



Canary Wharf Group's Equity, Diversity, and Inclusion Report 2024



CANARY WHARF
GROUP

Section 1

Chief Executive’s Introduction

2024 ED&I Highlights

Driving an Equitable and Inclusive Culture

your voice matters

Data Transparency and Measurement

Prefer to Say Campaign
Moderation Committee & Benchmarking
Pay Gap Measurement
Social Mobility Data Collection

Our Networks

ED&I Networks
Disability Equality Network
Ethnicity Equality Network
Gender Balance Network
Social Mobility Network
Unity – LGBTQ+ Network
The CWG Junior Board

Employee Investment

Work Experience
Graduate Recruitment
Policy Review

Our Partners

Community
Customers
Arts and Culture

Section 2

Combined Pay Gap Reports

Gender Pay Gap
Ethnicity Pay Gap





Chief Executive's Introduction

As we welcomed a record-breaking 72 million visitors to Canary Wharf in 2024, our ambition remains to continue to create a place that's accessible and welcoming to all, meeting the varying needs of an increasingly diverse community from many different backgrounds. For CWG, a focus on Equity, Diversity and Inclusion (ED&I) is not just the right thing to do but is imperative to our business. Our workplace is reflective of our wider community, meaning that we're better positioned to deliver places and spaces across Canary Wharf that enhance the well-being of all those who work, live and visit here.

Across CWG, we're proud of the 1,300 plus people who are at the heart of the organisation and our greatest asset. Colleagues work across a broad range of roles and disciplines bringing a breadth of lived experience, varied perspectives and diversity of thought, all of which helps us improve and innovate. Our goal is to foster a fully inclusive culture where every CWG employee, without exception feels valued and supported, irrespective of their background. Our five ED&I Networks support and drive this ambition, delivering a programme of education and awareness initiatives and ensuring our policies and processes support everyone's needs.

Our gender pay gap increased slightly in 2024 whilst our ethnicity pay gap continues to decrease. Our focus remains on recruitment and retention as key components to reducing these gaps. In addition to gender and ethnicity reporting, we have given additional focus to our data collection, including key Social Mobility metrics, to help us identify and remove barriers and ensure everyone, no matter their background, has the opportunity to achieve their potential.



As part of our strategy to drive social sustainability within the London Borough of Tower Hamlets, we're committed to supporting our local community where we believe we can make the greatest impact. As well as our Community Grants programme which has helped 63 local organisations, we continue to support The Circle Collective and our long-term partnership with The Felix Project, ensuring our customers and visitors can partner with us in making a positive social impact. Our latest figures, calculated in partnership with the Social Value Portal show our activities in the local community delivered over £175m of social and local economic value.

I'm proud of what we have achieved so far but I also recognise there is still room for improvement. Our strategic focus on ED&I and the great work being done across the organisation ensures we continue to deliver a socially sustainable business that brings people together to enhance lives now and in the future. You'll find more about how we are doing so in the following sections of this report.

Shobi Khan
Chief Executive Officer



2024 ED&I Highlights

Data Accountability

66%

of our workforce chose to self-identify their protected characteristics since launching our Prefer to Say Campaign



Equitable Culture

80%

of our colleagues participated in our "Your Voice Matters" survey, generating an **employee Net Promoter Score of +41 (rated as very good and in the top 25% of companies)**



Celebrating our diverse community

Working closely with our community partners and driven by a shared social purpose we're focused on bringing people together to enhance lives now and in the future'. Highlights include:




THE FELIX PROJECT

Our ongoing partnership supports The Felix Project's operations redistribution of surplus food to charities across Tower Hamlets



Our recently launched partnership ensures we recognise and support our colleagues, residents and visitors with hidden disabilities



Partnering with Purple, we're committed to improving every part of disabled customers' journey throughout Canary Wharf

UCL SCHOOL OF MANAGEMENT


We launched a partnership with UCL School of Management's Summer School, equipping year 12 school students with essential skills, practical work experience and inspiration



We continue to partner with circle, providing retail and training space and digital advertising to support their aim of helping 250 people into work



Through our shared social purpose, we've delivered £175.8m of Social and Local Economic Value to the communities of Tower Hamlets (based on last reported period - Jan-Dec 2023)



Our new partnership saw CWG participate in the Social Mobility Index for the first time, with the aim of ensuring equitable career opportunities for those from disadvantaged backgrounds



Driving an Equitable and Inclusive Culture

We remain committed to a workplace that truly reflects the world in which we all work, live and play. Championing an inclusive culture at CWG continues to be a key focus, not only to enable colleagues to thrive but to ensure the diverse perspectives and lived experiences of our workforce enrich our strategic objectives and support our purpose – bringing people together to enhance lives now and in the future.

Working closely with our ED&I networks and partners, we continue to review and update key policies, enhance recruitment processes and increase awareness of different cultures and identities to better support inclusion. For the first time in 2024, we participated in the Social Mobility Index, achieving a ranking in the top 100 companies and our networks collaborated on a new allyship initiative which will launch in 2025.

In our most recent employee engagement survey 84% of employees felt that people of all backgrounds are accepted for who they are at CWG, whilst 82% believe CWG would respond appropriately to instances of discrimination. 81% of employees are satisfied with CWG's efforts to support ED&I whilst 83% shared the belief that CWG is a diverse workplace and acknowledged a diverse workforce as a key priority.

your voice matters

Understanding what's working well within our business and where we need to improve is a vital element of ensuring an inclusive workplace that's set up for a successful future. Over the course of 2024 we put in place a new employee engagement survey platform which will deliver comprehensive and meaningful feedback and support leaders and managers in driving positive change.

We launched our engagement survey campaign 'your voice matters' in late 2024 achieving our highest ever participation at 977 responses (80% of all employees took part) and over 9,000 comments enriching the feedback received. We were delighted to achieve an employee Net Promoter Score (eNPS) of +41 (anything over 30 is considered very good), which placed us in the top 25% of employers.

The survey closed in mid-December 2024, with results analysis and action planning scheduled to take place in early 2025, after the publication of this report. Initial responses showed that the majority of our people would recommend CWG as a place to work and are highly satisfied with our efforts to support diversity and inclusion although more needs to be done to support collaboration and flexibility in the workplace.



Our new platform will enable us to conduct pulse surveys more frequently and to measure the effectiveness of our priorities and the actions taken at regular intervals.

As part of our active listening focus and in addition to our employee engagement survey, we encourage feedback at any time 24/7 through our 'Employee Voice' platform. This enables colleagues to express their view and opinions, share praise or concerns or submit ideas. During 2024, this resulted in the rollout of period products across our employee bathrooms, adding additional wellbeing options and benefits and celebrating employees who've gone above and beyond to support others.



Share your ideas & opinions
Shape our future

**your
voice
matters**

Have your say in our confidential employee survey
21 November – 13 December 2024

All responses
confidential

Create change with
your feedback

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.

Data Transparency



Prefer to Say

We are continuing to see increased participation in our Prefer to Say campaign, which invites colleagues to voluntarily share their personal details confidentially. This enhanced data helps us identify and remove any barriers to employment or progression that might exist and ensures our workplaces, processes and policies fully support the needs of everyone at CWG.

Working in consultation with our ED&I networks, we refreshed the self-identification options available relating to gender, sexual orientation, faith, ethnicity and disability, adding a new set of questions to enable us to collect information relating to social mobility.

By the end of 2024, 66% of our people had shared their personal details, an increase of 10 points in the year, taking us closer to our ambition of reaching 80% by 2026. A promotional campaign to drive awareness and participation in Prefer to Say will launch in early 2025.

Moderations Committee & Benchmarking

All promotion and material salary applications continue to be 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.

Pay Gap Measurement

We continue to measure both our Gender and Ethnicity Pay Gap, reporting this annually. In 2024 our average gender pay gap at a consolidated (group) level, covering all employees was 6.4%. This was a slight increase from 2023 and is significantly lower than the last reported real estate industry average of 22.4%. Our 2024 ethnicity pay gap, on the same consolidated level, decreased from 23.6% in 2022 to 22.3% in 2023. Whilst we have seen an increase in the percentage of females and those of minority ethnic background within Canary Wharf Ltd, there is still work to be done across the organisation and we continue to focus on ensuring there are no barriers to recruitment or progression and to support our diverse talent through training and career development. Our full pay gap analysis and further detail is included later in this report.

Social Mobility Data Collection

We've increased the scope of our Prefer to Say campaign to include the collection of data related to social mobility, described as the relationship between our starting point in life and where we end up as adults. We're committed to ensuring we create opportunities to help people, including those in our local community, realise their full potential, no matter their background. Working with our Social Mobility ED&I network, we're looking to use this data to identify and remove barriers to entry and career progression and to ensure an inclusive culture that enables every one of us to excel whilst offering opportunities for all.



Our Networks

CWG's five ED&I Networks play an integral role in championing an inclusive and welcoming environment within the organisation and across the estate, benefiting our people, customers and local communities.

The networks are overseen by a Steering Committee which is sponsored by CWG's CEO, Shobi Khan and attended and chaired by CWG's Chief People Office, Jane Hollinshead and Associate Director of People Engagement, Steven McGunigel. The committee works together to:

- Deliver key Network and business ED&I objectives
- Identify opportunities for collaboration
- Share and celebrate best practice
- Drive awareness and foster a positive culture

Each Network meets regularly with their own committees to drive forward their annual objectives with a focus on enhancing our culture, supporting career development, advocating for their communities and supporting CWG's ED&I ambitions. In addition, cross-network working groups were set up to develop additional allyship resources and to develop and drive participation in our Prefer to Say campaign.



Disability Equality Network

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

Chairs: Liz Mason and Louisa Bay

Key highlights

- Ongoing partnership with Purple Tuesday to raise disability awareness and improve the disabled customer experience. Hosted Purple Tuesday's Disabled Customer Experience Summit, lit One Canada Square purple as part of a global campaign and developed staff training programme to support visitors with disabilities.
- New partnership with Hidden Disabilities Sunflower, building a better understanding of non-visible disabilities and how to support colleagues and visitors. This was also incorporated in our disability awareness training
- Employee spotlights sharing stories of colleagues with disabilities
- Partnership with Guide Dogs UK and their Paws on the Wharf programme
- Parents and Carers coffee mornings
- Alzheimer's Memory Walk fundraising

