

# Canary Wharf Group's Equity, Diversity, and Inclusion Report 2023



CANARY WHARF  
GROUP

BRAND NEW  
OFFICE  
SPACE  
AVAILABLE

12,500 sq ft  
47,500 sq ft

15weststreet.co.uk

TOP 4  
FLOORS  
WITH  
TERRACE

Tom  
Lobby Brown



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## Chief Executive's Introduction

*During 2023, we welcomed over 65m visitors to Canary Wharf, the highest in our history. As our amenities increase and diversify, so do our customers, coming from many different backgrounds and with varied life experiences. We know that Equity, Diversity & Inclusion are essential in business today. Employees with a breadth of lived experiences and cultures provide us with the different perspective and diversity of thought that we need to continually innovate and remain relevant. This in turn benefits our customers so our Estate becomes a place that truly reflects the world in which we all work, live and play.*

*CWG employs over 1,200 people across a broad range of roles and disciplines, several of whom feature in this report. They are our greatest asset. CWG is more than the sum of its parts, where we believe that there is genuine strength in difference. Our ambition is to create an inclusive culture where every CWG employee, without exception, feels valued and supported, irrespective of their background or lived experience. This ambition is supported and driven by our five ED&I Networks, our Junior Board and our investment in our people. Over 32% of our senior leadership team is now female and in 2022, our gender pay gap reduced from 7% to 2.5% (against an industry average of 8.4%). While we have made measurable progress, we recognise that we still have further to go. Our ethnicity pay gap reduced from 27% to 24% – we are taking steps in both our recruitment and retention strategies to improve that position.*

*As part of our strategy to drive social sustainability, we continue to work with those parts of our communities where we believe we can make the greatest impact. A great example is our recently announced long-term partnership with the Felix Project, ensuring that Canary Wharf is more than just a place to live or work, but a place where all our customers can get involved and create a positive social impact.*



*In 2022, CWG first partnered with the Social Value Portal to measure the impact of our activities on the local community, and I am pleased to report that we delivered approximately £100m of social and local economic value, in the London Borough of Tower Hamlets. This was augmented by the launch of our Community Grants Programme to support local initiatives and programmes that create social value around three priority themes: Education, Skills & Employment and Wellbeing & Biodiversity.*

*We believe that the various pillars of our ED&I strategy will ultimately deliver a socially sustainable business for our people, customers and community, now and in the future. The following sections of this report deal with the individual steps that we are taking to deliver that change.*

**Shobi Khan**  
Chief Executive Officer



### Data Accountability

# 56%

of our workforce chose to self-identify their protected characteristics within 12 months of launching our Prefer to Say Campaign



### Equitable Culture

# 77%

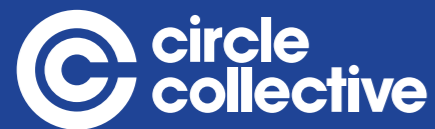
of our colleagues participated in our "Your Voice Matters" survey, generating **an employee Net Promoter Score of +61 (rated as excellent)**



### The power of Partnerships



Launched a long term partnership with The Felix Project. Initiatives included the Canary Wharf Green Scheme and the first "Santa Stair Climb" at One Canada Square.



Providing retail space to Circle Collective, a London social enterprise supporting 250 people into work



Hosted Purple Tuesday to raise awareness around the disabled customer experience



Delivered £99.23M of Social and Local Economic Value to the communities in the London Borough of Tower Hamlets

## 2023 ED&I Highlights

### Workforce Diversity



Increased the representation of females at the level of Director and above to 32%



Expanded our training and development initiatives for colleagues, including focussed programmes for underrepresented minorities.



Reduced our Gender Pay Gap to 2.5% (from 7% in 2021)



## Driving an Equitable and Inclusive Culture

Partnering with EW Group, we launched our most ambitious Group-wide training programme to date for over 1500 employees and contractors, including bespoke modules for management and the senior leadership team. The programme was designed to educate all our people to recognise:

- The business case for ED&I
- Barriers and enablers of inclusion
- Traits of inclusive leaders, managers and allyship
- Challenging non-inclusive behaviours and speaking up
- Championing an inclusive culture at CWG

Over 90% of employees completed the training. In our most recent employee engagement survey, 82% of our employees felt confident that managers would positively deal with situations of bullying, harassment, and offensive behaviour and 80% of our employees agreed that positive action was required to create a diverse team in areas of under-representation. This learning programme will be offered to all new employees to help drive an inclusive culture at CWG.

# Your Voice Matters

Listening to our people is a core part of our effort to drive a more inclusive environment. In late 2022 we launched our independent employee engagement survey campaign, "Your Voice Matters". With over 925 responses from our 1200 employees, we were pleased with our overall employee Net Promoter Score (eNPS) of +61 (anything over 30 is considered excellent). The detailed analysis of employee responses completed by our survey provider, EW Group, provided us with an insight into the sentiment of our people, generating a level of transparency that we are using to further improve our engagement strategy.

Inclusive Culture



your voice matters

# pulse check

10 company-wide questions  
3 minutes to complete

Our pulse survey is a quick "check-in" on topics around employee satisfaction, job role, communication, collaboration and work environment based on actions we have taken since our company-wide survey last October.



Scan for survey

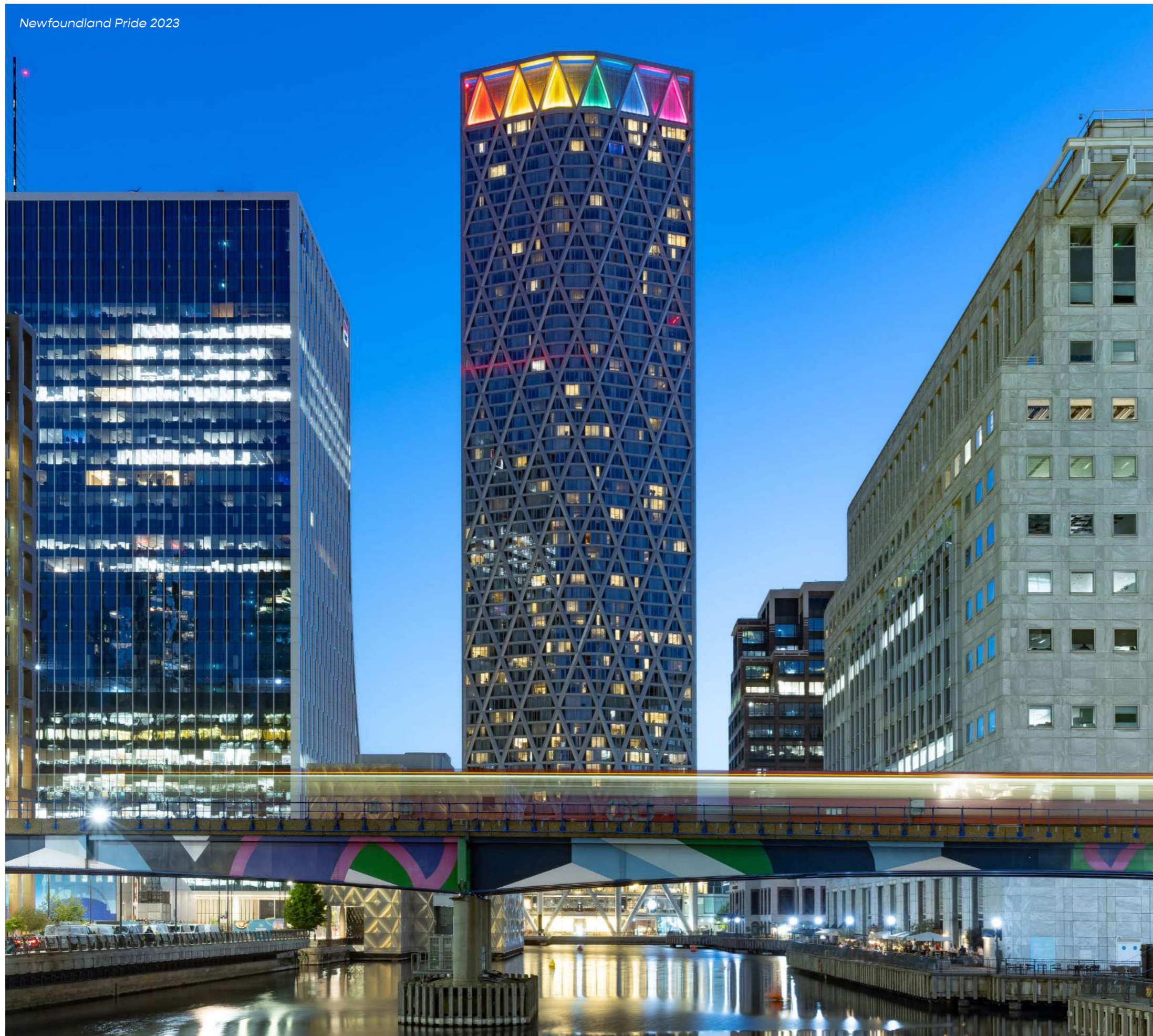
Independently monitored by  
**ewgroup**



The summary results revealed:

- The majority of our people feel supported by their manager and team and feel positive about CWG.
- The majority of our people are very positive about the need for action to create a diverse workforce at all levels.
- 62% of our people with caring responsibilities have flexibility around work and personal circumstances.
- 84% of our people are open to change and new ways of working.
- More needs to be done to make our shift-working teams feel included and valued.
- More visibility from senior management, including engagement around our long-term strategy and values.
- More staff engagement in the development of CWG policies.





## Data Transparency and Measurement

Data plays a fundamental role in informing our ED&I strategy and can be a powerful tool to monitor and change behaviour. It enables us to better understand any gaps and biases that may be present in our recruitment, retention, and promotion processes. CWG is unusual within the real estate sector as it combines a number of vertically integrated functions, including a sizeable property management team (606 employees), a construction arm (250 employees) and Vertus, its build to rent platform. This is in addition to Canary Wharf Limited.

It is important that we understand and address the specific challenges that exist within each business unit, as the issues and causes of workforce imbalance or under representation can be very different from team to team. Whilst it would be more simple to set groupwide targets, to do so might mask areas of under-representation in individual companies. The decision was made that business level variants were so broad that greater impact would be made in setting targets from the ground up, rather than at an overall groupwide level. Consequently, each function within the business has been set targets forming part of a manager dashboard, against which progress will be measured going forward, with an end date of 2026.



### Prefer to Say Campaign

In 2022 we launched our “Prefer to Say” campaign with the purpose of inviting our colleagues to voluntarily share their personal details on our HR systems, in line with UK privacy laws. In the first twelve months, 56% of our people anonymously shared their ED&I data relating to gender, sexual orientation, faith, ethnicity and disability. Whilst we were pleased with such a strong uptake in the first year of this campaign, our ambition is reach 80% by 2026. Our Prefer to Say Campaign was used by the GLA as a “best in class” exemplar case study to showcase inclusive practices.

### Moderation Committee & Benchmarking

All promotion and material salary applications are now reviewed by a Moderations Committee (made up of four Managing Directors and two members of our People & Development team) to review every relevant business case to ensure consistency across the Group. With improved data from our Prefer to Say campaign, we are now better able to track ethnicity, gender, and other protected characteristics that are included within the Moderations Committee metrics for review and analysis. Acting on advice from our Ethnicity Equality Network, our Moderation Committee now comprises an ethnically diverse membership.

### Pay Gap Measurement

Continued progress has been made against our Gender Pay Gap. In 2022 our average gender hourly pay gap reduced from 7% to 2.5%, compared against the real estate sector’s UK average of 8.4% (as published in Property Week’s most recent findings in April 2023). CWG’s median hourly pay gap has also changed from -2% to -2.5%, more favourable to females. Just over 32% of our directors (and above) are female.

