



## ESG COMMITTEE REPORT

**// SUSTAINABILITY IS INTEGRAL TO WORKSPACE'S PURPOSE, BUSINESS MODEL AND LONG-TERM SUCCESS. THROUGH THE ESG COMMITTEE, THE BOARD PROVIDES STEWARDSHIP TO ENSURE THE STRATEGY REMAINS ALIGNED WITH A SUSTAINABLE ECONOMY, REINFORCING THE RESILIENCE OF THE BUSINESS AND ITS CAPACITY TO CREATE ENDURING VALUE FOR STAKEHOLDERS.**

**Manju Malhotra**  
Chair of the ESG Committee

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**Manju Malhotra**  
Chair of the ESG Committee



ESG COMMITTEE REPORT continued

**ESG Committee membership and attendance**

As at 31 March 2026, the Committee consisted of the Board Chair, the five independent Non-Executive Directors, the Chief Executive Officer and the Chief Financial Officer (biographies are available on pages 104 to 106). 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.

	Member since	Meetings attended 2025/26
<b>Manju Malhotra (Chair)</b>	<b>2022</b>	●●●● 4/4 <sup>1</sup>
<b>Duncan Owen<sup>2</sup></b>	<b>2022</b>	●●● 3/4 <sup>1</sup>
<b>Rosie Shapland</b>	<b>2022</b>	●●●● 4/4 <sup>1</sup>
<b>Lesley-Ann Nash</b>	<b>2022</b>	●●●● 4/4 <sup>1</sup>
<b>Nick Mackenzie</b>	<b>2022</b>	●●●● 4/4 <sup>1</sup>
<b>David Stevenson</b>	<b>2024</b>	●●●● 4/4 <sup>1</sup>
<b>Lawrence Hutchings</b>	<b>2024</b>	●● 2/2 <sup>1</sup>
<b>Dave Benson</b>	<b>2022</b>	●●●● 4/4

1. There were two ESG Committees held in January 2026. One meeting was a joint meeting with the Audit Committee.
2. Duncan Owen was unable to attend the ESG Committee meeting in January 2026 due to his attendance at external meetings in relation to Workspace business.

**Meetings of the ESG Committee**

During the year under review, the Committee held four meetings. These took place in April 2025, September 2025, January 2026 and a joint ESG and Audit Committee meeting was held in January 2026.

**Key topics considered by the Committee during the year**

Key topic	Activity	Outcome
<b>Credible climate leadership</b> →	<ul style="list-style-type: none"> <li>- Reviewed implementation plans to support climate transition in line with the Company's science-based net zero targets.</li> <li>- Reviewed business plans focusing on high-conviction assets, assessing alignment with net zero transition pathway and associated investment requirements.</li> <li>- Assessed the suitability of interim emission reduction milestones and the inclusion of key KPIs as performance targets for Executive Directors.</li> <li>- Approved the supply chain decarbonisation roadmap, supporting its phased roll out across all Tier 1 suppliers.</li> <li>- Reviewed the portfolio's exposure to physical climate risks, incorporating updated climate models and scenario analysis (see pages 75 to 80 for further details).</li> </ul>	<ul style="list-style-type: none"> <li>- The business continues to progress the implementation of its climate transition in line with strategy, with investment pragmatically prioritised towards high-conviction assets in the near term.</li> </ul>
<b>Long-lasting social impact</b> →	<ul style="list-style-type: none"> <li>- Continued oversight of Workspace's social impact strategy, centred on its flagship 'Growth Happens at Workspace' programme, with a focus on skills development and employment outcomes.</li> <li>- Evaluated the appropriateness of incorporating key social impact KPIs into Executive Directors' performance objectives.</li> <li>- Commissioned an independent external review of the sustainability strategy, with particular emphasis on the effectiveness of the Company's approach to its employees, customer and communities as priority stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>- The business continues to refine its approach to social value creation, strengthening accountability and ensuring value is delivered across all stakeholder groups.</li> </ul>

