



COMPOSITION, SUCCESSION AND EVALUATION

“ THE BOARD PLACED SIGNIFICANT EMPHASIS ON LEADERSHIP SUCCESSION THIS YEAR, CULMINATING IN THE APPOINTMENTS OF A NEW CHIEF EXECUTIVE OFFICER AND CHIEF FINANCIAL OFFICER. THIS TRANSITION STRENGTHENS THE EXECUTIVE TEAM AND POSITIONS THE GROUP TO DELIVER ITS STRATEGIC PRIORITIES WITH CLARITY AND MOMENTUM.

Duncan Owen
Chair of the Nominations Committee

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Duncan Owen
Chair of the Nominations Committee



COMPOSITION, SUCCESSION AND EVALUATION continued

Nominations Committee membership and attendance

During the year, the Nominations Committee comprised the Chair of the Company, who is also Chair of the Committee, unless the Committee is dealing with the matter of succession of the Chair of the Company and all of the independent Non-Executive Directors. The Company Secretary acts as the secretary to the Committee.

	Member since	Meetings attended 2025/26
Duncan Owen (Chair)	2021	●●● 3/3
Rosie Shapland	2020	●●● 3/3
Lesley-Ann Nash	2021	●●● 3/3
Manju Malhotra	2022	●●● 3/3
Nick Mackenzie	2022	●●● 3/3
David Stevenson	2024	●●● 3/3

Key topics considered by the Committee during the year

Key topic	Activity	Outcome
Executive transition →	<ul style="list-style-type: none"> - Oversaw a significant leadership transition during the year, with the appointments of a new Chief Executive Officer and Chief Financial Officer. Its focus was on ensuring a well-managed transition that maintained continuity while strengthening the leadership platform to deliver the Group's strategic ambitions. - Maintained close oversight of the transition, including assessing leadership capability against the Group's evolving strategic priorities and overseeing tailored induction programmes for both appointments. 	<ul style="list-style-type: none"> - Charlie Green joined as Chief Executive Officer on 2 February 2026 and Tom Edwards-Moss joined as Chief Financial Officer on 23 February 2026. To support continuity, Tom worked alongside the outgoing CFO, Dave Benson through a phased handover until 30 April 2026. - The transition was executed smoothly, with strong alignment between the Board, the new Executive Directors and the wider Executive team, and with no disruption to the Group's operations. Further details can be found on pages 112 and 139.
Board composition and succession →	<ul style="list-style-type: none"> - Continued to take a forward-looking approach to Board composition, actively reviewing the balance of skills, experience, tenure and independence of the Non-Executive Directors. 	<ul style="list-style-type: none"> - Following this review, the Committee and the Board are satisfied that the Board is well-balanced and brings the breadth and depth of experience required to support delivery and execution of the Group's strategy, while providing effective oversight of risk and shaping the culture that underpins long-term performance.

→ More information on the skills and experience of all Committee members
Pages 104 to 106 and 144



COMPOSITION, SUCCESSION AND EVALUATION continued

Key topics considered by the Committee during the year continued

Key topic	Activity	Outcome
Strengthening executive leadership →	<ul style="list-style-type: none"> - Maintained active oversight of the composition, capability and succession of the Executive leadership team, including regular review of roles, skills and organisational structure to ensure alignment with the Group's evolving priorities. 	<ul style="list-style-type: none"> - This resulted in targeted changes to the composition of the Executive team, strengthening leadership capability and ensuring it remains well positioned to deliver the Group's strategy.
Internal Board performance review →	<ul style="list-style-type: none"> - Oversaw the Board's internal performance review during the year, enabling the Board to reflect on its collective effectiveness and identify opportunities to further strengthen its performance between externally facilitated evaluations. In light of changes within the senior leadership team during the year, the review also provided a timely opportunity to consider how effectively the Board engages with and supports management as the Company's strategic priorities continue to evolve. The evaluation considered the quality of Board discussion and challenge, oversight of strategy, culture and risk, and whether the Board's composition and experience remain aligned with the Company's priorities. 	<ul style="list-style-type: none"> - The internal Board Performance review confirmed that the Board and its Committees continue to operate effectively, with open and constructive debate and a strong focus on the Company's strategic priorities. The review also identified opportunities to further enhance Board effectiveness, including increasing direct engagement with operational activities across the business, strengthening the Board's approach to employee engagement as an important indicator of culture, and deepening oversight of the Company's technology capabilities, including the evolving use of artificial intelligence within the business. In doing so, the Board also reflected on the effectiveness of the Company's risk management and internal control framework and how this support robust decision-making and long-term resilience. - A number of actions were agreed and progress will be monitored during FY27 to support the Board's continued development (see page 142 for more detail).
Diversity and inclusion →	<ul style="list-style-type: none"> - Continued to oversee the Board's approach to diversity and inclusion during the year, reviewing progress against the Board's diversity objectives and the disclosure requirements of the UK Corporate Governance Code and the Financial Conduct Authority's Listing Rules. In doing so, the Committee considered gender and ethnic diversity alongside the broader mix of skills, experience and perspectives that supports effective Board debate and decision-making. - Discussed initiatives aimed at strengthening inclusive talent pipelines and supporting sustainable succession planning across the organisation. 	<ul style="list-style-type: none"> - Continued progress towards our diversity objectives across the organisation, including reviewing the Company's gender pay gap report and the initiatives in place to address the gap and support greater gender balance and broader diversity within the workforce and leadership pipeline. - Considered the Company's broader ESG agenda. As part of the Board's ESG review in January, the Board reviewed progress against key social metrics, including an increase in the Company's direct social value contribution, a key measure for the Group. This reflects the impact of social value initiatives introduced during the year, including the launch of an internship programme and the adoption of more inclusive recruitment practices. Further information on the Company's diversity initiatives is provided on pages 150.



COMPOSITION, SUCCESSION AND EVALUATION continued

NOMINATIONS COMMITTEE CHAIR'S LETTER

Dear shareholder,

I am pleased to present this review of the activities of the Nominations Committee for the financial year ended 31 March 2026.

This has been a significant year for the Committee, with a clear focus on leadership succession at the most senior levels of the Group and on ensuring that the Board and Executive team continue to have the appropriate balance of skills, experience and independence to support the Company's long-term sustainable success.

A key priority during the year was the appointment of a new Chief Executive Officer and Chief Financial Officer. The Committee led both processes, assisted by external search agency Heidrick & Struggles to ensure rigorous, well-managed and orderly transitions. Charlie Green joined as Chief Executive Officer in February 2026, bringing deep sector experience and a strong track record of building and scaling high-quality flexible workspace platforms. Shortly thereafter, Tom Edwards-Moss joined as Chief Financial Officer, adding significant capital markets expertise and listed real estate experience. Together, these appointments strengthen the Executive leadership team and provide a strong platform for the continued delivery of the Group's strategy, alongside disciplined balance sheet management and sustainable income growth.