CWG’s average ethnicity hourly pay gap reduced slightly from 27% to 25%. This small reduction reinforces the need to increase representation of ethnic employees with a specific focus at senior level. We are developing diverse talent pipelines (see page 12 below) and investing in our current ethnic talent with dedicated management accelerator programmes (see page 13 below).





# Our Networks

## ED&I Networks

Our Networks

We have five ED&I Networks, overseen by a Steering Committee which is sponsored by CWG's CEO, Shobi Khan and attended and chaired by CWG's Chief People Officer, Jane Hollinshead and Director of People Engagement, Michael Pagnotta. Each Network is represented at the committee by one co-Chair and is measured against agreed annual objectives. The committee collaborates on intersectional activities where appropriate, and oversees set objectives to create a more inclusive environment within the company and on the Estate, benefiting our people, customers and communities.



Aaron Summers, Chris Curley, Jill Griffiths, Chevvron Carlaw and Natalie Marcus

## Social Mobility Network

**Objectives:** To create an environment where people can realise their fullest potential, whatever their social background, class or income. Recognising that talent can come from anywhere, we strive to remove barriers within our business, and share this commitment with our customers and local communities.

**Chairs:** Emma Warden and Gary Sherwin.

### Key highlights

Gathering socio-economic data on our Management Board and Junior Board ahead of a groupwide campaign, due to launch in 2024.



Diwali - Dishoom



Afua Hirsch



S.I. Martin

## Ethnicity Equality Network

**Objectives:** Highlighting ethnicity inequality and providing a space to discuss, question, challenge and take action wherever we can. Promoting an inclusive culture that embraces diversity, and encourages an environment respectful of diverse identities, background, and perspectives.

**Chairs:** Chevvron Carlaw and Natalie Marcus.

### Key highlights

Organising and celebrating Black History Month events on the Estate and Diwali at Dishoom, fostering employee unity and networking opportunities.

Collaboration with retailers contributing to estate-wide initiatives to drive meaningful change.

Improving ethnic representation on the Moderation Committee.

## Gender Balance Network

**Objectives:** Supporting the personal and professional development, encouraging collaboration, and balanced representation of all genders within the company. Supporting promotion based on merit and contributing to the development of relevant staff policies.

**Chairs:** Andrew Halfpenny and Nick Humbles.

### Key highlights

Launching “**Work Life Central**” for all CWG employees – a digital hub of expert-led content designed to support, inform and inspire family life, work life and wellbeing. Free, positive, practical advice available entirely online. A variety of employee engagement initiatives including raising a resilient child – tips for parents and carers to boost resilience and protect mental health of their children. Caring for elderly relatives – experiences on how to prioritise and plan for saving money and heartache in the future.

Inputting into family friendly policies.

## Disability Equality Network

**Objectives:** Increasing disability awareness and improving accessibility across our Estate. Encouraging independence and inclusion for the diverse needs of our employees and customers

**Chairs:** Liz Mason and Louisa Bay  
(2022/23: Katherine Pickard and Aaron Summers)

### Key highlights

Partnering with Purple Tuesday to improve the customer experience for disabled people and their families, 365 days a year, raising disability awareness to create places that are accessible to all.

Teaching British Sign Language to our employees as part of a series of Lunch & Learns



## LGBTQ+ Network

**Objectives:** Creating a safe and inclusive environment to support our LGBTQ+ colleagues and customers, where they feel comfortable to be themselves without fear of discrimination or harassment

**Chairs:** Chris Curley and Jill Griffiths.

### Key highlights

Partnering with Brookfield, we co-hosted a series of Pride talks at Crossrail Garden, delving into the significance of Queer spaces and the importance of allyship. Matt Lindley, Ruth Hunt, Charlie Smith, and Adam Nathaniel Furman shared their insights. Our Arts + Events team played a crucial role in our public-facing Pride initiatives. We commissioned Adam Nathaniel Furman, the author of 'Queer Spaces: An Atlas of LGBTQIA+ Places and Stories,' to create a unique work in Adams Plaza. This is now a permanent addition to our Public Art collection and is visible to the daily commuters of the Elizabeth Line. Adam also contributed a series of poems exploring Queer spaces and the inspiration behind their artwork, 'Click Your Heels Together Three Times.' These poems were made available to the public for free on our Short Story Stations, resulting in a remarkable total of 7,327 poems printed throughout the month of June.

As part of our charitable efforts in partnership with akt, we organised a successful bake sale that generated £287.84 in donations.



### Black Excellence Awards:

Partnering with one of our retail customers, Boisdale, CWG sponsored the London Chamber Black Excellence Awards held at Canary Wharf. The awards recognised the exceptional entrepreneurial achievements of Britain's diverse black community, who have made an outstanding contribution to the economic and cultural development of the UK.



Junior Board 22/23



Junior Board 23/24

## The CWG Junior Board

Listening to our next generation of talent is a fundamental part of our ED&I strategy, exposing our executive team to new and different perspectives that shape our culture, purpose and decision making.

In 2022, we appointed our inaugural Junior Board, consisting of 12 talented, young individuals from across the business. Each Junior Board member reverse mentored a member of the Management Board. The purpose of the Junior Board was to identify new projects, act as a sounding board to the business, and make recommendations impacting on all aspects of our working environment and Estate. The 2022 cohort focused on three specific pillars:

- i) **Internal culture & collaboration**
- ii) **Recruitment & retention**
- iii) **Changing external perceptions**

Full details of the 2022 Junior Board's achievements can be [found here](#). Fourteen new members now form the 2023-24 Junior Board. Building on the foundations of the 2022 cohort, the 2023 Junior Board will identify new standalone projects and make recommendations impacting on key aspects of our place, culture and environment.



# Employee Investment

## Early Careers Programme

### Work Experience

Empowering young people through knowledge sharing and skills-based activities allows them to build the skills they need to reach their full potential. In 2023 we relaunched our work experience, inviting 70 young adults between ages 14 to 18 years old to CWG. Students are paid for up to 2 weeks experience.

We gave priority to 50 local students in Tower Hamlets, targeting schools located within wards identified as being in areas of multiple deprivation (based on our commissioned local needs analysis). Acknowledging the socio-economic diverse demographic in parts of our own workforce, we also opened applications for internal referrals for further placements. In line with our social sustainability strategy, we put in place a social mobility screening process to ensure that the programme impacted those most in need.

The provision of 70 work experience placements had an estimated social value of over £13,500 per annum using the Social Value Portal metrics.



## Graduate Recruitment

Based on a series of recommendations from our 2022 Junior Board, we refreshed our Early Careers strategy, making the following changes:

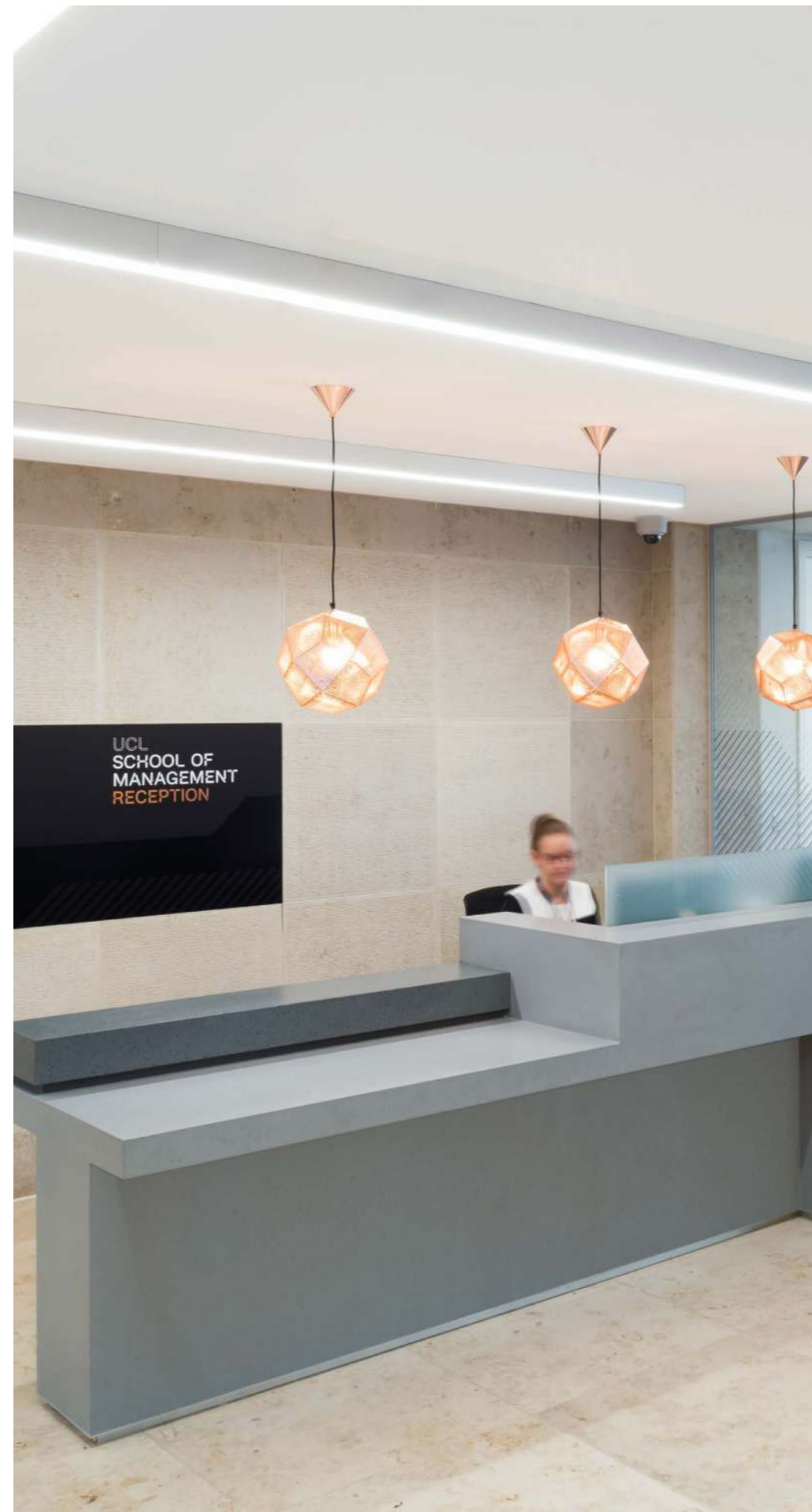
- Use of the “Rare” Contextual Recruitment System for all intern, graduate, and apprentice hires, a system which allows CWG to calibrate disadvantage and to measure out performance. This Contextual Recruitment System identifies the most disadvantaged candidates and the candidates who have outperformed their schools by the greatest amounts.
- No targeting of specific universities, and removal of entry grade requirements
- Guaranteed interview to any candidate at any level who self-discloses a disability who meets minimum entry requirements.
- Training for all assessors and interviewers involved in the recruitment programme
- Payment of London Living Wage to all interns
- Delivery of pre-application webinars to help prepare candidates for the recruitment process.



## Policy Review

Working with our **Gender Balance Network**, we refreshed our maternity and paternity policies and made the following updates:

- Changed the name of our Paternity policy to Company Parent Partner (CPP) policy.
- Increased CPP Pay from 1 working week Company Pay plus 1-week Statutory Pay, to 2 working weeks at Company Pay.
- Reduced the length of service for eligibility of CPP Pay to 26 weeks matched to statutory eligibility.
- Increased the flexibility of our Shared Parental Leave (SPL) policy to allow eligible employees to take their SPL at any time during the 52 weeks after the birth, instead of within the first 26 weeks.
- Reviewed our Adoption policy and increased the amount of paid time off to attend adoption appointments and mandatory training.
- In conjunction with Bupa, launched a Menopause plan which included 45 minutes with an experienced menopause trained GP and 24/7 Anytime Healthline for unlimited nurse advice for 12 months following first appointment.
- Provided a menopause and wellbeing room for our employees.



