Viability statement

Assessment of the Group's prospects

In accordance with Provision 31 of the 2018 UK Corporate Governance Code, the Board has assessed the prospects of the Group over a longer period than the 12 months required by the 'Going Concern' provision. The work conducted for this longer-term assessment supports the Board's statements on both viability, as set out below, and going concern, as set out on page 156.

The Group's future prospects are assessed regularly and at an annual strategy review in early April. This review is led by the Chief Executive drawing on expertise across the Group. This year it included an assessment of the macro-economic environment, forecasts of key property market metrics (including yields and rental value movements), annual valuation movements for each of our properties, the financial metrics associated with our Flex offerings, the costs associated with meeting emerging sustainability regulations and a selection of development scenarios. It also included a number of market assumptions, including base, upside and downside scenarios, to reflect different potential economic outcomes, including further disruption from political and economic uncertainty, and a number of business activity responses, including development activity, sales and acquisitions.

The key outputs from this process are full financial statements for a five-year forecast period, with a primary focus on the first three years. The forecasts are summarised in a dashboard, which analyses profits, cash flows, funding requirements, key financial ratios, compliance with the REIT rules and headroom in respect of the financial covenants contained in the Group's various loan arrangements. The strategy review was considered by the Board in April 2025, with updated forecasts, including a severe but plausible downside scenario to reflect the impact on the Group of a decline in property values.

The forecast was presented to the Board in May and contained a number of assumptions, including:

- estimated year-on-year movements in rental values and yields for each of our properties under a number of scenarios;
- the continued conversion of some of our office space to our Flex offerings;
- the refinancing of the Group's existing debt facilities as they fall due, including its £75 million term loan maturing in September 2026 and its revolving credit facilities maturing in January 2027 and October 2027, as disclosed in note 16;
- a number of sales and acquisition scenarios with appropriate new debt facilities to support growth;
- the completion of the Group's committed development programme in line with our most recent estimated completion dates and the commencement of certain pipeline projects; and
- forecast interest rates.

Assessment of risks

The Group's principal risks are subject to regular review by the Executive Committee, the Audit Committee and the Board. The review conducted for the preparation of the Annual Report and the viability statement demonstrated limited change in our principal risks over the year.

The risks with the greatest potential impact on the Group's viability were considered as follows (see pages 84 to 93 below):

- **London attractiveness**: we rely on London's magnetism and relative appeal to other financial centres to continue to attract global capital, businesses and talent from around the world to support demand for our properties;
- **Adverse macro-economic environment**: a challenging economic backdrop could instigate financial stress in our key markets, materially reducing property values, and the viability of Group's developments, and impairing the Group's income, risking a breach of our banking covenants; and
- **Climate change and decarbonisation**: a changing climate could impact the resilience of our buildings, impact our ability to deliver new developments and reduce the demand for the buildings we own.

Assessment of viability

A three-year viability period is considered an optimum balance between our need to plan for the long term and the shorter-term nature of our active business model, which often includes high levels of recycling of our property portfolio, an average lease length of around three years and a near-term development programme which will be commenced over the same period.

The assessment of viability included stress testing the resilience of the Group, and its business model, to the potential impact of the risks set out above. Specifically, given the ongoing macro-economic uncertainty, elevated interest rates and disrupted global trading arrangements, our assessment of viability was based on the Group's performance under a severe but plausible downside market scenario, with further sensitivity analysis to understand the resilience of the Group to a significant economic shock.

The severe but plausible downside scenario reduced rental values across both offices and retail by 10% and assumed an outward yield shift of 50 basis points. When combined, over the three-year period this scenario reduced property values by around 12%, with a 26% peak to trough from 31 March 2022. The assessment demonstrated that, given the Group's low levels of debt and high liquidity, along with targeted capital recycling, it would be able to withstand the impact of this scenario over the period of the financial forecast and continue to operate with headroom above the financial covenants contained in its various loan arrangements. Moreover, this was before any mitigating actions such as the pausing of capital expenditure across the Group's development and refurbishment programme.

In addition, reverse stress tests were performed, to understand how extensive any valuation and income fall would be required to extinguish the Group's liquidity and/or breach the Group's gearing, interest cover ratio or inner borrowing covenants. In the three-year period, before any mitigating actions, rental income would need to fall by an additional 22% and property values would need to fall by a further 64% given targeted recycling activities, before the Group breached its banking covenants.

The assessment also included a review of the potential impact of climate change on the Group. Whilst it would be unlikely to affect the viability of the Group within the three-year review period, we ran a scenario to assess the impact of significant increases in the cost of development to meet sustainability requirements (an additional 5% on our committed development capex). This did not impact our viability assessment.

Viability statement

Based on the Board's assessments, the Directors confirm that they have a reasonable expectation that the Group will be able to continue in operation and meet its liabilities as they fall due over the three-year period ending 31 March 2028.

Our approach to risk continued

The successful management of risk is critical for the Group to deliver its strategic priorities. Whilst the ultimate responsibility for risk management rests with the Board, the effective day-to-day management of risk is integral to the way we do business and the culture of our team.

Our attitude to risk is one of collective responsibility, with the identification and management of risks and opportunities being part of the mindset of the GPE team. Our organisational structure, including close involvement of senior management in all significant decisions and in-house management of our development, portfolio and occupational service activities, together with our prudent and analytical approach, is designed to align the Group's interests with those of shareholders.

Setting and monitoring our 'risk appetite'

The Group's overarching risk appetite is set in the context that we focus on a single market, that of central London, operating out of a single head office within close proximity to all of our activities. Central London's real estate markets have historically been highly cyclical and, as a result, we apply a disciplined approach to our capital allocation and managing our operational risk, in particular our development exposure, in tune with prevailing market conditions. Furthermore, we aim to operate with low financial risk by maintaining conservative financial leverage. Further details regarding our management of financial risks can be found in note 17 to the financial statements on page 176.

We use a suite of key operational parameters as an important tool to set and then measure the Group's risk profile. These parameters consider, amongst other matters, the Group's size, financial gearing, interest and fixed charge cover, level of speculative and total development exposure, level of Flex exposure and single asset concentration risk. These parameters are revisited annually as part of the Board's strategy review and are regularly reviewed at Board meetings. We monitor the Group's actual and forecast position over a five-year period against these parameters.

We set a target risk position for each of our principal risks to determine whether the net risk position of each principal risk is within the Board's risk appetite level, and to determine any appropriate risk response.

