



## OUR STRATEGY CONTINUED

RELEVANT KPIS  
FINANCIAL PERFORMANCE

7, 8

## NON-FINANCIAL PERFORMANCE

6

Pages 56 to 58

RELEVANT PRINCIPAL RISKS  
AND UNCERTAINTIES

3, 7, 8, 9

Pages 63 to 66

Note: A full list of our sustainability targets and performance is covered on pages 35 to 53

...whilst always  
being sustainable.DELIVERING A CLIMATE-  
RESILIENT PORTFOLIO

## KEY PRIORITIES

- Drive energy efficiency across the portfolio and reduce GHG emissions in line with our net zero carbon pathway
- Assess climate risk across the portfolio and create strategy to mitigate material risk
- Drive resource efficiency and improve waste management across our portfolio
- Achieve high environmental standards across all development and refurbishment activities

## 2021/22 KEY ACHIEVEMENTS

- Achieved 5% reduction in scope 1 emissions and 27% reduction in scope 2 emissions from a 2019/20 baseline
- On track to achieve 40-70% reduction in embodied carbon of current projects
- 3 projects delivered with BREEAM and EPC A/B
- 100% renewable electricity procured
- Achieved 75% recycling rate
- Assessed climate risk across the portfolio and identified mitigation actions

## 2022/23 AIMS

- Drive further improvement in energy efficiency across the portfolio
- Decarbonise heat across the portfolio
- Innovate to reduce embodied carbon
- Enhance biodiversity of development and refurbishment projects

LOOKING AFTER  
OUR PEOPLE

## KEY PRIORITIES

- Roll out sustainability training to all employees
- Support career growth and professional development of employees
- Enhance the wellbeing of our employees and customers
- Become Living Wage compliant for employees and contractors
- Map sustainability risk across the supply chain
- Enhance customer engagement on sustainability

## 2021/22 KEY ACHIEVEMENTS

- 100% of staff trained on sustainability
- 17 people sponsored for professional accreditation courses, worth £65K
- 48 wellbeing initiatives organised, reaching over 900 people
- Achieved Living Wage accreditation
- 2/3rd of customers agree we are a socially & environmentally responsible business

## 2022/23 AIMS

- Enhance the wellbeing programme
- Focus on widening access to profession
- Greater adoption of sustainability KPIs across all teams' objectives
- Encourage sustainability improvements within the supply chain

SUPPORTING  
OUR COMMUNITIES

## KEY PRIORITIES

- Support our charity partner Single Homeless Project (SHP)
- Offer employees three paid volunteering days
- Refresh our InspiresMe community impact programme to support employment skills in our buildings' local areas
- Create a social impact framework to assess social value generated through our business operations and portfolio

## 2021/22 KEY ACHIEVEMENTS

- £100K raised for SHP, reaching 550 beneficiaries
- 540 volunteering hours delivered
- InspiresMe taskforce established to deliver the pilot in one of our centres
- Social impact framework created and piloted on Lock Studios

## 2022/23 AIMS

- Enhance the impact of our work with SHP
- Roll out InspiresMe across select centres
- Use social impact framework to monitor and enhance social value generated



## SUSTAINABILITY

As home to London's brightest businesses, as custodians of some of the most iconic buildings in London and as a responsible employer, we fully believe that sustainability is crucial to the long-term success of Workspace.

**Sonal Jain**

Head of Sustainability



## SUSTAINABILITY CONTINUED

## Highlights

**48**

wellbeing-related events organised, reaching over 900 people

**5 Star**

GRESB 5 Star score, highest rating achievable

**100%**

of employees trained on sustainability

**£100k**

raised for Single Homeless Project, supporting 550 young and vulnerable people

**66%**

of customers agree that Workspace is a socially and environmentally responsible business

**540**

volunteering hours delivered by employees

**£200m**

Completed a £200m revolving credit facility agreement, linking the margin to our sustainability targets

**20%**

Scope 1 and 2 emissions reduced by 20% since 2019/20

**28%**

of portfolio rated EPC A/B

**18**

buildings are BREEAM certified

**£11.05**

London Living Wage hourly rate paid to our employees and contractors

## RATINGS &amp; MEMBERSHIPS

## RATINGS

**87**

Real Estate Assessment Score

**93**

Development Assessment Score

**A**

Public Disclosure Score

**A-**

and supplier engagement leader

**GOLD**

EPRA Sustainability Best Practice Recommendations Award

**AA**

MSCI ESG rating

**Low Risk**

Sustainalytics ESG Risk Rating

**3.0**

absolute rating out of 5

## MEMBERSHIPS



SUSTAINABILITY CONTINUED

# Our approach

We have a fully embedded approach to sustainability, covering both our portfolio and all business-wide strategic decisions.

Through our three-pillar sustainability strategy – Delivering a climate-resilient portfolio, Looking after our people, Supporting our communities, we ensure we are continually improving our environmental and social impact, whilst adding value to all our stakeholders. We have also mapped our strategy against the UN Sustainable Development Goals (SDGs) to ensure our objectives and targets are aligned with global ambitions (see page 39)

1

## Delivering a climate-resilient portfolio

Page 40

SDGs



2

## Looking after our people

Page 47

SDGs



3

## Supporting our communities

Page 51

SDGs



### GOVERNANCE

The highest level of responsibility for our sustainability strategy lies with our Chief Executive Officer and together with the rest of the Workspace Board, the group acts as a guardian of the strategy. In addition, an ESG Board Committee has been established to provide added focus and drive further integration across business decisions. The Board is supported by the Executive team in setting and driving our sustainability strategy. At an operational level, we have an environmental sustainability and a social sustainability committee, comprising senior representatives from across the business departments. The two committees are responsible for operationalising the delivery of our strategy. Progress is reported to the Board and Executive team monthly. We also have a number of sustainability champions across the business who help mobilise ground-up support.

