



Sustainability
Report 2023-24

CONNECTING LIVES





WELCOME TO EXCEL LONDON'S FIRST SUSTAINABILITY REPORT

For 24 years, Excel London has been one of the world's leading international exhibition and conference centres, changing the face of the events industry.

We are committed to providing a sustainable venue, and our efforts were recognised in 2023 when we were honoured at the London Venue & Catering Awards with The Sustainability Award for Venues. Now, in line with our owners, ADNEC Group, part of the Moudon Holding Group, and with a £220 million expansion set to create Europe's largest integrated exhibition and convention centre, we are stepping up that commitment as we aim to become net zero by 2045. Following the launch of our Sustainability Strategy in October 2023, this report demonstrates the actions we are taking to achieve our environmental, social and governance (ESG) ambitions.

► **This includes aligning our Connecting Lives Pillars with ADNEC Group's ESG priorities and strategic objectives.**

Sustainable Development Goals

Excel London supports the Sustainable Development Goals (SDGs)¹. Our Sustainability Strategy is aligned with the eight specific SDGs where we can make the most impact²:



► Read more about our Sustainability Strategy, Connecting Lives

- 1 The United Nations SDGs are a set of 17 global objectives designed to address a wide range of social, economic and environmental challenges.
- 2 The SDGs were assessed to understand which held the most relevance to the material topics, KPIs and action plans within our Sustainability Strategy, resulting in a selection of eight SDGs we can contribute to.

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INTRODUCTION

EXCEL LONDON 2023 IN NUMBERS



328

events hosted

100,000 sqm

and a 25,000 sqm
expansion coming soon



3 MILLION+

visitors

£111 MILLION

revenue

230+

employees and
growing



OUR 2023-24 SUSTAINABILITY ACHIEVEMENTS

- › Achieved 100% landfill diversion rate for over a decade
- › Developed a new waste management strategy
- › Trained all public-facing staff to support people with hidden disabilities
- › Launched Halo Incident Management System to improve security
- › Developed a new IMPACT toolkit to help organisers maximise social impact
- › Hosted 700+ local primary school pupils for the Moneywise Challenge financial literacy programme
- › Introduced new Sustainability Standards for Procurement
- › Partnered with Foodsteps to introduce carbon footprint ratings on hospitality menus
- › Gained ISO 27001 certification for our management office

2023 AWARDS

Excel London was proud to win a number of prestigious awards in 2023, recognising our excellence and the hard work and dedication of our employees. Awards won include:



VENUE OF THE YEAR

Event Supplier and
Services Association



ENGLAND'S BEST CONVENTION CENTRE

Meetings, Incentives, Conferences
and Exhibitions (MICE) Awards



VENUE OF THE YEAR

Exhibition News Awards



AUTOMOTIVE EVENT OF THE YEAR (FORMULA E)

Conference and Incentive
Travel (C&I) Awards



SUSTAINABILITY AWARD

London Venue and Catering Awards

MEMBERSHIPS AND CERTIFICATIONS

- › Net Zero Carbon Events Pledge signatory
- › [isla venue](#) member
- › [UN Global Compact](#) member
- › Carbon Neutral PAS 2060 certified
- › ISO 14001 and ISO 20121 certified
- › Member of the AEV Cross-association Sustainability Working Group
- › London Living Wage Employer
- › Living Wage Royal Docks Action Group member
- › Royal Docks Sustainability Network member
- › [Chartered Institution of Wastes Management](#) Affiliate Member



OUR MATERIAL TOPICS

As an industry-leading business, sustainable development is fundamental to our continued success. We are committed to improving our sustainability performance across all our business activities. Our goal is for events to be net zero, resource efficient and equitable.

Our commitment to sustainability is reinforced by our double materiality assessment, through which we have identified and prioritised the issues that have the most impact on the environment, society and Excel London's commercial viability. These issues in turn inform our Sustainability Strategy, Connecting Lives.

We have mapped our material issues across five areas of operation, which form the Connecting Lives Pillars. These are aligned with ADNEC Group's ESG priorities and pledge to "create long-term value for all our stakeholders through consciously ethical and sustainable practices across our group activities".

GET INVOLVED

In 2025, we will conduct another materiality assessment to ensure our efforts are aligned and reprioritised where needed. We would love to hear your views and will be reaching out to key stakeholder groups to find out which issues impact you.

► **Please sign up here to take part in our 2025 materiality assessment and provide your feedback!**

► **Read more about ADNEC Group's Sustainability Strategy and ESG Framework.**

EXCEL'S CONNECTING LIVES PILLARS

Throughout this report, you will see the actions we are taking in each of these pillars to address our material topics.

SUSTAINABLE VENUE AND EVENTS

ADNEC Group Priority: **Protecting Our Land, Air and Seas**

- Material topics**
- › Energy management
 - › Waste management
 - › Climate action
 - › Water management
 - › Air quality
 - › Biodiversity

PEOPLE, CULTURE AND SAFETY

ADNEC Group Priority: **Growing and Investing in Our Employees**

- Material topics**
- › Health and safety
 - › Accessible venue
 - › Workplace culture
 - › Attracting and retaining talent
 - › Cost of living

OUR COMMUNITY AND PLATFORM FOR CHANGE

ADNEC Group Priority: **Collaborating with Our Communities, Partners and Suppliers**

- Material topics**
- › Platform for good
 - › Cost of living
 - › Community impact
 - › Biodiversity

CLIENTS, PARTNERS AND SUPPLY CHAIN

ADNEC Group Priority: **Collaborating with Our Communities, Partners and Suppliers**

- Material topics**
- › Waste management
 - › Sustainable procurement
 - › Climate action
 - › Cost of living
 - › Food and beverage

GOVERNANCE AND ETHICS

ADNEC Group Priority: **Safeguarding Our Assets and Values**

- Material topics**
- › Workplace culture
 - › Compliance and ethics
 - › Human rights

KPIs

To support our Sustainability Strategy and our efforts to implement action plans, we have developed a series of Key Performance Indicators (KPIs). These KPIs are designed to guide our activities, help us contribute to our target SDGs, and enable us to measure our progress towards achieving our Sustainability Strategy. In all, we have 26 KPIs across our five pillars, which can be found in the appendix. Through our ambitions as an organisation and in alignment with our owners, ADNEC Group, we have prioritised the eight KPIs shown on the right.

Achieving these will strengthen our sustainability efforts and ultimately strengthen us as a business. Details of our progress towards achieving these KPIs can be found in the relevant sections throughout this report.



| | | |
|--|--|--|
| SUSTAINABLE VENUE AND EVENTS | Excel KPI: 50% reduction in greenhouse gas (GHG) emissions by 2030 and achieve net zero by 2045 (from a baseline year of 2022) | Link to ADNEC Group's ESG Goals: Address global and local climate emission concerns. |
| PEOPLE, CULTURE AND SAFETY | Excel KPI: Increase employee retention level, from a baseline year of 2019 | Link to ADNEC Group's ESG Goals: Create a safe, productive and happy workplace for employees that respects diversity and cultural backgrounds of all. |
| OUR COMMUNITY AND PLATFORM FOR CHANGE | Excel KPI: Year-on-year increase in charitable contributions through donations, fundraising, donations in kind and hours volunteered | Link to ADNEC Group's ESG Goals: Positively support and impact the local economy and community to address social challenges and opportunities. |
| CLIENTS, PARTNERS AND SUPPLY CHAIN | Excel KPI: Minimum of 50% plant-based hospitality menus ¹ | Link to ADNEC Group's ESG Goals: Adopt transparent and sustainable procurement practices that align with and support the Group's ESG aspiration. |
| GOVERNANCE AND ETHICS | Excel KPI: Six meetings held for each ESG focus group each year | Link to ADNEC Group's ESG Goals: Ensure Group values and behaviours are aligned with ethical practices, and that these are reflected in all business activities. |



“To meet our goal of being a sustainability leader within the events industry, we must inspire purposeful change by shaping the future of our events into one that is net zero, resource efficient and equitable. Our first Sustainability Report demonstrates the steps we are taking on that journey.”