## Training and Development

**McKinsey & Co Leadership Essentials:** As part of our commitment to reduce our Ethnicity Pay Gap we participated in a programme with McKinsey & Co to invest in our employees of ethnic origin who identify as Asian, Black, or Hispanic. McKinsey offered places within their Leadership Academy on two separate programmes, Leadership Essentials, and Management Accelerator. Over 40 employees completed the programme, with positive feedback and recommendations suggesting improvements to create greater equity and opportunity in our organisation.

**UCL School of Management:** In 2023, partnering with one of our tenants, UCL School of Management, we launched a Transformational Leadership Programme for all 59 of our Directors. The programme contained modules on Leadership, Strategy and Culture. It is proposed that in 2024, this programme will be extended to our high performing Associate Directors.



Felix Project - Stair Climb at One Canada Square

# Sector Partners

## Social Value Portal

In 2022, we began work to quantify our social value – where we create the most impact beyond financial value. This assessment helps us understand how we can create the greatest value for people to help us ensure our own success benefits others in ways that are most useful to them. Working with the Social Value Portal, we assessed all the activities carried out in 2022 using the National TOM (Themes, Outcomes and Measures) System. Through a local needs analysis, we have identified three priority areas for our strategy: Education, Sustainability & Wellbeing, and Jobs & Skills. Based on this assessment, CWG delivered £99.23 million of social and local economic value in 2022, largely through outcome-driven activities focused around these three key themes. These key themes will allow us to focus our outreach efforts in the areas we can have the greatest impact, as we continue to support our local community.





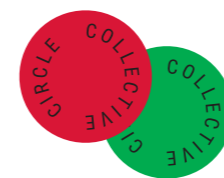
# Community Partners

## Community Grants Programme

CWG has always strived to maintain close partnerships with groups working to support our local community. At the end of 2022, we altered the approach to our donation activity by launching our Community Grants Programme (CGP), focussing our grant giving to initiatives that would create the most value in Tower Hamlets. The Programme allocated funding quarterly to community groups whose work supports the three themes of Education, Sustainability, Wellbeing, and Jobs and Skills. This introduced more transparency to our donations and allowed us to partner with new organisations in the community to drive sustained value. Details of all beneficiaries of the CGP can be [viewed here](#).



## LOOKING GOOD DOING GOOD



## The Felix Project

**Delivering long term social impact while prioritising sustainability:** In 2023, CWG agreed a long-term partnership with the Felix Project, a food redistribution charity, based in nearby Poplar that rescues surplus food and distributes it to vulnerable people through charities, schools and community organisations.

The first initiative was the launch of the Canary Wharf Green Scheme, involving volunteers from the Estate delivering surplus food from retailers directly to local charities, schools, and community organisations within Tower Hamlets. Participating retailers include M&S, Joe Blake's, and Waitrose. At capacity this initiative will provide over 1,000 meals each week, saving over 500 kilos of good food from going to waste. To make this happen, CWG and The Felix Project are aiming to recruit as many as 1,500 volunteers over the course of 2024.

In November 2023, the Felix Project launched its first ever challenge event, the Santa Stair Climb, with over 350 fundraisers climbing the 1031 steps of the iconic One Canada Square skyscraper. Funds raised from the event will help the Felix Project to deliver over 870,000 meals to people across London. As part of this long-term partnership, CWG has committed to support this event annually until 2025.

## Circle Collective

**A social enterprise in our retail malls:** In 2023, CWG announced its partnership with the Circle Collective, the London-based social enterprise and charity which opened its streetwear store in Jubilee Place, providing a place for young adults to gain valuable work experience. The retail space was provided free-of-charge by CWG as part of its broader social value approach. Circle Collective's retail space is also used to train participants in customer service, product knowledge, cash handling and time keeping - learning core transferable skills to help them find permanent employment. Proceeds from every store sale are used to fund the "back your future" employability course run from the premises by the sister charity Circle Community, supporting those aged 16-30 with barriers to employment to gain work experience, boost their employability skills and get into work. Beyond the provision of high-quality retail space, the partnership between CWG and Circle Collective will support 250 young people into work.

## Customers

Recognising the importance of inclusion to the 40,000 users of our Canary Wharf App, the app includes improved design elements, such as accessible maps. Our Customer Experience team have included an accessibility tool, which is integrated into our content process. With a simple click, this tool becomes a proactive guide, offering real-time feedback when adding new content. It advises our internal team on elements that may need adjustment to enhance accessibility, empowering us to continuously create accessible and user-friendly experiences for all end users of our Estate.

Our metrics underscore the impact of these efforts, with an active user rate of 55%. The Canary Wharf Live Map has had 3,200 views, offering real-time accessibility for our users. Notably, our feature on "Where to find Halal food in CW" has received 1,500 views and ranks among the top 3 most-liked pieces of content. These insights not only showcase engagement but also reflect the success of our commitment to inclusivity for all those who spend time on the Estate.

## Supply Chain Partners

ED&I, social sustainability and community investment forms an internal part of our procurement evaluation criteria. For those relationships that fall outside the tender process, all vendors are issued an onboarding questionnaire to access their approach to inclusivity and social responsibility.

A summary of those responses from circa 350 suppliers is at Section III, page 24 of this report.

## Arts and Culture

CWG integrates ED&I through the artists, authors and performers we support through our annual Arts + Events programme on the Estate. We worked with an equal number of female and male artists proportionately across all our events, as well as a diverse range of artists within black and minority ethnic and LGBTQ+ groups.

### Key highlights include:

- Celebrating **Black history** and culture through a range of activities including literature, talks, tours and workshops. The author and historian S.I. Martin was a keynote speaker on the 1919 race riots, as well as leading walking tours around West-India Quays and Limehouse for both customers and our employees.
- **CWG Short Story Stations** were taken over by the Sunday Times bestselling author Afua Hirsch, featuring passages from her latest book 'Decolonising My Body: A Radical Exploration of Rituals and Beauty' with 4,262 extracts from her book printed.
- **Minigolf by Craig & Karl:** originally commissioned in 2022, this useable art installation has provided CWG with free accessible minigolf space throughout our summer season. In addition to our standard operational hours, we also organised out-of-hours SEN sessions. 32 SEN sessions were booked across the summer with a total of 182 people interacting with the course during these sessions.
- **Festival 14:** this five-day event spanning music, theatre, comedy, literature and children's events attracted 33,066 people to 104 separate events and performances. Key highlights included:
  - Approximately 42% black and minority ethnic performers and an equal split of male and female performers on our main stage.
  - All spaces were accessible for attendees with additional accessibility needs. In Westferry Circus, we added a viewing platform, and offered free carer tickets for our ticketed performances.
  - Two performances that addressed issues specific to the LGBTQ+ community created by queer-led performing groups (Public – The Musical by Stroud & Notes and Wildflower by Curious Arts).
  - Our first BSL performance called 'The Shoot Out', combining BSL and dance, encouraging audience members to take part in a workshop.