### MATERIALITY

Our sustainability strategy is driven by the key environmental and social issues that are most material to the business. Each year we revisit our material issues to ensure we are capturing the themes that are most relevant to our business and our value chain. Focusing on our material issues also helps us prioritise efforts where we can have maximum impact. Whilst energy, carbon and waste continue to be material for the business, we are also actively working towards improving our impact in a number of other areas such as urban greenery, wellbeing, prosperous neighbourhoods, employment and skills.

SUSTAINABILITY CONTINUED



Alignment  
to UN SDGs

Through our sustainability strategy we are helping address the following UN Sustainable Development Goals (SDGs)

KEY TO STAKEHOLDERS

- Our customers
- Our people
- Our investors
- Our partners and suppliers
- Our communities
- The environment

7

AFFORDABLE AND  
CLEAN ENERGY

AFFORDABLE  
AND CLEAN  
ENERGY

STAKEHOLDERS ● ● ●

Our investment in on-site renewable energy through the installation of roof-mounted solar panels across our portfolio ensures we are generating clean power. We also source 100% of our electricity from renewable sources, through our REGO certified green contract.

9

INDUSTRY INNOVATION  
AND INFRASTRUCTURE

INDUSTRY,  
INNOVATION AND  
INFRASTRUCTURE

STAKEHOLDERS ● ●

Through our investment in clean technology and materials we are reducing our environmental impact and also driving innovation in the industry.

11

SUSTAINABLE CITIES  
AND COMMUNITIES

SUSTAINABLE  
CITIES AND  
COMMUNITIES

STAKEHOLDERS ● ●

As custodian of some of London's most iconic buildings, we work to reduce the environmental impact of London's built environment and build resilience for the long term. This is delivered through sustainable design, construction and operations of all our buildings.

12

RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION

RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION

STAKEHOLDERS ● ●

Through investment in energy efficient equipment and effective management, we ensure our consumption of energy is optimised. We also work hard to reduce waste in operations and construction, aiming to divert 100% from landfill.

13

CLIMATE  
ACTION

CLIMATE  
ACTION

STAKEHOLDERS ● ● ● ● ●

The delivery of our 2030 net zero carbon commitment ensures we are decarbonising our business swiftly and thus playing our part in limiting global warming to 1.5°C.

3

GOOD HEALTH  
AND WELL-BEING

GOOD HEALTH  
AND WELL-BEING

STAKEHOLDERS ● ●

Provision of safe and healthy workplaces for our employees and customers is paramount. We do this by ensuring health and wellbeing considerations are fully incorporated into our building design. We also run an extensive wellbeing support programme for all our employees and customers.

5

GENDER  
EQUALITY

GENDER  
EQUALITY

STAKEHOLDERS ● ●

Our people practices actively support gender equality, including the use of gender-neutral language in all our policies and recruitment material. All our people have been trained on unconscious bias and we strive to create a truly inclusive work environment. We work hard to identify and address gaps within existing workplace policies, as well as offering professional development opportunities to all our employees.

8

DECENT WORK  
AND ECONOMIC  
GROWTH

DECENT WORK  
AND ECONOMIC  
GROWTH

STAKEHOLDERS ● ● ● ● ●

We provide quality flexible space for SMEs across London. Our model also creates hubs of economic activity that benefit entire communities through employment-led regeneration of the area. We are also an accredited Living Wage Employer, ensuring that all our employees and contractors are paid at Real London Living Wage.

4

QUALITY  
EDUCATION

QUALITY  
EDUCATION

STAKEHOLDERS ● ● ●

Through our InspiresMe programme, we work alongside our customers to provide inspiration, knowledge, support and experience to individuals within our communities who are most at risk of NEET (Not in Education, Employment or Training) and help them to reach their full potential.

10

REDUCED  
INEQUALITIES

REDUCED  
INEQUALITIES

STAKEHOLDERS ● ● ●

Our InspiresMe programme aims to tackle youth unemployment and the ethnicity gap by building relationships with schools and youth organisations across London to offer work experience placements, career talks, CV workshops and interview practices.

SUSTAINABILITY CONTINUED

1

Delivering a climate-resilient portfolio

Climate change mitigation and resilience is a cornerstone of our sustainability strategy. Through minimising environmental impact and transitioning to net zero carbon by 2030, we are future proofing our business and building resilience for the long term.

Achieving a net zero carbon portfolio

In 2019 we made a commitment to achieving net zero carbon by 2030. To ensure our net zero goal is robust and in line with a 1.5°C future, our emissions reduction trajectory is aligned with our approved Science-Based Targets\* (SBT) and covers both our operational and embodied carbon emissions.

PERFORMANCE

On Target

Through ongoing investment in energy efficiency and decarbonisation of our portfolio, we have made significant progress on our net zero pathway. We have reduced our scope 1 emissions by 5% and scope 2 emissions by 27% in 2021/22, against our 2019/20 baseline.

A significant proportion of our scope 3 emissions comes from the embodied carbon in our refurbishment and development activities. Our projects this year are estimated to be 40–70% less carbon intensive than industry benchmark on embodied carbon. A detailed breakdown of our Greenhouse Gas (GHG) emissions can be found on page 91.

