

Pay Gaps Report 2021



CANARY WHARF
GROUP PLC



Introduction

At CWG we value and recognise the importance of embracing diverse experience, skills and perspectives at all levels and operating in an inclusive environment for our people, customers and communities.

Our 2021 Report includes our gender pay gap data for year ending April 2020. This year we continue to exceed our statutory requirements by voluntarily including our ethnicity pay gaps data. By measuring our progress and continuing to be transparent with our data, we are able to reflect our commitment to driving change and identify our focus around our key areas of improvement to be more impactful.

Despite the challenges of 2020, we remained committed to embedding focus on diversity and inclusion within our culture and using organisational changes to accelerate our progress in this area, such as, creating more accountability around D&I, using

our internal networks to help drive change, implementing flexible working at all levels of the business and the promotion of women, particularly into senior management positions.

We are pleased to see progress being made against our gender pay gaps data, our average hourly pay gap has reduced from 29% to 14% and the median hourly pay gap has improved from 7% to -1%, more favourable to women.

However, the average ethnicity hourly pay gap at 28% is double the gender pay gap at 14%. This shows we need to focus on increasing the ethnic diversity of our workforce and increasing the representation of ethnic minorities colleagues in our senior roles.

Despite the improvement in some areas of our data, we recognise that we collectively still have so much more to do, and are dedicated to achieving even more progress.

We remain committed to increasing representation of women and ethnic minorities at senior management levels and across our traditionally less diverse industries, such as Construction, Engineering and Security.

“Throughout the last challenging year, I have been impressed by the commitment and energy shown by both our Steering Groups, who are taking ownership to initiate and implement positive changes across our business.

The last year has seen more women occupy senior roles, including at Management Board level.

Whilst our Pay Gap figures are progressing in the right direction, we are focussed on having greater consistency across the Company in order to provide a culture where opportunity is open to all.

As we look ahead, overcoming the challenges of COVID, diversity and inclusivity will continue to be imperative to ensure our business engages and supports the needs of our people and our communities.

A key focus will be on creating opportunities for the younger generation, whose studies and careers have been disrupted by COVID.

Everyone deserves the opportunity to reach their full potential and we recognise that our D&I strategy needs to be integrated in all aspects of our business. We remain committed to raising the bar and achieving more.”

Shobi Khan

Chief Executive Officer, Canary Wharf Group plc



Progress Against our 2020 Action Plan

Diversity Progress at Management Board Level

In 2020, we were pleased to announce several new key appointments who are all now members of the Management Board; Becky Worthington, Managing Director & Chief Financial Officer, Katy Kingston, Managing Director - Legal, Leanne Peters, Director - Marketing and Amy French, Director - Level39.



Becky Worthington
Managing Director &
Chief Financial Officer



Katy Kingston
Managing Director - Legal



Leanne Peters
Director - Marketing



Amy French
Director - Level39

Setting D&I Objectives

In 2020, we increased accountability around our D&I progress for senior management roles by integrating a specific D&I performance objective in formal annual appraisal process, emphasising the key role our leaders play in create impactful changes and making a difference.

Our Culture

In February 2020, we launched our Women's Steering Group and in August 2020 our Ethnicity Steering Group, to help increase diversity in all areas of the business and continue to cultivate an inclusive workplace. It was great to see so many of our staff from all parts of the business joining the Steering Groups, engaging and collaborating to help further create an inclusive workplace.

Specifically, our Steering Groups are focussing on areas such as pay and progression, culture and accountability and education and awareness to drive change.

Our Chairs also meet on a regular basis to discuss shared D&I initiatives and topical issues extending across and beyond gender and ethnicity.



Progress Against our 2020 Action Plan

Chairs of Women's Steering Group



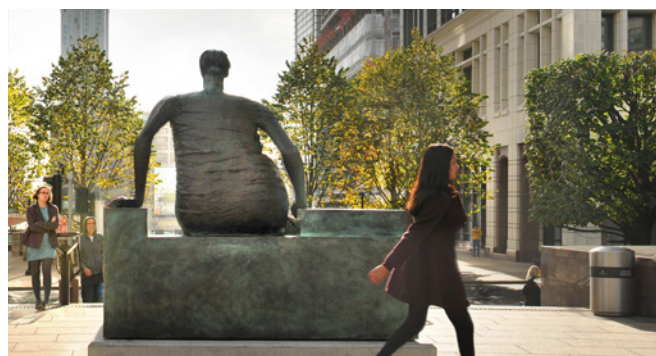
Katy Kingston
Managing Director – Legal



Lizzie King
Legal Counsel – Construction



One of the WSG's objectives is to seek feedback from female employees and identify what changes need to be made across the Group



"The aim of the Women's Steering Group (WSG) is to support women's professional and personal development at CWG. As co-chairs, we are privileged to encourage collaboration and discussion amongst our members, and to drive change through supporting initiatives which help to achieve the WSG's aim."

The Pay Gap Report confirms that there is a clear disparity in the representation of women in senior positions within the Group. Progress has been made and numbers are improving, however it is undeniable that there remains much work to be done.

One of the WSG's objectives is to seek feedback from female employees and identify what changes need to be made across the Group to support and enhance the representation of women and to encourage promotion based on merit. The WSG's activities include reviewing the Group's recruitment and promotion practices and policies to ensure development opportunities are open to all, to

organising events and networking sessions to allow forums for personal development and expression and to share and exchange experiences.

A diverse workforce is the bedrock of any successful organisation. Establishing an open, supportive and inclusive culture - one in which everyone is encouraged and empowered to contribute and grow - enhances the workplace for all, and ultimately feeds into the success of the Group, its operations and its people. The WSG represents just one strand of a wider diversity discussion which is taking place within the Group, and our hope is that by continuing to work closely with the Ethnicity Steering Group, we will foster an environment where everyone can thrive and succeed.

