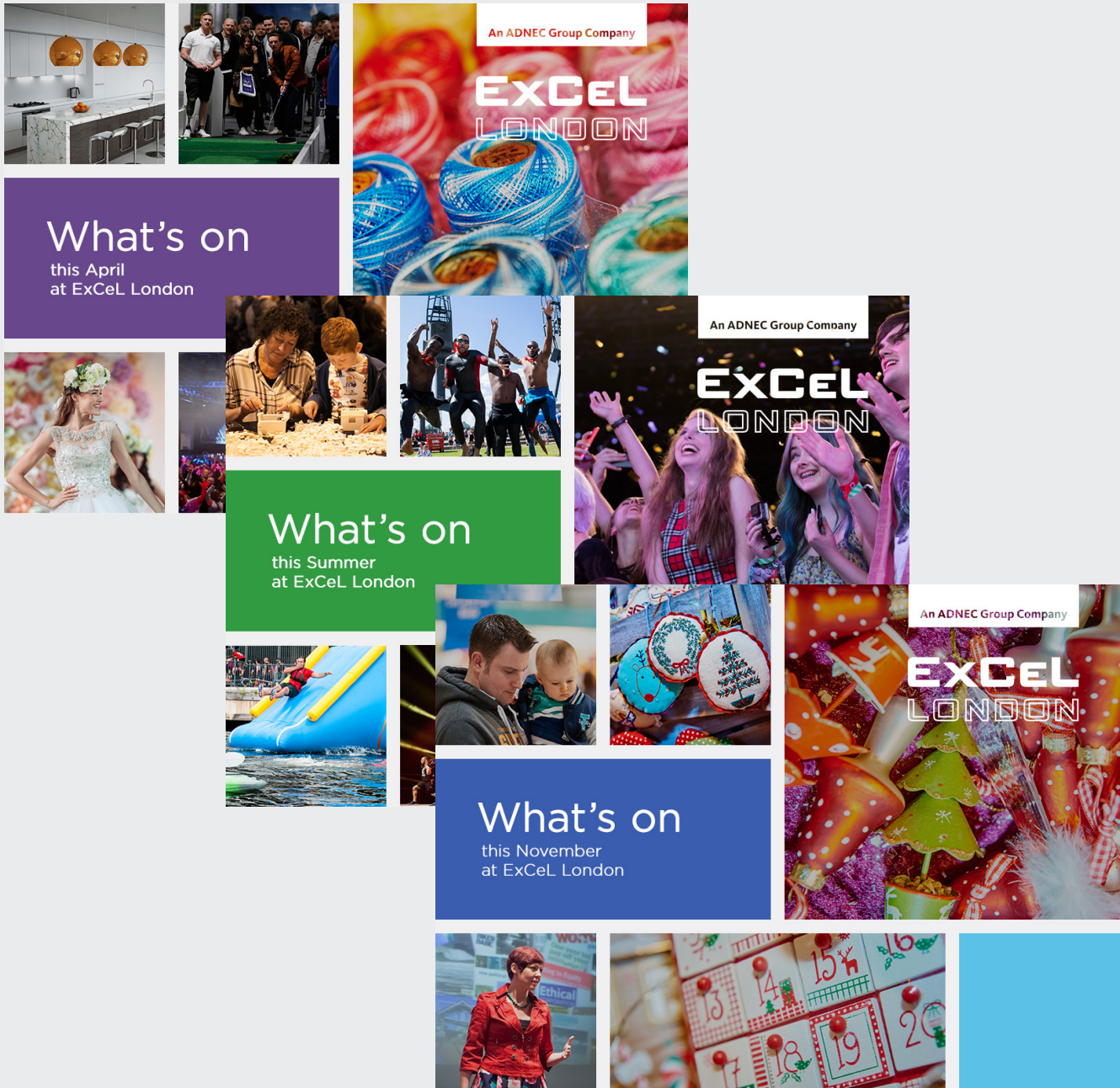
with viewers spending an average of 1 minute and 9 seconds on each video. The ExCeL sales team have reported increase usage of the virtual tour when bidding for new business.

The second major project undertaken in 2017 was a review of ExCeL's media estate, which involved upgrading poster sites to fully digital screens. As well as improving the physical appearance of the venue with consistent branding and messaging, the installation of multiple digital screens at the end of 2016 has vastly reduced wastage of paper signage and other disposable media sites.

