GPE.

We unlock potential, creating premium, sustainable space for London to thrive

Great Portland Estates plc
Annual Report and Accounts 2025

We believe in the power of people and partnerships to create premium, sustainable places in London that deliver for our customers and drive consistent growth and performance for our investors.

Our spaces are designed and managed to create a sustainable legacy for our great city. One that inspires, enriches and enhances the lives of our customers and the communities that surround them.

For more information

See our website
www.gpe.co.uk

In this report

Cover image: Ian Cartwright, GPE Senior Project Manager and Jenny Cheong, GPE PA in the recently completed SIX St Andrew Street, EC4.

Statement from the Chair

"We've delivered strong results through exceptional leasing, strategic acquisitions, and market-leading customer focus, building on our platform for long-term value creation."

Richard Mully Chair

Creating exceptional premium spaces in prime central London

Despite recent macro-economic volatility and persistent geopolitical tensions, we have had another strong year, maintaining our absolute focus on our true global city and delivering our purpose: to unlock potential, creating premium sustainable space for London to thrive.

Supportive market conditions and prime rental growth has driven a return to valuation uplifts. Our successful capital raise and subsequent property acquisitions look to have been well timed.

Executing our growth strategy with conviction

We outperformed our ambitious operational targets for the year, accretively deploying the proceeds from last year's rights issue well ahead of programme with four acquisitions at the trough of the market, whilst successfully leasing up our new deliveries at significant rent beats, including our major office pre-let in St James's.

Our refurbishment and development programme remains one of the largest in our industry, timed to deliver premium quality space into a supply drought. The impressive performance and growth of our Flex portfolio further reinforces our ambition to achieve our one million sq ft target.

Delivering for our customers and our shareholders, with more to come

With our focus on exceptional customer experience driving our market leading Net Promoter Score and retention rates, we also generated a positive Total Accounting Return of 6% as we have passed both the valuation and earnings trough.

From here, we anticipate significant increases in both income and valuations in the years ahead, as our activities, combined with healthy customer demand, generate substantial development surpluses and rent roll growth.

Platform for growth

As I prepare to step down from the Board after more than eight enjoyable years and hand the reins to William, I would like to thank all my Board colleagues, the Executive team and GPE employees for their unwavering dedication and commitment to this fantastic business.

We have built an outstanding platform for growth and can look to the future with confidence. We remain determined to resolve the frustrating disconnect between the operational performance and prospects for GPE with its share price.

Our Strategic Report, on pages 01 to 93 has been reviewed and approved by the Board.

On behalf of the Board

Richard Mully Chair
20 May 2025

Creating premium spaces in central London

Our portfolio[1]

Rent roll[1]

£123.2m

2024: £107.5m

Portfolio valuation[1]

£2.9bn

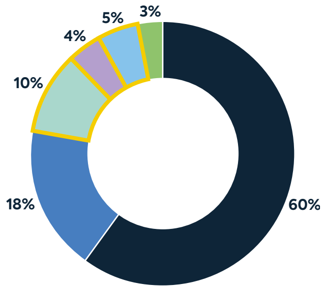
2024: £2.3bn

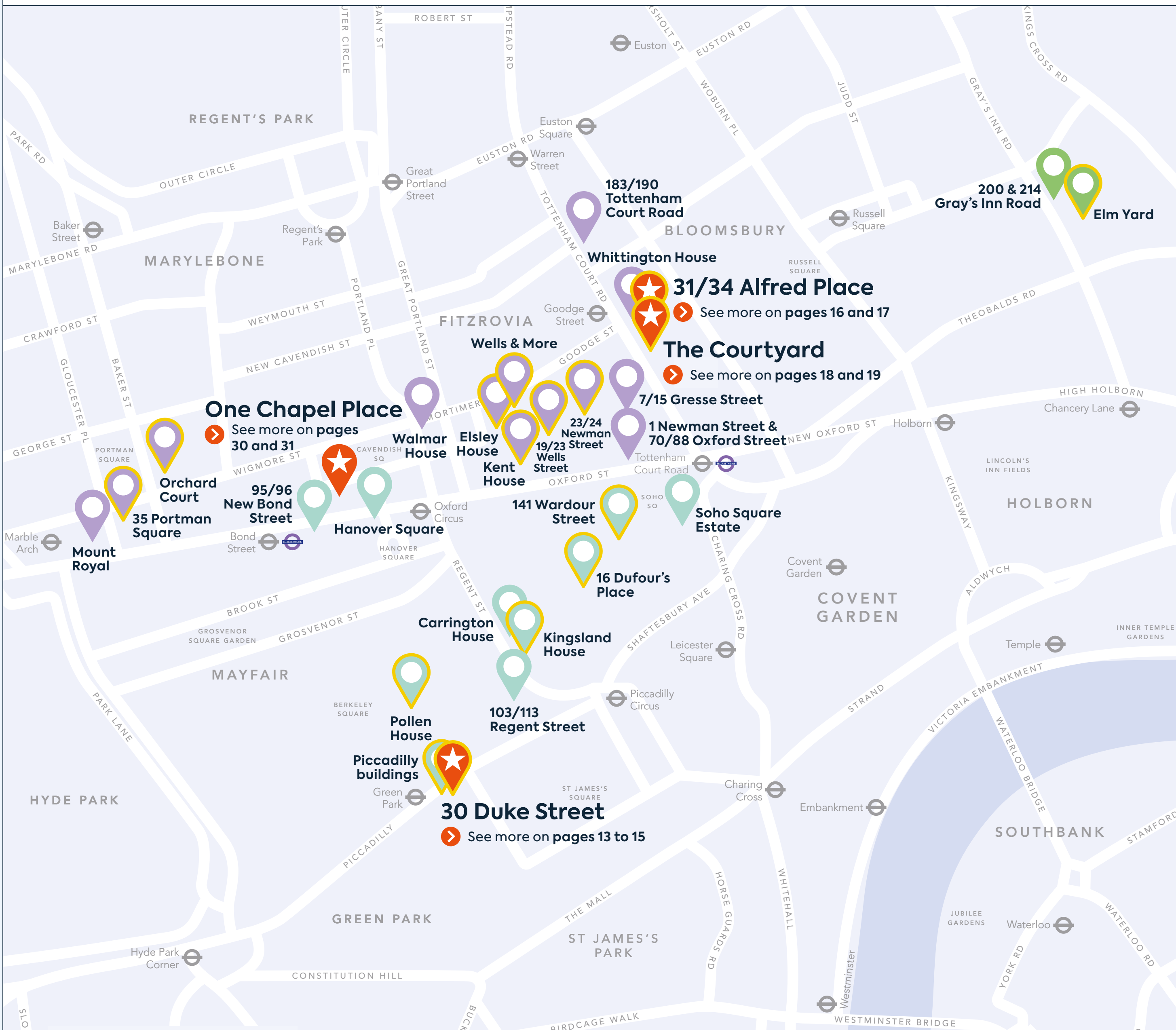
Property sq ft[2]

2.9m sq ft

2024: 2.7m sq ft

- Ready to fit
- Retail
- Fully Managed
- Flex Partnerships
- Fitted
- Other





1. Including share of joint ventures.
2. Includes joint ventures.

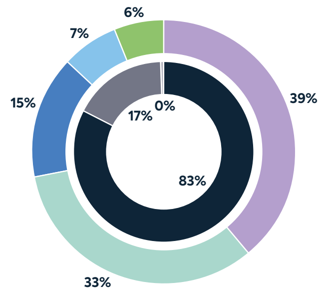
Star location | North of Oxford Street | Rest of West End | City | Southwark | Midtown | Buildings providing Flex space

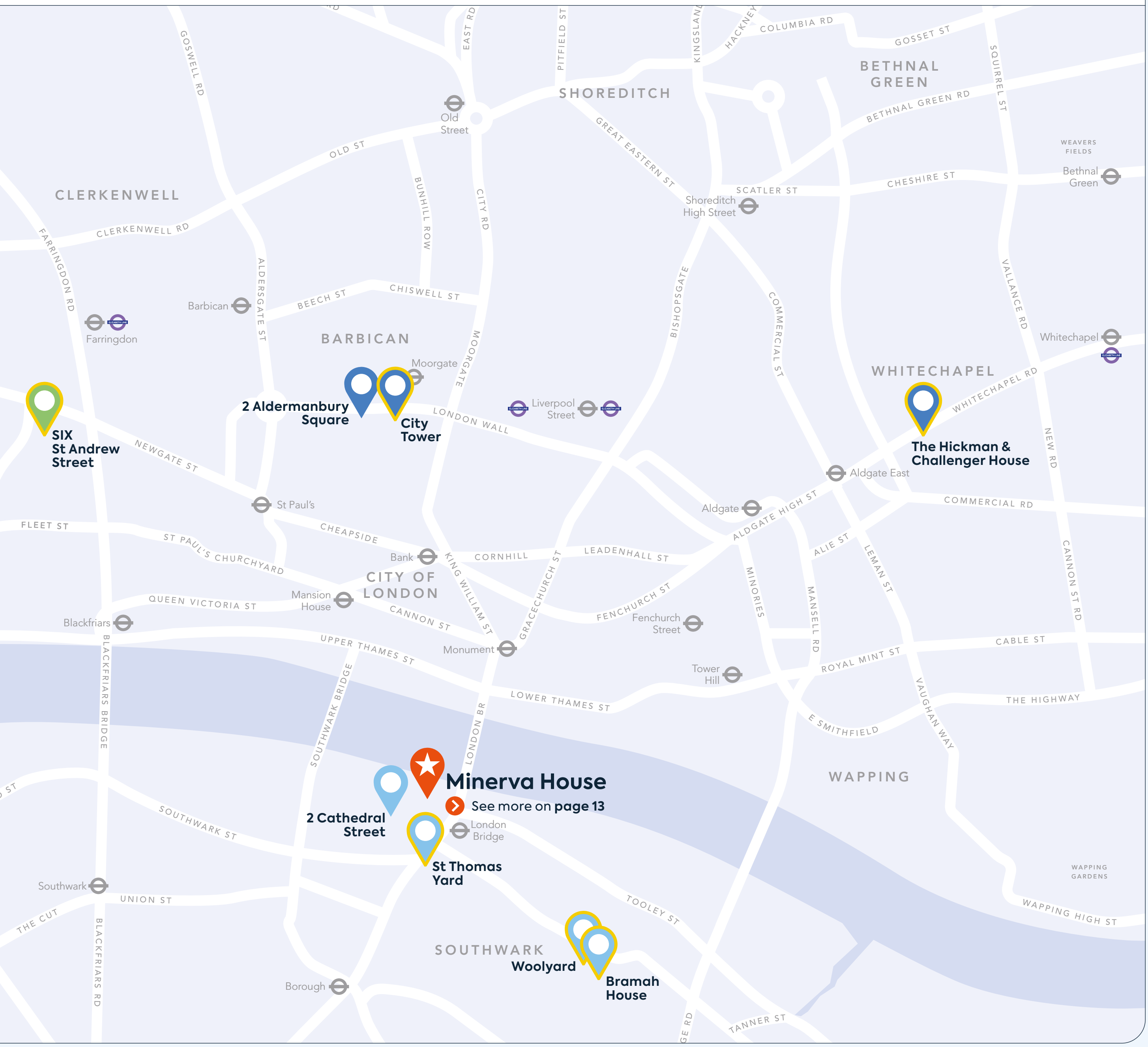
Locations

	Value
North of Oxford Street	£1,113.0m
Rest of West End	£954.1m
City	£440.4m
Southwark	£195.7m
Midtown	£166.1m

Business mix

	Value
Office	£2,370.9m
Retail	£491.6m
Residential	£6.8m





Performance highlights

Our performance this year was driven by high levels of activity across the business, including the successful delivery of our premium HQ offices and Flex spaces into supportive leasing markets. A favourable investment market backdrop, coupled with the proceeds from our summer 2024 rights issue, enabled us to acquire buildings at prices significantly below replacement cost.

Financial highlights

Portfolio valuation[1]
£2.87bn
2024: £2.33bn

IFRS NAV & EPRA NTA per share
494p
2024: 473p pro forma

Profit after tax
£116.0
2024: loss £307.8m

EPRA Loan to Value[1]
30.8%
2024: 32.6%

IFRS net assets
£2.0bn
2024: £1.6bn

Total Accounting Return (TAR)[2]
+6.0%
2024: –15.9%

Total Shareholder Return (TSR)
–4.6%
2024: –21.3%

Dividend
£31.8m
2024: £31.9m

See more on **pages 32 to 35**

Operational highlights

Rights issue proceeds allocated (incl. capex)
£325m
97% of proceeds

New leasing deals premium to ERV[3]
+10.6%
2024: +9.1%

Flex space
582,000 sq ft
2024: 503,000 sq ft

Portfolio customer satisfaction (NPS Score)
+26.1
2024: +30.2 (offices)

Employee engagement and inclusion index (EEII)
80.3%
2024: 74%

Vacancy rate[1]
5.9%
2024: 1.3%

See more on **pages 25 to 38 and 67 to 76**

Sustainability highlights

Portfolio targeted or rated EPC A or B
81.3%
compared to 63.6% in 2024 due to our development pipeline and upgrade programme

Energy intensity reduction
35%
when compared to our 2016 baseline

Disability Confident
Level 3
Highest level of the UK Government scheme, championing equity, equality and diversity

Social value created during the year
£603k
GPE created social value (not including service partner contributions)

See more on **pages 39 to 66**

1. Includes share of joint ventures.
2. On a pro forma basis.
3. ERV at 31 March 2024.

How we create value

Our purpose

We unlock potential, creating premium, sustainable space for London to thrive.

A clear strategy for growth

Our strategy is underpinned by the following principles:

100% central London: West End focus

Creating premium spaces: Development & refurbishment

Match risk to cycle: Growth; market supportive

Low financial leverage: 10%–35% through the cycle

Customer First: Premium offer: High NPS

Sustainability: An economic imperative

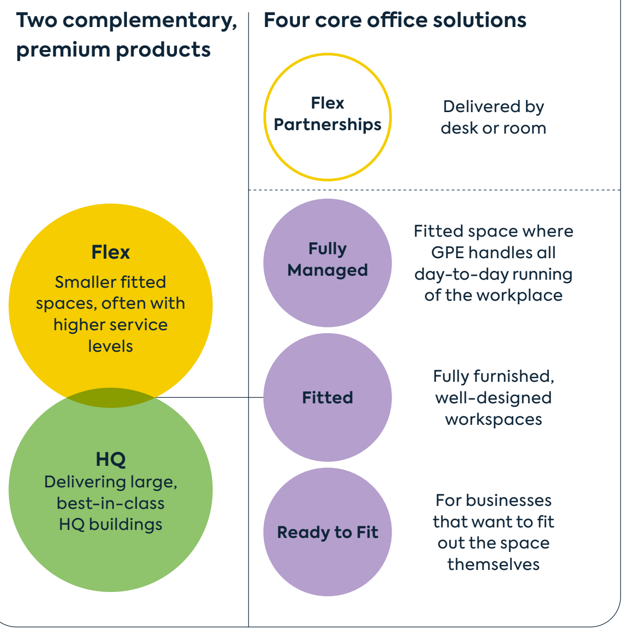
Disciplined capital management: Contra cyclical

In the near term, our priorities include creating premium sustainable spaces for our customers, whether through expanding our flexible offerings or delivering on our ambitious development programme, as well as enhancing our portfolio through acquisitions and sales.

See more on our near-term strategic priorities on **pages 08 and 09**
See more on HQ repositioning on **pages 26 and 27**
See more on our leasing and Flex activities on **pages 28 and 29**

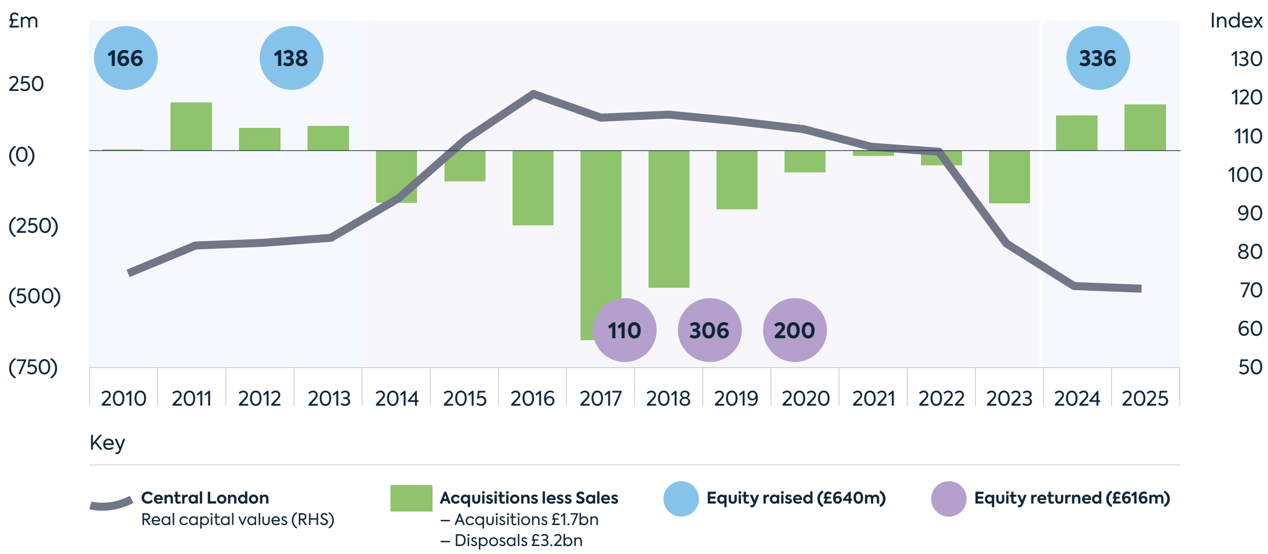
Customer First

We create premium spaces designed to meet, and exceed, our customers' high expectations:



Disciplined capital management – contra cyclical track record

Raise and acquire when cheap…sell and distribute when too expensive



What sets us apart

In order to unlock potential, we apply our specialist skills to reposition properties to produce premium, sustainable spaces that our customers demand. Our disciplined approach to allocating capital shapes our activities, ensuring we operate in tune with London's cyclical property markets to maximise returns.

What we do

We apply our specialist skills to create premium spaces in central London.

Acquire

- Disciplined capital allocation approach; must be accretive to existing portfolio, with an attractive margin over our cost of capital.
- Tired, inefficient properties, often with poor EPC ratings, with angles to exploit.
- Attractive central London locations supported by infrastructure improvements/local investment.
- Discount to replacement cost and typically off-market.
- Off low rents and low capital values per sq ft.
- Optionality: flexible business plans.
- Opportunity to enhance sustainability credentials and grow our Flex portfolio.
- Ability to deliver profit on cost of development schemes of 12.5%–20.0% and an ungeared IRR of 10.0%–15.0%.

During the year, our acquisitions included 19/23 Wells Street and The Courtyard, which will add to our Fully Managed office offer, and One Chapel Place and Whittington House, which have been added to our near-term development pipeline.

See more on our investment activities and Flex acquisition criteria on **page 30**

Reposition

- Through lease restructuring, the delivery of flexible space, refurbishment or redevelopment.
- Deliver premium, sustainable spaces into supportive markets that meet and exceed customer needs.
- Manage risk through pre-letting, joint ventures and forward sales.
- Deliver climate-resilient buildings that integrate market-leading sustainability standards, flexibility, amenity, wellbeing and technological innovation.
- Enhance the local environment and public realm.
- Deliver a lasting positive social impact in our communities.

Repositioning buildings is key to adding value. We currently have three HQ development schemes on site including 30 Duke Street, SW1 which will add 70,900 sq ft of best-in-class, office and retail space near St James's and Piccadilly.

See more on our development activities and capex programme on **pages 25 to 27**

Operate & manage

- Deliver a 'Customer First' approach, providing efficient, resilient, healthy and innovative spaces to meet the demands of modern customers.
- Provide a greater choice of premium spaces to appeal to a variety of customer needs, whether on a Ready to Fit, Fitted or Fully Managed basis.
- Constantly evolving to lead emerging trends, including the use of technology to enhance the customer experience.
- Detailed business plan for every property reviewed quarterly to maximise total returns over our cost of capital.
- Strong sustainability credentials to maximise customer appeal, enhance the long-term property value and reduce obsolescence.

Our customers are demanding the very best spaces for their people, together with greater levels of service and amenity. Therefore, the spaces we deliver and the services we provide are evolving to meet these growing demands.

See more about our customers on **pages 73 and 74**

Recycle

- Disciplined capital recycling through the sale of properties where we have executed our business plans, projected returns are insufficient or where we are able to monetise our expected future profits.
- Create a legacy of high quality, sustainable buildings to benefit London and the communities in which they are located.
- Reinvest proceeds into higher return opportunities.
- Return excess equity capital to shareholders when reinvestment opportunities are limited.

During the year, we made one small sale at 95/96 New Bond Street, W1 for £18.2 million as part of a swap transaction to acquire The Courtyard, WC1. Looking forward, we anticipate further sales in the near term as investment markets improve.

See more on our investment activities on **page 30 and 31**

What we rely on

We build, nurture and manage our key resources and relationships…

Our stakeholder relationships

- Intense, supportive, customer-focused approach to understand customers' needs. Utilising regular customer feedback to create bespoke action plans.
- Strong levels of customer satisfaction.
- Open relationships with debt and equity providers based on a clear investment case and transparent disclosure.
- Deep relationships with key suppliers (including contractors) and joint venture partners.
- Positive engagement with local communities, local authorities and planning departments.

See more on our stakeholder relationships on **pages 73 to 78**

Our people and culture

- Experienced management team supported by specialist in-house Portfolio Management, Customer Experience, Development, Investment, Leasing, Flex and Finance teams and support functions.
- Entrepreneurial, collegiate and inclusive culture based on strong values with disciplined approach to risk management.
- Reward linked to purpose, strategy and values with close alignment with stakeholders to deliver value and outperformance.
- Effective governance structure.
- Positive employee engagement.

See more on our culture and people on **pages 67 to 72**

Our portfolio and sustainability

- 100% central London, premium spaces in attractive locations well served by local infrastructure with enduring customer demand.
- Located in markets with high barriers to entry playing to our strengths.
- Continual repositioning of buildings to enhance the customer experience, improve sustainability performance, futureproof value and enhance the environment in which they are located.
- Measures to improve the climate resilience of our buildings integrated within the design of our spaces.
- Positioned for future growth; around 40% of portfolio in production with eleven HQ development and Flex conversion schemes either on-site or in near-term programme.

See more on our portfolio and sustainability on **pages 36 to 66**

Our capital strength

- Consistently strong balance sheet and conservative financial leverage.
- Low-cost, diversified debt facilities and plentiful liquidity.
- Evolving debt book to align with our values via ESG-linked financing.
- Sustainable Finance Framework in place.
- Disciplined allocation of capital through analytical, risk-adjusted, IRR-based decision making.
- Support low and progressive dividend policy.
- Tax-efficient REIT structure.

See more on our capital strength on **page 33**

How we do it

Guided by our values and approach to sustainability…

Our values

Our values define who we are and how we act, and are at the heart of what we do:

We are committed to excellence

We embrace opportunity

We are fair and inclusive

We achieve more together

We value every customer

Our commitment to sustainability

Creating sustainable spaces sits at the heart of our purpose. We are:

Integrating climate resilience across our business

See **page 42**

Decarbonising our business to become net zero by 2040

See **page 44**

Putting health and wellbeing front and centre

See **page 50**

Creating a lasting positive social impact in our communities

See **page 52**

The value we create

Creating value for all our stakeholders.

Customers

+26.1

Portfolio NPS, ahead of industry average of +13.6

Score driven by design and quality of spaces, strong relationships with GPE and effective communication

Communities

£603k

GPE created social value

Launched updated Social Impact Strategy

Joint venture partners

25.4%

Net assets in joint venture

Significant refurbishment of 200 Gray's Inn Road, WC1 underway

Employees

85%

Recommend GPE as a 'great place to work'

Launched updated three-year People Strategy and D&I Plan

Investor meetings

202

Meetings with investors

Greater engagement and new materials for generalist investors

Environment

81.3%

Portfolio targeted or rated EPC A or B

Implemented a Circularity Score and targets

Investors

494p

EPRA NTA

Up 4.4% in the year on a pro forma basis

Our near-term strategic priorities

We have a clear strategic focus that enables us to deliver attractive long-term value to our stakeholders. In the near term, given our significant development and refurbishment pipeline, our priorities have evolved to explicitly include leasing the development and refurbishment projects as they are delivered together with continuing to lead the sector on both sustainability and customer experience, whilst crystallising profits through sales.

Priorities for 2024/25

1 Progress sustainability and innovation agenda

See more on **pages 39 to 66**

Key initiatives

- Develop multi-year, business-wide digital transformation plan.
- Launch and embed our Roadmap to Net Zero 2.0.
- Deliver Transition Plan in line with sector guidance published in Q1 2024, including double materiality review.
- Utilise steel recovered from 2 Aldermanbury Square, EC2 in French Railways House & 50 Jermyn Street, SW1 (now 30 Duke Street).

Progress in year

- Digital, Technology & Innovation Strategy launched April 2024.
- Roadmap to Net Zero 2.0 launched May 2024.
- Double materiality review completed, Climate Transition Plan progressing ahead of unresolved legislation.
- Steel being deployed into 30 Duke Street, SW1 following refurbishment and recertification.

Priorities for 2025/26

Maintain sustainability and customer leadership

Key initiatives

- Finalise circularity measurement methodology.
- Implement new Social Impact Strategy.
- Maintain NPS score well ahead of industry average.
- Consolidate our Digital Customer Experience into a unified app.
- Implement new finance and property management system for 1 April 2026.

2 Enhance portfolio through acquisitions and sales

See more on **pages 30 and 31**

Key initiatives

- Deploy proceeds from rights issue.
- Acquire Flex opportunities to help deliver one million sq ft growth ambition.
- Supplement development pipeline through acquisition.
- Maintain discipline of capital recycling through the sale of properties where we have executed our business plans and prospective returns are insufficient. Recycle proceeds into development programme and new acquisition opportunities.

Progress in year

- £325 million of rights issue proceeds allocated in four acquisitions including capex (two Flex, two HQ) and commitment to refurbish The Courtyard, WC1 and 19/23 Wells Street, W1.
- Whittington House, WC1 and One Chapel Place, W1, added to HQ pipeline.
- Muted investment markets limited sales to 95/96 New Bond Street, W1, sold for £18.2 million.

Priorities for 2025/26

Unchanged

Key initiatives

- Transition from net buyer to net seller.
- Sales of properties where business plans are complete (including long-dated assets).
- Remain opportunistic on acquisitions; including opportunities to help deliver one million sq ft Flex growth ambition.

3 Deliver on our Flex ambition

See more on **pages 28 and 29**

Key initiatives

- Complete refurbishments of 31/34 Alfred Place, WC1, Kent House, W1 and SIX St Andrew Street, EC4.
- Maintain sector-leading NPS score for Fitted and Fully Managed spaces.
- Acquire Flex opportunities to help deliver growth ambition.
- Achieve £15.0 million of annualised Fully Managed Net Operating Income (NOI) by 31 March 2025.

Progress in year

- Committed Flex space now 582,000 sq ft, up 16% in year.
- 31/34 Alfred Place, SIX St Andrew Street and Kent House refurbishments completed and c.70% let or under offer in year.
- NPS score for Fully Managed space +48.3.
- Delivered £16.1 million of annualised Fully Managed NOI at year end.

Priorities for 2025/26

Unchanged

Key initiatives

- Maintain sector-leading NPS score for Fitted and Fully Managed spaces.
- Achieve £8.5 million of Fully Managed NOI in financial year to 31 March 2026.
- Further Increase Flex footprint on journey to one million sq ft.
- Maintain Fully Managed customer retention rate > 70%.

Priorities for 2024/25

4

Embed our Customer First approach

See more on **pages 73 and 74**

Key initiatives

- Roll-out GPE service proposition and standards to service partners, agents and contractors.
- Retail customer journey mapping.
- Embed Customer Relationship Engagement Strategy and team with the ambition to drive increased renewals and retention.
- Further develop customer insights function.

Progress in year

- Customer service proposition rolled out with positive feedback.
- Executed customer meeting strategy, including the Executive Directors meeting our top 20 customers.
- Engaged with service partners on NPS feedback to ensure focus on key areas.
- Initiated a programme for GPE employees to spend time with the Customer Experience team to better understand customer needs.

Priorities for 2025/26

Lease the HQ and Flex deliveries

Key initiatives

- Lease majority of 141 Wardour Street, W1 and 170 Piccadilly, SW1.
- Lease remaining space at Wells & More, W1, 31/34 Alfred Place and SIX St Andrew Street.
- Pre-lease space at 30 Duke Street, SW1 and Minerva House, SE1.
- Enter negotiations for pre-letting space being refurbished at 200 Gray's Inn Road, WC1.

5

Deliver and lease the committed schemes

See more on **pages 25 to 27**

Key initiatives

- Seek pre-letting opportunities at Minerva House, SE1 and 30 Duke Street, SW1.
- Remain on track for delivery of 2 Aldermanbury Square, 30 Duke Street and Minerva House.
- Complete refurbishment of SIX St Andrew Street, 141 Wardour Street and 31/34 Alfred Place and commence leasing.

Progress in year

- Offices at 30 Duke Street 100% pre-let, well ahead of underwrite and good interest in Minerva House.
- Development schemes remain on track to meet delivery dates in line with budgeted costs.
- SIX St Andrew Street and 31/34 Alfred Place refurbishment complete.
- Completion of 141 Wardour Street marginally delayed until summer 2025.

Priorities for 2025/26

Deliver the committed schemes

Key initiatives

- Complete refurbishments of 170 Piccadilly, SW1 and 141 Wardour Street, W1.
- Maintain programme and budget at Minerva House and 30 Duke Street.
- Complete 2 Aldermanbury Square to budget in Q1 2026.
- Progress partial refurbishment of 200 Gray's Inn Road, WC1.

6

Prepare the pipeline

See more on **pages 25 to 27**

Key initiatives

- Prepare Soho Square Estate, W1 for redevelopment.
- Reconfigure plans for the redevelopment of New City Court, SE1 and submit revised planning application to Southwark Council.
- Progress refurbishment plans for The Courtyard, WC1 following exchange of contracts in April 2024.

Progress in year

- Planning permission granted at Soho Square Estate and vacant possession achieved, anticipated start on site H2 2025.
- Revised planning submitted at New City Court and rebranded St Thomas Yard, SE1.
- Planning permission achieved at The Courtyard, works commencing summer 2025 following commitment to refurbish.

Priorities for 2025/26

Unchanged

Key initiatives

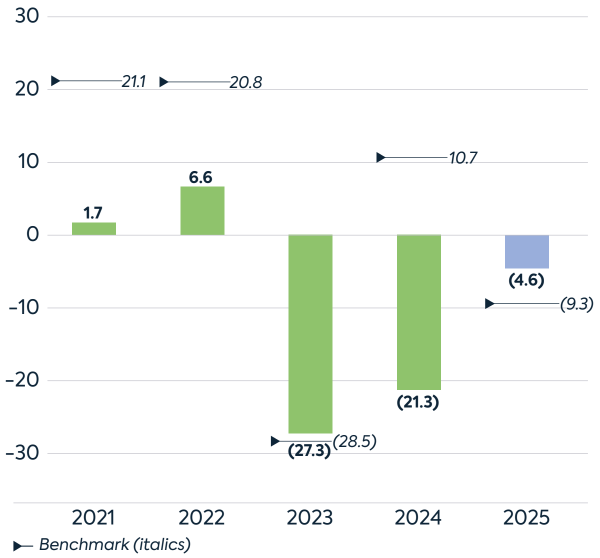
- Secure planning permission at St Thomas Yard, SE1 and Whittington House, WC1.
- Regear headlease at Gresse Street, W1 and resolve neighbourly matters at Soho Square Estate.
- Commit to redevelopment of Whittington House, Gresse Street and the Soho Square Estate.
- Set planning strategy for One Chapel Place, W1.