At the same time, the Committee maintained close oversight of the broader Executive leadership team during a period of change, ensuring that it continues to reflect the appropriate balance of skills, experience and capability aligned to the Group's evolving strategic priorities. This included a continued focus on succession and leadership depth across key roles to support the Group's longer-term development.

The Committee also kept the overall composition of the Board under review, taking into account the balance of skills, experience, independence and diversity, as well as the Group's strategic objectives. Female representation on the Board was 33.3% at the year-end, increasing to 37.5% on 1 May 2026, following the CFO transition. While diversity remains an important consideration, succession planning and future appointments are informed by a broader, holistic assessment of Board composition and long-term needs.

During the year, the Committee oversaw the annual internal Board performance review, which confirmed that the Board continues to operate effectively and remains aligned with the Group's strategic priorities. The review also highlighted areas of continued focus, including allocating sufficient time for forward-looking strategic discussion and maintaining emphasis on workforce engagement and culture, reflecting the Board's broader role in supporting long-term sustainable success.

Looking ahead, the Committee will continue to focus on maintaining a high-quality and effective leadership team, ensuring that both the Board and Executive Committee have the skills, experience and perspectives required to support the Group's next phase of development. This includes sustaining a strong and diverse leadership pipeline and maintaining appropriate depth of capability across the organisation.

The Committee is confident that the Group is well positioned, with a strengthened leadership team and a Board whose composition remains closely aligned with its strategic priorities.

Duncan OwenChair of the Nominations Committee
9 June 2026

// LEADERSHIP AND SUCCESSION HAVE BEEN A KEY FOCUS FOR THE COMMITTEE THIS YEAR. THE APPOINTMENTS ACROSS THE CEO, CFO AND EXECUTIVE COMMITTEE ROLES STRENGTHEN THE LEADERSHIP TEAM AND ENSURE THE COMPANY HAS THE CAPABILITY REQUIRED TO DELIVER THE NEXT PHASE OF ITS STRATEGY.

Duncan Owen

Chair of the Nominations Committee



COMPOSITION, SUCCESSION AND EVALUATION continued

The role of the Nominations Committee

The Nominations Committee principal role is to lead the process for appointments to the Board, whether to fill any vacancies that may arise or to change the number of Board members. It will ensure plans are in place for orderly succession to the Board and senior management positions, and oversee the development of a diverse pipeline for succession. The Committee will also enlist the services of external executive search firms to assist with the recruitment process.

How the Committee operates

The Committee supports the Company's commitment to diversity, inclusion and equal opportunity. These principles are reflected in the Committee's approach to senior recruitment and succession planning, and the Committee reviews progress against the Company's diversity objectives and the strength of internal talent pipelines to support long-term succession.

During the year, the Committee oversaw a number of senior appointments, including changes at Executive Director and Executive Committee level. These appointments were delivered through rigorous and transparent selection procedures, ensuring the leadership team continues to reflect the skills and experience required to support the Group's strategic priorities.

// THE NOMINATIONS COMMITTEE PLAYS A VITAL ROLE IN ENSURING THE BOARD AND EXECUTIVE LEADERSHIP HAVE THE RIGHT BALANCE OF SKILLS, EXPERIENCE AND PERSPECTIVES TO SUPPORT THE LONG-TERM SUCCESS OF THE COMPANY.

Duncan Owen
Chair of the Nominations Committee

The Committee also oversaw the internal Board Performance Review, which was conducted by the Legal and Company Secretarial team and presented to the Board in March 2026. This review assessed Board effectiveness, composition and alignment of skills to the Company's evolving strategy. The outcomes confirmed effectiveness and identified proportionate actions to maintain strong strategic focus, stakeholder engagement and alignment between Board composition and future needs. See more on page 142.

The Committee recommends the Non-Executive Director designated for workforce engagement and supports arrangements that promote effective engagement between the Board and employees. In January 2026, the Board agreed that Nick Mackenzie would assume this role, reflecting the value of his executive leadership experience in supporting effective workforce engagement.

The Committee also recognises the importance of ongoing development for all Directors. Training needs are kept under review and coordinated by the Company Secretary, who facilitates relevant briefings and, where appropriate, brings in external advisers to support the Board's understanding of key governance, legal and regulatory changes, and market developments. Directors also undertake their own professional development through seminars, industry forums and other external engagements to ensure the Board continues to maintain the knowledge and insight required to discharge its responsibilities effectively.

The Committee's meetings are typically scheduled to coincide with Board meetings, with additional meetings arranged as required to support succession activity. The Committee also meets on an ad hoc basis where necessary.

Only members of the Committee have the right to attend meetings. However, the Chief Executive Officer and other individuals may be invited to attend where their insight is helpful, particularly in relation to senior leadership succession and talent development.

All Directors may obtain independent professional advice at the Company's expense where necessary to discharge their duties. No Director made use of this facility during the year.

The Committee reports to the Board following each meeting, and actions and recommendations are tracked to completion.



COMPOSITION, SUCCESSION AND EVALUATION continued
THE ROLE OF THE NOMINATIONS COMMITTEE continued

Committee responsibilities

The Nominations Committee supports the Board in ensuring that the Board and its Committees have the right balance of skills, experience and independence to operate effectively and in the best interests of the Company. The Committee also oversees orderly succession planning for the Board and senior leadership and plays an important role in evaluating the Board's overall effectiveness.

In relation to senior leadership, the Committee considers succession and talent matters across the Executive Committee and wider senior management group, informed by the Chief Executive Officer's input on key roles within the business.

The Committee's principal responsibilities include:

- Leading the process for Board appointments and overseeing orderly succession planning for Directors and senior management, ensuring alignment with the Company's long-term strategy.
 - Reviewing the structure, size and composition of the Board, its Committees and the Executive Committee to ensure they have an appropriate combination of independence and diversity to operate effectively.
 - Overseeing Board succession and tenure planning, including Non-Executive Director independence and progressive Board refreshment.
 - Overseeing the annual Board performance review, including its Committees and individual Directors, which was internally facilitated by the Company Secretarial team this year.
 - Reviewing the time commitment required from the Chair and all Non-Executive Directors to ensure they are able to devote sufficient time to their roles.
 - Recommending the appointment, election and re-election of Directors, taking into account performance, contribution, time commitment and independence.
 - Overseeing the development of the senior leadership pipeline, including succession planning for the Executive Committee and other critical roles.
 - Supporting the Company's commitment to diversity, inclusion and equal opportunities, ensuring that these principles are embedded within Board composition, succession planning and recruitment processes.
- Overseeing the Board's workforce engagement arrangements, including recommending the appointment of the designated Non-Executive Director for workforce engagement and supporting mechanisms that enable meaningful and constructive dialogue with employees.
 - Overseeing Director inductions and ongoing development to ensure the Board maintains a current and informed understanding of the business, governance requirements and emerging regulatory developments.
 - Embedding sustainability through composition and skills mapping, succession planning and training.