The WSG is open to all - male or female - to join, and we would be delighted to welcome new members".

Progress Against our 2020 Action Plan

Chair of Ethnicity Steering Group



Abu Chowdhury
Quality Manager

“As Chair of our Ethnicity Steering Group, I feel very passionate about diversity and inclusion. The appetite for change stems from various personal and professional experiences and is mainly driven by disproportionate representation and disparity in pay.

On behalf of the Group, I am extremely proud that our company is setting the bar on transparency by being one of a few property developers to voluntarily publish our Ethnicity Pay Gap Results. Last year's report indicated that people from different ethnic backgrounds are significantly underrepresented across the business, most notably in the upper pay quartiles. To address this, I welcome diversity objectives for all board members as well as the company grading matrix, which will drive real change.

We believe change can be achieved through creating real accountability for everyone in the business, especially our leaders and key decision makers. Of course, this will need a period of education and raising awareness, but the management have shown a real commitment to addressing such issues and long may that continue!

The Group members are extremely passionate and together we form the biggest steering group. As Chair, it has been an exciting challenge to coordinate ideas and develop our strategy within a short period of time. We have identified the following 3 priority areas:

- *Pay & Progression; where the subgroup analyse the pay gap data, diversity reports, recruitment and retention issues. This has included reviewing a new recruitment system to reduce any bias in the process and collaborating with external partners to further develop it.*
- *Culture & Accountability; a taskforce to promote inclusion through celebrating diverse events, creating diversity ambassadors (operationally and on the board) and initiating our first all-staff diversity survey.*
- *Education & Awareness; the place where staff training requirements are identified, whether it be unconscious bias training for recruiters and senior management or diversity training for all staff. Through workshops, online blogs and possibly a speakers event, this area will hopefully create a level-playing field through awareness and upskilling of staff.*

London boasts a diverse population of 40%, which is not always reflected in big business. However as CWG embraces diversity in its property portfolio by integrating commercial with residential and technology hubs, the diversity of staff will need to be considered in this journey to make Canary Wharf a bastion of inclusion in years to come”.



Progress Against our 2020 Action Plan

Mentoring Scheme

Our Mentoring Scheme now has 48 trained mentors, providing a balance of both men and women mentees and mentors. This has benefited our staff by increasing their understanding of our business, provided networking opportunities and career coaching and support. 100% of staff surveyed said that they would recommend the scheme to others.

Raising Aspirations

CWG launched the Insight & Inspire Webinar Series. These are pre-recorded webinars where CWG's very own leading women discuss their career development journeys, modern leadership, how they took ownership to enhance their skills and finding/seeing leadership opportunities.

Last year we ran an initiative called the 'She can be' campaign to empower young women to make informed decisions about their careers and raise their aspirations. Young women, aged 14 – 18, from OnSide Youth Zones, Place2Be, and Teach First, were introduced to different corporate organisations in small groups to learn about their business. The campaign aimed to boost young women's confidence in their abilities by equipping them with the tools to consider careers in London.

Our Working Practices

In 2020, we reviewed the format and wording in our job descriptions to help attract a wider and more inclusive candidate pool. The new format has more emphasis on the skills and attributes required to effectively fulfil the requirements of the role and information promoting the culture and opportunities at CWG such as Company values, our commitment to diversity and inclusion, flexible working options, development opportunities and benefits.

Our traditional recruiting methods need to be reviewed in order to increase our candidate talent pool, and increase diversity within our recruitment, therefore we are now using less agencies and focused on recruitment via social media and local networks and we are continually engaging with more networks which connect us to underrepresented groups. Looking at more flexible working options will help us consider a wider pool of candidates for more senior management positions. Term time contracts for roles in more traditionally male dominated industries have also been advertised such as in Security.

We have made more efforts to ensure all staff have equal access to opportunities by advertising our opportunities in regular company newsletters and our Employee Calls which are hosted by our CEO.

In order to promote more career development opportunities across the business, laterally or with promotion, we have implemented a grading matrix.

We continue to highlight the usage of our Shared Parental Leave in order to emphasise that all parents are supported if they wish to share more responsibility regarding their childcare.

