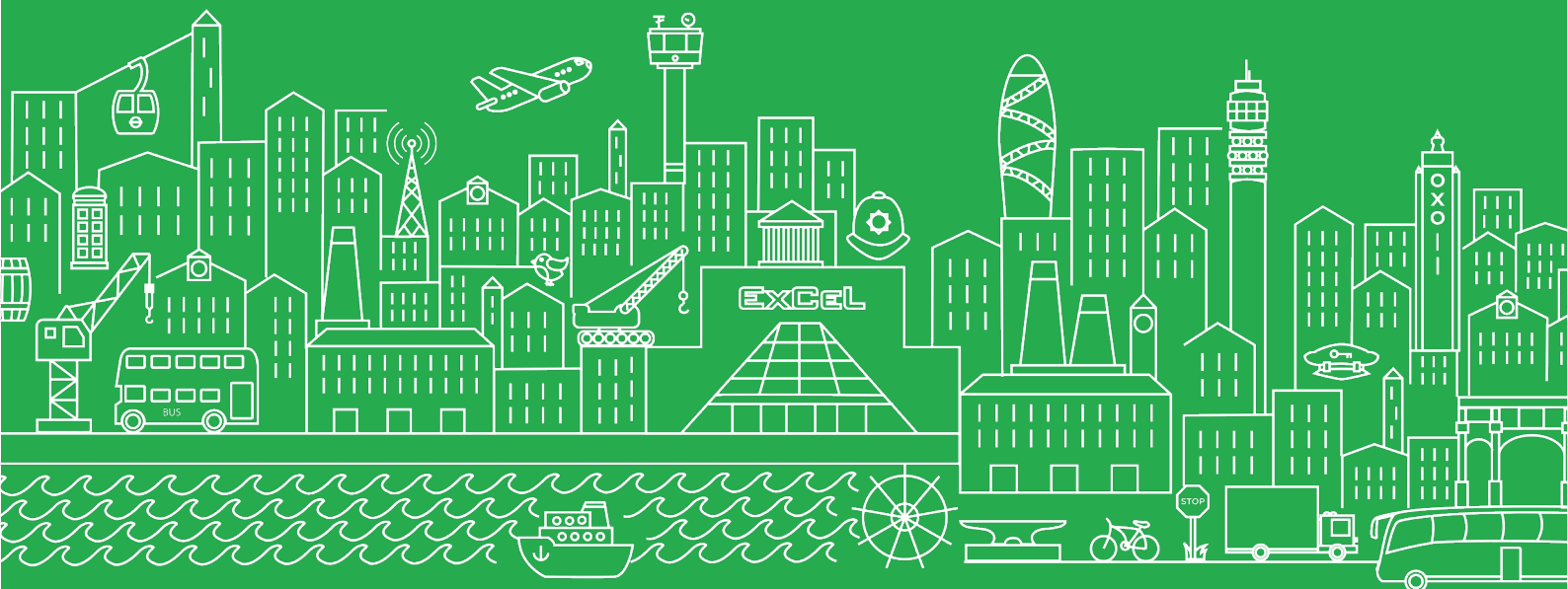


UN Global Compact Report - 2019 Communication on Progress



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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

ExCeL London is one of the UK's leading international exhibition and conference centres. We host a diverse range of events with organisers, exhibitors and guests from across the globe. We are committed to being thought leaders in our market and to 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 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, we endeavour 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 our owners ADNEC. This is a record of our defined objectives in the areas of sustainability. They are monitored and measured regularly against our maturity matrix to enable us to continue to improve.

All ExCeL London staff are responsible for implementing our policy. We all have a part to play in ensuring that all objectives are met, and for co-ordinating and evaluating ongoing performance against our sustainability principles, inclusivity, transparency, integrity and stewardship. To deliver this, ExCeL London aims to:

- Ensure the full implementation of the policy across all departments, business operations and services, and wherever possible, throughout the supply chain.
- Provide a forum for the policy and related sustainability issues.
- Ensure the policy and related sustainability issues are discussed with all employees so that all staff are aware of this policy and our 100% commitment to continue measuring and improving our performance to be discussed with all employees so that all staff are aware of this policy and our 100% commitment to measuring and improving our performance.
- Be an industry leader in sustainable development in areas relevant to our 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 approach to energy use throughout our venue, management office and other business operations.

Key targets for 2019

At ExCeL London, we are passionate about creating a meaningful and inspiring legacy. 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 pursue in new and difference ways of working. 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 CSR plan and are intertwined with a number of company policies and principles. We work with our suppliers and customers to improve sustainability performance throughout all of our activities.