Our risk culture and how we manage our risks

Our overarching risk management process comprises four main stages, as summarised in the diagram below. We believe that effective management of risk is based on a top-down and bottom-up approach with appropriate controls and oversight, as outlined on page 81, which include:

- our strategy setting process;
- the quality of our people and culture;
- established procedures and internal controls;
- policies for highlighting and controlling risks;
- oversight by the Board, Committees and management; and
- ongoing review of market conditions and the property cycle.

Moreover, risk management is an integral part of all our activities. We consider risks and, more positively, where these might also provide opportunities, as part of every business decision we make, including how they would affect the achievement of our strategic priorities and the long-term performance of our business.

Six-monthly assessment of principal and emerging risks, opportunities and effectiveness of controls

The Board is responsible for monitoring the Company's risk management and internal control systems. As part of a robust assessment of the principal and emerging risks facing the Group, at the half year and year end, the Executive Committee, Audit Committee and Board formally review the Group's principal and emerging risks, including those that would threaten its business model, future performance, solvency or liquidity and reputation. Importantly, part of this review is the consideration of:

- the internal operational controls in place to mitigate the principal risks, how key controls have operated in the preceding six months and additional activities and controls to further reduce risks where desirable, including any instances where net risk assessments may exceed the target risk position;
- consideration of emerging risks and opportunities; and
- the Board's ongoing monitoring of these risks.

Whilst emerging risks and opportunities are considered as part of this formal six-monthly assessment, the Board spends additional time at scheduled Board meetings on 'blue sky' thinking and consideration of possible emerging risks. Executive Committee members are tasked to provide a summary in their regular Board updates of the key areas concerning and exciting them the most. We also ask our functional Directors and Heads of Department the same question to continually challenge ourselves as to how we should evolve. Emerging risks are also considered by the Board as part of its annual strategy review. Further information on emerging risks can be found on page 83.

Risk monitoring, reporting and escalation
- Risks documented, reported and monitored on a regular basis by management, Executive Committee, Audit Committee and Board
- New risks and significant changes to risk profiles escalated as appropriate

Risk response
- Appropriate response determined with reference to risk appetite
- Risk response may include Treat, Transfer, Terminate or Tolerate

Risk identification
- Identification and description of significant and emerging risks that could affect GPE's key objectives
- Risks categorised with assignment of accountabilities and executive ownership of principal risks

Risk assessment
- Potential impact and likelihood of risk assessed using defined criteria
- Principal risks assessed on a gross, net and target risk basis

Board oversight of risk

The Board

Nomination Committee | **Audit Committee** | **Remuneration Committee**

Executive Committee

Operational oversight

Weekly/Monthly	Quarterly
Development management	Health and Safety Committee
Portfolio management	Development management review
Investment management	Portfolio management review
Financial management	Sustainability Committee
Customer experience & relationships	Social impact Committee
Inclusion Committee	
Technology project steering group	

People and culture guided by our values	Procedures and internal controls	Policies for highlighting and controlling risk
Focused market expertise	High-level risk assessment framework	Investment return benchmarks
Open communication	Strict approval requirements	Debt leverage, covenant compliance and liquidity limits
Transparent disclosure with stakeholders	Extensive documentation to support decisions	Regular review of business plans, dashboard lead indicators and operational parameters
Integrity in business conduct	Formal policies and procedures consistently applied	Occupancy targets
Interests aligned with shareholders	Defined performance indicators with sensitivity analysis	Development appraisal parameters
Qualified and experienced personnel with specific roles	External review of key controls/internal audit	Leasing objectives and customer covenant testing
Dedicated Development, Portfolio Management, Leasing, Flex, Investment and Customer Experience teams	Observations from the external auditor	
Conservative attitude to capital deployment	Whistleblowing Policy	
Analytical rigour		

Business risk

The Board and the Audit Committee have overseen the Company's response to macro-economic uncertainty and geopolitical tensions which have persisted throughout the year. This has included actions taken to mitigate risks but also to position GPE to take advantage of the opportunities arising from uncertain markets and the evolution of the property cycle. In June 2024, we completed a £350 million rights issue and accretively deployed the proceeds to capitalise on opportunities in investment markets at an inflection point in the property cycle. In September 2024, we also issued a £250 million sustainable bond to support the development of our best-in-class schemes.

Significant macro-economic risks and geopolitical tensions remain, including those arising from evolving international trade and tariff arrangements, Russia's war in Ukraine, conflict in the Middle East and tensions between India and Pakistan. The Board and Audit Committee continue to monitor the potential impacts for the UK economy, our operations and London's attractiveness. Further details on market impacts can be found in Our markets on pages 23 and 24 and our viability statement on page 79.

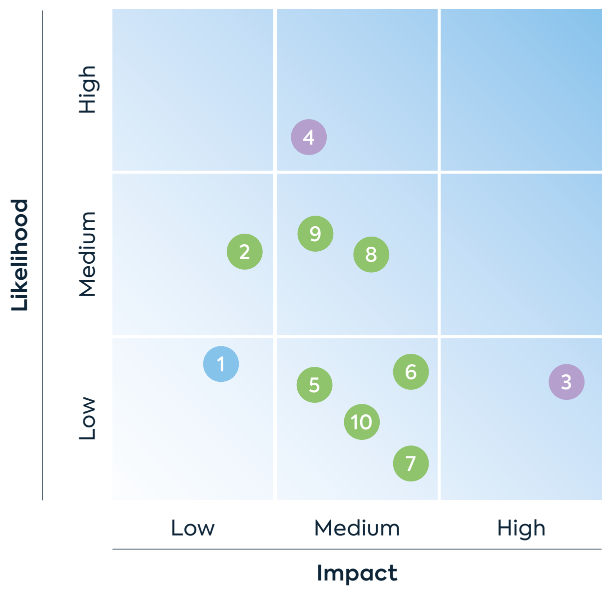
Our principal risks remain largely unchanged from the prior year, although we have since revised the descriptions and assessments of some of our principal risks to reflect how they evolved over the past 12 months. Key changes include the following:

- we are undertaking significant refurbishments across the portfolio, particularly as we convert many of our spaces into our premium Flex product in response to customer demand. The 'Failure to meet customer needs' risk description has therefore been updated to incorporate the risk that poor management of our refurbishment activities could materially impact the experiences of existing, in-occupation customers at our buildings, which could result in the loss of customers, income and returns. Our refurbishment activities are therefore managed through proactive engagement with customers and our disruption mitigation strategies;
- our risk assessment of the 'Adverse macro-economic environment' has now increased due to greater volatility arising from US tariffs and international trade arrangements and, as a result, the heightened risks of weak growth and a global and/or UK recession. This situation continues to evolve and is being closely monitored;
- ongoing macro uncertainty has continued to impact market sentiment and the appetite of some investors for listed real estate company shares, resulting in a persistent disconnect between share prices and underlying performance. As such, the 'Adverse macro-economic environment' risk has also been updated to capture how lower attractiveness of our sector and our shares could impact our ability to access equity capital. We continue to have conviction in our strategy and work to deliver performance and drive value for our shareholders;
- our 'London attractiveness' risk description has been updated to incorporate the risk of a reduced appetite amongst high-net worth individuals to live in London, compared to alternative locations, due to changes to non-domicile and other tax rules. Nevertheless, we believe that London's attraction as a global cultural and business centre remains strong and our overall assessment of this risk remains unchanged from the prior year;