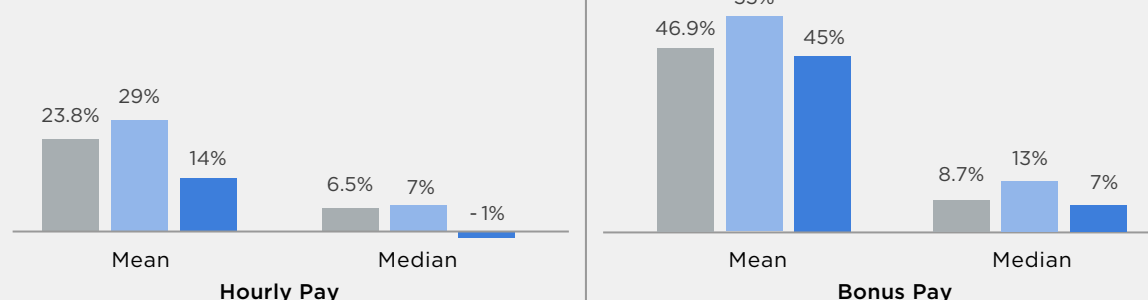


The Results – Gender Pay Gap Data

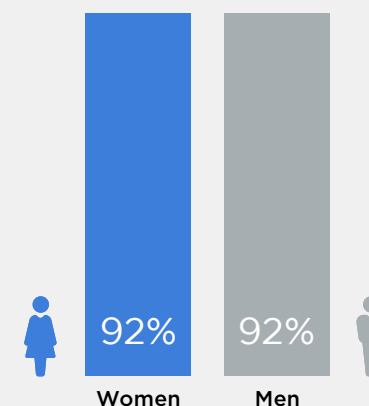
Canary Wharf Group

Hourly Pay and Bonus Pay

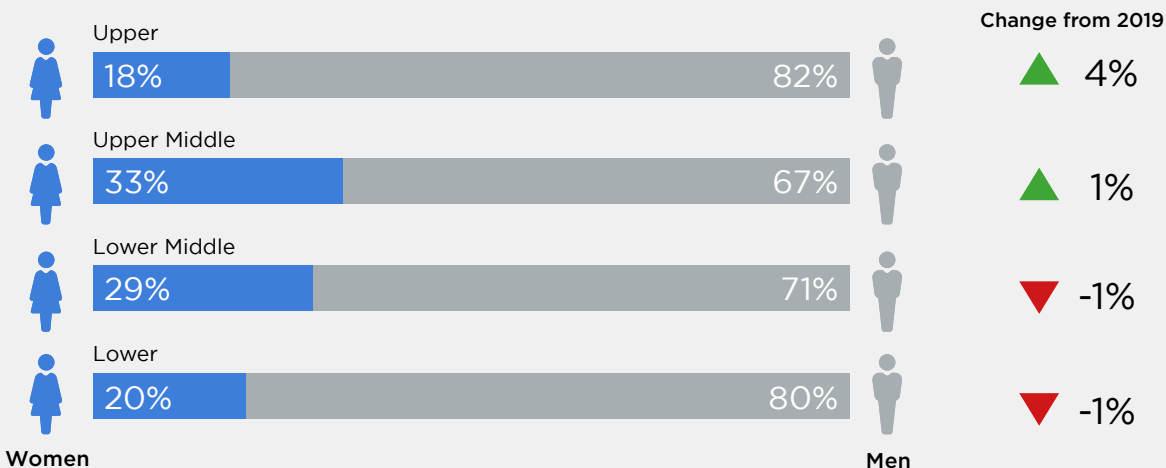
■ 2018 ■ 2019 ■ 2020



Total % in Receipt of Bonus



Pay Quartiles



Total % of Men and Women



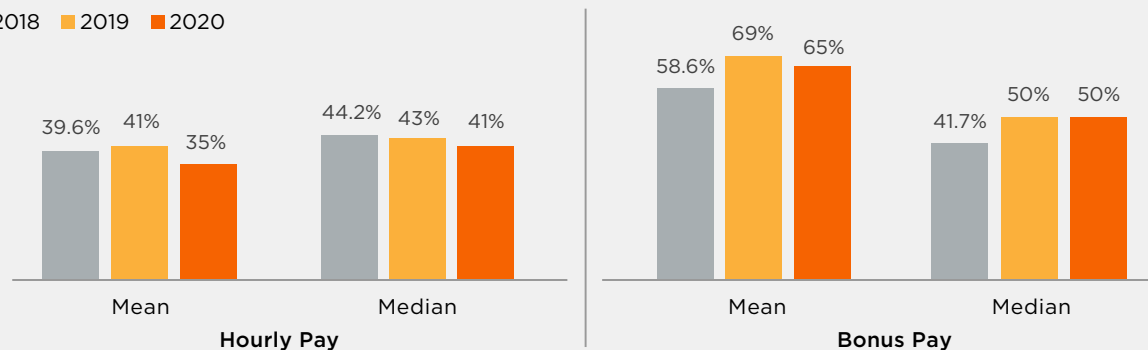
Our Group gender data shows that the average mean hourly pay gap has reduced from 29% to 14% and the average median hourly pay gap has reduced from 7% to -1%, which means that women's median pay is now 1% higher than men's. Our average bonus pay gap data has also reduced. Although the proportion of women has increased in the upper pay quartile, it is still low at 18%. Therefore, increasing representation of women in senior positions and CWC and CWM remains a key focus.

