



Published Policy

Sustainable Development Policy

Last review – 24/08/2026

Next review – 24/08/2027

Natalie Sykes
Sustainability

1. Document Information

Document Title:	Sustainable Development Policy
Procedure Owner:	Natalie Sykes
Function:	Head of Corporate Responsibility
Contact Details:	NatalieSykes@excel.london
File Reference:	SUS-POL-01-Sustainable Development Policy

2. Document Control

Version	Date	Name	Position	Amendment
13.0	12/09/2023	Natalie Sykes	Sustainability Manager	Annual update, consolidation with the Sustainability Strategy
14.0	06/09/2024	Alessandra Maldera	Sustainability Advisor	Annual update
15.0	20/08/2025	Natalie Sykes	Sustainability Manager	Annual update
16.0	24/08/2026	Natalie Sykes	Head of Corporate Responsibility	Policy updated from Sustainability Policy and consolidated with the Responsible Business Strategy

3. Document Review / Approval

Name	Position	Department	Date	Review / Approve
Kerrie Kemp	Director of Event & Venue Experience	Operations	04/09/2026	Review
Jeremy Rees	Chief Executive Officer	Executive	11/09/2026	Approve

4. Associated Documentation

Document No.	Document Title
SUS-POL-02	Environmental Policy
SUS-POL-03	Sustainable Procurement Policy
SUS-STR-01	Responsible Business Strategy
SUS-STA-01	Sustainable Procurement Standards

5. Type of Policy

Corporate	☐
Operational	☐
Public	☒

6. Policy interfaces with the following areas

All	☒	Energy	☐	Finance & Procurement	☐	Rigging	☐
Attractions & Live Events	☐	Event Management	☐	Health & Safety	☐	Security	☐
AV	☐	Exhibitions	☐	HR / Workforce	☐	Sustainability	☐



C&E	☐	Exhibitor Services	☐	Marketing & Comms	☐	Traffic & Parking	☐
Cleaning & Waste	☐	F&B	☐	Media	☐	Transport	☐
Crowd Management	☐	Facilities	☐	Medical	☐		☐

7. Policy interfaces with the following external entities

External Entities
All external stakeholders (published policy)

8. Policy applies to the following locations

All	☒	Boulevard	☐
Event Halls	☐	Maritime Suite	☐
Platinum Suite	☐	Chapters	☐
Capital Suite	☐	External Areas	☐

9. Policy applies to the following users

All	☒	Organisers	☐	Visitors	☐	Exhibitors	☐
Excel London Staff	☐	Workforce (Excel)	☐	Event Contractors	☐	Non-event Visitors	☐
Background Pedestrians	☐						

10. Limitations & Exclusions

Exclusions
N/A

11. Purpose & Mission

As a leading provider to events, conferences, exhibitions and experiences, London International Exhibition Centre plc (Excel London) recognises that its operations, activities and value chain can generate both positive and negative environmental, social and economic impacts. This policy sets out our commitment to sustainable development and provides the framework for managing these impacts responsibly.

Our Purpose is to connect lives and harness the power of live events to deliver impact, innovation and joy. Through our events, experiences and partnerships, we create meaningful opportunities for people, businesses and communities to come together, driving positive environmental, social and economic outcomes.

Our Mission is to be the best event destination in the world, creating and delivering events and experiences that meet the highest standards of excellence while contributing positively to environmental protection, social wellbeing, and economic prosperity. We are committed to responsible stewardship, fostering an inclusive environment, conducting business with integrity and transparency, and ensuring that our activities support both present and future generations.

We are committed to delivering our services in a manner that minimises adverse environmental, social, and economic impacts while meeting the needs and expectations of our customers, partners, employees, communities, and other interested parties. We recognise that sustainability is achieved through balancing environmental responsibility, social value, and economic success.

To support this commitment, Excel London will continually improve its Environmental Management System (EMS) and Sustainable Event Management System (SEMS), established in accordance with the requirements of ISO 14001 and ISO 20121, and will seek to demonstrate leadership in sustainable event and venue management.

12. Scope & Objectives

This policy applies to **London International Exhibition Centre plc (Excel London)** and covers all internal operations, business activities, and services under our direct control. It also extends to our wider value chain, where we seek to influence, engage, and collaborate with customers, event organisers, suppliers, contractors, partners, and other stakeholders to support sustainable development principles.

