



UK Trade
& Investment



London 2012

Delivering the economic legacy

Progress report from UK Trade & Investment

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I am so proud of what we achieved with London 2012 last summer. For me, it was not just the medals brought home for Team GB that made it special, or the amazing atmosphere in the Olympic Park; but the sense that Britain could put on the most spectacular, friendly Games in history – and do it in style. We showed the world that Britain can deliver, from the incredible venues built on time and on budget, to the whole volunteering and professional effort around the Games.

It was an incredible summer, but for everyone involved in the run-up to London 2012, it was always meant to be more than that. Our challenge was to build on this once-in-a-generation event with a lasting legacy – one that would inspire and benefit not just the generation who cheered on the Games but the next one too.

This report shows that we are off to a good start. A year on we have generated £9.9 billion of economic benefit from Olympic-related activities, and investment into the UK has already created over 31,000 new jobs.

While this progress is encouraging, I want us to do more to build on the Olympic legacy, to keep on reminding the world what we proved last summer: that if you want the best, if you want professionalism, if you want jobs done on time and on budget: then think British.

This is one of the most creative, dynamic nations on earth, and we need to keep banging the drum for Britain and British business in the years ahead. I would like to congratulate UK Trade & Investment for their work on the 2012 legacy so far – and encourage them to keep up the good work.



A handwritten signature in black ink that reads "David Cameron". The signature is written in a cursive, flowing style.

Rt Hon David Cameron MP
Prime Minister

Visualisation of Chobham Manor looking south over the Olympic Park



Introduction

After the medals, the *Mo-bots* and the memories, there is no doubt that the London 2012 Games were a huge success story for Great British business. It was a story of expertise, imagination and quality, all delivered in perhaps the toughest economic climate since the Second World War.

The Games' stunning venues were cutting-edge in terms of sustainable construction; the communications infrastructure delivered a 24/7 global connection; and record numbers marvelled at British creativity during the opening and closing ceremonies.

London 2012 was the safest, most sustainable, most accessible Games ever and demonstrated that British companies can deliver to the highest possible standard. This has created a potential multi-billion pound business springboard to take British expertise to the world, and we are working hard to make the most of this 'once-in-a-lifetime' opportunity.

UKTI has embraced the challenge of delivering £11 billion of the Government's £13 billion economic benefit target from the Olympics. Starting with the success of the British Business Embassy and UK-wide events during Games-time, in the last year we have delivered a programme of trade missions, events, export and marketing advice for UK companies with a focus on High Value Opportunities in Olympic-related sectors such as global sports, infrastructure and security. It has been a whole of Government approach that has involved cross-departmental efforts, working with thousands of British firms as we follow up the contacts, networks, announcements and momentum created by the Games.

Initiatives such as the British Business Embassy, the British Business Club, bilateral co-operation with future sporting hosts under the Host2Host programme and the innovative Supplier Recognition Scheme, which, for the first time, allows UK-based companies that supplied London 2012 to mark their association with the Games, are just part of this emerging story. This report aims to give a snapshot of some of that work.

There have been some remarkable successes. UK companies have already won more than £120 million in deals from the upcoming World Cup and Olympic events in Brazil. And here in the UK we have seen a £2.5 billion boost to inward investment thanks to the London 2012 Games, much of which has come from emerging high-growth countries.

The hard work continues, but I am confident that we can make London 2012 the Games that continue to generate benefit for the whole country for years to come.



Stephen Green

Lord Green
Minister of State for Trade
and Investment

Why the focus on legacy?

The London 2012 Olympic and Paralympic Games were a sporting triumph and a spectacle watched by over four billion people around the world, providing the UK with a unique opportunity to shine.

The UK Government is committed to delivering a lasting legacy from hosting the Games by increasing participation in sport and volunteerism, supporting a regenerated East London that provides jobs, housing and new facilities, and through delivering sustainable, UK-wide economic growth.

UK Trade & Investment (UKTI) leads on delivering an economic legacy from the 2012 Games. We are leveraging this once-in-a-lifetime opportunity to showcase UK products, services, technologies, skills and expertise, and assist UK-based companies to win global supply opportunities and bring high quality investment projects to the UK.

Already we are seeing tangible evidence that the Games are delivering an economic boost, with UK companies winning millions of pounds in contracts to help deliver other global sporting events such as the Sochi Winter Olympics in 2014, Rio Olympic Games in 2016 and FIFA World Cups in 2014, 2018 and 2022.

The Olympic 'spotlight' has been a catalyst for growing investor confidence towards the UK. Major projects such as the investment in Royal Albert Dock and Battersea Power Station have flowed from the Olympic momentum, with the ripple of potential benefits felt across the country.

We will continue to strive to make the most of our 'golden moment' during this summer of 2012 when the eyes of the world were firmly on the UK, showcasing the best of British business, growing exports, attracting investment and delivering economic growth for years to come.

“The winning, planning and delivery of London 2012 called upon all the qualities that make the UK stand out in the global economy. But delivering a successful Games was only ever the first half of achieving a lasting legacy. Inspired by the Games, we now have a ten-year mission to create long-term economic and sporting benefits and must work with the same focus and passion to deliver this as successfully as we did the Games themselves.”

Lord Coe, London 2012
Legacy Ambassador



Visualisation of Royal Albert Dock. China-based developers ABP are transforming the site into the next business district

“Trade and investment has never been more important to the country’s economic prospects. At UKTI we believe that the successful delivery of the Games, one of the most high-profile and demanding of projects, on time and on budget has provided a unique opportunity to propel UK companies into global supply opportunities and underlines our message that the UK is the place to do business. Our extensive Olympic Legacy programme is maximising this opportunity and ensuring that the UK is perceived as a partner of choice for years to come.”

Nick Baird, Chief Executive Officer
UK Trade & Investment

Success in numbers



2012 Olympic Games
Closing Ceremony

31,000

additional jobs created since the 2012 Olympics
by foreign direct investment influenced by UKTI
Olympic activity

£120m

of contracts already won by UK companies
from the Brazil 2014 World Cup and Rio 2016
Olympic and Paralympic Games

Chancellor of the Exchequer George Osborne and Managing
Director of the International Monetary Fund Christine Lagarde
at the British Business Embassy





Prime Minister David Cameron at the British Business Embassy

£9.9bn

of economic benefit from the Games so far, including

£5.9bn

of additional sales from Olympic-related activity such as the British Business Embassy

of additional inward investment into the UK since the Games, 58% invested outside London



British Business Embassy at Lancaster House

£1.5bn

of Olympic-related High Value Opportunities won overseas



The best of British innovation was on display at Lancaster House

4,000

delegates including 800 international business delegates from 63 countries attended British Business Embassy events

Over 60 contracts

won by UK companies for the Sochi 2014 Winter Olympics and Russia 2018 World Cup



The Duchess of Cambridge at UKTI's British Business Embassy Creative Industries Reception

A classic Aston Martin DB5 at Lancaster House

£5.9bn

of additional sales from Olympic-related activity
such as the British Business Embassy



Withdrawn 17 May 2019



Foundations for success

During the Olympics UKTI organised the largest series of trade and investment events ever undertaken in this country.

Over 4,000 business leaders and opinion formers from 63 countries attended the **British Business Embassy** at Lancaster House in London. The 18-day programme started with the Global Investment Conference and was followed by a series of sector summits for advanced engineering, life sciences, the creative industries, infrastructure, retail and other sectors. There were also summits devoted to enhancing trade and investment relationships with the previous and future Olympic hosts, China and Brazil.