This legacy includes ensuring we have a positive impact on the local community and the world around us.

In 2019, our three priority areas for improvement were to reduce waste, with a specific focus on single-use plastics, increase energy efficiency and encouraging ExCeL's customers to participate in the company's sustainability objectives.

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



Below outlines our main CSR targets and achievements for 2019.

| Page | 2019 targets | Status |
|-------|--|--------------|
| 6-7 | Support two charities as part of ExCeL's CSR programme | Achieved |
| 6-7 | Provide event space free of charge to local and community groups | Achieved |
| 11 | Maintain target of eight incidents or under per 100,000 visitors at ExCeL | Achieved |
| 15 | Achieve 55% recycling of waste and 45% to recovery | Not achieved |
| 16-17 | To maintain the same level or decrease electricity consumption in 2019 | Achieved |
| 19 | Increase awareness of ExCeL London's sustainability activities during 2019 to event organisers | Achieved |

Activities supporting the principles

In 2017, ExCeL brought the entire team together to share their views via focus groups, surveys and one-to-one meetings. The results reflect everyone's input and are used to ensure ExCeL is a truly great place to work. Our ways of working are communicated below.

- 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

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 enhances our market position, and business.
- Develop and maximise the best customer service 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.
- 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. For more than 10 years, ExCeL has supported two local charities: **NASSA** (Newham All Star Sports Academy) and **CFE** (Community Food Enterprise).

CFE's mission is to work in partnership with the diverse communities of East London to provide access to healthy and nutritious food. The focus of the project includes:

- **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 including buying, delivering and sharing resources. Without this valuable service, many would not be in a financial position to provide valuable support to their communities.
- **Social food outlets:** To facilitate and promote healthy eating in areas classified as 'food deserts', CFE has 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 2019, we developed an even closer relationship with CFE to address the increasing need for food

donations across Newham.

We organised food collections, encouraging ExCeL staff to collect tinned foods to support CFE during times of food shortage, as well as donating surplus food wherever possible from our events to make sure nothing went to waste. In addition to our annual financial contribution, in 2017 we implemented an office fruit scheme. We buy fruit directly from CFE, reducing waste and boosting their income, whilst providing a healthy perk for ExCeL employees.

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.

The funding that ExCeL provides has enabled NASSA to reach hundreds of young people in the local borough, offering basketball taster sessions in a fun, safe environment.

In addition to our commitment to our longstanding charity partners, **ExCeL continues to support a variety of organisations** within the local area, expanding our activities in 2019 to a number of new causes. In 2019 we hosted the Ascension Eagles, a local cheerleading group, providing free venue space on three separate occasions. We welcomed Events for Namuwongo (EFN), a network of event industry companies who support life changing work with vulnerable children in Uganda, providing complimentary meeting space to allow EFN to host workshops and seminars, as well as making a financial contribution towards their work. In 2019, we hosted EFN three times and we intend to continued supporting their work in 2020.



Every summer, we enter a team of ExCeL employees into Sticky Wicket, an industry cricket match that takes place in aid of the Lord's Taverners. In 2019, we raised £49,000 to give disadvantaged and disabled young people a sporting chance. We also made a financial contribution to Meeting Needs, a charity founded by leading figures in the conference and events industry, supporting projects that receive little government funding, to relieve hardship and poverty in the UK and abroad.

We have strengthened our relationships with Richard House Children's Hospice, a local children's hospice that provides free care for children and their families. This year we invited five-year-old Joshua Ossoulo, plus family, friends and staff, to light up ExCeL's 20-foot Christmas tree, marking the beginning of a new partnership. Pupils from Calverton Primary School, located in King George Avenue, Custom House – a stone's throw from Richard House Children's Hospice and ExCeL, sang Christmas carols as a small crowd enjoyed mince pies and mulled wine, provided by ExCeL London Hospitality.

We wanted to make the festive season that much brighter, so we sponsored the 'big switch on' at Custom House Library this Christmas to ensure that all local residents, young and old alike, could come together and enjoy a merry evening of festive music and activities.

In 2019, we began a new initiative with local charity Hope for Newham. We donate unwanted lost property including jackets, coats, scarves, shoes, trousers, and jumpers to local homeless shelters. We also worked with Bonny Downs, a local community association who provide weekly lunches for those in need. Our team served a Christmas lunch, in partnership with ExCeL London Hospitality, to 70 guests. Furthermore, the ExCeL team donated food, warm clothes, toiletries and Christmas presents.