COMPOSITION, SUCCESSION AND EVALUATION continued

Executive Director recruitment process

Nominations Committee activities in 2025/26

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1. Role Specification

The Committee develops a role specification and list of characteristics deemed essential for the two Executive Director roles appointed during the year.



2. Engage a search agency

Heidrick & Struggles were engaged by the Committee. They are an external and independent board consultancy firm which specialises in building Board capability. Heidrick & Struggles are signatories to the voluntary code for executive search firms.



3. Search

Heidrick & Struggles undertook a comprehensive search to identify a diverse pool of candidates, drawn from both internal and external sources, who meet the agreed specification.



4. Assessment

Heidrick & Struggles carried out an assessment of potential candidates and presented a longlist to the Chair, which is subsequently reviewed by the Committee.



5. Candidate Interviews

Shortlisted candidates were required to undertake rigorous executive leadership assessments, conducted by the search agency and met Committee members through a series of interviews.



6. Committee Recommendations

Following careful consideration of each candidate's experience, skills and suitability, the Committee makes a recommendation to the Board on the preferred appointment.



7. Board decision and announcement

The Board considers the recommendation of the Committee and, if deemed appropriate, approves the appointment, following which an announcement is made via the RNS.



8. Induction

The new Executive Directors undertook a formal induction programme, as detailed on page 139.



→ Induction of Charlie Green and Tom Edwards-Moss
Page 139

COMPOSITION, SUCCESSION AND EVALUATION continued
NOMINATIONS COMMITTEE ACTIVITIES IN 2025/26

Executive Director transition

Charlie Green was appointed as Chief Executive Officer with effect from 2 February 2026, following Lawrence Hutchings stepping down from the role on 19 January 2026.

Tom Edwards-Moss was appointed Chief Financial Officer with effect from 23 February 2026. On the same date, Dave Benson stepped down from the role as Chief Financial Officer and remained on the Board as an Executive Director until 30 April 2026, working alongside Tom Edwards-Moss to ensure continuity and an orderly handover.

Induction of Charlie Green and Tom Edwards-Moss



Onboarding programme

Each newly appointed Director undertakes a structured induction programme designed to provide a thorough understanding of the Group's strategy, operations, governance framework and their responsibilities as a member of the Board.

Following their appointments, Charlie Green and Tom Edwards-Moss completed a comprehensive induction programme tailored to their roles. The programme included a combination of briefings, meetings and site visits to ensure they developed a detailed understanding of the business and its strategic priorities.

Activity

Strategy and Business Model	The induction included meetings with the Chair, each of the Non-Executive Directors and members of the Executive Committee, providing insight into the Group's strategy, operating model, financial performance and priorities for the year ahead.
Operational and functional briefings	Charlie and Tom also participated in a series of operational and functional briefings with senior leaders across the business, including marketing, asset management, investment, brand development, ESG and technology. These sessions provided a detailed overview of the activities that support Workspace's long-term strategy.
Portfolio site-visits	To deepen their understanding of the portfolio and customer proposition, both Directors visited properties across the portfolio and met with customer-facing teams to gain first-hand insight into building operations and market dynamics.
Governance Framework	Governance and stakeholder briefings were provided by the Company Secretary and the Corporate Communications team, covering the Group's governance framework, legal and regulatory responsibilities, Board processes and the Company's approach to shareholder engagement. Meetings were also held with key advisers, including the Company's brokers and external advisers, to provide broader market context and insight into the legal and regulatory environment in which the Group operates. These briefings were supported by access to a comprehensive suite of reference materials, including information on recent financial performance, the Schedule of Matters Reserved to the Board, risk management, technology platforms, investor relations activities and key Company policies, such as share dealing procedures, conflicts of interest and Directors' duties.
Ongoing support from the Company Secretary	The Company Secretary also meets regularly with both Directors to provide practical briefings on key Company processes, such as the year-end reporting cycle and the operation of the Company's share schemes. These regular updates are designed to support a rapid understanding of the Company's governance arrangements and decision-making processes during the early stages of their appointments.



COMPOSITION, SUCCESSION AND EVALUATION continued
NOMINATIONS COMMITTEE ACTIVITIES IN 2025/26 continued

Performance of the Nominations Committee

The Committee's performance and effectiveness are reviewed annually by both the Committee and as part of the Board performance review.

This year, the Board performance review was internally facilitated by the Workspace Legal and Company Secretarial team. The review concluded that the Committee continues to operate effectively, providing robust oversight of Board composition, succession planning and the development of the senior leadership pipeline in line with the principles of the UK Corporate Governance Code.

The Committee terms of reference are available on the Company's website: <https://www.workspace.co.uk/investors/about-us/governance/board-committees>.



Board composition

Reviewing the Board and Committee composition

As part of the internal Board performance review (see pages 141 to 143), the Committee reviewed the composition of the Board and its Committees. This included consideration of the balance of skills, experience, independence, tenure and broader diversity across the Board, as well as alignment with the Company's evolving strategy and succession plans.

The Committee concluded that the Board continues to benefit from a complementary mix of experience, external perspectives and constructive challenge. It remains satisfied that each Director continues to make a valuable and effective contribution and demonstrates a clear commitment to promoting the long-term success of the Company.

While no changes to the Board's composition are expected to arise directly from the performance review, the Committee has a forward plan for Non-Executive Director succession, aligned to the Company's future needs and governance requirements.

In undertaking its review, the Board also considered the provisions of the UK Corporate Governance Code relating to independence and Board composition. In the opinion of the Board, the Chair and all Non-Executive Directors demonstrate independence of judgement and character and bring an appropriate balance of skills, experience and perspective.

→ **Board performance review process and outcomes**
Page 142

→ **Biographical details of each Director, outlining their relevant skills and experience**
Pages 104 to 106

All Directors are considered to devote sufficient time to their roles and are free from any relationships or circumstances that could compromise their independent judgement.

As at the date of the 2026 AGM, no Non-Executive Director will have served on the Board for more than six years.

As at 31 March 2026, the Board comprised the Chair, three Executive Directors and five Non-Executive Directors and from 30 April 2026, Dave Benson stepped down as a Director. Further details regarding Director independence, together with the Board's recommendations for election and re-election, are set out on page 127 and in the Notice of Annual General Meeting.

In line with the UK Corporate Governance Code, all Directors will retire and stand for election or re-election by shareholders at the 2026 Annual General Meeting.