The British Business Embassy programme was the centrepiece of over 50 business events in all corners of the UK. For example, UKTI South West and the Dorset Local Enterprise Partnership ran a British Business Club over five days to coincide with sailing in Weymouth, attracting 500 attendees, and UKTI North West's Brazil event in July attracted 61 company delegates. The latter laid the basis for a successful trade mission to Brazil and Chile in November, alongside companies from Yorkshire and Humber, the North East and East of England, that has generated potential business estimated to be worth around £2 million.

Throughout the build up to the Olympics UKTI also supported **Competefor** – a ground-breaking online portal that enabled companies from all over the UK to bid for London 2012 contracts.

The **British Business Club** also delivered an online, one-stop shop for business at Games time, and boasted over 6,000 companies signing up as members.

Just the start

Since the Games, UKTI has maintained the momentum, with a focus on leveraging maximum economic benefit from the Olympics.

Achievements have included the creation of '**Great Britain Delivers**', a multimedia showcase of films, presentations, promotional materials and case studies to highlight the best products, services, skills and expertise of UK companies that delivered London 2012, and who are now supplying creative, innovative and sustainable solutions to future major events.

The development of the '**Supplier Recognition Scheme**' (see box on p12) means that, for the first time, UK companies can publicise their involvement in the Games.

We will reprise the British Business Embassy concept at future major events, including the Commonwealth Games in Glasgow 2014, the Sochi 2014 Winter Games and in Rio de Janeiro.

Throughout the year UKTI has also worked closely with partners across government to make the most of the Olympic opportunity, including:

- the Home Office to form a Games Security Legacy Team
- the Department of Health to promote the UK healthcare sector
- the Foreign & Commonwealth Office on commercial diplomacy, which has been fundamental in helping develop the strategic trade and investment campaigns overseas to deliver the economic legacy
- the Department of Business, Innovation and Skills on 'Make it in Great Britain'
- the Cabinet Office which is co-ordinating the Government's delivery of Olympic legacy

On track to deliver

To date, the British Business Embassy and UK and overseas events led by UKTI have delivered £5.9 billion of additional sales by UK companies.



BT London 2012 hot air balloon at the Tower of London

Success story

BT: Olympic connection generates £100m of new business

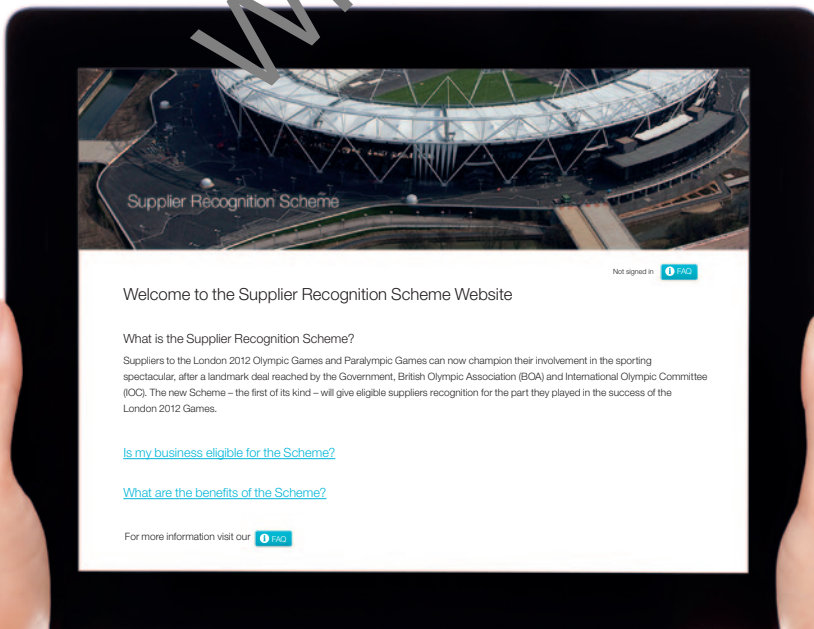
The 2012 London Olympics and Paralympics were the most connected Games ever, with the largest high-density Wi-Fi ever deployed. 5,500 kilometres of cables were installed to support digital communications across 94 locations and more tweets sent on a single day than during the entire Beijing Games. All of these achievements were made possible by BT, the Games’ official communications services partner.

The company wanted to ensure that its clients overseas were made aware of this success. BT has worked for many years with UKTI to promote its brand overseas. In the spring of 2009, the company joined with UKTI and the Foreign & Commonwealth Office to develop a promotional programme, holding events at British Embassies, High Commissions and Ambassadors’ residences in 44 markets overseas. The Embassy Programme contributed to BT securing over £100 million worth of contracts.

“The series of marketing events that UKTI supported us with allowed us to develop awareness in a unique and engaging way,” says Michael Cole, Marketing Director for the BT Global Services’ London 2012 programme. “In addition to opening the doors to the Embassies and residences, UKTI also helped us identify potential customers, enabling us not only to strengthen existing relationships, but also to build new ones.”

“Most of the London Games was delivered by SMEs. Since the Olympics the Government has focused on supporting SMEs in pursuing High Value Opportunities overseas. I believe in UKTI’s strategy for getting SMEs exporting and can testify that ES Global is better off for having used UKTI’s services.”

Jeff Burke, Business Development Manager, ES Global



The Supplier Recognition Scheme allows suppliers to promote their involvement in the London 2012 Olympic and Paralympic Games



British Prime Minister David Cameron with Prime Minister of India Manmohan Singh in New Delhi

British Deputy Prime Minister Nick Clegg with Prime Minister of Turkey Recep Tayyip Erdogan

On a mission

In the last year, Prime Minister David Cameron, Deputy Prime Minister Nick Clegg, Secretary of State for Business, Innovation and Skills Dr Vince Cable, Trade and Investment Minister Lord Green, Olympic Legacy Ambassador Lord Coe, Sports Minister Hugh Robertson and Minister for Culture, Communications and Creative Industries Ed Vaizey have been among the many high-level government representatives promoting UK business on trade missions around the world.

Since the Games there have been an increasing number of trade missions to key markets including Brazil, India, Qatar, Turkey, Mexico, Colombia, South Korea and Taipei where there are enormous opportunities for UK companies. The Prime Minister’s visit to India in February 2013 saw the largest ever overseas delegation on such a mission.

“Businesses in Britain can now really build on the huge amount they have already achieved. UK firms won 98% of more than £6 billion worth of contracts to construct venues and infrastructure for the Games, and this groundbreaking new scheme will let them make the most of London 2012 and their involvement.”

Sir John Armitt, Chairman, Olympic Delivery Authority

Landmark licence scheme boosts UK businesses

A first-of-its-kind agreement between the Government, British Olympic Association (BOA) and International Olympic Committee means that tens of thousands of companies across the UK can now actively promote their involvement in the Games.

Before the deal, a barrier around licensing issues curtailed many London 2012 suppliers from being able to promote their work on the Games. However, the new ‘**Supplier Recognition Scheme**’, which involved a £2 million commitment from the Government to the BOA, means that relevant companies can now apply to the BOA for a free licence to showcase their Olympic work.

In all areas from sustainability to stadiums, merchandising to media and from construction to catering, London 2012 suppliers are now able to reference their Olympic work and use their Olympic credentials in their promotional activities. It means companies get the recognition they deserve and it helps drive economic growth for Britain.