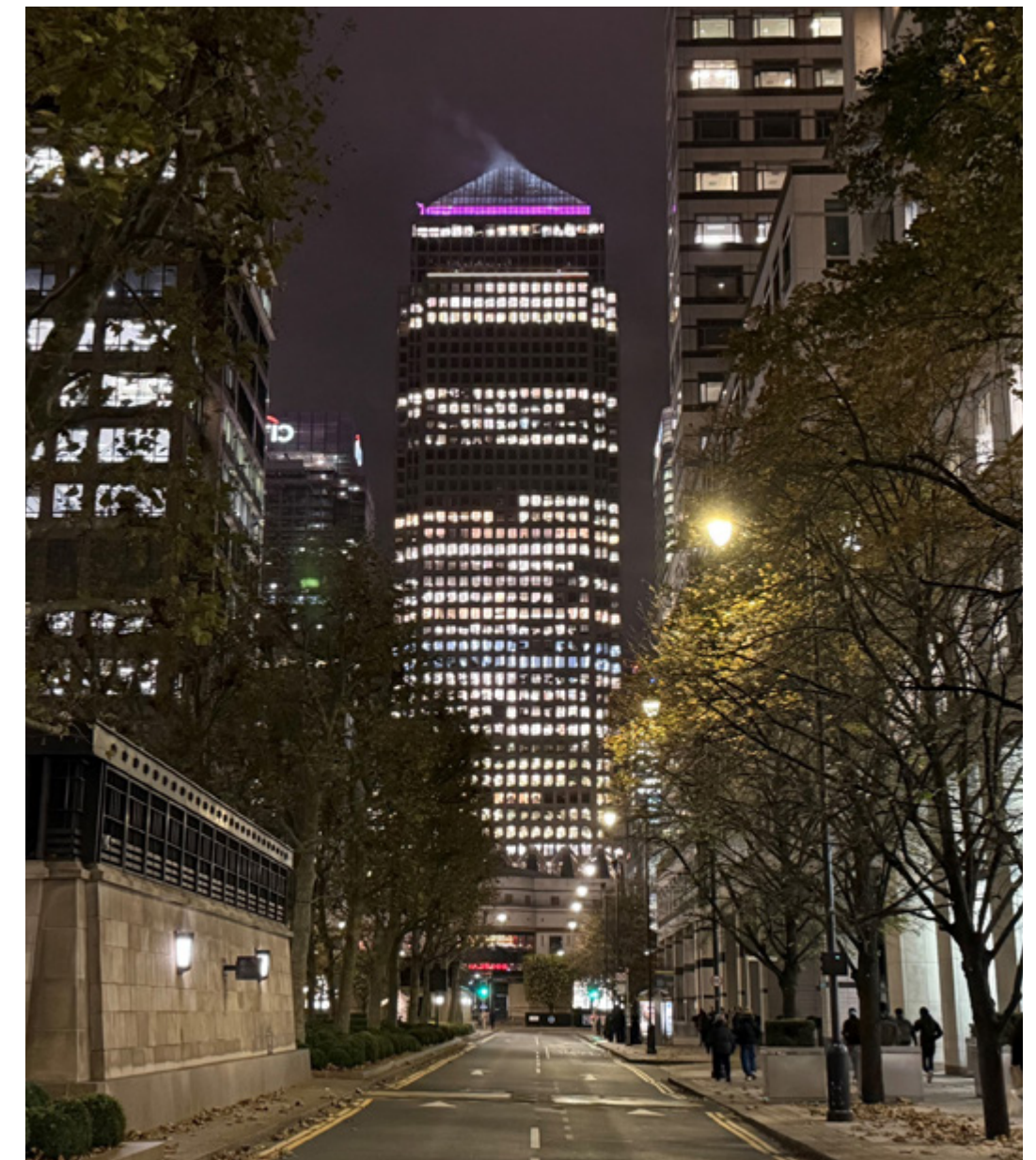


Our partnership with Purple

"Purple Tuesday is extremely proud to be working alongside CWG to create accessible spaces and places for all disabled people. The lived experience feedback from our recent Pioneer Disabled Customer Experience Summit was so positive. Both in terms of the physical environment and all staff. We are particularly pleased to support the CWG Disability Equality Network to further build the confidence of all stakeholders.

We very much look forward to continuing the partnership and providing a purple glow to One Canada Square and the wider neighbourhood."

Mike Adams OBE,
Executive Chairman and Founder, Purple



Ethnicity Equality Network (EEN)

Objectives: Highlighting ethnicity inequality and providing a space to discuss, question, challenge and take action where necessary to promote equality and diversity. Promoting an inclusive culture that embraces diversity and encourages an environment respectful of diverse identities, backgrounds and perspectives.

Chairs: Chevvron Carlaw and Natalie Marcus (until end 2024)

Key highlights

- Celebration of Eid al-Fitr, marking the end of the holy month of Ramadan at Chai Ki, Canary Wharf
- Employee Spotlights highlighting members of the network and their stories, background and culture
- Hosted a Black Entrepreneurs of Canary Wharf panel event as part of Black History Month, showcasing inspiring journeys and the importance of representation, resilience and community
- Collaboration with KMPG on their Cross Company Allyship Mentoring Programme
- Working with CWG's People and Development Team to drive fair and transparent pay and progression conversations



Our partnership with Black British Millennial Women

"To celebrate Black History Month's "Reclaiming Your Narrative," Black British Millennial Women partnered with Canary Wharf Group's Ethnicity Equality Network (EEN) to host a panel event featuring social and financial entrepreneurs connected to Canary Wharf who shared their inspiring journeys of overcoming barriers. The event showcased CWG's commitment to social responsibility, facilitating lasting impact beyond their buildings and estate by helping their community create connections. Personally and professionally, being part of the panel was a highlight for me.

I had the opportunity to share the inspiration behind the Black British Millennial book, highlighting the positive contributions of Black British millennial women to society. The feedback from attendees was overwhelming, and none of it would have been possible without the generous support of CWG and the EEN team."

Kemi Oguntoye
Black British Millennial Women



Real Estate Balance

As active members of the real estate industry's ED&I member body Real Estate Balance, we were pleased to host colleagues from across the sector for a speed mentoring event, offering the opportunity to support the next generation of talent and recognising the power of giving back.



Gender Balance Network (GBN)

Objectives: Supporting the professional and personal 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 Alex Groves (until Q4 2024)

Key highlights

- International Women's Day Mixer and celebration of CWG's women in security
- Launch of #PPEthatfits campaign in partnership with our Construction Group's Women Collective, ensuring suitable protective equipment that fits the wearer properly, regardless of gender, culture, religion, size or shape
- Welcomed 150 guests to '50/50 Women on Boards' conversation on board diversity hosted by Jane Hollinshead (CWG Chief People Officer) and Becky Worthington (CWG Chief Financial Officer)
- Promoted Men's Health Week by collaborating with Bupa to host a male health webinar
- Celebrated the back to school season with a first day of school scrapbook for CWG's proud parents

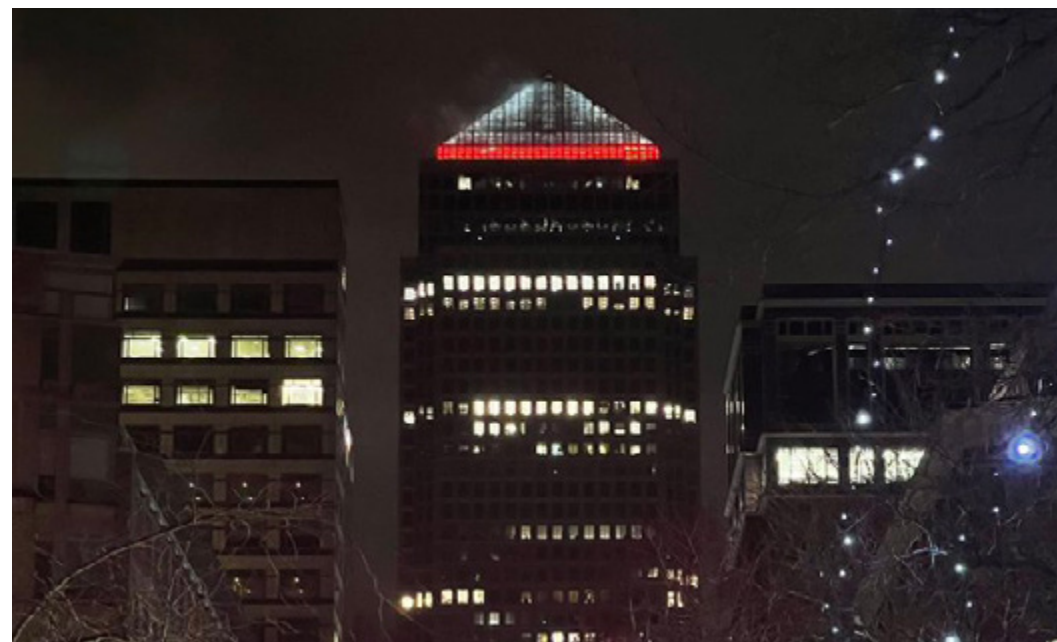
Social Mobility Network (SMN)

Objectives: To create an environment where people are able to 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 (until Q2 2024), Gary Sherwin, Will Griggs-Leslie (from Q4 2024)

Key highlights

- Championed CWG's first submission to the Social Mobility Foundation's Employer Index, achieving top 100 ranking
- Created a 'Voices of the Wharf' campaign to drive awareness and understanding of social mobility and the barriers faced
- Supported the launch of social mobility specific questions within CWG's Prefer to Say self-identification campaign
- Hosted a 'Work Insight Week' in collaboration with the Social Mobility Business Partnership supporting 13 young people from across Tower Hamlets to develop vital skills
- Participation by Jane Hollinshead (Chief People Officer) and Samantha Sommerville (Early Careers Manager) in KPMG's Cross Company Allyship Podcast programme



Unity (formerly the 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. Uniting people of all identities under a shared vision of equality, respect and community, where they feel represented and accepted.

Chairs: Chris Curley and Sam Sommerville

Key highlights

- Shared coming out stories as part of LGBTQ+ History Month
- Participated in construction trade fair event promoting allyship and inclusivity
- Hosted Pride month charity bake sale and all-employee lunch to celebrate the LGBTQ+ community
- Conducted Trans Inclusion at Work session with Gendered Intelligence
- Commemorated World AIDS Day, in partnership with Stepney HIV charity Positive East, raising awareness, supporting those affected by HIV and championing the progress being made.

Our partnership with Positive East

"Canary Wharf Group have been amazing partners and a real example of intelligent corporate giving. Most recently they worked with us to mark World AIDS day 2024 (1st December 2024) in the most spectacular way. A key barrier for us to be able to achieve the UNAIDS 2030 goals is HIV related stigma. It is a powerful force that impacts on how people see themselves and whether people access services such as HIV testing and support. The team at Canary Wharf Group came up with the suggestion of lighting up the crown of the iconic building at One Canada Square Red to remember those we have lost to HIV, to stand in solidarity with those living with HIV and as a very public challenge to HIV related stigma. The team hosted a great reception, on the day, with special guest speakers being the Secretary of State for Health & Social Care and London's Regional Director of Public Health. It was a very emotional moment as the crown of Cabot Square was lit red and shone out across our Capital City. We felt really heard and understood by the simply brilliant Canary Wharf Group team and will be forever grateful to them for standing in solidarity with us and the support to achieve our goals."

Mark Santos

Executive Director, Positive East





JUNIOR BOARD 2025

Junior Board

It is essential, in shaping our culture and purpose and in our decision making that we take into account new and different perspectives, including those of our next generation of talent. As a fundamental part of our ED&I strategy we set up a Junior Board made up of talented individuals in the early stages of their careers in our industry.

The purpose of the Junior Board was to identify key projects, act as a sounding board to the business and make recommendations impacting on all aspects of our working environment and estate. In addition, Junior Board members reverse mentored Management Board colleagues.

Following the success of our inaugural 2022-23 Junior Board, a second cohort was appointed for 2023-24. Their focus was on improving the external perception of Canary Wharf and on enhancing our culture and the wellbeing of our employees. Initiatives included a Breakfast with the Board programme and site tours of our operations and construction sites, period-care product trial and experience days hosting external organisations to highlight the vibrant Canary Wharf estate.

A third cohort is in planning for 2025-26, to launch in the first quarter, with further focus on complementing our key priorities and bringing new perspectives to enhance our environment, culture and workplace.

Employee Investment 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. Our work experience programme, relaunched in 2023, saw 70 young adults between ages 14 and 18 join us at CWG. Students are paid for up to 2 weeks experience.

We gave priority to local students in Tower Hamlets, targeting schools located within wards identified as being in areas of multiple deprivation. 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.



Policy Review

Working with our ED&I networks, we updated and introduced several policies ensuring they remain current and fully inclusive, meeting the needs of our diverse workforce.

These included:

- Introduction of Trans and Non-binary Inclusion Policy
- Updating our Equity, Diversity and Inclusion Policy
- Updating our Appearance and Dress Code Policy
- Revising our Anti-harassment and anti-bullying Policy

We continue to review our policies and regularly act on feedback from our Employee Voice programme and ED&I Networks, as well as benchmarking policies to ensure they remain relevant to the needs of our current and future employees.



Graduate Recruitment

As part of our 2024 graduate recruitment, we expanded these opportunities across the business to include Accounting & Finance, Health & Safety and Technology among others. In addition, we continued to focus on a number of initiatives to ensure the recruitment process was fully inclusive.

These included:

- 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
- 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



Our Partners

Community impact

We aim to deliver positive social impact, supported by our people and customers, focused on those in need in our community

We have been working with the Social Value Portal since 2022 to quantify our non-financial impact on our local community and economy. We last reported a total Social and Local Economic Value (SLEV) of £175.8m (in 2023), an increase of over £75m on our 2022 figure. This was largely driven by increased spend as a result of a number of large construction projects under way.