JEREMY REES, EXCEL LONDON CEO

¹ This KPI has been updated since the publication of our Sustainability Strategy to provide greater transparency.

CASE STUDIES

DECARBONISING OUR FLEET

We are transitioning our fleet of on-site vehicles, plant and machinery away from diesel to become fully electric or run on biofuel by 2030. All plant machinery has already switched to biofuel, with electric forklift trucks coming in 2025. The transition to biofuel will save 79 tonnes of CO₂e every year and reduce fumes and noise in the workplace!

► [Read more on page 13](#)

NEW MEDIA PRODUCTS

Every exhibition and event needs bespoke wayfinding, safety signage and placements for brands and sponsor advertising, which inevitably require some printing. We have switched from purchasing traditional PVC-based signs to recyclable materials such as paper and cotton.

► [Read more on page 20](#)

ISO 27001 CERTIFICATION

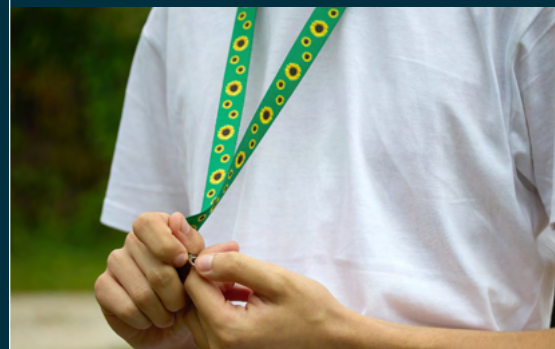
Excel London's management office has gained ISO 27001 certification, ensuring effective information security across the business. Updated policies and processes govern the proper handling, processing, control, classification and disposal of data and devices, reinforced through extensive training.

► [Read more on page 25](#)

RECOGNISING HIDDEN DISABILITIES

We have partnered with the Hidden Disabilities Sunflower Scheme to train all public-facing employees to support visitors and colleagues with hidden disabilities.

► [Read more on page 12](#)



CARBON LABELLING

We are working with our catering provider Levy and sustainability data experts Foodsteps to provide emissions data on all our hospitality menus, enabling clients and visitors to make better-informed decisions about their food purchases.

► [Read more on page 21](#)



TACKLING AIR POLLUTION

Hundreds of delivery vehicles visit Excel London during big events, so we're tackling air pollution from exhaust fumes. Our new digital booking system, Voyage Control, provides drivers with timed slots to avoid lengthy queues and idling vehicles, thereby reducing air pollution and helping to create a better environment for our employees, visitors and residents.


► [Read more on page 08](#)

NEW WASTE MANAGEMENT PARTNERSHIP

Our new waste management strategy is driving change in how we handle waste, and we're working with our new partner, Bywaters, on solutions such as additional waste streams and better segregation.

► [Read more on page 08](#)





SUSTAINABLE VENUE AND EVENTS

“The Sustainable venue and events focus group enables us as a business to consider both infrastructure and operational approaches to improve our ESG performance.”

**JAMIE REED, TRANSPORT PLANNING MANAGER
AND PILLAR 1 FOCUS GROUP MEMBER**

As one of the world’s leading international exhibition and conference centres, we recognise our responsibility to be a sustainable venue and help shape the future of events into one that is net zero, resource efficient and equitable for all our stakeholders.

Material topics

We have identified a set of material topics for our Sustainable venue and events pillar. These include **Energy management**, **Waste management**, **Climate action** to reduce emissions and work towards net zero, **Water management**, and improving **Air quality** and Net zero carbon by 2045 across the estate.

Key Performance Indicators

- 50% carbon reduction by 2030, net zero carbon by 2045
- Year-on-year reduction in waste volume
- Recycling rate of 75% by 2025
- Landfill diversion rate of 100%
- Year-on-year reduction in water consumption



SUSTAINABLE VENUE AND EVENTS continued

Climate action

Excel London is a signatory to the Net Zero Carbon Events Pledge, an industry decarbonisation initiative to address climate change. Signatories commit to a 50% reduction in GHG emissions by 2030 and achieving net zero by 2050.

Aligned with ADNEC Group, we are developing our Net Zero Transition Plan (NZTP), a company-specific strategy for decarbonisation and achieving net zero by 2045 from a baseline year of 2022.

► <https://www.netzerocarbonevents.org/>



We are already certified carbon neutral to the PAS 2060 standard and a Planet Mark Certified Business, while our upcoming NZTP is aligned with the Science Based Targets initiative's (SBTi) Corporate Net Zero Standard.

As part of our PAS 2060 certification, we have opted for a combined portfolio of carbon credits to account for our emissions, which include a mixture of renewable energy, sustainable development and agricultural/land use projects. This means that we're contributing to social benefits, such as education, health and welfare, in addition to environmental benefits.



12%
reduction
in electricity
consumption in
2023 from 2019
levels

We recognise offsetting is not a long-term solution. Our NZTP therefore includes an ambitious target to reach net zero by 2045 across all three scopes. To achieve this, we must reduce GHG emissions by 90% from our baseline year and neutralise the remaining 10% through carbon removal credits, in alignment with the SBTi Corporate Net Zero Standard.

► **To learn more, please sign up here to be the first to receive our NZTP!**

Transitioning to renewable energy

Since 2020, we have procured 100% renewable electricity from our energy provider. By-product electricity is also generated in winter months from the Combined Heat and Power (CHP) energy centre located on-site. The gas supply – used for both catering and heating – is offset with carbon credits. Our key focus now is to transition away from gas.

Challenges we face
Transitioning completely from gas will be challenging, at least in the short term, as Excel London is connected to an on-site CHP energy centre. We are working with the energy centre and exploring decarbonisation opportunities, such as roof-top solar panels, on-site wind turbines and heat pumps, to generate power and reduce our reliance on the electricity grid and gas supply.



SUSTAINABLE VENUE AND EVENTS continued

Optimising traffic

Hosting events requires an average of 300 delivery vehicles on busy days, and up to 1,000 for the largest events. We have adopted a digital booking system, Voyage Control, to mitigate air and noise pollution from queuing and idling. This schedules specific time slots for vehicle arrivals to avoid queues and provides optimal routes. The new system will lead to improved air quality¹ and a more pleasant working environment, as well as enhancing operational efficiency.

To further cut environmental impacts from transport, we have also created on-site warehousing for our venue partners to store materials, reducing the need for frequent, long-distance journeys.

Event energy

Staging up to 400 events a year requires a lot of energy. Our energy efficiency policies and procedures set out clear requirements to optimise consumption during events, from heating levels to powering down equipment out of hours. Our upcoming NZTP will demonstrate how we aim to decarbonise and further reduce impacts resulting from event energy consumption.

Metering upgrade

We have a long-term project to upgrade our metering system, improving the accuracy and monitoring of consumption across the venue. An extensive system will be installed in our new expansion and this retrofitting project will ensure our existing infrastructure meets the same standards of real-time monitoring.

Waste management

As most waste at Excel London is generated through events, we aim to embed circular economy principles across events' value chains. To address this, in 2024 we appointed waste industry leader Bywaters as our waste management services provider. We also launched a new waste management strategy, which outlines 28 strategic objectives to collaborate with event organisers, improve recycling, reduce contamination and enhance our operations.

100%

of waste diverted from landfill for over ten years

Reducing food waste

Events attracting thousands of visitors require a lot of catering. Inevitably, this can lead to the generation of food waste. Our catering team works closely with event organisers to avoid over-ordering and continuously thinks of creative ways to utilise 'wastage'. For residual and unusable organic waste, we have a sustainable solution: our own wormery! Established in 2008, it is the UK's largest commercial wormery. Organic waste goes to the wormery, where our wriggly friends consume it and, in return, provide natural compost for our landscaping!