Time commitments

The Board is satisfied that each Directors devoted sufficient time to their duties and that their other appointments do not compromise the effective discharge of their responsibilities to the Company. In reaching this conclusion the Board also took account of the additional time of the required during the current year, to support the Executive Team and managed changes within senior leadership.

Throughout the year, Directors maintained a high level of engagement, attending all scheduled meetings and additional sessions as required. Individual attendance is set out on page 106. In addition to formal Board and Committee meetings, the Non-Executive Directors engaged regularly with the Executive Directors and with senior management across the Group throughout the year. These interactions provide valuable insight into leadership capability, support the early identification of high potential individuals and strengthen the Committee's understanding of succession related opportunities in business areas. This work remains an important component of ensuring the Group has the leadership capacity required to support long-term strategy delivery.

The Committee also recognises that service on other boards, in executive or non-executive capacities, can enhance Directors' effectiveness by broadening experience and perspective, and supports such roles where they are compatible with an appropriate time commitment to Workspace.

“ OUR BOARD IS WELL-BALANCED AND APPROPRIATELY SKILLED, WITH DEEP EXPERIENCE AND DIVERSE PERSPECTIVES THAT ENHANCE OVERSIGHT AND STRENGTHEN BOARD EFFECTIVENESS. ”

Duncan Owen
Chair of the Nominations Committee



COMPOSITION, SUCCESSION AND EVALUATION continued
NOMINATIONS COMMITTEE ACTIVITIES IN 2025/26 continued

Board performance review

The Board is aware of the need to continually review its performance and each year the Board, its Committees and each individual Director undergo a formal evaluation process, overseen by the Chair.

This year, an internal performance review was conducted by the Workspace Legal and Company Secretarial team. This followed an externally facilitated review in 2023/24 and an internally led review in 2024/25.

The Board performance review considered the overall effectiveness of the Board and its Committees, including how the Board supports the delivery of the Group's strategy. Particular focus was given to the ongoing oversight and embedding of culture and workforce engagement arrangements, succession planning and Committee composition. The review comprised a tailored questionnaire completed by all Non-Executive Directors.

Future priorities to further enhance the Board's effectiveness were identified and agreed. Progress against these priorities will be monitored by the Chair and the Company Secretary over the coming year and reported in next year's Annual Report.

The review concluded that the Board continues to operate effectively, demonstrating strong engagement and clear focus on strategic priorities.

The Board is satisfied that the priorities identified following the performance review carried out in FY25 have been adequately addressed, and details can be found on page 143.

An evaluation of the Chair was also conducted by the Senior Independent Non-Executive Director, privately with the Non-Executive Directors.

An established review cycle with incremental improvements made each year

2023/24
External board
performance review



The 2023/24 external Board performance review, conducted by Fidelio Partners, was conducted against the backdrop of a new Board Chair. The external performance review focused on Board oversight in the development of the leadership team and implementation of the Company's strategy.

2024/25
Internal Board
performance review



This internal performance review, undertaken with the assistance of Fidelio Partners following the externally facilitated review completed in the prior year, assessed the overall effectiveness of the Board. Particular focus was given to the CEO transition in November 2024, strategy evolution and oversight of culture.

2025/26
Internal Board
performance review

The internal performance review was conducted by the Workspace Company Secretarial team. It focused on the strategy and composition of the Board. The Board confirmed that it continues to operate effectively. Actions were identified to support continued strategic alignment, succession and stakeholder engagement.

For the 2026/27, we will be undertaking an external board performance review, in accordance with the requirements of Provision 21 of the UK Corporate Governance Code 2024.

“ THIS YEAR'S INTERNAL BOARD PERFORMANCE REVIEW CONFIRMED THAT THE BOARD IS OPERATING EFFECTIVELY AND MAINTAINS A CLEAR FOCUS ON STRATEGY, GOVERNANCE AND LONG-TERM PERFORMANCE. ”



→ Key outcomes of the review
Page 142



COMPOSITION, SUCCESSION AND EVALUATION continued
NOMINATIONS COMMITTEE ACTIVITIES IN 2025/26 continued

Board internal performance review process

**November 2025:
Board discussion**

A Board discussion was held to agree the key focus areas for this year's internal review. This discussion ensured the review reflected the Board's own priorities and the evolution of the Company's strategy.

Key questions:

- How effective is the Board in supporting and overseeing the delivery of the Company strategy?
- How effective do you consider the Board to be in terms of composition, diversity and dynamic?
- Does the Board possess the right skillset to meet the strategic demands of the business?
- How effective is the current Committee structure?
- Does the Board receive sufficient information to demonstrate delivery, execution and progress of the strategy?
- How well does the Board monitor and assess organisational culture and the embedding of desired cultural behaviour?

**January–February 2026:
Focused questionnaire**

The Workspace Company Secretarial team developed a tailored questionnaire covering the Board's agreed focus areas. The questionnaire was issued to all Non-Executive Directors.

Focus areas:

- The format was similar to previous reviews and overall positive scoring indicated that the Board feels confident in their performance, contribution and composition.
- The quantitative section of the questionnaire enabled the Board to provide feedback across all key areas of its work.
- The qualitative section of the questionnaire enabled a deep dive on various key areas including the strategy, culture and shareholder engagement.

**April 2026:
Findings discussed**

The findings and results from the questionnaire were presented and discussed by the Board at their meeting in April 2026.

Discussion points:

- The Board reviewed feedback on its strengths, including accountability, governance, constructive challenge and the quality of the Board dynamic.
- The Board discussed areas highlighted for potential development, including ways to measure the Company's culture, and opportunities to further strengthen the data provided to ensure focused, concise and insight-driven reporting.
- The Board also considered feedback on the Company's risk appetite and culture, assessing whether these remain appropriate, clearly embedded and aligned with the Company's strategic objectives and values.

**April 2026:
Outcomes**

Key outcomes agreed feedback shows continued confidence in the Board's performance, composition, and commitment to the Group's strategy. An action plan was created for recommendations.

Development themes:

- Continued oversight of strategy.
- Ongoing focus on succession planning.
- Continued development of workforce engagement.
- Sustained focus on people and culture.
- Ensure clear information flow to aid Board decision-making.