The relaxation of the rules affecting promotional activity by UK companies was a key recommendation of last summer’s report by Sir John Armitt, Chairman of the Olympic Delivery Authority, on how the UK could maximise business benefits from the Games.



Success story

Coveritas: Getting off the starting blocks

Based at Bletchley Park in Buckinghamshire, IT start-up Coveritas has created a suite of tools that find functional bugs in software. Having developed a product and established that it worked, the company was faced with a challenge common to many young businesses: without a proven track record to show potential customers, it was struggling to win new business.

UKTI invited Coveritas to be part of a virtual exhibition and to attend as a delegate the prestigious British Business Embassy Global Summit on ICT. The virtual exhibition allowed delegates at the event, as well as others wishing to view content remotely, an opportunity to connect with innovative UK SMEs that interested them. The Coveritas exposure impressed a global market leader in the automotive sector, and the UK SME was subsequently included on its approved supplier list. It also attracted the attention of Europe's number one patent attorney in software who has since agreed to work with the company and file its patents.

“BBE was a real trigger event for us,” says Sean Redmond, Co-Founder and Chief Executive Officer of Coveritas. “It gave us an opportunity to make valuable connections, establish business relationships and raise our profile with top decision makers. We have since won over £100,000 of new business.”



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£2.5bn

of additional inward investment into the UK this year since the Games with 58% invested outside London



Inward investment

The 2012 Olympic and Paralympic Games provided an ideal stage for the UK to enhance its international reputation as a GREAT place to do business.

A perfect platform

On the eve of the Olympics, the Global Investment Conference attracted over 300 financial leaders and chief executives from around the world. It helped to put the UK's role as an engine of global growth and a magnet for foreign investment at the top of the agenda.

During the Global Investment Conference the Prime Minister highlighted the announcement that a multi-million pound investment had been agreed for the Battersea Power Station site, which would see it sold for £400 million to a Malaysian consortium headed up by SP Setia.

The project is part of the Government's ongoing commitment to regeneration and the momentum created by the deal for Battersea Power Station also helped secure other major inward investment deals, including a recently announced investment from ABP, a successful China-based developer, to transform London's historic Royal Albert Dock into the capital's next business district.

The landmark deal with ABP will forge new trade links with China and other economies in the Asia-Pacific region securing billions of pounds of inward investment in the UK and creating

an estimated 20,000 jobs. Following the Games UKTI has been working closely with London & Partners, the Greater London Authority (GLA) and other local partners to promote investment into regeneration schemes in London and other regions in the UK.

Some initiatives created for the Olympics have also proved to be valuable tools in attracting inward investment. This is particularly true of Competefor which, as well as enabling businesses to bid for London 2012 contracts, also helped UKTI to find international companies interested in the UK. For example, New York branding agency SME, which used Competefor to bid for work around the Olympic mascot, eventually worked with UKTI and its international partners to create a new office in London (see case study on p18).

“The UK is Abellio's biggest market. The level playing field means that we can compete equally for contracts alongside British companies. We were honoured to receive the UKTI Netherlands Award in recognition of our success in the UK market.”

Jeff Hoogesteger, Chief Executive Officer, Abellio

“Attracting foreign investment is a vital element of the UK Government's economic recovery and growth programme that brings significant economic and social benefits to the whole of the UK. It creates hundreds of thousands of jobs, brings new technologies and know-how, and helps to increase productivity and competitiveness in the UK economy.”

Lord Green, Minister of State for Trade and Investment



“Battersea Power Station is one of the world’s most famous buildings and it is now at the heart of Central London’s most eagerly anticipated new development. The UKTI conference was a terrific opportunity for us to showcase the Battersea Power Station development in front of leading business professionals, opinion formers, and prospective customers. We work closely with UKTI and have found their support to be invaluable. Any company looking to bring in overseas investment or looking for opportunities to invest in the UK should certainly have a conversation with UKTI.”

Rob Tincknell, Chief Executive Officer,
Battersea Power Station Development Company

Gold medal performance

On top of its sporting success, the UK reported a medal-winning performance in inward investment in 2012/13. Building on the success of the Games and the Global Investment Conference, businesses have continued to demonstrate that the UK is an attractive place for foreign direct investment from across the globe. The latest independent, authoritative report on global inward investment from UNCTAD shows that in 2012 UK inward FDI flows increased by 21 per cent from the previous year.

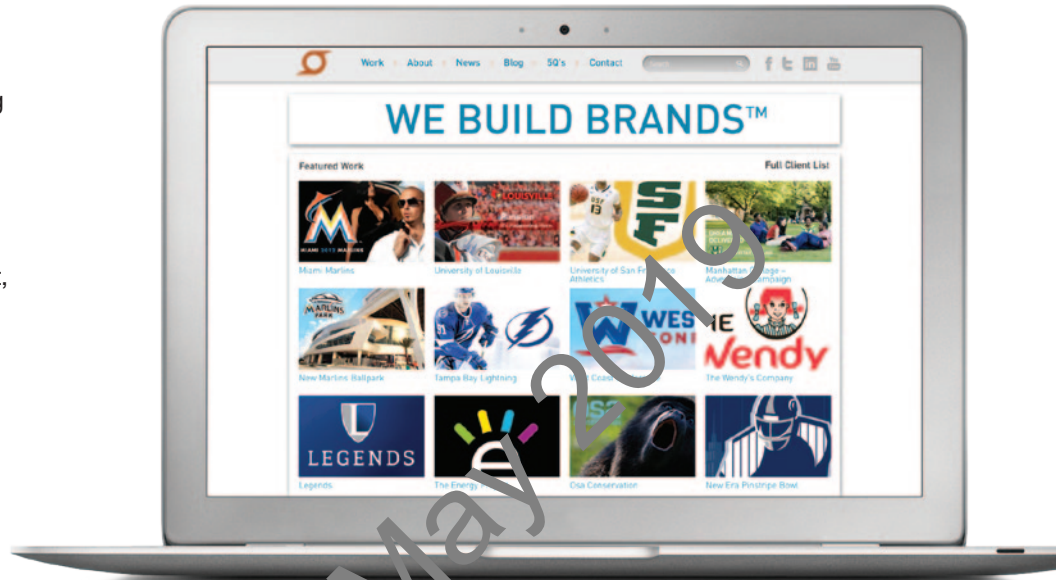
In contrast, global FDI flows declined by 18 per cent, with flows into the European Union falling by 41 per cent. In terms of FDI stock, UNCTAD results indicate the value of inward UK FDI stock was increased by 11 per cent reaching US\$1.3 trillion. The UK was the third biggest global destination for inward FDI stock, and the biggest recipient of FDI flows into Europe.

2012 has also been a successful year for the UK when measured by the number of investment projects. According to two major independent consultancies (Ernst & Young and fDi Markets), the UK was the number one destination in Europe for foreign investments.

These results indicate investor confidence in the UK's business environment and as a location to do business in a turbulent world.

Following on from this positive year, in May 2013 UKTI hosted a successful Global Investment Conference, during which the Prime Minister announced that the UK was well on its way to achieving the economic targets set from the Games with some £2.5 billion of inward investment influenced by the Olympics. In total, 58 per cent of this was outside London.