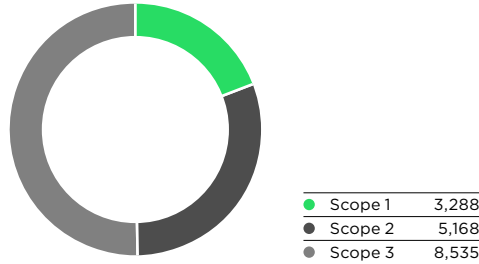
\* Our Science Based Targets:

- Reduce absolute scope 1 emissions 42% by 2030, from a 2020 base year
- Reduce scope 3 emissions from capital goods 20% per square foot NLA by 2030, from a 2020 base year
- Continue sourcing 100% renewable electricity through to 2030

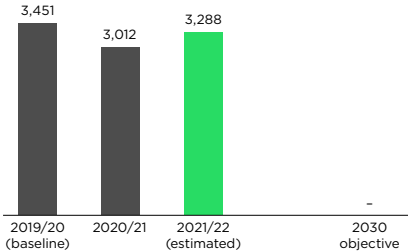
OUR CARBON FOOTPRINT

Our total carbon footprint in 2021/22 was 16,992 tonnes of CO<sub>2</sub>e (equivalent of annual energy use of over 5,300 households in the UK). This comprises of emissions from business and value chain activities, in accordance with GHG protocol standard. Our scope 1 and 2 emissions, equating to 50% of total emissions, correspond to the operational emissions that we have full control over. We aim to go beyond our Science-Based Targets and fully eliminate those operational emissions by 2030, with no reliance on offsetting. For our scope 3 emissions, equating to 50% of our total emissions, a significant proportion is attributed to our refurbishment and development activities and therefore reducing embodied carbon of our buildings is a key priority for us. We will offset any residual scope 3 emissions to get to net zero by 2030.

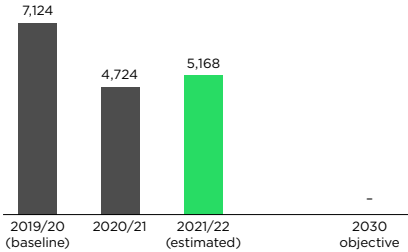
LOCATION-BASED SCOPE 1, 2, 3 GHG EMISSIONS (tCO<sub>2</sub>e)



SCOPE 1 GHG EMISSIONS (tCO<sub>2</sub>e)



SCOPE 2 GHG EMISSIONS (tCO<sub>2</sub>e)



## SUSTAINABILITY CONTINUED

## DELIVERING A CLIMATE-RESILIENT PORTFOLIO CONTINUED

OUR NET ZERO  
CARBON PATHWAY

Our decarbonisation pathway is underpinned by four workstreams, each comprising of interim milestones that we have set to ensure we are tackling all the material sources of emissions and regularly tracking progress on our net zero journey.

We expect to fully eliminate our scope 1 and 2 emissions and offset only residual scope 3 emissions by 2030 (i.e. embodied carbon from our development activity). We will also continue to verify our GHG emissions to ensure our data is complete, consistent and transparent. We will be creating an offsetting strategy for the business to ensure we are investing in credible and impactful projects that remove carbon from the atmosphere.

OBJECTIVE  
Energy reduction

**Aim to achieve an energy intensity of 90 kWh/m<sup>2</sup> NLA for whole building\***

## PERFORMANCE

→ On Track

- The average energy intensity of the portfolio is 116 kWh/m<sup>2</sup> NLA, 28% better than current UKGBC target
- 15 assets already meet 2030 UKGBC target, demonstrating high levels of energy performance
- We have implemented over 30 energy efficiency projects across the portfolio (c. £2m CAPEX), including the installation of smart building management system, LED lighting, controls, and high efficiency heat pumps
- The energy efficiency upgrade programme has also ensured we are on track to meet the upcoming requirement to achieve EPC A/B by 2030 (see page 44)
- We are running engagement campaigns with our customers to collectively drive energy consumption down

\* Recommended 2030 energy intensity target for net zero carbon buildings (source: UKGBC)

OBJECTIVE  
Heat decarbonisation

**Eliminate fossil fuel consumption**

## PERFORMANCE

→ On Track

- The average gas use intensity of the portfolio is 50 kWh/m<sup>2</sup> NLA, which is 21% better than the Real Estate Environmental Benchmark (REEB) for typical UK offices
- 27% of the portfolio uses district heating or electric heat pumps
- Partial upgrades of heating systems to heat pumps have been completed across 62% of the portfolio



**Screenworks Building: £1.6m invested on heatpump installation across 5 floors**

OBJECTIVE  
Renewable procurement

**Continue to source 100% renewable electricity**

## PERFORMANCE

→ On Track

- 100% of the portfolio's electricity is procured from renewable sources
- We are engaging with customers who procure their own energy to gain visibility of consumption and encourage renewable procurement
- 13 sites have on-site solar panels, and we are implementing 208 kWp worth of additional solar panel capacity across three assets



**Customer environmental group at Kennington Park**

OBJECTIVE  
Embodied carbon

**Aim to achieve embodied carbon intensity of 600\*\* kgCO<sub>2</sub>/m<sup>2</sup> for our development and refurbishment projects**

## PERFORMANCE

→ On Track

- Whole-life carbon analysis undertaken on all refurbishment and development projects, to inform improvement opportunities in design and construction process
- Significantly reduced embodied carbon intensity of Leroy House refurbishment to 230 kgCO<sub>2</sub>/m<sup>2</sup> (77% better than current benchmark of 1000 kgCO<sub>2</sub>/m<sup>2</sup>)
- Achieved 64% reduction in GHG emissions from capital goods per sq. ft. NLA from a 2019/20 base year