Each year, we publish details of our Environmental, Social and Governance initiatives, progress and achievements and how we are turning our sustainability ambition into impactful action. This includes further detail on our community partnerships which are summarised below, and how we've delivered the £175.8m SLEV. You'll find the report [here](#)



Community Partnerships

Community Grants Programme

Our Community Grants Programme, launched in 2022, aims to support initiatives in our local community aligned with our three key themes: Education, Jobs & Skills, and Biodiversity & Wellbeing.

In 2024 we supported 63 different community organisations with donations totalling over £300,000 across a wide array of activities all of which have a direct positive impact on our local community. Details of the programme and beneficiaries can be found on our [website](#)

The Felix Project

The Felix Project is a food redistribution charity located in Poplar which aims to tackle food poverty while simultaneously reducing food waste. In 2024, we launched a partnership aimed at connecting local organisations with surplus food from Canary Wharf retailers, donated advertising space to the charity and hosted a stair climb fundraiser in our iconic One Canada Square building raising nearly £90,000. In addition, CWG colleagues supported The Felix Project through donating 1,328 hours of their time, working in their local depot and kitchen in Poplar and delivering food directly via their green scheme.



Circle Collective

Circle Collective is a London-based social enterprise which works alongside its sister charity, Circle Community, to help unemployed young people into permanent work. CWG provides retail space to Circle Collective and has supported them with digital advertising space and pro-bono work from our in-house design team.

Circle Collective's retail space offers work experience and the chance to develop transferable skills to young people to help them find permanent employment. Since opening in April 2023, Circle Collective has delivered 1,858 hours of customer service training to young people and had made introductions to a wide range of Canary Wharf employers.



UCL School of Management

We partnered with UCL School of Management's Summer School Widening Participation Programme for year 12 school students. The first week focused on academic learning at UCL's One Canada Square campus with the second offering work experience. We'll be continuing the partnership with the second programme launching in 2025.

Our partnership with UCL

"The UCL Summer School Programme has been greatly enriched by the invaluable support of Canary Wharf Group. This innovative programme not only equips Y12 students with essential skills and practical work experience but also inspires them through field trips, and interactions with industry leaders and current UCL students.

The enthusiasm and dedication of the students, combined with the expertise of our academics and the support of Canary Wharf Group, create an environment where participants can grow in confidence and flourish. We are proud to collaborate with Canary Wharf Group."

Professor Susan Smith – Deputy Director
(student experience) UCL School of Management





Customers

Our Customer Experience team remains committed to delivering an elevated, inclusive, and data-driven customer journey. By leveraging insights and enhancing engagement, we aim to ensure that Canary Wharf continues to be a destination that meets the diverse needs of its community.

Recognising the importance of equity, diversity and inclusion in professional growth, we also introduced Wharf Connect—a thriving professional network for early-career professionals, with 1,200 members. The programme creates connections across industries and backgrounds, helping to drive a supportive and inclusive community. The launch event was headlined by Steven Bartlett, with subsequent events featuring aspirational speakers, inspiring conversations and personal development.

Arts and Culture

CWG champions ED&I through the artists, authors and performers we support across our annual programme of events and exhibitions.

We aim to work with an equal number of male and female artists across our programme as well as ensuring LGBTQ+ groups and an ethnically diverse range of artists are represented. In 2024 we built on our commitment to accessible events which included the most accessible art trail on the estate to date, in partnership with Guide Dogs charity.



Key highlights:

- Establishing a new partnership with publishing house Penguin Books across our Short Story Stations. The partnership provides free book extracts to the public, championing diversity across literature. Since launching this year Penguin Books have curated both a South Asian Heritage Month collection and a Black Writers collection, with works spanning both fiction and nonfiction, covering topics ranging from race and education to love and relationships
- Paws on the Wharf art trail, an inclusive and accessible trail featuring five sculptures created by artists with lived experience of sight loss. The trail trialed new technology NaviLens to help support people with sight loss experience the trail, as well as offering braille format information, tactile elements on the sculptures, and scent tours
- 5 SEN specific sessions were offered on our Minigolf by Craig & Karl with 96 attendees
- Our Pride programme included films, dance, art and family activities over the month of June, working with companies and artists across the LGBTQ+ community to curate an inclusive programme. In addition to the temporary Pride events and installations, we commissioned new work GET REAL by queer artist Henry Gibbs, which now forms part of our permanent art collection.
- As part of the Totally Thames festival, we hosted One In One Out, the world's smallest gay bar and immersive theatre experience exploring the loss of LGBTQ+ nightlife spaces in today's society, created by queer artist Lucy Hayhoe
- To celebrate Diwali Festival of Lights, we invited British-Indian artist Saroj Patel to exhibit her work Genda and Mandala in Jubilee Mall
- In March we hosted Carrying Life, a photographic exhibition by the charity WaterAid exposing the emotional toll of pregnancy, childbirth and childcare without clean water and decent toilets. It showcased 18 photographs by artist Laura El-Tantawy, centred around the shared experiences of women waiting to go into labour in the Ntchisi District of Malawi.
- AFK Beach Volleyball returned to our annual programme. AFK help children and young people with disabilities and autism, and our event raised more than £63k for their charity. The event series also offered free sitting volleyball sessions aimed at those with limited mobility
- As part of our continued efforts to make all our movie nights as accessible as possible we included subtitles on all our films. The films selected spanned a variety of genres representative of Britain's diverse society and included our first Bollywood film in the series

Section II

Pay Gap Data





Introduction

Our ambition at CWG is to create an inclusive culture where every employee without exception feels valued, supported and inspired. Employees with a breadth of lived experiences, backgrounds and cultures bring a diversity of thought and perspective which is not only good for business but helps us innovate and stay relevant with our customers and colleagues. Our ED&I strategy underpins this, focusing on a workplace that truly reflects the world in which we live.

Each year, we publish our joint gender and ethnicity pay gap data. These are just some of the measures we use to monitor progress towards our ED&I goals. We look at the consolidated data at Canary Wharf Group level across all our businesses, as well as within each of our business subsidiaries such as Canary Wharf Management or Construction. This helps us to look at the big picture as well as more focused data and enables us to identify areas for improvement and actions needed. Our pay gap data for 2024 can be found on the following pages.

In 2024, we saw a slight increase in our gender pay gap from 5.7% to 6.4%. This was primarily due to an increase from 30% to 35% in lower pay quartile colleagues. We have been investing in the future of our workforce by hiring a number of people at the start of their careers, many of whom last year were women. These new joiners were in more junior roles, which attract comparatively lower levels of pay than more senior colleagues, which has contributed to the short-term increase in the gender pay gap.

Our ethnicity pay gap continues to decrease, dropping from 23.6% in 2023 to 22.3% in 2024. We also saw the representation of colleagues from minority ethnic backgrounds increase from 28% to 29% in 2024.

Bonus pay gaps for 2024 increased due to the inclusion of new long-term incentive plan (LTIP) bonuses which became payable during the year. LTIPs are a standard accountability measure for executives reaching specific company goals. As we transitioned from one scheme to another, there was no long-term incentive bonus payable in the previous year. This year our gender bonus pay gap increased from 3.9% to 23.6%, due to the greater number of male colleagues in senior roles. Our ethnicity bonus pay gap decreased to -12.2% from 18.4% in 2023, again driven by long-term incentive bonuses.



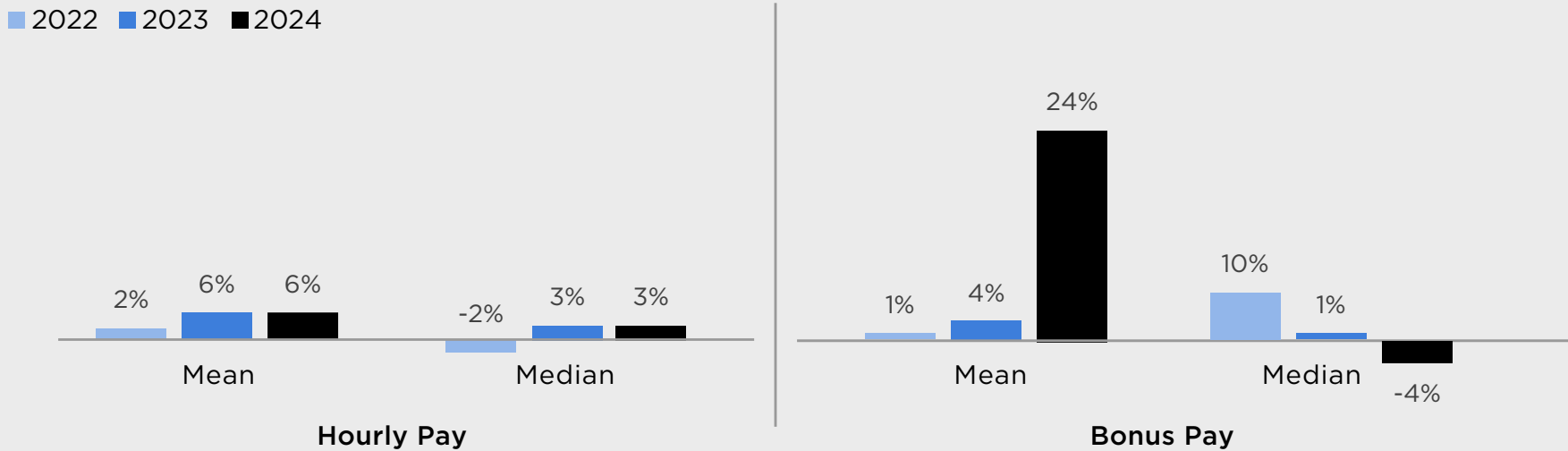
We are committed to fostering a workplace where everyone feels valued, respected, and empowered to reach their full potential, regardless of their background. We recognise that while progress has been made, there is still work to be done. We are actively taking steps to address the gender and ethnicity pay gap, including:

- *Reviewing our recruitment and promotion processes to ensure fairness and equity.*
- *Providing development opportunities and support to all employees, regardless of gender or background.*
- *Working with local schools, charities and advocacy groups to increase our pipeline of diverse candidates and promote career opportunities at CWG*
- *Continuing to work with our ED&I networks including our Gender Balance and Ethnicity Equality Networks as well as our Social Mobility, Disability Equality and Unity (LGBTQ+) Networks to support key recruitment, development and awareness initiatives*
- *Mentorship opportunities in partnership with KPMG's Cross Company Allyship Programme*

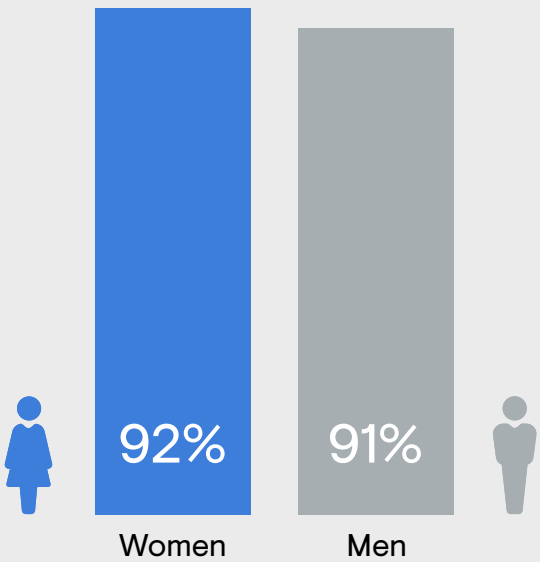
We will continue to use our gender and ethnicity pay gap data to challenge the way we have historically done things. This includes informing our pay and progression processes, benchmarking salary and bonus recommendations, and identifying key areas of focus in closing our pay gaps. Our commitment to creating a socially sustainable environment that drives access and opportunities for all remains key.