Net risk heatmap

Principal risk

1 Failure to meet customer needs
2 Climate change and decarbonisation
3 London attractiveness
4 Adverse macro-economic environment
5 Poor capital allocation decisions and/or misreading market conditions
6 Failure to profitably deliver the development and/or refurbishment programme
7 People
8 Health and safety
9 Cyber security and infrastructure failure
10 Failure to profitably deliver the Flex Strategy



Risk severity

Low Medium High (1) **Net risk rating** as assessed after existing controls and mitigation

- at the half year, we updated our 'Poor capital allocation decisions and/or misreading market conditions' risk to expressly reference risks attached to our appropriate investment of the proceeds from our rights issue. Following the deployment of the proceeds, we have removed this reference in the risk description and we now expect our buying and selling activity to become more balanced as we look to sell some of our more mature assets;
- we continue to assess the potential impacts of evolving international trade arrangements on our supply chain and inflation. We have therefore captured this risk in our 'Failure to profitably deliver the development and/or refurbishment programme' risk;
- the implementation of our planned new finance and property management system is a significant project for the Group. Our 'Cyber security and infrastructure failure' risk has therefore been updated to incorporate the potential implementation risks associated with this project; and
- the 'Failure to profitably deliver the Flex strategy' risk has been updated to reflect our focus on customer retention to control costs and drive returns.

A description of the Group's principal risks, and a summary of the key controls and steps taken to mitigate those risks, is shown on pages 84 to 93. The likelihood and impact of each principal risk is assessed on a gross, net (taking account of the Group's existing controls and mitigations) and target risk basis (to determine whether the net risk position is within the Board's appetite level). The net risk assessment for each principal risk is shown on the heatmap on page 82.

The Board's ongoing monitoring of the Group's principal risks and controls

Ongoing monitoring of our principal risks and controls by the Board is undertaken through:

- relatively low levels of authority for transactions requiring Board approval, with investment transactions and development approvals requiring, amongst other matters, consideration of the impact on financial leverage, interest cover and portfolio risk/composition;
- the Executive Committee's oversight of all day-to-day significant decisions;
- the Chief Executive reporting on the market conditions dashboard, operational parameters, sustainability and customer experience activities, as appropriate, at each scheduled Board meeting;
- members of the Executive Committee regularly providing a review of the development programme, occupational markets and key property matters to the Board;
- the Chief Financial & Operating Officer reporting on Group forecasts, including actual and prospective leverage metrics, HR, Flex, digital and technology, corporate communication and social impact matters at scheduled Board meetings;
- the Executive Director reporting on the customer watch list and delinquencies, voids and vacancy rates, health and safety matters and investment market developments and opportunities at scheduled Board meetings;
- the Executive Directors communicating with the Board on any significant market and operational matters between Board meetings;
- senior managers attending the Board and Committee meetings as appropriate to discuss specific risks across the business, such as sustainability, customer experience, health and safety, regulatory, people, technology and cyber risks, or relating to transactions;
- the Audit Committee meeting with the valuers at least twice a year to better understand market conditions and challenge the assumptions underlying the valuation; and
- the Audit Committee receiving internal audit reports on key risk and control areas and observations from the external auditor.

Board consideration of emerging risks

As explained on page 80, the Board regularly considers emerging risks and opportunities which could impact the business. Whilst risks relating to structural market changes and short- and medium-term climate change are considered within our principal risks, we have also spent time discussing emerging risks across a number of themes, examples of which are set out below:

- technological advances including artificial intelligence, the emergence of the metaverse and other disruptive technologies, could impact the quantum and nature of demand for work space in central London. Failure to evolve quickly enough could also result in the loss of customers to competitors. Our Digital, Technology & Innovation Strategy is designed to identify innovation opportunities for GPE to enhance its offer and demand;
- the long-term impacts of climate change could impact the ability to travel to, live, work and shop in central London. Our approach to climate resilience is set out in our Sustainability Statement of Intent, Roadmap to Net Zero and Our Brief for Creating Sustainable Spaces;
- deglobalisation resulting from geopolitical tensions could lead to recognised world centres becoming less relevant, which could impact London's status as a capital city and global gateway. Geopolitical risks, along with potential global trade wars, could restrict capital flows, adversely impact investment markets and impact the availability of materials, labour and energy security. The availability of labour in construction could be further limited by the introduction of more restrictive immigration policies;
- changes to tax and economic policies to reduce the UK deficit could result in increases in sales taxes, stamp duty, business rates and corporation tax and adversely impact the real estate market, occupier demand and GPE returns; and
- increasing regulation, reporting and assurance requirements could increase operational costs and constrain resources, impacting returns.