Since **2008** we have processed an estimated **56 tonnes of organic food waste in the wormery.**

Water management

We recognise the importance of addressing the global water crisis and have introduced a KPI to reduce year-on-year water consumption. To achieve this, we have implemented numerous actions, such as installing waterless urinals, dual-flush toilets and sensor taps.



PARTNERING WITH BYWATERS

In 2024, we partnered with industry leader Bywaters to support improvements to our waste management operations. As a local company – Excel London is visible from its offices – Bywaters brings a strong knowledge of sustainable waste management. Working closely with Bywaters, we have identified and introduced new solutions such as additional waste streams and improved at-source segregation, with much more to come. Bywaters is present on-site to conduct regular observations and provide staff training. This has helped the recent transformation of our waste management operations, with increased awareness and improved performance monitoring. Moreover, our partnership is helping event organisers become more waste efficient and is enhancing our operations beyond regulatory compliance.

¹ Read about Newham's 'Engine Off. Every Stop' campaign here: <https://www.newham.gov.uk/news/article/730/drivers-urged-to-switch-engines-off-at-every-stop-as-council-backs-anti-idling-campaign-to-improve-air-quality>

SUSTAINABLE VENUE AND EVENTS continued



Air quality and biodiversity

Maintaining good indoor air quality throughout our venue and offices is a priority. Carbon monoxide monitors are installed on air handling units to monitor airflow and automatically ventilate areas when a rise in carbon monoxide is detected. Air quality sensors are also being trialled to monitor a broader range of particulates to inform changes in filtration, ionisation, and quality of spaces that will further reduce indoor air pollution.

REDUCING AIR POLLUTION

As well as introducing vehicle management controls, we have made changes to the estate's infrastructure through the closure of an existing through route. This closure means all vehicles coming to Excel London – deliveries for the events, standard venue deliveries and visitor vehicles – must all enter and exit the site via one access point away from residential areas. This helps reduce noise levels and improves air quality for the wider estate, and ensures that vehicles attending the venue use the strategic road network, which is designed for heavy traffic, further minimising impacts on the wider local area.¹

We are also very aware of the challenges to external air quality in the local area, as 7.5% of deaths in Newham are attributable to particulate air pollution. This gives us a critical responsibility to manage the impact of vehicles visiting our site for event production.



Biodiversity audit

The UK has become one of the most biodiversity impoverished countries in the world². We can all play our part in addressing this, and Excel London has teamed up with our neighbour, the University of East London (UEL), to find ways of improving biodiversity on our estate. To begin, UEL is conducting an audit in 2024 to establish our current biodiversity baseline and to explore ways in which Excel London and estate tenants can improve the levels of biodiversity on-site. We'll be working with UEL specialists in urban nature-based solutions, bat and bird ecology and spatial analysis. Together, they will use their expertise to advise us on potential improvements such as ecological design and renaturing initiatives. We'll report next year on the audit's findings and initiatives progress.

9,000+

air pollutant-removing plants in our living wall



¹ An ATC Traffic Survey undertaken in June/July 2022 by Change Surveys showed a circa 2,500 daily reduction in vehicles.

² <https://naturallengland.blog.gov.uk/2023/09/29/state-of-nature/>



PEOPLE, CULTURE AND SAFETY

“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.”

DAOUD KHALIL, LEARNING AND DEVELOPMENT MANAGER AND PILLAR 2 FOCUS GROUP MEMBER

We are passionate about creating a positive culture at our venue that prioritises safety, wellbeing and equality. It’s important for us that 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.

Material topics

Our material topics include ensuring the **Health and safety** of employees, clients and all visitors to our premises, and providing an **Accessible venue**, ensuring inclusivity for everyone. We also aim to provide an inclusive, collaborative **Workplace culture**, **Attracting and retaining talent**, and supporting employees and local communities affected by rises in the **Cost of living**.

Key Performance Indicators

- Year-on-year increase in survey respondents and employee satisfaction levels
- Increase employee retention level, from a baseline year of 2019
- Health and safety accident ratio of eight or fewer per 100,000 visitors
- Increase implementation of health and safety initiatives
- Provide two apprenticeship programmes across the business
- Achieve accessibility certification by the end of 2025



PEOPLE, CULTURE AND SAFETY continued

Accessible venue

Our teams are regularly trained to support visitors' needs and provide an inclusive welcome for all. All public entrances are wheelchair accessible, with low-gradient ramps and automatic doors, and both wheelchairs and mobility scooters can be hired free of charge. Non-visual indicators are located on stairs for those with impaired vision, as well as Braille panels in lifts. Tactile differences in flooring indicate hazardous areas, such as the dockside walkway. We offer an accessible changing facility, developed in partnership with Changing Places, with a second being installed soon, as well as disabled toilets, a family room and a multi-faith prayer room, with detailed accessibility guidance provided to event organisers. We also have a policy covering personal support animals at the venue.

► [Read more on our Accessibility webpage.](#)



Disability Taskforce

We know that we can't achieve our ambitions on our own – to be the best means learning from subject matter experts. For accessibility, that means people with lived experiences of disability. So, we're delighted to be linking up with a Disability Taskforce that's been formed to support the events industry. The group, comprising eight people from a range of lived experiences, will carry out a review of our website and social media activity, and conduct a site survey, feeding back their findings at a focused workshop. Based on the outcomes, they'll then advise us as we develop our new accessibility strategy, manifesto and roadmap to help us achieve the highest standards of accessibility in our industry.



Accessibility Governance Forum

Although we have accessibility measures in place, we want to continuously improve. Hosting Disability Expo 2023, a major event celebrating diversity and advocating disability rights, was a valuable learning experience for us. The feedback we received – both positive and critical – has been invaluable in helping us identify areas for improvement and how we can deliver an even better experience to visitors and staff.

To drive our efforts and develop a new Accessibility Strategy and Policy, we've formed a dedicated Accessibility Governance Forum. Meeting quarterly, the Forum is sponsored by two senior executives, our CFO and COO, providing top-level support for its work. Our aim is to achieve best practice in accessibility – not just meeting legislative requirements but exceeding them and broadening our appeal as a venue to an even wider audience.

PEOPLE, CULTURE AND SAFETY continued

Where we are heading

To drive our efforts to ensure Excel London is accessible to everyone, we are developing a new Accessibility Strategy and Policy. Led by our new Accessibility Governance Forum, with input from the Disability Taskforce, the new strategy and policy will be launched later in 2024. We will report further on its launch and development in our next Sustainability Report.



HIDDEN DISABILITIES SUNFLOWER SCHEME

Not all disabilities are visible, and it is estimated that more than 10 million people in the UK live with a hidden disability¹. That's why Excel London is proud to recognise the Hidden Disabilities Sunflower Scheme, a global initiative through which people living with non-visible disabilities wear a discreet Sunflower badge as a sign that they may need support. The Sunflower training has been made available to all employees, and mandatory for all public-facing roles, enhancing our support to visitors and colleagues with hidden disabilities.

1 <https://www.dpt.nhs.uk/news/invisible-disabilities-week-2022#:~:text=Everyone%20is%20different%2C%20and%20every,who%20have%20a%20hidden%20disability>

Cost of living and supporting the community

With rising prices and the cost of living crisis over the last few years, it's more important than ever for us to impact our community positively. As an anchor institution², we provide employment opportunities in the local area and have been a London Living Wage Employer since 2022, a commitment we also require our suppliers of labour to fulfil.

We are developing a closer relationship with Newham Council to create a more joined-up approach to supporting the local community. Examples include making spaces available free of charge for social value initiatives, such as the Moneywise Challenge, which teaches financial literacy to primary school students. So far in 2024, we have hosted 10 free social value events, attracting more than 4,000 local attendees, with more still to come.