Our key performance indicators

Our key performance indicators (KPIs) measure the principal metrics that we focus on to run the business, and they, along with the key measures that drive them, help determine how we are remunerated. Over the longer term, we aim to outperform our benchmarks through successfully executing our strategy.

Total Shareholder Return % (TSR)

All LTIP



Rationale

TSR is a standard measure of shareholder value creation over time. It measures the movement in a company's share price plus dividends expressed as an annual percentage movement.

Commentary

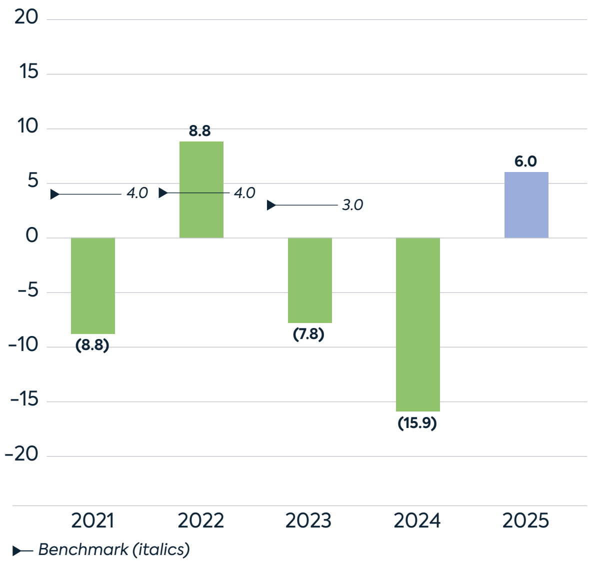
TSR of the Group has been benchmarked against the TSR of the FTSE 350 Real Estate Index (excluding agencies). The TSR of the Group was minus 4.6%[1] for the year, compared to minus 9.3% for the benchmark given our strong operational performance and improved investor sentiment for office-based real estate companies compared to the rest of the sector.

See more on **pages 128 and 143**

1. On a spot basis.

Total Accounting Return % (TAR)

All LTIP Exec Bonus[2]



Rationale

TAR is measured as absolute EPRA NTA per share growth (the industry standard measure of a real estate company's success at creating value) plus any ordinary dividends paid, expressed as a percentage of the period's opening EPRA NTA.

Commentary[2]

TAR was 6.0% for the year. The TAR performance was primarily driven by the uplift in the property valuation which was the result of rental growth and our leasing activities.

See more on **pages 32 to 35** and note 9 to the Group financial statements

2. For the 2024/25 Annual Bonus, TAR per share is benchmarked against the relative performance of the FTSE 350 Real Estate Index (excluding agencies). While a number of companies are yet to publish their financial results, we anticipate that our TAR for the year marginally underperformed the Index due to the comparatively stronger performance of other real estate sectors.

Our KPIs are driven by our strategic priorities, which applied for the 2024/25 financial year, as follows:

- **1** Progress sustainability and innovation agenda
- **2** Enhance portfolio through sales and acquisitions
- **3** Deliver on our Flex ambition
- **4** Embed our Customer First approach
- **5** Deliver and lease the committed schemes
- **6** Prepare the pipeline
- **All** All six priorities

See more on **pages 08 and 09**

Link to remuneration

LTIP

Performance criteria for Executive Directors and certain senior managers pursuant to 2022 award under the Company's Long Term Incentive Plan (LTIP). The LTIP has since been replaced by a Restricted Share Plan (RSP).

Exec Bonus

Performance criteria for Executive Directors' and all employees' annual bonuses save that the employee engagement and diversity measures do not apply to most colleagues to avoid conflicts of interest.

See Directors' remuneration report on **pages 126 to 145**

Additional KPIs for 2024/25

The Group's scorecard is designed to motivate management to optimise returns for shareholders by focusing on clear and measurable key performance objectives to deliver our strategic priorities as they evolve. Each of the measures is designed to directly or indirectly drive our financial KPIs and shareholder value in the longer term and form an integral part of the Directors' remuneration policy to align performance and executive remuneration.

Scorecard	Measure	Link to shareholder returns	Performance 2024/25 minimum threshold (Exec Bonus)
Optimising financial performance 1 2 3 4 5	1. Rent achieved on market lettings during year vs ERV (as per CBRE at start of year) – '% beat to market rent'	Will enhance property valuations and maximise income	**+10.6%** ≥ERV @ 31 March 2024
	2. Vacancy rate at year end (including completed development/refurbished space during year)	Will enhance property valuations and maximise income	**5.9%** ≤7.5%
	3. Fully Managed annualised Net Operating Income (NOI) at year end	Will enhance property valuations and maximise income	**£16.1m** ≥£12.0m
	4. Successful deployment of rights issue proceeds	Underpins ability to acquire and invest in assets to drive capital and income returns	**£242m** ≥£115m
Transforming the business and putting customers first 2 3 4 5 6	1. Delivery of on-site developments vs milestones for key schemes	Enhances property valuations	**100%** ≥40%
	2. Market-leading customer NPS (office & retail)	Underpins strategy, aids customer retention and enhances property valuations	**+26.1** ≥+20.0
Delivering our Roadmap to Net Zero 1 5 6	1. Reduction in energy consumption (targets set each year against Roadmap)	Increases attraction of GPE space, driving rents and enhancing property valuations	**153 kWh/m²** ≤152 kWh/m²
	2. All new developments to be net zero or on track to be net zero	Underpins HQ repositioning strategy, customer demand, capital and income returns	**100%** ≥40%
Personal and business culture All	1. Maintaining and nurturing a positive and inclusive culture (measured through employee engagement and inclusion index survey scores)	Retaining and attracting key talent critical to support growth	**80.3%** ≥65%
	2. Achievements against gender and diversity targets (as detailed on page 72)	Ensuring diverse talent to develop and deliver strategy	**Progress against both targets** Improvement on each target against position at 31 March 2024

Focus on growth

Over the following pages we demonstrate how we have been delivering on our growth strategy.

Growing our circularity

Minerva House, SE1

Reuse + Recycle = Results

To help us meet our ambitious carbon reduction targets and achieve net zero by 2040 – and specifically to reduce the embodied carbon of our developments and refurbishments by more than 50% by 2030 – we must continue to find innovative ways to cut emissions.

In November, we launched our market-leading Circularity Score to drive reductions in the use of virgin materials in our developments. For schemes commencing after 1 April 2025, we are targeting a minimum Circularity Score of 40%, rising to 50% for those starting after 1 April 2030. Our longer-term aspiration is to achieve over 60% circularity across all new schemes by 2040.

In the absence of an industry-agreed measurement process, we will measure the percentage of reused materials incorporated into our developments and major refurbishments. This new metric will challenge us to innovate further and faster than ever before, while also stimulating the growth of a more robust and better-functioning market for reused materials.

By keeping existing materials in circulation, we can reduce the environmental impact of our development activities. This approach has already been demonstrated through our pioneering reuse of steel from one of our deconstructed buildings, City Place House, into the redevelopment of 30 Duke Street, SW1. This initiative, along with our glass recycling scheme at Minerva House, SE1, has helped refine our approach to creating 'circular buildings' that rely less on virgin materials. In doing so, we support the creation of high quality, low-carbon, climate-resilient buildings and places that our customers and communities both deserve and expect.

We believe our approach will encourage a more valuable and nuanced discussion about what constitutes truly sustainable development, moving beyond the current polarised debate between retrofit and new build.

See more on **page 66**

Growing our developments

Nestled in the heart of historic St James's, works are progressing well at our major office-led redevelopment of 30 Duke Street, SW1. With deconstruction of the existing building now complete, construction of the reused steel frame has started.

The building has been designed to embrace the fundamental principles of the circular economy, as well as targeting the highest sustainability credentials. We are retaining the existing foundations and basement, and reusing steel from the dismantling of another GPE development, City Place House, EC2 (site of 2 Aldermanbury Square), to create open-plan, column-free floors.

With high specification amenities including a wellness suite, private terraces on the upper floors and communal roof terrace with panoramic views, 30 Duke Street will deliver a best-in-class office space into a prime West End location.

30 Duke Street is expected to complete in Q3 2026 and will provide 70,900 sq ft of new Grade A space into a market that is starved of premium supply. As a result, competition for the space has been strong and we have already pre-let the entirety of the offices to CD&R, the leading global investment firm. Given strong rental growth since commitment, the scheme is expected to deliver a profit on cost of 35.1% and a 7.1% development yield.

Best in class

30 Duke Street, SW1


30

Growing our Flex deliveries

Flex Ability

SIX St Andrew Street, EC4

As we continue to drive growth in our flexible office offering to meet growing customer demand, we have grown our Flex space to 582,000 sq ft, or around 25% of our office portfolio.

By organically converting floors across our portfolio into high quality, amenity-rich Fully Managed space and through acquisitions such as The Courtyard, W1 and 19/23 Wells Street, W1, we have made significant progress towards our targeted ambition for one million sq ft of Flex space.

Of our four Fully Managed refurbishments undertaken this year, two have completed at SIX St Andrew Street, EC4 and 31/34 Alfred Place, WC1, with very positive early leasing activity. Our two refurbishments on-site at 170 Piccadilly, SW1 and 141 Wardour Street, W1 are progressing well, with both set to complete in summer 2025.

At SIX St Andrew Street, which completed in early November, 23,000 of the 47,800 sq ft space is now let, at an average 8.9% beat to ERVs. Since completion of 31/34 Alfred Place in January 2025, 27,600 of the building is already let, at an average of £220 per sq ft and an average beat to ERVs of 6.3%. This included our largest ever Fully Managed letting to FTSE 100 retailer Next, who took 11,500 sq ft on a five-year term.

The leasing success experienced at SIX and Alfred Place demonstrates that our premium, differentiated Fully Managed offering is meeting and exceeding customer expectations and delivering outsized returns. As a result, we expect to further add to the portfolio in the coming years, providing a significant income and value growth opportunity into the medium term.

31/34 Alfred Place, WC1

Growing our portfolio

The Courtyard, WC1 (CGI)

Timing is everything

In May 2024, we launched a fully underwritten £350 million rights issue to allow us to seize the significant opportunity we saw emerging in central London commercial real estate.

The uncertain macro-economic backdrop, combined with increased interest rates across the globe, resulted in commercial buildings in London trading at values we had last seen in 2009 in real terms. Together with this value correction, the investment market had become more favourable for buyers and we had built a significant pipeline of potential acquisition opportunities, which we believed we could acquire at or below replacement cost, with strong prospective returns.

Furthermore, given attractive pricing, in September 2024 we issued our first sterling unsecured sustainable bond to fund the development of our best-in-class schemes and form part of our pathway to becoming net zero by 2040.

Since raising the funds, we have deployed £162 million (£325 million including capital expenditure) of the capital we raised in the rights issue into new West End acquisitions. This has included the acquisition of The Courtyard, 19/23 Wells Street, Whittington House, and most recently One Chapel Place. Furthermore, we have also committed to the refurbishment of The Courtyard, which is forecast to complete in spring 2027.

In total, we now have allocated 97% all of the rights issue proceeds, well ahead of the 12 to 18 month window we anticipated at the outset, and have added exciting new projects to both our Fully Managed offer and our development pipeline that we fully expect to enhance returns over the coming years.

Strategic Report
Annual review

In this section:

The Courtyard, WC1

Works will commence shortly to refurbish the building into high quality, Fully Managed Space.

Statement from the Chief Executive

> **Our conviction in our strategy is undiminished. Our markets are supportive, we have delivered exceptional leasing results as we create more premium spaces and we have raised and deployed significant capital to drive future growth and shareholder returns.”**
>
> **Toby Courtauld** Chief Executive

Strong operational performance

Despite recent macro-economic volatility and persistent geo-political tensions, we have had a strong year. We have delivered new premium spaces for customers to enjoy, validated by some excellent leasing results. We have accretively deployed the proceeds from last year’s rights issue, well ahead of programme and at the trough of the market whilst delivering valuation growth for the first time since 2022. With strong occupational markets and sustained demand for premium spaces, our well-timed programme delivering best-in-class HQ buildings and Flex spaces for our customers is positioning GPE for growth.

Delivering our strategy

In June last year, given the opportunities we saw in our investment markets, we raised £335.6 million (net) in a rights issue to invest alongside a £250 million sustainable bond issue in September. These capital raises look to have been well timed. Since then, we have acquired four properties, all in the West End, for £162.1 million (or £325 million including anticipated capex). These acquisitions – two HQ developments and two Fully Managed schemes – add to the deepening pipeline of premium space GPE will be creating over the coming years. Whilst our pipeline of future acquisitions remains healthy, we expect investment markets to improve, our activity will become more balanced between acquisitions and sales as we look to crystallise surpluses where our business plans are complete.

Platform for growth

This time last year we believed that central London’s investment markets were at or around their trough. We were right. Since then, our occupational markets have demonstrated continued strength, with prime rents growing as increasingly scarce premium spaces remain in high demand. Furthermore, this year saw a stabilisation in our investment markets, with property yields broadly flat. When combined with our activities, this has lifted property values, with our portfolio up 3.6% year on year.

From here, we think the cycle will continue to improve and we are increasingly optimistic that the significant investment we are making in our portfolio will be well timed to capitalise on these supportive market conditions growing returns for shareholders.

Target-beating leasing year – 10.6% ahead of ERV

At the outset of the year, we set ambitious leasing targets alongside significant planned deliveries of new space. In a very busy year, our Leasing team signed 74 new leases, delivering £37.7 million of new rent, with market lettings 10.6% ahead of the March 2024 ERV. Our leasing was in part driven by the growth of our Fully Managed spaces, where we signed 41 new deals, securing £23.4 million in rent at a 10.1% beat to the March 2024 ERV. Encouragingly, we achieved average Fully Managed rents of £206 per sq ft, supporting our ambitions for further growth across our identified central London Flex clusters and confidence for the next round of deliveries this summer.

High levels of customer satisfaction

Keeping customers happy, and willing to renew their leases on expiry at higher rates, was a key objective for the GPE team this year, minimising vacancy and the associated costs of seeking new customers. We measure our customer satisfaction annually, and once again, delivered a leading portfolio Net Promoter Score of +26.1, significantly ahead of the industry average of +13.6. Impressively, in our Fully Managed spaces we scored +48.3 which supported strong levels of customer retention, with 91% of our Fully Managed customers staying at break or expiry. We also maintained our exceptionally high rent collection rates across the portfolio, securing in excess of 99% of all rents within seven working days.

Rental value growth driving portfolio gains

As customers increasingly seek the highest quality, sustainable spaces, they are facing competition in a market that is experiencing an increased shortage of new Grade A supply. This is driving rental value growth, particularly for the best space. Across our portfolio, we saw a like-for-like increase in rental values of 5.0% over the year, with offices up by 5.3%, and our prime and Fully Managed spaces once again outperforming with growth of 7.6% and 7.5% respectively.

Whilst the investment market has remained relatively quiet, turnover is recovering and yields have stabilised. As a result, bolstered by rental growth, our property values grew by 3.6% on a like-for-like basis. The property valuation growth increased IFRS NAV and EPRA NTA per share by 4.4%, on a pro forma basis, over the year. When combined with an ordinary dividend maintained at £31.8 million, our Total Accounting Return was 6.0%. Including the revaluation of the portfolio, we delivered an IFRS profit after tax for the year of £116.0 million. EPRA earnings were £20.2 million, up 12.8% with diluted EPRA EPS of 5.2 pence, a decline of 11.9%, driven by the greater number of shares in issue post the rights issue.

Favourable outlook for rents

Despite ongoing macro-economic volatility, our confidence and belief in London remain strong. As one of the world's most attractive and diverse mixed-use destinations, London stands unrivalled as a true global city. Its unique ability to attract people and businesses from around the world continues to drive strong demand for commercial space. However, occupiers are increasingly targeting only the highest-quality spaces, and the supply of such premium space in London will substantially lag this demand.

As a result, we anticipate that these market conditions will continue to drive rents upwards and we expect further rental growth of 4% to 7% over the next financial year. For prime office space, our guidance is stronger still at 6% to 10%.

HQ repositioning; delivering the best

Given attractive rental growth prospects over the next few years, we set out to deliver new, best-in-class buildings to take advantage of these conditions and we are currently on-site at three major HQ schemes.

At 30 Duke Street, SW1, our prime office-led scheme on Piccadilly will provide 70,900 sq ft of new Grade A space whilst embracing the principles of the circular economy. Reused steel from the former building at 2 Aldermanbury Square, EC2 is now being installed. The scheme is on track for completion in mid-2026 and is expected to deliver a profit on cost of 35.1%. All of the offices are already pre-let, well ahead of the valuers' ERV, providing significant upside to come.

At Minerva House, SE1, works are progressing well to deliver a new building that will take full advantage of its impressive River Thames frontage, creating an enviable South Bank HQ destination with new public realm and gardens, whilst delivering outstanding sustainability and reuse credentials. It is expected to complete in Q3 2026 and deliver a profit on cost of 19.0%, and we have strong leasing interest in the space.

We also continue to make significant progress at 2 Aldermanbury Square, EC2, where Clifford Chance LLP have pre-leased the entirety of office space (322,600 sq ft). The building is on track for delivery in Q1 2026.

This year, we also took the opportunity to further deepen our pipeline with the acquisition of Whittington House, WC1 and One Chapel Place, W1. In total, we now have four near-term schemes in the pipeline, which together with our seven committed schemes, will deliver 1.1 million sq ft of prime, predominantly office space with exemplary sustainability credentials, along with around £120 million of ERV following our proposed £700 million of capex investment.

Flex spaces; two completions, more to come

This year, we successfully delivered two dedicated Fully Managed buildings at SIX St Andrew Street, EC4 and 31/34 Alfred Place, W1. Leasing at both buildings has been very strong and well ahead of underwrite in both for speed and rents achieved.

Building on this success, we are increasingly confident about our two on-site refurbishments at 141 Wardour Street, W1, and 170 Piccadilly, SW1, which are on track for completion this summer. Together, they will deliver a further 55,500 sq ft of high-quality Fully Managed space. Beyond these projects, we have also committed to refurbishing the recently acquired Courtyard, WC1, and 19/23 Wells Street, W1. With 582,000 sq ft now committed, the strong performance of our Flex portfolio reinforces our ambition to achieve our one million sq ft target.

Taken all together, our refurbishment and development programme is one of the largest in our industry as a proportion of owned assets, timed to deliver into a supply drought.

Set to deliver long-term income and value growth

Given our ambitious growth strategy, we anticipate substantial increases in both income and valuations in the years ahead. Our development and refurbishment programme is expected to generate surpluses of £217 million based on current rents and yields, with considerable upside potential driven by anticipated rental growth. In addition, the delivery of new space will generate meaningful new rent roll, supporting organic growth of around 130% from current levels. Altogether, including our targeted dividend, we are aiming to deliver a medium-term return on equity of over 10%. All of this will be delivered from a position of financial strength, keeping LTV within our target range of 10%–35% through the cycle.

Outlook

We are pleased to report on a productive and successful year during which we achieved or exceeded most of the challenging operational targets we set ourselves, in spite of the often extreme and unpredictable macro-political backdrop; we successfully raised and then deployed, ahead of schedule, significant fresh equity capital into exciting new opportunities at a sizeable average discount of more than 50% to those assets' replacement cost; we delivered a record quantity of investment leasing at a healthy 11% premium to ERV, growing rent roll by 15% and validating our focus on creating premium spaces, with our prime office rental values rising by 7.6% and Fully Managed capital values by 12.8% over the year. Pleasingly, our commitment to customer service has been rewarded with an exceptional 87% customer retention rate and an industry-leading Net Promoter Score.

Looking forward, despite ongoing macro-economic uncertainty, we believe that many of the conditions necessary for a period of attractive growth in central London's commercial property values are increasingly evident and we are well placed to prosper; with healthy demand, rents at our well-located, premium spaces will continue rising and we have upgraded our forecasts for the year; we have amassed an enviable pipeline of prime development and refurbishment opportunities covering almost 40% of our portfolio from which we expect to generate material surpluses, given the extreme shortage of such space; London's growing relative attractions are generating early signs of a reinvigorated investment market which will allow us to crystalise surpluses through asset sales; and our deeply experienced teams and strong financial position will enable us to take full advantage of these supportive conditions and generate attractive returns for shareholders, with a prospective 10%+ annualised return on equity and a threefold increase in EPRA EPS over the medium term.

Our markets

The macro-economic backdrop remained volatile throughout the year, with elevated interest rates and inflation persistently above forecasts. Despite this, property yields remained broadly stable, supported by strong occupational markets and rising rents. However, geopolitical events introduced uncertainty and dampened investment activity. Although the UK GDP outlook is marginally positive and inflation is easing, significant macro-economic risks remain, and volatility is likely to continue until there is greater clarity on global trade arrangements and interest rates continue on their downward trajectory.

Macro-economic backdrop

- IMF global GDP growth downgraded to 2.8% and 3.0% in 2025 and 2026 respectively given the impact of tariffs on world trade.
- UK forecasts reduced; 1.0% GDP growth in 2025, or 1.1% p.a. over the next three years, but London is expected to outperform the UK as whole (Oxford Economics).
- Consumer confidence weakened to the lowest level since November 2023 (Trading Economics).
- Deloitte CFO survey: sentiment among UK CFOs reduced with businesses assuming their most defensive strategy stance since 2020 amid uncertainty over trade policy.
- UK composite PMI surveys indicate expansion at 51.5 at March 2025; London leads the UK at 54.9 (Natwest).
- Inflationary risks abating; UK CPI 2.6% in March 2025, anticipated to reduce over the remainder of the year.

Occupational markets[1]

- Occupational market active; central London take-up 11.5 million sq ft in year, up 6.0% on prior year.
- Central London active demand 12.6 million sq ft, up 2.4% year on year (JLL).
- Availability remains elevated at 23.0 million sq ft, down 1.4 million sq ft on 31 March 2024 and remains 26.2% ahead of the ten-year average.
- Space under offer 3.4 million sq ft, down from 3.9 million sq ft at 31 March 2024 and broadly in line with the ten-year average of 3.5 million sq ft.
- Central London vacancy rate 8.1% at 31 March 2025; down from 8.3% last year; newly completed vacancy rate at 1.4% (JLL).
- Supply remains tight; 46% of all space under construction already pre-let.
- Rents for prime spaces +10.8% (West End) are expected to significantly outperform Grade B rents +2.3% (Central London) between 31 December 2025 and 2028 (Savills).

The West End

- Office take-up 3.7 million sq ft, up 10.9% on preceding year.
- Availability 6.7 million sq ft, up 9.2%.
- Vacancy 5.1%, up from 4.4% at 31 March 2024; vacancy of newly completed space only 1.6% (JLL).
- Prime office rental values £170 per sq ft at 31 March 2024, up 9.7% in year.
- Retail vacancy compressed; central London prime retail zone A rents grew by c.7% in year.

The City

- Office take-up 5.9 million sq ft, up 3.3% on preceding year.
- Availability 8.6 million sq ft, down 14.8% in year.
- Vacancy 9.9%, down from 11.5% at 31 March 2024; vacancy of newly completed space only 1.1% (JLL).
- Prime office rental values £84 per sq ft, up 9.1% in year.
- City space under offer 1.5 million sq ft, down from 2.1 million sq ft at 31 March 2024.

Investment markets[1]

- Investment markets quiet given broader macro-economic uncertainty.
- Office investment deals £4.9 billion in 2024, down from £5.2 billion in 2023.
- Turnover in Q1 2025 increased to £2.4 billion, up 48.9% on previous quarter.
- We estimate that £4.4 billion of real estate is currently on the market to buy versus £21.4 billion of equity demand looking to invest.
- Prime yields stabilised; CBRE reports prime yields unchanged at 4.0% and 5.75% for the West End and City respectively.
- Prime retail yields: 4.25% Regent Street, 4.50% Oxford Street both stable and Bond Street softened by 25 bps to 2.75%.

Near-term outlook

We actively monitor numerous lead indicators to help identify key trends in our marketplace. Over the last year, our property capital value indicators have improved, along with a more optimistic outlook for interest rates. However, risks remain, including the continued macro-economic uncertainty and ongoing geopolitical tensions.

Today we expect the flight to quality to continue, with investment demand to support prime yields in the near term, with potential compression on smaller lot size properties as rents grow and interest rates settle. In the occupational market, given a strong leasing and rental performance of the portfolio, our rental value growth range for the financial year to 31 March 2026 is positive at between 4.0% and 7.0%, predominantly driven by the positive expected performance of our office portfolio.

1. To 31 March 2025 and sourced from CBRE unless otherwise stated.

Structural growth: supportive themes

Driving occupational demand for premium spaces and prime rents

The evolving premium workplace; quality matters

- No longer purely a physical setting for work.
- Foster belonging, collaboration and productivity.
- Attract and retain top talent.
- Quality matters:
  - Close proximity to public transport.
  - Amenity-rich, both in and around the building.
  - Outside space: terraces, gardens.
  - Flexible work settings; supports hybrid working.
  - Supports health & wellbeing/sustainability agenda.
- Prime rents +50% cumulative outperformance versus secondary since 2020.
- Demand>supply; 74% additional supply required.

Our response

We recognise that the best spaces are outperforming the rest. As a result, through our HQ development and Flex offers, we are delivering premium spaces to meet this growing demand.

See more on **pages 25 to 27**

Growing demand for premium service and flexibility

- Hassle-free experience; all in one bill.
- Allows focus on business, not real estate.
- Capital-light for customer; refurbished by experts.
- High levels of shared amenity.
- Flexible lease terms (1–5 years); strong customer loyalty.
- Demand growing and broadening:
  - Attractive part of corporate footprint.
  - 66% of all smaller central London lettings in last 12 months (Savills/Workthere).

Our response

We are responding to the growing demand for service and flexibility through our Flex office offers, which are delivering strong rental and value growth.

See more on **pages 28 and 29**

Driving prime rents

Sustainability; an economic imperative

- Built environment c.40% of global carbon footprint.
- Real estate is a critical part of corporate sustainability strategies.
- Demand for sustainable space outstripping demand:
  - 11.6% average green rental premium.
  - Energy-efficient offices deliver higher total returns.
- Planning regime increasingly challenging and restricting supply:
  - Demands highest sustainability credentials.
  - Increasingly focused on embodied carbon; retrofit first.
  - High barrier to entry.

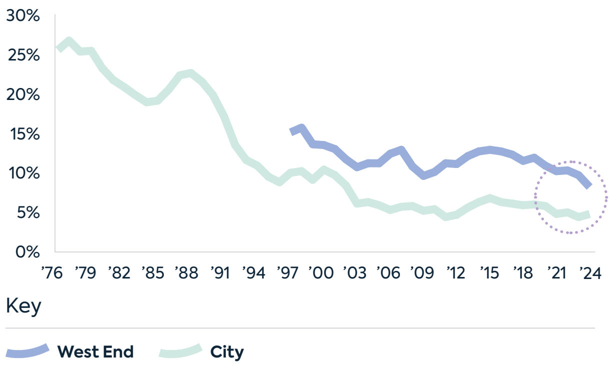
Our response

Sustainability touches everything we do, and is core to our approach to creating new spaces. It's also a key factor in defining prime office space, for which customers are willing to pay a premium.

See more on **pages 39 to 66**

Rents as a % of salary costs structurally rebased

- Rent for a typical London business is only 5%–8% of salary cost.
- Demand relatively price inelastic.
- Pricing power for best spaces.



Our response

With rent a small part of business overheads in London, companies are prepared to invest in quality office space to attract talent, driving growth in prime rents across the London and our portfolio.

See more on **pages 36 to 38**

Our development activities and capex programme

> London faces a near-term supply shortage of high quality space. Our well-timed development programme will deliver the premium spaces the market demands, supported by a strengthening rental outlook.”

Andrew White Development Director

2024/25 Strategic priorities:

5 Deliver and lease the committed schemes

6 Prepare the pipeline

Business model

Acquire | **Reposition** | Operate & manage | Recycle

Operational measures[1]

	2025	2024
Profit on cost	**7.1%**	3.5%
Ungeared IRR	**11.3%**	8.6%
Yield on cost	**6.1%**	6.0%
Income already secured	**52.3%**	32.3%
BREEAM >Excellent (targeted)[2]	**100%**	100%
Committed capital expenditure to come	**£357m**	£498m

1. Committed HQ developments and Flex refurbishments at date of report.
2. Committed HQ developments.

Our approach

Upgrading our portfolio through development using targeted capital expenditure creates premium, sustainable spaces with improved customer appeal and longevity. This enhances both rental values and capital returns. The cyclical nature of central London property markets means it is critical for us to match this development activity to the appropriate point in the cycle, delivering new buildings into a supportive market when quality space is scarce and demand is resilient. By combining our forensic analysis of market conditions with our active portfolio management, we aim to be opportunistic and flexible when planning the start and, therefore, completion dates for our schemes.

We have a good track record of matching our activities to the ebb and flow of London's cyclical market and providing spaces that customers want. Today, we have three committed HQ development schemes and four Flex refurbishments and a substantial pipeline of opportunities. As a result, the successful leasing of these schemes and preparation of the development programme are key near-term strategic priorities.

With supportive occupational markets, our development activities are extensive. Our forecasts indicate that the supply of new commercial space in London is severely limited. We estimate the delivery of only 2.7 million sq ft of new space annually over the next four years, while average demand will be significantly higher at 4.7 million sq ft per annum. Our development programme is designed to create new premium spaces with exceptional sustainability credentials into these favourable markets through the development of new HQ spaces and the expansion of our Fully Managed office offer. Overall, we anticipate that our planned capex of £700 million will deliver development surpluses to come of £217 million, with the potential for this to increase as rents are forecast to grow.

Three committed HQ development schemes

At 2 Aldermanbury Square, EC2, which is fully pre-let to Clifford Chance LLP, construction works are progressing well as we substantially increase the size of the building to 322,600 sq ft (up from 176,000 sq ft). Installation of the steel frame is complete and the building 'topped out' in February this year. On completion, the scheme will provide a number of public realm and amenity improvements that will have a positive impact on the local area. The new building will have best-in-class sustainability metrics and we are targeting BREEAM 'Outstanding'.

Whilst the development is currently anticipated to deliver a loss on cost from the commitment date of 12.6%, given market yield expansion driven valuation declines to date, from the 31 March 2025 valuation the scheme is expected to deliver around £21 million of future profit.

At 30 Duke Street, SW1 (formerly French Railways House & 50 Jermyn Street), the deconstruction of the existing buildings on the site is now complete and the new steel from the dismantling of City Place House (now 2 Aldermanbury Square, EC2) is being installed. Our major office-led redevelopment will provide 70,900 sq ft (up from 54,700 sq ft) of new Grade A space. Once complete, the building will provide best-in-class, column free space together with high-specification amenities including a wellness suite, private terraces on the upper floors, a communal roof terrace with panoramic views, as well as the highest sustainability credentials. The building is expected to complete in Q3 2026 and we have pre-let all of the office space at rents significantly above our underwrite. We have £70 million of costs to come and the scheme is anticipated to deliver a profit on cost of 35.1%, an ungeared IRR of 18.9% and a 7.1% development yield.