COMPOSITION, SUCCESSION AND EVALUATION continued
NOMINATIONS COMMITTEE ACTIVITIES IN 2025/26 continued

Key priorities identified during the financial year 2024/25

Item discussed by the Board	Focus area	Our progress
Ongoing oversight of strategy	Maintain regular updates from the Executive Committee on strategy development	Strategic updates were provided at Board meetings through the CEO's report, supported by contributions from the Executive Committee. The Board also held a dedicated Strategy Day in September 2025 and received detailed strategic deep dives during the year, including a session attended by the Executive Committee. These updates have supported the Board's ongoing oversight of strategic direction and alignment with the Group's long-term objectives.
Composition of the Board and Executive Committee	Maintain ongoing review of succession planning for both the Board and the Executive Committee	Progress has been made during the year with the appointments of Charlie Green as Chief Executive Officer and Tom Edwards-Moss as Chief Financial Officer in early 2026. These appointments have strengthened leadership capacity and alignment with the Group's strategic priorities, while supporting appropriate balance of experience and insight at Board and Executive Committee level. The Committee also reviews Non-Executive Director succession, which is aligned to the Company's future needs and governance requirements.
Employee Engagement	Continue to embed and oversee the role of the designated Non-Executive Director for employee engagement	Workforce engagement activity continued following the appointment of Nick Mackenzie as the designated Non-Executive Director for employee engagement in January 2026. Nick held his first session in March 2026. Feedback was discussed with the Executive Committee and actions agreed. Work is underway to develop a more structured workforce engagement plan to strengthen Board visibility and insight into workforce priorities.
People and culture	Continue oversight of people-related matters, including talent, pipeline, diversity, workforce sentiment and priorities	The Board continued to strengthen its oversight of people-related matters, including culture, succession, diversity and organisational health. People and HR updates are now included within the Executive Committee and Board reporting cycle, providing regular visibility of the talent pipeline, workforce sentiment and key people priorities.





COMPOSITION, SUCCESSION AND EVALUATION continued
DIVERSITY AND INCLUSION AT WORKSPACE

Board diversity

Workspace is committed to Board-level diversity, recognising that varied perspectives strengthen corporate culture and drive improved performance.

Board evolution¹

4.2 years

Average tenure as of 31 March 2026

Gender diversity of the Board
31 March 2026



- Men (including those self-identifying as men) **66.7%**
- Women (including those self-identifying as women) **33.3%**

Ethnic diversity of the Board
31 March 2026



- Do not identify as ethnic minority **77.8%**
- Identify as ethnic minority **22.2%**

Age diversity of the Board
31 March 2026



- 60-69 **22.2%**
- 50-59 **66.7%**
- 40-49 **11.1%**

Board independence
31 March 2026



- Non-Executive Chair **11.1%**
- Executive Directors **33.3%**
- Independent Non-Executive Directors **55.6%**

A board with the appropriate skills and knowledge to deliver our strategy

The Board has a strong, diverse and well-balanced mix of skills, experience and perspectives that the Nominations Committee considers essential to the effective delivery of the Group's strategy. Collectively, Directors bring deep expertise spanning real estate and property, with half of the Board having relevant sector experience, together with experience in consumer and retail-focused businesses, small and medium-sized enterprises, finance, risk management, technology and environmental, social and governance matters. This breadth of experience supports informed decision-making, robust debate and effective oversight of the business.

The Board is led by a Chair with significant property and leadership experience, who fosters an inclusive culture and ensures that all perspectives are heard. The Committee is satisfied that the current composition of the Board provides the capability, experience and judgement required to lead the Group successfully and create sustainable long-term value for shareholders.

Board skills and experience
9 June 2026

	Executive leadership	Property and Real Estate	Financial and strategic	Corporate governance	Customer and Marketing	People and Remuneration	Sustainability	Digital and AI
Executive Directors								
Charlie Green CEO	●	●	●		●	●	●	●
Tom Edwards-Moss CFO	●	●	●	●		●	●	
Non-Executive Directors								
Duncan Owen Chair	●	●	●	●	●	●	●	
Rosie Shapland	●		●	●		●	●	●
Lesley-Ann Nash	●		●	●		●	●	
Manju Malhotra	●		●	●	●	●	●	●
Nick Mackenzie	●	●	●	●	●	●	●	●
David Stevenson			●		●			●

➔ **Executive Director transition**
Pages 112 and 139

➔ **Board composition**
Page 140

Our future-proofing approach to our Board's skills and experience

We regularly review the Board's skills, knowledge and experience to ensure ongoing alignment with the Company's strategic priorities and operating environment.

Through this ongoing focus, the Committee believes the Board is well positioned to respond to future opportunities and challenges, while maintaining the right balance of continuity and evolution to support the successful delivery of Workspace's strategy.

Length of tenure for the Board
9 June 2026

- Current term
- Remainder of term

Executive Directors

	Appointment on continuous contracts
Charlie Green CEO	2026
Tom Edwards-Moss CFO	2026

Non-Executive Directors

Duncan Owen Chair	2021 (22 July 2021)
Rosie Shapland	2020 (6 November 2020)
Lesley-Ann Nash	2021 (1 January 2021)
Manju Malhotra	2022 (26 January 2022)
Nick Mackenzie	2022 (26 January 2022)
David Stevenson	2024 (1 June 2024)

2020 2021 2022 2023 2024 2025 2026 2027 2028 2029

1. All figures as at 31 March 2026 include the continued presence of an outgoing Executive Director due to the timing of the CFO transition until 30 April 2026, which affects the disclosed percentages. From 1 May 2026, female representation on the Board returned to 37.5%.



COMPOSITION, SUCCESSION AND EVALUATION continued
DIVERSITY AND INCLUSION AT WORKSPACE continued

Board diversity continued

Board diversity, principles and progress

We acknowledge that a diverse group of Board Directors brings varied perspectives and effectively challenges debates and decisions. When recruiting new Board members, the Nominations Committee follows the policy and the principles outlined below. These principles are designed to enhance diversity within our Board and its Committees while developing a pipeline of high-potential, diverse leaders and senior managers.

Principles

Ensure the Board comprises an appropriate balance of skills, experience, independence and diverse characteristics, including gender, ethnicity, professional background and cognitive diversity. This breadth of perspectives supports effective challenge, informed decision-making and robust governance, and contributes to the long-term success and sustainability of the business.

Ensure that Board recruitment and succession processes are open, transparent and designed to attract a diverse and high-quality pool of candidates. This includes the use of inclusive role specifications, diverse longlists and shortlists, and careful consideration of how and where roles are advertised.

The Board and Nominations Committee engages executive search firms that are signatories to the Standard Voluntary Code of Conduct for Executive Search Firms, and require advisers to demonstrate a clear commitment to diversity and inclusion in the identification and assessment of candidates.

Maintain oversight of initiatives designed to develop a strong pipeline of diverse, high-potential employees and senior managers, supporting effective succession planning at Board and Executive levels and helping ensure the Board continues to reflect the skills and perspectives required to deliver the Company's strategy.

Implementation

Board diversity, in its broadest sense, is reviewed regularly by the Nominations Committee and at least annually by the full Board as part of the Board performance review, supporting an appropriate balance of perspectives and experiences. This ensures the Board continues to benefit from an appropriate balance of skills, experience and perspectives and remains effective in supporting the Company's strategy.

The Board is committed to fair, transparent and merit-based appointment processes. While appointments are made on the basis of individual capability, experience and fit with the Company's strategic needs, due regard is given to ensuring diversity of perspectives and backgrounds within the candidate pool.