\*\* Recommended 2020 embodied carbon target for net zero carbon buildings (source: London Energy Transformation Initiative)

SUSTAINABILITY CONTINUED

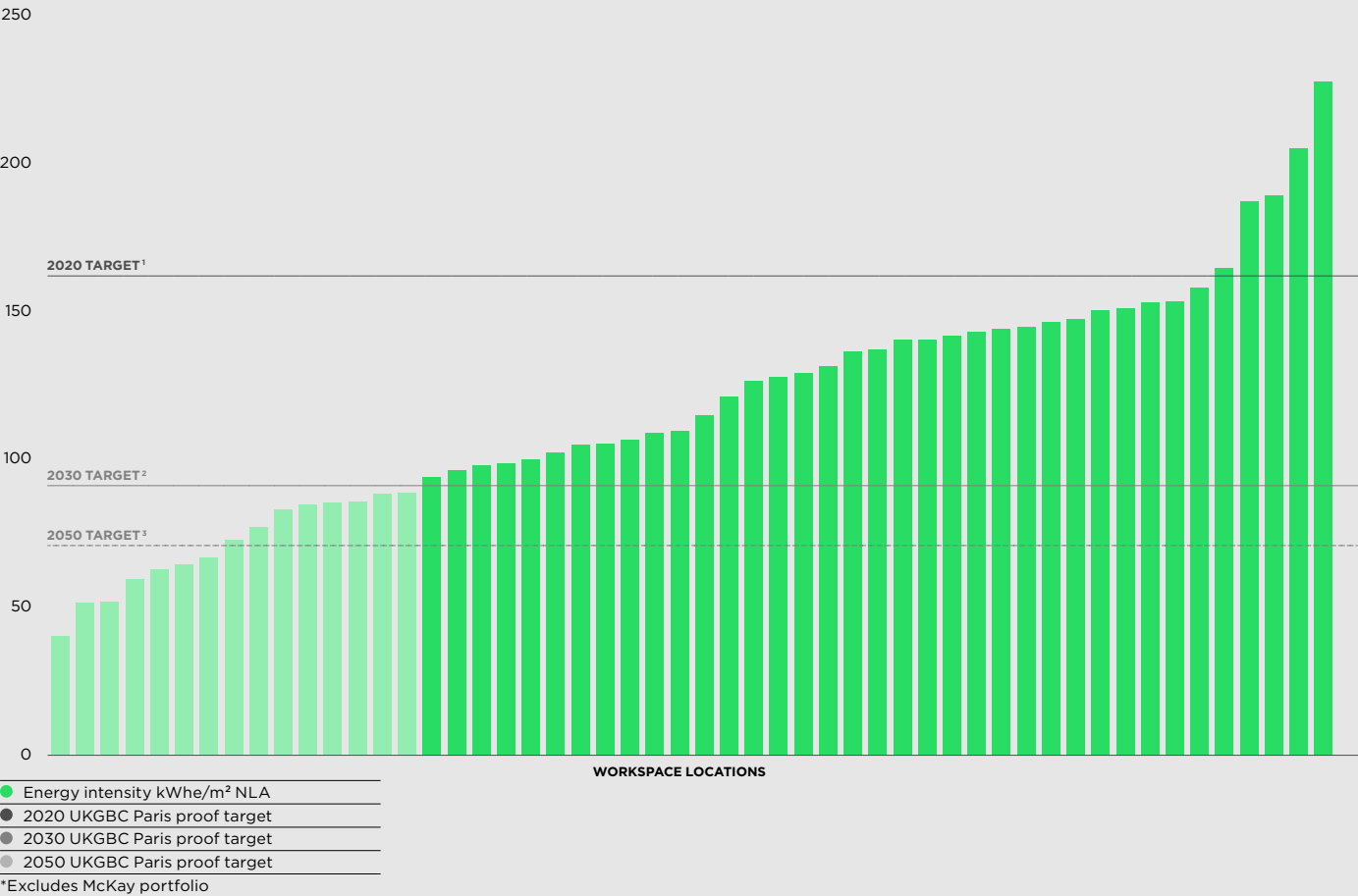
DELIVERING A CLIMATE-RESILIENT  
PORTFOLIO CONTINUED

OUR NET ZERO CARBON  
PATHWAY CONTINUED

Driving energy reduction  
across the portfolio

Our net zero journey starts by focusing on energy reduction across the portfolio. Our investment in energy efficiency upgrades across the portfolio and our ongoing energy monitoring programme has meant the average energy intensity of our portfolio is currently at 116 kWh/m<sup>2</sup> NLA. The graph on the right shows the energy intensity of all the buildings in the Workspace portfolio, demonstrating the high energy performance when compared to UKGBC Paris proof targets. All buildings except five, already meet the 2020 target and 15 buildings are already performing better than the 2030 target. We are hence prioritising energy efficiency improvements in the rest of the portfolio.

CURRENT PORTFOLIO SNAPSHOT\*  
WHOLE BUILDING ENERGY INTENSITY (kWh/m<sup>2</sup> NLA)



CASE STUDY  
BARLEY MOW



Barley Mow has seen several energy efficiency improvements over the years, starting with the installation of a smart building system in 2016, which led to a 20% decrease in energy consumption in one year.

Unit refurbishment works have been undertaken in phases since 2019 and included LED lighting upgrades, insulation and glazing enhancements as well as installation of heatpumps, leading to a further 33% decrease in energy consumption.

Last year's refurbishment works covered 17 units (10,019 sq. ft.) as well as the common parts and led to EPC upgrades from a D rating to a B rating and are expected to yield further energy savings.