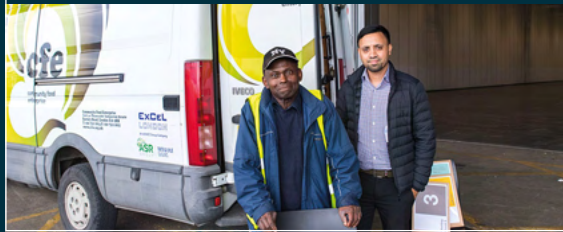
We also host business-to-business events, many of which are free to attend but which the local community may not be aware of. We work with Newham Council to ensure events are publicised to people, groups and businesses in the local area, maximising these valuable learning and networking opportunities for the borough's diverse community.

2 Institutions that have an important presence in a location, for example through large-scale employment or procurement spend.

36%
increase in our charitable contributions in 2023 (to £251,404)

CHARITY MATCHMAKING IN THE COMMUNITY

Community Food Enterprise (CFE) is an award-winning charity tackling food poverty in East London and one of Excel London's charity partners. Formula E, hosted at Excel London, recently introduced its Better Futures Fund, through which charities can apply for a €25,000 grant. Aligned to the 2024 London E-Pix, we were able to bring the two together and CFE was awarded this grant to purchase an additional electric vehicle and expand its fleet to enhance the valuable work of supplying local food banks with access to healthy and nutritious food.



PEOPLE, CULTURE AND SAFETY continued

Workplace culture

Hosting hundreds of events a year requires incredible teamwork and cooperation. We pride ourselves on a collaborative environment that prioritises continual improvement from growing teams to implementing new technologies. Company gatherings bring our teams together, while engagement groups provide a platform for employees' voices. Annual employee surveys gather feedback on company culture, enabling us to identify new initiatives.

85%

**satisfaction level in
2023 employee survey**

Diversity, equity and inclusion

We aim to provide a workplace in which diversity, equity and inclusion (DE&I) are celebrated and the norm for all our employees. Building such a workplace is everyone's responsibility, and something we'd like everyone to get involved in. Our Equal Opportunities Policy aims to ensure all present, potential and future employees are treated in the same way. By encouraging mutual respect, our hope is that all staff feel accepted and able to fulfil their potential. Company policies support equal treatment, The Equality Act and protected characteristics, which are enhanced further by our wellbeing and engagement initiatives.

Promoting employees' wellbeing

We strive to support the health and wellbeing of our people and believe that physical and mental health are crucial to a successful workplace culture. We offer virtual GP services, flu vaccinations, medical insurance for eligible employees, fruit deliveries and an on-site employee gym, as well as a mental health in the workplace programme.

MENTAL HEALTH FIRST AIDERS

Excel London is proud to have a team of eight dedicated in-house mental health first aiders. The team has undergone specialised training to provide support for colleagues struggling with mental health. Our first aiders are available to listen, provide guidance, and connect individuals to the resources they need.



Attracting and retaining talent

Attracting and retaining the best talent is key for any business. Our success is truly made possible by the people who work here, and their passion, expertise and enthusiasm. In return, we aim to offer a workplace where people want to be and opportunities for employees to learn and grow.



**Spotlight on
NIGEL WINER**

Rigging and
Technical Manager,
Excel London

Q How long have you worked at Excel London?

A I joined in 2006, as a contractor – before that, I had my own event production company.

Q What does your role at Excel London involve?

A I lead a team of riggers – we design, build and install the structures for all the events held here, from shows and exhibitions to Formula E races and even the London 2012 Olympics and Paralympics!

Q How is a culture of sustainability created in your role?

A The nature of rigging work is manual and always will be, but sustainable solutions can bring better, safer ways of doing things – especially improving the environment we operate in.

Q What sort of steps have you taken to embed sustainability in your team's day-to-day work?

A The biggest step has been switching our vehicles away from diesel. We've moved to biofuel for our cherry pickers and scissor lifts, and next year we'll be getting new electric forklift trucks. You just need to walk into the halls to see the difference. It's much quieter – noise was a real issue before – and less hot and smoky, with no diesel fumes and emissions. It's a much better atmosphere and a vast improvement for people's health and wellbeing. And the new machines are more cost effective!

PEOPLE, CULTURE AND SAFETY continued

Health and safety

The health and safety (H&S) of our employees, exhibitors, contractors and visitors is paramount. We foster a proactive approach to H&S by implementing industry best-practice measures as defined by the AEV eGuide, which provides common H&S standards for UK event venues.

As events involve large structures, our exhibition halls often resemble construction sites. We conduct campaigns to maintain alertness around safe working procedures and regularly audit, review and update H&S processes and policies. Safety guidance is provided to all event organisers to maintain our standards in tenanted areas. We have improved our accident reporting framework to better capture near misses and have KPIs designed to reduce incidents. In the last year, we have welcomed new recruits in the H&S Team to help enrich our positive H&S culture at all levels.

6.3
H&S accident ratio per 100,000 visitors

¹ The incident rate on the Excel London campus is 4 incidents per 1,000 population. The crime rate in Newham is 65 crimes per 1,000 population.

A safe environment

Excel London aims to be an industry leader in venue security. With millions of visitors a year, we give top priority to ensuring everyone's safety and security. We have six key focus risk areas – terrorism, crime, protest, reputational, political and safeguarding – and we work closely with staff and event organisers to ensure they understand the nature and importance of these risks. Major incident training is provided annually – rising to twice a year in 2025 – for the top 25% of all our security suppliers, to ensure they are trained to respond as needed in the event of such an incident.

In recent years, we have greatly increased security resources from a team of 14 people to around 100. Our counter-terrorism policy is being enhanced to include even more robust procedures, and we have commenced a five-year project to update our estate access system to maximise its effectiveness.

Excel London strives to be a zero-crime location. Given the number of visitors each year, there is always a risk of crime, but we maintain a well-trained security team backed by a range of systems, technology and top-of-the-range equipment. Since 2023, we have been part of a business crime reduction partnership with Safer Business Network and the Metropolitan Police to help reduce crime, and we are pleased to say that crime rates at our venue are very low¹.



Halo Incident Management System

In 2023, we adopted the Halo Incident Management System. Developed by a former police expert in counter-terrorism, Halo brings together all aspects of risk, documentation and incident reporting for events, and enables digital recording, tracking, analysis and reporting. It brings a robust and effective audit trail for incident management, providing enhanced governance as well as improving security. Since its introduction, Halo has continued to develop and has now been adopted by other departments, from lost and found and lighting checks to footfall control and complaints.

With regular attendances of 40,000 and up to 70,000 for some events, crowd control is another important aspect of safety and security. The increase in new types of events, such as immersive events, brings different demographics, like young families, who may have different needs, as well as more people generally to our venue. In response, we have deployed crowd management training to operational teams and further integrated crowd and footfall criteria into event risk management processes.



OUR COMMUNITY AND PLATFORM FOR CHANGE



“The Community and platform for change focus group creates a forum for like-minded individuals from different parts of the business to deliver positive community change.”

CLAIRE SELICK, SENIOR MARKETING MANAGER AND PILLAR 3 FOCUS GROUP MEMBER

We are proud of the role we play in Newham, one of London’s most diverse and exciting boroughs. It is important for us to connect with our local community and ensure we are 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 as a platform for positive impact.

Material topics

Our material topics include **Platform for Good**, using events and exhibitions as a platform for positive impact. We seek to address the **Cost of living challenges** for employees and our neighbours, make a positive **Community impact**, and improve **Biodiversity** across our estate.