Canary Wharf Group

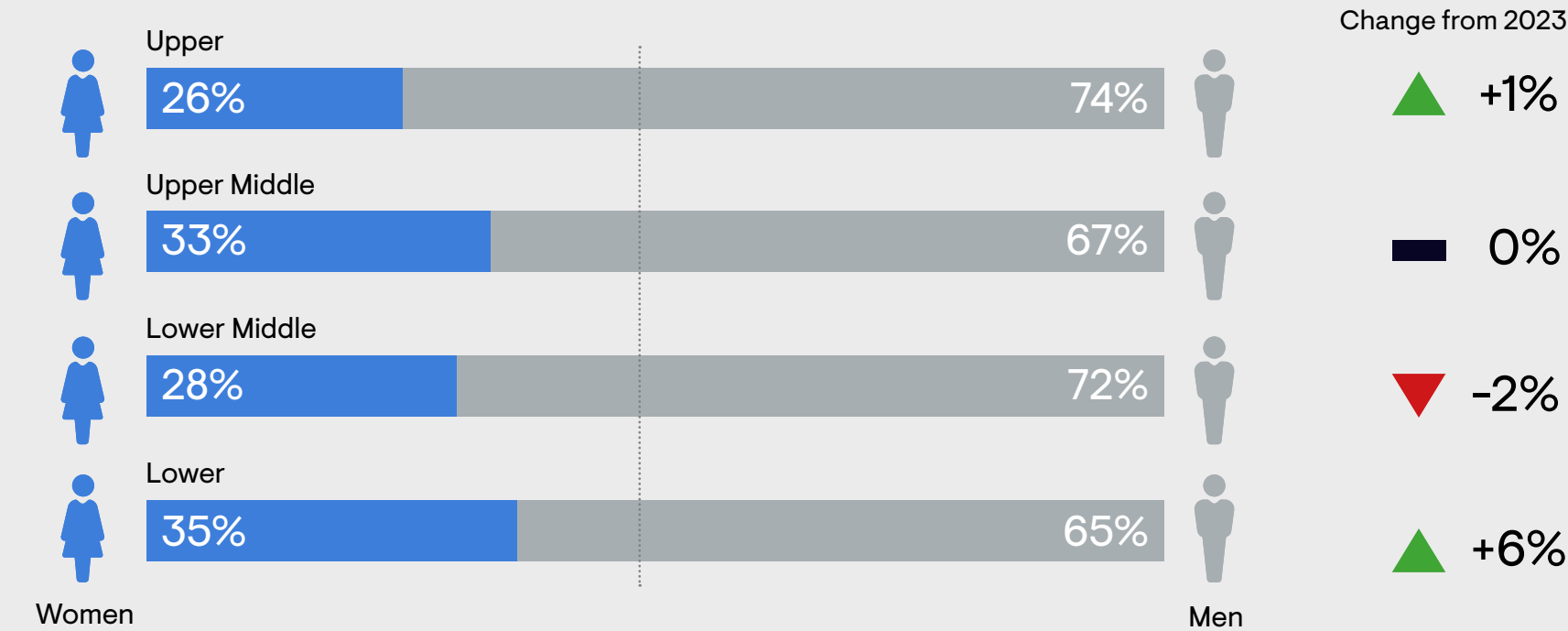
Hourly Pay and Bonus Pay



Total % in Receipt of Bonus



Pay Quartiles



Total % of Men and Women

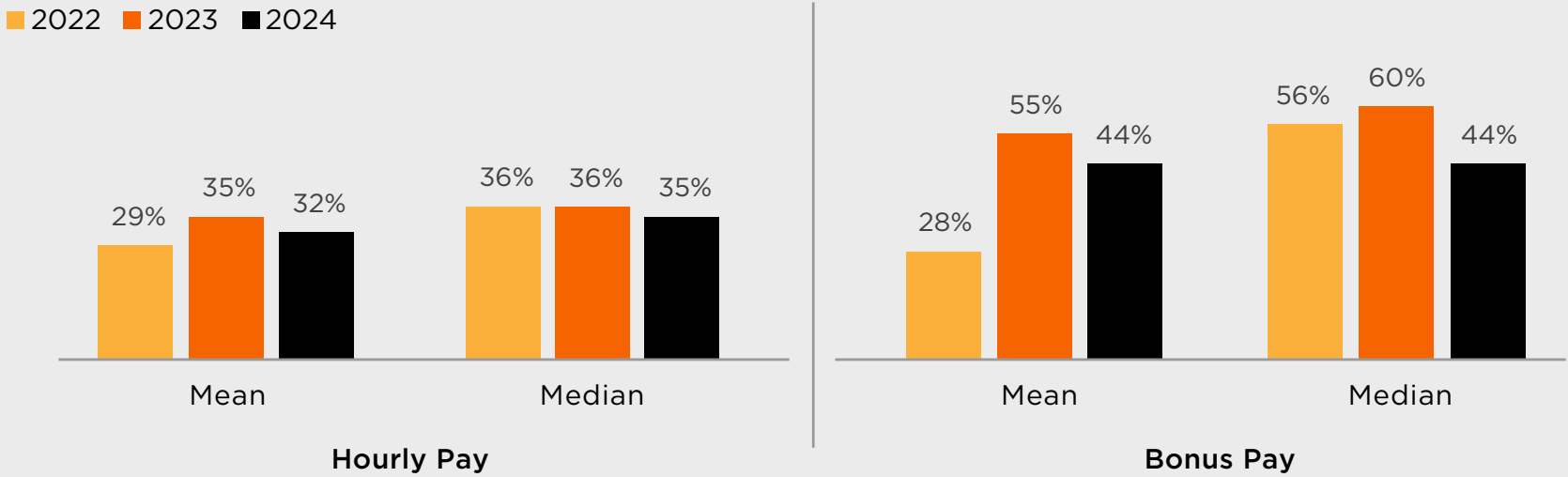


Gender Pay Gap Data

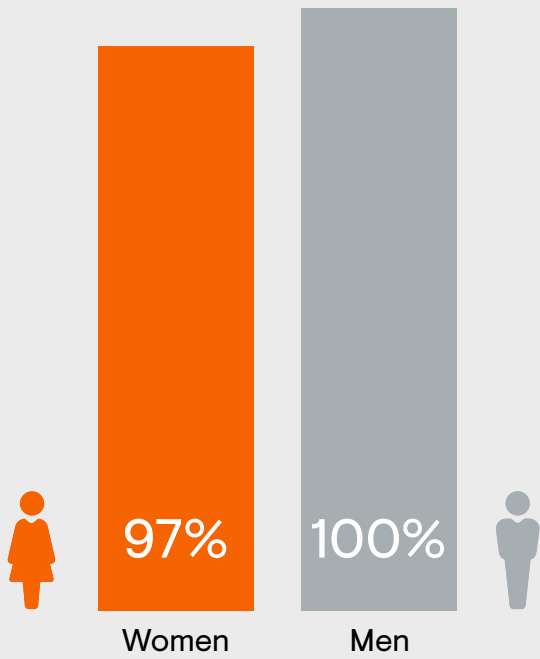
Data reported for the Canary Wharf Group is a composite of data for the following companies: Canary Wharf Management Limited, Canary Wharf Limited, Canary Wharf Contractors Limited, Vertus Residential Management Limited, Canary Wharf Residential Management Limited, CW Wood Wharf Residential Staffco Limited, Level39 Limited, Vertus 10 George Street Staffco Limited, Vertus 8 Water Street Staffco Limited and Canary Wharf Group plc

Canary Wharf Contractors Limited

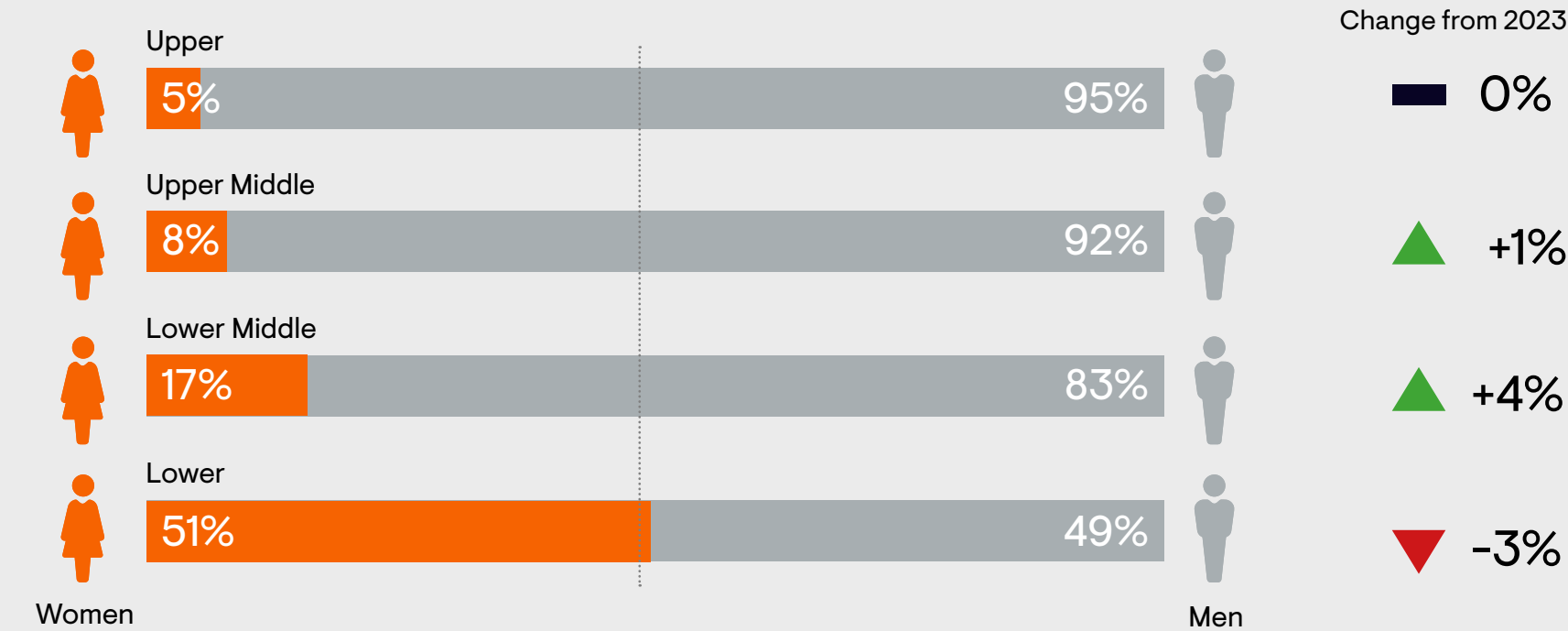
Hourly Pay and Bonus Pay



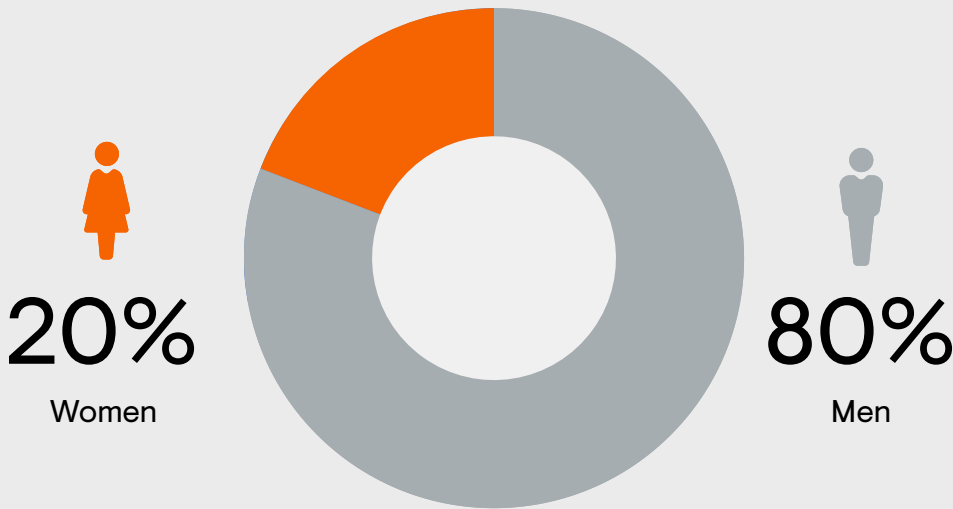
Total % in Receipt of Bonus



Pay Quartiles



Total % of Men and Women



Gender Pay Gap Data

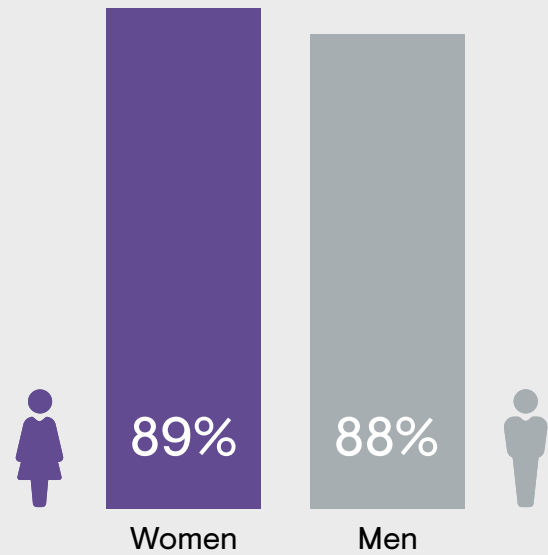
Data reported for the Canary Wharf Group is a composite of data for the following companies: Canary Wharf Management Limited, Canary Wharf Limited, Canary Wharf Contractors Limited, Vertus Residential Management Limited, Canary Wharf Residential Management Limited, CW Wood Wharf Residential Staffco Limited, Level39 Limited, Vertus 10 George Street Staffco Limited, Vertus 8 Water Street Staffco Limited and Canary Wharf Group plc