Every December, the ExCeL team 'make the world better with a sweater.' Along with businesses and schools across the UK, we wear Christmas jumpers to raise funds for Save the Children; who bring essential food, healthcare, education and protection to millions of young people around the world.

We also believe in empowering our employees to fundraise for causes close to their heart. With this in mind, we hosted several cake sales throughout the year to raise money for charities championed by our team. The staff at ExCeL have baked, faked and eaten cake for good causes including The Royal British Legion, The Alzheimer's Society, Comic Relief and Macmillan Cancer Support, raising over £700.

Full details of all of our charitable activity can be found in our 2019 CSR brochure, visit www.excel.london/sustainability to download.





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

In 2016, ExCeL produced a Modern Slavery Statement which has been made available publicly on 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 accordance 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 safe, abiding by all employment, health and safety, and human rights laws.

ExCeL's corporate values promote a positive work ethos. We seek to create an environment which attracts and retains the best possible employees, and in which they feel valued for their contribution to the company's performance. Each team must:

- Implement and observe codes of conduct, 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.
- 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 undertake due diligence. Our culture is transparent and openly addresses any breaches or lack of compliance in an appropriate manner.

Though owned by an international venue development and business management company ADNEC, ExCeL is a UK-based business, **employing a team of 200 people across fifteen teams.**

Recruitment is managed by our HR department or outsourced to agencies that assist with indirect hire – chiefly in our Cleaning, Traffic and Security departments. Each member of staff is subject to employment 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.

Everyone at ExCeL is united by a common purpose. It's what drives us to do our best every day, working together to deliver the best experience for everyone who comes to our venue.

At the end of 2017, we started on a programme that we refer to as 'Good to Great'. This was a cultural shift in the business, giving all ExCeL employees a voice in how the venue was being run and what we could do to make it better. Teams were brought together to share their views via a series of focus groups with 161 attendees, 147 surveys, 15 one-to-one meetings and a workshop with the entire company.

As we strive for success, it's our promise to invest in our people and provide a range of benefits designed to support everyone individually. We benchmark in the top 10% of employers in the UK for our benefits package, which includes life assurance, permanent health insurance, enhanced parental pay, biennial health assessments, childcare voucher schemes, and other perks designed to improve employee wellbeing, both at work and in their personal lives.



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. We recognise that their health, safety and welfare, and that of others affected by our activities, is paramount.

We are committed to providing safe 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 working conditions, we focus on 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 2019, we pledged to reduce accidents in the venue to eight 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 2019 was 6.3.**

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.

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 starting 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. Employees of ExCeL are able to enjoy freedom of association without fear of detrimental implications for 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 treated in the same way regardless of sex, sexual orientation, race, ethnic origin, colour, religion, disability, marital status or union membership status. Our internal processes ensure 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 depend on the schedule of events hosted in the venue. As such, there are no formal diversity quotas in place hiring new employees at ExCeL. There is a robust selection process for any vacancy, 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 nearly 40% of our workforce from East London, supporting approximately 37,600 indirect jobs in London and contributing £4.5 billion to the economy. Long service is acknowledged with annual company meetings that celebrate these milestones.

Demographics related to our current workforce are detailed overleaf.

| Location | Count of London area | Percentage |
|--------------------|----------------------|-------------|
| East London | 82 | 39% |
| Home Counties | 62 | 30% |
| North London | 7 | 4% |
| North West London | 6 | 4% |
| South East London | 36 | 17% |
| South London | 5 | 2% |
| South West London | 7 | 3% |
| West London | 2 | 1% |
| Other | 1 | 0% |
| Grand total | 208 | 100% |

| Gender | Count of gender | Percentage |
|--------------------|-----------------|-------------|
| Female | 79 | 38% |
| Male | 129 | 62% |
| Grand total | 208 | 100% |

| Ethnicity | Count of ethnic origin | Percentage |
|---------------------|------------------------|-------------|
| Asian - Bangladeshi | 6 | 3% |
| Asian - Indian | 4 | 2% |
| Asian - Other | 2 | 1% |
| Asian - Pakistani | 2 | 1% |
| Black - African | 20 | 10% |
| Black - Caribbean | 8 | 4% |
| Black - Other | 5 | 2% |
| Chinese | 3 | 1% |
| Mixed ethnicity | 3 | 1% |
| White - British | 111 | 53% |
| White - European | 25 | 12% |
| White - Other | 3 | 2% |
| Undeclared | 16 | 8% |
| Grand total* | 208 | 100% |

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. We embrace the benefits of a diverse workforce.