Festival 14

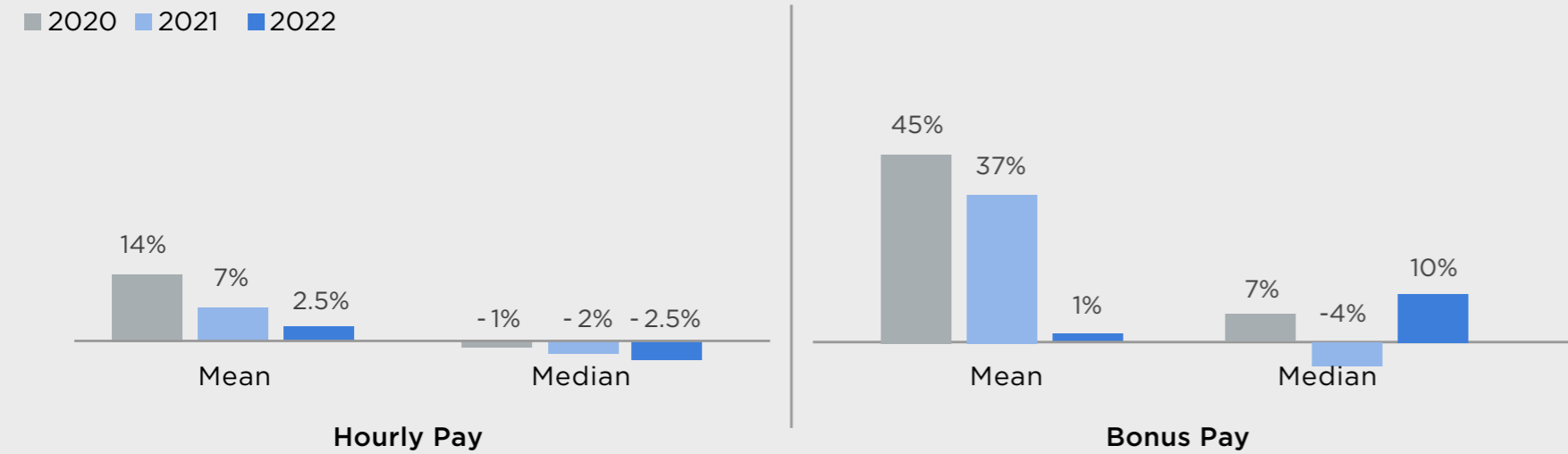


# Section II

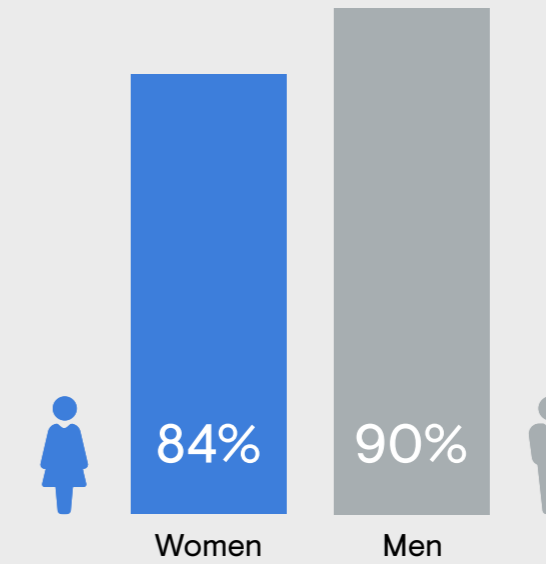


## Canary Wharf Group

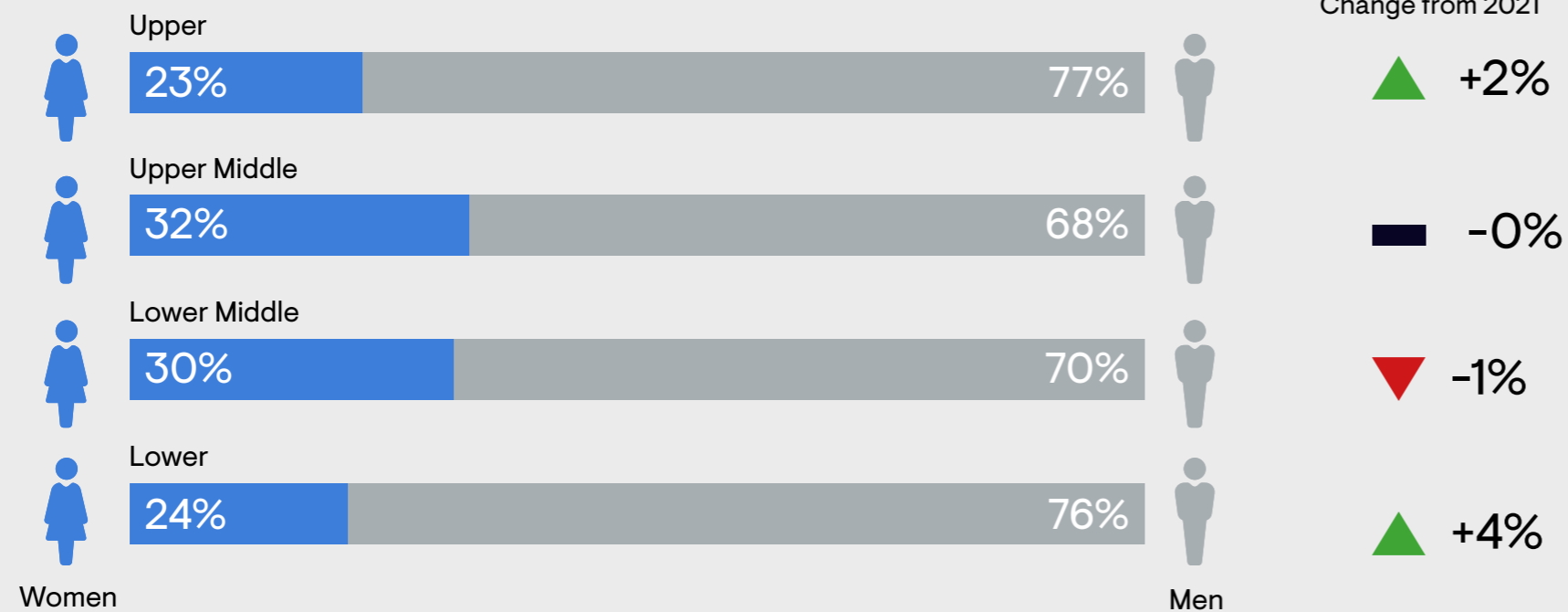
### Hourly Pay and Bonus Pay



### Total % in Receipt of Bonus



### Pay Quartiles

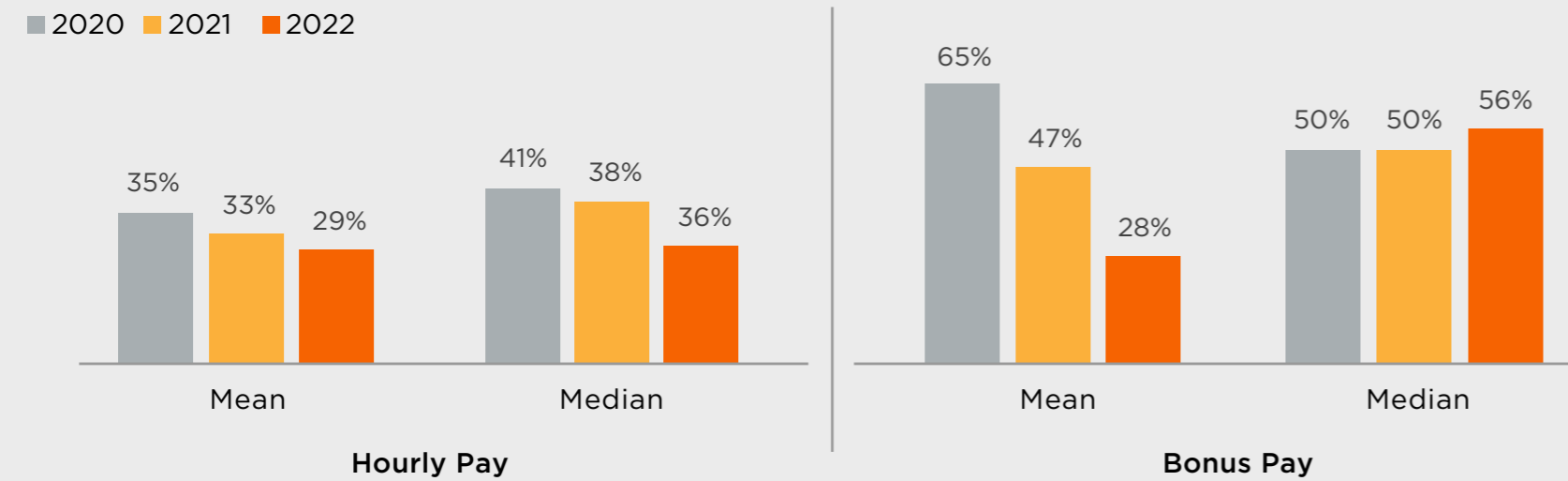


### Total % of Men and Women

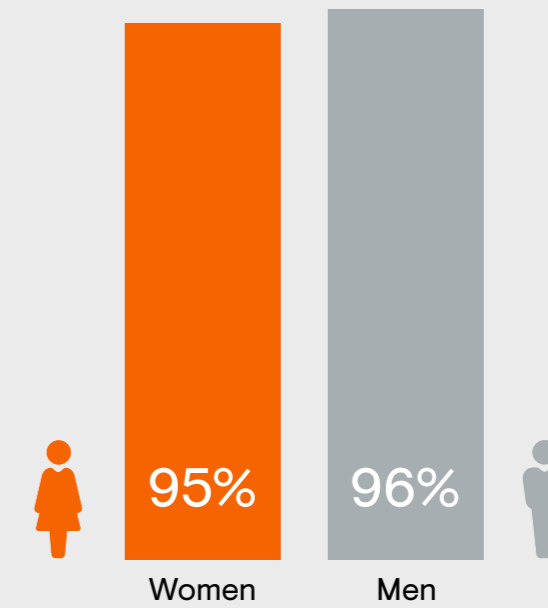


## Canary Wharf Contractors Limited

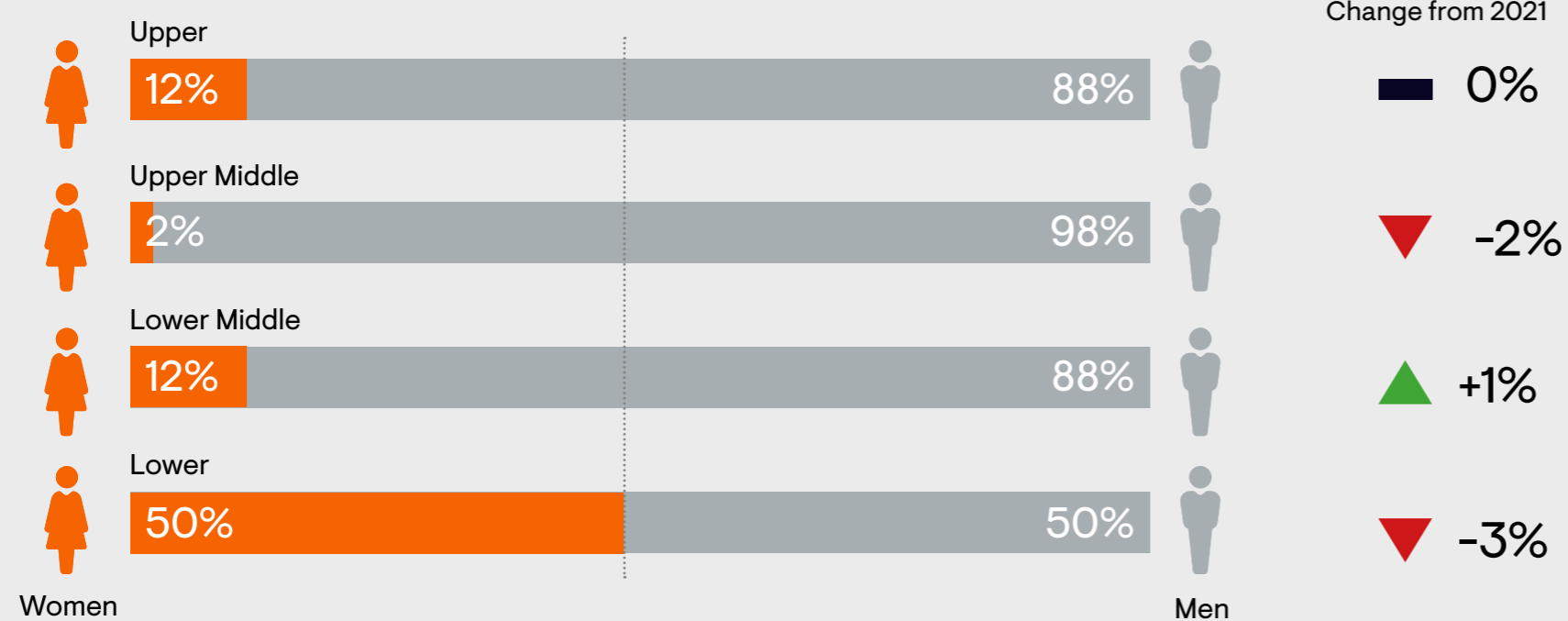
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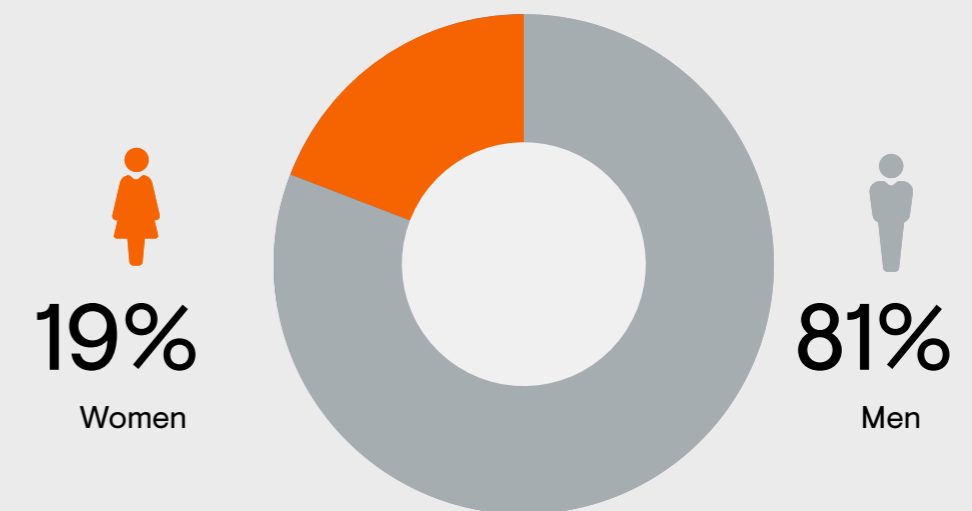
### Total % in Receipt of Bonus