Our approach to risk continued

How we manage principal risks and uncertainties

Principal risk	Strategic priorities 2025/26	How we monitor and manage risk	Net risk movement over the last 12 months	Commentary
Failure to meet customer needs				
We fail to identify and react effectively to shifting patterns of workspace use and/or understand and provide spaces that meet quickly evolving customer needs, including potential longer-term structural changes in working and/or retail practices that change the level and nature of demand for space in central London. This could lead to GPE failing to deliver space and lease terms that customers want and/or an inappropriate mix of Flex versus traditional space, resulting in poor investment returns, potentially stranded assets and losing customers to competitors. Our inability to manage the impact of our refurbishment activities on customers could also result in the loss of customers, income and returns.	1 **Maintain sustainability and customer leadership** 2 **Enhance portfolio through sales and acquisitions** 3 **Deliver on our Flex ambition** 4 **Lease the HQ and Flex deliveries** 5 **Deliver the committed schemes** 6 **Prepare the pipeline**	– HQ repositioning and Flex office strategy to meet evolving customer demand. Board annual strategy review, including market updates received from third parties. – Quarterly review of individual property business plans and the market more generally. – Portfolio Management, Development, Leasing, Flex and Customer Experience quarterly updates to the Executive Committee with reporting at scheduled Board meetings. – Board and management review of GPE's flexible space offer across the portfolio, including broadening our product offer and performance against KPIs. – The Group's in-house Customer Experience team has proactive engagement with customers to understand their occupational needs and requirements with a focus on retaining income, including through meetings and regular customer surveys which help us track our Net Promoter Score. Includes proactive communication with customers to manage the impacts of building works and refurbishments. – Cross-functional customer and building action plans are regularly reviewed to align the customer strategy with customer needs. – Programme of engagement for members of the Executive Committee to meet with a selection of customers across the portfolio at least once a year. – Working with potential customers to address their needs and aspirations during design stages of projects. – Board and management oversight of the development and implementation of our Digital, Technology and Innovation Strategy and related initiatives. – Design (supported by a specialist fit-out team) and innovation activities in the areas of sustainability, technology, wellbeing and experience. – Customer First programme and strategy in place, with dedicated leadership, relationship management and insights capabilities supported by our customer relationship management system and agent portal and to help mitigate void risks. Customer service proposition and standards in place to ensure consistency when delivering the strategy. – Newly created Fully Managed Customer Retention Lead role to maximise retention rates. – 'We value every customer' corporate value adopted to reflect and reinforce our Customer First approach.	**No change**	With hybrid working here to stay, and customers having more choice about where they work, our spaces need to provide compelling reasons to come into the office. With average office rents only c.5%–8% of a typical London business salary cost, and the office environment a key tool in attracting and retaining talent, we anticipate that competition for the very best spaces will remain healthy. We continue to witness a growing divergence between the prospects of the best spaces versus the rest, and we believe this is set to widen further as customers seek out sustainable and well-designed, prime spaces, of which there is a marked shortage, particularly in the West End. Our strategy of focusing on premium spaces, both through our development of large, best-in-class HQ buildings and smaller fitted units, often with higher service levels, is underpinned by the need to meet the evolving demands of our customers. To ensure we are delivering the spaces our customers want, we have continued to develop our Customer First approach and embed this into our culture and across our business operations. Testament to our approach, we had a strong leasing year, completing 74 new leases and renewals, and securing £37.7 million of rent at a 10.6% premium to March 2024 ERVs, whilst continuing the successful roll-out of our flexible space offering. Furthermore, in May 2025, we pre-let the entirety of the office space at 30 Duke Street, SW1 to leading global investment firm CD&R (see page 14 for further details). We continue to design and innovate in the areas of sustainability, technology, wellbeing and service provision. We have further expanded our flexible offerings in line with quickly evolving customer demand, including the further roll-out of our Fully Managed offer, including building launches at SIX St Andrew Street, EC4 and 31/34 Alfred Place, WC1. Furthermore, we acquired two new buildings during the year to augment our Fully Managed portfolio and we remain opportunistic regarding future acquisitions. Together with potential acquisitions, we are aiming to expand our Flex office offering to more than one million sq ft. A close relationship with our customers is vital to our success. We were pleased by this year's independent customer satisfaction survey, which updated our understanding of how our customers view their buildings and the services we provide. Our portfolio Net Promoter Score remained high at +26.1, significantly above the industry average of +13.6.
Climate change and decarbonisation				
The need to decarbonise our business increases the cost of our activities through the need to retro-fit buildings to improve their sustainability credentials (e.g. minimum energy efficiency standards and building ratings) and make them resilient to the impact of climate change. This also reduces our ability to redevelop due to planning restrictions, increased regulation (including additional reporting obligations and costs) and stakeholder expectations, the increased cost of low carbon technology/materials (including utilisation of the circular economy) and potentially the pricing of carbon. Failure to meet the climate challenge could impact our ability to raise capital and deliver buildings, reduce the demand for the buildings we own, cause significant reputational damage and result in exposure to environmental activism and potentially stranded assets.	1 **Maintain sustainability and customer leadership** 2 **Enhance portfolio through sales and acquisitions** 5 **Deliver the committed schemes** 6 **Prepare the pipeline**	– Regular Board and Executive Committee review of Sustainability Policy and response to climate risk. – Sustainability Committee meets quarterly to consider strategy in respect of sustainability and climate-related risks. Its Portfolio and Development sub-committees meet regularly and report to the Sustainability Committee on progress. – Social Impact Committee meets quarterly to oversee the delivery of our Social Impact Strategy. – Dedicated Sustainability and Social Impact Director on the Executive Committee supported by Sustainability Lead. – Updated Roadmap to Net Zero with challenging embodied carbon and energy intensity targets. Decarbonisation Fund and internal carbon price established to support initiatives including energy efficiency retro-fitting in existing buildings. – Sustainability Implementation Plan in place, informed by priorities identified through double materiality and physical risk assessments. – Circularity Score targets to reduce the use of virgin materials in developments and major refurbishments. – Design Review meetings to review design brief for all buildings to ensure that forthcoming sustainability risks are considered. Sustainable Spaces Brief and Sustainability Strategy in place with climate resilience strategy. – ESG-linked RCF and term loan and annual bonus measures to support delivery of decarbonisation and reduction in energy consumption within the business. – Sustainable Finance Committee oversight of our Sustainable Finance Framework and sustainable debt instruments. – Programme of ESG investor engagement in place, with regular review of reporting requirements and participation in investor indices. – Steering group to assess, manage and monitor EPC risks across the portfolio both to estimate compliance costs and to inform our buy, hold and sell strategy and decisions. – GPE Circular Economy Focus Group and participation in industry bodies to influence policy and drive innovation.	**No change**	With the built environment contributing approximately 40% of the UK's carbon footprint and the climate change debate being both a moral and economic imperative, particularly for our customers and other stakeholders, we have been further expanding our sustainability commitments and activities. In May 2024, we adopted our Roadmap to Net Zero v.2.0, setting out our increased ambitions to reduce our carbon impacts and revised timelines in which to achieve them. During the year, we completed a double materiality assessment to ensure we are focusing on the risks that matter most to our business, as well as a physical risk assessment of the portfolio to identity priority areas over different time horizons. These exercises have informed our internal Sustainability Implementation Plan to operationalise our sustainability priorities. We also launched a Circularity Score and set ourselves targets to increase the reuse of materials in our developments and major refurbishments. For further details, see pages 39 to 66. Our Sustainable Finance Framework, which was updated in the year, governs our debt issuances, with the aim of financing projects that have a positive environmental and/or social impact. During the year, under this framework, we issued our first £250 million seven-year sustainable bond. This builds on our ESG-linked RCF and term loan, which include targets to reduce embodied carbon from our new developments and major refurbishments and to improve biodiversity across our portfolio. The rate of interest we pay on our RCF depends on our performance against these targets. Furthermore, sustainability targets have been included within the annual bonus scorecard for all colleagues and are being used to assess levels of remuneration. The progress made against the 2024/25 annual targets, is set out on pages 11, 43, 45, 49 and 133. We continue to work to improve the number of our buildings rated for their sustainability credentials. The UK Government has previously announced its intention that all buildings will require an Energy Performance Certificate (EPC) rating of B or above by 2030 and we await updates regarding this legislation. As a result, we have created individual asset plans to proactively improve our EPC ratings to meet government and broader stakeholder expectations, to assess potential exposures and inform our hold/sell strategies. We expect the sustainability challenge to provide us with further potential opportunities to acquire orphaned assets needing a sustainability solution.