All of these policies are clearly communicated in our employee handbook, which is distributed to all employees. 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 open communication between employees and their managers to ensure that questions and problems arising can be resolved quickly, to the satisfaction of all concerned.

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



Environment

Principle 7

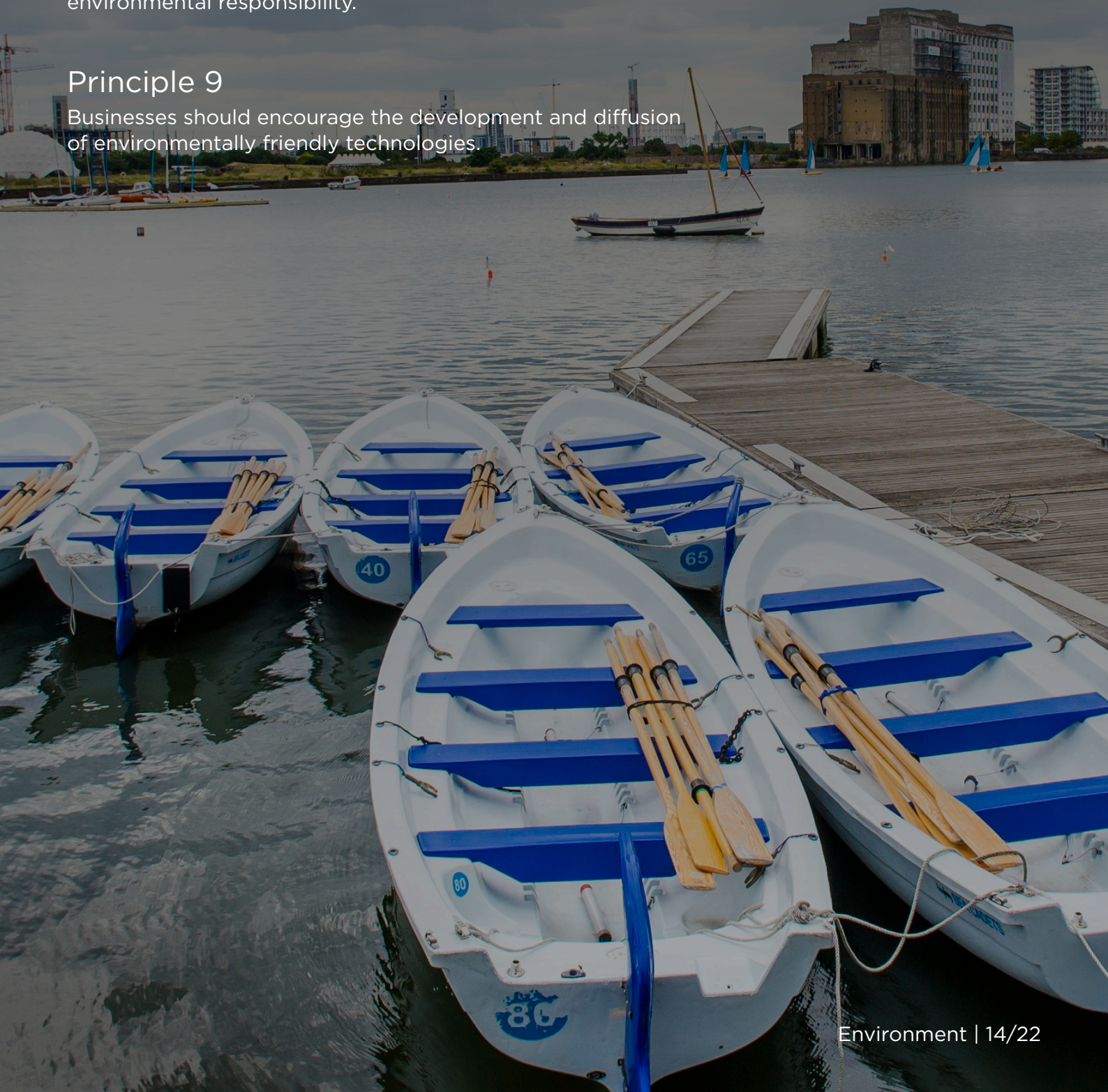
Businesses should support a precautionary approach to environmental challenges.

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 across 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. 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 ten employees from across the company and chaired by an Executive Director. The purpose of this committee is to feedback on the status of conformance of the Sustainability Management System and to plan future activities, 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 legislation. The Committee has delivered a number of projects significantly reducing the environmental impact of the ExCeL management office.

Furthermore, we have achieved **83% completion of sustainability training for new starters** and have successfully incorporated Sustainability content in our Academy Training programme.