77%

reduction from current  
embodied carbon benchmark  
for offices

24%

more energy efficient  
than current regulation

Leroy House, Islington

## SUSTAINABILITY CONTINUED

## CASE STUDY

## Leroy House

Net zero carbon considerations are at the heart of the design of this refurbishment project, aiming to achieve a BREEAM Excellent certification.

Leroy House is designed to achieve 230 kg CO<sub>2</sub> upfront carbon per m<sup>2</sup> GIA, 77% better than current benchmark. Key measures are:

- retaining the current structure and leaving ceilings exposed
- using steel and concrete with high recycled content
- opting for natural ventilation, thus limiting the amount of plant

The project will enable significant operational carbon emissions savings, including a projected 24% reduction in regulated energy consumption over Part L. Key measures are:

- replacement of gas boilers with heat pumps
- 380 kW solar panel installation
- double glazing
- high efficiency LED lighting and absence detection sensors

Wellbeing enhancing features were also prioritised throughout:

- large windows that open to ensure good levels of natural daylight and ventilation
- 50m<sup>2</sup> of green roof to promote local biodiversity
- 98 cycle racks, 10 showers and a wet room to encourage green modes of transportation and active lifestyles



**Wherever possible, we retain existing structures and repurpose our buildings. This saves carbon and preserves character whilst providing modern spaces. Leroy House is a great example of the benefits of our approach in action.**



**Kahroon Tanvir,**  
Senior Project Manager

SUSTAINABILITY CONTINUED

DELIVERING A CLIMATE-RESILIENT PORTFOLIO CONTINUED

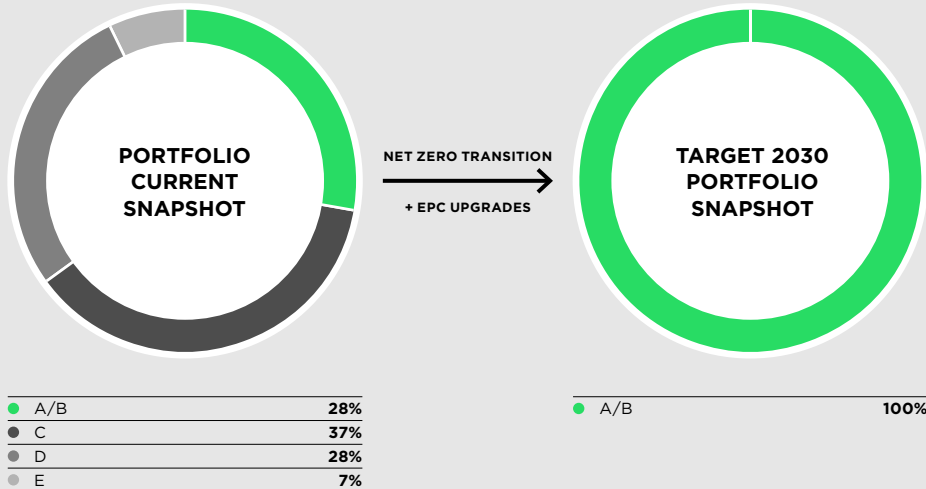
INVESTMENT PLAN: ENERGY PERFORMANCE CERTIFICATE (EPC)

Focusing on the energy efficiency of our existing portfolio is key to helping us achieve net zero carbon. We welcome the Government's plan to increase the requirement for all commercial buildings to achieve EPC B by 2030.

Our long term investment in energy efficiency upgrades has meant our portfolio is in good shape, with nearly two thirds of the portfolio by area being EPC A/B and C. For the remaining portfolio, the delivery of our net zero pathway workstreams will bring EPCs to a minimum of B, ensuring by 2030 our portfolio is net zero carbon and EPC A/B.

Based on the projects we have already delivered, we estimate the total investment needed to upgrade our portfolio to EPC A/B by 2030 will be c. £35-47m (c. £5m a year). However, the actual additional investment needed each year will be lower as part of this expenditure is covered by our ongoing maintenance capex.

EPC BREAKDOWN BY AREA



Total cost of EPC upgrades  
**£35-47m (c. £5m p.a)**

CASE STUDY  
EPC UPGRADES

Below are examples of how we are upgrading EPC across our portfolio, unit by unit.



**The Old Dairy, Shoreditch**  
  
EPC C to B  
4,000 sq. ft. project  
  
- LED lighting  
  
**£12,000**



**Metal Box Factory, Southwark**  
  
EPC D to B  
3,000 sq. ft. project  
  
- LED Lighting  
- Secondary glazing  
  
**£76,000**



## SUSTAINABILITY CONTINUED

DELIVERING A CLIMATE-  
RESILIENT PORTFOLIO CONTINUEDCASE STUDY  
IMPLEMENTING THE SUSTAINABLE  
DEVELOPMENT FRAMEWORK:  
RIVERSIDE BUILDING IN WANDSWORTH

40%

less  
embodied  
carbon than  
industry  
standard

90

kWh/m<sup>2</sup>  
energy  
intensity

This redevelopment is aiming to achieve an A rated EPC, an “Excellent” BREEAM certification, a 2-Star Fitwel rating whilst generating no more than 600kCO<sub>2</sub>/m<sup>2</sup> in embodied carbon and operating at a 90 kWh/m<sup>2</sup> energy intensity.

## OBJECTIVE

Create a sustainable development framework setting minimum environmental, social, biodiversity and wellbeing targets for all major projects

## PERFORMANCE

✓ Achieved

A comprehensive sustainable development framework was created, taking into account all the material sustainability issues that we need to address through our development and refurbishment activities. To support the implementation of our net zero carbon commitment, the framework is designed to guide the project team across all stages of design and construction, setting minimum and stretch targets across a number of themes such as energy, carbon, waste, circular economy, health and wellbeing, biodiversity, climate resilience and social value.