Canary Wharf Management Limited

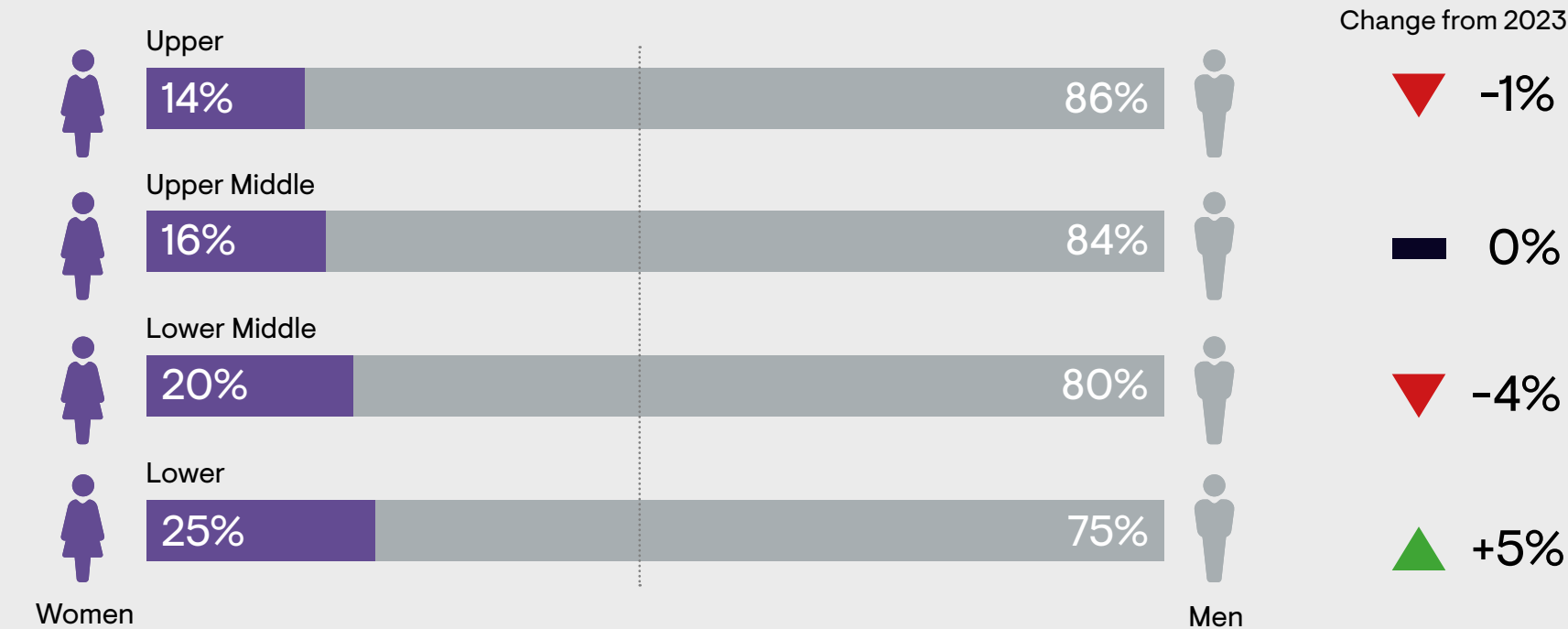
Hourly Pay and Bonus Pay



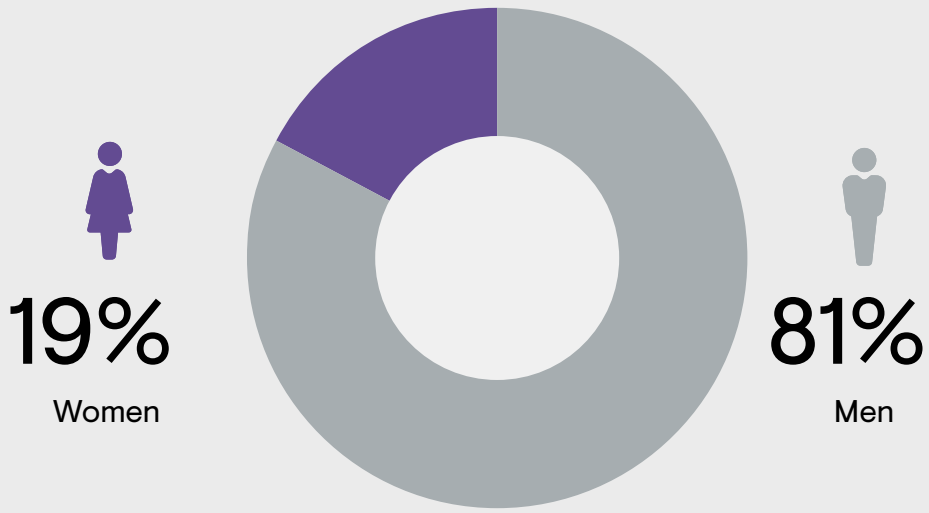
Total % in Receipt of Bonus



Pay Quartiles



Total % of Men and Women

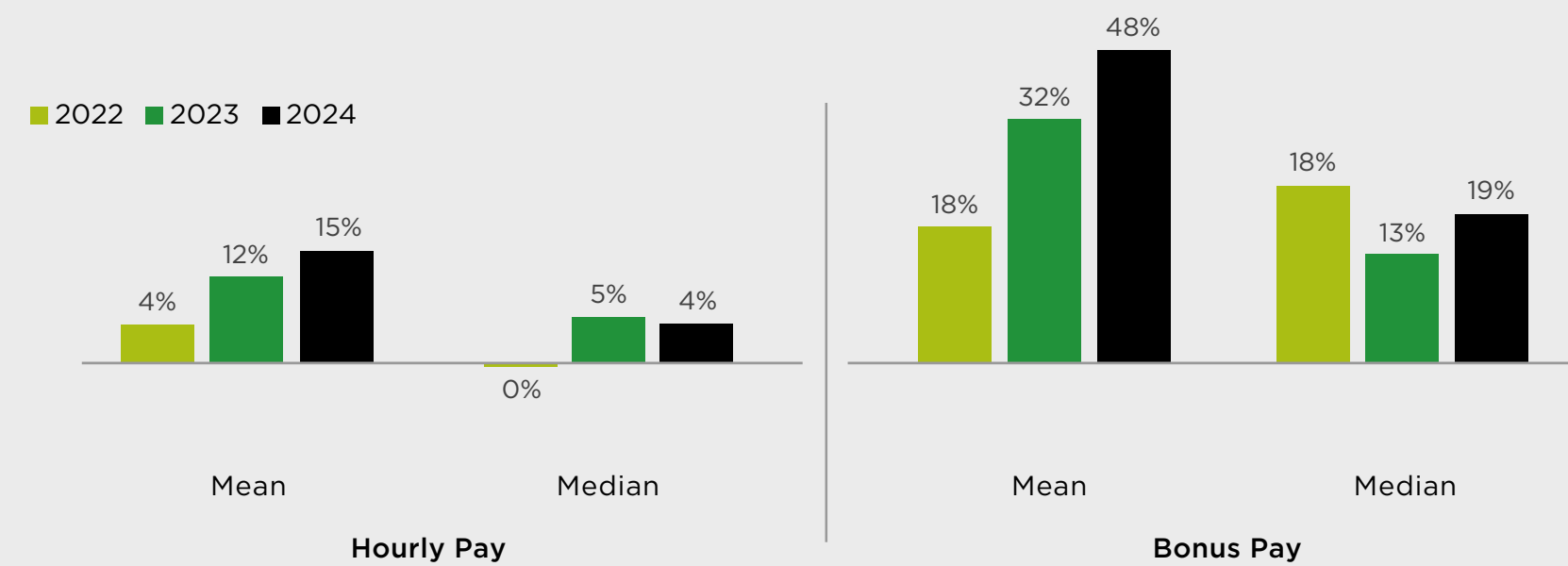


Gender Pay Gap Data

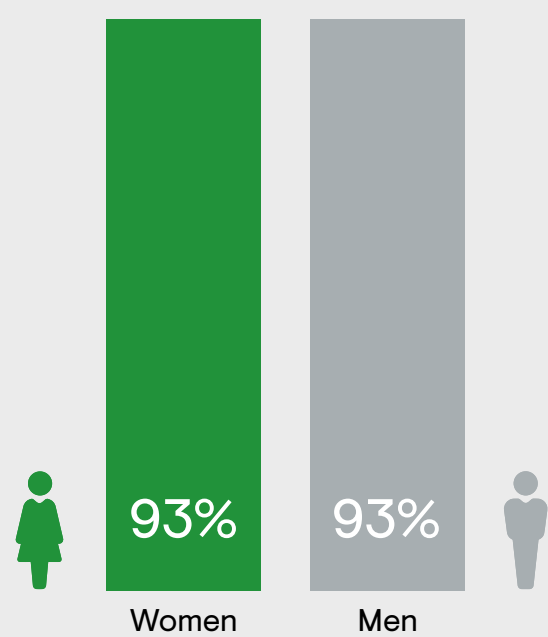
Data reported for the Canary Wharf Group is a composite of data for the following companies: Canary Wharf Management Limited, Canary Wharf Limited, Canary Wharf Contractors Limited, Vertus Residential Management Limited, Canary Wharf Residential Management Limited, CW Wood Wharf Residential Staffco Limited, Level39 Limited, Vertus 10 George Street Staffco Limited, Vertus 8 Water Street Staffco Limited and Canary Wharf Group plc