Key Performance Indicators

- › 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



OUR COMMUNITY AND PLATFORM FOR CHANGE continued

Charity partnerships

Excel London is proud to support charities and community groups in Newham, including:

- » **Community Food Enterprise**, which provides access to healthy and nutritious food, especially for local nurseries and school children.
- » **Newham All Star Sports Academy (NASSA)**, which helps young people thrive through sport by providing coaching, training and after-school activities. Funding from Excel London enables NASSA to further its reach locally.
- » **The London Academy of Excellence**, a free sixth-form school committed to developing knowledge, skills and interests to give its students broad and rich life choices. Our funding plays a part in the school's success, helping students from less-advantaged backgrounds win places at top universities.
- » **Bonny Downs Community Association**, a community-led charity serving a cross-section of residents. We provide support through annual funding, volunteering opportunities and other donations.
- » **Richard House Children's Hospice**, which opened in 2000 as London's first children's hospice and supports 300+ local families. We contribute through annual funding, fundraising opportunities at events and raising the profile of the hospice and its team.

Supporting community-based events

As well as assisting charities directly, we provide support to community organisations – from making venue facilities available free of charge and hosting work experience placements, to donating to local education providers and supporting our customers to engage with local schools. In 2023, we provided free facilities to a range of community events, including:

- » London City Airport's 'STEM in Aviation 2023' event, where 400 students from East London schools learned about science and technology in the aviation sector.
- » The Moneywise financial literacy challenge for 700 local school students.
- » The Ascension Eagles, who deliver a successful cheerleading-based youth programme.
- » The Pride in London Tabletop Event, enabling 100 partner agencies to meet to ensure the event could be delivered safely and effectively.
- » The London Living Wage Royal Docks Action Group for a community workshop.
- » The Marine Society and Sea Cadets regatta.
- » The Women Night Safety Charter Summit.
- » The Citizen UK TELCO 25th Anniversary Assembly.
- » The One Day at Christmas event for local seniors to enjoy Christmas lunch and entertainment, served by our on-site catering partner and volunteers from our teams.



Connecting our clients to the community

Whilst we have numerous ways to support the community, we recognise that our event organisers have additional expertise and resources. So, we work with them to explore how they can make an impact in the local area.

An example is our recent efforts to help tackle digital poverty, a serious challenge in Newham. We introduced our event organisers to Every Child Online, a local charity with the mission to bridge the digital divide and help underprivileged children and young adults gain access to essential digital resources. This resulted in them attending multiple events to collect, refurbish and donate IT equipment to Newham schools.



free of charge events hosted for the local community in 2023



“Attending the shows and being a charity sponsor at Excel over the past two years has resulted in additional funding and around 35 new corporate partners – these partners have provided us in excess of 1,500 devices, including laptops, mobile phones, desktops and tablets. We also have many more collections and partnership opportunities in the pipeline.”

MIKE TARBARD, CHIEF EXECUTIVE OFFICER AND CO-FOUNDER OF EVERY CHILD ONLINE

To improve social integration in the borough, we encourage event organisers to provide free tickets for residents and charities where possible. It's important to us that local people enjoy our venue and events, which is why we've also teamed up with Newham Council to ensure our event calendar is better publicised within the community.

OUR COMMUNITY AND PLATFORM FOR CHANGE continued

MAKING AN IMPACT

We've partnered with #MEET4IMPACT, a non-profit organisation that helps businesses to define, manage, measure and communicate the social impact of their activities. Together, we've developed a programme to help organisers of Excel London events catalyse positive social change.

The programme aims to:

- Help clients leverage their sector strengths to maximise their social impact.
- Increase access for the local community to opportunities for learning, professional development and a better quality of life.
- Instigate mutually beneficial connections between Excel London-hosted events and the local community.

We recently helped EASL – the European Association for the Study of the Liver – to deliver educational health talks at a local primary school, where the children then created posters displayed at the International Liver Congress. We also enabled EASL to partner with University College London to host a panel discussion on hepatology and encourage students to specialise in the field.

Platform for good Events and Impact projects

We are passionate about facilitating connections with local schools, charities and social enterprises. In 2023, we facilitated activities with Formula E, including a show-car visit to the University of East London, where the Jaguar team's driver met athletes from the Newham All Star Sports Academy and gave a talk on the power of sport. The event also showcased FIA Girls on Track, a programme promoting education in science, technology, engineering and mathematics (STEM) subjects, as well as career opportunities in motorsport. The event even featured on national TV!



TEACHING ROBOTICS AND AUTOMATION

Through the Tablet Academy, the International Conference on Robotics and Automation, held at Excel London, delivered robotics workshops at Harris Academy secondary schools local to us. Robotics kits were given to each school as teaching aids, and more than 80 students and teachers attended the congress. The event provided a unique opportunity for students to compete in a robot challenge and to take inspiration from the exhibition, talks, robot competitions and a performance by robotics artist Stelarc.

SUPPORTING RICHARD HOUSE HOSPICE

Excel London and Formula E joined forces for a volunteering day at Richard House Hospice in 2024. Richard House was London's first dedicated children's hospice and supports more than 300 families with children who have life-limiting and life-threatening conditions. In addition to our annual fundraising and support, volunteers from Excel London and Formula E spent a day painting and decorating to refresh the hospice building, as well as clearing the Memorial Garden.



OUR COMMUNITY AND PLATFORM FOR CHANGE continued

1,990

meals we donated to Newham Community through the Olio community sharing app

Community impact

Excel London provides employment and learning opportunities across different business areas through an annual apprenticeship scheme, prioritising candidates from Newham and neighbouring boroughs.



“I first came to Excel London for work experience after finishing my A-levels. It really aided me in finding the department – marketing – that I was most interested in. Excel London arranged an apprenticeship with the Chartered Institute of Marketing, which has hugely strengthened my knowledge, while learning on the job has built my understanding of how a business operates and my confidence in a working environment.”

MAE-LY LUI, MARKETING ADMINISTRATOR

In 2024, we entered a collaboration with our dockside neighbour the University of East London to integrate industry-relevant activities into its Career Development Pathways curriculum. This partnership aims to enhance UEL students’ understanding of opportunities linked to their degrees and prepare them for the professional world.

We also participate in local working groups such as the London Living Wage Royal Docks Action group, a group of local organisations based in Newham looking to increase the awareness of the Living Wage in the Royal Docks area. In 2023 the Group won the Living Wage ‘Places Champion Award’ and the Newham Civic Award, in recognition of its outstanding efforts to growing the Living Wage locally.

Biodiversity

The Royal Docks are home to many animal species, from tiny bombardier beetles to the world’s fastest animal, the peregrine falcon!

To maintain and further promote this biodiversity, Excel London is a proud member of the Royal Docks Sustainability Network. Comprising sustainability leaders of major institutions and organisations present in the Royal Docks, the network aims to ‘explore ways of making the Royal Docks more sustainable, and better showcase what the area is already doing’. One of the network’s key projects is to

support the design and delivery of the Royal Docks Blue Green Corridor, an initiative to drive biodiversity improvements such as community planting.

The network also catalysed our relationship with biodiversity specialists from the University of East London to help us understand how we can contribute to enhancing nature in the local area.

► **Read about our work to identify and improve biodiversity on our estate.**

Looking ahead

We are delighted to be strengthening our relationship with Newham Council. Whilst Newham is one of the most deprived areas in London, it is also home to one of the fastest-growing, youngest and most diverse boroughs in the capital. In particular, the Council is working hard to ensure children achieve good educational outcomes, get good jobs and feel secure about their futures, and to provide genuinely affordable housing for its residents. We now hold regular monthly meetings with the Council and relevant teams to explore how we and our event organisers can provide effective support for Council initiatives.

We want to support Newham Council to build a fairer Newham

And we would do this by contributing to their commitments to:

- › Delivering an inclusive economy agenda anchored by a commitment to Community Wealth Building so that inequality, poverty, and racial disproportionality can be tackled, alongside the housing crisis;
- › Responding to the climate emergency through tangible actions; and preventative approaches that elevate the health, well-being, and happiness of our residents, as well as their safety;
- › Investing in our children and young people so that Newham is the best place for them to thrive and flourish;
- › Wanting the best for our communities so that they can live in safe and clean neighbourhoods;
- › Involving residents in decision-making as part of our people-power agenda of participatory democracy;
- › Transforming the Council so that it is fit-for purpose for the 21st Century and able to deliver optimal services for our residents within the framework of good governance and transparency.

