

ESG COMMITTEE REPORT

“Sustainability is central to Workspace’s strategy and a key driver of value. Despite wider ESG headwinds, our commitment remains strong. The ESG Committee is focused on ensuring Workspace continues to lead the way, deliver meaningful impact, and build long-term resilience.

Manju Malhotra
Chair of the ESG Committee



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ESG COMMITTEE REPORT CONTINUED

MEMBERSHIP AND ATTENDANCE
AT ESG COMMITTEE MEETINGS

	MEMBER SINCE	MEETINGS ATTENDED
Manju Malhotra (Chair)	2022	● ● ● ● 4/4 ¹
Duncan Owen	2022	● ● ● ● 4/4 ¹
Rosie Shapland	2022	● ● ● ● 4/4 ¹
Lesley-Ann Nash	2022	● ● ● ● 4/4 ¹
Nick Mackenzie	2022	● ● ● ● 4/4 ¹
Graham Clemett ²	2022	● ● 2/4 ¹
Dave Benson	2022	● ● ● ● 4/4 ¹
Lawrence Hutchings ³	2024	● ● 2/2 ¹
David Stevenson ⁴	2024	● ● ● 3/3 ¹

1. There were two ESG Committees held in January 2025. One meeting was a joint meeting with the Audit Committee.
2. Graham Clemett was unable to attend the ESG Committee meetings in January 2025, and stepped down from the Board on 31 January 2025.
3. Lawrence Hutchings joined the Board and the ESG Committee on 18 November 2024.
4. David Stevenson joined the Board and the ESG Committee on 1 June 2024.

As at 31 March 2025, the Committee consisted of the Board Chair, the five non independent Non-Executive Directors, the Chief Executive Officer and the Chief Financial Officer (biographies are available on pages 127 to 129). At the request of the Committee, members of the Executive Committee, the senior management team and/or external advisers may be invited to attend all or part of any meeting, as and when appropriate.

Meetings of the ESG Committee

During the year under review, the Committee held four meetings. These took place in April 2024, September 2024, January 2025 and a joint ESG and Audit Committee meeting was held in January 2025.

KEY TOPICS CONSIDERED BY THE COMMITTEE DURING THE YEAR

KEY TOPIC	ACTIVITY	OUTCOME
CREDIBLE CLIMATE LEADERSHIP	<ul style="list-style-type: none"> - Approved the proposal to reset SBTi aligned net zero targets. - Assessed the suitability of interim emission reduction milestones and the inclusion of key KPIs as performance targets for Executive Directors. - Endorsed the launch of Leroy House as our first net zero carbon building, with upfront embodied carbon offset using high-quality, credible credits. - Reviewed nature and climate interdependencies and approved the introduction of Workspace's nature strategy. 	Workspace is committed to climate transition, moving at pace. The business continues to take a proactive approach to managing nature-related risks and strengthening resilience to both climate and nature challenges.
LONG-LASTING SOCIAL IMPACT	<ul style="list-style-type: none"> - Reviewed Workspace's strategy for delivering social impact and supported the decision to develop a flagship social impact programme aligned with the business model. - Evaluated the methodology for measuring and reporting social impact from direct corporate activities and across the value chain. - Assessed the suitability of incorporating the social value metric and diversity and inclusion goals into Executive Directors' targets along with the Remuneration Committee. - Reviewed Workspace's approach to stakeholder engagement on ESG, identifying key priorities for the year to enhance value creation. 	Doubling down on the commitment to generate value for all stakeholders. Positioned to amplify impact and value creation through the flagship social impact programme.
BUILDING LONG-TERM RESILIENCE	<ul style="list-style-type: none"> - Evaluated the materiality of various ESG issues, weighing risks and opportunities for Workspace to identify priorities. - Assessed the effectiveness of climate risk management and internal controls. - Received a briefing on upcoming regulatory changes and evaluated compliance readiness. 	A future-focused business approach that is resilient to evolving regulatory and market risks, supported by a materiality review that identified and prioritised key areas of opportunity.
LEADING THE WAY ON CORPORATE GOVERNANCE AND REPORTING	<ul style="list-style-type: none"> - Proposed ESG objectives for Executive Directors to the Remuneration Committee and assessed outcomes at year end. - Collaborated with the Audit Committee to review all ESG policies and assurance programmes for effectiveness. - Reviewed and approved ESG disclosures, along with feedback received, to identify opportunities for enhancing transparency in our reporting. 	A robust governance framework for sustainability matters, with business-wide accountability in delivering strategic priorities. Reaffirmation of business commitment to transparent practices, by championing adoption of best practice sustainability disclosure.