Canary Wharf Limited

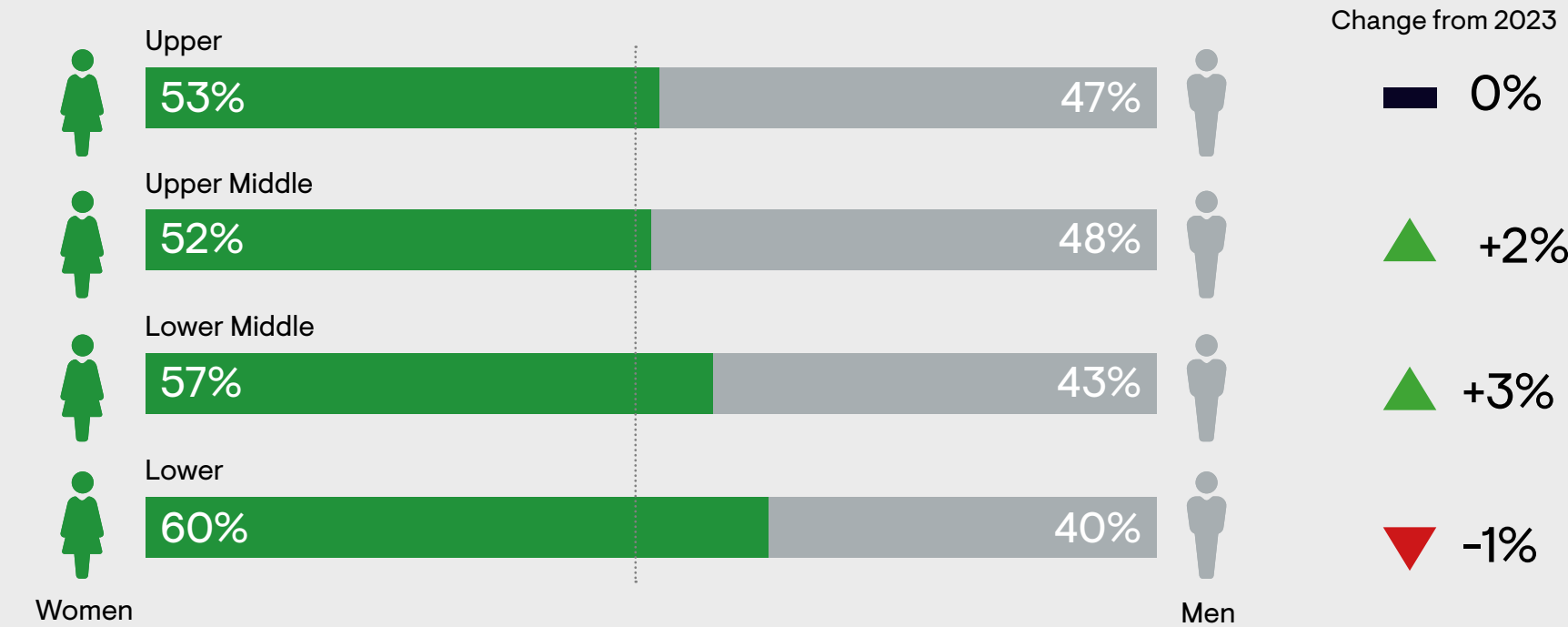
Hourly Pay and Bonus Pay



Total % in Receipt of Bonus



Pay Quartiles



Total % of Men and Women



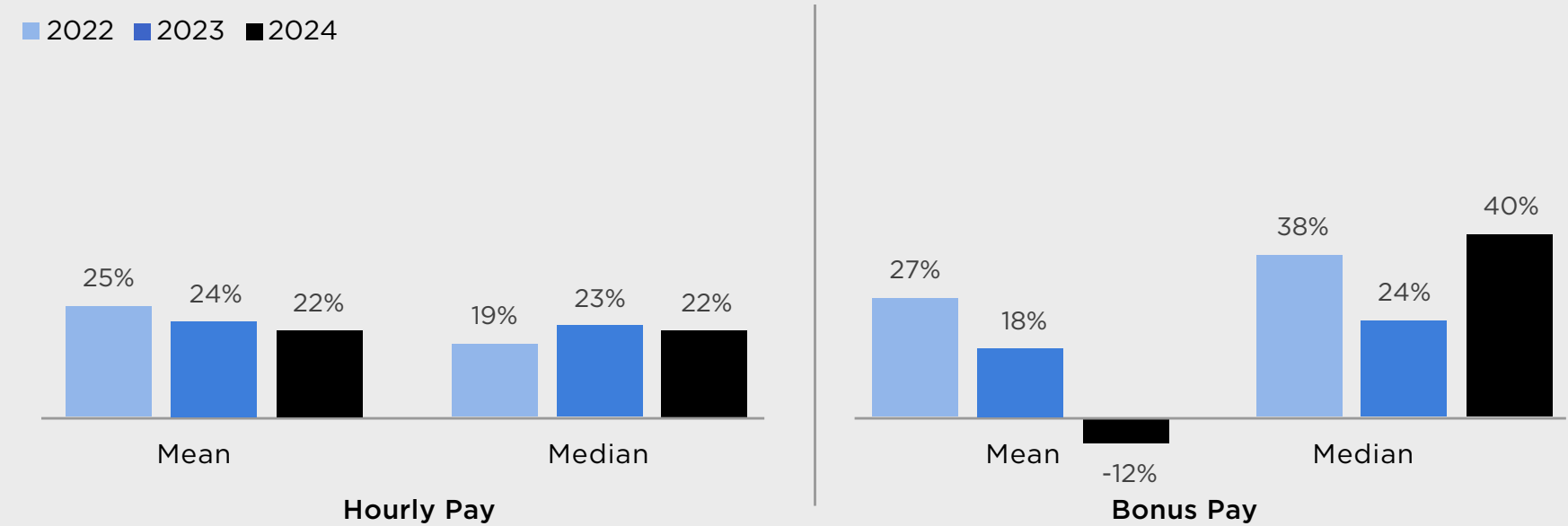
Ethnicity Pay Gap Data

7% of employees did not disclose their ethnicity

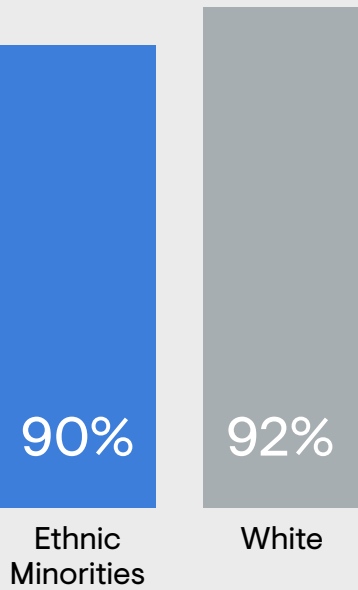
Data reported for the Canary Wharf Group is a composite of data for the following companies: Canary Wharf Management Limited, Canary Wharf Limited, Canary Wharf Contractors Limited, Vertus Residential Management Limited, Canary Wharf Residential Management Limited, CW Wood Wharf Residential Staffco Limited, Level39 Limited, Vertus 10 George Street Staffco Limited, Vertus 8 Water Street Staffco Limited and Canary Wharf Group plc

Canary Wharf Group

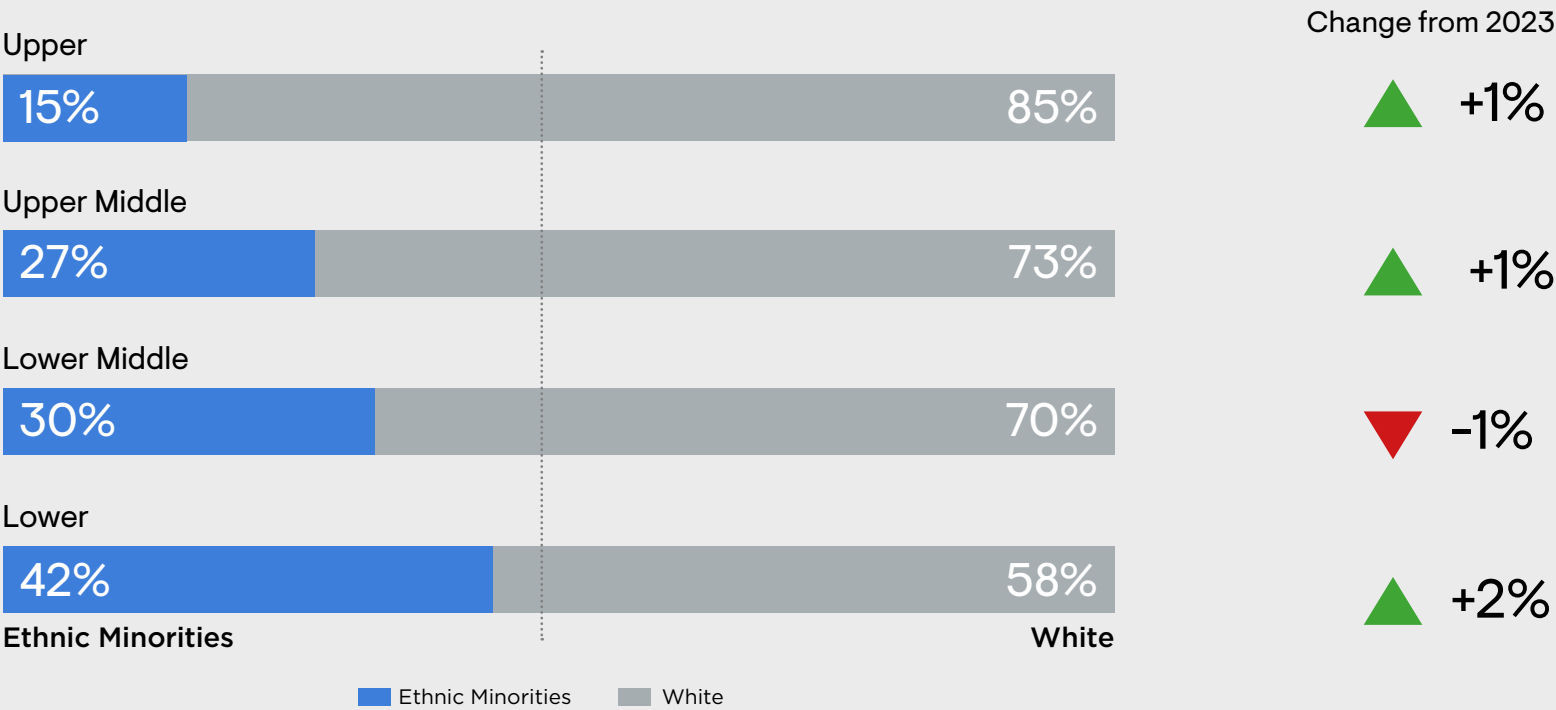
Hourly Pay and Bonus Pay



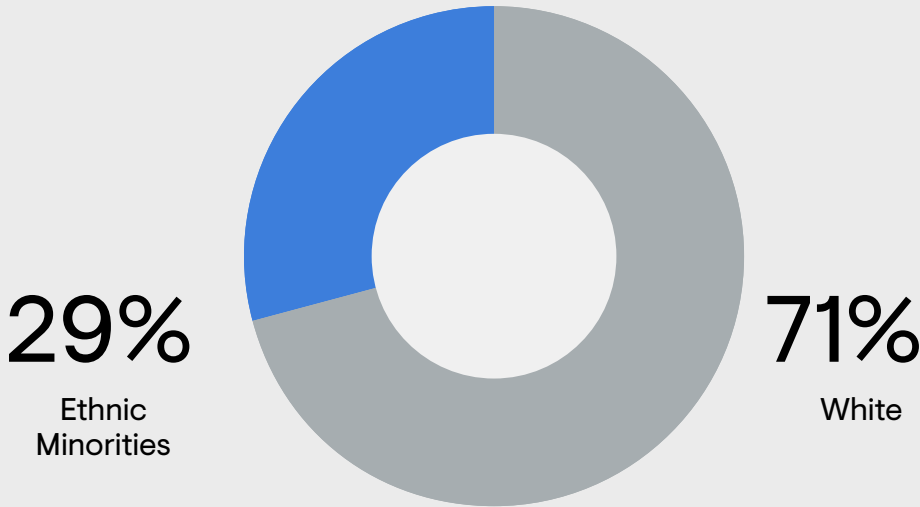
Total % in Receipt of Bonus



Pay Quartiles



Total % of Ethnic Minorities Employees



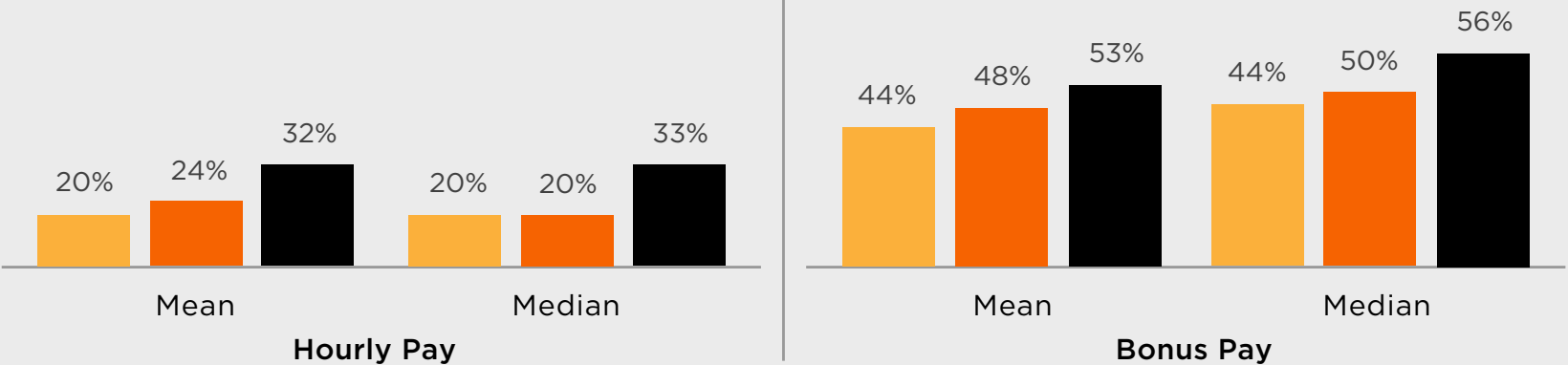
Ethnicity Pay Gap Data

Data reported for the Canary Wharf Group is a composite of data for the following companies: Canary Wharf Management Limited, Canary Wharf Limited, Canary Wharf Contractors Limited, Vertus Residential Management Limited, Canary Wharf Residential Management Limited, CW Wood Wharf Residential Staffco Limited, Level39 Limited, Vertus 10 George Street Staffco Limited, Vertus 8 Water Street Staffco Limited and Canary Wharf Group plc