CLIENTS, PARTNERS AND SUPPLY CHAIN

“Sustainability within our supply chain and commercial partnerships is key – I value the opportunity to help organisers and exhibitors use the venue’s network of local suppliers and partners to make ‘easy’ choices to reduce environmental impact.”

KOREEN O’MALLEY, HEAD OF VENUE SOLUTIONS AND PILLAR 4 FOCUS GROUP MEMBER

1 This includes non-dairy alternatives, increased plant-based offerings, seasonal produce, UK-sourced red meat, non-promotion of red-meat products and no air-freighted fruit and vegetables.

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.

Material topics

Our material topics are **Sustainable procurement**, including local sourcing, ensuring suppliers’ environmental practices and protecting human rights, **Waste management**, **Cost of living**, taking **Climate action** and providing environmentally friendlier¹ **Food and beverage**.

Key Performance Indicators

- › 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
- › Minimum of 50% plant-based hospitality menus
- › Compliance with ESG supply chain criteria
- › Continuously reduce Scope 3 emissions



CLIENTS, PARTNERS AND SUPPLY CHAIN continued

Sustainable procurement

For us, sustainable procurement means responsible stewardship for sourcing goods and services, and considering ESG impacts throughout our supply chain and product lifecycle. An important part of our Sustainability Strategy is conducting human rights due diligence, investigating environmentally friendly practices throughout our supply chain and holding regular reviews with key suppliers to identify sustainable improvements.

Reflecting this, in 2024 we are introducing our Sustainability Standards for Procurement to conduct supplier sustainability performance analysis, identify potential alternatives, and to define plans to improve sustainability across our supply chain. Our Procurement Policy and Supplier Code of Conduct have been reviewed to meet ADNEC Group's goal to adopt transparent and ethical sourcing practices that align with ESG aspirations.



NEW TECHNOLOGY FOR PRINTING

Each year, we procure a significant quantity of printed signage materials. Historically, this has involved difficult-to-recycle PVC and solvent-based printing. We now mainly use latex-based solutions that can be printed on recyclable materials such as cotton, paper and cardboard. This new technique reduces emissions as latex printing uses steam, rather than gases. Of the 450 printed media sites at our venue, 448 accept signs made with sustainable materials. The remaining two are external, where weather conditions degrade materials faster. Although challenging to find suitable sustainable alternatives, we remain committed to trialling technologies with our suppliers when they become available.



Sourcing from local suppliers

Wherever possible, we aim to source from local suppliers. As part of our procurement processes, where three quotes or a tender process are required, at least one supplier must be within 25 miles of Excel London. Exceptions are made only where it is evidenced that no local suppliers exist or if procurement decisions relate to responsible sourcing practices that support underrepresented communities in the UK beyond 25 miles.

HEJ COFFEE

In April 2024, we teamed up with Levy and HEJ Coffee. Based in nearby Bermondsey, HEJ are expert roasters and committed to sustainable practices, using reusable storage, recyclable or biodegradable bags, and discounts for reusable cups. They even provide their partners with regular certificates outlining their environmental contribution through waste savings, emissions avoided and donations towards planting trees. Their coffee's great, too!



CLIENTS, PARTNERS AND SUPPLY CHAIN continued

Food and beverage

We are working with our catering partner, Levy, to take action to reduce food-related footprints. This includes transitioning to non-dairy alternatives, increasing plant-based offerings including 100% of our desserts, sourcing 100% seasonal produce, not promoting red meat products on menus but where requested sourcing all red meat from the UK and banning air freight for fruit and vegetables.

We endeavour to maximise sustainable options for visitors, promoting sustainability actions for our food and beverage offerings via our website and social media channels. We encourage clients to make sustainable choices and host regular in-event sessions for organisers and potential partners to talk about our sustainability activities.

We are removing all single-use plastics for food and beverage hospitality and providing [Foodsteps](#) labelling on all menus. We are also looking to switch to [Notpla](#)¹ packaging, which is compostable and uses seaweed-based, rather than oil-based, coatings.

- Looking ahead, for our food and beverage hospitality², by 2027 we aim to:
- Provide a minimum of 50% plant-based choices on all menus
 - Implement a sustainable, regenerative and deforestation-free sourcing strategy
 - Decarbonise beverage offerings
 - Transition all poultry, fish and seafood to sustainable sourcing³
 - Provide 100% reusable packaging for all food and beverages
 - Source 90% of all produce from the UK
- **Read more about our food and beverage sustainability ambitions.**

- 1 Winner of the 2022 Earthshot Prize for its range of regenerative packaging materials made from seaweed and plants.
- 2 We differentiate between food and beverage hospitality catering and retail units; we are partnered with Levy 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 closely to offer sustainable choices.
- 3 Sustainable sourcing involves procuring produce from farmers who implement Fair Trade and environmentally friendly practices, prioritise local sourcing and biodiversity promotion, and ensure high standards of animal care. It also includes selecting suppliers with certifications that guarantee transparency and traceability of their products.



We engage with our retailers to align their efforts with our sustainability ambitions. This includes providing a diverse range of choices for our visitors, to suit dietary requirements, and offering reusable coffee cup discounts at various retail outlets. We encourage our retailers to remove single-use plastics and promote low-carbon choices such as vegan and vegetarian meals. By widening options and raising awareness about sustainable food, our aim is not just to provide visitors with more choice, but also to help people make better-informed decisions about the carbon impact of food in their day-to-day lives.

CARBON LABELLING PROJECT

Excel London is working with our long-term catering provider Levy and food sustainability data experts Foodsteps to calculate and communicate emissions data relating to each dish served up. Detailed data on the lifecycle footprint of produce and other ingredients is provided to assist the design of lower-carbon recipes. Foodsteps grade the footprint of each dish using colour coding and a grade from 'A', for very low carbon, to 'E', for very high carbon. This simplified carbon labelling system is then used to communicate the overall footprint of dishes to visitors and clients.

Very Low Carbon
A

Low Carbon
B

Medium Carbon
C

High Carbon
D

Very High Carbon
E

CLIENTS, PARTNERS AND SUPPLY CHAIN continued

Showcasing sustainable partners

To be a sustainable events venue, Excel London aims to work with partners who can demonstrate their own strong sustainability credentials. In 2024, we brought some of these partners together to showcase their products and exclusive on-site operational sustainability benefits, including:

- › Stand build supplier, Standbuilder.co.uk, which creates modular exhibition stands from an entirely reusable aluminium framework system.
- › General service contractor, GES, which made a commitment to be 'timber free' in 2022, and has developed a closed loop recyclable carpet 're-wind' that uses less water and produces less carbon in production.
- › Audio-visual equipment supplier, Eclipse, the UK's only stockist of modular, reusable set system 'AV Drop', which eliminates timber panels or graphic wrapping and collapses into flight cases for reduced transportation requirements.
- › Sound reduction specialist, Minus45dB, developer of a reusable soundproofed modular room construction that replaces the need for traditional, highly wasteful timber and Rockwool builds.

As well as encouraging delegates to make more sustainable choices, the event was a valuable opportunity for knowledge sharing and generating a support network for sustainability advances in the events industry.



REDUCING EXHIBITION WASTE

Too often, exhibition and event stands are used once, then discarded, or transported long distances back to an exhibitor's offices. To combat this, Excel London has appointed Standbuilder.co.uk as our official stand build partner. Standbuilder provides modular and hybrid systems, using aluminium frames, recyclable graphic products and materials such as reclaimed waste plastic. After use, the systems can be broken down, stored here at Excel London, and reused – reducing emissions from waste and transport. What's more, Standbuilder donates superfluous items to local charities for reuse.

Working with our clients

We want to ensure that, for any event organisers working with Excel London and our preferred partners, sustainability is an integral part of their considerations. We strive to embed sustainability within our event planning process to discuss how we can support emission reduction initiatives, community engagement projects or other ideas that enhance sustainability.