The inward investment boost attributable to the Olympics has been spread across the nations and regions of the UK, and by the end of March 2013 was estimated to have created more than 31,000 additional jobs, over half of which are outside London and the South East.



Success story

SME: Olympic spark drives New York branding agency to open London office

Headquartered in New York, SME provides branding and design solutions, providing access to the variety of sports and competitions in Europe and around the world, the company decided to open an office in the UK. The upcoming 2012 Olympic and Paralympic Games made London its first choice of location.

With practical help from UKTI and London & Partners (formerly Think London), SME opened its UK operations, under the name Teamup Co, in April 2009. The company went on to join UKTI's Sports Sector Group and in November 2012 joined a UKTI trade mission to Brazil ahead of the 2014 FIFA World Cup.

By the time the London Olympics opened, Teamup was well established in the UK. The company used the Games as a chance to host clients, solidifying relationships and focusing US media attention on this company operating as an American authority on the UK sports scene.

"Thanks to our connection with UKTI, when we caught the US media spotlight at the London Olympics, we did so as a successful business that had built a foundation with major UK sports clubs," says Fred Popp, Chief Executive at SME's UK subsidiary Teamup Co. "Undoubtedly UKTI will be an integral fixture in our growth plans going forward."

"Undoubtedly UKTI will be an integral fixture in our growth plans going forward."

Fred Popp, Chief Executive, Teamup

Success story

Westfield: Gateway to the Games

Australian company Westfield has a portfolio of 100 high quality regional shopping centres in Australia, New Zealand, the US and the UK, valued together at over £38.45 billion. In the UK, it directly employs 500 people and has created a further 25,000 new permanent jobs, mostly in the retail sector.

The development of Westfield Stratford City transformed Stratford in East London into one of the best-connected and most desirable areas. During the 2012 Olympics, the shopping centre became the gateway to London's Olympic Park, with an estimated 70 per cent of spectators passing through the shopping centre on their way to the Games venues.

Westfield has developed a close working relationship with UKTI over the past ten years. During the London Games, Michael Gutman, Managing Director UK, Europe & New Markets at Westfield spoke at the Retail, Food and Drink Summit held at Lancaster House as part of the British Business Embassy. The company has since announced a joint venture with developer Hammerson, to invest £1 billion to redevelop the Whitgift and Centrale shopping centres in Croydon, South London.

“We believe that the exposure we have gained at the 2012 Olympic Games will pay huge dividends to our retailers and our shareholders,” says Michael. “These projects have been excellent examples of public and private partnerships. The support we have enjoyed at all levels of government has assisted dramatically in the process.”

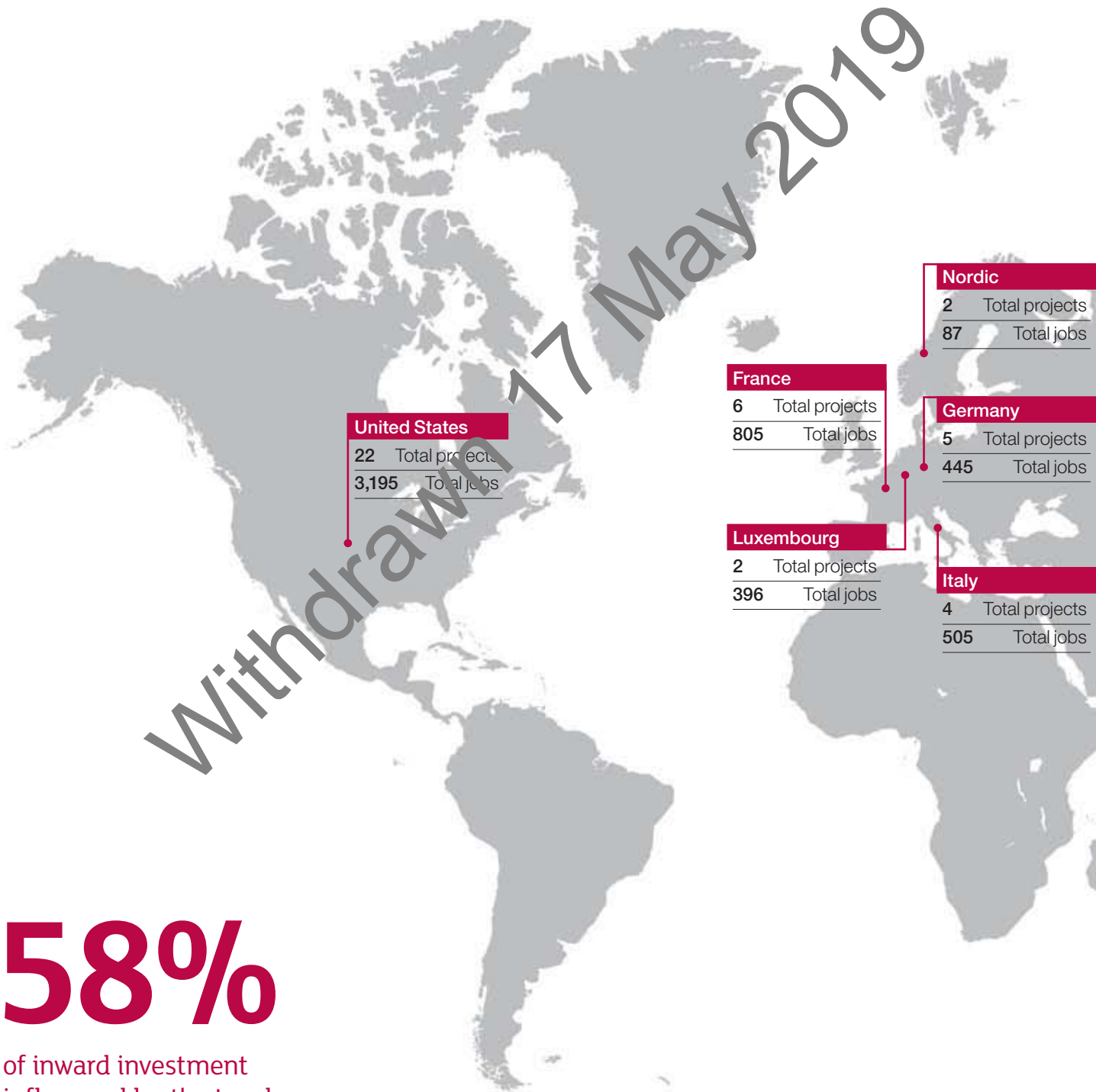
Why invest in the UK?