## OBJECTIVE

Achieve EPC A and BREEAM Excellent for all major developments (EPC B for refurbishments)

## PERFORMANCE

✓ Achieved

Over 30% of our portfolio (18 buildings) now have a BREEAM rating and 28% of our portfolio by floor area have A or B rated EPCs. This year we delivered Mirror Works and the second phase of Light Bulb which both achieved a BREEAM Excellent rating and EPC A. Our partial refurbishment of Pall Mall achieved BREEAM Very Good (due to constraints with a pre-existing heating system) and mix of EPC A/B. On all our major projects we also achieved a Considerate Constructor score of 38, diverted over 95% of construction waste from landfill and sourced over 95% of timber from FSC.



Mirror Works redevelopment, BREEAM Excellent, EPC A

## OBJECTIVE

Assess climate risk across the portfolio and create a strategy to mitigate material risk

## PERFORMANCE

✓ Achieved

We continued to use the TCFD framework to build on our understanding of climate risk and opportunities. We conducted an in-depth analysis of physical and transition risk across the business using multiple climate scenarios. Refer to page 81 for full disclosure on our climate risk assessment and mitigation strategy, in line with TCFD guidelines.

SUSTAINABILITY CONTINUED

DELIVERING A CLIMATE-RESILIENT PORTFOLIO CONTINUED

**OBJECTIVE**  
**Divert 100% of waste from landfill and achieve a recycling rate of greater than 76%**

**PERFORMANCE**  
→ **Rolled over**

Through our partnerships with our waste contractors, we were able to successfully divert 100% of waste from landfill. We were also able to increase the recycling rate across the portfolio, achieving a yearly average of 75%, missing our target only by a slight margin due to ongoing challenges with the pandemic. To improve our waste performance, we have initiated a targeted programme of waste audits and customer engagement campaigns to increase recycling awareness. We have also initiated an audit of all our cafés to eliminate single-use plastic being used in our portfolio.



Recycling awareness event at Parkhall, Dulwich

**OBJECTIVE**  
**Conduct a biodiversity audit of the portfolio to inform improvement opportunities**

**PERFORMANCE**  
✓ **Achieved**

11 of our sites already have green roofs and on-site greenery, where applicable. To further increase provision of on-site green infrastructure, we conducted audits of Kennington Park and Vox Studios. Recommendations from the site visits are being considered for implementation.

We have also set an ambition of exceeding 10% biodiversity net gain across all our major development and refurbishment projects.



Green roof at Edinburgh House

**OBJECTIVE**  
**Enhance green travel infrastructure across the portfolio**

**PERFORMANCE**  
✓ **Achieved**

To ensure we support our customers to switch to greener modes of transport, we are continually upgrading the facilities across the portfolio. In the past year, we installed 76 additional cycling racks and 15 showers. We also installed 12 electric vehicle charging points across three of our centres (Leather Market, Parkhall and Westbourne Studios).



Newly installed electric vehicle charging points at Leather Market

Looking forward

As a business, we take our environmental impact seriously and playing our part to limit global warming to 1.5°C is an absolute priority for us. We are proud of the progress we have already made on our net zero pathway and our focus will continue to be on rapid decarbonisation of our portfolio. This includes the roll out of heat pumps, EPC and energy efficiency upgrades of our customer units and optimising embodied carbon in our current development projects. In parallel, we are also working on building resilience within our portfolio to mitigate climate hazards due to changing temperatures.

Our focus is also going to be on adding more greenery and enhancing biodiversity across the portfolio, as there are multiple benefits including climate adaptation, customer wellbeing, air quality and portfolio attractiveness.

## SUSTAINABILITY CONTINUED

## 2

Looking after  
our people

Supporting our employees, customers and suppliers is a key priority. Through our focus on wellbeing, upskilling, engagement, fairness and creating a culture which is diverse and inclusive, we are supporting our people to achieve their best.

## OBJECTIVE

**Roll out mandatory sustainability training to all employees to equip them with the relevant skills and knowledge**

## PERFORMANCE

✓ **Achieved**

We rolled out bespoke sustainability training to all our employees. The objective of the training was to raise awareness on sustainability issues, provide an update on Workspace's strategy and increase engagement and participation on our sustainability initiatives. A total of 247 hours of sustainability training was delivered, reaching all employees. Further, 17 employees also completed the leading sustainability training offered by BBP.



**I really enjoyed the sustainability training and came away from it with a better understanding of Workspace's strategy. On a personal level, I am now mindful of checking labels, being less wasteful and limiting my meat consumption.**



**Simone Edwards**  
Receptionist at Kennington Park

## OBJECTIVE

**Enhance professional development training curriculum to support employee attraction and retention**

## PERFORMANCE

✓ **Achieved**

We have redesigned the appraisal process to include personal development plans which are then supported by line managers. This year we sponsored 17 employees to undertake professional accreditations and higher education courses (worth £65,040). We also rolled out a number of bespoke training courses to support our employees with their skill building, including 540 hours of customer-first training, 54 hours of people management training and 92 hours of conflict resolution training.

**933**

hours of training

## CASE STUDY

## CAREER PROGRESSION



**17**

employees sponsored for higher education courses and accreditations

"Undertaking a Masters in Security and Risk Management allows me to develop my academic knowledge on this topic whilst strengthening my professional skills and abilities. I am confident this will help advance my career to the next level."