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



ESG COMMITTEE REPORT continued

**Key topics considered by the Committee during the year** continued

Key topic	Activity	Outcome
<p><b>Building long-term resilience</b> →</p>	<ul style="list-style-type: none"> <li>- Evaluated the materiality of various ESG issues, weighing risks and opportunities for Workspace to identify priorities.</li> <li>- Assessed the effectiveness of climate risk management and internal controls.</li> <li>- Received a briefing on upcoming regulatory changes and evaluated compliance readiness.</li> </ul>	<ul style="list-style-type: none"> <li>- 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.</li> </ul>
<p><b>Leading the way on corporate governance and reporting</b> →</p>	<ul style="list-style-type: none"> <li>- Proposed ESG objectives for Executive Directors to the Remuneration Committee and assessed outcomes at year-end.</li> <li>- Collaborated with the Audit Committee to review all ESG policies and assurance programmes for effectiveness.</li> <li>- Reviewed and approved ESG disclosures, along with feedback received, to identify opportunities for enhancing transparency in our reporting.</li> </ul>	<ul style="list-style-type: none"> <li>- 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.</li> </ul>



ESG COMMITTEE REPORT continued

## ESG COMMITTEE CHAIR'S LETTER

### Dear shareholder,

I am pleased to present the ESG Committee Report for the year ended 31 March 2026.

Established in April 2022, the ESG Committee has strengthened the Board's oversight of environmental and social considerations.

Sustainability sits at the heart of Workspace's strategy and long-term success, with a clear focus on maintaining a resilient business model. This approach positions Workspace to lead with purpose, deliver meaningful impact, and realise the opportunities arising from a progressive ESG agenda.

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. Workspace's approach to ESG goes beyond a general framework. It is directly aligned with and driven by our core business outcomes. We believe sustainability is a key value driver, and our priorities consistently reinforce essential business goals such as operational efficiency, customer satisfaction, and long-term resilience, securing success well into the future.

This year, the Committee has played an important role in shaping and supporting several key outcomes: progressing climate transition with a pragmatic approach to

investment, focused on high-conviction assets, sharpening focus and delivery of social impact, strengthening stakeholder value proposition and upholding high standards of ESG governance and risk management. Further details on these activities can be found on pages 176 to 177.

### Driving environmental stewardship

As part of our commitment to climate leadership, Workspace joined the Better Buildings Partnership ('BBP') Climate Commitment in 2019, pledging to achieve a net zero carbon real estate portfolio. To advance this ambition and align with the 1.5°C pathway, we have set Science-Based Targets aiming to reduce emissions by 90% by 2040, relative to a 2020 baseline. Achieving this requires comprehensive transformation across our business, and I'm proud of the progress made so far.

Since 2020, Workspace has cut emissions by 36%, driven by a core focus on operational excellence. Net zero transition plans are integrated into asset-level business strategies, ensuring that climate action is embedded as 'business as usual'.

Understanding the vital connection between climate and nature, the Committee has also overseen the advancement of Workspace's nature strategy. This includes initiatives like native planting in external spaces, which not only boost biodiversity but also enhance the wellbeing and experience of our customers. It's encouraging to see these efforts well received, enriching the appeal of our buildings across the portfolio.



**“ AS CHAIR OF THE ESG COMMITTEE, MY FOCUS IS ON ENSURING SUSTAINABILITY REMAINS EMBEDDED IN WORKSPACE'S BUSINESS MODEL AND LONG-TERM DECISION-MAKING. THIS YEAR, WE HAVE STRENGTHENED CLIMATE LEADERSHIP, SHARPENED OUR APPROACH TO DELIVERING SOCIAL IMPACT, AND REINFORCED GOVERNANCE TO SUPPORT A RESILIENT BUSINESS AND ENDURING STAKEHOLDER VALUE.**

**Manju Malhotra**  
Chair of the ESG Committee



ESG COMMITTEE REPORT continued  
ESG COMMITTEE CHAIR'S LETTER continued

### Delivering meaningful social impact

The 'S' in ESG is a powerful value driver for Workspace. As the home to around 4,000 of London's SMEs and custodians of close to four million square feet of workspace, we are deeply embedded in the communities we serve. This year, Workspace generated £1.19 million in social value, and marked the first year of our flagship social impact programme, 'Growth Happens at Workspace', focused on skills development and employment (see page 32).

I am proud to report progress in expanding opportunities for young people across London, with 121 individuals benefitting from initiatives including work experience placements, workshops, mentoring, and career talks. Additionally, Workspace supported four work placement opportunities, providing valuable real-world experience across various teams (see page 57).