In 2022, we introduced post event reports to provide organisers with sustainability data for their events. This includes gas and electricity consumption, waste consumption and recycling rates. As we improve our data collection and analysis through new metering systems and improved waste management, we will look to provide more detailed event-specific data.

Our collaboration with isla (see right) also offers the possibility for organisers to collect emissions data for other aspects of their event's value chain. Enabling our organisers to understand the impact of their events is a key tool in helping identify ways to reduce their footprint and contribute to the decarbonisation of the events industry.

ISLA PARTNERSHIP

Excel London is a venue member of isla, a non-profit organisation focused on sustainable events. As a member, we are part of an industry network for the sharing of ideas, innovations and best practice. We have established a partnership in support of isla's TRACE carbon measurement tool, which our clients can utilise to measure and reduce the impact of their events.



GOVERNANCE AND ETHICS

“The Governance and ethics focus group has led to the creation of new processes and workflows to ensure effective controls are in place for compliance and more transparent reporting to stakeholders, such as the provision of free community venue space.”

**DOROTHY DARKWA, RISK AND COMPLIANCE
MANAGER AND PILLAR 5 FOCUS GROUP MEMBER**

We are committed to operating as a responsible business that upholds the highest standards of ethics and corporate governance. To operate ethically throughout our activities, our policies and practices provide transparent rules and controls that manage risk and support the achievement of our business goals.

Material topics

Our material topics are **Workplace culture**, ensuring an environment that is inclusive and collaborative, **Compliance and ethics**, upholding all applicable laws, rules and regulations in our daily operations, and protecting **Human rights** throughout our activities and supply chain.

Key Performance Indicators

- 100% employee completion of cyber security training
- 100% employee completion of compliance and ethics training
- 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



GOVERNANCE AND ETHICS continued



Group governance structure

Excel London is owned by the Abu-Dhabi-based ADNEC Group and Excel’s Board of Directors are responsible for providing strategic direction in line with ADNEC Group’s corporate strategy. Our 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 and ESG Framework.

Our Sustainability Manager is a member of the wider ADNEC Group ESG Committee, strengthening alignment with our owner’s strategic goals. We regularly report KPIs, which are captured in ADNEC Group’s annual ESG report.

To ensure consistent governance across business clusters, an ESG Index (page 17) has been implemented to assess compliance with, and contribution to, the ADNEC Group Sustainability Strategy and ESG Framework. In 2023, Excel London increased from a score of 64% to 77%, following the completion of our materiality assessment and publication of our Sustainability Strategy.

We have already achieved our 2024 target of reaching

80%

in ADNEC’s ESG Index score

Internal governance structure

To facilitate the achievement of objectives, an internal governance framework has been developed to coordinate activities within each of the Connecting Lives Pillars. This embeds accountability and safeguards sound business ethics and corporate values, supporting compliance with rules and regulations.

Excel London’s dedicated ESG Committee is composed of five separate focus groups, each aligned with one of our Connecting Lives Pillars. Two Leadership Team representatives provide strategic direction, and the focus groups implement action plans. The focus groups are transparent and open for participation by anyone in the business.



“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, CHIEF FINANCIAL OFFICER, EXCEL LONDON



GOVERNANCE AND ETHICS continued

Human rights

Excel London aims to protect human rights throughout its operations and supply chain. We are a member of the UN Global Compact, the Ten Principles of which 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. Our Sustainability Strategy recognises the Principles in relation to human rights, labour, the environment and anti-corruption.

We conduct due diligence to ensure that human rights in our supply chain are protected and we are committed to being a London Living Wage Employer.



Compliance and ethics

We maintain nearly 30 policies to ensure compliance with all applicable employment laws and regulations and a safe and inclusive workplace. We also maintain grievance, disciplinary, flexible work and sickness policies to protect employee rights and wellbeing. Policies are regularly reviewed and, if gaps are identified, new policies are developed as required.

External certification

Excel London holds ISO 14001 and ISO 20121 certifications, ensuring we have effective environmental management systems in place across our operations. We have recently achieved ISO 27001 certification for our management office, recognising our effective systems and procedures to ensure information security. We have updated or introduced policies and processes governing the proper handling, processing, control, classification and safe disposal of data and devices, reinforced through extensive ongoing training for all relevant employees. Having been successfully audited, we have achieved certification for our management office and plan to extend our scope across all venue areas.

100%

employee completion of cyber security training



Business Process Optimisation

Excel London employs Business Process Optimisation (BPO) to continuously improve and develop our operational process software and systems, and to boost collaboration. BPO involves the fundamental rethinking and radical design of business processes to achieve significant improvements in critical performance measures, such as cost, quality, service and speed of delivery. It aims to streamline operations, enhance efficiency and enable operations to adapt to evolving business environments. In doing so, it contributes to the long-term sustainability of the business.

Each year, discussions are held with every department in the business to identify the systems and processes they use, pain points and potential improvements. From these discussions, a set of priority projects are identified for the BPO team to work on – usually around eight a year. The team then identifies new processes or software systems which, when implemented, address the pain points and provide more efficient, cost effective solutions.

KPI DASHBOARD

■ Target met

■ Target not met

■ No data¹

PILLAR 1: SUSTAINABLE VENUE AND EVENTS

| KPIs | Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|--|-----------|-----------|-----------|-----------|-----------|
| As defined by the Net Zero Carbon Events Pledge: – 50% carbon reduction by 2030 – Net zero carbon by 2045 at the latest | Scope 1 & 2 tCO ₂ e (location-based) | No data | No data | No data | 4,571 | 5,351 |
| | Scope 1 & 2 tCO ₂ e (market-based) | No data | No data | No data | 2,861 | 4,177 |
| | Scope 1 & 2 tCO ₂ e (location-based) per sqm sold | No data | No data | No data | 0.002 | 0.002 |
| Year-on-year reduction in water consumption² | m ³ | 92,263.64 | 50,652.21 | 54,200.70 | 82,571.73 | 87,988.00 |
| | %Δ from previous year | n/a | -45% | 7% | 52% | 7% |
| | m ³ per sqm sold | 0.006 | 0.012 | 0.003 | 0.005 | 0.004 |
| Year-on-year reduction in waste volume³ | tonnes | 310.12 | 80.75 | 98.06 | 171.20 | 205.72 |
| | %Δ from previous year | n/a | -74% | 21% | 75% | 20% |
| | kg per sqm sold | 0.21 | 0.24 | 0.07 | 0.12 | 0.12 |
| Recycling rate of 75% by 2025⁴ | % achieved | 56% | 56% | 71% | 68% | 66% |
| | %Δ from 2025 target | -19% | -19% | -4% | -7% | -9% |
| Landfill diversion rate of 100% | % achieved | 100% | 100% | 100% | 100% | 100% |

1 As the KPIs were introduced through our Sustainability Strategy in October 2023, no historic data exists in some cases; we have used 'No data' to indicate where this applies.

2 Absolute and intensity consumption have decreased since 2019. Although overall consumption has increased in recent years due to increased activity, our intensity metric decreased from 2022 to 2023 due to improved efficiency.

3 Absolute and intensity consumption have decreased since 2019. Overall consumption increased in 2023 but our intensity metric remained the same. Significant improvements are being targeted following the introduction of our new waste management supplier, Bywaters.

4 Recycling significantly improved in 2021 compared with previous years but has slightly decreased since. Bywaters delivers improved accuracy of recycling data, so we are expecting this figure to decrease in 2024, with further significant improvements to follow as we implement our new waste strategy.