- We have a competitive corporate tax regime
- We will have the joint lowest corporation tax rate in the G20 by 2015
- We are highly rated for ease of doing business
- We have a talented and flexible workforce
- We have a diverse and large consumer base
- We promote innovation through generous tax reliefs
- We are a springboard to Europe and the world
- We are the largest financial centre in Europe
- We have a transparent legal and regulatory environment



Westfield Stratford City

Olympic Foreign Direct Investment wins



58%

of inward investment influenced by the London 2012 Olympic and Paralympic Games was outside London

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Next steps

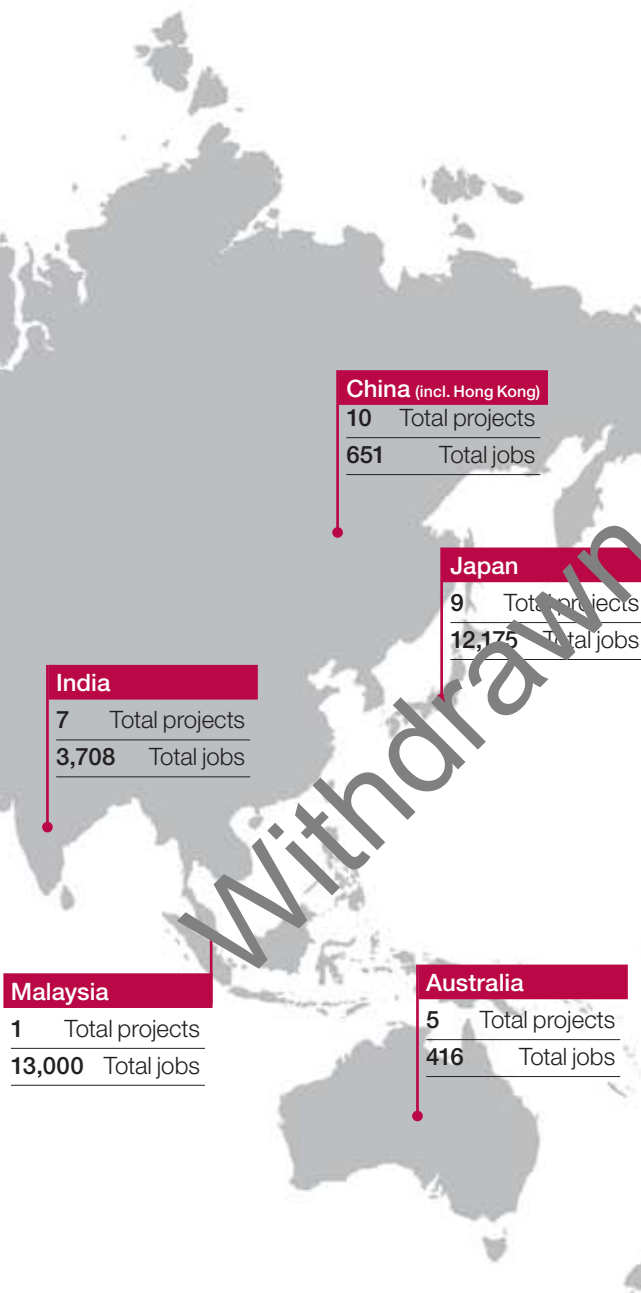
Following the success from 2012, UKTI has announced that it will be strengthening its sector capability to build on the momentum with the creation of the Automotive, Offshore Wind and Financial Services Investment Organisations. These organisations will complement the already successful Tech City and Life Science Investment Organisations and are headed by leading figures from the private sector such as Joanna Shields, former Vice President and Managing Director of Facebook Europe and Joe Greenwell, former Chairman of Ford.

In addition, UKTI is enhancing its relationship management with global companies and is expanding its work in a number of markets including the Gulf and Russia.

Campaigns have been developed such as the **Graduate Entrepreneur Campaign**, seeking to attract the brightest global entrepreneurs to the UK. UKTI has also set in motion a programme to build capacity in its global network drawing on the very best practice to support our international clients.

“The UK is well on its way to achieving the economic targets set from the Games with some £2.5 billion of inward investment influenced by the Olympics.”

Prime Minister David Cameron speaking at the Global Investment Conference May 2013



The GREAT campaign

The GREAT Britain campaign is the Government's most ambitious international marketing campaign ever, showcasing the very best of what Britain has to offer in order to create jobs and growth by encouraging the world to visit, study and do business with the UK.

The British Business Embassy showcased iconic products produced in the UK



The GREAT campaign has delivered around £600m of revenue to the UK

GREAT

BRITAIN

A *fresh* look at Britain

Launched in February 2012 to capitalise on the global attention around the Games and make the most of the economic legacy, the campaign unites all of the Government's international efforts under one brand.

To date, the campaign has delivered around £600 million of revenue to the UK and is used in over 100 countries around the world. It has attracted support from over 80 businesses and 100 high-profile individuals and continues to build in scale.

Key markets for 2013-15 are the US, Brazil, Russia, India, China (including Hong Kong), Turkey, South Korea, Mexico, Indonesia and emerging Europe.

GREAT British Exhibition
at the Shanghai Grand Prix



The British
Business Embassy
at Lancaster House



Sports Minister Hugh Robertson
during a trade mission to Russia



“David Cameron has probably launched the most effective global campaign of territorial marketing since the ‘Big Apple’ campaign in New York.”

Jean Pierre Goguet, La Tribune,
Paris, 24 May 2012

The GREAT New Bus for London was in New York to support the GREAT campaign promoting Britain as a world-class destination for trade, tourism and investment





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£1.5bn

of Olympic-related High Value Opportunities won overseas



2012 Olympic Games
Closing Ceremony





High Value Opportunities

In the run-up to London 2012, UK athletes benefitted from unprecedented help from British businesses – with companies such as McLaren offering their cutting edge bio-telemetry techniques to help fine-tune performance data and race strategies.

Now sport is returning the favour by providing opportunities to boost UK business.

A key element of UKTI's strategy for maximising the economic legacy of the Games is helping British companies identify and bid for some of the High Value Opportunities (HVOs) that exist in today's global marketplace. UKTI expects HVOs to deliver around £20 billion of contract wins for UK companies by 2015, and offers British businesses of all sizes access to its global network to help them target and win these large-scale projects.

London 2012 was the ultimate shop window for the ability of UK companies to deliver megaglobal sports events worldwide. It has benefitted both businesses directly involved in delivering such large events and a wider supply chain of companies across a huge range of sectors.

In the 12 months since the Olympics, projects within the HVO portfolio which benefitted from credentials established through London 2012 and UKTI-led events have generated £1.5 billion of UK contract wins, from Singapore to Saudi Arabia and from Brazil to West Bengal.

The following pages highlight efforts to seize High Value Opportunities in some of the sectors most directly connected to the Olympics.

“On the back of our work at London 2012, and with support from UKTI, we attended the Soccerex trade event in Brazil. That's helped lead to significant new projects for us at the Maranhão resort in Northern Brazil, and a contract to help design the Handball Arena for the 2016 Rio Olympic and Paralympic Games.”

Manuel Nogueira, Founder, AndArchitects

Game on – global sports HVOs

Global sports is big business. PricewaterhouseCoopers estimates that the global sports sector will grow to US\$145 billion between 2010 and 2015¹.

The UK has always been recognised for its expertise in staging world-class sporting occasions, with events such as the FA Cup Final, Royal Ascot and Wimbledon. However, the London 2012 Olympic and Paralympic Games provided the ultimate showcase for the UK's capabilities across the spectrum of disciplines required to host a global sports event; areas such as sports facility design, programme and event management, digital integration, sports software and seating.

The HVO programme is helping related UK companies to capitalise on this opportunity by focusing on three priority markets:

Brazil – hosting the FIFA World Cup 2014 and Summer Olympics 2016

Russia – hosting the Sochi 2014 Winter Olympics, and FIFA World Cup 2018

Qatar – hosting the FIFA World Cup 2022

UKTI is also looking ahead to the next generation of global sports events – for example, cities bidding to host the 2020 Summer Olympics – and to other opportunities across the globe, such as Turkmenistan's 2017 Asian Indoor and Martial Arts Games, South Korea's 2014 Asian Games and the 2018 Winter Olympics.