ExCeL's Marketing & Communications team plays a role in the overall CSR strategy. They are responsible for developing new ways of providing resources for client and stakeholders, in an effort to reduce the printing of leaflets, brochures, and other collateral to support the sales effort. In 2019, we took strides toward making our venue even more sustainable, from reducing single-use plastic waste to creating a living wall.

After being successfully recertified for the ISO14001 and the ISO20121 at the end of 2018, we have continued our efforts to improve our performance.

In 2019, efforts focused on three key areas: reducing waste, increasing energy efficiency, and encouraging customers to participate in ExCeL's sustainability objectives. This year, we also focused on having a positive impact on the environment with new and innovative approaches.

Reducing consumption of single-use plastics

In 2019, we remained committed to reducing waste, particularly single-use plastic. We reviewed our approach to sustainability by tackling the growing problem of single-use products. In partnership with our in-venue food and drink retailers, we reduced the use of these plastics in the venue, including:

- Plastic straws.
- Coffee cups.
- Plastic bottles.
- Takeaway boxes.
- Plastic cutlery.

Our catering partner, ExCeL London Hospitality (ELH) is committed to removing plastic bottles from point of sale in ExCeL's central boulevard. This year alone ELH removed **186,000 plastic bottles** from ExCeL.

In 2019, we launched #NoPlastic campaign which outlined our commitment to reducing single-use plastic waste. As part of this commitment we have installed water fountains enabling our visitors to refill water bottles, removed plastic straws from point of sale within the ExCeL boulevard, and introduced discounts at our retailers for reusable cups. In 2019, our onsite water fountains refilled **over 200,000 bottles**.

Reducing waste

Between January and December 2019, **we recycled 1985.63 tonnes of waste (52%) and created 1,835.25 tonnes of refuse-derived fuels (48%)** from waste, totalling 3,820.88 tonnes for the year.

In order to continue reducing our waste, we focused our efforts on training our staff, particularly the cleaning staff, on waste sorting and 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.

We use waterless urinals that save over 16 million litres of water every year. That's **over 328 million litres of water** since ExCeL opened in 2000.

At ExCeL, we provide waste disposal services for our suppliers and retailers on-site using 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 continued to recycle our waste using our on-site materials recycling facility and the wormery. The ExCeL wormery is the UK's largest commercial wormery, housing over 300,000 worms. The key benefits include:

- Reduced carbon emissions from transportation.
- Reduced in the number of lorries travelling on already congested London roads.
- Reduced landfill – volumes have been reduced by approximately 90%.
- Production of valuable soil additive which is then used for landscaping across the ExCeL campus.
- Worms can eat vegetable waste and some paper.

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

Increasing energy efficiency

In 2014, we took steps to improve energy efficiency at ExCeL, including 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.

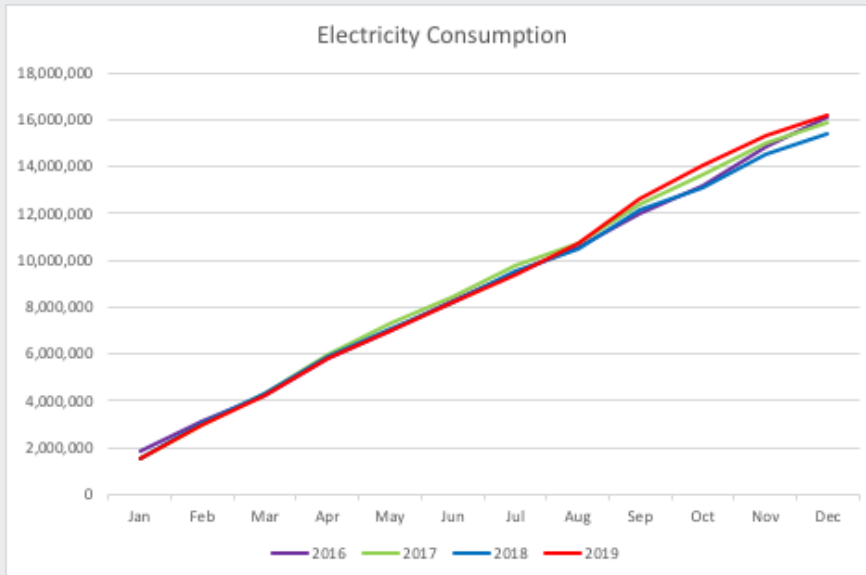
We estimate that the energy consumption saving per fitting is 70% and we are continuously monitoring effectiveness. In 2019 we have continued to increase energy efficiency by:

- Heating and cooling units are not used during the build and break periods of events.
- Lighting in our spaces is set to 50% during the build and break periods of events.
- Lights are not switched to 100% until 30 minutes before the show opens. Customers can choose to reduce lighting levels in the halls depending on their show lighting levels.
- Continuing to upgrade the venue's energy efficiency with more sensor lights and timers.
- Every member of the ExCeL team undergoes training when they join the company to ensure they are aware of energy efficiency targets.
- 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 usage.