Gender Pay Gap Data

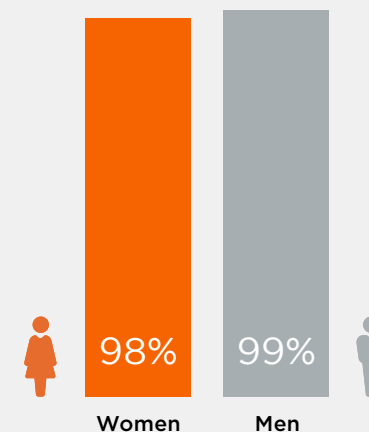
Canary Wharf Contractors

Hourly Pay and Bonus Pay

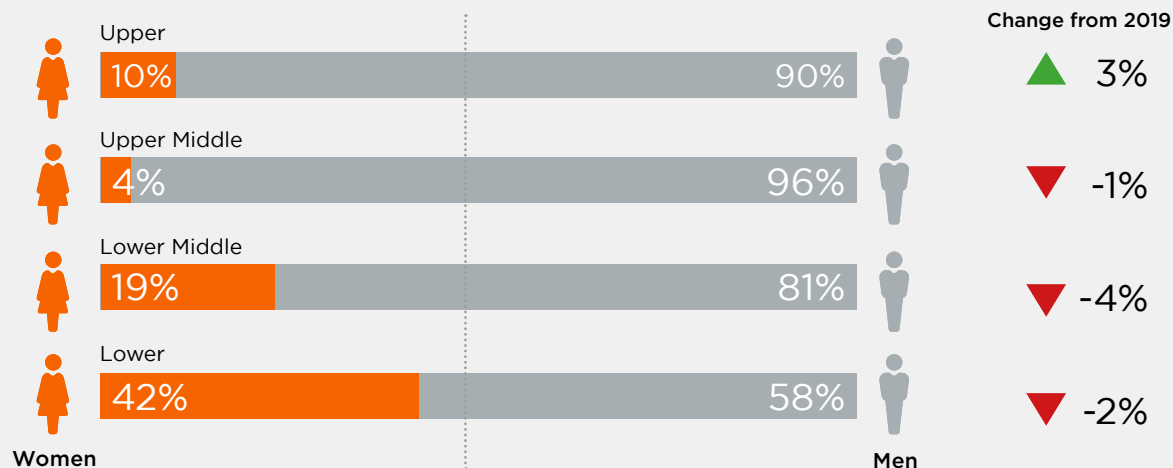
■ 2018 ■ 2019 ■ 2020



Total % in Receipt of Bonus



Pay Quartiles



Total % of Men and Women

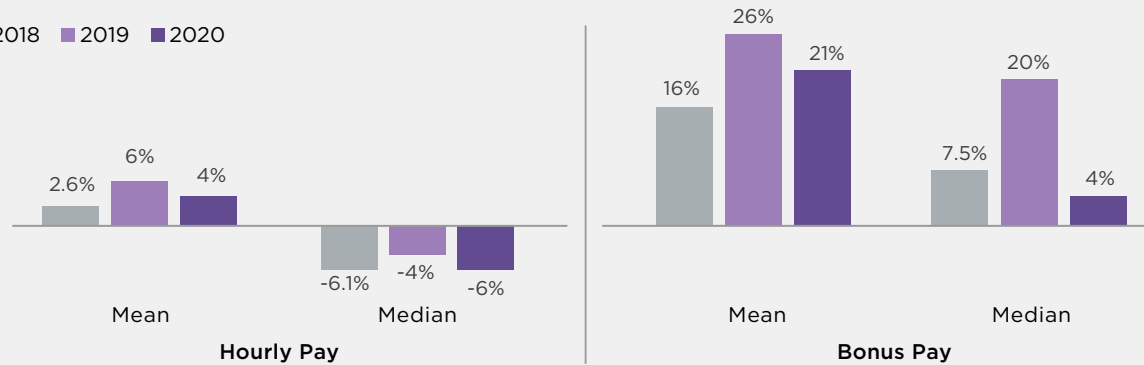


Gender Pay Gap Data

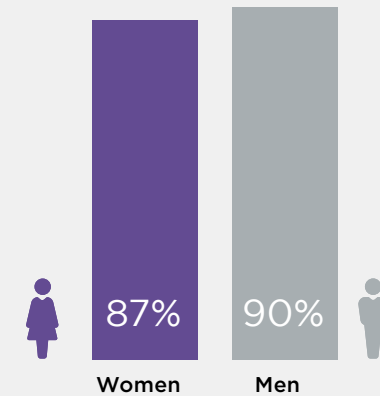