Taking the lead

One of UKTI's key activities in this area is the successful **Host2Host programme**, which creates links with previous and future host cities. Host2Host has continued since London 2012, and last summer we signed a Memorandum of Understanding (MoU) with Taipei City, to develop deeper relations as it prepares to deliver the 2017 Universiade (University Olympiad). UKTI's work has already helped Populous win the contract to design Taipei's main stadium, and seen Arup win several Universiade contracts. In total £750 million of contracts could be won around the event.

More recently UKTI and the Department of Culture, Media and Sport have worked with the Russian Ministry of Sport to agree an MoU on sports collaboration. This was signed by Hugh Robertson, Minister for Sport with his counterpart Vitaly Mutko, in the margins of the 2013 SportAccord event in St Petersburg.

Building relationships in Brazil

UKTI organises a programme of visits and missions for each priority market, designed to deepen UK relationships with the key government and private sector stakeholders delivering their sports event.

For the Brazil market, the relationship between the UK and Brazil as Olympic Hosts provides a unique platform to promote UK expertise with Olympic delivery credentials. UKTI have been heavily engaged in this process, helping to create what

Success story

4 global: Sporting Behaviour

Established in 2002, 4 global provides full lifecycle project management and strategic support for major sports events. The company met UKTI in 2006 while involved with projects for London's Olympic Delivery Authority.

In November 2012, UKTI invited 4 global and 22 other UK companies to join a trade mission to Rio as part of the UK Government's Host2Host arrangements with its Brazilian counterparts. UKTI offices in Brazil, Qatar, Turkey and Russia have since continued to promote and support the company's development, and as a result 4 global has attracted contracts worth more than £500,000 since London 2012.

"We have developed a mutually supportive relationship with UKTI that has had a positive impact on our business and that of many UK companies," says Eloy Mazon, Managing Director at 4 global. "With UKTI's help we have built our brand, raised our profile and accessed international opportunities in several countries."

Carlos Nuzman, Chairman of the Rio 2016 Organising Committee, describes as "the closest ever relationship between two Olympic host cities".

A comprehensive programme of activities has accompanied the handover. For example, in the margins of the International Olympic Committee Debrief in November 2012, more than 20 government officials and 30 companies attended a series of events showcasing UK expertise to key Brazilian contacts.

1. <http://www.pwc.com/sportsoutlook>

Priority HVO sports markets

For each of the three priority markets – Brazil, Russia and Qatar – UKTI has used standard-bearing experience of procurement for London 2012, and worked together with UK sports consultancy, 4 global, to produce a **detailed map of the lifecycle of a major sports event**. It is the first time major sports events have been mapped in this way and these indicative lifecycles help us to better understand timeframes, likely budgets and specific opportunities. They provide an important tool both for UK companies looking to target a sports opportunity and for UKTI in planning strategic campaigns to support those companies.

Additionally, UKTI is working to help UK companies break down barriers to trade in these markets. For example, we have worked with the Law Society and CMS Cameron McKenna to create a **Rio 2016 procurement toolkit** that will help UK companies to comply with pre-qualification documentation requests when responding to Brazilian public sector tenders. In Qatar, we are working with in-market specialists to assist UK companies new to the market to manage risk and the contractual requirements in the country.

Other activities in priority markets this year have included taking a large UK contingent of 23 companies to the Soccerex Exhibition in Rio, and hosting inward missions for Brazilian public security officers and World Cup Host City representatives. In June 2013, we held a large UK company networking event to coincide with the Brazil/England match at the Maracanã stadium.



Rio 2016 Olympics masterplan by AECOM

“Our successful work master planning London’s Olympic Park helped us win the contract to design the main park for Rio 2016. And since then our remit in Rio has expanded to include the Velodrome, Aquatics Centre, Broadcast Centre and more. These are valuable opportunities and UKTI has been instrumental in helping us grasp them by arranging introductions to key players and promoting our expertise.”

Adam Williams, Director, Planning, Design & Development, AECOM

Planning the future – infrastructure HVOs

The Olympic Park was one of Europe's biggest infrastructure projects, transforming a neglected district of East London into a fitting stage for the world's most high-profile sporting event. The Olympic Park was delivered ahead of schedule and within budget, and perfectly demonstrated the ability of UK firms to take a partnership approach, maximising value and putting sustainability at the heart of the project.

With the experience gained from working on major infrastructure projects such as the Olympic Park, the regeneration of Stratford and the urban regeneration of Manchester's Salford Quays, UKTI is now helping UK-based companies to access High Value Opportunities across the world in sectors such as sustainable cities, urban renewal and sustainable design. Opportunities include the expansion of the Qatari Rail Network, the development of the Delhi Mumbai Industrial Corridor and the creation of Beijing's New International Airport (BNIA), which will be the biggest airport in the world.

The buzz created by the Olympics has proved a powerful marketing tool for companies such as Glasgow-based design company Holmes Miller, which worked on the Olympic Handball Arena, and Northern Ireland's Lagan Construction, which built the Central Park Bridge in the Olympic Park.

UKTI's work in this area is exemplified by a focus on three key target markets for UK infrastructure companies: India, China and Brazil.

India

Following the Infrastructure Summit at the British Business Embassy, UKTI has helped secure a Memorandum of Understanding (MoU) with the Indian Ministry of Urban Development, improving co-operation in sectors such as sustainable master planning.



Marshgate Wharf, Queen Elizabeth Olympic Park

We have also worked with the UK India Business Council to research urban development and regeneration opportunities in the State of West Bengal, leading to a joint report in November 2012 between the UK and the Government of West Bengal.

In June 2013, Eric Pickles, Secretary of State for Communities and Local Government, led a trade mission to India to promote UK expertise in the built environment sector.

China

This year UKTI's Sustainable Cities Initiative through an MoU with the Chinese Ministry of Commerce has facilitated trade missions and visits to cities such as Changsha, Chongqing, Wuhan and Hangzhou. This has included a trade mission to Chongqing and Changsa in March 2013 to showcase UK expertise in sustainable urban development. UKTI also led an airports trade mission with 15 UK companies and the British Aviation

Group, involving productive meetings around Beijing's new airport and other projects. UKTI is further working with the Chinese municipal and provincial governments to identify projects and match them to UK company expertise.

Brazil

In March 2013, UKTI led a built environment trade mission to Rio de Janeiro and Recife aimed at companies in the sustainable design, construction and urban regeneration sectors amongst others. It gave the companies a chance to meet key decision makers in Brazil and to hear about new projects including future supply opportunities for the Rio 2016 Olympics. The mission followed a successful trade delegation from São Paulo to the UK in January, where the Brazilian visitors presented eight Public-Private Partnership infrastructure projects worth around \$20 billion to potential British contractors.



Success story

AndArchitects: From Battersea to Brazil

Based in Battersea, South London, AndArchitects delivered a range of temporary structures for the 2012 Games, including the BP Showcase Pavilion, BP Walk in the Park and the basketball training facility.

The firm has worked with UKTI over the years to expand its overseas client base. In 2008, it joined a trade mission to Brazil where it exhibited with UKTI at Soccerex. There it found a local partner with whom it has since secured a contract to design the Handball Arena for the 2016 Rio Olympic and Paralympic Games.

“As a small company of just ten people, having UKTI’s backing has been a key part in us being positioned to win this contract and others like it,” says Manuel Nogueira, founder of AndArchitects. “It gives us the credibility that enables us to make contact with potential clients and partners, and ensures that we are perceived as specialists in our field.”