### Pay Quartiles

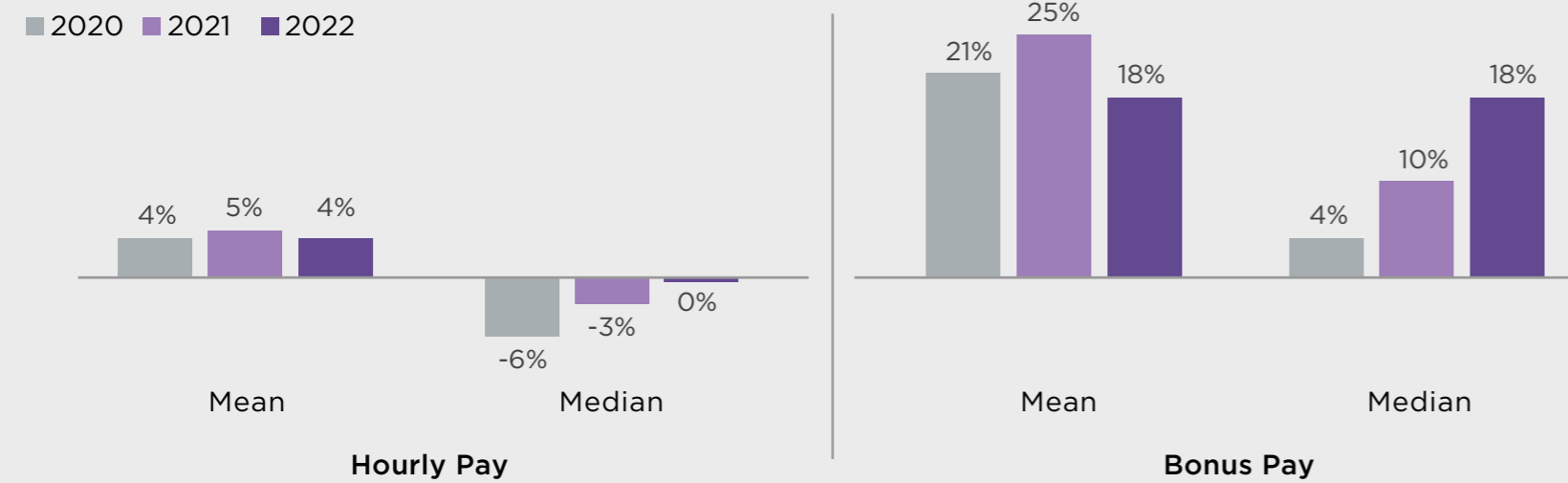


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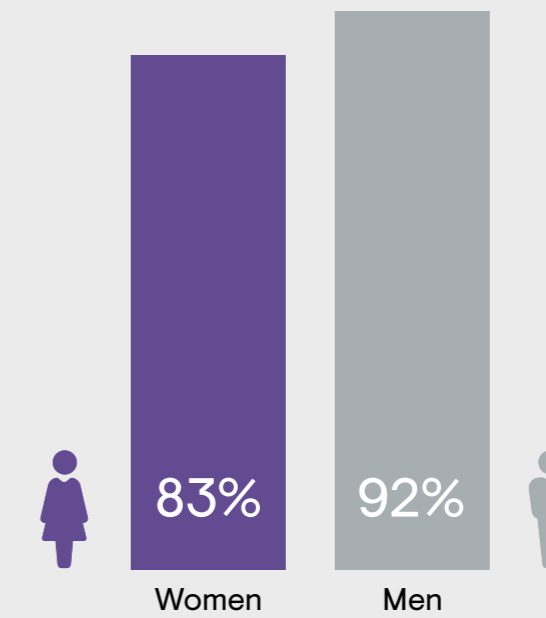