The third project was a significant change in how we communicate our upcoming events to our visitors.

Historically, ExCeL produced a number of 'What's On' leaflets on a quarterly basis, provided in a print format on our in-venue service desks. In recent years, it was noted that more and more leaflets were being thrown away.

In response, printing of the 'What's On' leaflets stopped in 2017 and were replaced with a modern, interactive e-newsletter. As well as being environmentally friendly, digitising this information enables ExCeL to offer our customers discounts and offers for their next visit. This e-newsletter is distributed to over 80,000 contacts on a monthly basis and since launch has an average open rate of 15%.



07

Anti-corruption

Principle 10

Businesses should work against corruption in all its forms, including extortion and bribery.



ExCeL London upholds its commitment to preventing corruption of any kind within its code of conduct.

Regular internal and external auditing of financial accounts ensures that the company's expectations in relation to corporate governance are maintained.

This auditing also enables ExCeL to achieve our objective of maximising shareholder value, as we must be able to guarantee the highest possible standards of financial management, assessment of risk, and control. We understand that this must be taken at every level within the business.

The company has established an audit committee which monitors compliance, full details of their responsibilities can be found in the company's audit committee charter. The remuneration committee makes decisions on executive pay and bonus. External benchmarking of employee salaries removes potential bias and favouritism in annual salary reviews.

ExCeL has not been involved in any legal cases, rulings, or other events related to corruption and/or bribery. ExCeL seeks to conduct its business honestly and in good faith, free from fraud or deception.

In order to achieve this, all ExCeL employees must:

- Comply with all applicable UK and EU laws and regulations, including any regulations, codes, and guidelines which apply specifically to the business.
- Not give or receive bribes, or any other inducements to obtain or retain business, nor conduct themselves in such a way as to give rise to any conflict of interest.
- Seek mutually beneficial commercial relationships with third parties with whom they do business.
- Ensure that they do not enter into contractual arrangements that they are unable to fulfil.
- Use company assets only for the purpose of ExCeL's business and not to abuse their position in the company for personal gain.
- Ensure that adequate systems are in place to protect the business' assets.

We strive to ensure that our people act with honesty, integrity, and professionalism. To support these underlying ethical values we encourage our employees to raise genuine issues of malpractice or impropriety at work. By identifying and dealing with concerns at an early stage we can prevent malpractice and take steps to safeguard our people and protect our organisation. To this end, ExCeL has a comprehensive Whistleblowing policy in place, as well as a whistleblowing hotline which we launched

in May 2015. Our whistleblowing hotline is managed by external company Expolink, who will forward concerns – anonymously if desired by the individual – to an internal audit manager.

This whistleblowing hotline is global, enabling our visitors, suppliers, and partners to raise their concerns from a number of locations around the world. To date, we have received one call to our whistleblowing hotline from a member of the public about a concern of potential fraudulent activity by a third party, which was duly investigated.

It is our policy to conduct all of our business in an honest and ethical manner. We take a zero-tolerance approach to bribery and corruption. Our anti-corruption and bribery policy, detailed in full in our employee handbook, applies to individuals working at all grades and levels.

Our policy does not prohibit normal and appropriate hospitality (given or received) to or from third parties. We appreciate that the practice of giving business gifts varies between countries and regions; our employee handbook outlines what is considered acceptable and what is not.

Another way in which we strive to prevent corruption and bribery of all forms is through our annual employee appraisals. In these appraisals, employees are asked to declare any gifts made to clients so this can be logged and monitored for any discrepancies.

All employees are asked to declare and keep a written record of all hospitality or gifts accepted or offered. There is a **100% completion rate of appraisal forms** at ExCeL, and HR follow-up personally with any incomplete responses regarding anti-corruption and bribery.

Employees are also asked to ensure all expenses claims relating to hospitality, gifts, or expenses incurred to third parties are submitted in accordance with our expenses policy and specifically record the reason for this expenditure. Training on this policy forms part of the induction process for all new employees.

Our zero-tolerance approach to bribery and corruption is communicated to all suppliers, contractors, and business partners at the outset of our business relationship with them – and as appropriate thereafter.