**Darren Baker,**  
Head of Security and Risk Management

SUSTAINABILITY CONTINUED

LOOKING AFTER OUR PEOPLE CONTINUED

**OBJECTIVE**  
Implement a new recruitment policy to ensure we provide equal opportunities for all and embed a culture of diversity and inclusion by rolling out unconscious bias and harassment awareness training to all employees

**PERFORMANCE**  
**→ Rolled over**  
We have hired a recruitment manager who is in the process of launching the new recruitment policy to ensure we provide equal opportunities to all. We will be rolling out inclusive recruitment training to all the line managers with the launch of the policy. We have also piloted harassment awareness training, which will be rolled out to all employees along with the continual roll-out of unconscious bias training.

**OBJECTIVE**  
Ensure all employees have a sustainability objective and formalise a link between remuneration and sustainability for the Executive team

**PERFORMANCE**  
**✓ Achieved**  
Annual sustainability objectives have been set for each employee. These objectives are tailored to each employee's role and responsibilities. For a number of sustainability critical roles, the sustainability objective was directly linked to bonus remuneration. In addition, all of Workspace's executive team members have a responsibility to drive progress on our environmental and social targets, the performance of which is reviewed by the Board Remuneration Committee.

“  
**As we seek to reinforce the importance of sustainability, the Remuneration Committee has introduced additional ESG targets which now equate to 24% of Executive Directors' salaries.**  
”

**Lesley-Ann Nash**  
Chair of the Board Remuneration Committee

**OBJECTIVE**  
Establish a wellbeing committee to support our people with their mental and physical health

**PERFORMANCE**  
**✓ Achieved**  
A wellbeing committee was established and delivered 13 employee wellbeing initiatives throughout the year. These included raising awareness about the Health Shield benefit package, as well as seminars on mental and physical health, financial wellbeing, and stress management. There has been a high uptake in Health Shield utilisation, with a total of £11,034 claimed.  
We also held 35 wellbeing initiatives across our centres which were very well received by our customers. These included a range of activities such as yoga classes, puppy therapy sessions, terrarium building and partnerships with local gyms.

**900**  
people supported through our wellbeing programme



“  
**Health Shield has been extremely valuable and shows the importance Workspace places on the wellbeing of its people. I was able to use the scheme to purchase my prescription glasses and the claim process was seamless.**  
”  
**Emily Perriss,**  
Social Media Manager



# 400

customers attended the event

# 5 star

Outstanding feedback  
received

## SUSTAINABILITY CONTINUED

### CASE STUDY

## Paws in Work

Catering for our customers' wellbeing needs is one of our top priorities.

This is why we are committed to bringing best-in-class wellbeing events to our centres. From puppy therapy to yoga sessions and mental health awareness workshops, our events have received tremendously positive feedback, including requests for many more.

Scientific studies have shown the positive effect of interacting with a pet on decreasing stress indicators such as blood pressure and cortisol levels. We have definitely witnessed the positive effect on our customers, who attended our event with Paws in Work. This was a great opportunity for customers to take a break from their desks and calm their minds by playing with puppies whilst meeting some of their office neighbours.

We organised five events with Paws in Work which were fully booked within 24 hours, and reached 400 customers, leaving 126 reviews, all 5-star rated.



**Paws in Work is a real asset to the Workspace community, and this experience was a real tonic.**



Workspace customer



## SUSTAINABILITY CONTINUED

## LOOKING AFTER OUR PEOPLE CONTINUED

## OBJECTIVE

**Engage stakeholders on sustainability initiatives and gather feedback on priorities**

## PERFORMANCE



**Achieved**

Engaging with our customers on sustainability is crucial to successful delivery of our initiatives. Throughout the year, we maintained an open line of communication with our customers through an enhanced social media coverage strategy, an extensive sustainability events programme across the portfolio (48 in total), integrating sustainability messaging in our customer newsletter and conducting several one-to-one sustainability interviews with our customers. Sustainability feedback is also gathered through our annual survey, which showed that over two thirds of our customers agree with our approach to sustainability. We have also initiated four sustainability groups, working in partnership with our customers, to drive environmental & social performance of our buildings.



**It is clear that sustainability is important to Workspace and we have been encouraged to be sustainable from the moment we moved in.**



Workspace customer

## OBJECTIVE

**Become London Living Wage compliant by April 2022 for employees and relevant contractors**

## PERFORMANCE



**Achieved**

All Workspace employees were already paid more than the London Living Wage and we have now increased the wages of our sub-contractors in line with London Living Wage thresholds (184 staff, covering services such as security and cleaning).



London Living Wage compliant for our people and sub-contractors

## OBJECTIVE

**Map supply chain risk by screening all approved suppliers and contractors for their environmental credentials**

## PERFORMANCE



**Achieved**

We rolled out a sustainability questionnaire to our key suppliers, targeting our top 50 partners by spend. The information collected is being used to understand the sustainability credentials of our supply chain and inform targeted engagement initiatives on topics such as environmental management and reporting, emissions reduction and social impact. We have also mandated all our suppliers to align with the Living Wage rate and where relevant, we encourage our suppliers to offer local employment or apprenticeships opportunities to fulfil the requirements of Workspace contracts.

Our newly launched supplier code of conduct sets minimum sustainability requirements for all our suppliers to adhere to.



**It is a privilege to have the opportunity to work on Workspace buildings. The learning has been immense and I am enjoying the diverse nature of work.**



Apprentice at 360 Engineering, AC specialists

## Looking forward

Our wellbeing programme has been one of the most impactful initiatives this year, with over 900 employees and customers having benefited from our support. Based on the excellent feedback we have received, we will continue to enhance our wellbeing provision, including a regular programme of events across the portfolio, driving uptake of our health benefit plan and supporting employees with financial wellbeing training. We are also incorporating best practice health and wellbeing guidance (from WELL and Fitwel) in all our current projects.