At Minerva House, SE1, our extensive refurbishment will take the overall commercial space to 143,000 sq ft, an increase of approximately 56% on the existing area. We are maintaining over 70% of the existing fabric and introducing innovative ways of working that will further reduce the overall embodied carbon impact of the development. As part of our activities, 20 tonnes of glass have been salvaged from the site and used in the production of new glass; this is one of the first schemes in the country to participate in this truly circular and innovative process. We have good leasing interest in all the spaces and anticipate the scheme will deliver a profit on cost of 19.0%, an ungeared IRR of 11.6% and a development yield of 7.0%.

In total, across the three on-site HQ schemes we have committed expenditure to come of £277 million and an anticipated development surplus to come of £111 million.

Three committed HQ schemes: 536,500 sq ft

2 Aldermanbury Square, EC2

Size	**322,600 sq ft**
Construction cost	**£302m**
Expected completion date	**Q1 2026**
BREEAM target	**Outstanding**
Distance to Elizabeth line station	**250 metres**

30 Duke Street, SW1

Size	**70,900 sq ft**
Construction cost	**£114m**
Expected completion date	**Q3 2026**
BREEAM target	**Outstanding**
Distance to Elizabeth line station	**750 metres**

Minerva House, SE1

Size	**143,000 sq ft**
Construction cost	**£136m**
Expected completion date	**Q1 2027**
BREEAM target	**Outstanding**
Distance to London Bridge station	**250 metres**

Computer generated images.

Three near-term development schemes

Beyond our three committed schemes, we have a further three schemes in our near-term pipeline.

At our Soho Square Estate, W1, located in the heart of the West End at the eastern end of Oxford Street, we are progressing our plans to commence the redevelopment in the second half of 2025. We have reworked the designs, are progressing neighbourly matters and, with a new planning permission from Westminster to improve the quality of office and retail space, we are further increasing its attractiveness to prospective customers in a materially undersupplied market. Our designs will provide a best-in-class HQ office building on Soho Square with flagship retail fronting Oxford Street, arranged over basement, lower ground, ground and eight upper floors, with multiple private terraces and a communal roof terrace.

At St Thomas Yard, SE1 (formerly New City Court), we have submitted a planning application to the London Borough of Southwark to extensively refurbish the existing space utilising a reuse and extend approach (similar to Minerva House). The building will serve as another exemplar of our circular economy approach and is expected to perform favourably in terms of our Circularity Score, with more detail found on page 66. Our plan will increase the building to 188,800 sq ft of high quality, HQ offices, up from 98,000 sq ft today. We anticipate that the planning application will be approved by the end of the year.

At the recently acquired Whittington House, WC1, we have now achieved vacant possession and are planning to refurbish the building to deliver 74,800 sq ft of new Grade A offices, in close proximity to both The Courtyard and the recently completed 31/34 Alfred Place, both WC1. The building will be arranged over basement, ground and seven upper floors with a new terrace on the first floor, together with a communal roof terrace with pavilion amenity space. We will shortly be submitting a planning application to Camden for our proposals. The building is delivered with a high degree of retention of existing materials, including the structure and facade, highlighting our commitment to the principles of the circular economy.

In total, our three committed and three near-term schemes are expected to deliver 893,300 sq ft of best-in-class, highly sustainable space, perfectly placed to benefit from a market where forward-look supply is severely constrained. In total the schemes will require around £583 million of anticipated capital expenditure to complete.

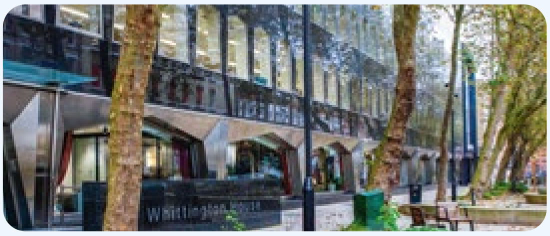
New scheme added to the pipeline

Following our acquisition of One Chapel Place, W1, we have added the building to our pipeline. The building was acquired with plans to materially increase the scale of the building on this prime site. We intend to improve the designs with the aim of achieving planning permission ahead of vacant possession of the building in 2028.

Three near-term HQ schemes: 356,800 sq ft

St Thomas Yard, SE1

Proposed size	188,800 sq ft
Earliest start	2026
Opportunity area	Southbank
Distance to London Bridge station	100 metres



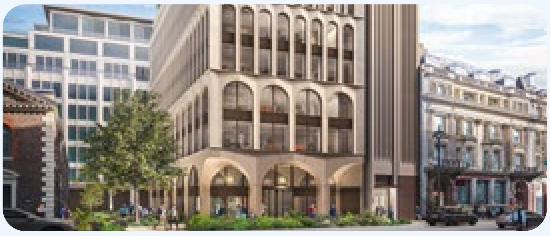
Whittington House, WC1

Proposed size	74,800 sq ft
Earliest start	2025
Opportunity area	Core West End
Distance to Elizabeth line station	250 metres

Soho Square Estate, W1

Proposed size	93,200 sq ft
Earliest start	2025
Opportunity area	Core West End
Distance to Elizabeth line station	100 metres

Pipeline



One Chapel Place, W1

Proposed size	c.50,000–60,000 sq ft
Earliest start	2028
Opportunity area	Core West End
Distance to Elizabeth line station	50 metres

Commitment to further Flex expansion

In order to expand our Flex office offers and meet our ambitious targets for growth, we have a significant refurbishment programme to provide new dedicated Fully Managed spaces, as well as converting a significant number of individual floors across our portfolio.

Two Fully Managed buildings completed

During the year, we completed the refurbishment and conversion of two buildings, creating 89,500 sq ft of premium Fully Managed space.

At SIX St Andrew Street, EC4, we delivered 47,800 sq ft of new Grade A Fully Managed offices in November 2024. We added two new storeys, together with extensive terracing and significant amenity throughout the building. The building has been well-received, with strong leasing momentum. To date, 23,000 sq ft has been let, 8.9% above ERV, exceeding our expectations.

At 31/34 Alfred Place, WC1, in the heart of Fitzrovia, we completed the extensive refurbishment of the entirety of the 41,700 sq ft building to provide outstanding Fully Managed office space. We have been extremely pleased with the leasing activity to date, and the building is now 74% let, 6.3% ahead of ERV, including our largest ever Fully Managed lease to Next.

See our leasing and Flex activities on **pages 28 and 29**

Further deliveries to come from summer 2025

Construction progress has been good at both 141 Wardour Street, W1 and 170 Piccadilly, SW1 (formerly Egyptian and Dudley House), which are being comprehensively refurbished to provide 29,900 sq ft and 25,600 sq ft of new Fully Managed led space respectively. Both schemes are set to complete in summer 2025 and, given our recent Fully Managed leasing success, we are optimistic about their prospects.

At The Courtyard, WC1, opposite 31/34 Alfred Place, we have recently received a planning approval for a significant refurbishment of the building to deliver 63,600 sq ft of new space, including 47,000 sq ft of Fully Managed offices. Our plans will add additional amenity on the roof, together with substantially reconfiguring the retail space on Tottenham Court Road. We commenced the strip out of the space and anticipate completion in spring 2027.

Together with a number of other conversions, we anticipate growing our Flex offerings from 582,000 sq ft today to 672,000 sq ft organically. Moreover, we are aiming to add to this programme through acquisition and are targeting enlarging our Flex offerings to one million sq ft over the next few years.

How we are positioned

In total, our HQ development and Flex capex programme provides a strong platform for organic growth. Together, our on-site and near-term schemes will deliver 1.1 million sq ft of well-designed, tech-enabled and sustainable space into a market where prospective supply is increasingly limited. Moreover, with around £217 million of anticipated profit to come based on today's rents and yields, which could grow to £342 million with 10% rental growth, they will be a significant contributor to the Group's growth in the coming years.

Our leasing and Flex activities

In occupational markets with strong demand and an increasing supply shortage for premium space, we've delivered an excellent leasing performance, delivering £37.7 million of new leases and achieving rents 10.6% above the valuer's estimate."

Marc Wilder Leasing Director

2024/25 Strategic priorities:

3 Deliver on our Flex ambition

5 Deliver and lease the committed schemes

Business model

Acquire | Reposition | **Operate & manage** | Recycle

Operational measures

	2025	2024
New lettings and renewals	**£37.7m**	£22.5m
Premium to ERV[1] (market lettings)	**10.6%**	9.1%
Vacancy rate[2]	**5.9%**	1.3%
ERV growth[2]	**5.0%**	3.8%
Reversionary potential[2]	**11.0%**	10.1%
Rent collected within seven days[3]	**99.7%**	99.3%

1. ERV at beginning of financial year.
2. Including share of joint ventures.
3. For March 2025 quarter.

Our approach

We consider that a close relationship with our customers is vital to our success. As a result, we manage all aspects of our property portfolio in-house, enabling us to continually refine our understanding of what customers want and how we can meet their needs. We aim to deliver a premium experience, through our high quality teams, the energised spaces we provide and high levels of customer service, all supported by technology. Our Leasing and Marketing teams ensure the spaces appeal to market demand and work with our Development team to ensure that vacant possession is achieved on a timely basis ahead of key development starts, wherever possible relocating customers to other buildings within our portfolio.

Our portfolio managers, supported by our Customer Experience team, administer a portfolio of approximately 288 customers from a diverse range of industries across 41 buildings. This diversity limits our exposure to any one customer or sector, with our 20 largest customers at 31 March 2025 accounting for 35.7% (2024: 38.2%) of our rent roll.

With the business primed for growth, and significant deliveries of new space in the year, we have tapped into strong demand for premium space, driving significant rental growth through standout leasing and exceptional customer delivery. Supported by our Fully Managed spaces, we signed £37.7 million of new leases, beating March 2024 rental values by 10.6%. This included our largest ever Fully Managed lease to date at 31/34 Alfred Place, WC1, with FTSE 100 retailer Next.

During the year, our rental values increased by 5.0% across the portfolio, at the upper end of last year's rental growth guidance of between 4.0% and 7.0%. With a market starved of new, Grade A supply, offices outperformed retail with like-for-like office rental values increasing by 5.3% compared with a 3.5% increase in retail rental values. Within our office portfolio, our Fully Managed rental values outperformed, increasing by 7.5% on a like-for-like basis.

The key leasing highlights for the year included:

- 74 new leases and renewals completed (2024: 66 leases), generating annual rent of £37.7 million (our share: £32.6 million; 2024: £19.8 million), with market lettings 10.6% ahead of the valuers' 31 March 2024 ERV;
- 45 Flex leases signed, four Fitted and 41 Fully Managed, achieving on average £206 per sq ft on the Fully Managed space, 10.1% ahead of March 2024 ERV;
- 16 new retail leases signed, securing £5.5 million of rent with market lettings 4.6% ahead of March 2024 ERV;
- ten rent reviews securing £10.0 million of annual rent (our share: £7.4 million; 2024: £8.4 million) were settled at an increase of 6.2% over the previous rent and 11.8% ahead of ERV at review date;
- total space covered by new lettings, reviews and renewals was 359,800 sq ft (2024: 401,500 sq ft);
- the Group's vacancy rate increased to 5.9% (31 March 2024: 1.3%), owing to recent completions of Fully Managed refurbishments, including SIX St Andrew Street and 31/34 Alfred Place;
- the Group's rent roll increased by 14.6% to £123.2 million following our recent acquisitions and successful leasing period (not including the pre-let at 2 Aldermanbury Square, EC2 or 30 Duke Street, SW1); and
- of the 74 leases with breaks or expiries in the 12 months to 31 March 2025, 93% were retained (87%), re-let, or placed under offer (by area), leaving only 17,300 sq ft still to transact.

Customer demand is growing and broadening for premium, sustainable workspaces, including those that offer increased levels of service and flexibility. This supportive structural backdrop, combined with increasing shortage of such supply, means we are well positioned. Accordingly, our rental growth guidance for the next year continues to remain positive, at 4.0% to 7.0%, with the best spaces even higher at 6.0% to 10.0%.

See our markets on **pages 23 and 24**

Fully Managed: outsized growth and returns

Our unique Flex offer is delivering growing and outsized returns with £24.5 million of new leases in the year at 10.1% ahead of March 2024 ERV. Total Flex leasing across the GPE portfolio covered 123,300 sq ft.

Following extensive refurbishment, we completed 31/34 Alfred Place, WC1, our 41,700 sq ft Fully Managed building, in January 2025. Since completion, we have let more than 27,600 sq ft of space at an average rent of £220 per sq ft. This included our largest ever Fully Managed deal to date, letting over 11,500 sq ft to FTSE 100 retailer Next, ahead of underwrite and on a five-year term. 31/34 Alfred Place, WC1 forms part of a growing Fitzrovia cluster, with The Courtyard and Whittington House in close proximity.

At SIX St Andrew Street, EC4, the refurbishment completed in early November 2024. To date, around 23,000 sq ft of the 47,800 sq ft has been let to six new customers at an average rent of £198 per sq ft.

With strong demand for GPE's Fully Managed product across the portfolio, confidence remains high for leasing the remainder of 31/34 Alfred Place, WC1, and SIX St Andrew Street, EC4, together with the prospects of our next building launches at 170 Piccadilly, SW1 and 141 Wardour Street, W1, this summer.

Our Flex space; targeting one million sq ft

Our ambition to reach one million sq ft of Flex space is undiminished, and during the year we increased our committed Flex offering across the portfolio to a total of 582,000 sq ft (c.25% of our offices or c.20% of the total portfolio).

Looking forward, we will further drive our Flex growth through converting our existing spaces as they become available and through acquisition. Our recent investment in our Flex platform means we have both the team and infrastructure in place to accommodate this growth and to drive efficiencies and economies of scale. Looking forward, the pipeline of new spaces remains strong. We will deliver two new premium Fully Managed buildings this summer and we have recently added to the pipeline with the acquisition of The Courtyard, WC1 and 19/23 Wells Street, W1. Our strategy is to create targeted Flex clusters, in amenity-rich locations, with excellent transport links, with the aim of growing our Flex portfolio, both organically and through acquisition, to one million sq ft.

Ready to Fit: £7.0 million of deals completed

We completed six Ready to Fit deals across various buildings during the year, beating the March 2024 ERV by 17.1%.

Our largest leasing deal during the year was at 200 & 214 Gray's Inn Road, WC1, where Independent Television News (ITN) renewed both of its leases for 117,000 sq ft of workspace at a 284,500 sq ft media hub building owned by a 50:50 joint venture between GPE and Ropemaker Properties (BP Pension Fund). With a £4.1 million annual rent, the new ten-year lease demonstrates ITN's confidence in GPE to upgrade the building whilst continuing to meet their customer needs.

In May 2025, we pre-let the entirety of the office space (62,500 sq ft) at 30 Duke Street, SW1 to leading global investment firm CD&R, on a 15-year term without break and with rents ahead of March 2025 ERV. The lease will commence shortly after practical completion in summer 2026.

Retail: £5.5 million of deals completed, strengthening our retail offer

We have continued to lease successfully across our prime retail portfolio into resurgent retailer demand. We secured £5.5 million of new retail leases in the year, with 11 new customers to complement our diverse range of retail brands.

Following the 22,500 sq ft letting to TK Maxx announced last year at Mount Royal, 508/540 Oxford Street, W1, and the associated regear of the Superdrug lease, a further three retail deals were completed this year, totalling 20,000 sq ft. Almost 60% of the retail space available at Mount Royal, W1, is now recently let, with a diverse offer of retail brands in place who share a long-term vision for the retail revolution we are seeing on Oxford Street.

Swarovski, the luxury crystal and fine jewellery brand, signed a new ten-year lease in June 2024 for its latest London store at 122 Regent Street, W1, comprising of 1,500 sq ft across three floors. With its broad reach worldwide, Swarovski complements the wider retail offering at the iconic Grade II listed Kingsland and Carrington House.

In October 2024, we let 6,900 sq ft at 6/7 Portman Square, Orchard Court, W1 to Gaggenau for their new global flagship store. As a luxury brand for professional-grade home appliances, Gaggenau will anchor GPE's newly marketed 'Portman & Wigmore' which includes 1/9 Portman Square and 132/142 Wigmore Street, W1, creating a striking new location for high-end retail and showroom use.

Customer First delivering customer retention

With our 'Customer First' approach embedded in the year, our customer retention numbers remain high at 87% across the whole portfolio and 91% across our Fully Managed spaces for the last 12 months. Our retention rates demonstrate that, as well as providing great spaces, our team is also delivering market-leading customer experience. Our success was underpinned by our leading portfolio NPS score of +26.1, or +48.3 across our Fully Managed spaces, materially ahead of the industry average of +13.6.

High retention helps reduce vacancy costs and lowers refresh capital expenditure in our Flex spaces. Furthermore, should a customer need to move, we aim to utilise our broad portfolio to allow them to grow or contract with us. This includes transitioning some of our Ready to Fit customers into our Flex space, as well as providing opportunities for some of our smaller Flex customers to graduate into larger and longer-term spaces as they grow.

How we are positioned

Despite the volatile macro-economic backdrop, the current occupational trends play to our strengths. The deep customer demand for premium spaces continues to dramatically outstrip supply and the trend for smaller spaces to be provided on a flexible basis is increasingly becoming the norm. With the gap between the best and the rest likely to widen further.

Against this backdrop, we are strongly positioned: we have excellent leasing momentum with GPE's premium HQ and Fully Managed spaces in high demand and we are confident for the next round of deliveries. With the team and infrastructure in place to support significant income and value growth, there is more to come with an exceptional pipeline of committed developments.

Our investment activities

"Since the rights issue last summer, we have made four acquisitions in the West End. Including the associated capex for these buildings, we have now allocated the majority of the funds raised."

Dan Nicholson Executive Director

2024/25 Strategic priority:

2 Enhance portfolio through sales and acquisitions

Business model

Acquire | Reposition | Operate & manage | **Recycle**

Operational measures[1]

	2025	2024
Acquisitions	**£162.1m**	£122.9m
Capital value per sq ft	**£850**	£911
Sales	**£18.2m**	£13.4m
Discount to book value[2]	**(0.8%)**	(5.4%)
Capital value per sq ft	**£2,035**	£1,546
Total investment transactions[3]	**£180.3m**	£136.3m
Net investment[4]	**£143.9m**	£109.5m

1. Including share of joint ventures.
2. Based on book values at start of financial year.
3. Purchases plus sales.
4. Purchases less sales.

Our approach

Buying at the right price and selling at the right time is central to our business model. Using our extensive network of market contacts, our Investment team adopts a disciplined approach with clearly defined acquisition criteria.

See more on **pages 05 to 07**

To supplement our organic Flex growth, we are also targeting acquisitions suitable for conversion to Flex office space, with the following requirements:

- amenity-rich locations with excellent transport links;
- clustering around existing GPE holdings is desirable;
- 30,000–60,000 sq ft with divisible floorplates;
- target unit size of 2,000–6,000 sq ft;
- ability to create internal and external amenity space;
- high quality ground floor experience;
- product and market appropriate refurbishment capex; and
- opportunity to deliver stabilised income of 6%+.

Once we have acquired a property, the Investment team works closely with our Portfolio Management and Development teams to deliver the business plan and maximise the property's potential. Every asset's business plan is updated quarterly, providing estimates of forward-look returns under different market scenarios. These plans also inform our sales activities, with the assets providing the lower risk-adjusted returns often being sold and the proceeds recycled into better performing opportunities or returned to shareholders.

Activity levels in central London investment markets have remain muted given the volatile macro-economic backdrop and interest rate environment. After completing our fully underwritten £350 million rights issue in June last year, we have continued to exploit this extended window of opportunity and attractive pricing. In addition to the organic capital expenditure investment we have made during the year, we have completed four acquisitions, totalling £162.1 million.

Acquisitions for the year ended 31 March 2025

	Price £m	NIY %	Area sq ft	Cost per sq ft
The Courtyard, WC1	28.6	n/a	62,700	462
19/23 Wells Street, W1	19.0	4.0%	19,200	991
Whittington House, WC1	58.5	8.6%	74,500	785
One Chapel Place, W1	56.0	4.4%	34,200	1,636
Total	**162.1**		**190,600**	**850**

In May 2024, we exchanged on a property swap to acquire The Courtyard, WC1 in exchange for 95/96 New Bond Street, W1 at £18.2 million plus £10.4 million of cash consideration equating to, £462 per sq ft, c.69% below replacement cost. The Courtyard comprises 62,700 sq ft of vacant office and partially let retail space and is well suited to be repositioned into the Group's Fully Managed offering. The Courtyard is located in a prime West End location, around 400 metres from Tottenham Court Road Elizabeth line station, and is opposite 31/34 Alfred Place, WC1 one of the Group's other Fully Managed buildings. The acquisition completed in January 2025.

In October 2024, we acquired 19/23 Wells Street, W1, for £19.0 million (£991 per sq ft, c.45% below replacement cost). Simultaneously, GPE secured a new 125-year headlease with Berners-Allsopp Estate for £1.25 million, effective October 2024 to October 2149. The 19,200 sq ft Fitzrovia building spans six floors plus a basement and we plan to convert it to our Fully Managed offer and enhance the ground floor for best-in-class amenity, targeting a 6.5% yield on cost.

In November 2024, we acquired the long leasehold interest of Whittington House, WC1 for a headline price of £58.5 million (£785 per sq ft on current NIA, c.60% discount to replacement cost). Located a short walk from the Tottenham Court Road Elizabeth line station, the 74,500 sq ft HQ building provides GPE with an exciting opportunity to create outstanding office spaces that draw upon its iconic Richard Seifert & Partners design, delivering eight floors of sustainable offices with market-leading amenity, fronting on to the newly pedestrianised Alfred Place.

Whittington House sits adjacent to GPE's existing holdings at 31/34 Alfred Place and opposite The Courtyard, thereby adding to a growing cluster of buildings that will provide GPE customers with a choice of spaces and amenity in this vibrant location.

In March 2025, we acquired the freehold of One Chapel Place, W1 for a headline price of £56.0 million. The 34,200 sq ft building is fully let at an annual rent of c.£2.5 million per annum, with the office leases due to expire in mid-2028. The building is located in the heart of the West End, just a short walk from Bond Street tube station and the Elizabeth line. The acquisition provides GPE with an exciting opportunity to increase the scale of the building and deliver a highly sustainable, best-in-class HQ redevelopment in this prime location.

Four acquisitions; all West End

The Courtyard, WC1

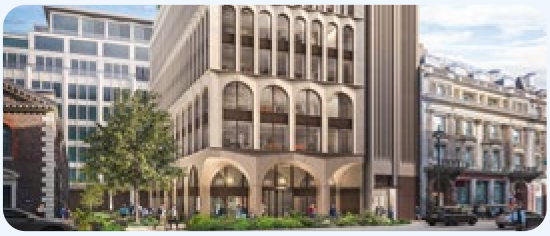
Area	**62,700 sq ft**
Acquisition date	**January 2025**
Price	**£28.6m**
Opportunity	**Fully Managed refurbishment**
Distance to Elizabeth line station	**200 metres**

19/23 Wells Street, W1

Area	**19,200 sq ft**
Acquisition date	**October 2024**
Price	**£19.0m**
Opportunity	**Fully Managed refurbishment**
Distance to Elizabeth line station	**400 metres**

Whittington House, WC1

Area	**74,500 sq ft**
Acquisition date	**November 2024**
Price	**£58.5m**
Opportunity	**HQ redevelopment**
Distance to Elizabeth line station	**250 metres**



One Chapel Place, W1

Area	**34,200 sq ft**
Acquisition date	**March 2025**
Price	**£56.0m**
Opportunity	**HQ redevelopment**
Distance to Elizabeth line station	**50 metres**

Sales for the year ended 31 March 2025

	Price £m	Premium/ (discount) to book value %	Price per sq ft £	NIY %
95/96 New Bond St, W1	18.2	(0.8%)	2,035	1.4%
Total	**18.2**	**(0.8%)**	**2,035**	

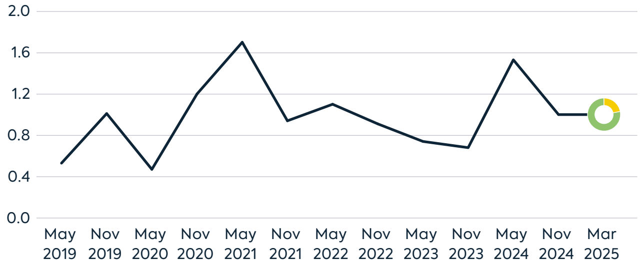
How we are positioned

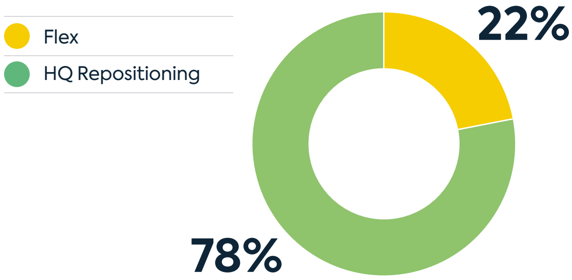
We are actively seeking new buildings for our Flex offerings, as well as opportunities for HQ repositioning or development and we increasingly expect the sustainability challenge to provide us with opportunities to acquire stranded assets needing a sustainability solution.

Encouragingly, we anticipate that market conditions will continue to provide opportunities to buy as we see more assets trading closer to our view of fair value. Furthermore, we currently have £1.0 billion of assets actively under review. They are predominantly off market, with the majority being HQ repositioning opportunities, and over half are in the West End. However, we remain disciplined. Any potential purchase needs to outperform the assets we already own, and with our existing portfolio stacked with opportunity, the hurdle is high.

With capital values rising and investment market activity improving, albeit from a low base, we anticipate shifting our focus towards sales, as we look to crystallise surpluses where our business plans are complete, including some of our long-dated assets. Accordingly, we have around £350 million of near-term sales under consideration.

Current value deals under review £bn
£1.0 billion under review – 16 buildings





Our financial results

The combination of a strong operating performance and attractive rental growth for premium spaces enabled us to deliver a 4.4% uplift in EPRA NTA and a total accounting return of 6.0%."

Nick Sanderson Chief Financial & Operating Officer

As is usual practice in our sector, we use alternative performance measures (APMs) to help explain the performance of the business. These include quoting a number of measures on a proportionately consolidated basis to include joint ventures, as it best describes how we manage the portfolio, like-for-like measures and using measures prescribed by EPRA. The measures defined by EPRA are designed to enhance transparency and comparability across the European real estate sector. Reconciliations of APMs are included in note 9 of the financial statements.

See more about performance measures and EPRA metrics on **page 35** and note 9 to the financial statements

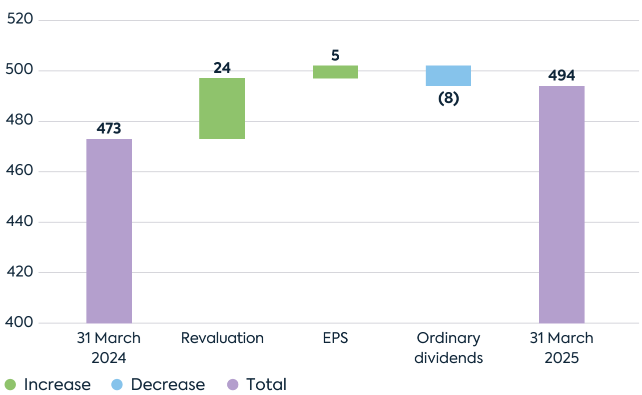
£350 million rights issue completed

In June 2024, we completed a fully underwritten three for five rights issue to raise gross proceeds of approximately £350.3 million (£335.6 million net of expenses) through the issue of 152,320,747 new ordinary shares at a price of 230 pence each. The rights issue was designed to allow GPE to seize the significant opportunity we saw emerging in the central London commercial real estate space. We have now allocated the majority of the funds into new opportunities. Comparative per share metrics for prior years have been adjusted accordingly (see note 9 to the financial statements).

Valuation uplifts increase IFRS NAV and EPRA NTA

IFRS NAV and EPRA NTA per share at 31 March 2025 were 494 pence per share compared to the pro forma net assets per share of 473 pence at 31 March 2024 (see below), an increase of 4.4% over the year, largely due to the 3.6% like-for-like valuation uplift in the property portfolio. When combined with ordinary dividends paid of £31.8 million, this delivered a Total Accounting Return of 6.0%.

EPRA NTA pence per share



The main drivers of the 21 pence per share increase in EPRA NTA from 31 March 2024 included:

- the increase of 24 pence per share arising from the revaluation of the property portfolio, with values troughing as anticipated last year; virtually all of the increase in value was driven by rental growth and our leasing activities;
- EPRA earnings for the year of 5 pence per share enhanced NTA; and
- ordinary dividends paid of 8 pence per share (based on the closing number of shares) reduced NTA.

At 31 March 2025, the Group's net assets were £2,000.7 million, up from £1,583.0 million at 31 March 2024, with the increase largely attributable to the receipt of the £335.6 million net proceeds from the rights issue and the 3.6% increase in the property valuation. EPRA NDV and EPRA NRV were 506 pence and 546 pence at 31 March 2025 respectively, compared with 537 pence and 576 pence at 31 March 2024, on an EPRA basis.

See more about our capital strength on **page 33**

Revenue stable; rental income down given high level of refurbishment activity

Revenue for the year was £94.2 million, marginally down from £95.4 million on the prior year, driven by a reduction in rental income including lease incentives (down £4.9 million), reduced service charge income (down £1.6 million) and greater Fully Managed services income (up £4.5 million) given its expansion. The Group's revenue was supported by our successful leasing as we continued to deliver new space across the portfolio. We signed 74 leases, generating new annual income of £37.7 million p.a. (our share: £32.6 million), with the majority of activity across our Fully Managed properties.

Net rental income, after taking account of expected credit losses, lease incentives and ground rents, was £67.3 million, down from £72.1 million in the prior year, as we continued to take space back from customers to enable us to create new HQ and Fully Managed spaces.

Adjusting for acquisitions, disposals and transfers to and from the development programme, like-for-like rental income (including share of joint ventures) decreased by 0.7% excluding expected credit losses.

Joint venture fee income for the year was £2.5 million, an increase of £0.8 million, as a result of increased leasing activity in the joint ventures during the year, including the lease renewal with ITN at 200 Gray's Inn Road, WC1.

Strong rent collection

We secured in excess of 99% of all rents, including in our joint ventures, within seven days of the due date. Since 1 April 2024, one of our customers went into administration, representing less than 0.1% of our rent roll. At 31 March 2025, we held rent deposits and bank guarantees totalling £22.9 million, including our share of joint ventures.

£2.0bn

Net assets

Cost of sales increased

Cost of sales increased from £33.3 million to £35.1 million for the year ended 31 March 2025. This increase was primarily driven by increased Fully Managed service expenses which rose to £10.8 million, from £8.1 million in the prior year, as we increased the delivery of this space across the portfolio. At 31 March 2024, we had 82 Fully Managed units; at 31 March 2025 this rose to 118 units. Service charge expenses reduced by £1.2 million, in line with the greater weighting to Fully Managed spaces, which do not have service charge arrangements. Other property expenses and ground rents were largely unchanged year on year.

Taken together, net service charge income, net Fully Managed services income and expenses, other property costs and expected credit loss provisions for service charges reduced to £10.9 million from £11.8 million in the prior year.