Electricity

One of our key targets for 2019 was to maintain the same level or decrease energy consumption using previous years, as a benchmark. The figures below show our achievements against this target.

| | January | February | March | April | May | June |
|-------------|-----------|------------|------------|------------|------------|------------|
| 2016 | 1,845,637 | 3,148,736 | 4,207,360 | 5,793,010 | 7,035,718 | 8,244,587 |
| 2017 | 1,521,659 | 2,976,832 | 4,301,117 | 5,949,090 | 7,300,834 | 8,398,943 |
| 2018 | 1,493,906 | 3,043,663 | 4,329,450 | 5,873,597 | 7,036,545 | 8,220,975 |
| 2019 | 1,493,312 | 2,989,379 | 4,219,276 | 5,791,905 | 6,997,018 | 8,171,029 |
| | July | August | September | October | November | December |
| 2016 | 9,435,926 | 10,592,399 | 11,998,546 | 13,141,675 | 14,832,702 | 16,113,189 |
| 2017 | 9,773,860 | 10,728,557 | 12,362,121 | 13,619,238 | 14,992,952 | 15,837,980 |
| 2018 | 9,493,783 | 10,451,715 | 12,179,723 | 13,123,792 | 14,513,520 | 15,363,675 |
| 2019 | 9,396,981 | 10,725,506 | 12,632,527 | 14,057,341 | 15,353,134 | 16,176,652 |



The graph to the left shows the electricity consumption summary graph in Kwh for 2019 compared to previous years.

Although we ended the year 2019 above the usage for previous years, this can be attributed to the increased number of events and footfall in the venue in 2019, a very busy year for the venue.

These figures also include the extra power supplied to the temporary Marvel exhibition, from January to April 2019 and the power provided to the Sunborn Yacht Hotel, who are directly connected to the venue's power supplies.

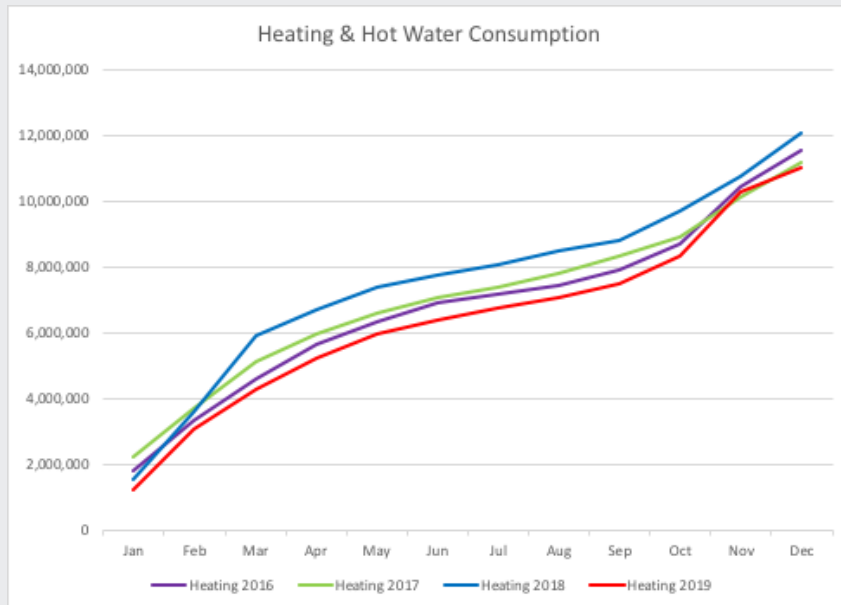
If we look at how this compares in percentages against previous years, we can see that the trend for venue electricity usage is a year-on-year decrease, except for 2019, due to the above reasons.

| Total annual usage | Final KWh used | % compared to previous year | % compared to 2016 |
|--------------------|----------------|-----------------------------|--------------------|
| 2016 | 16,113,189 | N/A | N/A |
| 2017 | 15,837,980 | -2% | -2% |
| 2018 | 15,363,675 | -3% | -5% |
| 2019 | 16,176,652 | 5% | 0% |

