

# OUR PERFORMANCE AGAINST TARGETS

STRATEGY AREAS	CRG AREAS	MATERIAL TOPICS	PLAN FOR 2018	CRG UPDATE 2018	2018 STATUS 80%	2019 TARGETS	2020 VISION			
	COMMUNICATION	16 Responsible business practice, ethics and compliance	Produce annual Sustainability Report for 2018 to meet GRI Standards: Core Option	Planning for 2018 report under way.	100%	Produce annual Sustainability Report for 2018 to meet GRI Standards: Core Option	To be established as a leader in corporate sustainability and a reporting structure aligned to circular cities principle			
			Retain Green Star status and publish internal policies to improve GRESB reporting	Achieved improved GRESB score 5 Green Stars 83%	100%	Retain Green Star status				
			Establish online 2017 Sustainability Report	2017 report published online.	100%	Establish online 2018 Sustainability Report				
			Increase number of tenant participants in CWL	Current tenant participants: CWG/Morgan Stanley/CBRE: Clifford Chance	50%	Improve CWG Tenant Collaboration through CWG Sustainability Forum				
			Develop a post-occupancy evaluation (POE) strategy for CWG and identify suitable asset for pilot through the SBT review	Included as part of SBT technical review. Property identified for opportunities assessment.	50%	Develop a POE strategy	Carry out opportunities assessment on a CWG owned commercial property			
			Participate in Westminster Waste Forum Ecobuild 2018 UKGBC: Future Leaders UKGBC: ILAB Research Launch CCS Strategy Group Better Buildings Partnership Global Goals Judging Panel Construction News Judging Panel UKGBC: circular economy working group Inspire Me Women in Construction	Carried out the following external engagement: Westminster Waste Forum Ecobuild 2018 UKGBC: Future Leaders UKGBC: ILAB Research Launch CCS Strategy Group Better Buildings Partnership Global Goals Judging Panel UKGBC: circular economy working group Inspire Me Women in Construction CILS London Build edie IEMA Supply Chain Sustainability School	100%	Maintain internal and external presence Planned: Ecobuild 2019 UKGBC: Future Leaders CCS Strategy Group Better Buildings Partnership Global Goals Judging Panel Construction News Judging Panel UKGBC: circular economy working group CILS ASBP edie LOR Sustainability Leadership IEMA Supply Chain Sustainability School				
			Devis sustainability awards strategy for CWG activities	CWG shortlisted for the following awards: Shortlisted: edie Sustainability Leadership Awards (CWG) Building of the Year Waste and Resources CSR & Charity Initiative Construction News Awards Contractor of the Year (CWCL) Environmental Contractor of the Year (CWCL) Chartered Institute Ecologists and Environmental Management: Canary Wharf Group Biodiversity Action Plan Highly commended Business Green Leaders Awards Canary Wharf Group Biodiversity Action Plan	100%	Target suitable awards Shortlisted: CWG edie Sustainability Leadership Awards - Waste and Resources Considerate Constructors Awards: Newfoundland				
			Submitted: Contractor of the Year Environmental Contractor of the Year	Contractor of the Year (CWCL) Environmental Contractor of the Year (CWCL) Chartered Institute Ecologists and Environmental Management: Canary Wharf Group Biodiversity Action Plan Highly commended Business Green Leaders Awards Canary Wharf Group Biodiversity Action Plan						
			Considerate Constructors Awards: Footprint Waste2Zero Best Closed Loop Project	Considerate Constructors Awards: Footprint Waste2Zero Best Closed Loop Project						
			Initial meeting held. Gap check held Dec 2018. Draft framework planned for 2019.	Initial meeting held. Gap check held Dec 2018. Draft framework planned for 2019.	50%	Update CWG procurement strategy (CWM) to address requirements of ISO 20400 and findings of gap check including appropriate engagement with Supply Chain Sustainability School	To be in a position to demonstrate how Canary Wharf Group has contributed to all 17 Sustainable Development Goals across its entire supply chain. To be the world's first SDG-compliant city			
	10 Diversity and equal opportunity 15 Our human capital and talent	Training course updated and rolled out to CWL/ CWG staff in 2018	Slides updated to be rolled out. CILS Prince of Wales Business and Sustainability Program	50%	Sustainability awareness training to be rolled out to all relevant staff	To promote diversity and equality in the construction industry and real estate sector				
		Sustainability training to be identified for executive level staff	Identified for executive level staff							
		CPDs, site visits and industry talks to be identified and promoted internally	CPDs, site visits and industry talks to be identified and promoted internally							
		Training to be delivered to supply chain through ISO 20400	Training to be delivered to supply chain through ISO 20400	97%	Ensure all staff receive training so that they are aware of and compliant with GDPR legislation	To date, 96.7% of CWG staff have completed GDPR training (1,196/1,236). We have produced two computer based training modules which have been allocated according to job responsibilities to enable all staff to be aware of the implications of GDPR and how it can impact on them and their role. The majority of staff have been set up to complete the 'Introduction to GDPR' and a more in-depth course, 'GDPR: targeted at those who are more likely to deal with personal data more frequently.'				