Our approach to risk continued

How we manage principal risks and uncertainties continued

Principal risk	Strategic priorities 2025/26	How we monitor and manage risk	Net risk movement over the last 12 months	Commentary
London attractiveness				
London's appeal may be impacted by reduced appetite to travel to, work, live and shop in London due to changes in working patterns, changes in government policies, the rise of alternative destinations for international trade, the impact of civil unrest, terrorism, a pandemic, the impact of long-term climate change (including risk of flooding), disruption to energy supplies and/or the relative expense of operating in London. This results in reduced international capital flows into London, leading to a lack of investment and/or capital flight (including diminished appeal of the London Stock Exchange), lower leasing demand and elevated vacancy, decreasing income, asset values and development viability.	2 **Enhance portfolio through sales and acquisitions** 3 **Deliver on our Flex ambition** 4 **Lease the HQ and Flex deliveries** 5 **Deliver the committed schemes** 6 **Prepare the pipeline**	– Board annual strategy review with regular economic and market updates received from third parties. – Strategic financial forecasts are updated prior to each Board meeting with scenario planning for different economic cycles and eventualities. – Regular review of strategic priorities and transactions in light of the Group's dashboard of lead indicators and operational parameters. – Key London indicators are monitored to help inform GPE's view of London's economy. – The impacts of international trading relationships, supply chain disruption and geopolitical issues continue to be monitored and reported to the Executive Committee and Board. – Active participation in industry groups to promote London. – Business Continuity Plan in place to manage our response to a major incident or disruption.	**No change**	London generates around a quarter of UK GDP and is one of the world's leading commercial, creative and financial centres, with a deep pool of talent. It has one of the world's largest commercial real estate markets, with around 440 million sq ft of office and retail property attracting a deep and diverse mix of customers and property investors, many from overseas. London remains one of the leading global destinations for real estate investment due to its combination of relative value, strong legal system, time zone advantages, international connectivity and a welcoming attitude to global businesses, despite recent changes to non-domicile and other tax rules potentially impacting London's attractiveness to high-net-worth individuals. Factors such as the impact of geopolitical tensions, volatile global trading arrangements, lower GDP forecasts, inflationary pressures, elevated interest rates and rising costs of living have weighed on sentiment and lowered activity in our investment markets. However, London is resilient, our leasing activity remains robust, West End footfall and tourism is healthy and central London is busy with greater pressure from businesses to have employees return to the office. Despite ongoing volatility in the macro-economic environment, we believe that London's attraction as a global cultural and business centre remains strong.
Adverse macro-economic environment				
Adverse macro-economic conditions driven by events such as volatile international trade arrangements, geopolitical tensions (including conflicts in the Ukraine and Middle East), government policies (including taxation) and supply chain disruption result in weak growth and global and/or UK recession. Higher levels of uncertainty, inflation (including energy prices), persistently higher interest rates and reduced consumer spending impair investor and occupier demand (as businesses defer or are unable to commit to investment or leasing decisions), increase customer and supplier failure, limit the availability and increase the costs of debt financing, curtail income and reduce asset values and returns. As a result, GPE's financial leverage increases and potentially results in limited availability of capital and/or a breach of our banking covenants. Our ability to access capital may also be limited if the attractiveness of the London Stock Exchange diminishes and/or investor appetite for listed real estate company shares reduces, resulting in a persistent disconnect between share prices and underlying performance.	1 **Maintain sustainability and customer leadership** 2 **Enhance portfolio through sales and acquisitions** 3 **Deliver on our Flex ambition** 4 **Lease the HQ and Flex deliveries** 5 **Deliver the committed schemes** 6 **Prepare the pipeline**	– Regular review of financing and capital structure, including gearing levels, by the Chief Financial & Operating Officer and Executive Committee. – Board annual strategy review including regular economic and market updates received from third parties. – Strategic financial forecasts are updated prior to each scheduled Board meeting with scenario planning for different economic cycles and eventualities. – Regular review of strategic priorities and transactions in light of the Group's dashboard of lead indicators and operational parameters. – Regular review of current and forecast debt, hedging levels and financing ratios under various market scenarios. – The Group aims to maintain a consistent policy of conservative financial leverage. – Proactive balance sheet management. – Investor relations programme, with regular broker consultation, to build a supportive investor base. – The Group's funding measures are diversified across a range of bank and bond markets. – Sustainable Finance Framework, overseen by our Sustainable Finance Committee, and public credit rating in place for debt issuances. – Selection of customers, contractors and suppliers based on creditworthiness, close monitoring of rent and service charge collection rates and periodic customer financial health checks.	**Increased**	Our markets remained challenging over the course of the financial year. However, inflation is moderating, further interest rate cuts are anticipated and yields have largely stabilised. Given this backdrop, our portfolio valuation increased by 3.6%, on a like-for-like basis, over the year driven by the impact of our leasing activity and rental growth. This included GPE delivering a strong leasing year and our portfolio ERVs continued to grow, up 5% in the year, reflecting the continued shortage of high quality space across our markets. Despite property values returning to growth, the macro-economic environment has become increasingly volatile as uncertainty regarding global trading arrangements and geopolitical tensions have weighed on the outlook for global GDP growth. Whilst the outlook remains unclear, forecasts for UK growth have been reduced and the risk of UK and/or global recession has increased. As such, our assessment of this risk has increased. Over the long term, real estate markets have historically been cyclical, and London has been no exception to this. As a result, we have consistently adopted a conservative approach to financial leverage. As at 31 March 2025, our property LTV was 30.8%, net gearing was 41.9% and interest cover was 10.9 times. Accordingly, we have substantial headroom above our Group debt covenants. We estimate property values could fall around 41% before Group debt covenants could be endangered, even before factoring in mitigating management actions. The Group also has significant financial capacity with liquidity of £376.0 million (including joint ventures), comprising unrestricted cash of £33.0 million and undrawn committed credit facilities of £343.0 million. Key debt transactions in the year included the issue of a £250 million seven-year sustainable bond, the signing of a new £150 million ESG-linked RCF, the repayment of the Group's £175 million private placement notes on maturity and the repayment of £175m of the Group's £250 million term loan. Over the year, GPE has successfully capitalised on the uncertain macro-economic conditions and has substantially allocated the proceeds of the rights issue, completed in June 2024, in four accretive acquisitions (including capex). Looking forward, the Group anticipates that its buying and selling activity will become more balanced as it looks to sell some of its more mature assets where business plans are complete and its ability to add further value are limited. Despite the strength of the Group's performance in the year, macro conditions have continued to impact market sentiment and share price performance across the real estate sector. The attractiveness of our sector and our shares has the potential to impact our ability to raise equity capital.