Withdrawn 17 May 2019

“Even where we already have a presence in a country, our association with UKTI is beneficial. UKTI empowers us in moving our business forward. Our association with them gives us credibility.”

Rob Ewen, Director, Mace

Powering export success – energy HVOs

The Olympics provided an outstanding opportunity to support the UK's world-class energy industry, a vital part of the UK economy. Some of the UK's leading energy companies such as Aggreko and UK Power Networks played a major part in making the Games happen, with BP acting as an Official Sponsor of the Games. It is no surprise that energy commanded a two-day programme at the British Business Embassy, attracting over 570 guests – many from overseas.

Since the Games, UKTI has been working closely with the UK energy sector to identify and act on the High Value Opportunities that can leverage this positive legacy. Some of the main developments this year have included:

Brazil Petrobras

The discovery of huge, deep sea oil reserves in the 'pre-salt' off the Brazilian coastline, coupled with a £200 billion investment programme by Brazilian multinational Petrobras, has created a sizeable opportunity for the UK oil and gas industry. This involves not only direct investment in Brazil but also business for the supply chain to provide critical components, technologies and services to other players in the market.

UK companies in the design, manufacture and supply of services and equipment in this sector are recognised as global leaders by Petrobras, and UKTI has been helping to capitalize on their position with a significant programme of engagement between the Brazilian and UK Government at all levels. The Prime Minister David Cameron, Deputy Prime Minister Nick Clegg, Secretary of State for Business, Innovation and Skills Dr Vince Cable, Secretary of State for Scotland Michael Moore and Trade Envoy Kenneth Clarke have all visited Brazil since London 2012 in support of this opportunity.

To date over £450 million of business has been won by UK companies as a result of activity around this HVO.



Oil exploration in the South China Sea, Indonesia

Nigeria oil and gas

UKTI has been working with Royal Dutch Shell over the last four years to help develop partnerships between UK and Nigerian companies related to Nigeria's hydrocarbon resources. The work has been focused on helping to grow local capacity to support the industry.

The Executive Secretary of the Nigerian Content Development and Monitoring Board attended the British Business Embassy and publicly praised this initiative in Nigeria. To date over £500 million worth of business has been won by UK companies.

Civil nuclear

The UK has wide ranging expertise in the development of civil nuclear power and UKTI has been helping pinpoint global opportunities for new business. For example, there has been ongoing dialogue between the UK and Jordan about the latter's plans to build a civil

nuclear power plant, including attendance by Jordanian representatives at the British Business Embassy. Recently, a UK consortium comprising legal, regulatory, financial, academic and technical services has been developed to specifically offer advice and support on taking forward the nuclear programme in Jordan.

The British Business Embassy also created an opportunity for senior representatives from the Czech Republic to discuss their plans to expand the Temelin nuclear power plant with UK experts. This has helped build relationships in a market that could offer significant opportunities for UK nuclear companies, and which forms a key part of our Central European Nuclear HVO. A nuclear trade mission to Prague is being planned for October 2013.

Securing growth – security

Britain's biggest peacetime security operation ensured that London 2012 delivered on its promise to be the safest Games ever, despite the many and varied threats. The operation highlighted the expertise of thousands of UK security personnel and showcased our state-of-the-art technology in areas such as biometric data collection and cyber threat responses.

The security model used at the Games can be applied to any major project, such as building a new airport or combating terrorism. In a world that continues to face challenges and threats, UKTI Defence & Security Organisation (DSO) has been busy promoting the UK security industry internationally, on the back of the success of the Games.

“The London Olympics was a really successful project for us. The UKTI trade mission to Brazil set things in motion for us to offer our experience to the organisers of the 2014 FIFA World Cup and the 2016 Olympic and Paralympic Games in Rio. Being associated with UKTI gave us instant recognition as a trustworthy company, so people took us seriously.”

Iain Moran, UK Security Sales Manager, ATG Access

Breaking into security markets

This year UKTI have worked closely with the new Home Office Games Security Legacy Team to engage with security opportunities around upcoming sporting events. This has included hosting a security seminar and visits for Brazilian authorities, and helping companies like Cobham to identify opportunities for new contracts (see case study on p37).

We have also recruited security specialists to maximise engagement with the Brazil and Qatar authorities. A Ministerial-led trade mission to Qatar is planned for Autumn 2013. Using the success of London 2012 to widen security co-operation with key allies such as Saudi Arabia and Kuwait has also been a key part of our work this year.

In the UK, the Security & Policing Exhibition at Farnborough in March 2013 was attended by delegates from 60 countries, and has helped companies involved in the search and screening techniques at the London Games to build relations with international companies involved in sectors such as nuclear security.

Building relationships in Qatar


Qatar is smaller than Belgium but has become one of the world's richest countries based on per capita income. The UK enjoys a healthy trading relationship with Qatar, with British exports to the country having more than doubled in the last few years.

Qatar's successful bid to host the 2022 FIFA World Cup and its economic diversification and investment plans are generating many opportunities for UK businesses across a wide range of sectors. For example, it is estimated that delivery of the 2022 FIFA World Cup will need more than US\$220 billion to be spent in Qatar on upgrading the country's infrastructure including transport, water, road and power services.

London 2012 suppliers such as Atkins, involved in the design of the temporary venue at Greenwich Park, have already won around £600 million of contracts for Qatar 2022 in related infrastructure development and planning.

UKTI has been working with UK companies throughout the year to help target High Value Opportunities in the country on the back of the Games. For example, we hosted a stand at Qatar's Milipol Security Exhibition, which had an Olympic security theme, and are helping UK companies get involved in the massive development of the Qatari rail network planned in the coming years.

Qatar is also a major inward investor into the UK with the Qatar Investment Authority (QIA) investing in the buildings of the Olympic Village and UK landmarks such as Harrods and the Shard. UKTI is, therefore, working across government to help encourage up to £10 billion of further Qatari investment into key infrastructure projects in Britain. The Prime Minister hosted a Qatari delegation in January 2013 to discuss potential projects including energy plants, road projects and even the Thames 'super-sewer' under London.

A green and black helicopter is flying in the upper left quadrant of the image against a blue sky with light clouds. Below the helicopter, a vast, dense crowd of people is seen from behind, filling the lower two-thirds of the frame. The crowd is diverse in age and attire, with many people wearing hats and backpacks. The background shows a line of green trees under a clear sky.

Success story

Cobham: Equipping Brazilian police with video

Cobham Tactical Communications and Surveillance offers a range of technologies and services across the commercial, defence and security markets. The company provided video transmission capability for cameras at venues for the London Games, along with mobile surveillance video transmission.

Looking to leverage this experience, Cobham decided to pursue business for upcoming sporting events in Brazil. The company participated in a programme of events organised by UKTI Defence & Security Organisation, meeting events organisers from Brazil, including members of the Extraordinary Secretariat for Security at Large Scale Events (SESSE). In January 2013, Cobham and its Brazilian partner secured a US\$2 million contract to equip state police helicopters with high-definition (HD) video surveillance downlinks. These will be used during the 2013 Confederations Cup and 2014 World Cup.

“The lucrative new contract that we secured with SESSE comes as a direct result of our attendance at the meetings and events sponsored by UKTI over the past year,” says Alistair Wilson, Head of International Sales at Cobham. “The guidance and introductions provided by UKTI are irreplaceable and we plan to work closely with them to expand our presence in Brazil and in other countries around the world.”