Canary Wharf Management

Hourly Pay and Bonus Pay

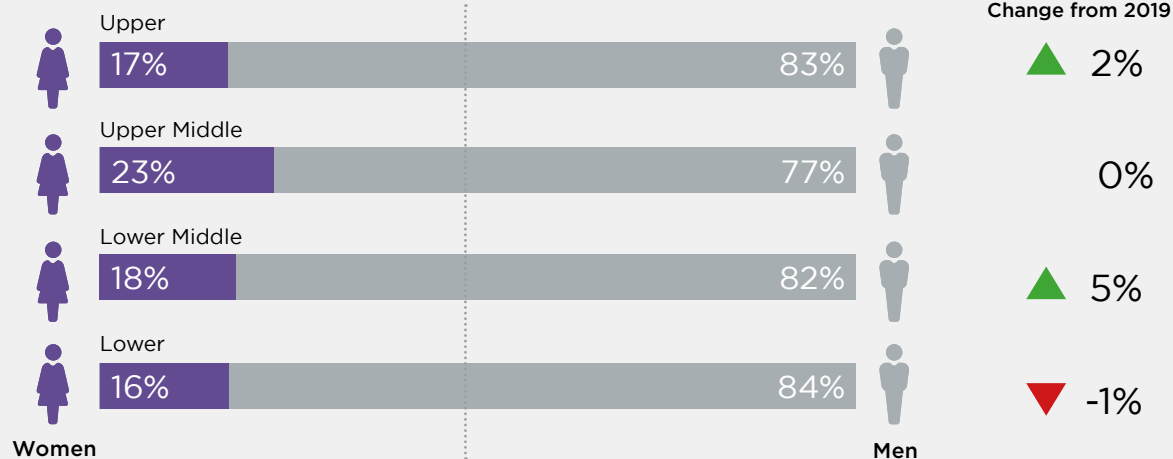
2018 2019 2020



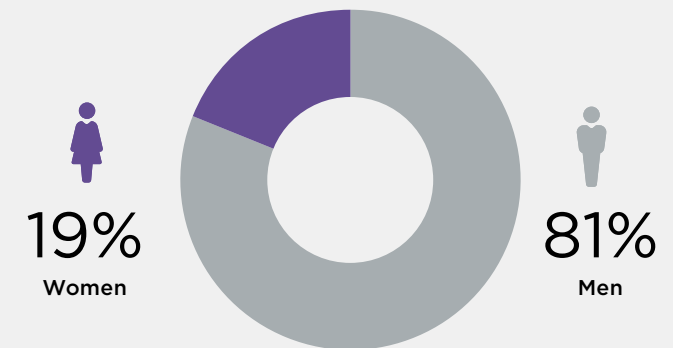
Total % in Receipt of Bonus



Pay Quartiles

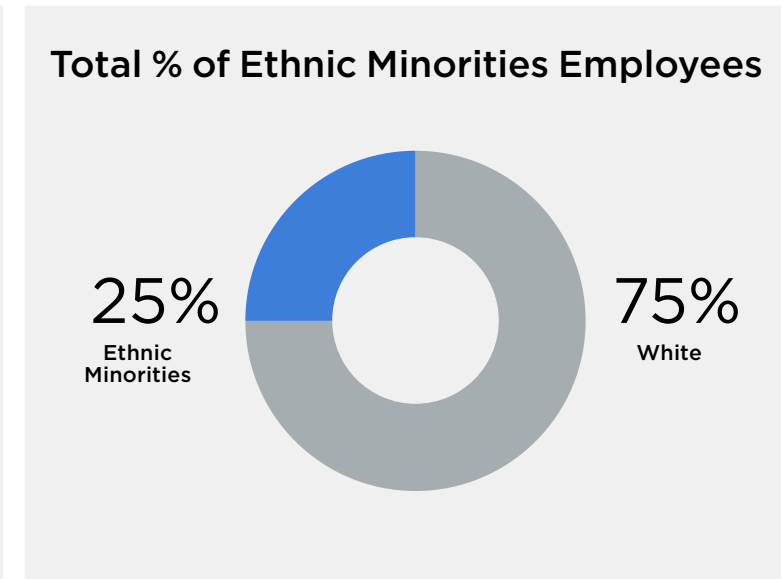
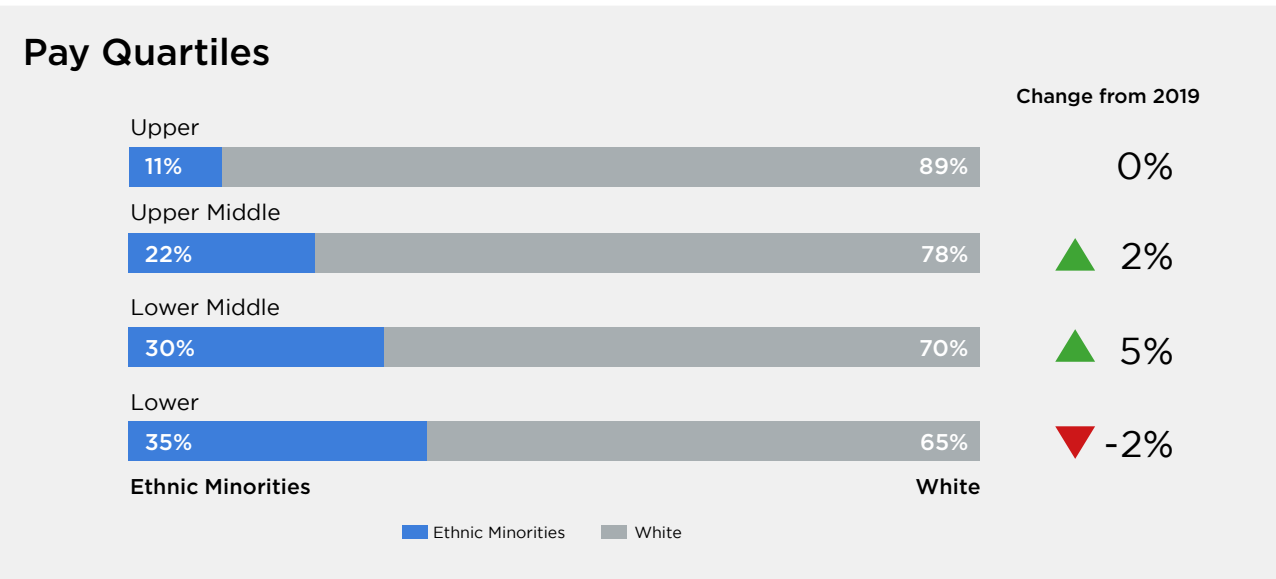
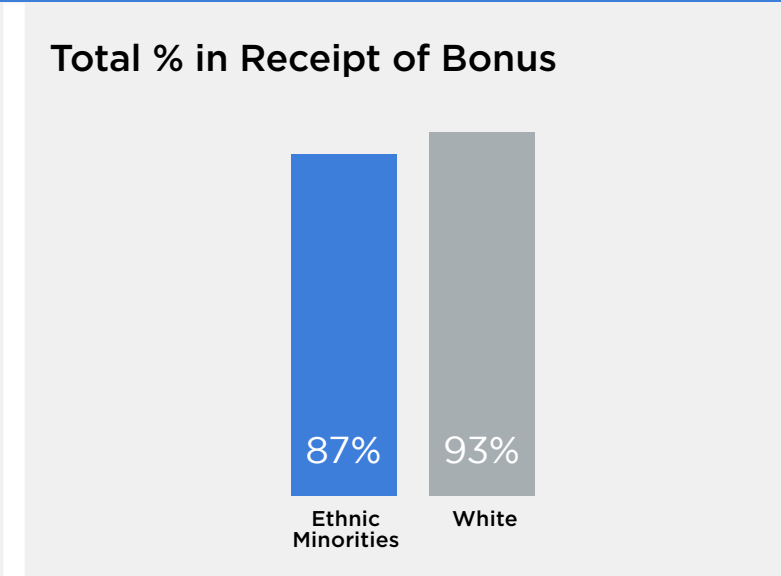
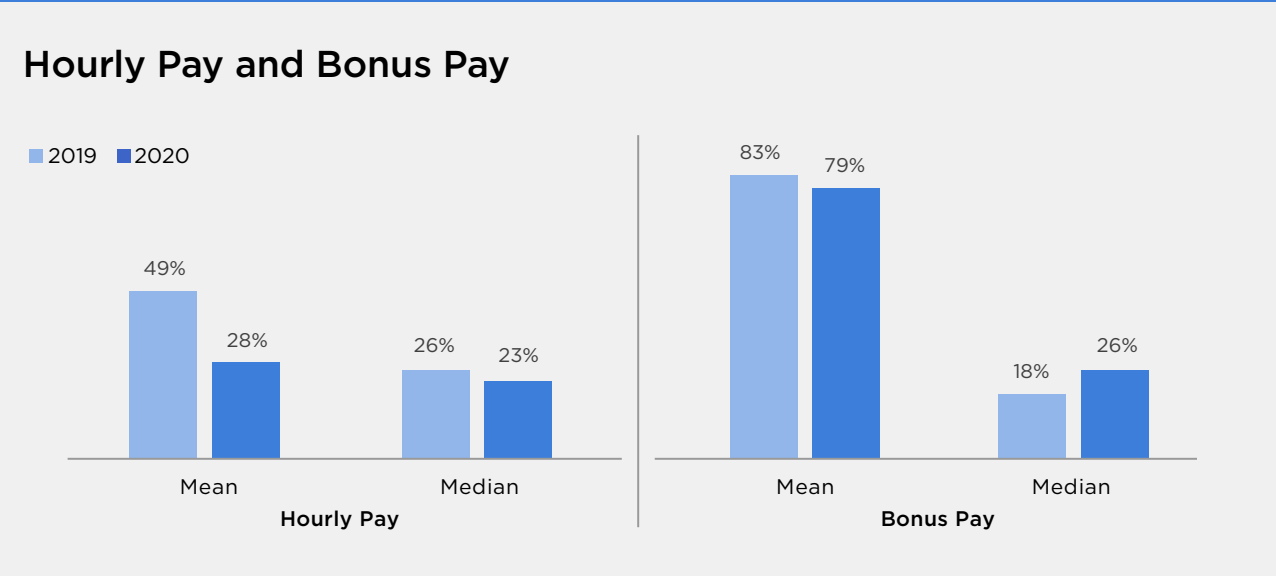