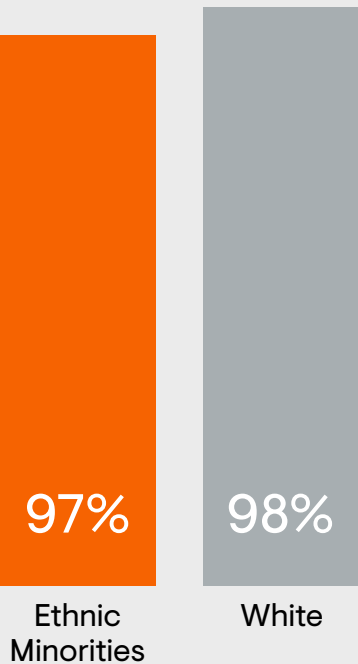
Canary Wharf Contractors Limited

Hourly Pay and Bonus Pay

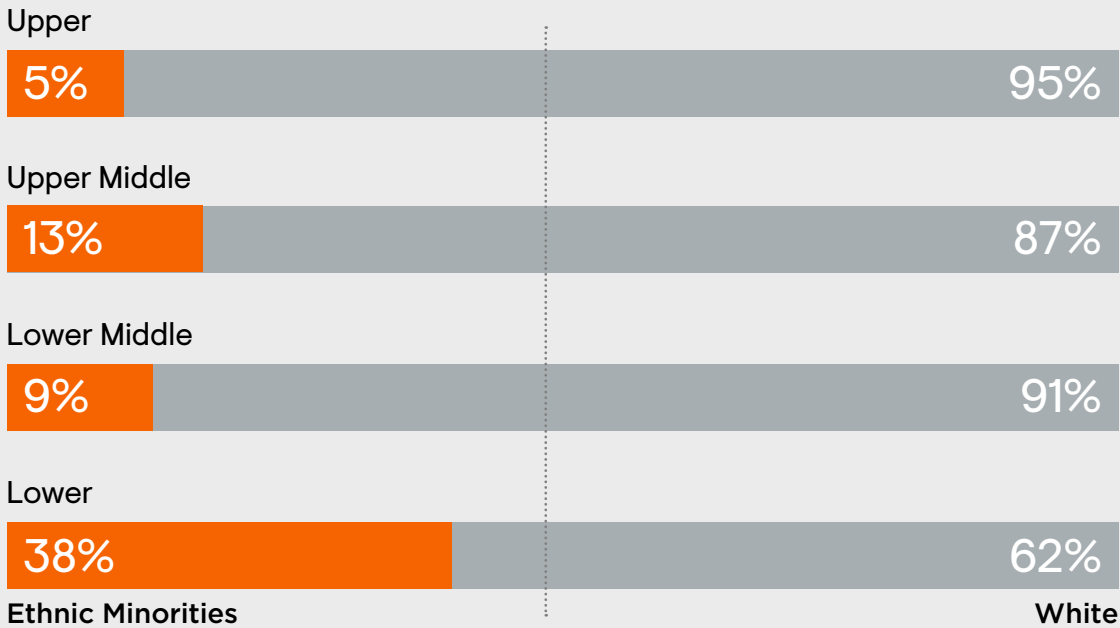
2022 2023 2024



Total % in Receipt of Bonus



Pay Quartiles



Change from 2023

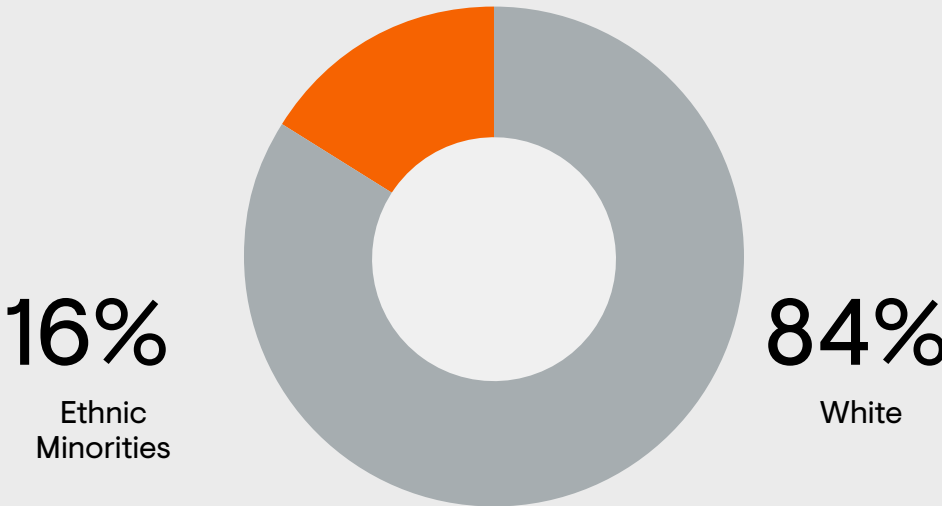
▼ -2%

▲ +5%

▼ -1%

▲ +16%

Total % of Ethnic Minorities Employees

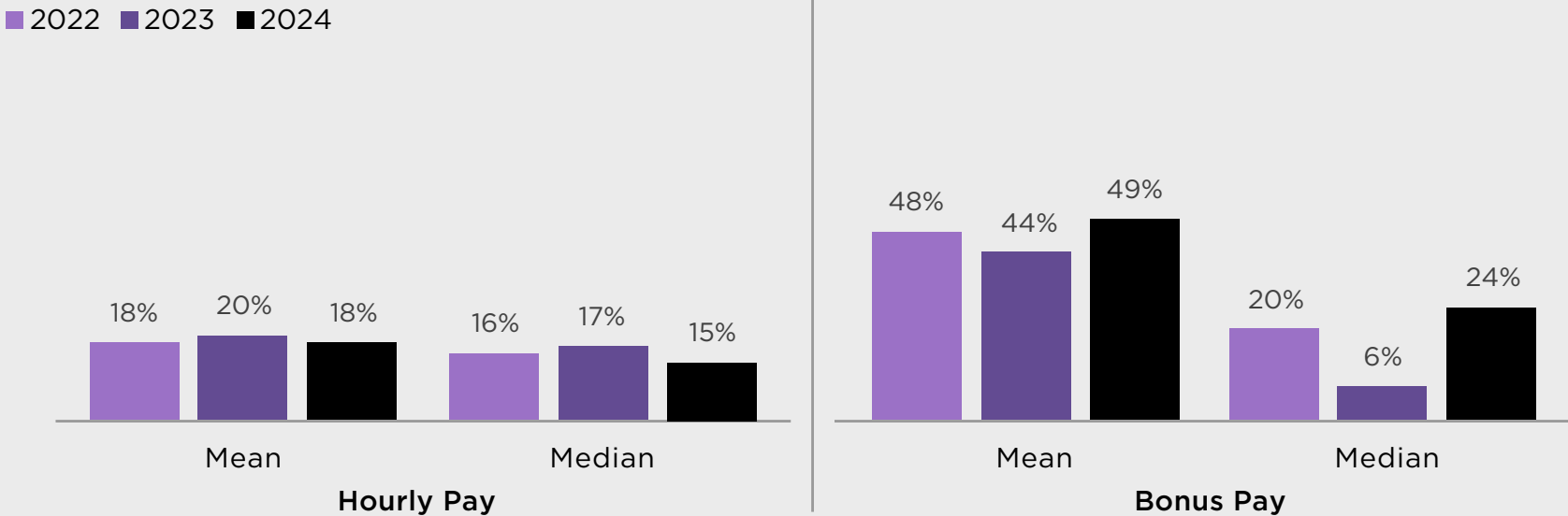


Ethnicity Pay Gap Data

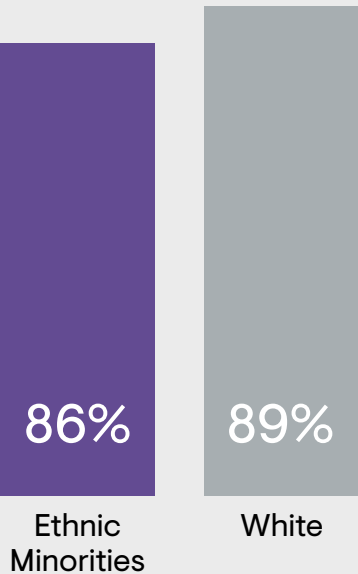
Data reported for the Canary Wharf Group is a composite of data for the following companies: Canary Wharf Management Limited, Canary Wharf Limited, Canary Wharf Contractors Limited, Vertus Residential Management Limited, Canary Wharf Residential Management Limited, CW Wood Wharf Residential Staffco Limited, Level39 Limited, Vertus 10 George Street Staffco Limited, Vertus 8 Water Street Staffco Limited and Canary Wharf Group plc