The Board will continue to engage executive search firms that have signed up to the Standard Voluntary Code of Conduct to support the identification of high-quality candidates.

The Nominations Committee maintains oversight of the Company's approach to developing a diverse pipeline of talent. The HR team continues to progress existing initiatives, aimed at recruiting high-potential employees from a range of backgrounds.

Progress against objectives

Diversity remained a key theme of this year's internal Board performance review. No concerns were raised regarding inclusion or the Board's commitment to diversity, though the review reinforced the importance of continued focus on pipeline development and future succession planning.

As at 31 March 2026, female representation on the Board was 33.3% (2025: 37.5%), falling below the 40% FTSE Women Leaders target due to the timing of the CFO transition and the continued presence of an outgoing Executive Director on the Board until 30 April 2026. As at that date, the Board comprised nine Directors rather than eight, which affects the disclosed percentage. Female representation on the Board as at the date of this Report of 9 June 2026 is 37.5%. The Committee recognises this position and will take gender balance fully into account in future succession planning and Non-Executive Director appointments.

The appointments of Charlie Green as CEO and Tom Edwards-Moss as CFO followed rigorous and transparent recruitment processes supported by Heidrick & Struggles. They both bring relevant sector, operational and financial expertise to support the delivery of the Company's strategic priorities. Heidrick & Struggles have no other connection with the Company or individual Directors.

During the year, regular updates were presented to the Executive Committee and Board on diversity and inclusion initiatives, including detailed updates on initiatives and progress made on targets at the ESG Committee meetings. These updates covered progress against existing programmes and initiatives aligned to the Company's people and ESG priorities, including inclusive development, early careers and fair recruitment practices. The Board considers this ongoing engagement and oversight to be an important part of supporting a diverse and inclusive workforce. Further details on these initiatives can be found on pages 148 to 150.



COMPOSITION, SUCCESSION AND EVALUATION continued
DIVERSITY AND INCLUSION AT WORKSPACE continued

Board and Executive Committee diversity

The Board continues to support the recommendations of both the FTSE Women Leaders Review and the Parker Review, and of the targets set out in UKLR 6.6.6R(9). Such diversity brings different perspectives and experience which enhances strategic decision-making and supports the development of an inclusive culture.

The tables to the right set out the numerical data required to be disclosed in accordance with UKLR 6.6.6R(9), as at 31 March 2026.

The Board is aware that as of 31 March 2026, the Company is short of the target of 40% female representation, with 33.3% of the Board being women due to the CFO transition. From 1 May 2026, female representation on the Board returned to 37.5%. Board positions are, by their nature, limited in number meaning vacancies are less common, but when vacancies do become available the Board will continue to recruit in a manner which attracts a diverse mix of candidates and to shortlist an equal number of men and women wherever possible.

The data contained in the disclosures to the right were self-reported by members of the Board and Executive Committee. The Executive Committee were asked to specify their gender identity and ethnic origin via our HR system, with each question using a dropdown menu with options to select. The Board were separately each asked the same questions with the same options. Charlie Green, Tom Edwards-Moss and, until 30 April 2026, Dave Benson, are members of both the Board and the Executive Committee and therefore are included in both the calculations relating to the Board and those relating to Executive management.

**Gender and ethnic diversity of the Board and the Executive Committee
As at 31 March 2026**

Gender	Number of Board members	Percentage of the Board	Number of senior positions on the Board (CEO, CFO, SID and Chair)	Number in Executive management	Percentage of Executive management
Men (including those self-identifying as men)	6	66.6%	3	7	70%
Women (including those self-identifying as women)	3	33.3%	1	3	30%
Non-binary	0	0%	0	0	0%
Not specified/prefer not to say	0	0%	0	0	0%

Ethnicity	Number of Board members	Percentage of the Board	Number of senior positions on the Board (CEO, CFO, SID and Chair)	Number in Executive management	Percentage of Executive management
White British or other White (including minority-white groups)	7	78%	4	10	100%
Mixed/Multiple Ethnic Groups	0	0%	0	0	0%
Asian/Asian British	1	11%	0	0	0%
Black/African/Caribbean/Black British	1	11%	0	0	0%
Other ethnic group	0	0%	0	0	0%
Not specified/prefer not to say	0	0%	0	0	0%

→ **Further information on the composition of the Board**
Pages 104 to 106 and 140

→ **Further information on the composition of the Executive Committee**
Page 129

**Progress against UKLR 6.6.6R(9) targets
As at 31 March 2026**

Target:
At least one of the senior Board positions should be held by a woman

Status:
Achieved. Rosie Shapland is Senior Independent Director

Senior Board positions held by a woman

1

Target:
At least one member of the Board should be from an ethnic minority

Status:
Achieved. Two members of the Workspace Board are from a minority background

Members of the Workspace Board who are from a minority background

2

Target:
At least 40% of the individuals on the Board should be women

Status:
Not currently met

Members of the Workspace Board who are women

33.3%¹

1. As at 31 March 2026. From 1 May 2026, female representation returned to 37.5%.



COMPOSITION, SUCCESSION AND EVALUATION continued
DIVERSITY AND INCLUSION AT WORKSPACE continued

Executive Committee and senior manager diversity

The tables below set out the gender and ethnic diversity of the individuals comprising our Executive Committee and senior managers.

In line with the FTSE Women Leaders Review and the Parker Review, we consider senior managers to be those employees deemed to be senior managers of the Group who report directly to an Executive Committee member.

In respect of the UK Corporate Governance Code 2024, we consider the Executive Committee and senior managers to be our 'senior management' as defined by the Code.

Gender diversity of Executive Committee and senior managers As at 31 March 2026



2026	
● Female (6)	28.6%
○ Male (15)	71.4%

Ethnic diversity of Executive Committee and senior managers As at 31 March 2026



2026	
● Minority ethnic (4)	19.0%
○ White (17)	81.0%

Parker Review target

In line with the guidance published by the Parker Review, the Board set a target of 16% minority ethnic representation within the group comprising our Executive Committee and senior managers, as defined by the Parker Review, by 31 December 2027.

Progress against Parker Review target

31 March 2025	31 March 2026	Target 31 December 2027
13%	19%	16%

19%

Minority ethnic representation within the group comprising our Executive Committee and senior managers as of 31 March 2026

Wider workforce diversity

The charts below show the gender, ethnicity and age diversity of all our employees.

This disclosure is made in accordance with section 414C(8)(c)(iii) of the Companies Act 2006. The Board breakdown required by section 414C(8)(c)(i) of the Companies Act 2006 is set out on page 144.

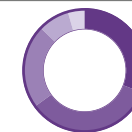
In addition, for the purposes of disclosure under section 414C(8)(c)(ii) of the Companies Act 2006, the Group had four male and three female senior managers as at 31 March 2026, calculated in accordance with sections 414C(9) and (10)(b) of the Companies Act 2006.