Total % of Men and Women



Ethnicity Pay Gap Data

Canary Wharf Group

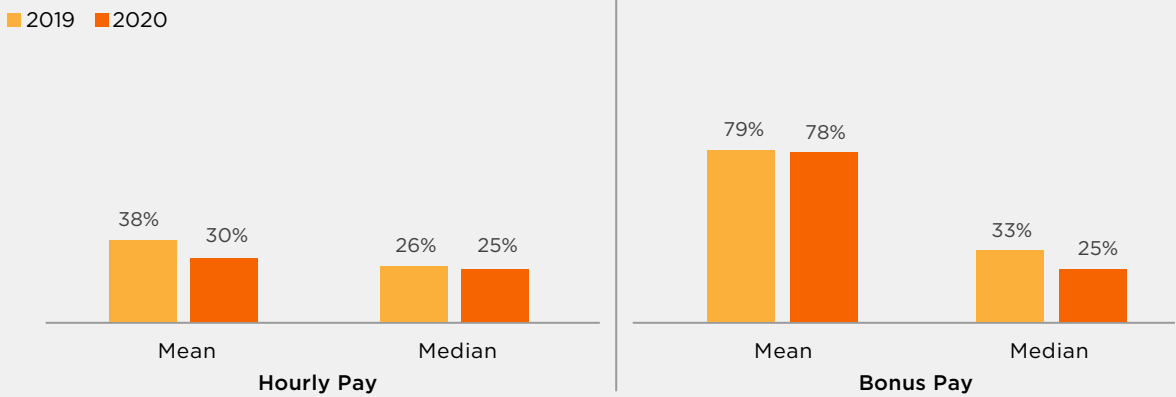


Our Group ethnicity data shows that the average mean hourly pay gap has reduced from 49% to 28% and the median has reduced from 26% to 23%. The average mean bonus gap data has also reduced from 83% to 79%, however the bonus median pay gap has increased from 18% to 26%. Whilst there has been some improvement, the difference remains significant and our focus remains to increase the ethnic diversity of our workforce and increase representation of ethnic minorities in our senior roles.