ESG COMMITTEE REPORT CONTINUED

ESG COMMITTEE
CHAIR'S LETTER

As Chair of the ESG Committee, my focus is on ensuring Workspace remains at the forefront of ESG and creates value for all stakeholders. This can only be achieved through the true integration of environmental and social impact within our business strategy.

Manju Malhotra
Chair of the ESG Committee

**Dear shareholder,**

I am pleased to present the ESG Committee Report for the year ended 31 March 2025.

Since its formation in April 2022, the ESG Committee has played a central role in reinforcing the Board's oversight of environmental and social matters. Our commitment to ESG is core to Workspace's strategy and success. We view ESG and business priorities as one and the same. Our focus on the sustainability of our business model means that Workspace is well positioned to lead with purpose, drive meaningful impact, and capture the opportunities a forward-thinking ESG approach provides.

The Committee's work is guided by four strategic themes:

- (i) Credible climate leadership;
- (ii) Long-lasting social impact;
- (iii) Building long-term resilience; and
- (iv) Leading the way on corporate governance and reporting.

Through these themes Workspace has continued to deepen the alignment between ESG and core business strategy. At a time when broader sentiment around ESG is softening, we remain resolute. We believe that delaying action is not an option. In fact, we see a narrowing window to capitalise on the early mover advantage, and we remain committed to lead from the front.

This year, the Committee has played a pivotal role in shaping and supporting several key outcomes across all four themes: Accelerating our climate transition and deepening nature resilience, advancing meaningful and long-lasting social impact, strengthening

stakeholder value creation and upholding high standards of ESG governance and risk management. Further details on these activities can be found on page 187.

Driving environmental stewardship

As part of our commitment to climate action, Workspace joined the Better Buildings Partnership (BBP) Climate Commitment in 2019, pledging to deliver a net zero carbon real estate portfolio. To reinforce this ambition and align with the 1.5°C pathway, the business has committed to Science-Based Targets (recently updated to reflect the latest Net Zero Standard) committing to reduce emissions by 90% by 2040, against 2020 baseline. This goal demands transformation across our entire business, and we are making real progress.

I'm pleased to report that Workspace has reduced its emissions by 35% since 2020 baseline year, driven by a strong focus on operational excellence. A major milestone this year was the launch of Leroy House, our first net zero building, offering a tangible example of climate leadership in action (see page 7).

Recognising the intrinsic link between climate and nature, the Committee also reviewed Workspace's dependencies and impacts on nature. As part of this work, the business launched its 'Make Space for Nature' strategy, which focuses on enhancing biodiversity and building long-term resilience for the business (see page 26, 117).

Delivering meaningful social impact

The 'S' in ESG is a vital value driver for Workspace. As home to around 4,000 of London's brightest businesses and as custodians of over four million square feet across London, Workspace is deeply rooted in the communities it serves. This year, Workspace delivered over £22.8m in social value across its operations and supply chain.

ESG COMMITTEE REPORT CONTINUED
ESG COMMITTEE CHAIR'S LETTER CONTINUED

To deepen this impact, the Committee steered the development of Workspace's flagship social impact programme, Growth Happens at Workspace, with a focus on skills and employment (see page 58). This programme aligns closely with our core business and positions Workspace as a genuine leader in social impact.

Embedding ESG into the workings of other Committees

To ensure the ESG agenda is not siloed, we also identified ways in which ESG considerations are embedded within the workings of other Committees. We held a joint meeting with the Audit Committee to review the ESG policies and effectiveness of the assurance programme in place. The Committee worked closely with the Remuneration Committee to set ESG linked performance targets that are aligned to core business priorities. ESG input also informed discussions at the Nominations Committee regarding requisite expertise at Board level.