How we manage principal risks and uncertainties continued

Principal risk	Strategic priorities 2025/26	How we monitor and manage risk	Net risk movement over the last 12 months	Commentary
Poor capital allocation decisions and/or misreading market conditions				
We make poor decisions regarding the allocation of capital and/or fail to adequately read the property cycle or market conditions (including global investor appetite for commercial real estate and offices) such that our leasing, buying, selling or development activities deliver inadequate investment returns, restrict our ability to finance our operations or result in inappropriate asset concentration, building mix and/or level of development undertaken as a percentage of the portfolio.	2 **Enhance portfolio through sales and acquisitions** 3 **Deliver on our Flex ambition** 4 **Lease the HQ and Flex deliveries** 6 **Prepare the pipeline**	– Board annual strategy review including regular economic and market updates received from third parties. – Strategy review forecast on an asset-by-asset basis to provide a business plan for each individual property which is subsequently reviewed against the performance of the business as a whole. – Strategic financial forecasts are updated prior to each scheduled Board meeting with scenario planning for different economic cycles. – Regular reviews conducted of individual property IRRs, including quarterly review of individual property dashboards, and the market generally. Quarterly review of asset-by-asset business plans to assess future performance and to inform hold/sell decision making. – Weekly investment meetings held and regular dialogue maintained with key intermediaries. – Portfolio Management, Flex, Customer Experience, Development and Leasing quarterly updates to the Executive Committee with reporting at scheduled Board meetings. – Regular review of property cycle by reference to a dashboard of lead indicators. – Dedicated in-house team with remit to research submarkets in central London, seeking the right balance between investment and development opportunities for both current and prospective market conditions. – Detailed due diligence processes for all prospective acquisitions/capital expenditure to help ensure appropriate returns. Key decisions are subject to Board and/or Executive Committee approval in line with the Group's delegated authorities.	**No change**	During the year, we made good progress at our three onsite HQ development schemes for which leasing interest in all the available space has been strong and, in May 2025, we were pleased to pre-let the entirety of the office space at 30 Duke Street, SW1 to CD&R. We are also on-site at four Fully Managed refurbishment schemes which are anticipated to deliver 144,900 sq ft of space with completions from summer 2025. In total, our HQ development and Flex capex programme provides a strong platform for organic growth. Together, our seven on-site schemes will deliver 679,200 sq ft of well-designed, tech-enabled and sustainable space into a market where prospective supply is increasingly limited. Moreover, with around £139 million of anticipated development surplus to come from these schemes, they will provide a strong foundation to the Group's growth in the coming years. Whilst the Group has been a net acquirer during the year and has allocated the majority of the rights issue proceeds, we continue to be opportunistic with regard to potential HQ development and Flex acquisitions. The Group continues to regularly review the forward-look performance of our portfolio to maximise returns and, as investment market activity improves, we will seek to crystallise returns where the Group's ability to add further value is limited.
Failure to profitably deliver the development and/or refurbishment programme				
We fail to translate the development and/or refurbishment pipeline and current committed schemes into profitable schemes. This may result from poor scheme management (including of supply chain disruption and the impacts of inflation – which could result from volatile international trade arrangements – contractor risks or adverse yield movements), an increasingly challenging planning and regulatory environment, failure to agree acceptable terms with freeholders/adjoining owners/other stakeholders, poor timing of activity and/or inappropriate products for an evolving market and customer needs (including sustainability expectations). This results in reduced development and/or refurbishment activity, weak leasing performance, reputational damage and reducing property returns.	1 **Maintain sustainability and customer leadership** 3 **Deliver on our Flex ambition** 4 **Lease the HQ and Flex deliveries** 5 **Deliver the committed schemes** 6 **Prepare the pipeline**	– Strategic financial forecasts are updated prior to each scheduled Board meeting with scenario planning for different economic cycles. – Development management quarterly updates to the Executive Committee with reporting to each scheduled Board meeting. – Regular review of portfolio mix and asset concentration. Adjustment of the portfolio as appropriate through undertaking acquisitions and/or development projects in joint venture or forward funding. – Regular meetings with key cost advisers, main contractors and subcontractors to monitor market conditions. Procurement routes and when to fix prices kept under close review. – Prior to committing to a scheme, the Group conducts a detailed financial and operational appraisal process which evaluates the expected returns from a scheme in light of likely risks. During the course of a scheme, the actual costs and estimated returns are regularly monitored to signpost prompt decisions on project management, leasing and ownership. – Regular pipeline review meetings between the Development and Portfolio Management teams and quarterly asset review sessions. – Selection of contractors and suppliers based on their track record of delivery and creditworthiness, corporate responsibility and sustainability credentials. – Post-completion reviews undertaken through Final Appraisal process on all developments to identify best practice and areas for improvement. – Regular, proactive engagement with key stakeholders: working closely with agents, potential customers, and purchasers to identify and address their needs and aspirations, including in respect of safety, sustainability, wellbeing and technology during the planning application and design stages; regular meetings with local authorities, planning officers and experienced planning advisers; early engagement with local residents and community groups, adjoining owners and freeholders. – Design Review meetings to review design briefs for all buildings for sustainability considerations. All our major developments are subject to an appropriate sustainability rating requirement. Circularity Score targets have also been set for new developments and major refurbishments. – Regular review of the prospective performance of individual assets and their business plans with joint venture partners. – Flexible workspace and design team in place to streamline processes and drive efficiencies across our Flex refurbishment activities.	**No change**	Our seven on-site schemes, three HQ developments and four Flex refurbishments will deliver 679,200 sq ft of well designed, tech-enabled and sustainable space into a market where prospective supply is increasingly limited. Moreover, we have around £139 million of anticipated development surplus to come from these schemes. To successfully deliver our developments, we work closely with both local authorities and communities to secure planning consents to create great new sustainable spaces, helping London to thrive. We aim to engage with local authorities in an open, transparent and non-adversarial manner. As a matter of course, we liaise with community stakeholders to understand their needs and, where possible, we will adjust our proposals to take account of comments received. We use planning performance agreements with the local planning authority to ensure that our planning applications are determined in a timely manner. With planning permissions secured in the year for The Courtyard, WC1 and the Soho Square Estate, W1, we continue to progress our development pipeline and we were pleased to meet our targeted development milestones for our key schemes during the year. Sustainability is increasingly important in the planning process. The planning environment remains challenging, especially for new build development schemes, where there is an increasing preference for 'retrofit first'. We look to work with key local authorities to support their principles of 'good growth' and continue to evolve our strategies for reducing the carbon footprint of our development activities, including through the use of the circular economy. Our new Circularity Score is aimed at reducing the use of virgin materials in our major development and refurbishment schemes and encouraging innovation across the industry and our supply chain. We are engaging with the Greater London Authority over the Mayoral Development Corporation for Oxford Street to understand and shape how this will impact our projects that sit within it. We continue to monitor volatile international trading arrangements and their potential impacts on our supply chain, contractor risks and development costs, as well as the potential impacts of immigration policies on the availability of labour in the construction industry.