Canary Wharf Management Limited

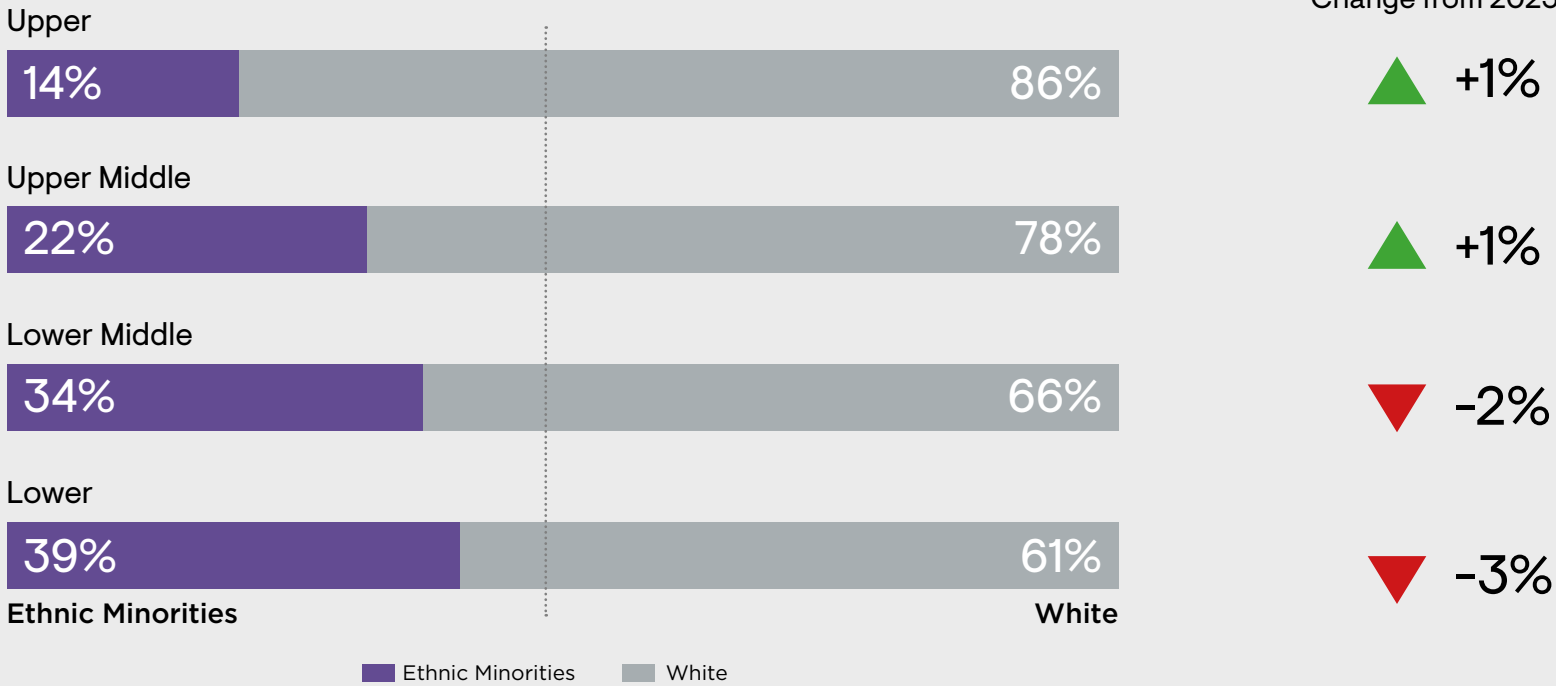
Hourly Pay and Bonus Pay



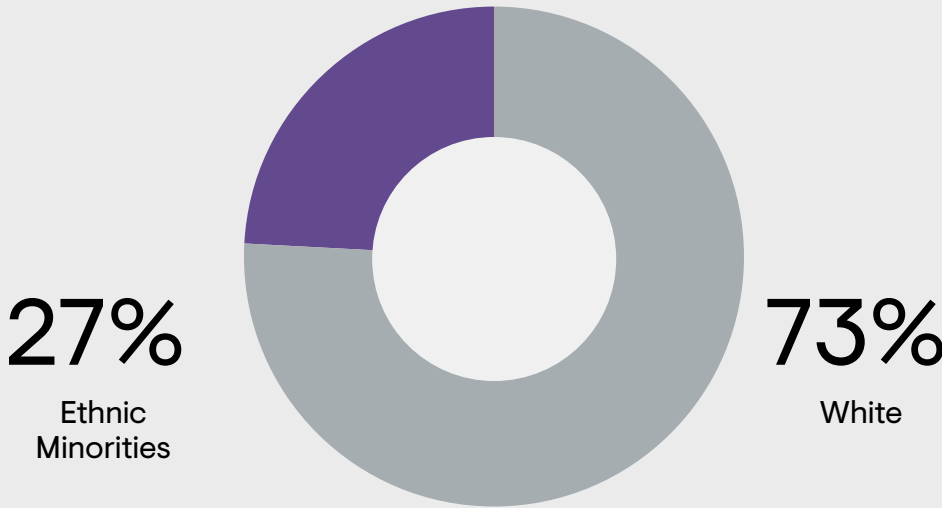
Total % in Receipt of Bonus



Pay Quartiles



Total % of Ethnic Minorities Employees

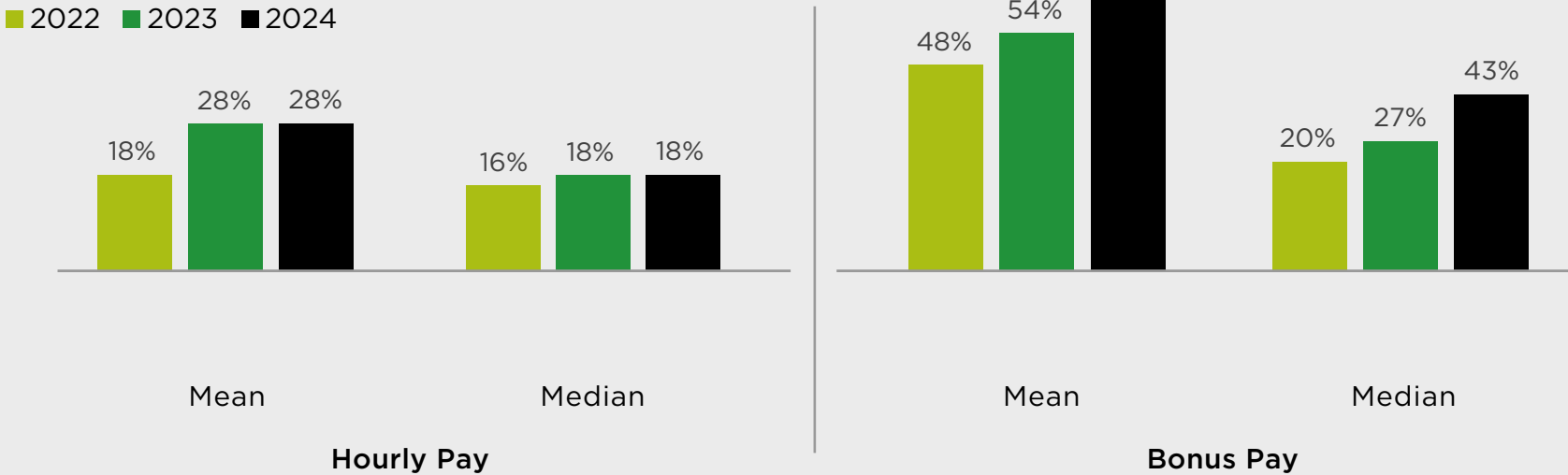


Ethnicity Pay Gap Data

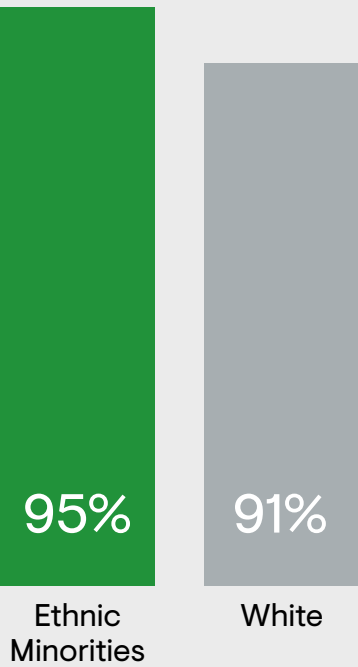
Data reported for the Canary Wharf Group is a composite of data for the following companies: Canary Wharf Management Limited, Canary Wharf Limited, Canary Wharf Contractors Limited, Vertus Residential Management Limited, Canary Wharf Residential Management Limited, CW Wood Wharf Residential Staffco Limited, Level39 Limited, Vertus 10 George Street Staffco Limited, Vertus 8 Water Street Staffco Limited and Canary Wharf Group plc

Canary Wharf Limited

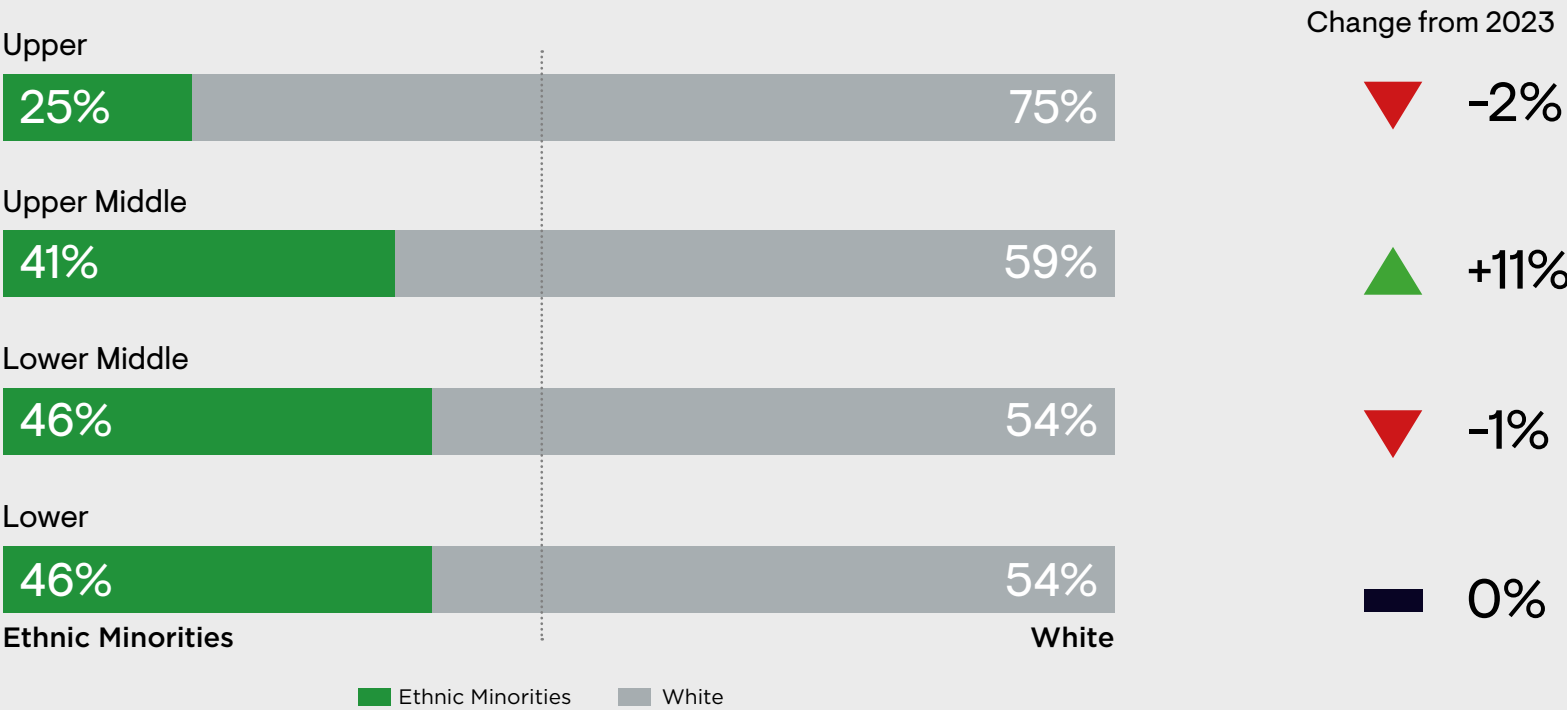
Hourly Pay and Bonus Pay



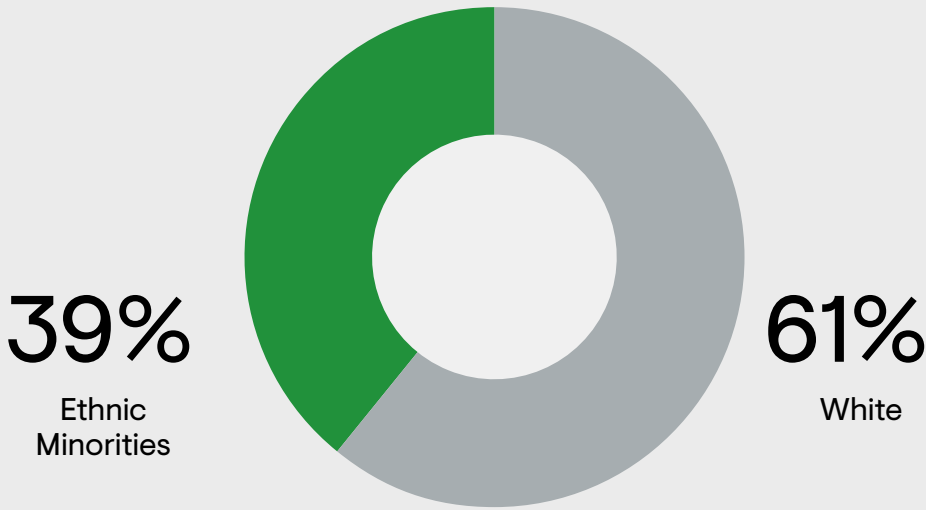
Total % in Receipt of Bonus



Pay Quartiles



Total % of Ethnic Minorities Employees





CANARY WHARF GROUP

Canary Wharf Group plc
One Canada Square, Canary Wharf, London E14 5AB
+44 (0) 20 7418 2000 | pressoffice@canarywharf.com
canarywharf.com | Instagram & TikTok @canarywharflondon