## Canary Wharf Management Limited

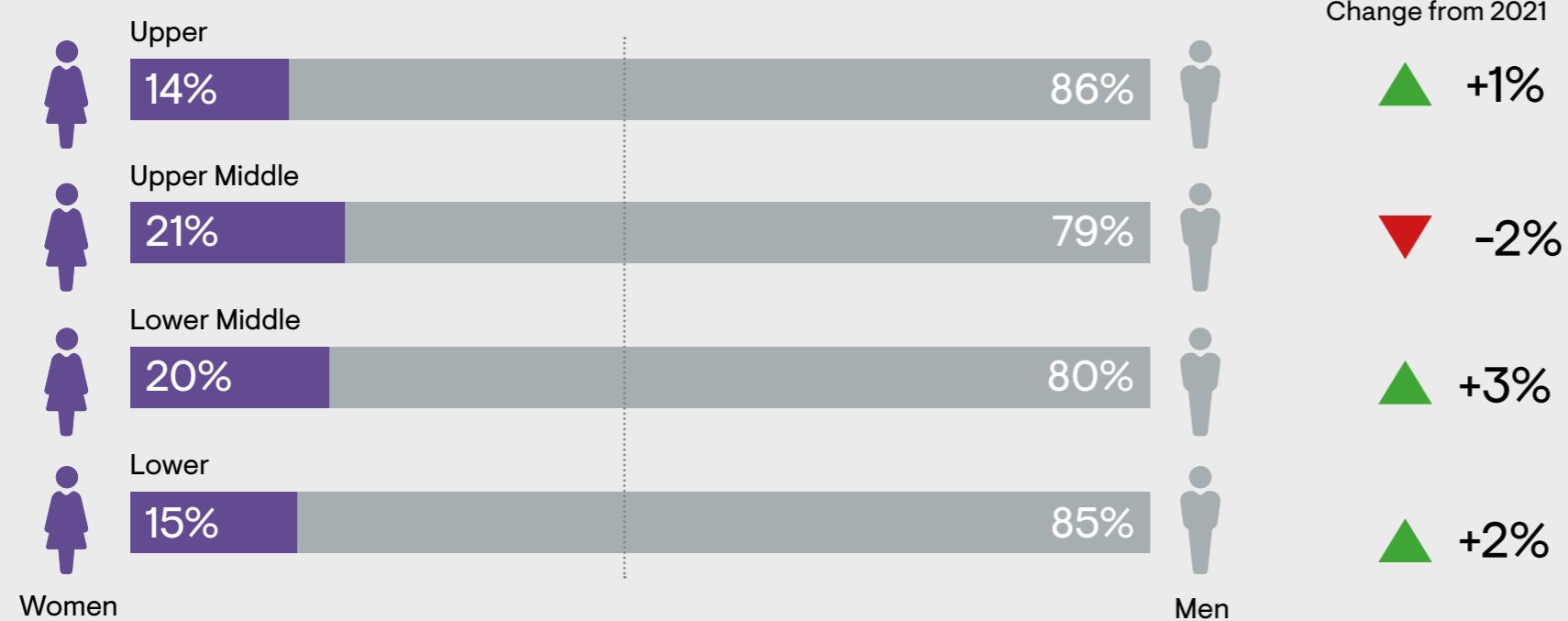
### Hourly Pay and Bonus Pay



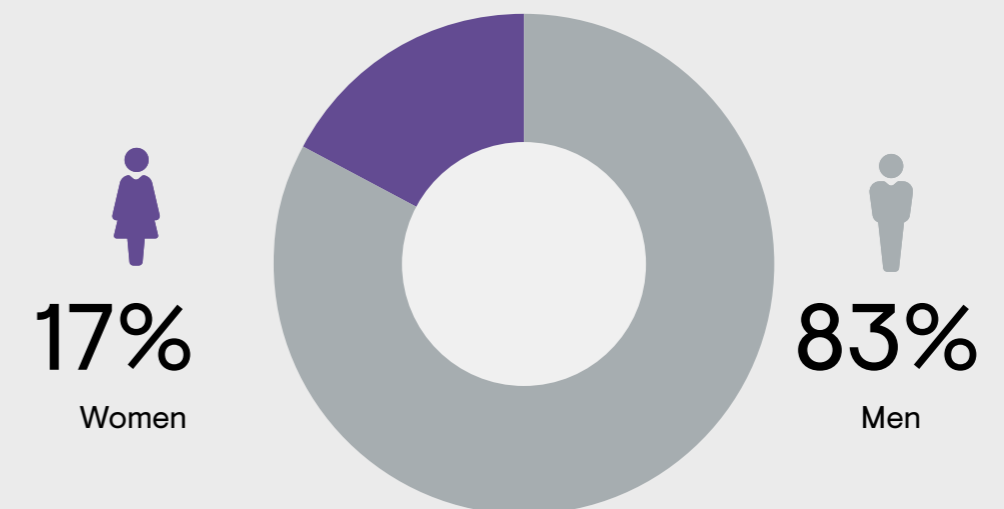
### Total % in Receipt of Bonus



### Pay Quartiles

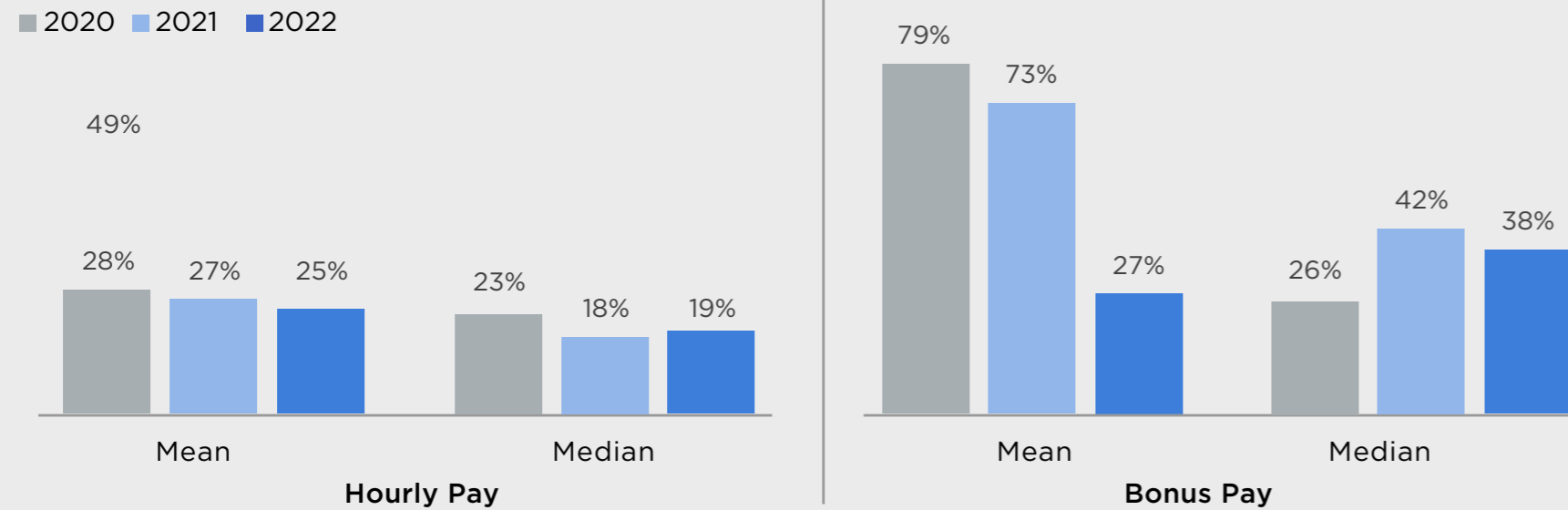


### Total % of Men and Women

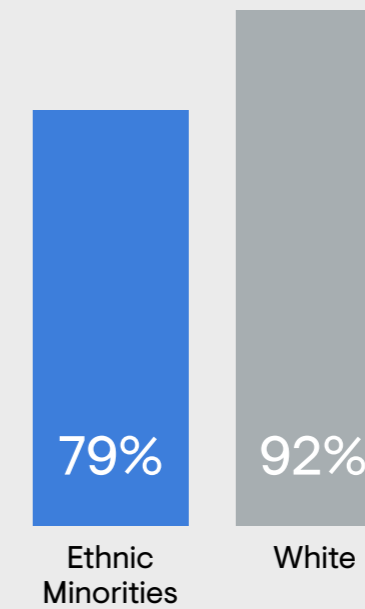


## Canary Wharf Group

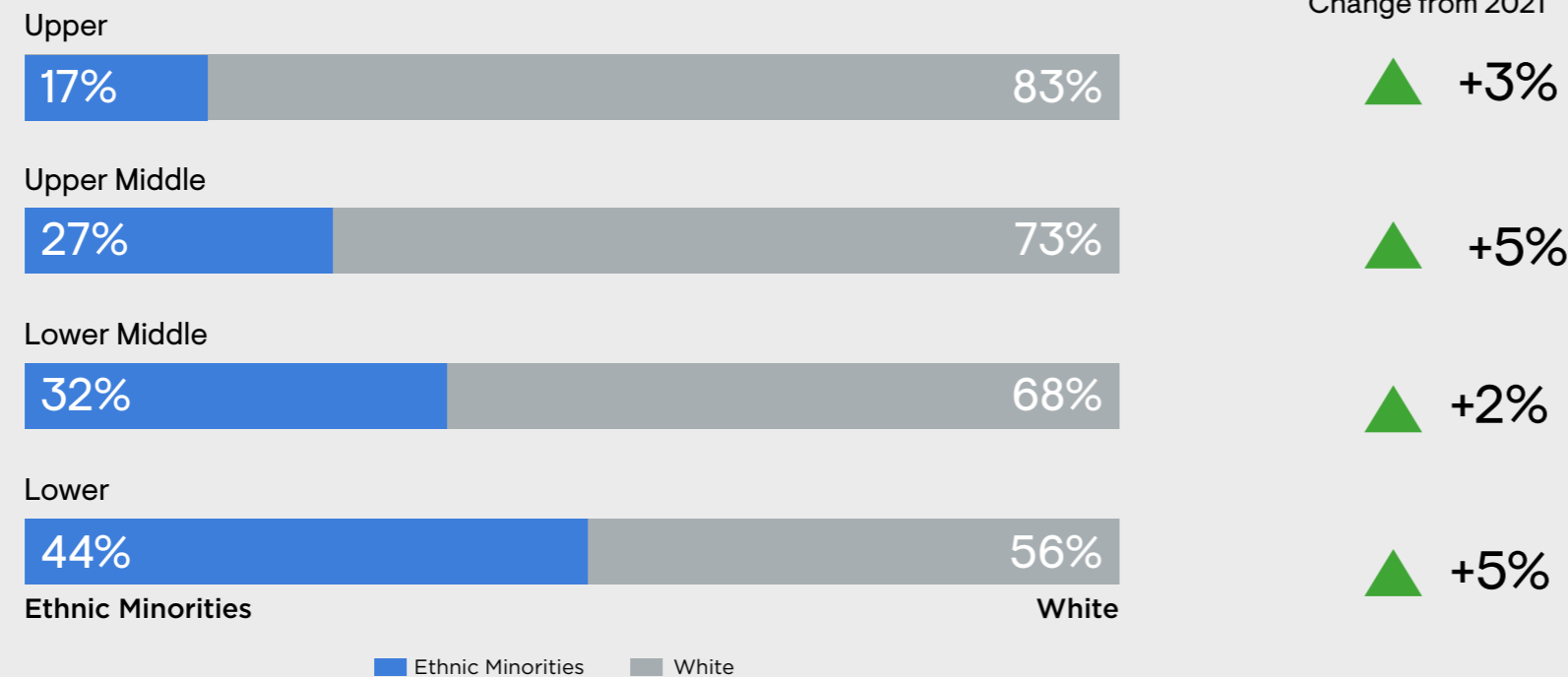
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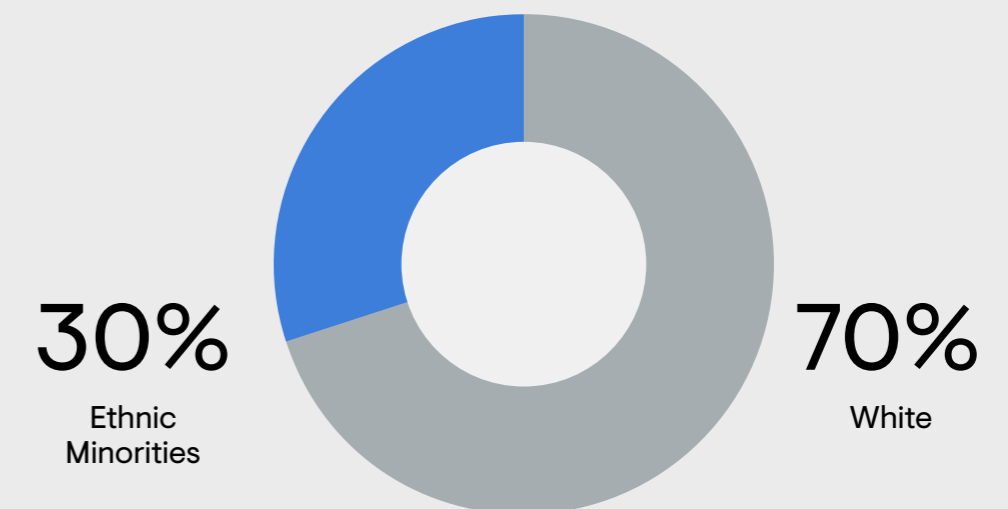
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### Pay Quartiles