		To implement various initiatives regarding mental health as part of our overarching Well-Being Programme	Draft proposal from Personnel and Health and Safety for a well-being strategy and Well-Being Programme. This pulls together a lot of projects which are already happening eg Mental Health Awareness Training Course (28 staff are now mental health first aiders), preparation of a draft stress risk assessment form and communication of new developments with company benefits such as CBT therapy available via BUPA, and online with MetLife. New mental health initiatives planned for 2019 including mindfulness, Headspace, CBT and mental health speakers. 56.8% (214/377) of line managers have attended the 'Managing mental health in the workplace' workshop in 2018.	100%	Launch internal well-being campaign and new well-being policy and roll out of new health initiatives such as access to Headspace App, Mindfulness courses, speakers events, health and nutrition seminars. Continued support for the Lord Mayor's This is Me campaign, commencing the Mental Health First Aid network and support groups	Goals across its entire supply chain. To be the world's first SDG-compliant city				
		Various action points from our Gender Pay Gap Report 2018	IWD 2018 Event - 56 students and teachers attended. Event was centred on promoting careers in construction to young women, who are underrepresented in the sector.	100%	Launch internal well-being campaign and new well-being policy and roll out of new health initiatives such as access to Headspace App, Mindfulness courses, speakers events, health and nutrition seminars, continued support for the Lord Mayor's This is Me campaign, commencing the Mental Health First Aid network and support groups.					
		To develop strategies for enhancing the diversity of our workforce that will be evidence-based by progress in the areas below:	Joined WISE (Women in Science and Engineering) and we now have a company profile on their website. We will start recruiting on their website very soon as part of our commitment to find new places to advertise roles. We can advertise 50 roles on their website. We are also communicating with recruitment agencies we work with that applications from female candidates are encouraged and we expect agencies (as stated in our terms and conditions) to make reasonable endeavours to provide female candidates. School visit to Wood Wharf earlier in year as part of the CYT Scheme. Southbank Place ran CYT programme Building Brumets. Participating schools had mock interviews; CV workshops; employability training as part of CYT. Visits from nine schools in Lambeth/ Tower Hamlets to CWCL. Awaiting CWML appraisals to see if more apprenticeships are needed in CWML. CWCL have taken on several apprentices and also in IT. Preparing a proposal for an in-house mentoring scheme. Flexible working options being approved on a case-by-case basis. Shared parental pay and leave is now being taken up by several staff. Currently undertaking a number of focus groups to obtain feedback on experiences and ideas as a female working for CWG. We have had a great response and have had a number of suggested improvements to attract and retain women.	100%	Continue to host visits to raise career awareness and aspirations, increasing the supply of women in construction and building services Provide directors and heads of department with diversity reports for them to be able to measure/ consider how they can improve the diversity of their teams Establish an internal industry networking group					
		Recruitment & Retention	Recruitment & Retention							
		Review recruitment strategies to encourage applications from those in underrepresented groups, with the aim of increasing the number of women who are shortlisted for the Construction News Judging Panel	Review recruitment strategies to encourage applications from those in underrepresented groups, with the aim of increasing the number of women who are shortlisted for the Construction News Judging Panel							
		Further engagement with the Construction Youth Trust and WISE	Further engagement with the Construction Youth Trust and WISE							
Increase our work experience programme and school/college visits and to expand holiday visits to construction sites to attract from a wider diversity talent pool.	Increase our work experience programme and school/college visits and to expand holiday visits to construction sites to attract from a wider diversity talent pool.									
Investigate internal Group-wide mentoring scheme for women who are identified as potential leaders.	Investigate internal Group-wide mentoring scheme for women who are identified as potential leaders.									
Working Practices and Incentives	Working Practices and Incentives									
Introduce more flexible working options	Introduce more flexible working options									
Enhancing company benefits in terms of introduction of a Shared Parental Leave Policy.	Enhancing company benefits in terms of introduction of a Shared Parental Leave Policy.									