Joint venture earnings

EPRA earnings from joint ventures was £7.3 million, down from £9.8 million in the prior year, with the reduction primarily due to the departure of ITV from 200 Gray's Inn Road, WC1. ITV's lease expired on 31 March 2024, providing an opportunity to refurbish the space, together with dramatically improving the amenity in the building. The refurbishment works are anticipated to complete in summer 2026.

Administration costs down

Administration costs were £40.0 million, £2.3 million lower than the previous year. Employment costs reduced marginally over the period, as increases from additional headcount and inflationary adjustments were more than outweighed by the one-off restructuring costs incurred in the prior year. The reduction in the Group's overhead was driven, in part, by lower IT, HR and marketing spend together with lower occupational costs following the renegotiation of the lease for the Group's head office.

Increased gross interest costs

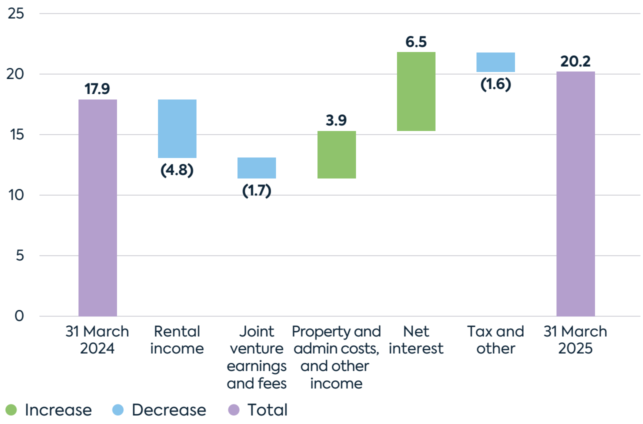
Gross finance costs on our debt facilities were £39.6 million, £10.6 million higher than the prior year. This increase was primarily due to a combination of higher levels of average drawn debt (including greater utilisation of the Group's £250 million term loan and the issue of our £250 million inaugural sustainable sterling bond), which was used to fund both our recent acquisitions as well as capital expenditure on the Group's development and Flex refurbishments, together with higher underlying interest rates.

Capitalised interest was £26.5 million, up £15.2 million on the prior year given heightened development activity, including greater cumulative spend across our committed developments together with a number of refurbishment schemes to deliver on our Flex ambitions, including 141 Wardour Street, W1, 170 Piccadilly, SW1, SIX St Andrew Street, EC4 and 31/34 Alfred Place, WC1. As a result, the Group had net finance costs (including interest receivable) of £13.1 million (2024: £17.7 million).

EPRA earnings

EPRA earnings were £20.2 million, 12.8% higher than last year as expected, predominantly due to lower net finance and administration costs more than offsetting lower net rental income and the Group's tax charge.

EPRA earnings £m



Revaluation uplifts in the Group's investment properties, together with improved EPRA earnings, led to the Group's reported IFRS profit after tax of £116.0 million (2024: loss of £307.8 million). Basic and diluted earnings per share for the year were 30.2 pence and 30.1 pence respectively, compared with a 101.4 pence loss for 2024 (restated for the impact of the rights issue). Diluted EPRA EPS was 5.2 pence (2024: 5.9 pence restated), a decrease of 11.9%, and cash EPS was 0.3 pence (2024: 1.2 pence).

Results of joint ventures

The Group's net investment in joint ventures increased to £507.2 million at 31 March 2025, up from £491.3 million in the previous year. The increase is largely due to the 2.7% like-for-like increase in value of the joint venture property portfolio. Our share of joint venture net rental income was £15.9 million, down from £19.4 million last year, with the reduction primarily due to the expiry of ITV's lease at 200 Gray's Inn Road, WC1, in the Great Ropemaker Partnership.

See more about our joint ventures on **page 74**

Our capital strength

While our primary objective is to deliver returns consistently ahead of our cost of capital, we also seek to minimise the cost of our capital through the appropriate mix of equity and debt finance, and to ensure that we have access to sufficient financial resources to implement our business plans. Optimising and flexing the allocation of capital across our portfolio, including between our investment and development activities, is key to our business and ensuring that we maximise returns on a risk-adjusted basis through the property cycle. Accordingly, we operate with four key 'givens':

- conservative leverage to enhance, not drive, returns;
- sustainable ordinary dividends;
- disciplined capital allocation; and
- balance sheet efficiency – track record of accretively raising and returning capital.

Our preference for low financial leverage helps to provide downside protection when operating in the cyclical central London property market and to maintain the financial flexibility to allow us to act quickly on new investment opportunities as they arise.

Our capital strength; EPRA LTV of 30.8%

The Group's consolidated net debt increased to £817.0 million, or £835.7 million excluding customer deposits at 31 March 2025, compared with £738.0 million at 31 March 2024. The movement in the year was largely driven by the acquisition of four buildings for £162.1 million (excluding costs), together with £288.1 million of development and refurbishment capital expenditure across the Group. This investment more than outweighed the net proceeds from the rights issue last summer. Overall, given the new equity capital raised from the rights issue, the Group's gearing decreased to 41.9% at 31 March 2025 from 46.8% at 31 March 2024.

Including cash balances in joint ventures, total net debt, excluding net liabilities, was £801.1 million (2024: £695.3 million) or £820.9 million excluding customer deposits, equivalent to an EPRA LTV of 30.8% (2024: 32.6%). At 31 March 2025, we had no external debt in any of our joint ventures. At 31 March 2025, the Group, including its joint ventures, had unrestricted cash (£33.0 million) and undrawn committed credit facilities (£343.0 million) totalling £376.0 million.

Debt analysis

	March 2025	March 2024
Net debt excluding JVs (£m)[1]	**835.7**	738.0
Net gearing	**41.9%**	46.8%
Total net debt including 50% JV cash balances (£m)[1]	**820.9**	713.5
EPRA LTV	**30.8%**	32.6%
Interest cover	**10.9x**	3.7x
Weighted average interest rate	**4.7%**	4.3%
Weighted average cost of debt	**5.2%**	4.1%
% of drawn debt fixed/hedged	**85%**	87%
Cash and undrawn facilities (£m)	**376.0**	633.4

1. Excludes customer deposits.

During the year, to support the delivery of our strategic priorities, including funding the Group's near-term development programme, the Group concluded a number of debt transactions:

- In May 2024, we repaid the Group's £175 million private placement notes on maturity;
- In November 2024, we repaid £175 million of the £250 million term loan;
- In September 2024, we issued a £250 million seven-year sterling sustainable bond; and
- In November 2024, we signed a new £150 million ESG-linked Revolving Credit Facility.

Including this activity, the Group's weighted average cost of debt for the year, including fees, was 5.2% and its weighted average interest rate (excluding fees) was 4.7%, up from 4.3% and 4.1% respectively. At 31 March 2025, our weighted average drawn debt maturity was 5.2 years (31 March 2024: 3.4 years).

At 31 March 2025, 85% of the Group's total drawn debt was at fixed or hedged rates (2024: 87%). The Group is operating with substantial headroom over its debt covenants. At 31 March 2025, given our low levels of leverage, property values would have to fall a further 41% before covenant breach.

Balance sheet discipline

When considering the appropriate level of financial leverage in the business, we apply the same capital discipline that we use when making asset-level decisions. Typically, we aim for an EPRA LTV ratio of between 10% and 35% through the cycle. Additionally, we have a track record of accretively raising and returning equity capital to shareholders at the appropriate time and in the appropriate circumstances, including returning £616 million to shareholders between 2017 and 2020, following profitable recycling activity (see page 05 for further details).

Taxation

The current tax charge for the year was £1.6 million (2024: £nil) and the deferred tax charge for the year was £0.2 million (2024: £nil). The effective tax rate on EPRA earnings was 7.4% (2024: 0%). The majority of the Group's income is tax-free as a result of its REIT status, and other allowances were available to set against non-REIT profits. The Group complied with all the requirements necessary to maintain its REIT status throughout the year.

As a REIT, the majority of rental profits and chargeable gains from our property rental business are exempt from UK corporation tax, provided we meet a number of conditions, including distributing at least 90% of the rental income profits of this business (known as Property Income Distributions (PIDs)) on an annual basis. These PIDs are then typically treated as taxable income in the hands of shareholders. During the year, the Group paid £10.1 million of PIDs.

If our REIT interest cover is below 1.25x each year, we are subject to corporation tax on the shortfall. During the year, our REIT interest cover was below 1.25x and as a result we incurred a current tax charge of £1.6 million.

The Group's REIT exemption does not extend to either profits arising from the sale of trading properties or gains arising from the sale of investment properties in respect of which a major redevelopment has completed within the preceding three years. The Group is otherwise subject to corporation tax.

Despite being a REIT, we are subject to a number of other taxes and certain sector-specific charges in the same way as non-REIT companies. During the year, we incurred £15.3 million in respect of stamp taxes, section 106 contributions, community infrastructure levies, empty rates in respect of vacant space, head office rates, employer's National Insurance and irrecoverable VAT.

All entities within the Group are UK tax resident; as our business is located wholly in the UK, we consider this to be appropriate. The Group maintains an open working relationship with HMRC and seeks pre-clearance in respect of complex transactions. HMRC regards the Group as 'low risk' and maintaining this status is a key objective of the Group.

See more about our tax strategy at:
www.gpe.co.uk/about-us/governance

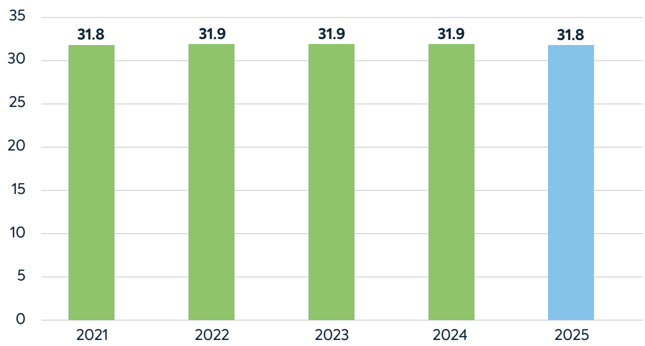
Financial outlook

As we deliver on our business plans and crystallise surpluses, we expect property values and net assets to grow from here, supported by our positive market outlook. Furthermore, as we deliver new spaces we expect to increase income and EPRA EPS, supporting our progressive dividend policy. As a result, we expect our Total Accounting Return to strengthen and are targeting an annual return on equity above 10%, excluding potential yield compression.

Ordinary dividends

Given the low yielding nature of London real estate, the Group operates a low and progressive ordinary dividend policy, with the aim of maintaining average dividend cover of 1.0x through the cycle. The Board recommended that, following the rights issue, the total dividend for the year would be stable on a cash basis with the prior year. As such, in the period the Group paid a final dividend of 7.9 pence per share (on the pre-rights number of shares) and an interim dividend of 2.9 pence per share (on the post rights number of shares). The Board has recommended a final dividend for the year ended 31 March 2025 of 5.0 pence per share, which will be paid, subject to shareholder approval, on 7 July 2025 to shareholders on the register on 30 May 2025. None of the final dividend will be a REIT PID in respect of the Group's tax-exempt property rental business.

Ordinary dividends £m



EPRA performance measures

Measure	Definition of measure	March 2025	March 2024
EPRA earnings*	Earnings from operational activities	**£20.2m**	£17.9m
EPRA EPS*	EPRA earnings divided by the weighted average number of shares	**5.3p**	5.9p**
Diluted EPRA EPS*	EPRA earnings divided by the diluted weighted average number of shares	**5.2p**	5.9p**
EPRA costs (by portfolio value)*	EPRA costs (including direct vacancy costs) divided by market value of the portfolio. See calculation on page 167	**1.8%**	2.3%
EPRA capital expenditure*	The Group's capital expenditure on the portfolio categorised between acquisitions, development and on the investment portfolio	**£471.7m**	£295.0m
EPRA NTA*	Assumes that entities buy and sell assets, thereby crystallising certain levels of unavoidable deferred tax. Diluted net assets per share adjusted to remove the cumulative fair value movements on interest rate swaps and similar instruments, the carrying value of goodwill arising as a result of deferred tax and other intangible assets	**£2,000.7m**	£1,582.6m
EPRA NTA per share*	EPRA NTA assets divided by the number of shares at the balance sheet date on a diluted basis	**494p**	473p***
EPRA NDV*	Represents the shareholders' value under a disposal scenario, where deferred tax, financial instruments and certain other adjustments are calculated to the full extent of their liability, net of any resulting tax. Diluted net assets per share adjusted to remove the impact of goodwill arising as a result of deferred tax and fixed interest rate debt	**£2,047.2m**	£1,633.7m
EPRA NDV per share*	EPRA NDV assets divided by the number of shares at the balance sheet date on a diluted basis	**506p**	537p**
EPRA NRV*	Represents the value of net assets on a long-term basis. Assets and liabilities that are not expected to crystallise in normal circumstances such as the fair value movements on financial derivatives, real estate transfer taxes, and deferred taxes on property valuation surpluses are therefore excluded	**£2,210.0m**	£1,752.7m
EPRA NRV per share*	EPRA NRV assets divided by the number of shares at the balance sheet date on a diluted basis	**546p**	576p**
EPRA LTV	Debt (including net payables) divided by market value of the property	**30.8%**	32.6%
EPRA NIY	Annualised rental income based on cash rents passing at the balance sheet date less non-recoverable property operating expenses, divided by the market value of the property increased by estimated purchasers' costs. See calculation table on page 171	**2.7%**	3.2%
EPRA 'topped-up' NIY	EPRA NIY adjusted to include rental income in rent-free periods (or other unexpired lease incentives). See calculation table on page 171	**3.3%**	3.4%
EPRA vacancy rate	ERV of non-development vacant space as a percentage of ERV of the whole portfolio (minus developments). See calculation table on page 201	**32.8%**	28.4%

* Audited; reconciliation to IFRS numbers included in note 9 to the financial statements.
** Restated for rights issue.
***On a pro forma basis.

Our portfolio

> The strength of our occupational markets, combined with our leasing successes, increased our rental values and lifted our portfolio valuation by 3.6%."

Hugh Morgan Director of Portfolio Management

Operational measures

3.6%
Property valuation increase (on a like-for-like basis)

26.4%
Percentage of portfolio on-site in Flex and HQ development programmes

12 bps
Outward yield movement

25.5%
Percentage of office portfolio in committed Flex offerings

Our approach

Our focused business model is based upon repositioning properties to unlock their often hidden potential. This repositioning relies on having a deep understanding of the markets in which we operate, to enable us to unearth new opportunities, provide spaces that customers demand and develop buildings for the customers of tomorrow.

We aim to position our portfolio to maximise the opportunity for future growth. As a result, every property has a detailed business plan which forecasts each and every customer's future cash flows and, using our own assumptions for future movements in rents and yields, forecasts the forward-look returns for the portfolio. If a property's prospective returns do not meet our required investment hurdles, taking into account both our cost of capital and the risks, typically it is sold.

Our portfolio is exclusively based in central London, with the majority located in the West End. Our customers are diverse, and their demands and preferences are evolving at a rapid pace. As a result, we are committed to shaping our products and services to meet these changing needs.

Well-located central London portfolio

Our specialist approach requires focus. As a result, we only operate in central London. Whilst our origins lie in the West End, we recognise that central London is growing, and as it grows, new locations will become sought after by customers seeking new homes for their businesses. As a result, we remain opportunistic and will invest across central London where we see both value and opportunities for growth.

See more about our customers on **pages 73 and 74**

Evolving our premium products

To succeed, we need to provide our customers with premium spaces that are flexible, sustainable and beautifully designed, offering high quality services to provide an enticing real estate experience. To achieve this Customer First approach, and meet changing needs and working patterns, we have evolved our products to focus on two complementary, overlapping activities, and our portfolio is well suited to deliver both:

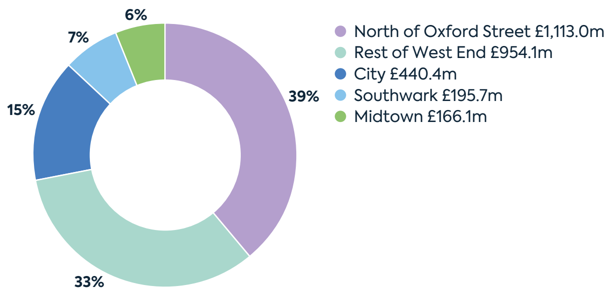
- **HQ repositioning –** developing larger, best-in-class HQ buildings. Growing demand for very high quality, brand new space has remained strong and the future supply of space remains limited. Today our committed development programme totals 13.0% of the Group's existing portfolio. This pipeline of opportunity provides raw material, often with poor sustainability credentials, which we can transform into best-in-class spaces designed to let well in their local markets, be future proofed in a rapidly changing world and have regard to the wider environment in which they are located.
- **Flex spaces –** smaller fitted units, often with higher service levels. Customers in our smaller spaces are increasingly demanding the provision of flexibility, amenity and services. Accordingly, we have developed a choice of Flex offerings to meet this need. We provide spaces that are delivered flexibly on a Fitted or Fully Managed basis, making life easier and hassle free. Where the management of the space is more intensive, delivered by the desk or room, we partner with another provider to meet this demand. Our portfolio, with around 80% of our spaces sub-10,000 sq ft, is perfectly placed to meet this demand.

Both of these business activities are complementary and primed for growth. Our on-site HQ developments and Flex conversions will commit £357 million of further capital, delivering 674,800 sq ft of brand new space, and we have an ambition to significantly grow our Flex offerings to more than one million sq ft in the coming years.

Prime spaces driving valuation uplift

The valuation of our portfolio, including our share of joint ventures, increased over the 12 months by 3.6% on a like-for-like basis, to £2,869.3 million at 31 March 2025.

Our portfolio by value – 72% in West End[1]



1. Including share of joint ventures.

The key drivers behind the Group's valuation increase for the year, including joint ventures at share, were:

– our Fully Managed portfolio increased by 12.8% in the 12 months on a like-for-like basis with our four Flex refurbishment projects, including two that completed in the year, up 16.4% largely due to rental value increases across our prime spaces;

See more about our leasing and Flex activities on **pages 28 and 29**

– rental value growth – the continued demand for our best-in-class spaces has helped increase our rental values. Since the start of the financial year, our rental values increased by 5.0% on a like-for-like basis, with our office portfolio up by 5.3% and our prime offices up even higher by 7.6%. ERVs in our retail portfolio increased by 3.5%;

See more about our markets on **pages 23 and 24**

– higher investment yields – given the backdrop of higher interest rates, equivalent yields increased marginally by 12 basis points (2024: 56 basis points) during the year (office: +14 basis points; retail: +5 basis points). At 31 March 2025, the portfolio true equivalent yield was 5.5%;

See more about our markets on **pages 23 and 24**

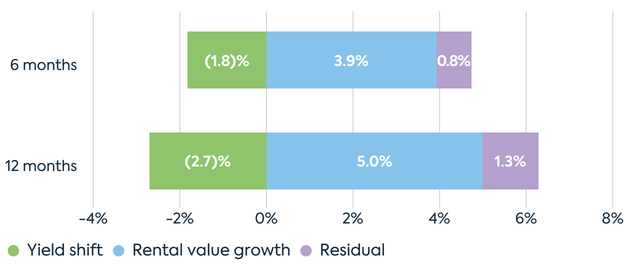
– HQ developments values stabilising – the valuation of our three committed HQ development properties increased by 1.2% on a like-for-like basis to £372.9 million during the period; and

See more about our development activity on **pages 25 to 27**

– portfolio management – we delivered a strong leasing year, signing new leases, rent reviews and renewals, with new lettings 10.6% ahead of the March 2024 ERV. This secured £40.0 million (our share) of annual income, supporting the valuation over the year. At 31 March 2025, the portfolio was 11.0% reversionary.

See more about our leasing and Flex activities on **pages 28 and 29**

Attribution of like-for-like capital growth %



Including rent from leases currently in rent-free periods, the adjusted initial yield of the investment portfolio at 31 March 2025 was 3.8%, 10 basis points lower than the start of the financial year.

Whilst the overall valuation increased by 3.6% during the year on a like-for-like basis, elements of the portfolio continued to show greater variation:

– overall our office portfolio increased by 4.3% (supported by the strong performance of our Fully Managed office space +12.8%), outperforming the Group's retail space which was up 1.0% as the retail recovery continues on the back of further rental growth (+3.5%);

– including developments, our West End portfolio (+4.5%) performed better than our rest of London portfolio (+1.5%), given a greater yield expansion in the City (+23 basis points) as well as rent value growth in our West End portfolio of +5.9% outperforming the City +3.9%;

– newer, higher quality buildings outperformed older assets, with those assets with a capital value per sq ft in excess of £1,000 per sq ft, increasing in value by 5.8% compared to those with a capital value per sq ft of less than £1,000 per sq ft which reduced by 0.9%; and

– buildings with better sustainability credentials continued to outperform. Buildings with an EPC rating of A or B increased in value by 4.8%, outperforming properties with an EPC of C or D which increased by 2.1% in the year.

Our joint venture properties increased in value by 2.7% over the year, driven by our prime mixed-use Hanover Square site, whilst our wholly-owned portfolio increased by 3.8% on a like-for-like basis.

+12.8%

12-month Fully Managed valuation increase

Portfolio performance

		Wholly-owned £m	Joint ventures[1] £m	Total £m	Proportion of portfolio %	Valuation movement %
North of Oxford Street	Office	733.7	–	733.7	25.6	3.4
	Retail	160.4	41.0	201.4	7.0	4.0
	Residential	3.6	–	3.6	0.1	(8.5)
Rest of West End	Office	364.7	251.1	615.8	21.5	8.5
	Retail	147.9	111.3	259.2	9.0	(1.8)
	Residential	0.7	–	0.7	–	(4.0)
Total West End		**1,411.0**	**403.4**	**1,814.4**	**63.2**	**4.4**
City, Midtown and Southwark	Office	402.3	97.4	499.7	17.4	2.9
	Retail	8.0	–	8.0	0.3	1.4
	Residential	–	–	–	–	–
Total City, Midtown and Southwark		410.3	97.4	507.7	17.7	2.8
Investment property portfolio		**1,821.3**	**500.8**	**2,322.1**	**80.9**	**4.0**
Development property		372.9	–	372.9	13.0	1.2
Total properties held throughout the year		**2,194.2**	**500.8**	**2,695.0**	**93.9**	**3.6**
Acquisitions		174.3	–	174.3	6.1	0.9
Portfolio valuation		**2,368.5**	**500.8**	**2,869.3**	**100**	**3.4**

1. GPE share.

Portfolio characteristics

	Investment properties £m	Development properties £m	Total property portfolio £m	Office £m	Retail £m	Residential £m	Total £m	Net internal area sq ft 000s
North of Oxford Street	1,113.0	–	1,113.0	892.6	216.8	3.6	1,113.0	952
Rest of West End	875.7	78.4	954.1	687.8	265.6	0.7	954.1	655
Total West End	**1,988.7**	**78.4**	**2,067.1**	**1,580.4**	**482.4**	**4.3**	**2,067.1**	**1,607**
City, Midtown and Southwark	507.7	294.5	802.2	790.5	9.2	2.5	802.2	1,317
Total	**2,496.4**	**372.9**	**2,869.3**	**2,370.9**	**491.6**	**6.8**	**2,869.3**	**2,924**

		Investment properties £m	Development properties £m	Total property portfolio £m
By use:	Office	2,008.0	362.9	2,370.9
	Retail	484.1	7.5	491.6
	Residential	4.3	2.5	6.8
Total		**2,496.4**	**372.9**	**2,869.3**
Net internal area sq ft 000s		2,387	537	2,924

£2.87bn

Portfolio valuation

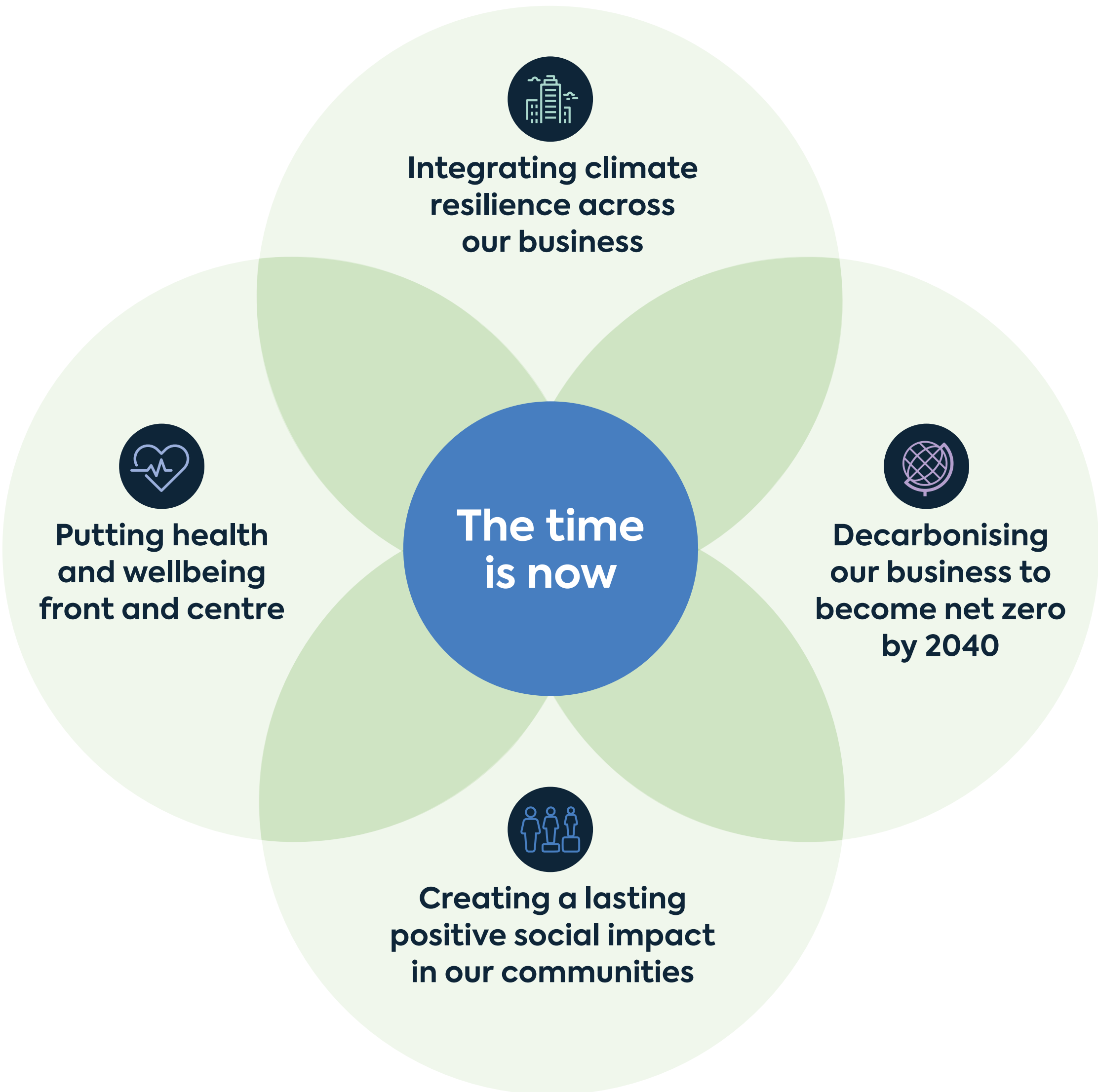
Sustainability

Our vision

Creating premium sustainable spaces sits at the heart of our purpose. Whilst the world of sustainability can be complicated, our approach is simple and is set out in our Sustainability Statement of Intent 'The Time is Now' v2.0.

The four pillars of our approach, set out below, are inextricably linked and fundamental to our transition to a business resilient to climate change. We must mitigate our carbon emissions as quickly as possible, whilst ensuring that we adapt to the challenges of climate change, both in terms of the physical risks presented by climate change and the transitional risks inherent in transforming to a lower-carbon economy.

We know that climate change will have significant impacts on health and wellbeing and that it will impact the disadvantaged the most. Key to our approach, therefore, is working with our customers, supply chain and communities to support a fairer, healthier transition.



Continuing to evolve our approach to climate change transition

During the year, in addition to launching our market leading Circularity Score, we have also continued to set out the foundations for our climate change transition plan. Our Sustainability Statement of Intent, Roadmap to Net Zero and Our Brief for Creating Sustainable Spaces were updated in previous years, providing a framework to support us in addressing the impacts of a changing climate. We have continued that work and carried out a double materiality assessment, updated our physical climate risk assessment and evolved and relaunched our Social Impact Strategy.

Double materiality

Materiality supports us in prioritising what matters most to GPE and our stakeholders, in the context of ESG impacts, risks and opportunities.

In 2019, we undertook our first materiality assessment following best practice, however, approaches to assessing materiality have evolved and improved since then. We have therefore undertaken a double materiality assessment, which also reflects the evolution of our much more customer focused business.

Double materiality requires us to assess sustainability-related topics across two dimensions:

- **Outward impact:** GPE's impacts on sustainability-related topics in the wider world.
- **Financial impact:** the impact of those same topics on GPE, including our financial performance.

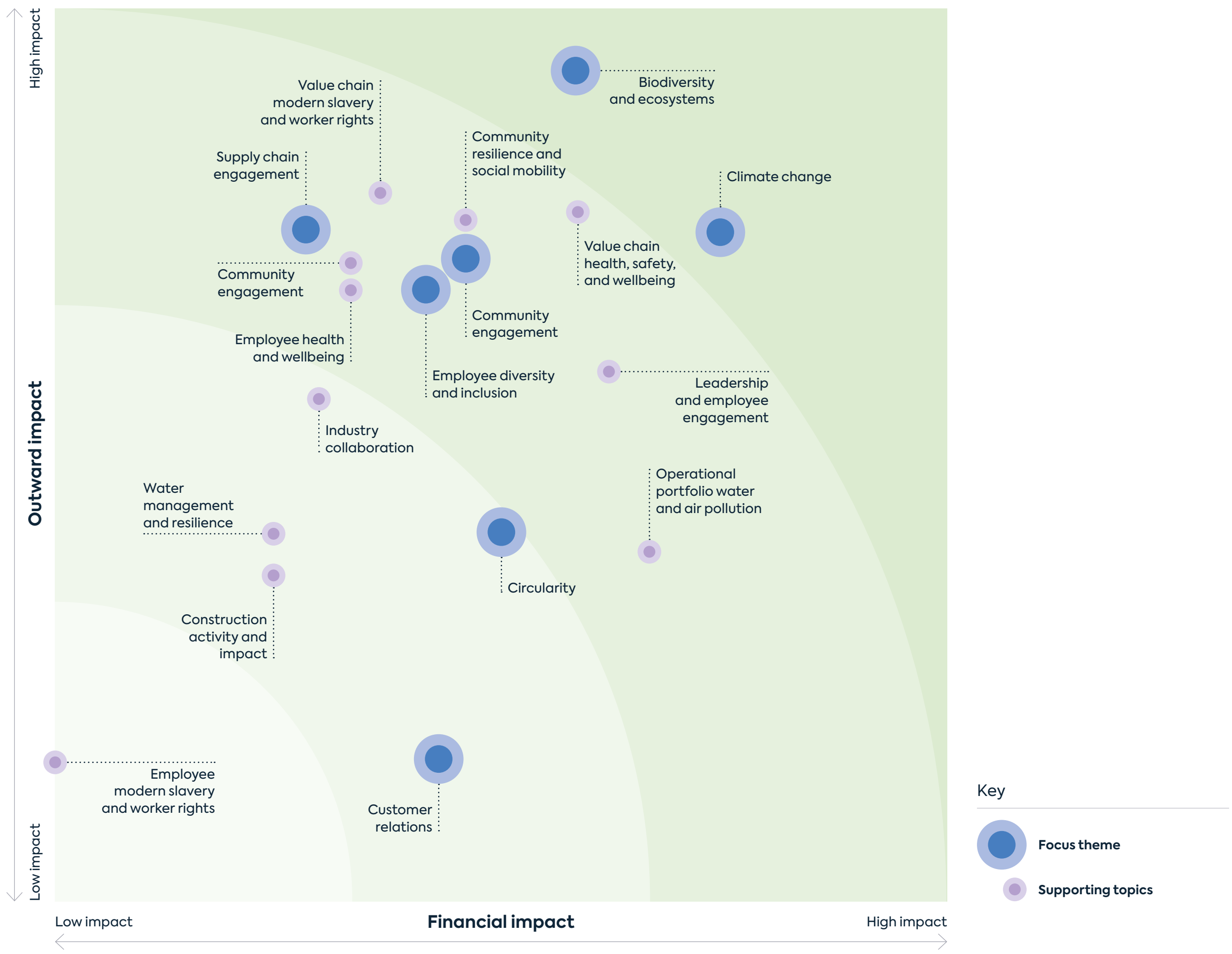
The assessment was fully supported by the Sustainability, Finance and Legal teams, as well as members of Executive Committee, with independent support from third party consultants Radley Yeldar.