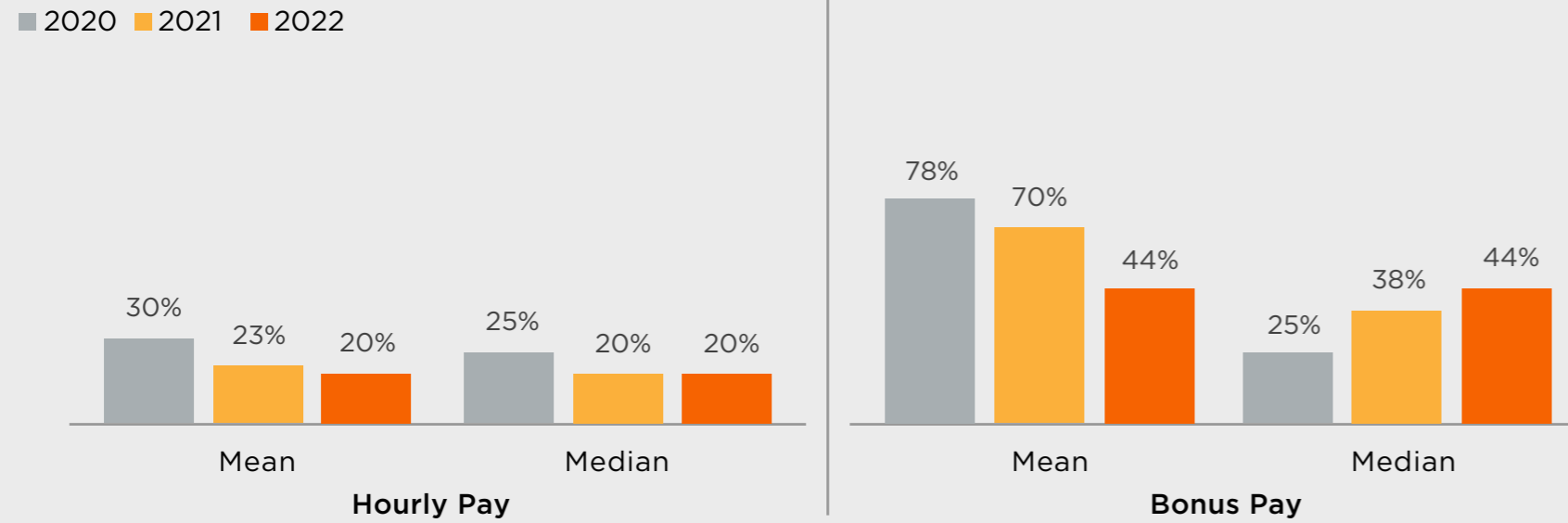


### Total % of Ethnic Minorities Employees

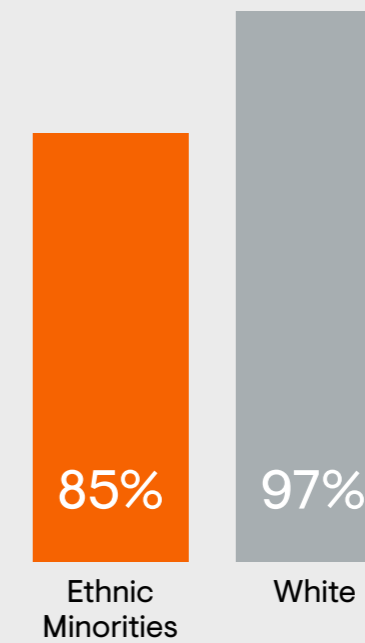


## Canary Wharf Contractors Limited

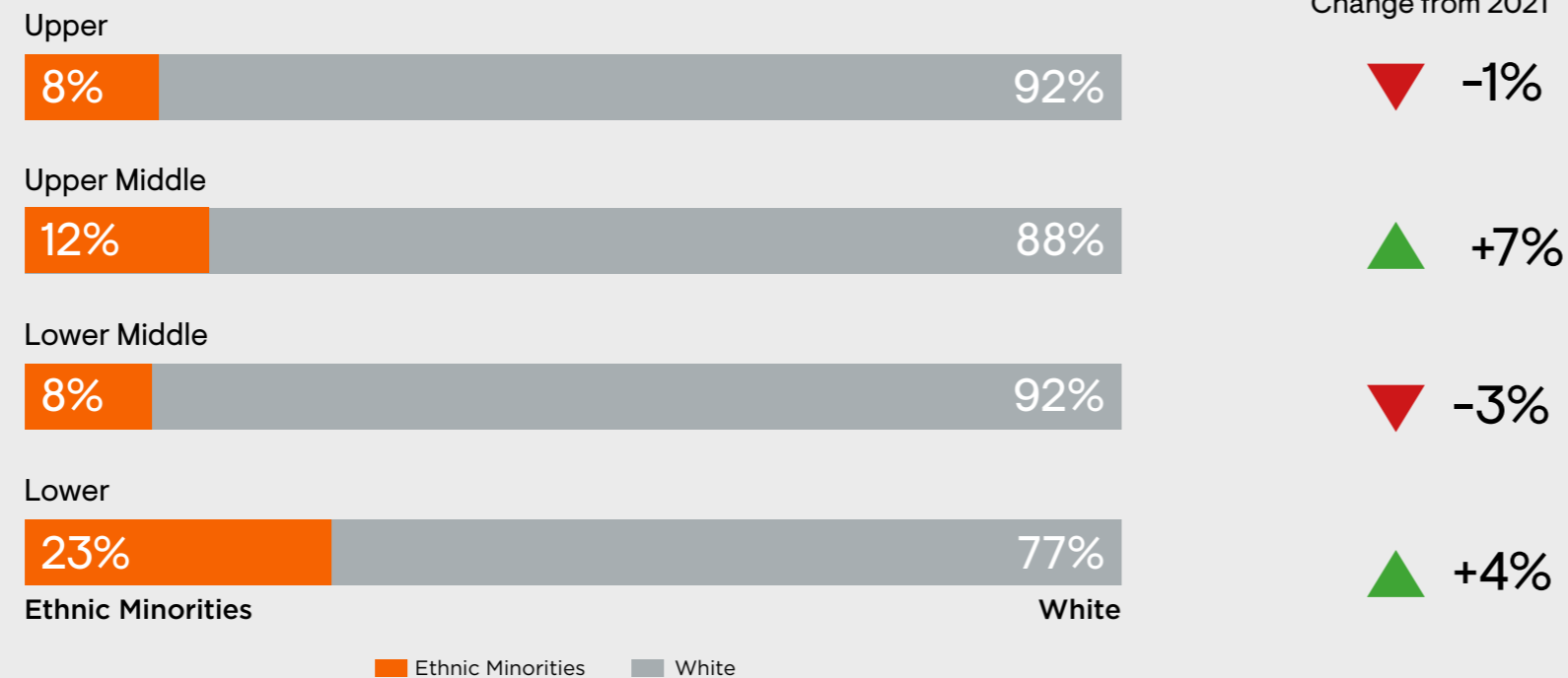
### Hourly Pay and Bonus Pay



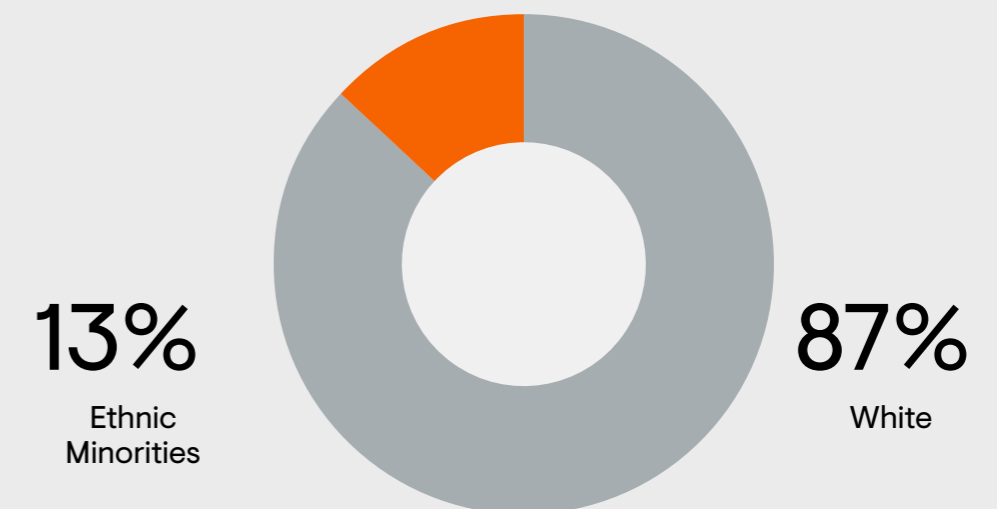
### Total % in Receipt of Bonus



### Pay Quartiles

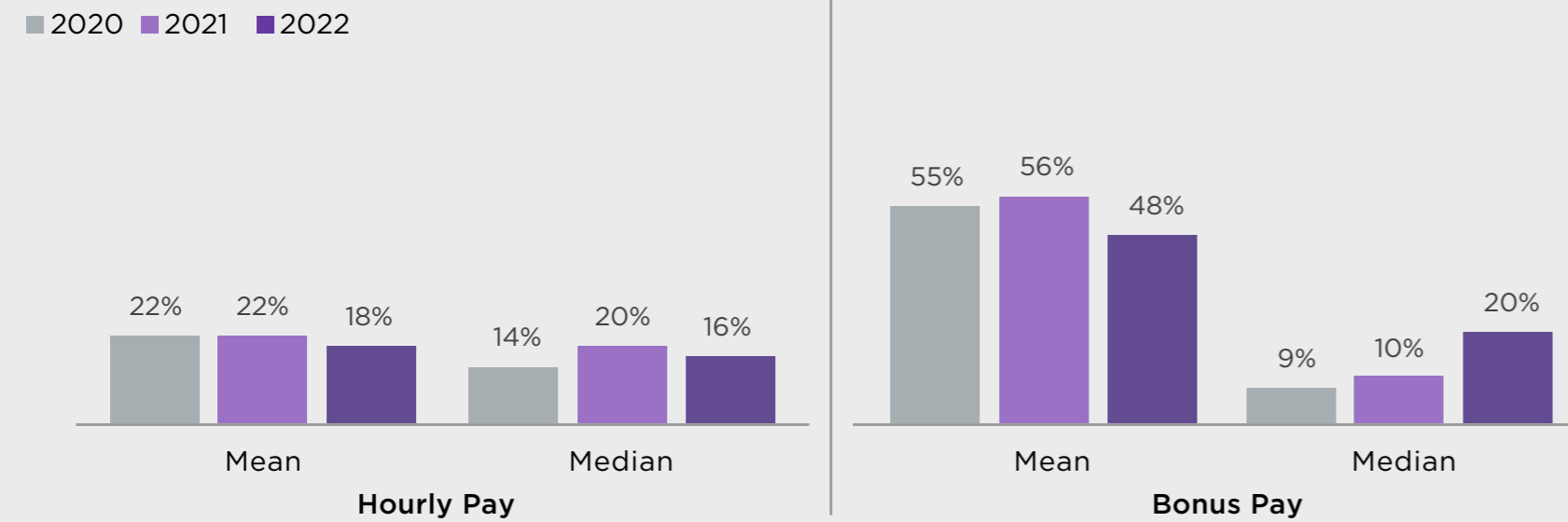


### Total % of Ethnic Minorities Employees

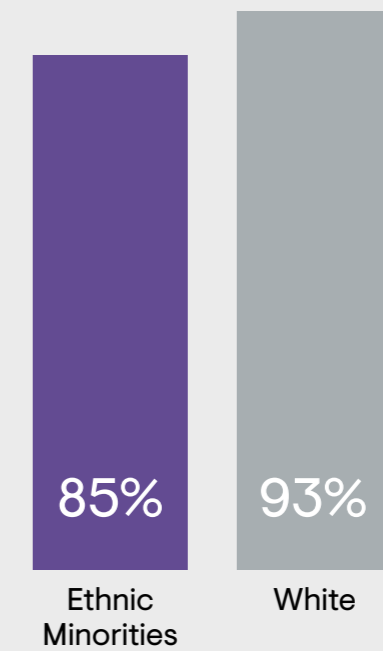


## Canary Wharf Management Limited

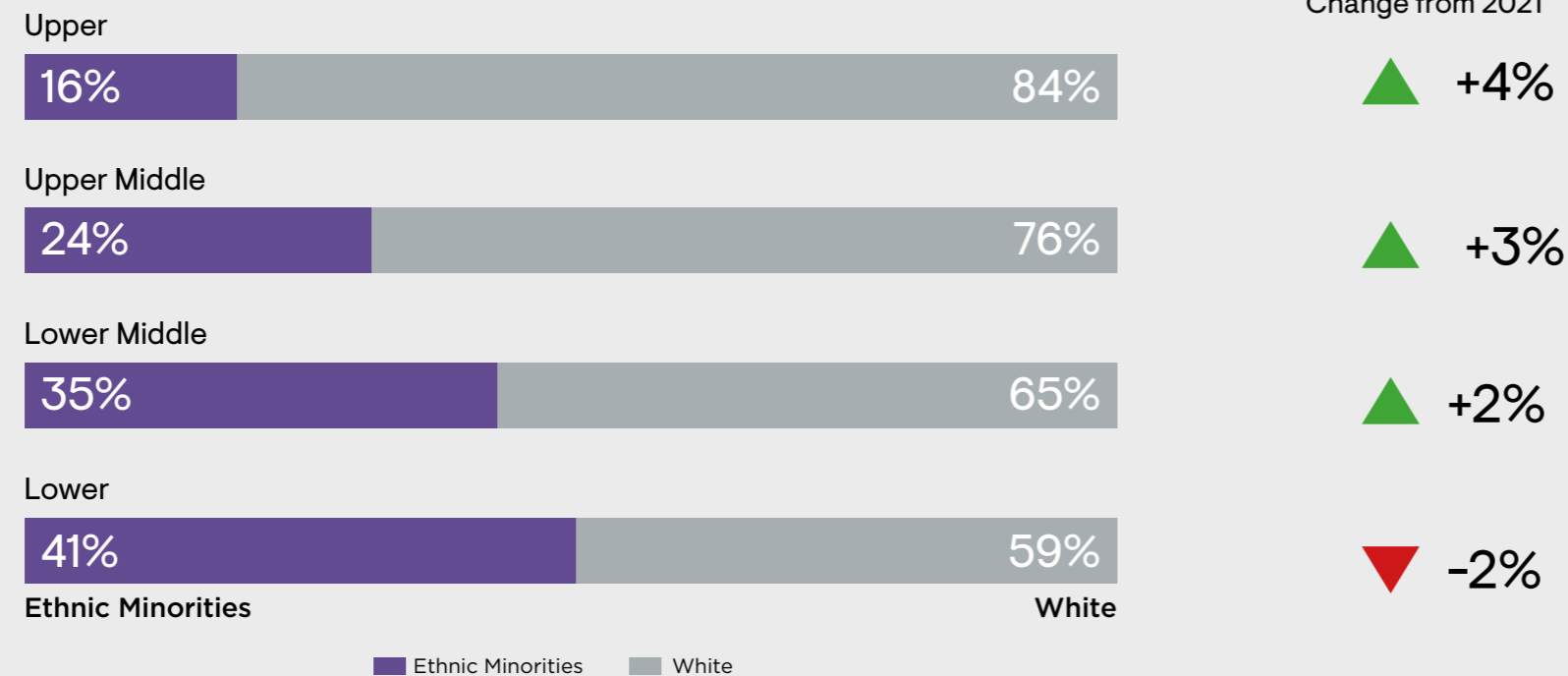