Our approach to risk continued

How we manage principal risks and uncertainties continued

Principal risk	Strategic priorities 2025/26	How we monitor and manage risk	Net risk movement over the last 12 months	Commentary
People				
Failure to attract, incentivise and retain high quality, suitably diverse and experienced individuals negatively impacts our ability to deliver our strategic objectives and has a detrimental impact on our values and inclusive culture. Additionally, failure to design and implement the right organisational structure (structure, skills, resourcing levels) will impede our ability to achieve our strategic objectives.	1 **Maintain sustainability and customer leadership** 3 **Deliver on our Flex ambition** 4 **Lease the HQ and Flex deliveries** 5 **Deliver the committed schemes** 6 **Prepare the pipeline**	– Regular review is undertaken of the Group's resourcing requirements, performance management, talent review and succession planning. – The Group has a competitive and attractive employee value proposition that is strongly linked to performance and values and a formal six-monthly appraisal system to provide regular assessment of individual performance. – Regular benchmarking of remuneration and non-financial packages to ensure they remain competitive in the market, with a remuneration policy which is cascaded through the business. – Personal development planning and ongoing training support for employees, together with focused initiatives to nurture potential successors, including talent development, mentoring and coaching programmes. – Clear articulation of GPE values and behaviours which are embedded in key people practices. We place strong emphasis on creating an inclusive culture, supported by the work of our Inclusion Committee and four employee-led impact groups. – Board, Nomination and Executive Committee oversight of our People Strategy and Diversity & Inclusion Plan. – Hybrid Working Policy to give employees appropriate flexibility to perform their roles. – Focus on people engagement with regular two-way communication and responsive employee-focused activities.	**No change**	The motivation of our people and maintaining our strong inclusive culture remains fundamental to the delivery of our strategic priorities. The strength of our values and appeal of our culture was highlighted by our most recent employee survey with 85% of respondents saying they would recommend GPE as a great place to work. Our overall employee engagement and inclusion index survey score increased to 80.3% with 89% of the GPE team completing the survey. During the year, we updated our D&I Plan as part of our revised People Strategy to build on our progress to date. The Board and Nomination Committee have continued to oversee the implementation of key initiatives and performance against representation targets across the Group. See pages 68 to 72, 114 and 115 for further details. The physical and mental wellbeing of our people remains a key priority. We seek to be a caring and supportive employer with a comprehensive Wellbeing Programme to support physical and mental health with a focus on de-stigmatising the reality of mental health challenges. We have trained mental health first aiders and have introduced innovative tools to support the mental health of our employees and their family members. We have continued our Board workforce engagement programme to enable the Board to listen and respond to feedback from employees and to discuss important matters impacting the business. This included the introduction of our new 'A lunch with …' format to encourage feedback in a smaller forum and other engagement sessions focusing on D&I. During the year, we continued the work and expanded the remits of our Employee Impact Groups to strengthen our engagement and feedback from under-represented groups, overseen by our Inclusion Committee. We achieved a Clear Assured Silver level diversity and inclusion accreditation in the year, reflecting the positive changes being made in many areas, and we continue to focus on growing the breadth, depth and diversity of our talent, providing focused development support where needed in an inclusive environment.
Health and safety				
A health and safety incident (including by our contractors) results in loss of life, significant injury or widespread infection, and financial and/or reputational damage to GPE. Furthermore, significant changes in health and safety and fire safety regulations (including pursuant to the Building Safety Act 2022) and practice driven by government intervention increase compliance and development costs and/or risks of non-compliance.	1 **Maintain sustainability and customer leadership** 5 **Deliver the committed schemes** 6 **Prepare the pipeline**	– Quarterly Health and Safety Committee meetings are held, with regular reporting on health and safety to the Executive Committee and Board, including on progress against our Health and Safety Strategy and KPIs. Our Board-approved Health and Safety Policy in place and reviewed annually. – Regular health and safety site checks are undertaken by internal teams and third parties, along with regular senior leadership building tours. – Pre-qualification and competency checks are undertaken for contractors and consultants with contractor management processes in place. – Formal reporting on near misses/significant incidents and accidents. – Proactive health and safety KPIs to monitor and track performance and drive behaviours. – Annual external cycle of health and safety, asbestos, fire safety and water safety risk assessments and surveys. – Online health and safety risk management system in place for the business. – Fire safety management procedures in place with a fire safety working group that meets quarterly to consider risks and improvements. – Activities are undertaken to monitor and raise employee awareness and understanding of health and safety matters, including through employee engagement surveys and a health & safety training programme. – Comprehensive health and wellbeing programme in place for employees with mental health first aiders and an employee assistance programme. – Regular internal health and safety audits covering fire safety, water safety and general health and safety housekeeping and compliance standards.	**No change**	We continue to focus on ensuring that we have a best-in-class and proactive health and safety culture and we look to continuously strengthen our practices and procedures in response to requirements, including with regard to the Fire Safety Act and Building Safety Act. We continue to monitor evolving regulation and assess its impact, as well as the risks of potential exposure to remediation requirements for developers and owners under the Building Safety Act. The Group had two minor reportable accidents during the year. Where accidents do occur, we work with our customers and supply chain on accident investigation to understand lessons learned and opportunities for improvement, to consider how the work could have been set up differently and to understand how we can better support our customers and suppliers. We continue to undertake activities to raise employee awareness and understanding of health and safety requirements, including to ensure our health and safety training remains aligned with evolving operational needs and industry standards. We continue to monitor health and safety across the portfolio through a set of proactive KPIs and we have recently established a revised health and safety audit programme to further strengthen our oversight.