Gender diversity of all employees As at 31 March 2026



2026	
● Female: (163)	57.6%
○ Male: (120)	42.4%

Age diversity of all employees As at 31 March 2026



2026	
● 18-29: (88)	31.1%
● 30-39: (96)	33.9%
● 40-49: (63)	22.3%
● 50-59: (24)	8.5%
● 60-69: (12)	4.2%
○ 70-79: (0)	0%

Ethnic diversity of all employees As at 31 March 2026



2026	
● White: (186)	65.7%
English/Welsh/Scottish/Northern Irish/British (129)	45.5%
White - Irish (9)	3.2%
White - Other (48)	17.0%
● Black: (26)	9.2%
Black/African/Caribbean/Black British - Caribbean (11)	3.9%
Black/African/Caribbean/Black British - African (12)	4.2%
Black/African/Caribbean/Black British - Other (3)	1.1%
● Asian: (40)	14.1%
Asian/Asian British - Indian (17)	6.0%
Asian/Asian British - Bangladeshi (4)	1.4%
Asian/Asian British - Pakistani (7)	2.5%
Asian/Asian British - Chinese (2)	0.7%
Asian/Asian British - Other (10)	3.5%
● Mixed: (27)	9.5%
Mixed - White and Black Caribbean (5)	1.8%
Mixed - White and Black African (7)	2.5%
Mixed - White and Asian (4)	1.4%
Mixed - Other (10)	3.5%
Mixed (1)	0.4%
● Other ethnic group: (4)	1.4%

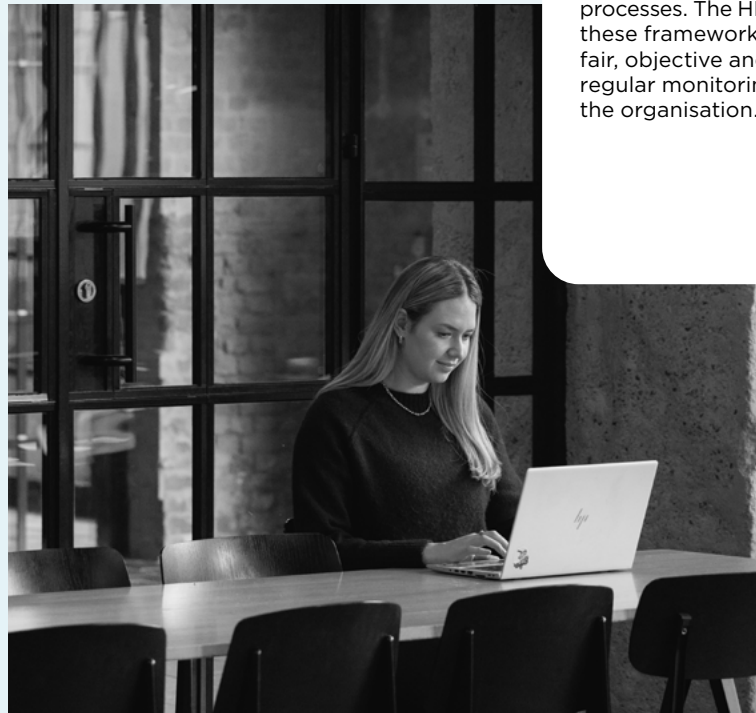
COMPOSITION, SUCCESSION AND EVALUATION continued
DIVERSITY AND INCLUSION AT WORKSPACE continued

Achieving a diverse and inclusive pipeline

Building a diverse and inclusive organisation remains an important part of how we operate and how we deliver our long-term strategy. The Board recognises that a range of backgrounds, experiences and perspectives strengthens discussion and challenge, and supports better and more balanced decision-making.

When considering Board and senior leadership appointments, the Committee remains committed to maintaining an appropriate balance of skills, experience and diversity as part of its approach to Board composition and succession planning. In making appointments to the Board and in senior management succession and recruitment, the Committee seeks to engage Executive search firms that are signatories to the Voluntary Code of Conduct of Executive Search Firms and expect them to draw from wide and diverse candidate pools. While all appointments continue to be made on merit, diversity remains an important consideration when reviewing Board composition and succession planning.

Further details on Board and Executive succession planning are provided on page 140.



Culture

- Creating an environment where everyone can thrive remains a core priority for the Company. Colleagues are entitled to work in a respectful and inclusive environment, free from discrimination, bullying or harassment. The Board recognises the importance of culture to the long-term success of the business and continues to consider this as part of its approach to principal risks and governance oversight.
- Inclusive practices are embedded throughout recruitment, development, performance review and promotion processes. The HR team continues to oversee these frameworks to ensure they remain fair, objective and equitable, supported by regular monitoring of diversity data across the organisation.
- The Board and Executive Committee receive regular updates on progress, external developments and areas of future focus, enabling appropriate oversight and continued improvement.
- The Company continues to invest in training that underpins its culture, including unconscious bias and anti-harassment training. During the year, neurodiversity awareness training was also introduced for managers and wider teams, supporting greater understanding and inclusion across the business.
- The Board recognises that during the year, the business experienced a period of significant change, including leadership transitions and economic uncertainty which affects employee sentiment and culture. It remains encouraged by the resilience of colleagues and the Board will continue to focus on engagement, communication and support across the organisation.

23

Internal promotions of women in 2025/26

11

Apprentices supported in 2025/26

8

Student work placements in 2025/26

5

Neurodiversity training sessions in 2025/26



COMPOSITION, SUCCESSION AND EVALUATION continued
DIVERSITY AND INCLUSION AT WORKSPACE continued

Recruitment and selection

- We continue to refine our recruitment approach to ensure fairness and widen access to opportunities.
- Job descriptions are reviewed to ensure the consistent use of inclusive language that appeals to a broad range of candidates, and anonymised CV screening is used to help reduce unconscious bias during the recruitment process.
- Hiring managers receive structured guidance and training to support objective, consistent decision-making.
- Internal mobility remains a priority, with all vacancies advertised internally first. When recruiting externally, we broaden our reach via social media, targeted talent platforms and partnerships with local job centres, schools and universities, as well as working with organisations such as Sapphire Partners and the White Ensign Association to support social mobility.
- Where external recruitment partners are used, we expect clear evidence of a commitment to diversity and an ability to identify balanced and diverse longlists, particularly for senior roles.

Training and development

- We continue to invest in colleague development at all levels. Members of the Executive Committee and HR hold regular discussions with senior managers to identify development opportunities, and our annual appraisal cycle helps to identify high potential individuals for targeted support.
- Our internal training programme supports skill development in areas such as leadership, communication and people management, while external training and further study are sponsored where appropriate. We continue to build clearer career pathways across centre operations and facilities roles to support progression. Apprenticeship programmes remain a key element of our approach, helping to widen access to opportunities and support early careers, and we have supported 11 apprenticeships this year.