Heating & hot water usage summary year-on-year (KWh)

| | January | February | March | April | May | June |
|------|-----------|-----------|-----------|-----------|-----------|-----------|
| 2016 | 1,781,000 | 3,337,000 | 4,591,000 | 5,621,000 | 6,331,000 | 6,881,000 |
| 2017 | 2,223,000 | 3,712,000 | 5,103,000 | 5,934,000 | 6,602,000 | 7,048,000 |
| 2018 | 1,525,000 | 3,616,000 | 5,894,000 | 6,689,000 | 7,377,000 | 7,757,000 |
| 2019 | 1,245,000 | 3,054,000 | 4,253,000 | 5,233,000 | 5,977,000 | 6,389,000 |

| | July | August | September | October | November | December |
|------|-----------|-----------|-----------|-----------|------------|------------|
| 2016 | 7,191,000 | 7,445,000 | 7,887,000 | 8,683,000 | 10,411,500 | 11,512,600 |
| 2017 | 7,382,000 | 7,778,600 | 8,321,000 | 8,916,000 | 10,126,000 | 11,139,000 |
| 2018 | 8,038,000 | 8,469,000 | 8,790,000 | 9,701,000 | 10,754,000 | 12,055,000 |
| 2019 | 6,752,000 | 7,050,000 | 7,507,000 | 8,326,000 | 10,269,000 | 11,004,000 |



Compared to 2018, we reduced both chilled and hot water usage. Our heating usage was the lowest since 2016.

The chilled water used for cooling was significantly lower than 2018 but higher than the two years before this. This can be explained by the extra events and footfall in the venue in 2019.

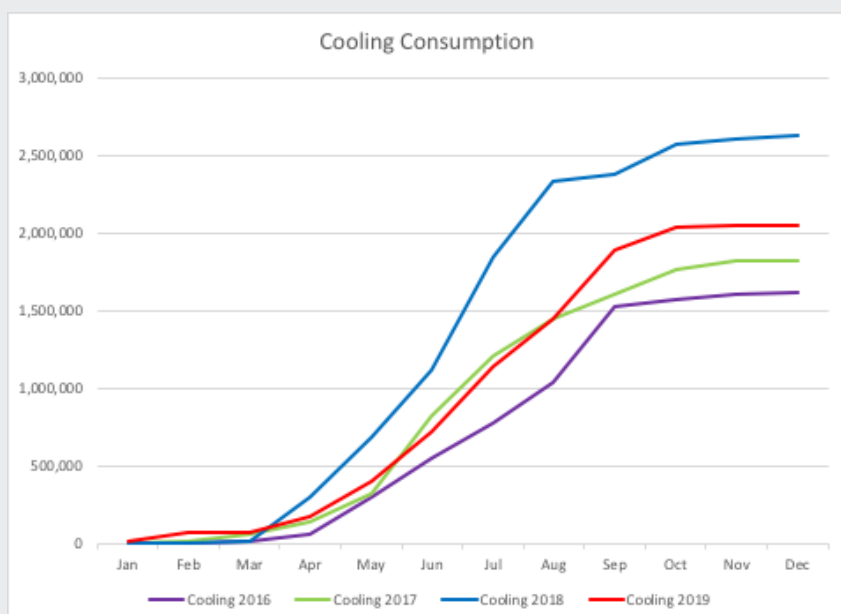
Investment in new technologies continued in 2019 and will continue during 2020, with the old air handling systems used to heat banks of rooms in our South and North Gallery Rooms being replaced with independent energy efficient units in each room. The work in the South Gallery Rooms has been completed. The North Gallery Rooms were started in 2019 and by the end of 2020 all these rooms will have independent units.

As well as being more energy efficient

Chilled water usage summary year-on-year (KWh)

| | January | February | March | April | May | June |
|-------------|---------|----------|--------|---------|---------|-----------|
| 2016 | 8,000 | 8,000 | 16,000 | 62,000 | 294,000 | 551,000 |
| 2017 | 9,000 | 19,000 | 66,000 | 145,000 | 327,000 | 822,000 |
| 2018 | 4,000 | 4,000 | 18,000 | 303,000 | 682,000 | 1,119,000 |
| 2019 | 12,000 | 67,000 | 71,000 | 170,000 | 406,000 | 714,000 |

| | July | August | September | October | November | December |
|-------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 2016 | 772,000 | 1,034,000 | 1,525,000 | 1,572,000 | 1,600,000 | 1,617,000 |
| 2017 | 1,202,000 | 1,450,000 | 1,607,000 | 1,758,000 | 1,815,000 | 1,825,000 |
| 2018 | 1,838,000 | 2,332,000 | 2,378,000 | 2,567,000 | 2,607,000 | 2,630,000 |
| 2019 | 1,137,000 | 1,440,000 | 1,890,000 | 2,040,000 | 2,051,000 | 2,051,000 |



these units are controlled both from the room and from our building management system, ensuring they can be used only when they are needed.