KPI DASHBOARD continued

■ Target met

■ Target not met

■ No data

PILLAR 2: PEOPLE, CULTURE AND SAFETY

| KPIs | Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|-----------------------------------|---------|---------|---------|---------|---------|
| Year-on-year increase in survey respondents and employee satisfaction levels | % survey respondents ¹ | 70.9% | n/a | n/a | 76.6% | 80.00% |
| | %Δ from previous year | n/a | n/a | n/a | 5.7% | 3.4% |
| | % satisfaction level | 82% | n/a | n/a | 86.6% | 84.9% |
| | %Δ from previous year | n/a | n/a | n/a | 4.6% | -1.7% |
| Increase employee retention level | % staff turnover | 19.0% | 27.0% | 8.6% | 12.4% | 12.2% |
| | %Δ from previous year | n/a | 8% | -18% | 4% | -0.2% |
| Health and safety accident ratio of eight or fewer per 100,000 visitors | No. of accidents per 100,000 | 6.3 | 10.5 | 5.4 | 6.7 | 6.3 |
| Increase implementation of health and safety initiatives² | No. of initiatives | No data | No data | No data | No data | No data |
| Provide two apprenticeship programmes across the business³ | No. of apprentices | n/a | n/a | n/a | 5 | 2 |
| Achieve accessibility certification by 2025⁴ | Certification achieved | n/a | n/a | n/a | n/a | n/a |

PILLAR 3: OUR COMMUNITY AND PLATFORM FOR CHANGE

| KPIs | Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|------------------------|---------|---------|---------|----------|----------|
| Year-on-year increase in charitable contributions through donations, fundraising, donations in kind and hours volunteered⁵ | £ calculated | £40,000 | £- | £- | £184,686 | £251,404 |
| | %Δ from previous year | n/a | -100% | 0 | 0 | 36% |
| Increase financial and social value contribution to the London Economy⁶ | £ calculated | No data | No data | No data | No data | No data |
| Increase promotion and support of legacy projects for events | No. of impact projects | n/a | n/a | 1 | 1 | 1 |
| Hold a minimum of 12 meetings with local stakeholders annually to support crime reduction | No. of meetings | No data | 2 | 30 | 30 | 55 |

1 2022 change is from 2019 as no surveys were undertaken in 2020 and 2021 due to Covid-19.

2 We have not yet established a process to track H&S initiatives across departments. However, all operational departments undertake H&S Toolbox Talks throughout the year.

3 The apprenticeship scheme was introduced in 2022.

4 The accessibility scheme is targeted for certification in 2025, so no data currently exists.

5 Charitable donations only in 2019; charitable donations and free-of-charge space/services in 2022 and 2023. 2023 also includes other charitable spend from fundraising events.

6 The most recent economic contribution report we have completed was in 2012. We are currently exploring options to repeat this exercise.

KPI DASHBOARD continued

■ Target met

■ Target not met

■ No data

| PILLAR 4: CLIENTS, PARTNERS AND SUPPLY CHAIN | | | | | | |
|---|---|---------|---------|---------|----------|------------------|
| KPIs | Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
| Maintain London Living Wage accreditation | Accreditation achieved | n/a | n/a | n/a | Yes | Yes |
| Year-on-year increase in sustainable procurement of materials and products¹ | % of procurement meeting sustainability standards | No data | No data | No data | No data | No data |
| Year-on-year increase in sustainable media products offered to clients² | No. of sustainable media materials and products | No data | No data | No data | No data | 448 ² |
| Minimum of 50% plant-based hospitality menus³ | % of menus plant-forward, vegan or vegetarian | No data | No data | 25% | 25% | 25% |
| Compliance with ESG supply chain criteria⁴ | % of suppliers assessed | No data | No data | No data | 5% | 5% |
| | % of compliance | No data | No data | No data | 100% | 100% |
| Continuously reduce Scope 3 emissions⁵ | kgCO ₂ e Scope 3 emissions | No data | No data | No data | 7,587.40 | n/a |
| | %Δ from previous year | No data | No data | No data | n/a | n/a |

Notes:

- 1 Currently we have no mechanism to measure sustainable procurement of materials or products. We are implementing updates to our procurement processes and will be able to report on supplier credentials in 2025.
- 2 448 out of 450 media sites have sustainable alternatives available. The two remaining sites not using sustainable materials are external and exposed to the weather, which causes currently available sustainable materials to degrade too quickly.
- 3 As per the Levy target.
- 4 We are implementing updates to our procurement processes and will be able to report on supplier credentials in 2025. We put in place an interim process for key suppliers in 2022 as part of our supplier scorecard process.
- 5 Scope 3 emissions will be assessed every 3 years.

KPI DASHBOARD continued

■ Target met
 ■ Target not met
 ■ No data

| PILLAR 5: GOVERNANCE AND ETHICS | | | | | | |
|---|--------------------------------|------|------|------|--|---------------------------------------|
| KPIs | Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
| 100% employee completion of cyber security training | % completion | n/a | n/a | n/a | n/a | 100% |
| 100% employee completion of compliance and ethics training¹ | % completion | n/a | n/a | 91% | 96% | 83% |
| Six meetings held for each ESG focus group each year² | No. of meetings | n/a | n/a | n/a | n/a | n/a |
| Year-on-year improvement in sustainability data quality | Planet Mark score ³ | n/a | n/a | n/a | 15/16 Scope 1 and 2 data 12/16 Scope 3 data | 17/20 Scope 1 and 2 data ⁴ |
| Continuous achievement of ADNEC Group EBITDA and revenue targets | Target achieved | Yes | No | No | Yes | Yes |

1 Compliance and ethics training is now undertaken by ADNEC Group.
 2 Focus groups were established in October 2023.
 3 Planet Mark provides scores for our carbon footprint data quality based on relevance of boundary, completeness, transparency, accuracy and consistency.
 4 Scope 3 emissions will be assessed every 3 years.

GLOSSARY

| Term | Definition |
|---------------------|---|
| ADNEC Group | Abu Dhabi National Exhibitions Company, Excel London's parent company |
| AEV | Association of Event Venues |
| Biodiversity | Biodiversity is the variety of different types of life, including plants, animals and micro-organisms, and the ecosystems they form |
| BPO | Business Process Optimisation |
| CHP | Combined Heat and Power technology uses a steam reformer to convert methane in the gas supply into carbon dioxide and hydrogen. The hydrogen then reacts with oxygen in the fuel cell to produce electricity. |
| C&IT | Conference and Incentive Travel, events industry specialists |
| DE&I | Diversity, equity and inclusion |
| EBITDA | Earnings before interest, taxes, depreciation, and amortisation |
| eGuide | Common standards of health and safety and operation planning, management and conduct for the UK event industry published by the Association of Event Venues |
| ESG | Environmental, social and governance |
| ISO 14001 | International standard for environment management systems |
| ISO 20121 | International standard for event sustainability management systems |
| ISO 27001 | International standard for information security systems |
| Foodsteps labelling | A food labelling system that provides accurate emissions data for the product |

| Term | Definition |
|-------------------------------|---|
| GHG emissions | The release of greenhouse gases into the atmosphere, which contributes to global warming and climate change. Common example of greenhouse gases are carbon dioxide and methane. |
| KPIs | Key Performance Indicators |
| London Living Wage | An hourly rate of pay independently calculated to reflect the high cost of living in London |
| MICE | Meetings, incentives, conferences and exhibitions |
| Net zero | Achieving equivalence of GHG emissions put into and taken out of the atmosphere |
| Net Zero Carbon Events Pledge | An events industry pledge to address climate change by working towards achieving net zero |
| PAS 2060 standard | Internationally recognised specification for carbon neutrality, published by the British Standards Institute |
| Sustainability | Meeting the needs of the present without compromising the ability of future generations to meet their own needs |
| Sustainable procurement | Responsible stewardship for sourcing goods and services that considers the ESG impacts throughout the supply chain and product lifecycles |
| UN Global Compact | A voluntary initiative to encourage businesses to adopt sustainable and socially responsible policies and report on their implementation |
| UN SDGs | Sustainable Development Goals |

Introduction

Sustainable venue and events

People, culture and safety

Our community and platform for change