Key internal and external stakeholders – our customers, investors, supply chain and local authorities – were also interviewed to inform the scoring of material topics such as climate change, social impact and circularity.

Whilst the review did not highlight new impacts, risks or opportunities that we were not already aware of, it did emphasise the importance of climate change and biodiversity to our business, as well as providing a financial basis for materiality. Additionally, the impact of stakeholder relationships came through as a strong theme.

The outputs from the double materiality assessment process, as tabled at our recent Board strategy meeting, have since informed our updated Social Impact Strategy and reinforced our focus on those topics rated as higher impact. The assessment also dovetails with the Group's principal risk register. More detail can be found within Our Approach to Risk, on pages 79 to 93 and on our website at **www.gpe.co.uk/sustainability/our-approach**

Double materiality assessment



Physical climate risk update

In 2019, we conducted physical climate risk modelling across our existing portfolio against the various climate change scenarios at the time. That study informed our public disclosures as well as our approach to future-proofing our buildings and v1.0 of our Sustainability Statement of Intent, ensuring climate resilience was integral to our overall sustainability strategy.

Much has changed since 2019 – more common extreme weather events, a different portfolio of assets and different global assumptions of the impact of climate change. Therefore, as part of our steps towards the creation of a climate transition plan, we have updated our physical climate risk assessment.

Partnering with CBRE, utilising the Climate X platform, we assessed our existing buildings and developments against low, medium and high greenhouse gas (GHG) emissions scenarios and across short-, medium- and long term-time horizons. Using multiple climate data sources, including the UK Environment Agency flood maps, our buildings were screened against physical climate hazards including flooding, overheating, drought and storms.

Further asset-specific investigation was undertaken, in collaboration with our Surveying, Technical Services and Project Management teams, to identify mitigation measures that are already in place, as well as localised experience of these hazards. This has allowed us to fully categorise the risks and their potential impacts across the GPE portfolio. We recognise there are aspects of current climate models, such as the Urban Heat Island Effect and the impact of London clay on subsidence risk, that are not sufficiently well developed at present. We have taken this into account in our assessment.

A snapshot of the risk that storms bring to our portfolio, in a low emissions scenario, over the short term, can be seen below. The portfolio, and developments, are accurate as of November 2024, with some buildings consolidated for simplicity.

Further details can be found in our Climate Resilience section on **pages 42 and 43** and our TCFD disclosure on **pages 55 to 65**

Social Impact Strategy update

During the year, we undertook a review of our Social Impact Strategy. Since implementing our £10 million social value target in 2020, we have created more than £4.5 million in social value as at 31 March 2025 (see page 52 for performance in the year) and learned much about how social value and social impact is created and measured. We have taken these learnings, together with our double materiality exercise and feedback from stakeholders, and incorporated these into a full review of our Social Impact Strategy.

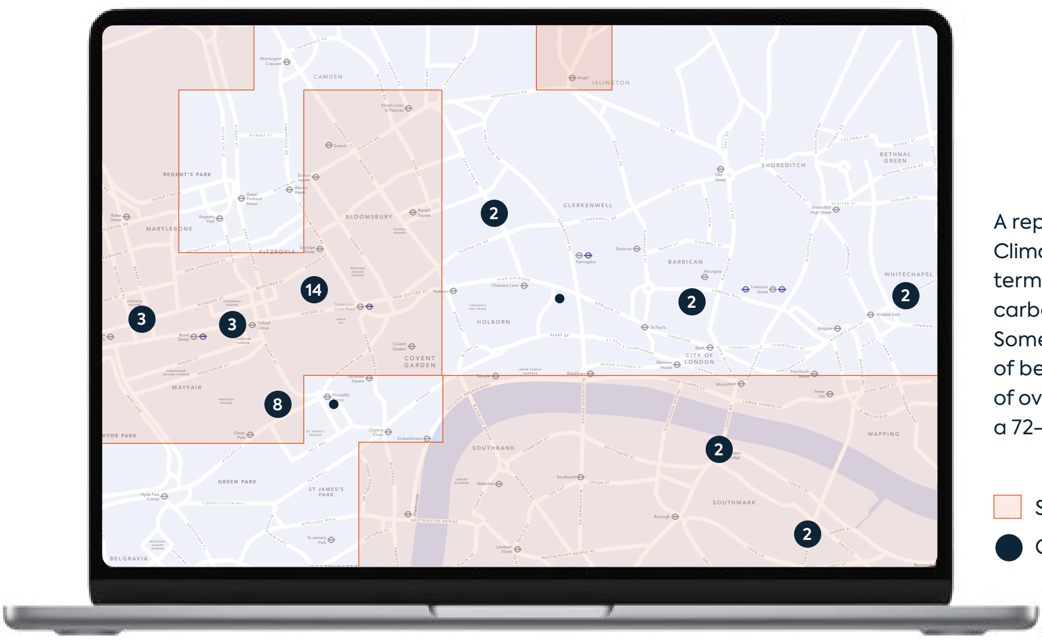
Responding to the climate change challenge, and working toward a just transition, also requires a strong Social Impact Strategy as the most socially disadvantaged will be the most impacted by climate change. Our new strategy doubles down on our commitment to "create a lasting positive social impact in our communities", evolving from a social value-based approach to focus on the areas where we believe we can deliver the most meaningful change for our communities.

Our updated strategy has three core principles:

Promoting inclusive communities	Delivering healthier, greener spaces	Nurturing strong partnerships

We know that London is one of the world's most diverse cities and yet numerous barriers to social mobility remain. We must therefore work collectively to address this and consider how we can attract diverse talent both to our industry and to roles in the green skills sector. Since we launched v1.0 of our Social Impact Strategy, nature has been at the centre of our approach to social impact. In v2.0, nature remains a key principle to support the health and wellbeing and climate resilience of our communities, customers and supply chain.

Storm risk and the GPE Portfolio



A representation of how the Climate X platform measures short term storm risk in the best case carbon emissions scenario, RCP 2.6. Some areas have a higher likelihood of being subject to wind gusts of over 150km/hr, measured over a 72-hour period.

Storm – medium risk areas
GPE properties

We are integrating climate resilience across our business

In order to become a climate change resilient business, we are addressing transitional and physical climate risk through building design and operation, and supporting the resilience of our customers, suppliers and communities.

Our commitments

Our Sustainability Statement of Intent, updated and relaunched in May 2023, repositioned our approach to climate resilience and is woven throughout everything we do.

To be climate resilient, we must work to mitigate our carbon emissions and respond to changing legislation and stakeholder expectations, whilst ensuring that we are responding to the short-, medium- and long-term physical risks associated with climate change.

Our approach to social impact and health and wellbeing also support us in transitioning to become a climate change resilient business, as when our customers, communities, supply chain and employees thrive, our business thrives too.

Management of climate resilience

Our Sustainability Statement of Intent, Roadmap to Net Zero, updated Social Impact Strategy and Our Brief for Creating Sustainable Spaces, provide a framework to support us in addressing the physical and transitional risks of climate change. These risks may include extensive policy, legal, technology and market changes as steps are taken locally, nationally and globally to address mitigation of, and adaptation to, climate change. Additionally, our framework provides strategic direction on how we will adapt to the physical risks associated with more frequent extreme weather events or longer-term shifts in precipitation and temperature. A full disclosure on the risks and opportunities connected with climate change along with our governance arrangements can be found within our TCFD disclosure on pages 55 to 65.

Our performance during the year

In April 2024 we set a number of priorities for the financial year.

Create a climate transition plan

The legislative position on Climate Transition Plans remains unclear. As a consequence, we have looked to prioritise a 'bottom-up' approach to set out our ambitions and planned actions for achieving a just transition. See pages 40 and 41.

By continuing to ensure that each element of our approach to sustainability supports the climate resilience of our business, we will be well placed to create our climate transition plan once legislation is clarified.

The work undertaken in our double materiality review, together with our physical risk assessment, is reflected within our updated TCFD disclosure (see pages 55 to 65).

During the next financial year, we will continue to monitor legislative developments in connection with Climate Transition Plans, whilst remaining focused on the delivery of our ambitious Roadmap to Net Zero v2.0 and our updated Social Impact Strategy v2.0.

Complete our supply chain risk assessment looking at the impact of climate change on materials availability

The highest climate change-related risks within our supply chain remain those associated with our development activities and the management of mechanical and electrical services within our buildings.

During the year, we onboarded our new mechanical and electrical services partner across our operational portfolio. An integral part of that process was to familiarise their engineering team with the nuances of the GPE portfolio, particularly with regards to the energy efficiency of our assets. This process covered the transitional risks associated with the maintenance of plant and equipment and our exposure to physical climate risks such as overheating. Moving forward, our partnership approach will improve the transparency of building energy performance as we adapt to climate change and make progress towards achieving the energy reduction goals in our Roadmap to Net Zero.

Our piloting of Responsibly, an AI-enabled sustainability due diligence provider, gave us the opportunity to further extend engagement with our suppliers on sustainability-related topics. The platform enabled us to review and analyse the publicly available information and commitments of our Top 50 suppliers by spend across a variety of indices, including decarbonisation, biodiversity and environmental management. We were heartened to see the level of disclosure from a number of key suppliers and will use this research to shape our approach to engaging with 80% of suppliers by spend by 2027.

Complete our metering project

During the year, we completed our 18-month project to repair and replace metering across the portfolio. The aims of the project were to:

- improve automation of data collection processes;.
- improve granularity of energy consumption information;
- improve the information on energy consumption provided to our customers, to support reductions in the Scope 3 emissions related to customer consumption; and
- support improved forecasting of energy consumption.

The project was partly funded by our decarbonisation fund. Following completion of the project we are now creating customer energy dashboards for all of our buildings to support better conversations on energy-saving initiatives across our portfolio. We will also be using our improved data to update net zero carbon asset plans for our properties.

Integrate climate adaptation and resilience measures across our business

Nature

During the year, we increased biodiversity net gain (BNG) across the portfolio by 3.5% from our 2024 baseline. This was achieved by adding trees at Woolyard, SE1 and Elm Yard, WC1. We also undertook BNG reviews at our 31/34 Alfred Place, WC1 and 19/23 Wells Street, W1 properties, to consider potential interventions in the coming year. Findings included the potential to improve planting on terraces and improve habitat development on roof spaces. Our annual target of 3% BNG is due for review next year. Our double materiality assessment highlighted the impact of biodiversity on our business and we will be setting new stretching targets moving forward.

During the coming year, we will also review the application of recently issued Taskforce on Nature-related Financial Disclosures (TNFD) guidance to UK Commercial Real Estate.

Value chain resilience

As well as focusing on building climate resilience, our business relies upon the resilience of our value chain. Our double materiality review highlighted a number of key value chain related impacts such as health, safety and wellbeing, worker rights, supply chain engagement and community resilience, all of which form part of our supply chain engagement programme and Social Impact Strategy.

Circular economy case study – Taking a more restorative approach

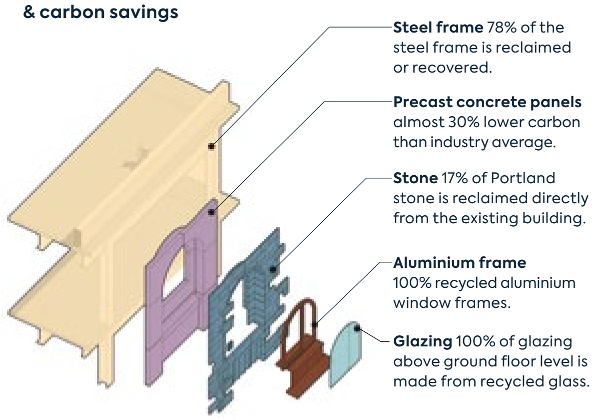
For a number of years, we have been retrofitting, refurbishing and retaining buildings we own and develop, in order to create premium commercial space in London. Over the last year, that focus has accelerated, with a specific emphasis on how we can utilise the principles of the circular economy.

In November 2024, we announced our innovative approach to circularity in the form of our Circularity Score and targets. The score will help us, and our Project teams, to achieve consistency in the integration of initiatives that will not only support reductions in embodied carbon but just as importantly, allow us to take a more restorative approach to development. By retaining, reusing, repurposing and remanufacturing materials, we are aiming to avoid the use of virgin materials, whilst lowering our embodied ecological impact and supporting the creation of a truly circular economy.

30 Duke Street, SW1 is one of our pioneering examples. Starting with the reuse of steel from our 2 Aldermanbury Square, EC2 development we are driving circularity through all elements of the building set out below.

(See page 66 for more on our approach to circularity.)

Circularity applications & carbon savings



Our progress

Portfolio targeted or rated EPC A or B

81.3%

compared to 64% in 2024 due to our development pipeline and upgrade programme

Increase in biodiversity (BNG)

3.5%

exceeding our year-on-year 3% biodiversity net gain target

Embodied carbon analysis

100%

third-party verified embodied carbon analysis for all projects in our Revolving Credit Facility KPI disclosure

Charitable volunteering

98

hours given by GPE staff supporting the climate resilience of our London communities

Looking forward

- We will continue to position our overall strategy to meet the requirements of best practice climate transition plans.
- We will update our biodiversity target and consider the application of TNFD guidance.
- We will create updated net zero carbon asset plans and resource consumption dashboards, informed by data from our portfolio metering project.
- We will increase value chain engagement, focusing on the impacts identified through our double materiality review.

We are decarbonising our business to become net zero by 2040

As we transition to a lower-carbon economy, we must reduce the emissions from our business across all scopes and throughout our value chain, in order for us to become more resilient to climate change.

Our commitments

In our Roadmap to Net Zero v2.0, we updated our approach to decarbonisation to reflect our changing business and evolving definitions of net zero. Despite some changing global narrative on decarbonisation and net zero, we remain fully committed to the targets outlined in our Roadmap. We will:

– reduce our Scope 1, 2 and 3 emissions by 42% by 2030 and by 90% by 2040 to become net zero (when compared to our 2023 baseline);
– reduce energy intensity by 47% across our occupied portfolio by 2030 (when compared to our 2016 baseline);
– reduce our embodied carbon by 52% by 2030 across our new build developments and major refurbishments (when compared to our 2020 baseline);
– engage with the top 80% of our customers (by energy consumed) and the top 80% of our supply chain partners (by spend) by 2027;
– remove fossil fuel derived energy across our portfolio by 2030; and
– offset, only once we have achieved a 90% reduction across all scopes, the total residual carbon to reach net zero.

Management of decarbonisation

Climate change is the biggest long-term challenge we face and, as the risk and need for urgent action increases, the climate crisis is both a moral and economic imperative. With the built environment contributing approximately 40% of global carbon emissions, our industry faces a huge challenge as it moves to decarbonising the whole building life cycle.

Our Roadmap to Net Zero v2.0, increased the ambition of our short-term targets to 2030 and the interventions that will be necessary before we reach net zero in 2040. We also set out clearer steps to reduce our Scope 3 emissions, including value chain targets and an approach to treatment of residual emissions to ensure that corporate offsetting does not take place until we have reduced our Scope 1, 2 and 3 emissions by 90% as compared to our 2023 baseline.

We have aligned our approach with the current Science Based Targets initiative (SBTi) Corporate Net-Zero Standard and continue to review whether to seek certification of our approach by the SBTi.

Our steps to net zero by 2040

Reduce our embodied carbon by 52% by 2030

We are maintaining positive progress towards our updated embodied carbon intensity target of 458$kgCO_2e/m^2$ gross internal area (GIA) by 2030. This year, we achieved an overall reduction of 45% for both new developments and refurbishments across the pipeline. We also completed two Fully Managed office schemes, in SIX and 31/34 Alfred Place, achieving 327$kgCO_2e/m^2$ and 234$kgCO_2e/m^2$ respectively for whole life carbon including Cat A.

This year, we have also been reviewing key changes to industry best practice, including changes to the Royal Institution of Chartered Surveyors Professional Statement. This has been updated to include more aspects of the development lifecycle as well as clearer approaches to contingency and cost adjustment. Three of our HQ developments are also part of the UK Net Zero Carbon Building Standard Pilot.

More detail on the embodied carbon of our projects can be found in our Sustainability Performance Tables **www.gpe.co.uk/sustainability/governance-reporting**

Reduce our energy intensity by 47% by 2030

As of 31 March 2025, our energy intensity has reduced by 35% compared to our 2016 baseline. Our target is to reach an energy intensity of 123 kWh/m^2 by 2030 (a 47% reduction). This trajectory aligns with the Carbon Risk Real Estate Monitor (CRREM) pathway out to 2030.

The completion of our metering project and the rapid digitisation of our energy data will support us in reducing our energy intensity during the coming year. We have also continued to deliver on our retrofit programme across the portfolio, utilising funds raised through our Internal Carbon Price, (now raised to £150 per tonne) where appropriate.

It is envisaged that by 2040, our energy intensity will need to be less than 70kWh/m^2. Substantial technological advancements as well as customer and supply chain engagement will be necessary to reach this target. Our business model of repositioning poorly performing buildings will also add to this challenge as we purchase inefficient buildings and redevelop them to meet evolving standards.

Engage with our value chain

The Scope 3 emissions from our value chain amount to 89% of our carbon footprint. Whilst we have always engaged with our supply chain and our customers on sustainability, last year we set a target to engage with 80% of our customers by energy consumption and 80% of our supply chain and service partners by spend, excluding principal contractors (who we already engage closely with on embodied carbon). To deliver upon these commitments, our recently completed metering project will provide real-time energy data to 100% of our customers by 2027. This year we have also been defining a bespoke long-term engagement plan to increase collaboration with our customers and suppliers on sustainability. We will be rolling the programme out during the year, focusing first on the areas where the greatest reductions can be made to our carbon footprint.

Decarbonise our energy consumption

A crucial aspect of our Roadmap to Net Zero is removing fossil fuel energy generation across our portfolio by 2030. This year, we have completed the installation of four heat pumps at 45 Mortimer Street, W1. This project, alongside the removal of gas boilers at Bramah House, SE1, and Woolyard, SE1, brings us to 29% of our portfolio, by net internal area (NIA), being either disconnected from the gas grid or having minimal gas usage reserved for servicing low-temperature hot water requirements. We continue to remove fossil fuels through our refurbishment projects and investigate how best to decarbonise the rest of our portfolio as we work towards our 2030 goal.

Where possible, we install self-generated renewable energy such as photovoltaic panels, however this is often more difficult in retrofit projects due to space restrictions. In each case, we compare the potential energy that could be generated in the space available during the operational phase of the building with the embodied carbon associated with the manufacture of the panels.

We remain committed to procuring renewable energy, However, we recognise the lack of transparency in the Renewable Energy Guarantees of Origin (REGO) and Renewable Gas Guarantees of Origin (RGGO) market and so continue to work with our energy brokers to transition to a more transparent approach. This includes a target of reaching 60% hourly matching of renewable energy purchased by 2030, rising to 80% by 2040.

Residual emissions strategy

Our Roadmap to Net Zero sets out our commitment to reducing our Scope 1, 2, and 3 emissions by 90% by 2040. Substantial changes in how the entire industry operates are required if we are to meet these ambitions.

Our Internal Carbon Price of £150 per tonne continues to be invested in the decarbonisation of our business, supporting energy efficiency projects and research into lower-carbon alternative materials. Offsetting remains part of our strategy at asset level and we are monitoring the outcome of the pilot of the approach to offsetting within the UK Net Zero Carbon Building Standard. We have also participated in the Better Buildings Partnership's (BBP) initiative to develop best practice on Carbon Offset Procurement.

Our performance during the year

In April 2024, we set out a number of priorities for the financial year.

Roll out our revised Roadmap to Net Zero

All teams within the business, and supply chain partners, have been provided with presentations and training on the impact of our updated targets. Where appropriate, these targets have also been incorporated within our Sustainable Finance Framework, annual bonus corporate scorecard, and ESG-linked RCF.

Implement the findings of our energy procurement review

During the year, we onboarded a new bureau service and completed our metering project to improve the digitisation of our energy management processes. This delayed the implementation of our energy procurement review. This work will now be completed during the forthcoming year.

We will commence our formal value chain engagement programme

During the year, as part of our works to embed and integrate Our Roadmap to Net Zero v2.0 into our processes, we worked with our supply chain partners to help them understand our new targets and incorporated them into their key performance indicators. Additionally, a programme of engagement with key customers is now being established; we will report back on progress on next year.

Identify further opportunities to make energy savings through the delivery of our metering project

A number of savings have been identified which are already delivering cost savings. For example, a 20% energy reduction in some demises where meters were not calibrated correctly. Additional sub-metering at Hanover Square has also revealed anomalous usage, traced back to plant operation schedules. The project has also enabled real-time fault detection, allowing for quicker responses to irregular consumption. We will continue to identify further energy savings in the coming year.

Our progress

Energy intensity reduction

35%

when compared to our 2016 baseline

Decarbonising energy consumption

3

further buildings removed from the national gas network during 2024/25

Embodied carbon reduction

45%

across all developments in 2024/25 when compared to our 2020 baseline

Decarbonisation Fund contribution

£2.4m

from the application of our internal carbon price to embodied carbon and operational emissions

Looking forward

- We will further refine our digital processes to improve granularity of energy consumption data.
- We will continue to refine our energy procurement processes to deliver more transparency on renewable energy procurement.
- We will increase our formal value chain engagement on energy efficiency and sustainability more generally.
- We will complete the testing phase of the Net Zero Carbon Building Standard for our pilot buildings.

Streamlined Energy and Carbon Reporting (SECR)

Energy performance

Our total absolute energy consumption during the year was in line with the prior year. We saw an increase in gas consumption for shared services and electricity consumption in landlord-controlled common parts, this was balanced out by a 9% decrease in the electricity sub-metered to customers. The increase was driven by the timing of occupancy changes, which we expect to normalise in the following year.

For a detailed breakdown, see **page 48**

This year we have been delighted to see more interaction with our customers on the energy consumption of their spaces. Following the completion of our metering project in January 2025, we will be using our improved data granularity to provide real-time access to energy dashboards for our customers.

This year, our energy intensity was 153 kWh/m^2, against a threshold target of 152 kWh/m^2 and stretch target of 143 kWh/m^2. These KPIs annualise our updated Roadmap to Net Zero targets (relaunched in May 2024) and are incorporated within our ESG-linked Revolving Credit Facility.

We have achieved good reductions against our 2016 baseline (35%) to date. However, despite some progress, the underachievement against our targets this year highlights the challenges of delivering energy reductions against a backdrop of higher occupancy, increased development activity and strong leasing momentum To address this challenge we will be working with our supply chain partners to drive efficiencies and, improve modelling and proactive monitoring.

Energy efficiency actions

During the reporting year, our primary focus has been onboarding our new mechanical and electrical (M&E) supply chain partner and new energy bureau service. Both organisations have demonstrated a strong, collaborative approach as we improve the digitisation of our energy management processes.

Our metering project was specifically designed to deliver an improvement on the accuracy, scope and granularity of our metering infrastructure. The project covered electricity, heat, water, building management system (BMS) controls and networks, as well as gas (where applicable) for shared services. The specification was determined utilising best practice and lessons learned from our implementation of the NABERS UK energy rating scheme.

Other energy efficiency actions taken during the reporting year include:

- deployment of heat pump technology across multiple sites, as outlined on page 45. Early indications at these sites have shown net annual energy savings. Reductions will also have been impacted by seasonality and occupancy. We will, therefore, continue to monitor efficiency over the coming year;
- the operation of solar photovoltaic panels across multiple sites, including Woolyard SE1, Hanover Square, W1 and 1 Newman Street, W1, generated a combined total of 12.4Mwh over the reporting year; and
- our recently completed building SIX St Andrew Street, EC4, was our first to deliver on the requirements of NABERS Design for Performance. Whilst the rating cannot be fully awarded until the building is 75% let, through the refurbishment process we have enabled a 4.5 star rating. Insights from the implementation process have been shared with the rest of our development and refurbishment pipeline.

For more detail on our performance see **pages 44 and 45**

Performance against our Roadmap to Net Zero

As a signatory of the BBP's Climate Commitment, we are required to disclose progress annually against our Roadmap to Net Zero. Our carbon footprint and narrative on progress during the last year are set out below.

Total carbon footprint

Year ended 31 March	**2024/25 tCO_2e**	2023/24 tCO_2e
Scope 1 emissions[A]	**1,534**	1,256
Scope 2 emissions (location-based)[A]	**2,280**	2,092
Scope 3 emissions		
Category 1 – Purchased goods and services	**6,433**	7,674
Category 2 – Capital goods	**18,391**	10,814
Category 3 – Fuel and energy-related activities	**2,051**	2,096
Category 4 – Upstream transportation and distribution	**254**	38
Category 5 – Waste generated (operations and development)	**27**	44
Category 6 – Business travel	**108**	59
Category 7 – Employee commuting	**90**	69
Category 11 – Use of sold products	**391**	872
Category 12 – End-of-life treatment of sold products	**3**	4
Category 13 – Downstream leased assets	**4,599**	6,090
Total Scope 3 emissions	**32,347**	27,760
Total Scope 1, 2 & 3 emissions	**36,161**	31,108

A Metrics with independent limited assurance provided by PwC in accordance with the International Standard on Assurance Engagements (ISAE3000).
NB Scope 3 Category 8 (upstream leased assets), 9 (downstream transportation and distribution), 10 (processing of sold products), 14 (franchises) and category 15 (investments) are excluded from the footprint as per our Basis of Reporting due to not being applicable to the business.

Overall performance

Our total carbon footprint (Scopes 1, 2 and 3) increased by 16% or 5,053tCO_2e during the year. This increase is mainly due to our increased development activity, an increase in business travel, and employee commuting, as well as an increase in Scope 1 and 2 emissions.

Despite these increases and a marginal rise in energy use intensity, the embodied carbon intensities of our development and refurbishment projects decreased toward our 2030 target. We will continue to work to decouple our overall carbon emissions footprint from the growth of our business during the next financial year.

Scope 1 and 2 emissions

Our Scope 1 and 2 (location-based) emissions increased by 14% or 466tCO_2e compared with last year. This was due to an increase in landlord-procured electricity and gas consumption for shared services. There was also an increase in emissions from refrigerant losses due to servicing of the roof chillers at Hanover Square, W1.

Indirect energy-related Scope 3 emissions

Our Scope 3 emissions from customer electricity (both sub-metered and directly procured by customers) reduced by 1,491tCO_2e (24%) compared with last year. This reduction was largely due to greater visibility of our customer-procured energy data reducing the use of estimated data for customer-procured energy. As our customer energy use accounts for approximately 13% of our footprint, collaboration with our customers will be critical for us to meet our net zero carbon ambitions. In the following reporting year, we will be rolling out our portfolio-wide customer engagement programme.

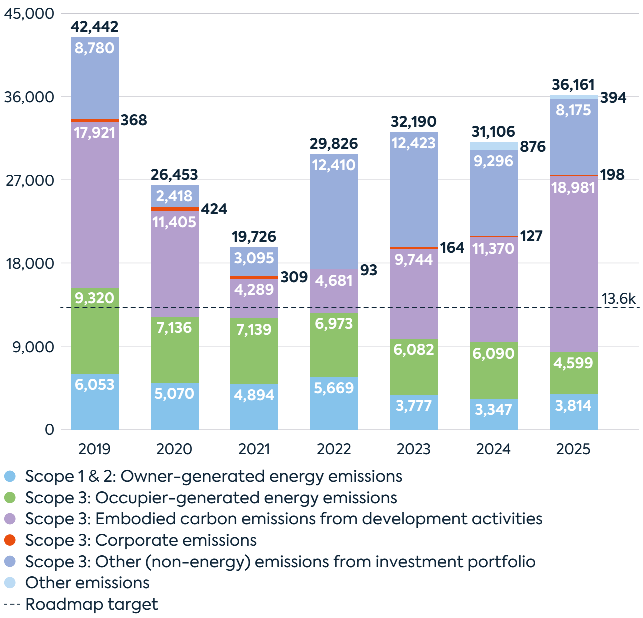
Indirect non energy-related Scope 3 emissions

Around 89% of our carbon emissions fall outside of our direct control. These Scope 3 emissions are created by our customers and supply chain partners.

The 17% increase in our total Scope 3 carbon emissions for the year was driven primarily by our development projects. During the reporting period, not only did we complete two of our projects (SIX St Andrew Street, EC4 and 31/34 Alfred Place, WC1), but we also progressed with other projects, including Minerva House, SE1, 2 Aldermanbury Square, EC2 and 30 Duke Street, SW1. Whilst we are prioritising the integration of circular principles and sustainability more broadly, the magnitude of these projects has led to an increase in our emissions. Additionally, we conducted twice the quantity of on-floor fit-outs (by floor area) than last year to further deliver against our strategy to increase our Flex space to our one million sq ft ambition.

This year, we conducted a new employee commuting survey to understand the routes taken into our workplaces by our staff. Both employee commuting and business travel increased during the year. The former due to increased headcount and less working from home; the latter due to increased travel for investor meetings and a digital and technology visit to a supply chain partner located in India.

Carbon footprint progress annual carbon emissions (tCO_2e)



Longer-term performance

Our Roadmap to Net Zero v2.0 sets out our ambition to reduce Scope 1, 2, and 3 emissions by 42% by 2030 and by 90% by 2040 from our 2023 baseline. The graph above shows our progress to date since 2019. This demonstrates the need to monitor performance towards net zero over the longer term, as our normal cycle of business activity, such as our decision to sell or develop assets, will inevitably cause fluctuations in emissions. Our overriding aim must be to decouple the growth and economic performance of our business from our carbon footprint. Over the next year, we will continue to deliver on our Roadmap v2.0 ambitions.

Further information

Our full Sustainability Performance tables, aligned with EPRA Sustainability Best Practice Recommendations and SASB Real Estate indicators, can be found at **www.gpe.co.uk/sustainability/governance-reporting**

This includes more extensive detail on our emissions and our Basis of Reporting.

Streamlined Energy and Carbon Reporting (SECR) continued

Our SECR disclosure presents our greenhouse gas (GHG) emissions across Scope 1, 2 and select 3 metrics and associated energy use, together with an appropriate intensity metric, as required by the Large and Medium-Sized Companies and Groups (Accounts and Reports) Regulations 2008 (as amended). Our complete Scope 3 disclosure can be found on page 46.