The objectives of this policy are to:

- Integrate environmental, social, and economic considerations into business planning, decision-making, and daily operations.
- Minimise the environmental impacts associated with our activities, events, and services.
- Promote responsible resource use, waste reduction, and sustainable consumption practices.
- Create positive social outcomes by supporting diversity, inclusion, accessibility, employee wellbeing, and community engagement.
- Deliver sustainable economic value through responsible growth, innovation, and long-term resilience.
- Engage with stakeholders to encourage sustainable practices throughout our value chain.
- Establish measurable sustainability objectives and monitor performance against defined targets.

- Fulfil applicable legal, regulatory, and other compliance obligations relevant to our sustainability commitments.
- Continually improve the effectiveness of our Sustainable Event Management System and overall sustainability performance.

Through these objectives, Excel London aims to embed sustainability into the way we operate, deliver events, and work with our stakeholders, ensuring that responsible business practices contribute to lasting environmental, social, and economic benefits.

We will actively engage with stakeholders to understand their needs and expectations, ensuring their perspectives inform decision-making, objective setting and continual improvement.

13. Policy Rationale

Excel London recognises that its operations, events and value chain create environmental, social and economic impacts. Through our Sustainable Development Policy and Responsible Business Strategy, we seek to maximise positive outcomes, minimise adverse impacts and create long-term value for our customers, employees, communities, partners and shareholders. Our approach is guided by stakeholder engagement, materiality assessment findings, and a commitment to continual improvement through our ISO 14001 Environmental Management System (EMS) and ISO 20121 Sustainable Event Management System (SEMS).

14. Policy Statement

Our Responsible Business Strategy is organised around four strategic topic areas informed by our materiality assessment and stakeholder engagement programme:

- **Planet – For the Future**
- **People - For Everyone**
- **Community - For Those Around Us**
- **Responsible Business - The Fundamentals**

Our priorities are informed by a regular materiality assessment that considers:

- Impact materiality: how our activities affect people, communities and the environment.
- Financial materiality: how sustainability-related risks and opportunities affect business performance and long-term value creation.

The assessment helps identify the environmental, social and governance issues most significant to Excel London and our stakeholders, ensuring our resources and actions are focused where they can deliver the greatest positive impact.

Sustainable Development commitments are organised around the same four strategic pillars as our Responsible Business Strategy, ensuring alignment between our policy commitments, objectives, targets and delivery plans.



Planet - For the Future

To transform our venue and value chain towards net zero and circularity, while reducing environmental impacts and supporting a more sustainable events industry, we will:

- Deliver our Net Zero Transition Plan and reduce greenhouse gas emissions across our operations, events and value chain.
- Improve resource efficiency through circular economy principles, sustainable procurement, lifecycle thinking, and the responsible use of energy, water and materials.
- Minimise waste generation, maximise reuse and recycling opportunities, and support the transition to more circular event delivery.
- Embed sustainability considerations into venue development, investment decisions, products, services and operational planning.
- Support customers, organisers, suppliers and partners to reduce environmental impacts across the event lifecycle.
- Improve supply chain sustainability performance through engagement, collaboration and data-driven decision making.
- Protect the environment through pollution prevention, responsible management of environmental risks and hazardous substances, and enhancement of biodiversity where opportunities arise.
- Continually improve environmental performance through measurable objectives, monitoring and transparent reporting.

People - For Everyone

To create an inclusive, accessible and safe environment where our people, customers and visitors can thrive, we will:

- Foster an inclusive, accessible and respectful culture where everyone feels valued and able to contribute.
- Promote employee wellbeing, engagement, learning and professional development.
- Create equitable opportunities for recruitment, progression and leadership across our workforce.
- Deliver accessible events, services and facilities that enable participation for all.
- Respect internationally recognised human rights and maintain effective measures to prevent modern slavery, forced labour, child labour and discrimination.
- Engage and consult employees and other relevant stakeholders on sustainability, workplace and inclusion matters.
- Maintain safe, healthy and secure working environments and seek continual improvement in health, safety and wellbeing performance.
- Build sustainability awareness and capability across our workforce and partners through training and engagement programmes.

Community - For Those Around Us

To create positive social and economic value for Newham and the communities connected to our business, we will:

- Create employment, skills development and career pathway opportunities for local people.
- Support local suppliers, SMEs, social enterprises and responsible procurement practices that strengthen local economies.
- Build partnerships that deliver measurable social, economic and environmental value.