Airbus A330-300



Success across sectors



Advanced engineering

Advanced engineering is core to the UK economy. The UK boasts the largest aerospace industry in Europe and automotive companies that export to over 100 markets. The Olympics was full of great examples of cutting-edge British engineering expertise from the ArcelorMittal Orbit to venues such as the Equestrian Arena at Greenwich Park – a temporary venue that was engineered to mimic the properties of natural ground to negate vibrations, which may have spooked the horses competing at this level.

UKIP has been making the most of the Olympic legacy by identifying supply chain companies at events around the world and using events such as International Motorsport Week, the Symposium of Indian Automotive Technologies and the Paris Airshow to help our companies access global opportunities.

We have seen some notable successes this year, including Airbus signing a £400m deal to provide 15 new A330 planes to Turkish Airlines following a visit by the Deputy Prime Minister to Turkey in October 2012.

“The 2012 Olympic Games has formed the blueprint for embedding sustainability into the fabric of major sporting events.”

Judith Sykes, Director,
Useful Simple Projects

Green growth

The UK has the world's sixth-largest market in low carbon goods and services and our green know-how was showcased by the sustainable construction and design in venues such as the Velodrome and by the state-of-the-art biomass boilers used by the Olympic Park's Energy Centre.

A number of UK firms have built on these green credentials. For example, Atkins, the official engineering design services provider to London 2012, helped to design temporary venues including the Equestrian Centre in Greenwich Park, which is now a UNESCO World Heritage site. Atkins remains involved with the Olympic Park legacy transformation and its Games' legacy is further carried forward through projects including the master plan for Baku White City in Azerbaijan – which will act as a catalyst for urban regeneration in one of the world's oldest industrial areas – and a new commission to develop guidance for eco-low carbon (ELC) urban planning in China.

British engineering firm Mott MacDonald, which helped create the London 2012 Olympic Shooting Range, has been appointed to improve the Abu Dhabi Sewerage Services Company and will make the system more energy efficient by building one large pump station to do the work of 36 existing smaller pump stations.



Official British team kit for the London 2012 Olympic and Paralympic Games, designed by Stella McCartney

Creative industries

The profile of the UK’s £9 billion creative industries sector was massively enhanced by London 2012, from the Opening and Closing Ceremonies to the design of Team GB’s kit and the many other creative touches on show.

In the year since the Games, UKTI has led groups of creative companies to Brazil, South Korea, Taiwan, Dubai and Qatar to help capitalise on this global recognition of UK expertise in music, film, TV, architecture, advertising, branding and design. Similar missions are planned in Russia and Japan.

The sector has celebrated some notable successes. For example, during a trade mission led by Lord Coe to Brazil in March 2013, it was announced that two UK architecture firms had won prestigious contracts to deliver venue designs for the Rio 2016 Olympics – AndArchitects will work with a partner in Brazil to design the Handball Arena, while Scottish-based 3DReid will help deliver Rio’s Olympic Velodrome. Stella McCartney, designer of the Team GB uniform also recently launched her first store in Beijing.

“We are part of the creative force of Great Britain. The Olympics has been about mentoring and giving back and letting the next generation carry the torch. It really is the most amazing thing to have been part of – a real honour.”

Stella McCartney, fashion designer, speaking at the British Business Embassy

Digital – information and communication technologies

The UK’s €61 billion market for software and IT services is Europe’s biggest, and makes up around 5 per cent of the UK’s total workforce. London 2012 was the most digitally-enabled Games ever, providing the ‘real-time’ information, data, pictures, texts, phone calls and video required for the Games, and has demonstrated the strength of the UK’s information and communication technologies.

Tech City, East London’s fast growing hub for tech and digital companies has enjoyed a year of growth, benefiting from the appointment of Joanna Shields as new CEO at the Tech City Investment Organisation and from iCITY’s purchase of the Olympic Park’s Press and Broadcast Centres. Companies such as Airwatch in Milton Keynes and Tribal Group in Sheffield announced expansions during the Games and a software spin-out company from the University of Ulster has announced a US\$3.7 million funding boost.

UKTI has sought to make the most of the technology legacy from the Games by producing, in partnership with the ICT Knowledge Transfer Network, an Institute of Engineering and Technology publication that uses technical case studies to demonstrate the innovation, creativity and expertise of UK technology companies. The publication was launched at Mobile World Congress in Barcelona and is being widely distributed through UKTI’s global networks. The publication is available at www.theiet.org.uk

UKTI has also launched **Technology Partnerships**, a programme to increase the international performance of UK high-growth technology companies through direct trade, collaboration and partnerships by accelerating valuable connections with global value chain owners and partners.

Retail, Food and Drink

London 2012 was an ideal springboard for the UK's retail sector, including food and drink, which contributes around 5 per cent of the value generated by the UK economy and nearly 30 per cent of all tax revenues.

In March 2013, UKTI (with support from BIS) launched the two-year Retail International Action Plan to deliver 1,000 UK retail businesses to global markets and £500 million of value to the UK economy through trade and investment. Work is underway to deliver similar successes for the food and drink programme.

Campaigns are targeting the online exports sector, UK luxury sector and helping retail and food and drink, the two largest employers in the UK, to grow into new emerging markets where historically barriers have prevented substantial penetration. For example, UKTI's food and drink programme has specific campaigns around British meat and dairy exports to the world's fastest-growing markets.

Alongside the GREAT campaign, a number of '**GREAT WEEKS**' are in the pipeline. These will bring together government and businesses in major global cities to promote the UK's retail luxury and food and drink sectors. Each 'Week' will include several high-profile events, a significant trade mission and a sizeable PR and media campaign in the target city.



UK Retail Industry – International Action Plan



GSK were the Official Laboratory Services Provider for the London 2012 Olympic and Paralympic Games

Life sciences and Education

The UK life sciences and healthcare sector is world-renowned and attracts almost 10 per cent of the world's pharmaceutical research and development (R&D) funding. The delivery of a state-of-the-art drug testing laboratory for London 2012, the prominence of the NHS and Great Ormond Street Hospital in the Opening Ceremony and the sight of the Paralympic Games back in the country where they were invented, have been a valuable platform for the sector's growth this year.

A key development in January 2013 was the launch of Healthcare UK, a joint initiative between the NHS, Department of Health and UKTI to give healthcare system providers across the world unprecedented access to UK healthcare expertise and know-how. The concept of Healthcare UK was successfully trialled in Saudi Arabia and the UAE and over 240 UK companies exhibited at the Arab Health Congress, the largest healthcare exhibition in the Middle East, in January.

Trade missions to India and Brazil in May, led by Trade Envoy Kenneth Clarke QC, helped UK companies meet senior members of State governments, local healthcare organisations and potential commercial partners.

There have also been several Healthcare UK events in China in the past six months, complementing a GREAT campaign in the country based on the theme of 'Smart Hospitals'. Other notable successes in the last year include the decision to convert the Olympic drug-testing laboratories into a £10 million world-class research centre.

In April, the University of Birmingham signed an MoU with the Ministry of Sport in Brazil. This will enable the University to work closer with Brazil on projects relating to maximising high performance, and enhance opportunities for Birmingham's students to go to Brazil and for Brazilian students and researchers to study at Birmingham. It will also enable the University to showcase its expertise on both the academic and applied side of sport in the Brazilian market.



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