Ensuring we have a diverse and inclusive business is also a key priority for us. We will continue to gather data on diversity metrics to benchmark our performance and train our people on unconscious bias and harassment awareness. We are also working towards making our recruitment practices more inclusive and focusing on widening access to our profession.



## SUSTAINABILITY CONTINUED

## 3

## Supporting our communities

Through our focus on employment-led regeneration of London and supporting local economic growth, we are focused on creating lasting value for the communities in which we operate.

## OBJECTIVE

**Support our charity partner Single Homeless Project and other local charities through fundraising and lettings in kind programme**

## PERFORMANCE

✓ **Achieved**

We donated a total of £100,000 to Single Homeless Project (SHP) this year, supporting over 550 young and vulnerable people. Our support ensured all the beneficiaries of SHP were offered Christmas dinner, over 100 support sessions were delivered and emergency support for 50 young people was offered. We also funded the role of a Youth Opportunities Coordinator. This allowed for a dedicated support worker across the boroughs of Lewisham and Greenwich to engage with young people every day and help motivate them to make the most of their lives. Focusing on activities, workshops, education, and conversations they were able to develop their skills and build confidence.

We also continued to roll out our lettings in kind programme to social enterprises and charities, supporting their rents to a value of £92,352.

## OBJECTIVE

**Give employees up to three paid volunteering days per annum and provide more opportunities for our employees to volunteer**

## PERFORMANCE

✓ **Achieved**

540 volunteering hours delivered, supporting causes such as food banks, gardening at SHP, Christmas decorating for SHP, Workspace Charity Walk, Royal Parks Half marathon, Hackney Half marathon, Triathlon and JP Morgan Run.

540

volunteering hours

## CASE STUDY

## OUR PARTNERSHIP WITH SINGLE HOMELESS PROJECT



550

vulnerable young people supported

100

Christmas gifts purchased for young people

“Workspace have shown 100% commitment in working to tackle youth homelessness. They have allowed the funding of a youth opportunities coordinator, who works with our young people across south London to offer them group and one-to-one work support throughout the year.”

**Chris Greenfield**  
Corporate Partnership Manager, SHP

SUSTAINABILITY CONTINUED

SUPPORTING OUR COMMUNITIES  
CONTINUED

CASE STUDY  
WESTBOURNE STUDIOS SCHOOL  
ENGAGEMENT



51  
Students  
reached

4.4  
score out  
of 5 given by  
students on  
workshop  
activities

We've helped build a great relationship between a local school and our customers, who were able to offer work experience opportunities, enabling students to discover the real working world.

We are now growing our programme to arrange work placements for the students with our customers and continue rolling out CV and interview workshops.

OBJECTIVE  
Scale up our InspiresMe community impact programme, working alongside our customers, to support individuals who are at most risk of NEET (Not in Education, Employment or Training) to help them reach their full potential

PERFORMANCE  
→ Rolled over

We have refreshed our InspiresMe strategy which focuses on developing skills and employment opportunities in the areas we operate. The programme is designed to be delivered in collaboration with our customers, offering CV workshops, skill building, mentoring sessions and work placements to pupils of local schools and youth group members. We successfully piloted the programme in Westbourne Studios and plan to extend it across four more centres in the coming year.

OBJECTIVE  
Create a social impact framework to assess and enhance the social value generated by our business activities and portfolio

PERFORMANCE  
✓ Achieved

A social impact framework has been created to document our approach to social impact, focusing on four key themes: Wellbeing, Local Environmental Stewardship, Employment and Skills and Prosperous Neighbourhoods. We have identified a number of actions across the building life cycle and business operations that will support the delivery of this framework. We also piloted the framework on Lock Studios to assess the impact of our projects. This framework will now be applied across all our current projects so we can build in social impact considerations right from the start of the design process.

Looking forward

Our focus for the year is on rolling out our InspiresMe programme across a number of our centres. In partnership with our customers, we believe we can make a real impact in supporting skill development and employment in local areas where we operate.

We have also created a robust social impact framework with measurable KPIs that cover the entire building life cycle. We will be implementing social value objectives and associated KPIs across all our current projects and working with our design teams and contractors to track progress.

After a very successful year with Single Homeless Project, our charity partner, we are working with them on further enhancing our impact through more active engagement and pro-bono opportunities.

# 500

New employment opportunities created in the area

# £3m

invested in healthcare and education provision

# 20K sq. ft.

of green and planted space

## LOCK STUDIOS

Lock Studios, Bow

## SUSTAINABILITY CONTINUED

### CASE STUDY

## Maximising social impact: Lock Studios

Our redevelopment of Lock Studios in Bow is an example of how we are maximising social impact through employment led regeneration of London. The borough of Tower Hamlets is one of London's most deprived areas, and our redevelopment has transformed the site from a low-quality industrial space into a vibrant mixed-use community. The impact includes:

- Over 500 employment opportunities created on site
- Significant increase in footfall and local spend
- Greater utilisation of site via local residents due to needs-based amenities on site (six retail units and a café)
- Greater perception of safety, increased community cohesion and enhanced wellbeing thanks to the green space provision
- £3m invested in the borough to enhance local education and healthcare provision

Employment-led regeneration of London is at the core of our business strategy, providing our customers with access to high-quality working space whilst creating prosperous neighbourhoods.



**The development has completely changed the look and feel of the area. Where people previously avoided the car park, the open square has provided a safe and welcome place for local residents to socialise.**



Local resident and retailer