- Support schools, charities and community organisations through meaningful engagement and collaboration.
- Consider the needs and expectations of local communities when planning and delivering events and operations.
- Promote accessibility, inclusion and participation through our events and community programmes.
- Maximise the positive legacy of events by creating lasting benefits for local communities and stakeholders.
- Monitor and evaluate the wider social and economic impact of our activities to support continual improvement.

Responsible Business – The Fundamentals

To embed strong governance, ethical decision-making and accountability across our operations, partnerships and supply chain, we will:

- Uphold the highest standards of ethics, integrity and transparency in the way we conduct business.
- Maintain effective governance, compliance, risk management and business resilience processes.
- Protect human rights and promote responsible business practices throughout our operations and value chain.
- Embed responsible procurement principles and sustainability considerations into sourcing and supplier management decisions.
- Protect data privacy, information security and cybersecurity across our organisation.
- Engage with stakeholders to understand their needs and expectations and ensure these inform decision-making and strategic priorities.
- Measure, monitor and transparently report sustainability performance, using data and stakeholder feedback to drive continual improvement.
- Regularly review objectives, risks, opportunities, policies and management systems to ensure ongoing effectiveness and alignment with stakeholder expectations.

Based on the Sustainable Development principles of stewardship, inclusion, integrity and transparency, alongside our Responsible Business Strategy and Mission Statement, we have established short, medium and long-term sustainable development ambitions for Excel London.

Three-Year Vision (2027-2029): Transformation Accelerated

By 2029, we will have embedded responsible business principles across all areas of our organisation, strengthened sustainability governance, improved value-chain data and reporting, expanded stakeholder engagement, and delivered measurable progress against the objectives and targets set out in our Responsible Business Strategy.

Key areas of focus:

- Delivering the commitments within our Net Zero Transition Plan.
- Embedding sustainability into decision-making and event delivery.
- Strengthening supplier engagement and responsible procurement.
- Enhancing accessibility, inclusion and employee capability.
- Increasing social value delivered through our community programmes.

**Five-Year Vision (2030-2032): Leadership Demonstrated**

By 2032, we aim to be recognised as a leading sustainable event destination, demonstrating measurable environmental, social and economic outcomes through our operations, events and partnerships.

Key areas of focus:

- Significant progress towards net zero and circularity objectives.
- Mature, responsible procurement and supply-chain programmes.
- Industry-leading accessibility and inclusive venue experiences.
- Strong local economic and social value creation.
- Transparent sustainability reporting and performance management.

Ten-Year Vision (2032-2037): Legacy Created

By 2035, we aspire to create lasting positive environmental, social and economic value through our venue, events and value chain, contributing to a more sustainable, inclusive and resilient events industry.

Key areas of focus:

- Maintaining progress towards long-term net zero commitments.
- Supporting thriving communities through sustained social value.
- Driving innovation and collaboration across the events sector.
- Demonstrating leadership in sustainable venue management.
- Creating positive outcomes for present and future generations.

We will endorse practices that support economic security, social welfare and environmental responsibility and will continuously seek to develop initiatives in collaboration with our value chain to improve sustainability performance.

Performance and Targets

Excel London will establish measurable objectives, targets, Key Performance Indicators and implementation plans through its Responsible Business Strategy. Progress against objectives and targets will be monitored, reviewed and reported through established governance processes to support continual improvement.

The detailed targets are maintained within the Responsible Business Strategy and supporting implementation plans and may be updated independently of this policy.

Governance and Accountability

Responsibility for delivery of this policy sits with the Executive Team and is overseen through the Responsible Business Steering Group.

The Steering Group is responsible for:

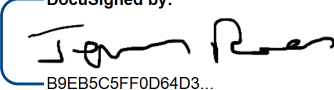
- Setting strategic direction.
- Monitoring performance and progress against objectives.
- Reviewing risks and opportunities.
- Ensuring alignment with Group-level priorities and commitments.



Delivery is supported through dedicated Planet, People, Community and Responsible Business Working Groups, with accountability embedded across departmental objectives and business planning processes.

This policy and our Sustainability Management System are supported by our Executive Team and our owners, ADNEC Group. All employees are expected to support this policy and contribute to our responsible business commitments through their day-to-day activities. We also encourage our suppliers, contractors, customers and other stakeholders to support these commitments throughout our value chain.

We will monitor and review the progress of our responsible business performance and report annually. This policy will be reviewed annually to ensure it remains relevant and aligns with our overarching business strategy.

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Date: 11 September 2026	Signed: Jeremy Rees, Excel London CEO