Energy consumption

Year ended 31 March		Unit	2024/25	2023/24	YoY % change
Energy consumption[1,2]	Gas used for shared services in managed portfolio	(kWh)	**6,835,945**	6,514,198	5%
	Landlord-purchased electricity used in common parts areas for the managed portfolio	(kWh)	**11,013,065**	10,103,847	11%
	Landlord procured electricity sub-metered to customers	(kWh)	**16,037,906**	17,662,321	–9%
	Total absolute energy use	(kWh)	**33,886,916**	34,280,366	0%
Absolute energy intensity[4]	Landlord-purchased energy used for common parts areas and electricity sub-metered to customers (Scope 1, 2 and 3) across the portfolio divided by normalised floor area	(kWh/m^2)	**153**	150	3%

GHG emissions

Absolute Scope 1 and 2 GHG emissions		Unit	2024/25	2023/24	YoY % change
Scope 1 emissions	Emissions from the combustion of fuel: gas used for shared services in managed portfolio	(tCO_2e)	**1,250**[A]	1,192	5%
	Emissions from operations of facilities: fugitive emissions from refrigerant losses	(tCO_2e)	**284**[A]	63	348%
	Total Scope 1 emissions	(tCO_2e)	**1,534**[A]	1,255	22%
Scope 2 emissions	Emission from the purchase of electricity used in common parts areas for the managed portfolio (location-based)	(tCO_2e)	**2,280**[A]	2,092	9%
	Emission from the purchase of electricity used in common parts areas for the managed portfolio (market-based)[2]	(tCO_2e)	**0**[A]	0	0%
	Total Scope 2 emissions	(tCO_2e)	**2,280**[A]	2,092	9%
Total Scope 1 and 2 emissions (location-based)		(tCO_2e)	**3,814**[A]	3,347	14%
Total Scope 1 and 2 emissions (market-based)		(tCO_2e)	**1,534**[A]	1,255	22%
Emissions intensity Scope 1 and 2 (location-based)		(tCO_2e/m^2)	**0.0605**[A]	0.0516	17%
Scope 3 emissions	Category 13: Emissions from landlord-purchased electricity sub-metered to customers	(tCO_2e)	**3,321**[A]	3,657	–9%
Total energy-related Scope 1 (incl. fugitive emissions from refrigerant losses), 2 and select Scope 3 emissions		(tCO_2e)	**7,135**	7,004	2%
Absolute emissions intensity[3]	Emissions from landlord-purchased energy used for common parts areas and electricity sub-metered to customers (Scope 1, 2 and 3) across the portfolio divided by normalised floor area	(tCO_2e/m^2)	**0.0309**[A]	0.0303	2%

A Metrics with independent limited assurance provided by PwC in accordance with the International Standard on Assurance Engagements (ISAE3000).
1. As a business 100% focused on central London, all energy is consumed in the UK.
2. 100% of purchased electricity is REGO-backed and 100% of purchased gas is biogas or carbon offset gas. More detail can be found in our Basis of Reporting.
3. The intensity metrics include energy-related building emissions (location-based), excluding customer-procured energy. Floor area is an appropriate intensity metric as it directly relates to our business activities.

Our methodology

Emissions are calculated using the UK Government's Environmental Reporting Guidelines and the Greenhouse Gas Protocol. We have used the operational control approach for consolidating our GHG emissions; this includes emissions and energy usage from our managed properties (including 100% of emissions from joint venture properties) and head office usage. Where we have purchased electricity, which is sub-metered to customers, this is itemised separately under our Scope 3 emissions, but is included within our energy intensity target.

Our full Sustainability Performance tables, including more extensive reporting on our emissions aligned with EPRA Sustainability Best Practice Recommendations and SASB Real Estate indicators, can be found at **www.gpe.co.uk/sustainability/governance-reporting**

Independent limited assurance

PwC LLP has provided independent limited assurance over the published metrics identified by 'A' in the SECR, and supporting performance tables, in accordance with the International Standard on Assurance Engagements ISAE3000 and ISAE3410.

PwC's full unqualified Assurance Statement, together with our Basis of Reporting, can be found on our website at **www.gpe.co.uk/sustainability/governance-reporting**

ESG-linked Revolving Credit Facility (RCF)

Our updated Roadmap to Net Zero includes more ambitious short-term targets. We have aligned our RCF requirements, in partnership with our lenders, to these new ambitions. The table opposite outlines our performance against the final year of the existing RCF targets.

Three long-term sustainability KPIs are integrated into our ESG-linked RCF.

KPI 1

Reduction in energy consumption

In line with our 47% reduction in energy intensity by 2030 target, set out in Our Roadmap to Net Zero v2.0, our RCF KPI requires a reduction of our portfolio energy intensity annually when compared with our 2016 baseline of 234kWh/m^2. This target applies to energy consumed within our portfolio and to all energy purchased by GPE, including electricity sub-metered to our customers.

Target

For March 2025, the RCF target was an energy intensity of less than 148kWh/m^2, a reduction of 37% when compared with our 2016 baseline.

Achievement

We achieved an energy intensity of 153 kWh/m^2, a reduction of 35% when compared with our 2016 baseline. However, we did not meet the 2024/25 intensity target. This was due to increased gas consumption, onboarding of new energy-related service partners and completing our metering project. Challenges in finalising these activities did not deliver the required annual energy reductions. We expect this to be remedied for 2025/26.

KPI 2

Reduction in carbon impact

In line with our 52% reduction in the embodied carbon intensity by 2030 target, set out in Our Roadmap to Net Zero v2.0, our RCF KPI requires a reduction of the embodied carbon intensity of our developments when compared with our 2020 baseline of 954kgCO$_2$e/m^2. This target is third-party verified during design phases and at practical completion. Reviews are undertaken in line with the most recent RICS professional statement.

Target

For March 2025, the RCF target was an embodied carbon intensity of less than 655kgCO$_2$e/m^2 for developments in progress, and 760kgCO$_2$e/m^2 for those that completed in the reporting year.

Achievement

We achieved an average embodied carbon intensity, for five developments in progress, of 558kgCO$_2$e/m^2, and 284kgCO$_2$e/m^2 for those that completed in the reporting year, being SIX St Andrew Street and 31/34 Alfred Place.

When averaged across all developments that fall within the RCF reporting requirements, this equates to 525kgCO$_2$e/m^2 or a 45% reduction when compared with our 2020 baseline.

KPI 3

Increase in biodiversity

We are committed to delivering an increase in biodiversity net gain across our buildings. Our KPI requires us to achieve at least a 3% uplift in biodiversity net gain each year on a like-for-like basis. This target is reviewed in line with the most recent BNG Statutory Metric.

Target

For March 2025, we targeted a 3% increase in biodiversity net gain across our existing portfolio on a like-for-like basis.

Achievement

We achieved a 3.5% uplift in biodiversity net gain across our portfolio.

This increase was driven by the addition of multiple trees at Woolyard, SE1 and at Elm Yard, WC1.

Further details on all KPIs can be found in our Sustainability Performance Tables at **www.gpe.co.uk/sustainability/governance-reporting**

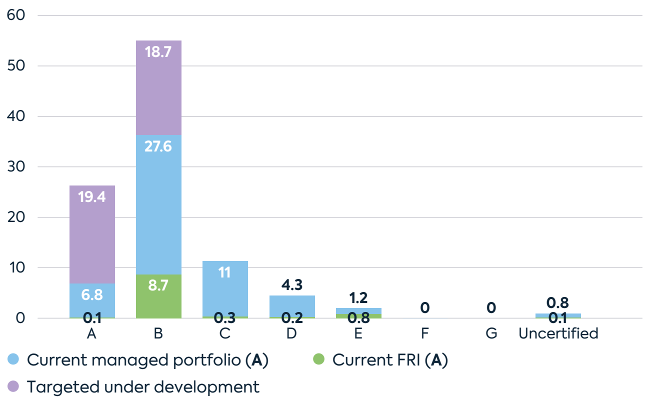
Energy Performance Certification

Our portfolio remains fully compliant with 2023 EPC legislation, with no F or G rated space. We also continue to monitor future changes to compliance and any risk associated with meeting those performance requirements. With around 7% of our portfolio below an EPC C, we are in a strong position.

During the year, our managed and full repairing and insuring (FRI) properties that are EPC A or B rated rose from 42% to slightly over 43%, while increases in development activity led to an increase in our targeted A or B space to 38%, up from 24% last year.

Our business plan remains to acquire poorly performing assets, such as our Soho Square Estate, W1, (EPC D/E/U) and reposition them to high-quality, sustainable space. Improving the EPC ratings of new and existing assets is integral to that approach. Recognising that EPCs only demonstrate potential energy efficiency, see pages 44 to 47 for details on our operational performance.

EPC ratings: percentage of portfolio floor area



(A) Metrics with independent limited assurance provided by PwC in accordance with the International Standard on Assurance Engagements (ISAE3000).
* Targeted EPCs were excluded from the PwC assurance scope.

We are putting health and wellbeing front and centre

A sustainable building should contribute to the wellbeing of our customers and the local community, supporting healthier, happier and more productive lives.

Our commitments

Health and wellbeing is inextricably linked with the other three pillars of our Sustainability Statement of Intent. We know that the provision of outdoor spaces, access to nature and clean air positively impact the health and wellbeing of our customers, employees, service partners and local communities.

Health and wellbeing is therefore an intrinsic part of our sustainability strategy, particularly in connection with the design and operation of our spaces.

Management of health and wellbeing

We consider the integration of health and wellbeing principles in design from the outset of all projects, irrespective of the size and scale of the project. From our large HQs, all the way through to our on-floor fit-outs, health and wellbeing is a key part of our offer.

To ensure a consistent and effective approach to health and wellbeing, we continue to ensure Our Brief for Creating Sustainable Spaces, which includes key wellbeing deliverables, is embedded from the early stages of project conception.

Best practice interventions, in line with independent wellbeing certifications such as the WELL Building Standard and the Fitwel rating, are applied at a building-by-building level. At Minerva House, SE1, where we are targeting WELL Core Platinum, the design of the communal terrace space with extensive planting and opportunities for socialising have followed the Air, Movement and Community principles of the certification. We also ensure that these principles are embedded within our operational processes once the building reaches practical completion and is handed over to our Customer Experience teams.

Our performance during the year

In April 2024 we set a number of priorities for the financial year.

Delivering wellbeing through the design and operation of our spaces

This year, we delivered one of our of flagship Flex spaces at SIX St Andrew Street EC4. The new development has been designed and built with sustainability at the centre, incorporating a number of health and wellbeing innovations.

The project underwent a Fitwel gap analysis to see how health and wellbeing outcomes could be improved within the confines of the existing building. Customers now have a fantastic roof terrace, providing outside space as well as connection to nature through planting and a green wall. Each of the floors contains high levels of biophilia throughout, in addition to a wellness studio on the lower ground floor.

SIX St Andrew Street is now the benchmark for our Flex spaces with regards to the successful integration of health and wellbeing. We have used the lessons learned from the project within our Flex Design Guidelines to promote a consistent approach to thermal comfort, acoustics, lighting and amenity space. These and other best practice measures have also been incorporated at our recently completed refurbishments at 31/34 Alfred Place, W1, and Kent House, W1, where terracing and connections to nature through biophilia have played a key part in design.

Ensuring improved air quality across our portfolio and communities

At our Minerva House, SE1 development, our Thames River barge servicing strategy allowed us to reduce the impact of the development on local air quality by decreasing logistics movements during the deconstruction stage by 65%. We believe it is the first private development on the River Thames to utilise a barge to remove materials from site.

Collaborating on the health and wellbeing of our customers, employees and partners

We recognise that we have a significant role to play in facilitating, encouraging and collaborating with our value chain to deliver a strong approach to health and wellbeing. To ensure that we lead by example, our own Employee Impact Groups have been rebranded this year, with our GPE POWER group focusing on promoting overall wellbeing, energy and resilience.

This approach extends into our value chain. At our 30 Duke Street, W1, development our delivery partners, Mace and John F Hunt, marked Mind's Time to Talk Day in February 2025. The team delivered a toolbox talk on open and supportive communication. They also fundraised for Mates in Mind, a charity focused on sectors, such as construction, to create working cultures that promote mental health awareness.

Our progress

Net Promoter Interviews

133

interviews conducted to gather customer feedback, including on the sustainability of spaces

Donations to health and wellbeing charities

£22.2k

funds raised and donations made to charities focused on physical and mental health, wellbeing and resilience

Looking forward

- We will focus on delivery of healthier, greener spaces through the roll-out of our updated Social Impact Strategy v2.0.
- We will review the value add from wellbeing certifications and integrate principles into our minimum standards through our Flex Design Guidelines.
- We will drive health and wellbeing as priorities for our value chain, particularly through our Supplier Engagement Programme.

Providing safe, healthy and secure environments

We are committed to creating and maintaining safe, healthy and secure environments for our communities, employees and partners. Striving to set the highest standards in health and safety within the industry, we are dedicated to continuously improving our practices and procedures.

Our health and safety performance is closely monitored across our portfolio through a series of KPIs. These metrics allow us to track progress, identify areas for improvement, and measure our performance in critical areas such as data granularity and system efficiency. This year, we introduced two new KPIs linked to the outcomes of our health and safety audit scores, further strengthening our ability to monitor and enhance safety standards.

Our proactive approach includes regular audits, ongoing training for employees and direct service partners, and a strong focus on fire safety management in compliance with current legislation. We are unwavering in our commitment to proactive health and safety measures, inclusive practices and compliance with evolving legislation.

During the year, we conducted an in-depth training needs analysis to ensure our health and safety training remains aligned with evolving operational needs and industry standards. This analysis built upon an earlier comprehensive review, which led to the establishment of a dedicated training budget to address identified gaps, supported by ongoing reviews to ensure continued relevance.

We remain focused on fire safety management, particularly within our residential buildings, ensuring compliance with the Building Safety Act 2022. Over the past year, we have completed the first draft of the building safety case reports for our two high-rise residential buildings.

Looking forward, we will continue to prioritise the safety and wellbeing of everyone within our properties. To enhance our oversight, we established a new health and safety audit programme, managed by our internal team, which we have already begun implementing. This updated programme incorporates more comprehensive reviews and a more frequent review schedule to ensure we stay ahead of emerging risks and regulatory changes. It is complemented by ongoing leadership tours, which reinforce our commitment to maintaining the highest safety standards. Additionally, we are implementing a new contractor management system to improve operational efficiency and ensure better alignment with safety protocols. As part of our ongoing improvement efforts, we plan to further review our health and safety policies and procedures in the coming year to ensure they remain aligned with the latest industry standards and regulatory requirements.

Health and safety accidents by year

Where accidents occur, our goal is to provide assistance and foster collaboration within our supply chain. This collaboration aims to enhance our understanding and capitalise on opportunities for improvement. By doing so, we can proactively mitigate future risks and uphold a culture that prioritises the wellbeing of all workers, free from blame. This year, improved incident reporting, and greater awareness, have led to an increase in the reporting of portfolio and development work-related injuries.

Health and safety statistics

	2024/25	2023/24	2022/23
Enforcement notices or fines received	**0**	0	0
Direct employees			
Work-related fatalities rate **(A)**	**0**	0	0
Reportable injury rate **(A)**	**0**	0	0
Lost day rate **(A)**	**0**	0	0
Injury rate **(A)**	**0.686**	0	0
Absentee rate **(A)**	**0.005**	0.005	0.006
Our managed portfolio			
Work-related fatalities*	**0**	0	0
Reportable injuries*	**2**	1	1
Work-related injuries*	**9**	3	2
Work-related fatalities rate **(A)**	**0**	n/a	n/a
Reportable injury rate **(A)**	**0.399**	n/a	n/a
Injury rate **(A)**	**1.794**	n/a	n/a
Our development activities			
Work-related fatalities*	**0**	0	0
Reportable injuries*	**1**	1	0
Work-related injuries*	**4**	2	0
Work-related fatalities rate **(A)**	**0**	n/a	n/a
Reportable injury rate **(A)**	**0.045**	n/a	n/a
Injury rate **(A)**	**0.181**	n/a	n/a

(A) Metrics with independent limited assurance provided by PwC in accordance with the International Standard on Assurance Engagements (ISAE 3000).

* For completeness we have reported against last years' statistics, however, going forward we will only be reporting against the new KPIs, as per our scope of assurance this year. Further detail can be found in our Basis of Reporting at **www.gpe.co.uk/sustainability/governance-reporting**

Our progress

Disability Confident

Level 3

Maintained highest level of the UK Government scheme, championing equity, equality and diversity

Leadership safety tours

100%

All Executive Committee and Directors have a completed a health and safety leadership tour at our properties, demonstrating a commitment to visible leadership

Looking forward

- Reinforce our commitment to safety standards through our ongoing health and safety audit programme and leadership tours.
- Introduce a new contractor management system to align with safety protocols and streamline operations.
- Undertake a thorough review of our existing health and safety policies and procedures.

We are creating a lasting positive social impact in our communities

We know that the socially disadvantaged members of our communities will be most impacted by climate change. We are therefore committed to supporting the people and communities with whom we work to have a better quality of life, whilst also enabling a fairer future for London.

Our commitments

Our recently published Social Impact Strategy v2.0 sets out how we will deliver our vision of creating a lasting positive social impact in our communities. We have identified three main principles for our updated approach that will support us as we deliver more equitable outcomes across London.

Promoting inclusive communities	Delivering healthier, greener spaces	Nurturing strong partnerships

Management of social impact

Progress against the commitments in our strategy is overseen by the Social Impact Committee and is reported periodically to the Executive Committee and to the Board.

Our newly defined series of metrics sets out our approach for measuring our impact in line with our updated, outcome-focused approach. However, we are aware that social value can be a useful indicator and we will continue to measure our progress towards our original target to create £10million social value by 2030, using the National Social Value Framework (National TOMS framework). The framework allocates a proxy value for time spent or pound invested and is one of the most widely used methods for the measurement of social value, including by government, local authorities and businesses. Since the launch of this target in 2020, we have created £4.5 million of social value.

The majority of our cash donations are made to our charity partners. For the year ended 31 March 2025, our charity partners were XLP, National Energy Action, Young Westminster Foundation and Bankside Open Spaces Trust. We also focus our procurement spend on local businesses and social enterprises wherever possible to help build their customer base and access new audiences within our buildings.

During the year, the amount of social value created fell due to the lack of space available let to charities.

Social value created

	2024/25	2023/24	2022/23	2021/22
Total social value created	**£603,000**	£1,494,000	£1,157,000	£631,000
Direct GPE contributions (cash)	**£182,000**	£238,000	£486,000	£215,000
Additional social value created	**£421,000**	£1,256,000	£671,000	£416,000

Our performance during the year

In April 2024 we set out a number of priorities for the financial year:

To implement a biodiversity offsetting strategy by partnering with local business improvement districts (BIDs) and local nature-focused charities

In 2020, we incorporated a biodiversity KPI within our ESG-linked RCF which requires a 3% uplift in biodiversity net gain across our existing buildings. This is much easier to achieve at our properties where we have more extensive outside spaces, but can be difficult at smaller existing buildings where roofs may need to be strengthened and there may not be terraces for planters. In these cases, it is more impactful to invest in biodiversity in existing community gardens and parks. We have now established a process to address this, such that where it is not possible to incorporate biodiversity into our own developments or retrofits, we will offset by investing in off-site interventions through our local BIDs and existing relationships with charities supporting nature and biodiversity.

To review the Social Impact Strategy in its entirety to ensure that it is still relevant to our changing business

Our review was undertaken in the context of doubling down on our commitment to "create a lasting positive social impact in our communities" and found that:

- some actions from v1.0 could be delivered as one-off initiatives without a focus on lasting impact;
- our original strategy was difficult to adapt as our business pivoted to our more customer-focused approach; and
- the pillars and lenses of v1.0 were complex to communicate to our employees and supply chain partners.

Our updated strategy is therefore simpler and impact focused, rather than being social value driven. See page 41 for further details.

To review the appropriateness of our £10 million social value goal and whether a monetary target is still the right approach

During the review of our Social Impact Strategy, we found that outputs with a high social value may not have a lasting positive social impact for our local communities. For example, the donation of space to a charity creates a significant amount of social value for GPE and is highly impactful for the charity but may not support the local community. Our review therefore found that we should continue to measure social value and report our progress against our original £10 million target. However, we should shift our focus from social value to measurable outcomes from our social impact efforts.

Our social impact achievements during the year

Case study – Community Week 2024

In October 2024, we held our annual Community week. More than 100 of the GPE team took part in volunteering activities across London including:

- various activities to support our charity partner XLP, from cleaning their buses (youth hubs), to facilitating a careers insight day, making improvements to their Stratford hub and supporting a music activity with their young people;
- holding a football tournament with a selection of our service partners which raised £8,000 for XLP;
- packing 500 'warm welcome packs' to support people who may be suffering from fuel poverty through the winter months, in partnership with our charity partner, National Energy Action;
- working with Bankside Open Spaces Trust to undertake maintenance to green spaces in Southwark and Lambeth;
- working at Coram's Fields in Camden to help with park maintenance and changing room renovation; and,
- supporting the team at Brixton soup kitchen to cook, sort donations to their clothes bank and raise funds.

634 hours of volunteering were donated by the GPE team during the Community Week, with an additional £1,254 of pro bono support from our supply chain partners.

Engaging with our stakeholders

We engage with our suppliers, customers and employees on social impact across our HQ and Fully Managed buildings.

Supply chain partners

Working with Bovis, we hosted a charity golf day for our charity partner XLP. The event raised £51,000. Additionally, pro-bono support was provided to XLP by our partners Faithdean and 8Build, who collectively installed double-glazing and carried out air conditioning repairs at XLP hubs.

Our new M&E supply chain partner, BGIS, were onboarded during the year and we worked together to create social impact key performance indicators for the partnership, including number of apprentices, use of small businesses, volunteering hours and payment of the London Living Wage.

Through the year, we have utilised our partnership with goodnus to ensure that our food and beverage procurement at our Fully Managed buildings focuses on products and businesses that apply sustainable and ethical practices. This has helped us to prioritise the use of products from suppliers who are Social Enterprises, Fairtrade businesses, B Corps as well as businesses prioritising palm oil-free, vegan and locally sourced products.

Customers

Our Customer Experience team use space activations and community events to champion our approach to Social Impact.

During the last financial year, we continued to use social enterprises such as Luminary Bakery and SEND Coffee for customer events. Additionally we worked with our customers to celebrate Black History Month and International Women's Day across our portfolio,

Communities

Where possible, we take opportunities to welcome communities into our buildings. At The Hickman, E1, we welcomed members of deafPLUS into our cafe space to meet and share experiences and seek support. As a thank you, they also taught our on-site team some sign language.

Through our partnership with National Energy Action, we continued to support their 'Warm Welcome' in London programme. The programme supported 413 people struggling to pay their energy bills.

Employees

We continued our Early Careers Programme, hiring two Customer Experience apprentices and hosting two interns through our partnership with 10,000 Black Interns. All interns were paid at least the London Living Wage. Additionally, our team reached 28 young people through career workshops. See our Social Impact Strategy at **www.gpe.co.uk/sustainability** for more details.

Our progress

Social value created during the year

£603k

GPE created social value (not including service partner contributions)

Hours donated to charity partner, XLP

260

donated by GPE employees (target: 240 hours)

Weeks of internships provided

14

through 10,000 Black Interns Programme

Spend with social enterprises

£128k

direct annual spend with voluntary, community and social enterprises (VCSE)

Looking forward

- We will implement our updated Social Impact Strategy by setting baselines, initiating new activities and embedding the new approach across our business and supply chain.
- We will work more collaboratively with our customers and supply chain on social impact initiatives to amplify our impact.
- We will report against our updated Social Impact Strategy outcomes for the first time.

Sustainability continued
Our sustainable finance framework in action

Since publishing our first Sustainable Finance Framework in 2021, our sustainability approach has evolved, the International Capital Market Association (ICMA) has produced updated guidance and the UK Government has published its Green Finance Strategy.

Furthermore, given attractive pricing, in September 2024, we issued our first sterling unsecured sustainable bond to fund the development of our best-in-class schemes and support our pathway to becoming net zero by 2040.

To enable that issuance we updated our Sustainable Finance Framework in the reporting year. More detail can be found here: **https://www.gpe.co.uk/media/lckjrrvx/gpe-sustainable-finance-framework-report-2024.pdf**

In updating the Framework, we broadened our approach to allow us to have a greater impact and be able to allocate funds across all pillars of our Sustainability Statement of Intent. These updated eligibility criteria are also closely aligned with Our Brief for Creating Sustainable Spaces, Roadmap to Net Zero and Social Impact Strategy. Working with our partners to verify the credibility of the Framework, we have ensured that the management of these funds is effective and our Sustainable Finance Committee will oversee the use of proceeds raised through these means.

As part of our commitment to communicating with transparency and honesty, our Sustainable Finance Committee will provide impact reporting in respect of all debt instruments issued under the Framework.

This will be issued on an annual basis, where required, to provide our stakeholders with a clear view of our sustainability-related successes, challenges, risks and opportunities. In line with the requirements set out in our Framework, we intend to release an 'Allocation and Impact' report on an annual basis until full allocation has been achieved.

Eligible project – Minerva House, SE1

ICMA/LMA Project Category
- Green Buildings.
- Energy Efficiency.
- Renewable Energy.
- Access to Essential Services.

Alignment with GPE Statement of Intent

KPI Reporting Metrics and Targets
- BREEAM Outstanding.
- NABERS 5*.
- WELL Core Enabled.
- EPC A.
- On-site Renewables.
- Increase in Biodiversity Net Gain and Urban Greening Factor.
- Public realm creation.
- Affordable workspace provision.

Eligible project – 2 Aldermanbury Square, EC2

ICMA/LMA Project Category
- Green Buildings.
- Energy Efficiency.
- Renewable Energy.
- Access to Essential Services.

Alignment with GPE Statement of Intent

KPI Reporting Metrics and Targets
- BREEAM Outstanding.
- NABERS 5*.
- WELL Core Enabled.
- EPC A.
- On-site Renewables.
- Increase in Biodiversity Net Gain and Urban Greening Factor.
- Public realm creation.

Task Force on Climate-related Financial Disclosures (TCFD)

Great Portland Estates plc has, at the time of publication, complied with the requirements of LR 6.6.6(8)R by including climate-related financial disclosures consistent with the TCFD Recommendations and Recommended Disclosures. Consideration has also been given to the all sector guidance updated in 2021 with regards to Strategy: a) and b), and Metrics and Targets: a).

Additional supporting information can be found on pages 08 to 11, page 48 in our SECR table (performance) and pages 79 to 93 (Our approach to risk). For further complementary information, see www.gpe.co.uk/sustainability/governance-reporting

Governance

Board oversight of climate-related risks and opportunities

The Board typically meet six times annually and have ultimate responsibility for oversight of climate and sustainability risks and opportunities with a particular focus on the impact to our business strategy. During the year:

- the Board reviewed the definitive appraisal for the Minerva House and 200 Gray's Inn Road developments including embodied carbon impact, energy efficiency and circularity and projected payments to the Decarbonisation Fund;
- the Board approved the acquisition of One Chapel Place, W1 which included a review of the implications for our net zero commitments;
- the Board approved the update to our Social Impact Strategy, which clearly outlines the crossover between climate resilience, mitigation and social impact;
- the Audit Committee reviewed findings from the ESG data assurance process and outcomes from IT: Application Governance internal audit, which included procurement of sustainability systems; and
- the Remuneration Committee approved updated ESG-linked KPIs for the corporate bonus scorecard.

As climate change is considered a principal risk for the Group, at the half year and year end, as part of our robust risk assessment review, the Executive Committee, Audit Committee and Board review and assess the impact on the business of climate-related risks. This process involves consideration of the risks, internal controls, emerging risks and ongoing monitoring and mitigation of risks. Opportunities connected with market transition are also considered.

Examples of risks discussed include:

- the findings from our double materiality and physical risk assessments;
- potential changes to energy performance legislation and planning requirements;
- maturity of the supply chain in connection with the circular economy and costs and availability of materials; and
- impact of geopolitics and international trade arrangements on current sustainability reporting requirements.

Opportunities included the creation of our Circularity Score, continued innovations at 30 Duke Street, W1 in connection with the circular economy and the removal of gas-fired central heating and hot water from a number of assets.

Management's role in assessing and managing climate-related risks and opportunities

Climate-related risks and opportunities are brought to the attention of the Board by the Chief Executive and Sustainability and Social Impact Director. Where our valuation or development projects are impacted by climate-related risks, these are reported separately within our Executive Director's reports to the Board. Regular updates are also provided to our Executive Committee.

During the year this has included a strategic review of our approach to the Circular Economy, the approval of a press release on our Circularity Score and the adoption of our internal Sustainability Implementation Plan for the next three years to deliver on our Sustainability Statement of Intent, Roadmap to Net Zero and Social Impact Strategy. More detail on our governance structure can be found on page 56 of this report.

The Sustainability and Social Impact Director, a member of Executive Committee, together with our in-house Sustainability team, manages the strategic direction and operational management of sustainability-related issues. In addition, there are clear departmental responsibilities for sustainability including:

- Joint Director of Finance – oversight of the ESG-linked Revolving Credit Facility (RCF) and Sustainable Finance Framework;
- Development Director and Director of Projects – integration of sustainability across all projects, irrespective of scope; asset energy efficiency and the implementation of energy efficiency measures; and
- The Sustainability and Social Impact Director and Executive Director oversee the allocation of Decarbonisation Fund to retrofit projects. The Executive Director ensures that climate risk is considered in acquisitions and the repositioning of potentially stranded assets; this includes monitoring and managing the business response to expected legislative changes.

Our strategy

We identify and acquire unloved properties, reposition them through lease restructuring, delivery of flexible space, refurbishment or redevelopment and then manage for income or recycle them. The buildings we develop can be in use for up to 60 years; we therefore consider the whole building life cycle when reviewing climate-related risks and opportunities.

Engagement with our stakeholders is fundamental to the success of our strategy and understanding their needs on sustainability is fundamental to success. This includes the provision of assets that are not at risk of stranding due to their energy and carbon efficiency and that are resilient to the physical impacts of climate change, be that overheating, flash flooding or other extreme weather events. We also recognise the importance placed on transparency of reporting from our investors. The above factors support the attractiveness of our buildings to our customers and investors.

Our robust governance structure ensures that appropriate oversight is given to sustainability – a strategic imperative for GPE

Oversight starts with our Board, typically meeting six times per year, with regular sustainability updates provided by our Chief Executive and Sustainability and Social Impact Director. In addition, the Board receives an update on progress towards our sustainability strategy as part of the Chief Executive's report at each Board meeting. Three of our Board Committees oversee aspects of sustainability-related governance.
As a member of Executive Committee, our Sustainability and Social Impact Director is involved in all key asset-related decisions such as acquisitions, development appraisals, lettings and disposals. Furthermore, the Sustainability Committee provides a forum for management to discuss risks and opportunities and potential blockers to progress, while Operational Committees work to pre-empt potential challenges that may slow our progress. Our Committees ensure wide-scale involvement at all levels of the business, supporting a collaborative approach to sustainability.
More details can be found in the Corporate Governance Report on page 102.

Board Committees

Nomination Committee
Chair: Richard Mully

The key objectives of the Nomination Committee, which meets five times per year, are to regularly review the skills and experience of the Board to ensure that it is the right size, structure and composition, taking into account the skills, experience, independence, knowledge and diversity of Directors and the future strategy of the Group. Consideration of these attributes in relation to climate resilience and decarbonisation is an important part of this process.