Looking forward

Workspace's ambition to grow with impact remains unwavering. As a Committee, we will continue to guide the business to ensure ESG remains deeply embedded and its impact closely measured. We will also continue to assess key value drivers to ensure every sustainability opportunity is explored, strengthening Workspace's position as a leader and enhancing long-term business resilience.



Manju Malhotra
Chair of the ESG Committee
4 June 2025

GOVERNANCE OF ESG MATTERS AT WORKSPACE

BOARD OF DIRECTORS

<p>⬆</p> <p>NOMINATIONS COMMITTEE Chaired by Duncan Owen</p> <p>Key responsibilities:</p> <ul style="list-style-type: none">- Ensuring requisite strength of Board ESG expertise	<p>⬆</p> <p>AUDIT COMMITTEE Chaired by Rosie Shapland</p> <p>Key responsibilities:</p> <ul style="list-style-type: none">- Integrity of ESG disclosures and targets- Strategic risk management, including reputational risk	<p>⬆</p> <p>REMUNERATION COMMITTEE Chaired by Lesley-Ann Nash</p> <p>Key responsibilities:</p> <ul style="list-style-type: none">- Aligning compensation with ESG goals- Ensuring clarity of ESG metrics and KPIs	<p>⬆</p> <p>ESG COMMITTEE Chaired by Manju Malhotra</p> <p>Key responsibilities:</p> <ul style="list-style-type: none">- Detailed scrutiny and oversight of ESG- Ensuring adequate resource- Driving Board focus on ESG
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The role of the Board

The role of the Board is to maintain close oversight of the ESG programme, ensuring long-term sustainable success of the business. An ESG Committee has been set up comprising of all the members of the Board – the Board Chair, the five independent Non-Executive Directors, the Chief Executive Officer and the Chief Financial Officer, to ensure ESG considerations are effectively integrated in business strategy and decision making.

The ESG Committee receives detailed update on Workspace's sustainability strategy and targets three times a year, from members of the Executive Committee and the Head of Sustainability.

The ESG Committee also informs the working of other Board Committees with ESG considerations as it pertains to remuneration, nominations and audit functions.

Management responsibility

The Executive Committee is responsible for creating a sustainability strategy for the business and individual Executive Committee members are responsible for leading on the delivery of environmental and social programmes.

The Executive Committee receives monthly updates on ESG matters, including progress against the annual ESG targets.

At an operational level, the day-to-day management of ESG initiatives is managed by the members of the Environmental and Social Sustainability Committees, cross-function groups comprising heads of departments who are responsible for individual workstreams. Both these Committees include several Executive Committee members, which ensures senior level ownership and oversight of implementation plans and streamlines communication to the wider Executive Committee and the Board.

Ownership and accountability

ESG considerations are embedded across the business, ensuring there is clear oversight and accountability at each level – at Board level, at Executive level and at operational delivery level. Further, the core ESG targets for the business have been translated into performance objectives for relevant teams and are linked to their remuneration.

Terms of Reference

The Committee's role and responsibilities are set out in the terms of reference, the latest version of which are available on the Company's website at www.workspace.co.uk/investors/about-us/governance/board-committees.

Performance of the ESG Committee

As part of this year's Board effectiveness review, the performance of the ESG Committee was assessed through an internal evaluation. The review concluded that the Committee is operating effectively. The broad scope of environmental and social issues considered at Committee meetings was recognised, reflecting the growing emphasis in ensuring long-term business resilience, deepening understanding of organisational culture, and aligning ESG priorities more closely with overall business strategy.

ESG COMMITTEE REPORT CONTINUED

**SPOTLIGHT ON
REFURBISHMENT-
LED APPROACH**

Workspace is proud to be at the forefront of sustainable development in London, championing a refurbishment-led approach. By transforming existing buildings into high-quality work spaces, we significantly reduce our environmental impact while enhancing long-term value. This approach cuts emissions by 40–70% compared to new builds. A standout example is Leroy House in Islington – our first net-zero building. Originally a 1930s watchmaker's factory, 90% of its structure was retained in its transformation into a modern hub for London's creative community – blending heritage with innovation.