Focus groups to obtain feedback on ideas, experiences, development opportunities and other suggested improvements from female colleagues.	Focus groups to obtain feedback on ideas, experiences, development opportunities and other suggested improvements from female colleagues.									
	2 Health, safety and wellbeing of our customers, users and the wider community 9 Air quality	Website will be updated in 2018	Basic updates made to the website to bring it up to date; however, the full text changes were made due to the shift in focus to Sharepoint. A full review and overhaul of the website text is required for 2019.	90%	Review and overhaul FSE webpage on the CWG website in 2019	To promote even safer environments throughout our operations				
		We are aiming to achieve this (improve control of contractors and reduce risk to the tenants and visitors through improved ePermit procedures - removing paper permits and implementing 100% web-based systems) by May 2018.	Full review carried out and a Super User working group was established and led by the compliance manager. New procedure drafted which all affected areas of the Group agreed to.	100%	Implementation of e-signatures across the managed Estate on the e-permit system					
		Contractors Handbook branched to be provided to all contractors	This was agreed however was not printed due to further changes required to the text as the company moved away from FORS and changes were made to the permit to work process as a result of CWG.	80%	Contractor Handbook to be published on Sharepoint and rolled out to all contractors					
		Emphasis placed on contractors to sign up to Safecontractor scheme	We concluded the year at a rate of 94.57%, almost 10% above the corporate objective.	100%	Maintain a rate of at least 90% on the Safecontractor scheme					
		Preparatory work for stage 1 of SABRE certification	We are on track to receive SABRE certification in 2019.	100%	Maintain BRE SABRE 'Excellent' rating	To be a recognised leader in resilience, physical and cyber security, technological innovation and excellence				
		Select, train and mobilise staff for Southbank Place security operation	We have successfully deployed a security team to Southbank Place in partnership with a best in class security provider.	100%	Select, train and mobilise staff for the Wood Wharf security operation					
		Maintain an effective Business Continuity Management System	Business Impact Analysis is on-going throughout the Group. System is operating effectively.	100%	Maintain an effective Business Continuity Management System					
		Maintain Canary Wharf Group (and Estate) ISO 22301 certification	Passed ISO 22301 surveillance visit, accreditation maintained.	100%	Maintain Canary Wharf Group (and Estate) ISO 22301 certification					
			1 Creating vibrant, sustainable places for people 18 Market demand	Develop tools to monitor sustainability performance and benchmark projects against the strategy. Develop Project Sustainability Brief	Draft Brief under review for sign off.	85%	Implement the new brief in all new projects and track progress	All developments to aspire to be carbon net zero and work towards becoming carbon net positive		
				To be on track to meet or exceed set EAM Ratings (BREEAM CSH) on applicable projects	On track.	100%	Continue to track EAM ratings			
All future commercial (office) projects to target BREEAM Outstanding	All office projects to achieve BREEAM 'Outstanding'.			100%	Continue to track commercial projects targets					
Develop a health, well-being and productivity strategy. Set up a CWG working group to push the well-being agenda with the company	Draft Brief under review for sign off. Working group met regularly in 2018.			85%	Implement a health, well-being and productivity strategy for CWG					
Develop an embodied carbon brief for pilot project	Draft text of embodied carbon strategy ready - missing targets. We are liaising with consultants to help set targets for our commercial projects.			50%	Finalise benchmark targets for all new commercial developments					
All buildings to achieve a 55% reduction in carbon emissions over Part L	On track - to be achieved through onsite and off-site measures.			100%	Ensure all targets are aligned with new London Plan due to release in Sept 2019					
Carry out gap analysis for Wood Wharf Masterplan BREEAM Communities certification	On track.			100%	Complete gap analysis and submit Step 1 of the assessment					
Three additional commercial buildings to carry out Passive Design analysis and achieve a 15% reduction in energy consumption through passive measures. Achieve another EPC band A	All new office projects in 2018 have these requirements in the sustainability requirements. On track. Same as above. On track. Same as above.			80%	Ensure all new buildings have targets set early on in the process and monitor regularly					
All office buildings design to achieve a 55% reduction in energy consumption through passive measures. Review water recycling systems opportunities for CWG and develop a protocol within the sustainable design and construction strategy (Climate change publication in 2018 assessment to be carried out for all commercial (office) projects and at least 1 assessment to be undertaken on a residential project	Feasibility study under discussion with design team.									