### 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 aligned with the Group's core business priorities. ESG considerations also informed discussions at the Nominations Committee in relation to Board level skills and experience.

### Looking forward

As part of the Board's review of its Committee structure, it was agreed that the composition of the ESG Committee be revised. The Committee now comprises myself as Chair, together with Duncan Owen, David Stevenson, Rosie Shapland, the Chief Executive Officer and the Chief Financial Officer, reflecting an appropriate balance of skills and experience to support effective oversight of ESG matters. All Board members will be invited to attend meetings as appropriate.

As a Committee, we will continue to guide the business to ensure ESG remains deeply embedded and its impact closely measured. We will also focus on streamlining governance to enable more agile and informed decision-making, ensuring ESG remains fully integrated and responsive to Workspace's evolving business strategy.

**Manju Malhotra**  
Chair of the ESG Committee  
9 June 2026





ESG COMMITTEE REPORT continued

**Governance of ESG matters at Workspace**

**Board of Directors**

**Nominations Committee**

Chaired by Duncan Owen

**Key responsibilities:**

- Ensuring requisite strength of Board ESG expertise

**Audit Committee**

Chaired by Rosie Shapland

**Key responsibilities:**

- Integrity of ESG disclosures and targets
- Strategic risk management, including reputational risk

**Remuneration Committee**

Chaired by Lesley-Ann Nash

**Key responsibilities:**

- Aligning compensation with ESG goals
- Ensuring clarity of ESG metrics and KPIs

**ESG Committee**

Chaired by Manju Malhotra

**Key responsibilities:**

- Detailed scrutiny and oversight of ESG
- Ensuring adequate resource
- Driving Board focus on ESG

**The role of the Board**

The Board retains overall responsibility for overseeing Workspace's ESG agenda and ensuring that sustainable, long-term value creation remains central to the Group's strategy. The ESG Committee, which includes the full Board – the Chair, all independent Non-Executive Directors, the Chief Executive Officer and the Chief Financial Officer – provides dedicated governance to ensure ESG considerations are fully embedded in strategic planning, risk management and operational decision-making.

The Committee receives comprehensive updates on Workspace's sustainability strategy, performance and targets three times a year. These updates are delivered by members of the Executive Committee and the Sustainability team, enabling the Board to monitor progress, evaluate emerging risks and opportunities, and guide enhancements to the programme.

The ESG Committee also supports the work of other Board Committees by ensuring ESG factors are appropriately integrated into remuneration, nomination and governance processes, as well as into audit and risk oversight.

**Management responsibility**

The Executive Committee is responsible for setting the Group's sustainability strategy and ensuring it is fully aligned with our long-term business objectives. Each Executive Committee member leads the delivery of environmental and social programmes within their functional area, embedding sustainability into operational decision-making across the business.

The Executive Committee receives monthly updates on ESG matters, including progress against annual ESG targets, enabling regular oversight and timely intervention where needed.

At an operational level, day-to-day delivery of ESG initiatives is led by the Environmental and Social Sustainability Committees – cross-functional groups made up of departmental heads who are accountable for individual workstreams. Both Committees include several Executive Committee members, ensuring strong senior ownership, clear accountability for implementation plans and streamlined communication back to the wider Executive Committee.

**Ownership and accountability**

ESG considerations are embedded throughout the business, with clear oversight and accountability at every level, from the Board, through the Executive Committee, to operational delivery teams. Core ESG targets have been translated into performance objectives for the relevant functions, ensuring accountability for delivery. These objectives are also incorporated into remuneration frameworks, reinforcing alignment between sustainability performance and reward.

**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](http://www.workspace.co.uk/investors/about-us/governance/board-committees).

**Performance of the ESG Committee**

This year, the internal Board performance review was conducted internally by the Workspace Legal and Company Secretariat team.

The review concluded that the ESG Committee continues to operate effectively but consideration could be given to streamline the Committee membership and continue to prioritise key risks and strategic ESG matters.

With effect from May 2026, it was agreed that the Committee would comprise of Manju Malhotra as Chair of the Committee, Duncan Owen, Rosie Shapland, David Stevenson, Charlie Green and Tom Edwards-Moss.