Audit Committee
Chair: Vicky Jarman

The key objectives for the Audit Committee, which meets four times per year, are to report to the Board and shareholders on the Group's financial reporting, internal control and risk management systems, and on the independence and effectiveness of the external auditor. Assurance processes and internal audit processes connected with sustainability and ESG KPIs are captured within the remit of the Audit Committee.

Remuneration Committee
Chair: Emma Woods

The Remuneration Committee is responsible for determining the remuneration of the Executive Directors and the Chair of the Board, the members of the Executive Committee and other senior executives. Meeting five times a year, the Committee also reviews the broad operation of remuneration policy and practices for all employees. The bonus scorecard includes KPIs on achieving net zero carbon at our developments and reducing energy intensity.

Management Committees

Executive Committee
Chair: Toby Courtauld

The Chief Executive chairs the Executive Committee which meets on a fortnightly basis. Key stakeholders, including Finance, Legal, Leasing, Development, Human Resources, Portfolio Management, Flex, Customer Experience and Sustainability, meet regularly to review key strategic and operational decisions to be made by the business. This includes development appraisals outlining embodied carbon and energy intensity benchmarks, significant procurement decisions outlining the resilience of our value chain and sustainability strategy.

Sustainability Committee
Chair: Toby Courtauld

The Chief Executive chairs the quarterly Sustainability Committee meeting, also attended by the Chief Financial & Operating Officer, Executive Director, Development Director, Customer Experience and Flex Director, Sustainability and Social Impact Director and key department heads.
This Committee provides strategic oversight on climate risk and resilience, reviews the progress and evolution of the sustainability strategy and monitors performance against our targets. Outcomes from this Committee are brought to the attention of the Board by the Chief Executive and the Sustainability and Social Impact Director.

Social Impact Committee
Chair: Nick Sanderson

The Chief Financial Operating Officer chairs the Social Impact Committee which meets on a quarterly basis and reports to the Executive Committee every six months.

The Committee has oversight of the social, community and charitable endeavours of the business in line with the Social Impact Strategy. Representatives from HR, Marketing, Portfolio Management and Development teams attend to ensure collaboration and transparency across the organisation in relation to social initiatives, charitable donations and allocation of budget.

Development Sustainability Sub-committee
Co-Chairs: Martin Quinn & Frank Blande

Our Development Sustainability Sub-committee reports quarterly to the Sustainability Committee and provides operational oversight on climate-related risks and opportunities within the development pipeline. The key areas of focus are embodied carbon, delivery of the circular economy and integration of nature-based solutions to support both biodiversity net gain and climate resilience.

Portfolio Sustainability Sub-committee
Chair: Kayla McKenzie

Our Portfolio Sustainability Sub-committee reports quarterly to the Sustainability Committee and provides operational oversight on climate-related risks and opportunities within the standing portfolio. The key area of focus is energy use intensity, stranding of assets, both from a carbon and energy perspective, and integration of nature-based solutions to support both biodiversity net gain and climate resilience.

Sustainable Finance Committee
Chair: Nick Sanderson

The Sustainable Finance Committee was formed to manage the Sustainable Finance Framework and all sustainable debt instruments issued under the Framework. During the reporting year, we issued our first sustainable bond alongside an update to our Sustainable Finance Framework. The Committee was responsible for agreeing the approach to these updates as well as the approach to reporting going forward into 2025/26.

Strategic   Operational   Sustainability

Climate-related risks, opportunities, and impacts

To assess how various climate change drivers may impact GPE, we use the TCFD framework's categorisation of transition and physical climate risks. We consider climate-related risks and opportunities over three time horizons: short, medium and long term, identified on pages 58 to 63. These time horizons follow our Roadmap to Net Zero targets and approach to business and asset planning.

In line with the Group's approach to risk management, GPE defines whether a risk or opportunity is 'principal' by the likelihood of it occurring and the potential impact it may have. We consider climate change to be a principal risk to the business due to the transitional risks and their potential impact on rental values, building valuation and our ability to attract and retain customers. Our full approach to defining principal risk is found on page 79. Through our risk review process we highlighted the following:

- the need to continue to increase customer and supply chain engagement;
- the need to improve financial modelling on the impact of climate change now that our metering project is complete; and
- the importance of keeping track of evolving net zero carbon and energy efficiency standards, including changing government policy on net zero.

Additionally, we are responding to the transitional risks of climate change, specifically upgrading EPC ratings, retrofitting existing buildings, removing fossil fuels and aligning with CRREM pathways. Our customer requirements on sustainability continue to evolve as concepts such as net zero mature; this impacts the design of our buildings and the materials we use to develop and refurbish them.

This approach is where we see opportunities materialise, through the provision of buildings and spaces that are resilient to a changing climate, in turn supporting improved rents, valuations and speed of letting. Our design briefs and asset plans are structured to capitalise on this opportunity.

Physical risks

Whilst in the short to medium term, focus remains on transitional risks, we see a gradual increase in focus on physical risks such as flash flooding and overheating.

During the year, we updated our approach to identifying physical climate risks as part of a high-level portfolio climate risk assessment. See page 41 for further details. This assessment has contributed to a broader, and updated understanding of the physical climate hazards the GPE portfolio is exposed to and the risk they may pose to assets in the present day, and in the future, under different emission scenarios.

The assessment has identified surface water flood, storm events, drought stress and potential associated subsidence of London clay as posing a medium risk to the portfolio in the medium to long term. River flooding, storm surge, extreme heat, coastal flooding and wildfire are all considered low risk across the portfolio for all strategic time horizons (see climate-related physical risk tables on page 60 to 61 for definitions and further details).

Across the portfolio in the long-term (within the next 25 years), two assets have been identified as being at high risk from surface water flooding, and one asset at medium risk.

Resilience of the organisation's strategy considering different climate-related scenarios

The portfolio demonstrates a high level of resilience to physical climate changes across RCP2.6, RCP4.5, and RCP8.5 scenarios and our strategic time horizons. The findings of our updated portfolio climate risk assessment show that:

- surface water flooding is ranked as the greatest threat, with two assets of the portfolio at high risk in the long term;
- storm events are a medium risk for the portfolio under all scenarios and time horizons;
- drought risk fluctuates between a low and medium risk across time horizons, dependent on the amount of warming. Environment Agency data sources identify that water stress as a result of drought puts central London at a greater degree of risk for subsidence due to the clay formations of the London basin. Mitigating this risk is outside of our direct control, with all London property subject to this risk;
- river and sea flooding and storm surges are not considered to be a concern in the short to medium term, due to the portfolio's distance from the River Thames and the protection provided to the City from the Thames Barrier. Over longer-term timescales the risk from flooding and storm surges could increase depending on the upgrades made to the Thames Barrier; and
- heat stress and wildfire are consistently low risk, but could present high-impact events if not managed carefully.

We have outlined on pages 58 to 63 the climate-related risks and opportunities identified by our business and how we are responding to these risks to deliver both business resilience and a resilient value chain.

The delivery of actions to reduce our risk has an impact on the remuneration of all colleagues through our annual bonus corporate scorecard (pages 10 and 11). Reduction in energy consumption and net zero carbon developments are intrinsically linked to energy savings. Decarbonisation Fund contributions are listed in the Metrics and targets on page 65.

Risk management

In addition to the assessment of the principal and emerging risks facing the Group at the half year and year end, the Board, it's Committees and our Management Committees, outlined on page 56, review the actions taken to help mitigate our sustainability-related risks. During the year this included:

- the Audit Committee reviewing the outcome of our ESG Assurance;
- a proposal by the Executive Committee, approved by the Board, to report a Circularity Score;
- discussion at the Sustainability Committee on the outcomes of our double materiality assessment;
- oversight of our metering project and implementation of Energy Action Plans by the Portfolio Sustainability Sub-committee, including challenges on the commissioning of new meters and transfer of information to our data management system;
- oversight of sustainability innovation through our Development Sustainability Sub-committee, including in relation to the availability and use of cement alternatives and circular economy innovation; and
- design review meetings considered progress against, and the applicability of ratings, such as BREEAM, SKA and NABERS Design for Performance and NABERS UK Energy for Performance.

Controls for managing our identified climate-related risks and opportunities are outlined on pages 58 to 65 and more broadly, integrated as a principal risk, within Our Approach to Risk on pages 79 to 93.

Task Force on Climate-related Financial Disclosures (TCFD) continued

Climate change and decarbonisation is considered to be a principal risk for GPE and the successful management of that risk, along with any associated opportunity, is critical for the Group to deliver its strategic priorities.

Our overarching risk management process comprises of four main stages: risk identification, risk assessment, risk response, and monitoring, reporting and escalation. The risks, and opportunities, related to climate change are managed through that same approach. Risk management is an integral part of all business activities, as is consideration of the impact of our activities on the long-term performance of the business.

The Group's principal risks have remained largely unchanged from the previous reporting period, as is the case with our climate-related transition and physical risks that can be seen in the following tables. We have taken the opportunity to consolidate some of these risks in order to simplify our approach to managing them.

Climate change remains a principal risk to the business, with a 'Medium' net risk rating. We recognise the impact it has over our ability to deliver on our strategic priorities and as such we endeavour to ensure that the appropriate polices, procedures, internal controls and people are in place to help minimise that risk.

Climate-related transition risks

Risk		Description	Scenario	Short	Medium	Long
Transition risks						
Policy and legal	Risk 1	Ability to respond to uncertainty on evolving climate change-related legislation, such as Minimum Energy Efficiency Standards (MEES) and EPCs, leading to increased costs and the risk of stranded assets.	RCP 2.6 RCP 4.5 RCP 8.6	Low	Low	Medium
	Risk 2	Evolving local planning requirements, including increased carbon tariffs, leading to increased complexity of developing commercial buildings with implications and pressures on development budgets.	RCP 2.6 RCP 4.5 RCP 8.6	Low	Low	Medium
Technology	Risk 3	Inefficiencies in building operation caused by outdated utility metering and a lack of understanding of complex building management systems impacting customer experience and operating costs.	RCP 2.6 RCP 4.5 RCP 8.6	Low	Low	Medium
	Risk 4	Increased costs associated with research and development of technological solutions or pace of change is not sufficient to respond to scale of challenge.	RCP 2.6 RCP 4.5 RCP 8.6	Low	Low	Low
Market	Risk 5	Volatility in energy market, prices and availability of net zero energy tariffs. Energy security concerns leading to increased direct energy costs and adverse customer experience.	RCP 2.6 RCP 4.5 RCP 8.6	Medium	Low	Low
	Risk 6	Increased costs of raw materials driven by growing demand for sustainable products may impact on ability to reduce embodied carbon of future developments, direct impact on development appraisals and returns.	RCP 2.6 RCP 4.5 RCP 8.6	Medium	Low	Low
	Risk 7	Increased customer demand for highly sustainable buildings may lead to the risk of stranded assets.	RCP 2.6 RCP 4.5 RCP 8.6	Low	Low	Low
Reputation	Risk 8	Ability to meet increasing requirements on sustainability disclosure from investors and lender impacts on the Sustainability team's ability to deliver sustainable performance.	RCP 2.6 RCP 4.5 RCP 8.6	Low	Low	Low

Key

Short term	Medium term	Long term	Impact rating*
1–5 years (2026–2030)	5–10 years (2031–2035)	10+ years (2036+)	Low Medium High

* As assessed after existing controls and mitigations.

Response to risk	Next steps
Review of EPC upgrade costs completed, asset-level plans created and being maintained, upgrade works underway integrating principles of NABERS, works to remove energy-related fossil fuels from all buildings underway.	Review of portfolio MEES and EPC compliance as UK Government position crystallises in FY26. Thorough review of all assets against CRREM energy intensity pathways (using newly completed metering project) to support asset plans and disposals where appropriate.
Our 'Brief for Creating Sustainable Spaces' sets out key requirements on energy performance in use, NABERS ratings, metering strategy, embodied carbon and circular economy in building design to reduce whole life carbon. Internal carbon price has supported behavioural change.	Continued integration of sustainability ambitions into development briefs from the outset. Maintaining existing, and creating new, relationships with planning officers to ensure our overall strategy is being communicated outside of the confines of planning permissions. Development and Project Management teams remain integrated into wider industry groups such as the City and Westminster Planning Associations. GPE continues to feedback on public policy consultations on changing performance requirements.
Cross-portfolio, extensive metering project now complete to support improved energy consumption data. In turn will support identification of energy efficiency opportunities. Digital twin technology, energy management software and enhanced building management systems rolled out. New mechanical and electrical service partner with clear energy-related KPIs.	Post-completion of the portfolio metering project, beginning to trial real-time energy dashboards with our Customer Experience team before piloting with our customers. Further integration of building information modelling and BMS/EMS systems to support a more efficient approach in collaboration with our new MEP service partner.
Active programme exploring new materials and technological solutions to energy efficiency and construction-related challenges. Investment in Decarbonisation Fund. New MEP contract will drive innovation in operation.	Our increased internal carbon price will allow for further opportunities to invest outside of the standing portfolio and development pipeline in start-ups, new technology and materials trials. There remains an increased focus on innovation and technology to improve sustainability outcomes and climate resilience of the business.
Regular customer meetings include energy consumption as a key agenda item. Supply chain workshops underway to deal with operational energy efficiency challenges. 100% of energy purchased on net zero carbon tariffs. Procurement policy under review.	Sustainability remains a regular topic of engagement with all customer types. Integration of energy and carbon targets into service partner KPIs will lead to a performance-led approach. Regular review of energy procurement remains a key deliverable of our energy management function.
Development Sustainability Sub-committee provides oversight of sustainable products in use at our developments and progress against embodied carbon targets. 'Our Brief for Creating Sustainable Spaces' supports longer-term planning on embodied carbon. Engagement with main contractor partners and specialist subcontractors.	Increased focus on the circularity of our materials and opportunities for reuse with our portfolio. Maintain our quarterly roundtables with quantity surveyors, structural engineers etc. to identify alternative solutions for materials that are in short supply. Increase in the internal carbon price allows greater scope of investment to come from the Decarbonisation Fund, so that all areas of the business, and value chain, can benefit.
GPE approach to building acquisition remains the same, taking poor performing assets and turning them into best-in-class space. Our development and refurbishment programme prioritises sustainable design.	Continue to embed Roadmap v2.0 to support achievement of CRREM performance metrics. Include year of stranding when looking to acquire assets. Continue to raise bar across our developments to provide highly efficient and sustainable buildings.
Active investor programme. Sustainability and Social Impact Director meets with investors to understand their priorities. Updated Roadmap to Net Zero includes alignment with CRREM pathways and SBTi guidance.	Remaining close to our own investors with regard to their key ESG drivers and requirements, as well as with our audit and assurance partners. Focus in 2025/26 to continue putting foundations of transition plan in place.

Climate-related physical risks

Risk		Description	Scenario	Short	Medium	Long
Physical risks						
Surface water flooding	Risk 9	Surface water or flash flooding occurs when heavy rain falls on hard surfaces which cannot be drained away fast enough causing drainage systems and the sewer network to become overwhelmed, leading to the accumulation of water on the ground surface. Potential impact on operations, remediation costs and customer experience.	RCP 2.6	Low	Low	Low
			RCP 4.5	Low	Low	Low
			RCP 8.5	Low	Low	Low
River and sea flooding	Risk 10	River flooding is an overflow of water over its natural banks and can be a result of heavy and intense rainfall. Coastal flooding arises from factors such as storm surges, high tides and sea-level rise often exacerbated by extreme weather events and long-term climate change impacts. Impact as above.	RCP 2.6	Low	Low	Low
			RCP 4.5	Low	Low	Low
			RCP 8.5	Low	Low	Low
Storm surge	Risk 11	A storm surge is a change in sea level that is caused by a storm. They can lead to extensive flooding with high winds pushing sea water towards the coastline, generating large waves and causing it to spill over the land, and in some cases existing sea defences, flooding coastal areas. Impact as above.	RCP 2.6	Low	Low	Low
			RCP 4.5	Low	Low	Low
			RCP 8.5	Low	Low	Low
Drought and subsidence	Risk 12	Drought refers to a lack of water over several months. It can be differentiated between meteorological droughts, with a period of one to two months, and hydrological droughts, with a period of four months in which the groundwater level can also be affected. Drought can lead to shrinking and swelling of the ground which is often defined as subsidence. Potential impact on structure of assets depending on age, building construction and location.	RCP 2.6	Medium	Medium	Medium
			RCP 4.5	Medium	Medium	Medium
			RCP 8.5	Medium	Medium	Medium
Overheating	Risk 13	Heat stress in the built environment is where buildings and urban infrastructure contribute to elevated temperatures, exacerbating the effects of heatwaves. This is influenced by factors such as the absorption and retention of heat by materials like concrete and metal, the Urban Heat Island effect, and the lack of green spaces which limits natural cooling. Potential impact on customer experience, energy costs and replacement of mechanical and electrical systems.	RCP 2.6	Low	Low	Low
			RCP 4.5	Low	Low	Medium
			RCP 8.5	Low	Medium	Medium
Wildfire	Risk 14	Wildfire is uncontrolled fire and is often exacerbated by climatic conditions. Factors such as long dry spells, rain, wind, vegetation, and the layout of the terrain significantly impact the risk of wildfires breaking out. Wildfire occurrence is episodic, with events linked to the occurrence of hot or dry weather conditions and fuel availability. Potential to impact building access and customer experience.	RCP 2.6	Low	Low	Low
			RCP 4.5	Low	Low	Low
			RCP 8.5	Low	Low	Low
Storm events	Risk 15	A storm is a period of violent weather, often fed by areas of low pressure, where wind speeds reach over 48 knots, torrential rainfall of at least 25mm per hours or snowfall of 1ft over 24 hours. Major storm events can lead to substantial widespread damage. Potential impacts as outlined above.	RCP 2.6	Medium	Medium	Medium
			RCP 4.5	Medium	Medium	Medium
			RCP 8.5	Medium	Medium	Medium

Key

Short term	Medium term	Long term	Impact rating*
1–5 years (2026–2030)	5–10 years (2031–2035)	10+ years (2036+)	● Low ● Medium ● High

* As assessed after existing controls and mitigations.

Response to risk	Next steps
As all assets in the portfolio are located within central London, they have the potential to be at risk of surface water flooding. Our portfolio has a very low risk of surface water flooding in the present day, equating to a less than 0.1% chance of surface water flooding occurring each year. Three buildings were identified as potentially being at a higher risk of surface water flooding by 2050. Emergency plans for flood risk are in place for all the buildings and we are reviewing site-specific risk assessments for the assets identified as being at a higher risk in the longer term.	Whilst there are several initiatives and city-level mitigation measures to reduce the surface water flood risk of the city of London as whole, we will always look at flood risk and mitigation at an asset level. Surface water flooding poses financial impact including cost of repairing assets damaged by water ingress, Whilst at the moment there is no evidence of our insurance premiums increasing as a result of flooding, in the long term this may change.
Our review found that the overall risk of flooding from rivers and the sea is very low across our portfolio.	Given the economic, social and political importance of London, it is anticipated that measures such as Thames Barrier upgrades, will be a national priority to mitigate and prevent the potential risk of severe flooding events. We will continue to monitor progress, particularly where it impacts locations, with higher proximity to the Thames.
In central London the risk of storm surge as a hazard is mitigated by the performance of the Thames Barrier, with minor flooding incidents at the river bank on some occasions. As the portfolio is located more than 200m from the River Thames, the risk to the portfolio from storm surges are not considered material, in the present day.	The location of our portfolio significantly reduces its risk of flooding from storm surge throughout our strategic time horizons. Potential financial implications are therefore likely to be limited.
All of central London is considered to have a high risk of drought on the London Risk Register and has been designated by the Environment Agency (EA) as being located in a highly water stressed region of the UK. As such whilst this is not a GPE asset-specific issue, assets with higher water consumption are reviewed for opportunities to reduce consumption. The financial impact to our business from drought is considered to be limited until further assessments are undertaken to be better inform actual costs. We will continue to keep this rating under review as the Greater London Authority (GLA) publish further details of its response to the London Climate Resilience Review.	Wider city-level mitigation measures have been identified to mitigate drought risk at a regional level, with Thames Water setting out several recommendations to increase resilience to drought stress across central London, as such we will continue to engage with organisations such as the GLA, EA and the statutory undertakers to mitigate the overall risk to our portfolio, and the wider community. Drought risk will be exacerbated for assets with higher water demand and no water efficiency features, so we will review existing strategies to reduce water usage across the portfolio including the implementation of a water intensity target.
The central London location of the portfolio means it is already exposed to heat stress. As the Climate X dataset does not account for the Urban Heat Island effect we believe it is likely that the portfolio may have a higher exposure to this risk in the short term than projections suggest. Therefore, assets with aging infrastructure, vulnerable users or limited mitigation measures, which are more prone to the risks of overheating in the short to medium term will be kept under review. Assessments of overheating risk are included within pre-acquisition surveys.	A building design will heavily influence its vulnerability to overheating and as such all our major new builds and refurbishments focus on thermal comfort of customers as a priority. Interventions such as internal and external shading will alter the amount of heat gains and have cooling benefits so will be included where appropriate. Double glazing and roof insulation can also reduce risk of overheating. Buildings with glass façades can increase solar gains and internal temperatures. Design, material selection and nature-based solutions to adapt to climate change are therefore considered for all developments and refurbishments irrelevant of scale.
The portfolio is not considered to be impacted by wildfire events because of its urban location in central London and therefore financial impacts to our business from wildfire hazards are considered to be minimal. Urban areas have a lower likelihood of traditional wildfires compared to rural and the rural-urban interface areas and therefore it is considered at low risk from wildfires in the present day.	We will incorporate scenario planning for extreme weather events to prepare and plan for unprecedented situations, periodically reviewing and updating risk management documentation, with a focus on collaboration and engagement with the emergency services. We will keep a watching brief and update our approach where required.
Storms can lead to various financial impacts for our business, such as the costs associated with repairing damage to the external façade and equipment. The portfolio is considered to have a medium storm risk in the present day and into the future particularly due to the age of some of our assets. See page 41 for an illustration.	Further assessment will be completed to better understand potential risks from wind damage to building façades. This will be integrated into our building fabric register to identify any deterioration of façades. We will also continue to engage with London Fire Brigade and Local Councils on the impact of storms to our communities.

Climate-related transition and physical opportunities

Opportunity		Description	Scenario	Short	Medium	Long
Transition opportunities						
Policy and legal	Opp 1	Increasing complexity of regulatory environment may present opportunities to acquire lower rated buildings (stranded assets) at reduced prices for repositioning.	RCP 2.6 RCP 4.5 RCP 8.6	Low	Medium	Medium
	Opp 2	Deep knowledge of sustainable development supports transition of business to a 'retrofit first' approach which is challenging in London and technically more difficult.	RCP 2.6 RCP 4.5 RCP 8.6	Low	Low	Medium
	Opp 3	Potential increased returns and improved valuation connected with higher demand for more sustainable space.	RCP 2.6 RCP 4.5 RCP 8.6	Low	Medium	Medium
Technology	Opp 4	Early adoption of technology supports improved visibility and management of utility consumption and embodied carbon, leading to ability to capitalise on customer expectations and support improved net operating income.	RCP 2.6 RCP 4.5 RCP 8.6	Low	Low	Low
Market	Opp 5	Increased collaboration with customers and supply chain supporting faster progress on energy efficiency and energy security. Also supports value chain engagement.	RCP 2.6 RCP 4.5 RCP 8.6	Low	Medium	Medium
	Opp 6	Ability to capitalise on deep knowledge of London market, where other developers may not be as well placed to navigate complexities.	RCP 2.6 RCP 4.5 RCP 8.6	Medium	Medium	Medium
Reputation	Opp 7	Continued transparency of reporting coupled with frequent investor engagement results in increased confidence in ability of business to deliver on sustainability goals.	RCP 2.6 RCP 4.5 RCP 8.6	Low	Low	Low
	Opp 8	Our Brief for Creating Sustainable Spaces supports best practice approach to sustainable design irrespective of the product, leading to consistency and positive customer and investor reputation in the market.	RCP 2.6 RCP 4.5 RCP 8.6	Low	Low	Low
	Opp 9	Early engagement and collaborative relationships with supply chain to support early warning of supply issues and ability to source alternative solutions, provide more opportunities to innovate and deliver best-practice.	RCP 2.6 RCP 4.5 RCP 8.6	Low	Medium	Medium
Physical opportunities						
	Opp 10	Potential increase in valuation of buildings that are climate resilient and adaptable.	RCP 2.6 RCP 4.5 RCP 8.6	Low	Medium	Medium
	Opp 11	Increased demand for buildings that are resilient to climate change, with measures such as passive cooling, nature-based solutions and sustainable urban drainage systems incorporated.	RCP 2.6 RCP 4.5 RCP 8.6	Low	Medium	Medium

Key

Short term	Medium term	Long term	Impact rating*
1–5 years (2026–2030)	5–10 years (2031–2035)	10+ years (2036+)	Low, Medium, High

* As assessed after existing controls and mitigations.

Response to opportunity	Next steps
Acquisition programme sought out lower rated buildings to reposition into best-in-class space.	Our Investment and acquisition teams continue to review the market to find lower rated buildings where an innovative approach to redevelop or retrofit could support the creation of new best-in-class space. Examples such as Soho Square or Whittington House demonstrate this approach.
We have been delivering refurbishment and retrofit projects for a number of years and as such have built a resilient value chain around us. Our Brief for Creating Sustainable Spaces integrates a number of legislative changes including biodiversity net gain, circular economy statements and climate resilience.	Continued lessons learned from our steel reuse initiative between 2 Aldermanbury Square, EC2, and 30 Duke Street, SW1, to promote the reuse of materials. Accelerated collaboration with our value chain, through our Circular Economy Focus Groups, and with planning officers through site visits.
Research, and the market, continues to show that higher rated sustainable buildings support increased valuations. The net zero carbon status of 50 Finsbury Square EC2 supported the sale price. Sustainable design and achieving the appropriate sustainability ratings remains a priority.	We continue to work with our valuers to strengthen the argument for, and provide a stronger evidence base on how more sustainable spaces drive higher demand and in turn better returns. This has informed our newly announced commitment to remove energy-related fossil fuels from the portfolio, as well as our work on CRREM positions and physical climate resilience.
Our portfolio-wide metering project has greatly improved not only the visibility of data for ourselves but also supported greater behavioural-led change and performance improvements. The opportunity to propose new technology has been integrated into Our Brief for Creating Sustainable Spaces and innovations around the delivery of net zero carbon buildings are encouraged as below-the-line solutions in our tender process.	Completion of the metering project and integration of that data into our asset dashboards will ensure that our customers have real-time energy consumption data for their spaces. The increased scope of the Decarbonisation Fund to our development pipeline, allows for further investment in new technology and piloting solutions across development and portfolio.
Our new MEP contract supports increased innovation to reduce consumption. We continue to review our energy procurement process to support energy security. Energy is a key topic at customer meetings, whilst our regular roundtables with key members of our supply chain, including architects, engineers, project managers and other service partners, support innovation.	Our public-facing targets in our Roadmap v2.0 that focus on our engagement with customers and supply chain partners take this approach to collaboration further. We also have regular energy intensity sessions internally amongst key team members from Sustainability, Technical Services and Customer Experience.
The GPE approach to building acquisition is well established, taking poor performing assets in all regards and turning them into best-in-class space in concentrated areas of London that we know well.	We continue to remain active participants in groups such as the Westminster and City Property Associations, supporting them through our own experience of the London market and local planning authority nuances.
Our approach to the disclosure of our data and performance has been established over a number of years and this has included our annual reporting process as well as third-party disclosures.	Through ongoing review of what we disclose and how we disclose it, we are making improvements to the integration of sustainability data into our Annual Report and creating a new accessible dataset that will be publicly available for download.
The opportunity to propose innovative approaches has been integrated into Our Brief for Creating Sustainable Spaces and solutions around the delivery of net zero carbon buildings are encouraged. Sustainability dashboards and our Development Sustainability Sub-committee provide oversight of progress against KPIs.	We continue to implement the Brief across all our projects, including on floor fit-out projects through our updated Flex Design Guidelines. Feedback is being incorporated into new projects.
Our approach to collaboration, outside of the confines of the contractual environment, have supported much more transparent and productive conversations with our supply chain partners.	Following on from the release of our revised Roadmap, and the inclusion of formal engagement targets with our supply chain partners on sustainability, we have held formal workshops to raise awareness and foster greater collaboration between our supply chain partners. This has particularly focused on the circular economy but also feeds in low embodied carbon materials.
'Our Brief for Creating Sustainable Spaces' outlines key performance requirements on incorporating climate resilience in the design of all our spaces irrespective of size and scale. Being able to identify building-specific risks supports the integration of effective resilience measures such as increased flood defence being managed at our Minerva House, SE1, project.	We will be reviewing our approach to climate risk modelling in the coming year to expand upon the work that has already been done across the portfolio. This will also include the identification of ways in which we can better support our customers, and the communities in which we operate, to deal with the physical risks of climate change such as accessibility issues and emergency preparedness.