	11 Biodiversity			Publish the BIP	BIP published on CWG website at same time as annual Sustainability Report June 2018. Set up working group and finalise targets.	100%	Implement and embed targets in all new developments and where feasible existing projects	To achieve an appropriate biodiversity net gain by 2030		
		Implement Delphis Eco products across CWML managed areas	Delphis Eco trial was put on hold while we reviewed an alternative supplier.	0%	Install a Seabion in the Middle Dock to remove plastics and other detritus from the water					
		Facilitate tax - trials in Europe	Mapping of Estate completed to facilitate autonomous vehicle (AV) trial in Q2 2019.	50%	Facilitate a two-week trial of an AV on the Canary Wharf estate	For all owned and leased vehicles in CWML fleet to be zero carbon				
		Launch a web portal for customers at Southbank Place and continue design for Wood Wharf and Newfoundland	Portal now operational for the Newfoundland at Southbank Place. Residential has been delayed due to construction delays. Remaining team delayed due to construction delays.	75%	Continued development of Newfoundland and Wood Wharf residential portals for lettings and management	Canary Wharf defined as the leading residential and placemaking brand through its experience and effective management team for Southbank Place				
		To recruit an experienced and effective management team for Southbank Place	Residential Manager recruited. Remaining team delayed due to construction delays.	20%	Continue to recruit experienced and effective management team for Southbank Place					
		To put in place a maintenance strategy to ensure compliance with all relevant health and safety legislation and industry based targets	Maintenance contracts have been tendered in place to ensure compliance with all relevant health and safety legislation and industry based targets.	50%	Southbank Place contracts will be published on Sharepoint and rolled out to all contractors	Facilitation of sustainable lifestyle choices				
		To engage with SLPN and in appointment of contractors and employer of staff	Delayed due to construction delays.	10%	Continue to engage with SLPN and in appointment of contractors and employer of staff					
		Write and distribute a Home User Guide for all residents including a section on sustainable living and assisting residents on managing their energy use	Home User Guide is being written with section on sustainable living and will be shared onto portal. Completion is delayed.	30%	Continue to develop Home User Guide content and distribute as appropriate					
		Implement a refuse and recycling strategy and educate our residents to reduce waste	Strategy developed, implementation delayed until residents arrive.	50%	Implement refuse and recycling strategy and educate residents to reduce waste					
		To carry out a cost and sustainability exercise before Year end and to define if CWG could commit on future phases the design and installation of user-friendly remote energy meters in every PRS & PPS apartment	Specified smart energy meter in our next residential buildings. Further refinement to processes required to see if viable on future residential buildings.	100%	Continue to assess viability of smart energy meters for future projects					
	4 Economic impacts on	Support SMEs to achieve £110 million spend into the local economy	Achieved £239 million of Group local spend, of which £159 million relates to local suppliers and of that figure, £56 million was spent on SMEs who are supported through SLPN/ELB.	100%	Work with SMEs to help support the achievement of £110 million of the local economy	To continue to support inclusive growth and reduce inequality local to our operations				
		Achieve 42% local business spend with local businesses	40% local spend across the Group.	95%	Achieve 42% company spend with local businesses					
		Continue to pay the London Living Wage to all directly employed staff and suppliers	Living Wage Status achieved for 2018.	100%	Pay the London Living Wage to all directly employed staff and suppliers					
		All projects measure the social and economic value they bring	New measuring, benchmarking and reporting framework identified to measure Canary Wharf's total social contribution.	50%	Implement social value metrics					
		Highlight careers and job opportunities within our business and in growth areas on our website. Aim to reach 1,000 people local to our developments and promote related careers	1,514 total 386 through insight visits 338 through Career Champions 790 through job fairs and events.	100%	Highlight careers and job opportunities within our business and in growth areas on our website. Aim to reach 1,000 people local to our developments and promote related careers					
		Continue engagement activities to achieve 1,000 guests either on our sites or at our offices from people who live close to our developments	1,375 total	100%	Continue engagement activities to achieve 1,000 guests either on our sites or at our offices from people who live close to our developments to highlight the benefits. Through this, engage 30 schools close to our developments					
		Engage 3,000 participants in sporting activities as part of the Canary Wharf Summer Sports Programme	3,000 participants, 25 community sports organisations participating and 11 different sports covered.	100%	Engage 3,000 participants in sporting activities as part of the Canary Wharf Summer Sports Programme					