Our efforts to constantly reduce our energy usage continue and we make significant improvements and we work towards this every year, while also balancing the needs of the business and the events. The year ahead will be challenging, but we are confident that with our robust sustainability policy in place, coupled with our continued efforts to invest in and utilise new technologies, our targets to maintain or decrease energy consumption on previous years will be achieved.

Ensuring customers and suppliers participate to in ExCeL's sustainability objectives

ExCeL's partners and suppliers are aligned with our sustainability objectives, 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 helps ExCeL to meet its requirements for good, services, works and utilities in a way that achieves value for money on a whole life basis. This generates benefits not only to the organisation, but to society and the economy, whilst minimising impact 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 within the procurement process.

To be truly sustainable, we 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 saving and waste management policies.

In 2019, we communicated our zero-waste policy. We reminded customers of their responsibility in both planning meetings and event licences. ExCeL's event management team champions this objective as they are the single 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 for keeping 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. We provide handbooks to the organisers with guidance. In addition, we remind organisers of our work and their responsibility on-site by providing ExCeL factsheets in the organiser offices.

One of our key targets is to continue to communicate ExCeL's sustainability efforts to our organisers and encourage participation wherever possible. We measure the success of this objective by conducting surveys with our organisers. We produce an annual CSP (Corporate Social Purpose) brochure, communicate via client newsletters,

and use our website and social media channels. In 2019, our clients graded us **an average 83%** for our environmental and recycling practices.



Reduce the amount of printed collateral and harness digital options

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 and only where necessary. All ExCeL employee computers and laptops are set to automatically print in black and white to prevent accidental colour printing. All office printing is controlled by our Secure Print system, which reduces excess printing by requiring users to swipe to collect.

The ExCeL Marketing & Communications team plays 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. All printed collateral uses sustainable materials.

Since 2016, ExCeL's Marketing & Communications team has championed 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 hosts information such as the organiser handbook and rate cards for



services. This online resource has proved a popular alternative to print.

Furthermore, the ExCeL's Marketing & Communications team was responsible for two major projects that have contributed significantly to reducing our environmental impact. The first was the launch of a virtual venue tour, available via the ExCeL website, allowing current and prospective clients to undertake a comprehensive virtual tour remotely. This has significantly reduced ExCeL's carbon footprint, allowing clients in the UK and abroad to avoid travelling to the venue.

After launching in autumn 2016, the virtual venue tour was viewed over 20,000 times, 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 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 has vastly reduced wastage of paper signage and other disposable media sites.

Our commitment to the environment

In 2019, ExCeL took further strides to ensure that we are reducing our carbon footprint and having a positive impact on the environment.

The living wall along our west boulevard walkway, an installation which **features over 9,500 plants**, designed to remove air pollutants, improve biodiversity, produce oxygen and reduce noise pollution from the venue.

We also understand the importance of locally sourced ingredients for our catering and restaurants in-venue. All of our menus use a minimum of 80% British seasonal fruits and vegetables – if it arrived by plane, we won't use it! We no longer actively promote red meat on our menus as we strive to cut red meat consumption within the venue by 50% over the next 12 months.

In fact, 25% of menu options in-venue are already plant-based, vegetarian or vegan, providing our guests with more choice. We estimate that through culinary innovation and repurposing ingredients, ExCeL will **reduce our food waste by 20%** by the end of 2020.

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 in its code of conduct.

Regular internal and external audits of financial accounts ensures that the company's expectations in relation to corporate governance are maintained. The audits enable ExCeL to achieve our objective of maximising shareholder value. 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 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 conduct 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, launched in May 2015. Our whistleblowing hotline is managed by an external company, Expolink, who 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 anywhere around the world.

It is our policy to conduct all of our business in an honest and ethical manner. We have zero-tolerance to bribery and corruption. Our anticorruption 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.

Another way in which we strive to prevent corruption and bribery of any form is through our bi-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, which are subject to this bi-annual managerial review. There is a **100% completion rate** of performance forms at ExCeL, and HR follow-up personally with any incomplete responses regarding anti-corruption and bribery.

Employees are also asked to ensure all expense claims relating to hospitality, gifts, or expenses incurred by 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.