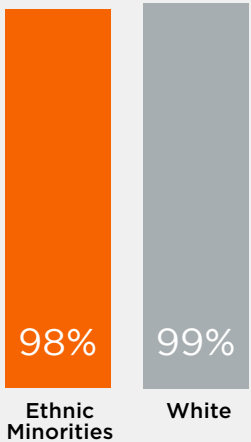
Ethnicity Pay Gap Data

Canary Wharf Contractors

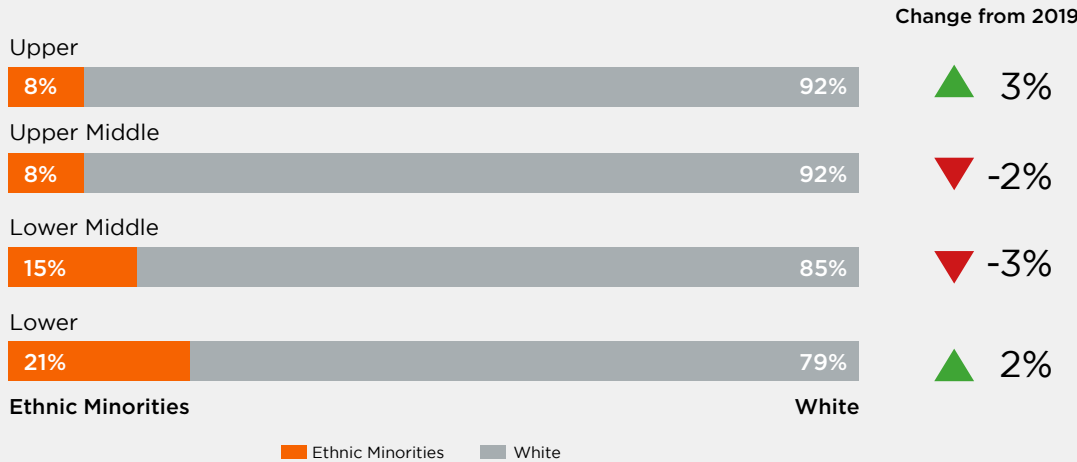
Hourly Pay and Bonus Pay



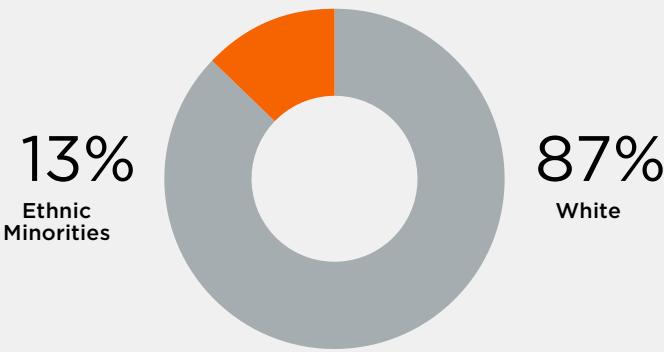
Total % in Receipt of Bonus



Pay Quartiles



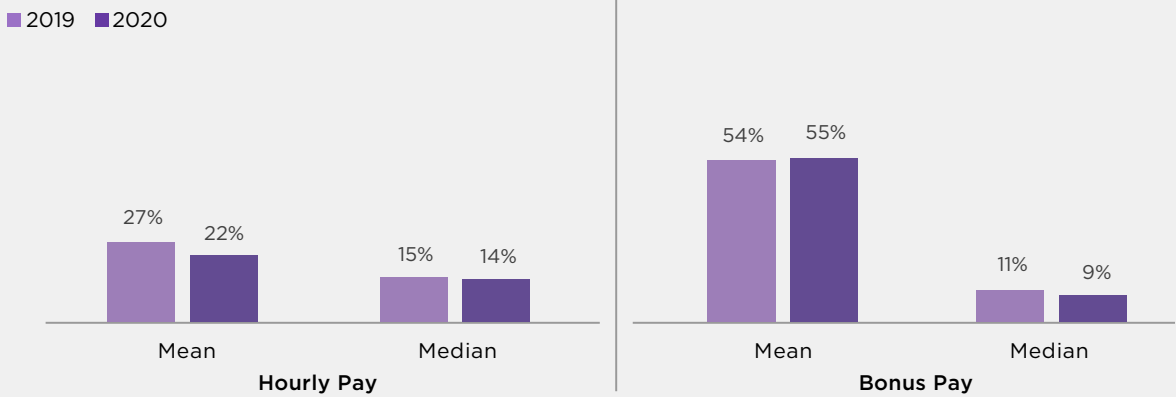
Total % of Ethnic Minorities Employees



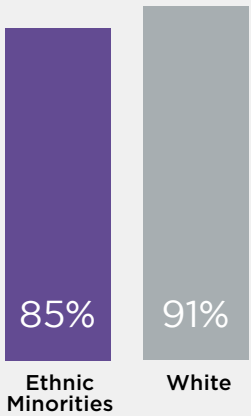
Ethnicity Pay Gap Data

Canary Wharf Management

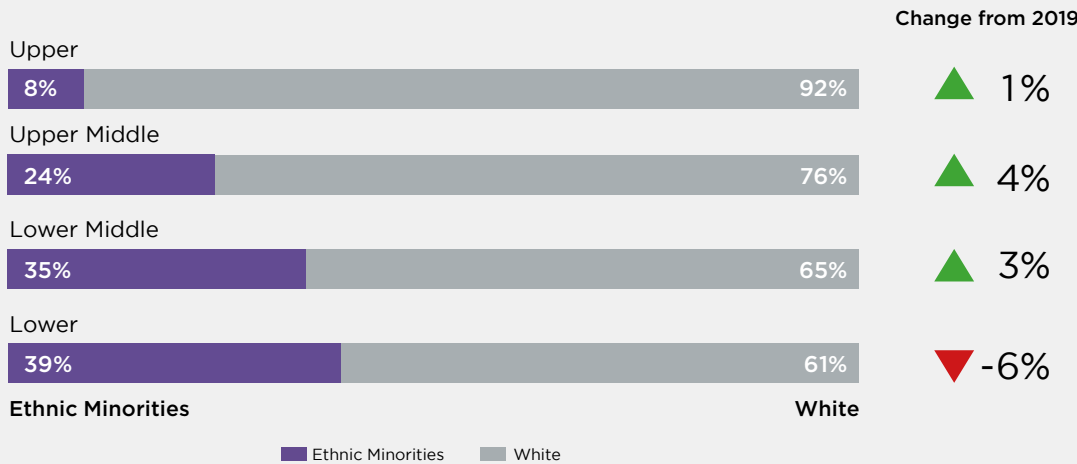
Hourly Pay and Bonus Pay



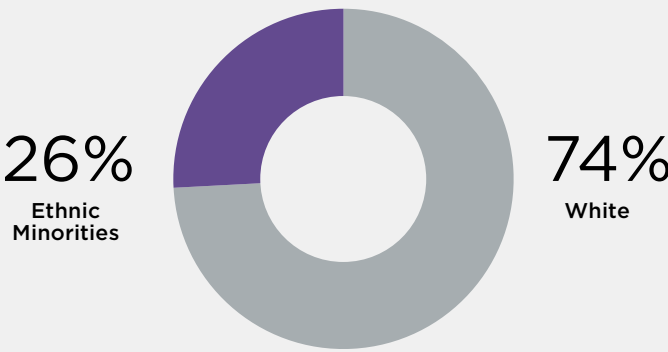
Total % in Receipt of Bonus



Pay Quartiles



Total % of Ethnic Minorities Employees



Results Analysis

Gender Pay Gaps Data

When comparing our 2020 data with 2019, our average hourly pay gap has reduced from 29% to 14% and the median hourly pay gap has changed from 7% to -1%, which means that women's median pay is now 1% higher than the men's'.