“We take great pride in our refurbishment-led ethos at Workspace. Leroy House is evidence that retrofitting, not rebuilding, delivers the best outcomes for our customers, the community and the environment.”

Lawrence Hutchings
Chief Executive Officer

1.2m sq. ft.

SUSTAINABLE REFURBISHMENTS DELIVERED
OVER THE LAST 10 YEARS





ESG COMMITTEE REPORT CONTINUED

ESG POLICIES, PROCEDURES AND RELATED ASSURANCE

Workspace holds an annual joint meeting of the Audit Committee and ESG Committee to review and approve a comprehensive assurance programme that assesses the effectiveness of ESG-related policies and processes.

The table opposite outlines the policies and procedures that support the execution of Workspace's ESG strategy. These policies are designed to guide the Company in conducting business in an environmentally and socially responsible manner, ensuring that sustainability is fully integrated into the Company's operations and decision making.

Following a detailed review, both Committees confirmed that all ESG policies are being effectively implemented and are supported by a robust assurance framework.

KEY TOPIC	ACTIVITY	OUTCOME
ENVIRONMENTAL	Environmental and climate change policy	Ensures that we conduct our business in an environmentally and climate responsible way.
	Net zero pathway	Ensures that we have quantifiable emission reduction targets and a clear plan to achieve net zero carbon in alignment with a 1.5°C future.
	Sustainable development brief	Sets minimum requirements for our development and refurbishment projects on energy, carbon, waste, water, materials, nature and wellbeing.
	Green finance framework	A framework used by Workspace to issue a green debt instrument including green bonds, private placement, and green loans.
	Climate risk register and disclosure	A climate risk register to ensure the business has a robust process to assess and manage climate risk. The document is published externally in the form of Task Force on Climate-related Financial Disclosures (TCFD) in the annual report.
	Nature and biodiversity strategy	Ensure the business effectively manages its impact and dependency on nature and biodiversity, while remaining resilient to the challenges posed by the climate and nature emergencies.
SOCIAL	Health and safety policy	Ensures the business meets its obligations under Health and Safety legislation, reduces accidents and controls health and safety risks to employees and others who may be affected by our activities.
	Supplier code of conduct	Sets out Workspace's principles for ethical conduct and behaviour in business practices. The Supplier Code of Conduct also ensures that our suppliers, contractors, service providers and representatives live up to our values and standards.
	Modern slavery statement	Sets out a zero-tolerance stance towards slavery and human trafficking for Workspace's operations and amongst its suppliers.
	Social impact framework	Sets out Workspace's strategy for delivering positive stakeholder impact. The framework is published externally in the Annual Report.
	Equal opportunities and dignity at work policy	Sets out Workspace's expectations and standards regarding equal opportunities and dignity at work. The policy also outlines managerial and staff responsibilities to ensure the business' principles are observed.
	Diversity and inclusion	Ensures the business is committed to supporting diversity and creating an inclusive culture.
	Sexual harassment policy	Ensures the business provides a safe environment for all Workspace employees, free from discrimination on any ground and from harassment at work including sexual harassment.
	Human rights policy	Sets out Workspace's commitment to respecting fundamental human rights, including as defined by the United Nations Universal Declaration of Human Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work.
GOVERNANCE	ESG-linked remuneration	Ensures ESG is treated as a strategic priority for the business, with leadership accountability.
	ESG risk register	A five-step approach to ensure we have a robust process to assess and manage risks. This is used to inform our ESG risk register, enabling us to assess, monitor and manage material ESG risks.
	Anti-bribery and corruption, and gifts and hospitality policy	Sets out standards and expectations for employees to ensure relationships with suppliers are conducted in an ethical way which is compliant with relevant legislation and provides guidance on how to recognise and deal with corruption issues.
	Whistleblowing policy	Ensures that staff are aware of how to raise serious concerns. The policy provides guidance, and it ensures a robust process exists to enable an adequate response to the concerns raised. The policy ensures that staff will be protected from retribution.