// WE ARE COMMITTED TO PROVIDING MEANINGFUL DEVELOPMENT OPPORTUNITIES FOR OUR PEOPLE, HELPING THEM BUILD THE SKILLS, EXPERIENCE AND CONFIDENCE NEEDED TO PROGRESS AND SUCCEED.

Our future plans

Our key aims for next year include:

- Continue to focus on ensuring job adverts use non-discriminatory language, in particular by making use of AI tools.
- Minimise reliance on recruitment agencies and broaden our talent pool by actively encouraging apprenticeship hires for junior roles.
- Focus on employee retention and development by implementing career pathways for additional roles within the business.
- Continue to strengthen our relationships with our alternative candidate providers.
- Promote our Company through the Armed Forces Covenant to highlight opportunities to former members of the Armed Forces.
- Enhance the awareness of Workspace among potential job applicants by showcasing employee stories and our internal culture via our social media channels.
- Continue to support our line managers with best practice guidelines and regular updates to support their teams.
- Continue to promote our benefits including buying additional annual leave and how it can be used to split the cost of unpaid leave over a longer period, in particular to employees with caring commitments.
- Externally benchmark our employee benefits to ensure they remain competitive.
- Continue to actively promote our 'Supporting Others' network and encourage the development of additional employee networks, for example BAME or LGBTQ+ networks.
- Run a series of 'lunch and learn' sessions with external speakers to help line managers and staff to better understand different perspectives.
- Enhance the functionality of our Learning Management System to expand and improve our training and development opportunities.



// LOOKING AHEAD, WE REMAIN FOCUSED ON ENHANCING TRAINING AND DEVELOPMENT, AND ENSURING INCLUSIVE RECRUITMENT PRACTICES TO SUPPORT A DIVERSE AND SUSTAINABLE TALENT PIPELINE.



COMPOSITION, SUCCESSION AND EVALUATION continued
DIVERSITY AND INCLUSION AT WORKSPACE continued

Our progress from last year

Area	What we said we would focus on	Our progress
Inclusive Recruitment and Language	Ensure job adverts consistently use inclusive, non-discriminatory language, supported by AI tools, and broaden our talent pool by increasing direct sourcing and reducing reliance on agencies.	We have implemented inclusive-language templates and rolled them out across all job adverts. AI language checks embedded into the posting workflow, help remove gender coded or exclusionary terms. We expanded direct sourcing (careers page, social channels, employee referrals) and continued outreach with universities, job centres and community partners to widen access. We signed up to the Armed Forces Covenant. The outcome of this is a broader and more representative applicant pool reaching shortlist stages and a more consistent candidate experience. Quarterly reporting is delivered to the Executive Committee.
Early Careers, Internships and Apprenticeships	Strengthen early career entry routes by expanding apprenticeships for junior roles and designing a paid internship programme for individuals aged 16+.	Apprenticeships have been prioritised for suitable junior roles, with hiring managers assessing apprenticeship suitability before external advertising. We introduced a paid internship programme (target teams, role profiles, supervision model, and onboarding support drafted). The outcome of this has been stronger early career pipeline and wider access for candidates not served by traditional routes.
Career Pathways and Development	Expand career pathways across more teams, improve consistency of career conversations through updated manager guidance, and enhance our Learning Management System ('LMS') to support development.	Career pathway frameworks have been expanded beyond Customer Experience and Facilities into additional teams to clarify progression routes. Updated manager guidance has been issued on goal setting, check ins and development conversations issued and integrated into manager training. There have also been LMS enhancements delivered (targeted learning paths, easier discovery of courses, better analytics to track completion and uptake). This has resulted in clearer progression visibility for colleagues and more consistent development conversations.
Benefits and Employee Support	Promote the buy additional leave policy, particularly for colleagues with caring responsibilities, and benchmark our benefits externally to ensure competitiveness.	Buy additional leave policy has been promoted via the intranet and manager briefings, highlighting use cases for colleagues with caring responsibilities. External benefits benchmarking has been conducted, including market comparators, peer practice and uptake indicators assessed, to inform next phase proposals. This has improved flexibility and an evidence based approach to refining our employee value proposition. Proposals continue to be reviewed by the Executive Committee, with the Board updated on material changes.
Inclusion, Networks and Cultural Awareness	Continue to promote our existing employee network, explore new employee-led groups, and introduce 'lunch and learn' sessions to strengthen inclusion and cultural understanding.	Ongoing support for our existing employee network, including communications, meeting cadence and resource signposting and assessment of interest for additional employee-led groups where demand exists. Lunch and learn series and further training have been designed covering inclusion, wellbeing and professional skills. This has provided deeper engagement on inclusion topics and more structured knowledge sharing.
Employer Brand and Engagement Visibility	Enhance Workspace's visibility by showcasing employee stories, career journeys and our culture across external channels to attract a broader range of applicants.	Employee-led content has been increased across social channels, with refreshed careers materials including role spotlights, day-in-the-life pieces and progression stories. We have aligned messaging with our values and development offer to provide clearer insight into life at Workspace. This has resulted in stronger employer brand visibility and clearer signals of our culture for prospective candidates.

COMPOSITION, SUCCESSION AND EVALUATION continued

Spotlight on: Wellbeing initiatives



Overview

During the year, the Board continued to support initiatives that promote colleague wellbeing, inclusion and engagement across the Group.

Support for colleagues with caring responsibilities continued through the Supporting Others Network, which provides a safe forum for discussion, shared experience and peer support. In addition, the Company hosted an external guest speaker session on menopause to improve understanding of its impact and to support colleagues and managers in creating a more inclusive working environment.

Physical wellbeing and community connection were also a focus during the year. The Company partnered with external providers to offer group gym sessions for colleagues and hosted volunteering days across the year. Colleagues are entitled to up to three paid volunteering days per year, in addition to annual leave, enabling them to support local communities and causes of personal importance.

Building on initiatives introduced in the prior year, the Company also continued to offer a buying annual leave policy, supporting flexibility and work-life balance. The Committee recognises the positive impact these initiatives have on colleague engagement, wellbeing and retention and views them as an important contributor to the Group's long-term success.

// THE WELLBEING INITIATIVES DELIVERED DURING THE YEAR REPRESENT PRACTICAL STEPS TO SUPPORT COLLEAGUES AND PROMOTE A MORE INCLUSIVE AND SUPPORTIVE WORKING ENVIRONMENT, REFLECTING THE BOARD'S ONGOING COMMITMENT TO LISTENING AND RESPONDING TO EMPLOYEE NEEDS.

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Wellbeing initiatives held throughout the financial year