Our average bonus pay gap has also reduced, from 55% to 45%, and the median bonus gap has narrowed from 13% to 7%.

We have also seen a 4% increase of women in the top pay quartile from 14% to 18% and a 1% increase in the Upper Middle Quartile from 32% to 33%.

The reduction in the Gender Pay Gaps reflect the increasing number of women in our senior positions. 3 women joined the Management Board last year; Katy Kingston, Managing Director – Legal, Amy French, Director – Level39 and Leanne Peters, Director – Marketing.

However, as the pay quartile data shows, we need to continue our efforts to recruit more women into our sector and to enable more of our own female colleagues into the upper quartile roles. This direction of travel is highlighted with the arrival of Becky Worthington, Managing Director and CFO, who has recently joined the Company and other appointments such as Sheila Nolan, Director Tax and Katie Oliphant, Director Office Leasing.

Though we are seeing more women occupy our most senior roles, women continue to be underrepresented in CWC, the Construction part of the Company and also Canary Wharf Management (CWM). The lack of CWC recruitment in the latest Pay Gap reporting period has limited the opportunity to increase the number of women in this part of the business. Going forward, we need to focus on both attracting more women into our sector and to focus on providing development opportunities for our female colleagues especially in CWM and CWC.

Despite the underrepresentation of women in CWM, the Hourly Pay Gap in CWM is only 4%.

Women's median pay is now 1% higher than the men's



Ethnicity Pay Gaps Data

Since this is our second year of publishing our Ethnicity Pay Gap data we are now able to measure our progress towards having a more ethnically diverse team. Our desire to voluntarily publish our Ethnicity Pay Gap data shows our commitment to reducing the Ethnicity Pay Gap.

The average hourly pay gap has reduced from 49% to 28% and the median has fallen slightly from 26% to 23%. The average bonus pay gap has reduced from 83% to 79% but the median bonus gap has increased from 18% to 26%.

In summary, whilst there have been improvements in the ethnicity hourly pay and bonus pay gaps, the differences remain significant.

The ethnicity of our workforce comprises ethnic minorities 25%, white 75%, which is a similar ratio to our gender composition of 25% female or 75% male. However the average ethnicity hourly pay gap at 28% is double the gender pay gap at 14%. We need to focus on increasing the ethnic diversity of our workforce so it is more reflective of the demographics of our neighbouring communities, and to increase the representation of ethnic minority colleagues in our senior roles.



The commitment to voluntarily publish our Ethnicity Pay Gap data in April 2020 and the creation of our Ethnicity Steering Group in Summer 2020, complementing our existing Women's Steering Group, will support further reductions in our Ethnicity Pay Gaps, which we are gradually seeing in terms of Gender.

This report provides further details regarding initiatives the Company is undertaking to reduce the Ethnicity Pay Gaps.

Ethnic
Minorities

25%

White

75%

Ethnicity of our workforce in 2020



Our Investment Going Forward – Making a Difference

One of our strategic objectives is to increase representation within all areas of the business and cultivate a more diverse and inclusive workplace.

1. To consider our diversity progress at Management Board level

We will increase accountability around D&I for our leaders to integrate more progress in every area of our business.

2. To embed a culture whereby everyone has the opportunity to achieve their full potential

We acknowledge that part of our efforts need to address unconscious bias, both by raising awareness and reviewing working practices. Therefore, we will be running recruitment skills training and unconscious bias training for managers and those involved in the selection process. In addition, we will be considering recruitment tools which anonymise CVs.

3. To raise career aspirations and awareness to increase the supply of underrepresented groups

We will continue our efforts to raise aspirations for our current workforce and also our future generation by running inspirational leadership events and creating more development opportunities. Progress in this area will also be supported by encouraging our staff to participate in more community volunteering programme. We also aim to invest more into our Apprentice and Internship Schemes.

4. To make changes in our working practices which fairly promotes and attracts more diversity within our senior higher paid positions

This year our focus will be to gather further metrics around diversity and inclusion, both quantitative and qualitative data, which can assist us to target key areas of improvements and ensure fairness against recruitment, retention and promotions. It is recognised that these metrics and awareness programmes should expand beyond just gender and ethnicity in order to progress towards a truly inclusive workplace and enhance our sense of belonging at work.

Further integration of our values will assist in achieving our goals and aspirations and will continue to drive our improvements with our pay gaps data going forward.

EXCELLENCE

Commit to achieving the best with integrity

ENGAGEMENT

Develop our people, our communities, our stakeholders and our sustainable environments and be exceptional while respecting others

COLLABORATION

Make use of our vast experience and knowledge to work effectively together

OWNERSHIP

Take responsibility and pride in what we deliver. Everyone has the opportunity to make a difference

INNOVATION

Embrace change and encourage innovation



Shobi Khan

Chief Executive Officer,
Canary Wharf Group plc