### Hourly Pay and Bonus Pay



### Total % in Receipt of Bonus



### Pay Quartiles



### Total % of Ethnic Minorities Employees



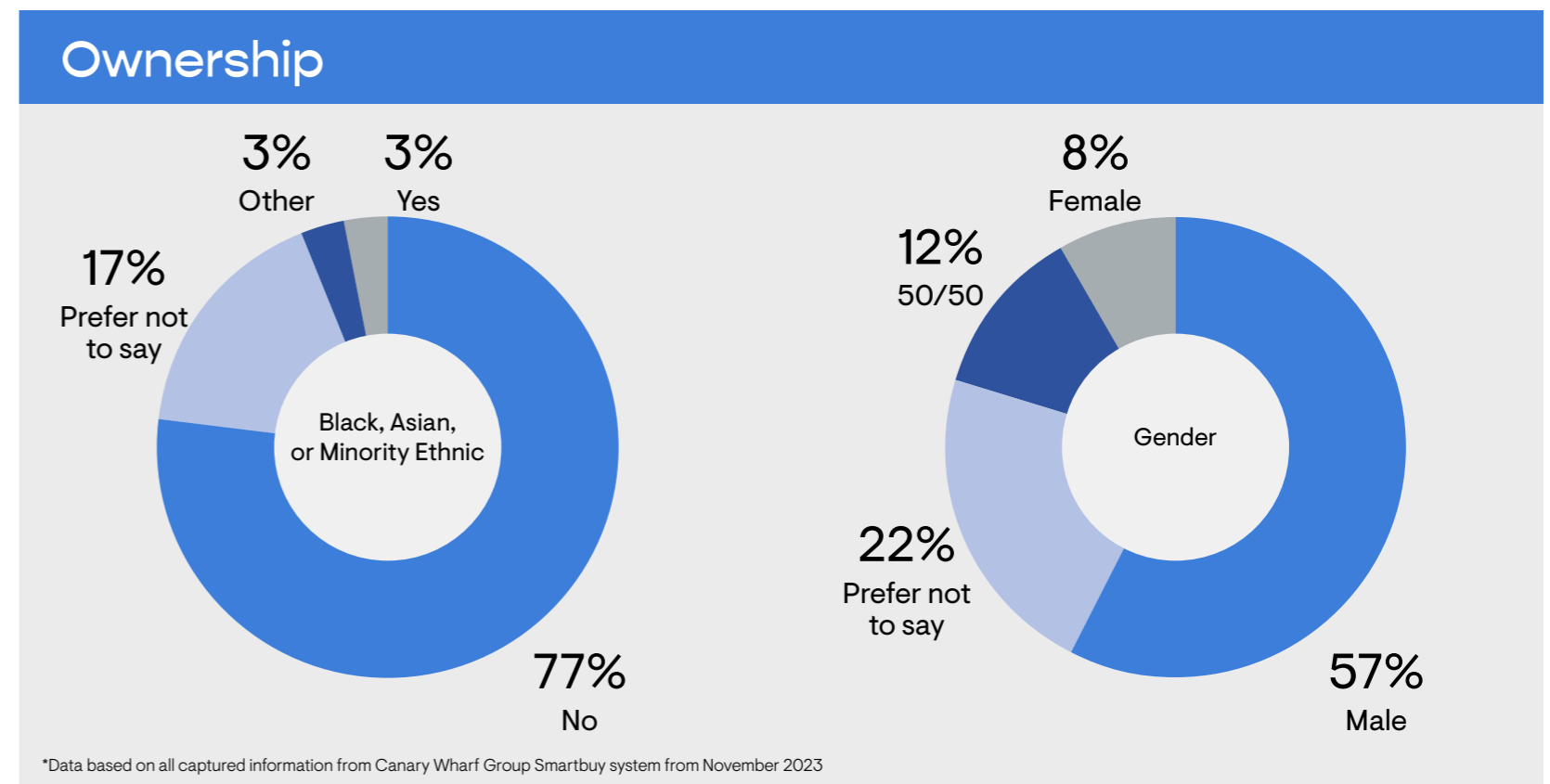
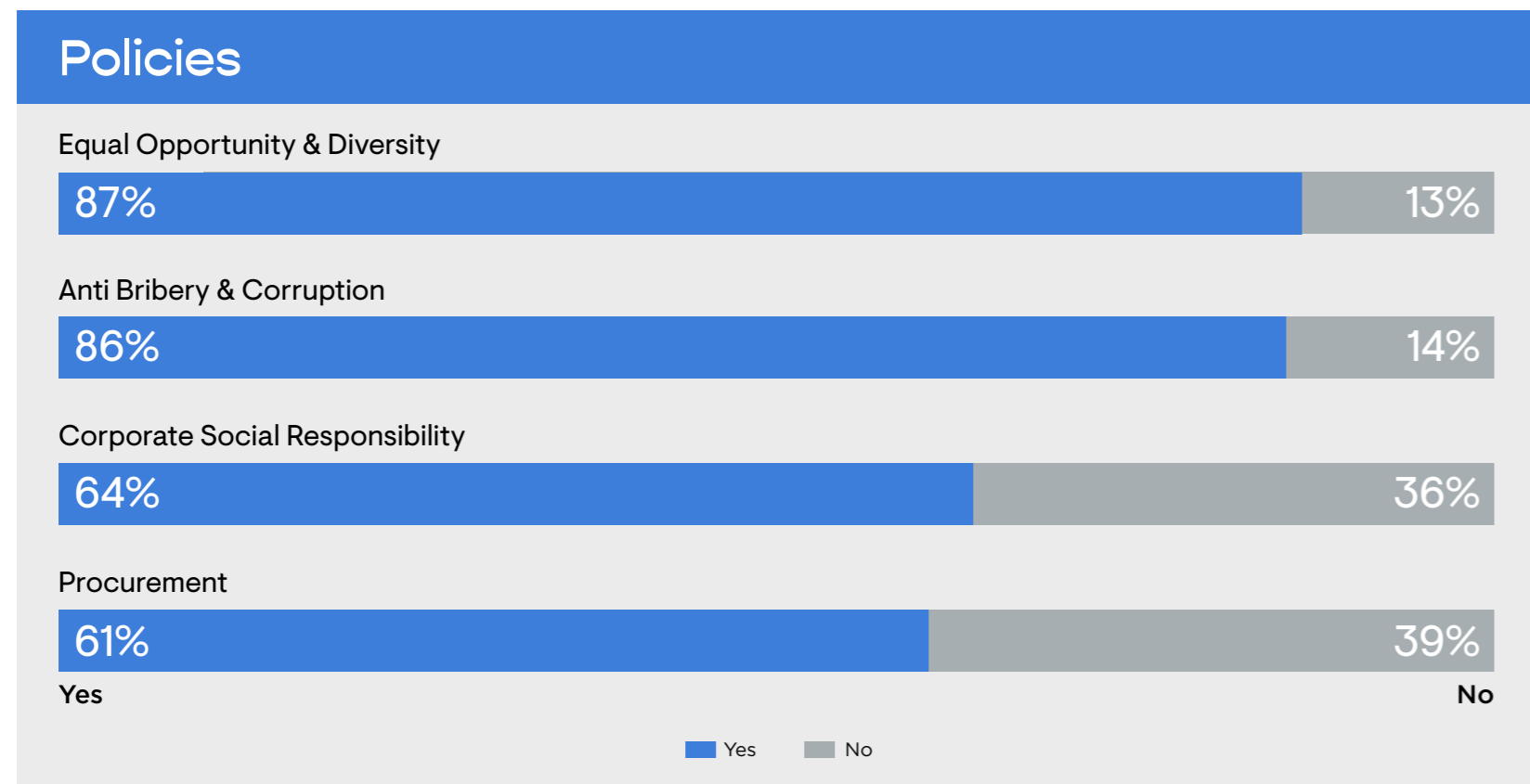
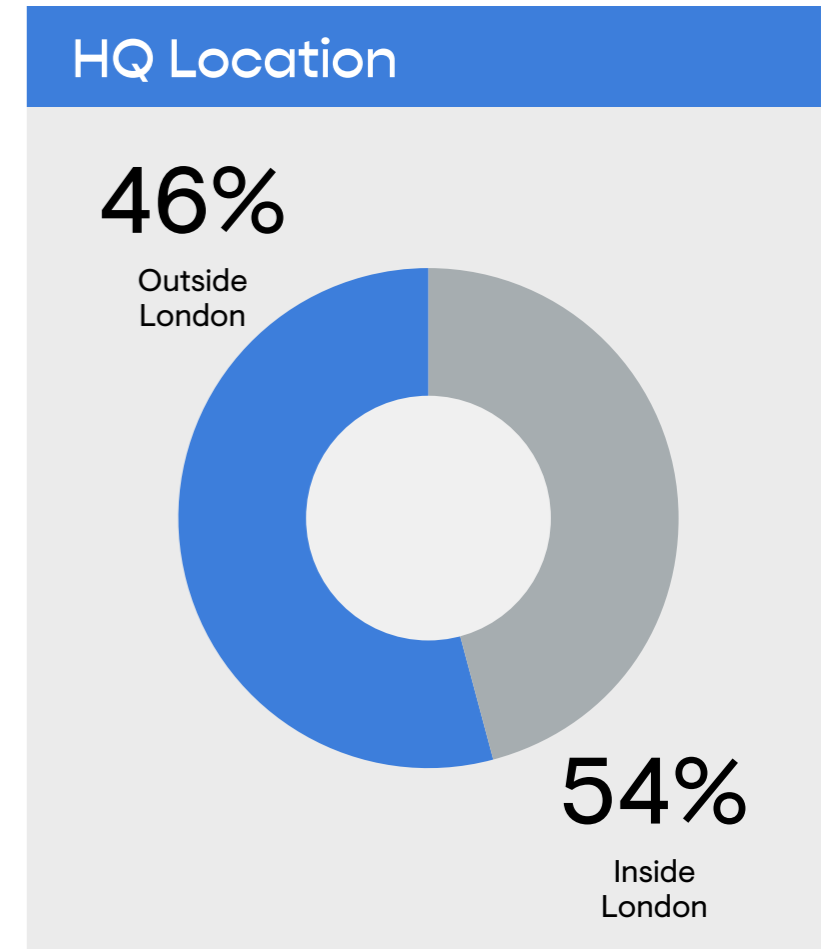
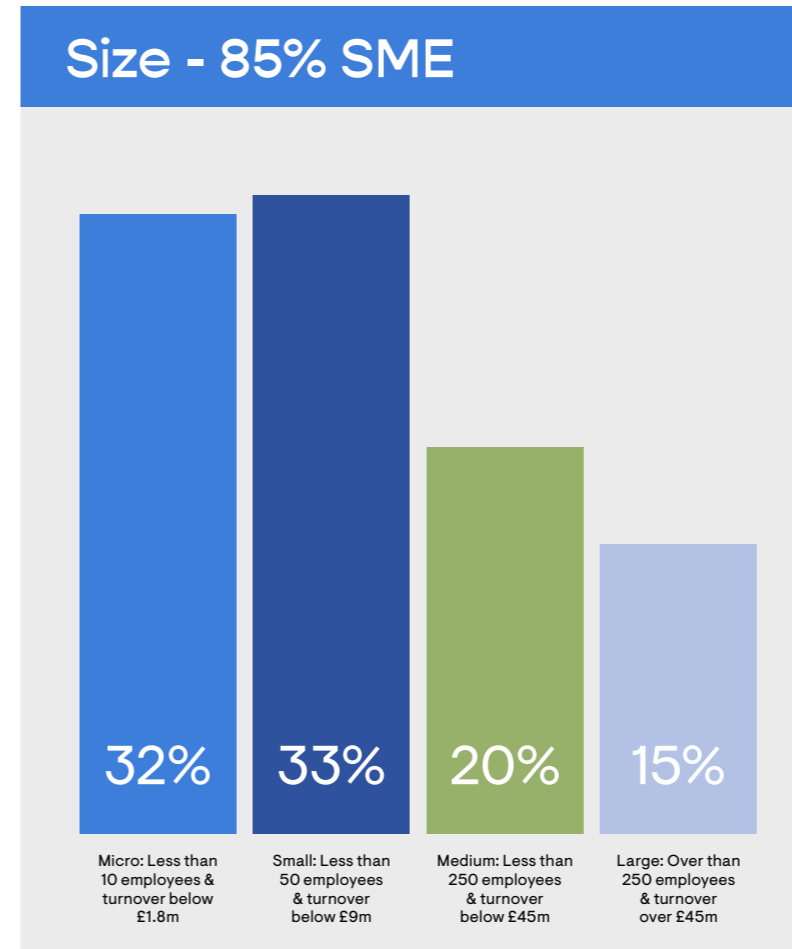
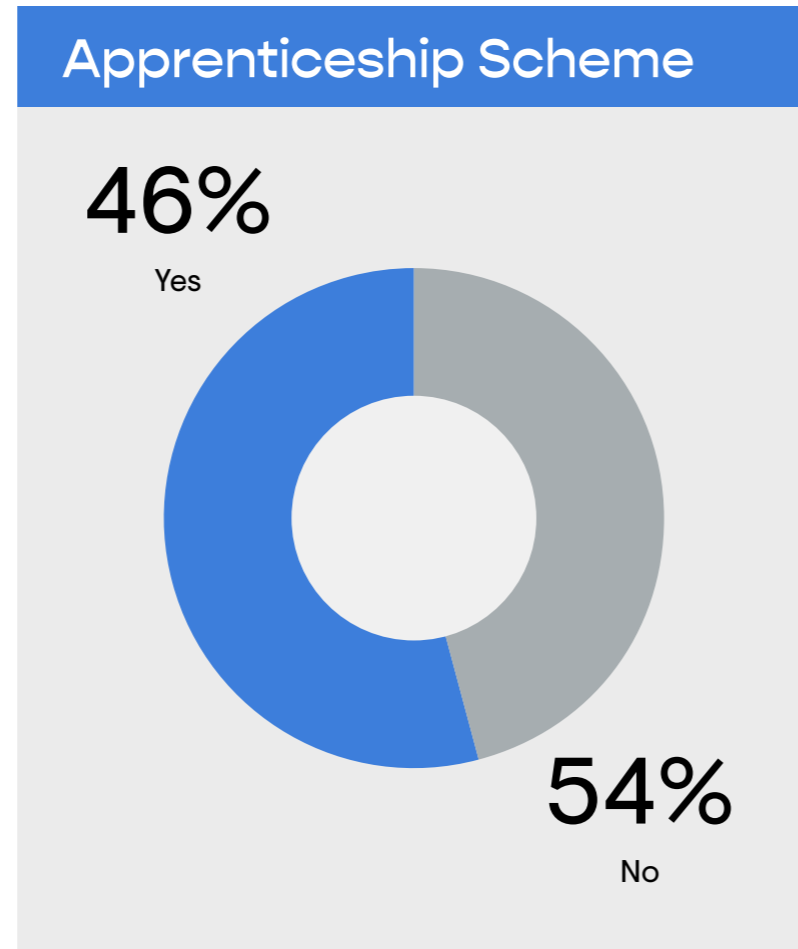
# Section III





## 100% Accepted

- CWG Supplier Code of Conduct
- CWG PO T&C's
- CWG Anti-Facilitation of Tax Evasion Policy



\*Data based on all captured information from Canary Wharf Group Smartbuy system from November 2023



# CANARY WHARF GROUP

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