		Expand on volunteering efforts across the organisation with 8% of total staff contributing	51% staff volunteering take-up achieved.	63.8%	Expand on volunteering efforts across the organisation with 8% of total staff contributing					
			17 Technology	Assist growth for Level39 members in the scaling stage	Three companies taking commercial office space in Canary Wharf (Revolut, Digital Shadows and Mative Partners).	100%	Enable four companies from Level39 to take commercial office space in Canary Wharf	Level39 moves into its owned dedicated space to continue its growth		
				Formally publish ILAB outputs in company fiction with UKGBC	Published Sept 2018.	100%	Target now closed			
Place an additional 80 women into Code First: Girls courses	81 women placed into Code First: Girls courses in Level39 in 2018.			100%	Assist an additional 80 young women to receive free training via Code First: Girls					
	CONSTRUCTION			Construction impacts	Further refine sustainable construction strategy in line with CWG sustainability strategy and adapt procedures accordingly.	People	75%	Trial a series of innovative products on the Wood Wharf site in partnership with H&S	All construction projects to reduce carbon footprint, attract and retain talent, increase diversity and resource efficiency	
					Run occupational health campaigns across major projects	Occupational health dust campaign run across a number of projects				
					Promote CWCL becoming Member of the Supply Chain Sustainability School to our supply chain and the benefits of their participation, four members or supply chain to achieve Gold status	A number of CWCL trade contractors engaged with the Supply Chain Sustainability School				
					Continue to report employee gender split in line with GRI guidelines	Employee gender split included within 2017 sustainability report, published 25th May 2018				
					Investigate options for further extension of the Modern Slavery Policy within the supply chain	Technology				
					Implement best practice initiatives and promote them on the CCS Best Practice Hub	New central SharePoint environmental inspection log implemented to improve the monitoring of environmental incidents				
					Develop a new reportable metric to monitor environmental incidents (e.g. tier 1 all environment incidence rate (AEIR))	Resource efficiency plans in place for applicable developments				
		Promote CWCL becoming a CLOCS Champion and best practice for managing Work Related Road Risk (WRRR)	CWCL listed as a CLOCS Champion on the CLOCS website							
		Continue to ensure that all CWCL electricity is sourced on green tariffs	100% compliance with CWCL green tariff requirements							
		Improve the robustness of air quality monitoring data through annual third-party calibration	Projects generally targeting Land Use & Ecology credits in BREEAM and Code for Sustainable Homes assessments							
	6 Carbon and energy	Scope out a long-term water management strategy	Produced water management strategy scope document in 2018. Currently in discussions regarding water supply contract and installation of automatic meter reading.	100%	Produce a complete first draft of a water management strategy.	Achieve appropriate water management targets in line with long-term strategy				
		Recycle, reuse or recover CWML non haz waste: 85%	79.06%	100%	Recycle, reuse or recover CWML non haz waste: 85%	Aspire to establish the world's leading circular economy				
		Recycle, reuse or recover CW non haz waste: 85%	83.9%	99%	Recycle, reuse or recover CW non haz waste: 85%					
		Recycle, reuse or recover CW non haz waste: 85%	72.55%	100%	Recycle, reuse or recover CW non haz waste: 85%					
		Implement the taking the Plastic Habit Campaign	Breaking the Plastic Habit launched and implemented on World Environment Day 5 June 2018	100%	Achieve SAS Plastic Free Contractor status					
			14 Water	Water	Record material volumes and environmental certification in line with GRI 301 standard requirements - for publication in 2018 sustainability report for key materials as defined within the CWCL's Sustainable Procurement Plan:	Trade Contractor Environmental Plan updated to record material volumes. Further refinement to processes required to monitor volume throughout procurement and construction-phases.	50%	Record volumes and sample delivery notes of key materials on SmartWaste		
					Concrete					
					Timber					
					Glass					
					Plasterboard					
Insulation										
	7 Materials use, transport and sourcing				13 Waste	Recycle, reuse or recover CWML non haz waste: 85%	79.06%	100%	Recycle, reuse or recover CWML non haz waste: 85%	Aspire to establish the world's leading circular economy
						Recycle, reuse or recover CW non haz waste: 85%	83.9%	99%	Recycle, reuse or recover CW non haz waste: 85%	
						Recycle, reuse or recover CW non haz waste: 85%	72.55%	100%	Recycle, reuse or recover CW non haz waste: 85%	
						Implement the taking the Plastic Habit Campaign	Breaking the Plastic Habit launched and implemented on World Environment Day 5 June 2018	100%	Achieve SAS Plastic Free Contractor status	

Percentages shown are relative to eligible staff populations:  
Staff volunteering - 1,282 staff  
Diversity training - 1,422 staff