How we manage principal risks and uncertainties continued

Principal risk	Strategic priorities 2025/26	How we monitor and manage risk	Net risk movement over the last 12 months	Commentary
Cyber security and infrastructure failure				
A cyber attack or infrastructure failure leads to business or network disruption within our portfolio or loss of information or personal and/or customer data. There is the potential for greater impact on Fully Managed customers, to which we provide increased infrastructure support, and high-risk customers. This results in litigation, reputational damage and/or financial or regulatory penalties. Our failure to effectively implement our planned new finance and property management system could adversely impact our performance, financial reporting and day-to-day business activities.	1 **Maintain sustainability and customer leadership** 3 **Deliver on our Flex ambition** 4 **Lease the HQ and Flex deliveries** 5 **Deliver the committed schemes**	– IT and cyber security updates are regularly reported to the Executive Committee and the Board, which oversee the implementation of our Digital, Technology & Innovation Strategy. – Cyber security systems and controls are in place and regularly reviewed, with external support, against best practice. – A head office and portfolio IT risk register is maintained. – The Group's IT Disaster Recovery Plan is regularly reviewed and tested and recovery of data at an off-site recovery centre is tested during the year. An updated Business Continuity Plan was rolled out in the year. – Regular testing of IT security is undertaken, including penetration testing of key systems. – The Group's data is regularly backed up and replicated. – The Group's Cyber Third Party Management and Security Policy and processes are designed to identify and control cyber-related risks arising from our third-party relationships. – Employee awareness training on cyber risk is undertaken regularly. – Cyber risk insurance is in place. – Each building has a bespoke Emergency Action Plan, maintaining appropriate systems to mitigate any infrastructure failure. – Partnerships with network and infrastructure suppliers to reduce risk at site level. – Governance framework in place for the implementation of the new finance and property management system, including a programme steering group and close oversight by the Executive and Audit Committees and the Board.	**No change**	Cyber security risk has remained elevated due to the rise in attempted cyber crime amid geopolitical tensions, combined with greater reliance on technology and increased vulnerabilities created by remote and hybrid working. We have continued to invest time and resource into our cyber security measures, both in our head office and across our portfolio. We continue to strengthen the design and operation of our IT controls, including our IT disaster recovery procedures. The Board approved a three-year Digital, Technology & Innovation Strategy in April 2024 which includes goals and objectives to manage risk, become a more digitally enabled business and deliver an improved digital customer experience. We continue to consider the potential risks arising from technological advances, such as artificial intelligence, as well as the opportunities this may present for our business and our customers. The Group is planning to implement a new finance and property management system to future-proof our reporting and operational activities with the support of an independent implementation partner. A governance framework has been established for the project, which includes a programme steering group led by the Chief Financial & Operating Officer with oversight by the Executive Committee, Audit Committee and Board. The 2025/26 internal audit plan will be focusing on the implementation of the new system, including the project's governance, the data migration strategy and the assessment of the system integration plan.
Failure to profitably deliver the Flex Strategy				
The failure to appropriately structure our activities, achieve appropriate pricing, maximise operational efficiencies, deliver target growth or adequately control costs (including through customer retention) impacts the delivery of our Flex office strategy and our ability to generate appropriate risk-adjusted returns. Furthermore, as we scale up our Flex office delivery and increase our focus on service provision, the failure by GPE and/or its service partners to deliver high quality service impacts customer satisfaction, demand and retention and asset values.	1 **Maintain sustainability and customer leadership** 2 **Enhance portfolio through sales and acquisitions** 3 **Deliver on our Flex ambition** 4 **Lease the HQ and Flex deliveries** 5 **Deliver the committed schemes** 6 **Prepare the pipeline**	– Board and management oversight of the development and implementation of the Flex strategy and business plan with regular review of Flex KPIs to monitor performance. – Board annual strategy review with regular market updates. – Regular Flex updates and formal quarterly updates to the Executive Committee with reporting at scheduled Board meetings. – Dedicated Flex leadership and team in place with senior design and delivery, customer relationship and retention and operational capabilities. Regular review of skills and capabilities to ensure appropriate resourcing is in place for the effective delivery of service and experience. – Customer First programme and strategy in place, led by our dedicated Customer Experience team, to drive customer engagement and insight and to ensure our customers' occupational needs are met. – Quarterly review of individual assets plans and the market generally. – Close management oversight of costs and services, including design and delivery. – Flex Design Guidelines & Principles in place to provide consistency and increase efficiencies across the portfolio. – Board and management oversight of our Digital, Technology and Innovation Strategy and related initiatives to support customer needs.	**No change**	To profitably deliver our Flex Strategy and scale up our Flex operations, we have built a platform to deliver this operationally intensive side of our business, control the associated cost base and generate appropriate risk-adjusted returns. We have also recruited additional expertise to focus on improving management information, budgeting, customer experience, design and delivery. In order to expand our Flex office offers, and meet our ambitious targets for growth, we are on-site at four refurbishments to provide new dedicated Fully Managed spaces, and we are also converting a significant number of individual floors across our portfolio. During the year, we acquired £47.6 million of new opportunities for our Fully Managed offerings, including The Courtyard, WC1, and 19/23 Wells Street, W1. During the year, including our Flex Partnerships, we increased our committed Flex offerings across the portfolio, and they now total 582,000 sq ft (or approximately 25% of our office portfolio). In total, we signed 41 new leases in our Flex space, at a combined 10.1% ahead of March 2024 ERV. This included leasing the majority of our newly launched Fully Managed buildings at SIX St Andrew Street, EC4 and 31/34 Alfred Place, WC1. At the year end, the annualised Net Operating Income from our Fully Managed portfolio was £16.1 million, well ahead of our target for the year. We retained 91% of our Fully Managed customers at break or expiry for the year, substantially ahead of the 50% underwrite assumption, and we have recently appointed a Fully Managed Customer Retention Lead to help maximise customer retention rates. We continue to evolve our operating model and closely monitor costs and prospective risk-adjusted returns as we refine our offer. A Flex management pack with operational KPIs is used to monitor performance and maximise returns. To date, we remain encouraged by the leasing performance and feedback we have had for our products, which was reflected in this year's independent customer satisfaction survey, where our Net Promoter Score remained high at +48.3 for our Fully Managed spaces. The ongoing development of our Customer First programme is designed to ensure continuous feedback and provide valuable insight to help us deliver the type and quality of services our customers demand.