ESG COMMITTEE REPORT continued

# Spotlight on: Growing London's future potential



## Overview

This year, Workspace continued to help broaden horizons for young Londoners facing barriers to education and employment through mentoring, volunteering and paid work experience opportunities. By sharing their time, experience and career journeys, Workspace employees helped students build confidence, explore future pathways and gain exposure to industries and roles they may not otherwise have encountered. Through partnerships with Future Frontiers and Career Ready, we supported students at key transition points in their education and early careers, including delivering one-on-one mentoring sessions as well as paid internships across teams such as finance, leasing, sustainability and facilities management, all paid at the Real London Living Wage.

// **WE BELIEVE LONDON'S FUTURE IS SHAPED BY THE OPPORTUNITIES WE HELP TO CREATE. SUPPORTING YOUNG PEOPLE THROUGH REAL EXPERIENCES IN OUR BUILDINGS NOT ONLY STRENGTHENS OUR COMMUNITIES BUT ALSO NURTURES TALENT AND AMBITION.**

**Charlie Green**  
Chief Executive Officer





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 topics considered by the Committee during the year**

Key topic	Activity	Outcome
<b>Environmental</b> →	Environmental and climate change policy	- Demonstrates measurable improvements in environmental performance by embedding climate-responsible practices across operations, resulting in reduced environmental impacts.
	Net zero pathway	- Analysis of key milestones within the net zero pathway to ensure Workspace is on track and aware of potential blockers to achieve key goals.
	Sustainable development brief	- Ensures all development and refurbishment projects deliver quantifiable improvements in energy efficiency, carbon reduction, waste minimisation, water performance, materials sustainability, nature enhancement and wellbeing.
	Green finance framework	- Enables the business to access green financing on the basis of clear, externally recognised sustainability criteria, supporting investment in environmentally-aligned projects and strengthening our ESG credentials with lenders.
	Climate risk register and disclosure	- Provides a transparent and externally reportable assessment of physical and transitional climate risks, enabling the business to take targeted actions that improve climate resilience and meet TCFD reporting expectations.
	Nature and biodiversity strategy	- Delivers measurable reductions in nature-related impacts and supports biodiversity enhancements across our portfolio, strengthening resilience to climate-related nature risks and improving ecosystem outcomes.
<b>Social</b> →	Health and safety policy	- Improves safety performance through reduced incidents, stronger risk controls and clear compliance with Health and Safety legislation, resulting in a safer workplace for employees and visitors.
	Supplier code of conduct	- Ensures suppliers' behaviours meet Workspace's ethical and sustainability standards, reducing ESG-related supply chain risks and improving responsible sourcing outcomes.
	Modern slavery statement	- Strengthens protections across the business and supply chain by identifying and mitigating modern slavery risks, ensuring ethical labour practices and compliance with legislation.



ESG COMMITTEE REPORT continued

**Key topics considered by the Committee during the year** continued

Key topic	Activity	Outcome
<b>Social</b> continued →	Social impact framework	- Generates demonstrable social value by tracking and improving Workspace's contribution to communities, customers and stakeholders, with transparent reporting in the Annual Report.
	Equal opportunities and dignity at work policy	- Reinforces fair and respectful workplace practices, resulting in better employee experience, improved equity and greater compliance with equality legislation.
	Diversity and inclusion	- Promotes measurable improvements in workforce diversity and fosters a more inclusive culture, enhancing employee engagement and supporting better business performance.
	Sexual harassment policy	- Ensures a safer working environment with clear processes that reduce incidents of harassment and support timely, confidential resolution where concerns arise.
<b>Governance</b> →	ESG-linked remuneration	- Strengthens accountability for ESG performance by directly tying leadership remuneration to measurable ESG outcomes, driving progress against strategic priorities.
	ESG risk register	- Provides clear visibility of material ESG risks and enables targeted mitigation actions, improving organisational resilience and ensuring ESG risks are systematically monitored and managed.
	Anti-bribery and corruption, and gifts and hospitality policy	- Reduces the risk of unethical conduct by ensuring employees make compliant, transparent decisions, thereby protecting the business from legal, financial and reputational harm.
	Whistleblowing policy	- Creates a safer and more transparent organisational culture by enabling employees to raise concerns confidently, resulting in earlier detection of issues and safeguarding staff from retaliation.