Strategy and financial planning

Impact on strategy	Linked risks/ opportunities	Impact on financial planning
Operating costs, capital expenditure and allocation		
Our Sustainability Statement of Intent, and revised Roadmap to Net Zero, set out our sustainability strategy. Our refocused strategy aims to ensure that climate resilience is integrated across our business, and within our value chain, as well as increasing our ambition with regard to embodied carbon reduction and energy efficiency. Climate risk is considered throughout our processes, including leases, customer engagement, development appraisals, asset business plans, financing arrangements, acquisitions and remuneration arrangements.	**Risk:** 1–5, 7, 9–15 **Opp:** 1, 2, 4, 5, 10, 11	A detailed review of our portfolio allowed us to understand the cost of improving our assets to an EPC B. That cost was estimated to be c. £20million with most, if not all costs, being incorporated into our usual approach to repositioning those assets. This approach is now being updated to include data on actual energy performance, as well as the cost of compliance, across the standing portfolio, aligning with CRREM pathways and our Roadmap to Net Zero. Our Decarbonisation Fund remains available to support financial decision making that leads to energy and carbon reductions.
Access to capital		
It remains important to be able to demonstrate how financing is linked to ESG considerations. Our Sustainable Finance Framework was updated in the reporting year and sets out how we link our debt facilities to our business activities. In addition, our updated ESG-linked RCF incorporates KPIs on energy intensity, embodied carbon and biodiversity.	**Risk:** 2, 4, 7, 8 **Opp:** 1–4, 6–8	Throughout the year we have engaged in a number of discussions with our lenders, focusing on our ESG-linked Revolving Credit Facility, as well as our new sterling unsecured sustainable bond valued at £250million. We continue to monitor the effectiveness of our sustainability strategy in supporting our access to capital through our Committee structure.
Acquisitions and divestments		
It is our business strategy to acquire assets that are at risk of being stranded to refurbish and reposition them. We may also seek to divest from assets where it is not possible to upgrade to an EPC B rating. When making an acquisition, as part of our due diligence, we review the impact of the current building on our portfolio consumption and footprint, as well as the likelihood of the redeveloped asset to meet key performance metrics such as energy intensity and EPC rating. We continue to integrate lessons we learn in acquisitions and divestments, such as preparation of CRREM pathways for all assets, in our standard operations.	**Risk:** 1–3, 5, 6, 8–15 **Opp:** 1–3, 6–8, 10, 11	Our Executive Committee, and the Board, are fully informed of any potential acquisitions and the impact of meeting sustainability performance metrics on financial viability. This includes contributions to the Decarbonisation Fund, likely embodied carbon impact of development proposals and energy use intensities. In respect of divestments and disposals, CRREM pathways are completed to support the sale of these assets as buyers, and investment funds, become more mature in the sustainability data they are requesting. The sustainability credentials of the building also support the valuation.
Developments		
The strategy for our developments remains relatively unchanged with a very strong priority on the integration of elements to mitigate climate risk and take advantage of sustainability ambitions. Further additions have been made with regards to circularity, tracking performance on our major projects to help deliver resilience in material availability and embodied carbon performance. We continue to take a whole life approach to design, understanding upfront carbon emissions and assessing the operational energy performance of all developments, whether new build or refurbishment. A gap analysis against the UK Net Zero Carbon Building Standard is undertaken for the majority, with minimum impact on all-electric and climate resilient buildings. The financial implications of implementing this are included within our development appraisals, which also include the impact of our Internal Carbon Price.	**Risk:** 1, 2, 4, 6, 7, 9–15 **Opp:** 1–6, 8–11	There are additional costs that are included in development appraisals that are due to the delivery of sustainability and climate resilience through our own strategy, but also due to the evolving requirements of planning authorities. This covers both the consultancy and technical expertise needed, but also the payments within planning contributions for carbon offsetting. Our Internal Carbon Price of £150 per tonne is applied at practical completion of our developments and incentivises the reduction of embodied carbon and supports progress towards our short-term embodied carbon reductions, but has also prepared the business for external pricing and offset contributions coming from the planning environment. The costs associated with operational improvements, in relation to upfront capital expenditure are also discussed with Executive Committee during appraisals. Improvements to our 33 Gresse Street building have been reviewed in the context of the return on investment of energy efficiency interventions.
Managing assets		
The strategy for managing our assets is fed by our Roadmap to Net Zero and tailored depending on the existing asset plan i.e. where they are likely to be redeveloped, where customers are leaving the space, how long we are holding the asset for. Our Internal Carbon Price is applied to operational carbon emissions, with our Decarbonisation Fund supporting ongoing investment in energy efficiency projects across our portfolio and now into innovation in our developments. As part of our ongoing strategic short-term carbon and energy reduction targets, each asset is reviewed to understand its year of stranding in CRREM, and working with our portfolio engineering partners, and Technical Service team, interventions to support physical and transitional climate resilience are planned out for the short to medium term.	**Risk:** 1, 3–5, 7, 9–15 **Opp:** 1–5, 8–11	Our Portfolio Managers are ultimately responsible for the long-term financial performance of our real estate assets. Energy performance, climate resilience, biodiversity interventions and social value are all monitored as part of our asset business planning process. Our updated physical climate risk modelling has been mapped against each asset to begin to allow for more effective integration of mitigation measures into financial planning and ultimately valuation. Improvements to both building fabric, and internal systems, are programmed to reduce the impact on existing customers whilst delivering the best return on investment for the capex spend.

Metrics and targets

Metrics and targets, including KPIs, used to assess climate-related risks and opportunities in line with strategy and risk management processes.

Risk adaptation and mitigation metrics	Baseline	2022/23	2023/24	**2024/25**	Target	Progress
EPCs rated A and B by floor area[1] **Risk:** 1, 3–5, 7 **Opp:** 1, 3, 4, 5, 8	2016	43%	40%	**43%**[A]	100% by 2030	Compliant with current EPC legislation, with plans in place to meet potential further EPC legislative changes, and quarterly asset reviews are monitoring progress. Our acquisition of the Soho Square Estate continues to keep the overall operational floor area % of EPC As and Bs at a steady level but this will be remedied as it transitions to the development pipeline. Including floor area in development, 81.3% of the portfolio is meeting or targeting EPC A and B.
EPCs rated F and G by floor area **Risk:** 1, 3–5, 7 **Opp:** 1, 3, 4, 5, 8	2016	0%	0%	**0%**	0% annually	
Proportion of portfolio with green building ratings by floor area **Risk:** 1, 3–5, 7 **Opp:** 1, 3, 4, 5, 8	2016	48%	44%	**41%**	60% by 2030	Our Brief for Creating Sustainable Spaces provides clear governance structure for the delivery of green building ratings. The Brief applies to all developments, refurbishments and fit-outs. It includes certifications such as BREEAM, WELL, Fitwel, NABERS and SKA ratings. A further 25% of the portfolio in development is targeting green buildings ratings.
Estimated annual savings from energy efficiency measures implemented during the year **Risk:** 1, 3–5, 7, 8 **Opp:** 1, 3–5, 7	2018	3,226 MWh	1,077 MWh	**2,666 MWh**	Develop by end of FY26	The continuation, and completion, of our metering upgrades are estimated to have delivered over half of these savings this year, by utilising automated, granular data and dashboards to quickly identify any anomalies in energy consumption. The rest of our FY25 savings have been delivered through optimised operation and replacement of MEP equipment with more efficient alternatives on end-of-life.
Internal Carbon Price **Risk:** 1–15 **Opp:** 1–11	2021	£95	£95	**£150**	Review by end of FY27	The ICP is currently applied to Scope 1 and 2 location-based emissions and residual embodied carbon emissions from our development pipeline. It has been updated to £150 per tCO_2e in the Roadmap v2.0.
Annual contribution to Decarbonisation Fund **Risk:** 1–15 **Opp:** 1–11	2022	£887.2k	£338k	**£793.9k**	Develop by end of FY26	Decarbonisation Fund in place since 2020 supporting investment in efficiency of our standing assets. Continue to utilise the fund to support decarbonisation of our value chain. FY24/25 increase due to the completion of developments that meet the criteria for the Internal Carbon Price, SIX and 31/34 Alfred Place.
Electricity purchased from renewable sources **Risk:** 5, 7, 8 **Opp:** 1, 3–5, 7	2020	100%	100%	**100%**	100% annually	We procure 100% REGO-backed electricity, however we continue to review this approach to energy procurement to ensure it is robust, transparent and in line with best practice.
On-site renewable energy generation **Risk:** 5, 7, 8 **Opp:** 1, 3–5, 7	2020	5.3 MWh Restated	6.7 MWh	**12.4MWh**	Target removed	Our original target of 600MWh of renewable energy generation by 2030 has been removed from our Raodmap to Net Zero v2.0 due to limitations in ability to retrofit solar PV e.g. lack of roof space, structural limitations and minimal return on investment. We will continue to install on-site renewable energy where there is an appropriate return on investment.

A Metrics with independent limited assurance provided by PwC in accordance with the International Standard on Assurance Engagements (ISAE3000).
1. Based on operational floor area, excluding on-site development. Further detail with forecast EPC ratings can be found on page 49.

Further information supplementary to this disclosure can be found in our **Sustainability Statement of Intent** and our **Roadmap to Net Zero v2.0**, providing context and historic performance against all metrics and targets, at **www.gpe.co.uk/sustainability/governance-reporting**

Our **Sustainability Performance tables** detail our full performance against our targets for the last financial year. Detailed reporting of our sustainability performance, including energy consumption and Scope 1, 2 and relevant Scope 3 metrics (including carbon emissions associated with water consumption and waste management), is included within our Streamlined Energy and Carbon Reporting (SECR) table on pages 44 to 49 of our Annual Report.

Growing Our Circularity: Reuse + Recycle = Results

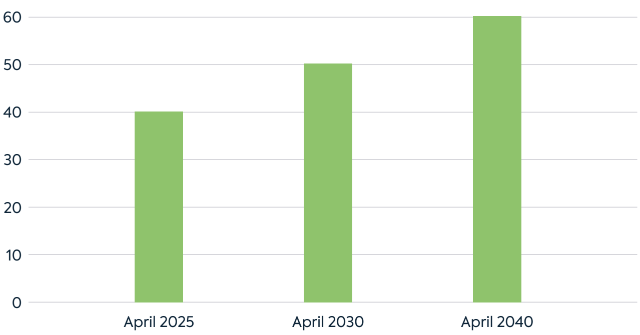
In November 2024 we announced our innovative Circularity Score and targets for our development projects.

We believe that measurement supports knowledge and improvement, and that early action to stimulate innovation in the marketplace is essential. By setting out an initial methodology, we were able to understand how our projects were performing and, from April 2025, put measures in place to ensure that the Circularity Score becomes an integral part of the project brief.

We committed to publicly disclosing our building circularity scores for our on-site developments as well as providing more detail on methodology. A summary can be found below, with more detail available in our Sustainability Performance Tables at **www.gpe.co.uk/sustainability/governance-reporting**

It is inevitable that these scores will vary based on the nature of the building (refurbishment, extension, new build), stage of the project (planning, design, construction) and the level of estimation and benchmarking that is required. However by disclosing this information, we hope to develop a better understanding of circularity, stimulate debate and drive improved performance.

Circularity Score Targets %



Project	Retained %	Reused %	Recycled %	Circularity Score %
2 Aldermanbury Square	0	0	36	36
Minerva House	55	0	11	66
30 Duke Street	7	3	16	26
Soho Square Estate	25	0	6	31
St. Thomas Yard	57	1	10	68
The Courtyard	69	2	4	75
Whittington House	84	1	1	86

The **GPE Circularity Score** includes the mass of the sub- and super-structure, the façade and MEP elements of the building. The Score is the equally weighted percentage of those elements that come from retained and reused sources, as well as the recycled content portion of new materials.


The Courtyard


St. Thomas Yard

CEFG Members

Architects: Make, ORMS.
Contractors: Bovis, Keltbray, Mace, Morrisroe, Multiplex.
Engineers: Elliott Wood, Heyne Tillett Steel.
Sustainability: Arup, Sweco.

Case study – Circular Economy Focus Group

Announcing and implementing our Circularity Score was the first step in accelerating our adoption of the principles of circularity. We also wanted to stimulate debate, leading to the establishment of our Circular Economy Focus Group (CEFG).

The circularity innovation achieved at our current developments, and on sustainability more broadly has been due to our close collaboration with our supply chain partners who are integral to our success. Our CEFG therefore aims to continue that collaboration to advance our thinking on circularity. The CEFG is made up of key members of our project teams, listed below, and representatives from GPE's Project, Development and Sustainability teams.

The forum has stimulated several interesting and lively discussions about the challenges we face, the solutions that can be implemented in the current marketplace and how GPE as a developer can help influence and support the industry to innovate faster.

As part of our commitment to transparency and sharing learnings, some of our discussions have included:

Challenging our Circularity Score: We considered a number of questions regarding challenges in reporting and embedding our score including:

- What data is available for us to measure?
- How do we get consistency across projects?
- Is there such a thing as too strong a focus on circularity?
- Are we including the right building elements?
- Should we be weighting the score based on building type?

As has been the case with embodied carbon measurement, we expect our Circularity Score approach to evolve over time as information improves, However, in the absence of an industry definition, we are confident that we have arrived at a sufficiently robust methodology.

Material by material: Whilst we have made good progress in the mass reuse of steel, we must continue to advance our circularity approach across the development process. Each building is unique in the way in which it meets its Circularity Score, so a number of materials and process solutions will be required to keep improving our approach. This approach is evident at 30 Duke Street, where innovative approaches to circularity are being realised in the steel frame, the glass in the windows, aluminium in the frames and the stone in the façade.

Innovative solutions: Having such a diverse range of specialisms and experience around the focus group table is supporting greater innovation. This has included new materials and processes, for example:

- **Hydro CIRCAL procured at 30 Duke Street:** the first aluminium product made entirely from 100% post-consumer scrap.
- **Material Index in use at Whittington House:** a new approach to pre-redevelopment, capturing the existing building through digital surveys, allowing us to fully map the pathway of materials allowing us to keep their value.
- **Xeroc potential at Soho Square:** an innovative approach to delivering circularity by taking concrete crush and reprocessing it directly into new concrete product. We are hoping to trial this or other low-carbon concrete technologies at one of our upcoming developments.

Our people and culture

> It's been a busy year on the people front. Our people are at the heart of everything we do – their passion, expertise and commitment are what turn plans into amazing workspaces for our customers."

Carrie Heiss Human Resources Director

Q&A with Carrie Heiss, HR Director

Q1: What have been some of your proudest 'people moments' of the year?

There have been several, but for me everything starts with our values.

On the first day of the financial year we 're-launched' our corporate values, not because there was anything wrong with them, but because we wanted to test whether they still reflected our most fundamental beliefs. We really scrutinised the wording and the meaning of the words and it was great to validate that they were just as relevant as when they were first articulated. We did, however, make a couple of notable changes. We added a value to reflect the importance of our customers and we also refined the wording on another core value from 'Open and Fair' to 'Fair and Inclusive'.

Our values are embedded into our annual and mid-year performance review process and, in addition to the delivery of their personal objectives, everyone is assessed on 'how' they behave in relation to our values. We also take opportunities to publicly recognise behaviour that exemplifies our values. Colleagues have the opportunity to nominate their peers for a quarterly 'Living our Values' award and these are presented by the Chief Executive.

Another thing we are especially proud of this year is following up on our commitment to growth and progression. We always say that companies grow and thrive when people grow and thrive. We see learning as a partnership between GPE and the individual – GPE makes opportunities available, and individuals choose where and how to partake based on where they want to go and what they want to achieve, which is their responsibility to define.

GPE. THRIVE LEARNING

In 2023/24, we prioritised leadership development and ran two bespoke development programmes for our leaders and people managers called Momentum and Inspire. This year, we launched **GPE Thrive Learning** which is aimed at all our colleagues and provides training and learning opportunities to meet their individual needs.

In addition to the opportunities offered through Thrive Learning, all colleagues have a personal development plan. The Executive Committee also conducts an annual Talent Review of everyone in the business. In this way, we try to ensure that people are progressed and promoted at the right time. We have made several key appointments this year, most of whom were promoted from within.

Company values

We achieve more together

- Collaborating and working well with others.
- Actively seeking expertise from others.
- Supporting and empowering each other to succeed.
- Challenging and questioning without confrontation.
- Acknowledging the contribution of others.
- "We" not "me".

We are committed to excellence

- Holding ourselves to a high standard in everything we do.
- Consistently striving for the best result.
- Applying rigour, discipline and focus to our work.
- Taking responsibility and being accountable.
- Going the extra mile.
- Learning from both successes and mistakes.

We are fair and inclusive

- Respecting each other.
- Treating people fairly.
- Honest and transparent communication.
- Listening with empathy.
- Being open-minded.
- Colleagues feeling they belong and can be themselves.
- Valuing all kinds of diversity.

We embrace opportunity

- Actively test new things, capture learnings and move forward.
- Capitalising on opportunities to innovate.
- Overcoming obstacles and seeing things through.
- Being curious; continuously learning and looking 'out'.
- Being brave; having the courage to challenge the status quo.
- Showing positivity and enthusiasm.

We value every customer

- Adding value; coming prepared with fresh ideas.
- Keeping our word; following through and keeping our promises.
- Actively listening; using personal, two-way dialogue to ensure we understand.
- Bringing the energy; as passionate, can-do people.
- Being flexible; adapting solutions to meet changing requirements.

Q2: How does GPE think about engagement and how engaged is your workforce?

Very engaged! For us, engagement is a measure of our colleagues' connection and commitment to GPE's purpose, culture and direction. High levels of engagement indicate good alignment which means we are on the right track. We want engaged, happy colleagues. It is important to regularly ask for feedback on how we are doing as the population evolves and we do not take anything for granted.

Our results from our most recent engagement survey are very encouraging. Our overall favourability rating has increased from 74% (February 2024) to **78%** (February 2025) with **89% of the population responding**. In particular, the three primary questions we ask to gauge employee engagement have all significantly increased in terms of favourable responses and our overall employee engagement and inclusion index score increased from 74% to **80.3%**.

As a result of the February 2024 survey, we identified some areas for improvement. Specifically, we wanted to:

- increase cross-team collaboration and coordination.

  What we did: set and published team-level objectives to clarify roles and responsibilities and improve cross-functional working.

- improve our Head Office physical work environment.

  What we did: reconfigured our communal/social space to look beautiful and work better for everyone.

- improve our internal systems and processes for optimal productivity.

  What we did: established priorities and commenced a large project to migrate our current finance and property management system to a new system which will transform and improve many of our work processes.

Many positives were identified from the February 2025 survey and the particular standouts, which were very reassuring to hear, were as follows:

- strong, consistent and very effective communication from senior leaders as well as confidence in our leaders overall;
- recognition of GPE's good and competitive employee benefits;
- an improvement in collaboration and teamwork across the business;
- appreciation of GPE's focus on wellbeing;
- appreciation of GPE's genuine commitment to customers; and
- acknowledgement that diversity and inclusion (D&I) is truly important to our leaders. At the same time, 68% (February 2024: 70%) said they feel we are doing the right things to improve D&I, and we hope to see this improve as we implement our updated D&I Plan (see page 69).

There are two key areas of improvement from this year's survey. The first is related to our ongoing efforts to continue to improve our systems and streamline some of our processes. In response to feedback that our schedules can be 'meeting heavy', we will challenge ourselves to ensure our 'meeting culture' allows us to be optimally effective. We aim to establish guidelines on effective meetings which will likely reduce the overall number and length of meetings that take place. Secondly, while we have improved the look of our environment in our Head Office significantly in the last year, we want to address some further functionality that would benefit our colleagues. This includes reviewing our desk booking procedure and potentially adding some additional quiet zones for colleagues to use.

The Listening Initiative, 'The Booth', which we introduced in 2023/24 has been a very effective way to connect members of the Executive Committee with the wider business. Similarly, our additional Board-workforce engagement format, 'A lunch with...', (see pages 107 and 108), has been well-received and we look forward to continuing with these, alongside our wider colleague engagement initiatives.

Q3: You have recently updated your three-year People Strategy, what has changed?

Our People Strategy is all about unlocking potential and creating opportunities for our people to thrive. Practically, this means creating the conditions for people to do their best work and to feel fulfilled and happy doing so. Our central assertion is that happy people perform better and this ultimately translates to better business outcomes. Said another way, we want the right number of really happy people doing their best work and delivering great results.

Our updated People Strategy, which takes us through to 2027, is not a significant change in direction; it is more a reframing to emphasise the explicit link to Company performance. In setting the Strategy, we discussed with the Executive Committee and the Board what actually influences happiness at work and what conditions need to exist to support this. As a result, we have very clear ambitions for our four main pillars of focus, being:

- Health & Wellbeing;
- Growth & Progression;
- Reward & Recognition; and
- Leadership Capability.

These pillars are underpinned by our core values, D&I, and an emphasis on essential cultural and environmental factors such as relationships with co-workers, pride and a sense of purpose and autonomy. Our annual engagement survey results from February 2025 validate that we are on the right course in terms of the quality of our employee experience.

85%	**85%**	**91%**	**79%**
Employee Engagement Index (February 2025)	of our colleagues recommend GPE as a great place to work	of our colleagues believe in what we are trying to achieve	say work gives them a personal feeling of accomplishment
76% in February 2024	**74% in February 2024**	**80% in February 2024**	**72% in February 2024**

Q4: So, D&I is still a core part of your People Strategy?

Very much so! Along with our core values, D&I forms the foundation of our People Strategy and adds an important additional dimension to the 'happy people' theory. When inclusion, belonging, and psychological safety are prioritised, employees feel empowered to contribute authentically and perform at their best. Creating and prioritising these conditions takes time, genuine commitment and a consistency of approach which must be driven from the top down. This is driven from the Board, the Executive Committee and our entire senior leadership team, including our Inclusion Champions (the Inclusion Committee members and co-chairs of our Employee Impact Groups).

There are two complementary building blocks of focus in our D&I Plan – Diverse Talent and Inclusive Culture. Within each, we have identified action areas (see table below) and each has specific targets and commitments for the next three to five years. A full description of our progress against these targets will be published annually on our corporate website, starting following the end of the 2025/26 financial year.

We believe targets are important. They help guide our actions and keep us on track and they measure our progress to increase diversity. Details of our diversity representation targets, and progress in the year, can be found on page 72. However, targets are just a part of the bigger picture. Just as important as the demographic of our workforce is the environment we all work in. We aspire for GPE to truly be the employer of choice in our sector, a place where people feel they belong and where they want to be. We see this as an ever-evolving journey and not a destination.

External validation of best practice is important to us. In 2020 we received the National Equality Standard (NES) and in 2023 we decided to work with Clear Assured, a global, independent standard which validates D&I, culture and strategy against an evidence-based framework designed and assessed by experts. We are incredibly proud of the fact that we have recently received our Silver accreditation. When communicating the achievement to GPE in March 2025, Clear Assured stated: "We have been particularly impressed by your dedication to continuous improvement, making practical and strategic changes to ensure D&I Initiatives resonate closely and impactfully with all employees".

86%

of our colleagues say that they "feel comfortable here, accepted and able to be myself"

79% in February 2024

73%

of our colleagues say that "leaders show their commitment to making GPE an inclusive environment"

66% in February 2024

Our D&I Plan sits alongside our Social Impact Strategy. They are closely interconnected as both aim to create equitable opportunities and drive positive societal and organisational change. In areas where the strategies intersect, we aim to ensure full alignment on our actions.

Q5: What is the Company's stance on hybrid or flexible working?

Until recently, GPE has operated a 'pilot' Hybrid Working Policy of three days in the office and two days working from home for colleagues based in our London head office (or four days per week for some roles which are based in our wider portfolio locations). In a recent formal review of the pilot, we discovered that attendance in our head office actually exceeded the requirement in the policy. We believe the reason for this is that we have anchored some of our main communication events on key days during the week, including Mondays. Ultimately, we trust our people to work in a way that allows them to achieve their objectives and we assess them based on the output they produce. As a result of the pilot review, we have formalised our Hybrid Working Policy, introduced some additional flexibility for colleagues to work from home in August and also introduced a new 'You Day' for 2025 (see page 108).

We appreciate that flexibility is important for our colleagues. In general, flexibility is fully supported at GPE, either through formal flexible working arrangements or more informally through effective and supportive line management.

Our D&I Plan focuses on eight key action areas:

Diverse Talent		Inclusive Culture	
Leadership	Workforce	Inclusive Leaders	Employee Engagement & Belonging
Future Talent (see page 70)	Recruitment & Progression	Employee Impact Groups (see page 71)	Training & Embedded Learning

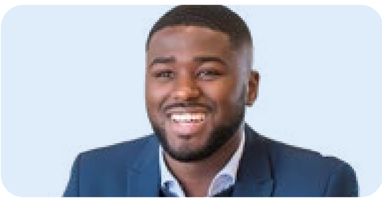
Examples of our D&I Plan in action:

Future Talent – a commitment to early careers

We believe everyone should have the same access to opportunities to do great things in life and build great careers, yet we understand that some may face challenges or barriers in order to access these opportunities.

We are committed to supporting social mobility and we will identify pathways for future talent to enter GPE which in turn, will benefit the wider real estate sector.

We proudly source interns from the 10,000 Black Interns Programme. For 2025/26, we will provide at least four internships for individuals from diverse backgrounds each year. We will also continue to provide apprentice positions each year, and from 2026/27, we will begin to monitor conversion rates, with a view to converting some of our apprentices to permanent entry-level roles.



Jose Neto

Customer Experience Manager

"I am very passionate about the apprenticeship route into the property sector. I began my career as an apprentice in 2017 in facilities management. I worked while completing my IWFM course and this allowed me to gain the hands-on experience as well as the theory. I now am a strong advocate for entry-level roles – both internships and apprenticeships. I believe these types of roles allow people who may not have considered the real estate sector to access opportunities and grow their career. I have recently begun line managing two apprentices in our Customer Experience team and it is very rewarding to see their growth in the short time they have been with us."

Jada McGibbon

Customer Experience Apprentice (six months of service)

"I began my apprenticeship with GPE in October 2024, and it has been an incredible experience so far. I am completing my Facilities Management Supervisor Level 3 qualification which allows me to gain practical experience while working four days per week with one day as a study day. I work alongside a supportive team and it really helps to have a manager who started their career as an apprentice as it helps me to see what I can achieve. As the youngest female at GPE, I was really proud to be a panellist at our recent event for International Women's Day. I was able to speak about some of my personal experiences and shared that my Mum is my female hero on account of her strong work ethic and determination. I also have a passion for football!"

Sam Coteman

Customer Experience Apprentice (six months of service)

"I started my apprenticeship straight after finishing my BTEC National Diploma in Business Studies. I enjoy working in the Customer Experience team who continue to support me in both my work and studies to achieve my qualification. I play a key role in the day-to-day operational management of our buildings – ensuring we continue to deliver best-in-class service to our customers. I see this as the start of a great career in property where I am developing valuable skills in facilities and operational management. In my spare time I enjoy playing various sports and have recently set up a technology blog."

Expanded and further empowered our Impact Groups

Our Inclusion Committee (see page 102 for further details) was established back in 2022. Soon after, we established four Employee Resource Groups. These are powerful engines for driving inclusion, business innovation and employee engagement. At GPE, we go a step further and refer to these as our Employee Impact Groups (EIGs). When we empower our EIGs, we create spaces where all voices are heard, where employees feel valued and where critical insights are uncovered. Simply stated, our EIGs give our employees a very loud voice and we are proud of how they have become a core part of our daily working lives. In addition to hosting various events and activities throughout the year, each EIG has a direct line of communication to the Executive Committee. Each quarter, an EIG provides an update which is an opportunity for an open and honest exchange on issues, priorities and concerns. This keeps the Executive Committee very close to the issues that matter to the EIGs and we work together to keep moving forward. We have recently asked each EIG to refresh their mission statements. We have also expanded the focus of both our Parents and Carers and Women's EIGs, as explained below.

Belonging
Expression
Identity
a**N**d
Gender

GPE BEING

No longer the 'Women's Impact Group', we have moved to actively recognising all genders and issues of identity and expression as well as issues which may be gender specific. This expanded focus allows us to raise awareness more broadly while still focusing on gender-specific issues as appropriate. We have adopted a 'steering group' approach and rely heavily on our allies across the business.

Helping
Employees
And
Relatives
Thrive

GPE HEART

Previously named the 'Parents and Carers' Impact Group, parents and carers remain a core audience to represent, but we have now added a focus on neurodiversity and disability as these dimensions touch many of us either individually or within our family and close social circles. We aim to increase awareness, knowledge and to support each other to thrive.

Promoting
Overall
Wellbeing
Energy &
Resilience

GPE POWER

This Impact Group remains focused on three main areas of wellbeing: physical, mental and financial, and we concentrate our efforts on issues which affect the entire GPE population. This Impact Group is overflowing with ideas and initiatives to keep everyone in tip-top condition.

Race
Ethnicity
And
Cultural
Heritage

GPE REACH

This Impact Group remains focused on race, ethnicity (including religion) and cultural heritage, raising our collective awareness and supporting/ promoting activities and initiatives which increase representation and equal opportunities for all.

GPE workforce

GPE has a workforce of **152 colleagues** (31 March 2025) which is up from 134 in March 2024. We have welcomed and successfully onboarded 42 new joiners and had 24 leavers. Our retention rate of **84.6%** as a measure of stability (up from 75.5% in 2024) reflects an extremely stable workforce. Voluntary turnover remains low at 5.6%.

This year, we prioritised investment in our Digital & Technology team, created a new Flex Workspaces and Design team and added to our Customer Experience team as we launch more Fully Managed spaces.

Gender and ethnicity balance

We genuinely believe that diversity gives us strength, resilience and advantage. We are proud of the fact that 50% of GPE's population is female (76 of 152 as at 31 March 2025).

We have set ambitious representation targets to achieve by 2030, with annual targets set each year to drive progress:

- 50% of all senior leadership roles to be held by women by 31 March 2030. **31 March 2025: 37% against a target of 40%** (31 March 2024: 33.3%).
- 30% of all management roles to be held by ethnic minorities by 31 March 2030. **31 March 2025: 17% against a target of 20%** (31 March 2024: 15%).

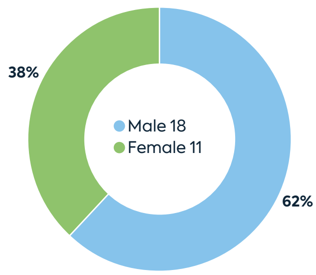
Despite improvements, we fell slightly short of the 2024/25 targets and remain focused on our progress. In line with the Parker Review, we have also set a target for 15% of our senior managers (Executive Committee and their direct reports) to be held by ethnic minorities by the end of 2027; **31 March 2025: 6.8%** (31 March 2024: 4.2%).

Senior leadership gender diversity as at 31 March 2025

	Males	Females	% Female
Executive Committee	6	2	25%
Senior Management	11	8	42.1%
All senior leadership roles	**17**	**10**	**37.0%**

Senior Management above is comprised of our Department Directors and Heads of Departments. As at 31 March 2025, and for the purposes of disclosure under section 414C Companies Act 2006, our 'senior leader' population of Executive Committee members (excluding the Executive Directors) and members of Senior Management comprised 14 men (58%) and ten women (42%).

Executive Committee and direct reports as at 31 March 2025



The Executive Committee and their direct reports include Executive Directors, other Executive Committee members (including the General Counsel & Company Secretary) and their direct reports comprising individuals for whom they have direct line management responsibility, excluding administrative or support roles.

Information prescribed by the UK Listing Rules on the gender diversity of our Board and Executive Management, and also on our total employee population, is set out in the diversity disclosure tables below. Details regarding the Board's Diversity Policy and representation targets, its approach to D&I and our Board diversity statement can be found in the Nomination Committee report on pages 114 and 115.

Diversity disclosure tables

Gender: as at 31 March 2025	Number of Board members	Percentage of the Board	Number of Senior Positions on Board (CEO, CFO, SID and Chair)	Number in Executive Management[1]	Percentage of Executive Management	Number of total employees	Percentage of total employees
Men	6	60%	4[2]	6	75%	75	49%
Women	4	40%	–[2]	2	25%	76	50%
Other categories	–	0%	–	–	0%	1	1%
Not specified/prefer not to say	–	0%	–	–	0%	0	0%

1. In accordance with the UK Listing Rules' definition, Executive Management comprises the Executive Committee (being the most senior executive body below the Board).
2. Karen Green succeeded Nick Hampton as SID on 1 April 2025 and, as such, the SID role is now held by a woman.

Ethnic Background: as at 31 March 2025	Number of Board members	Percentage of the Board	Number of Senior Positions on Board (CEO, CFO, SID and Chair)	Number in Executive Management[1]	Percentage of Executive Management	Number of total employees	Percentage of total employees
White British or other White (including minority-white groups)	9	90%	4	8	100%	116	76%
Mixed/multiple ethnic groups	–	0%	–	–	0%	10	7%
Asian/Asian British	1	10%	–	–	0%	6	4%
Black/African/Caribbean/Black British	–	0%	–	–	0%	12	8%
Other ethnic group	–	0%	–	–	0%	3	2%
Not specified/prefer not to say	–	0%	–	–	0%	5	3%

Approach to data collection
All individuals are asked to self-report their ethnicity and gender identity on a strictly confidential and voluntary basis with a 'prefer not to say' option for certain fields. Over 95% of our population have self-reported personal information for ethnicity and gender identity as well as religion, sexual orientation and disability.

Our stakeholder relationships

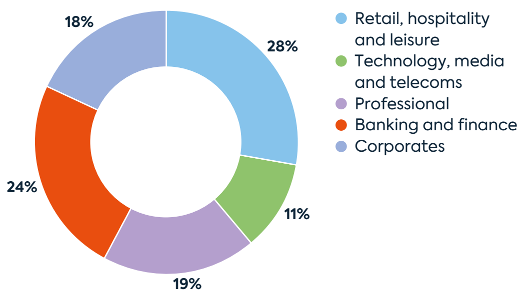
Building and nurturing the relationships we have with our stakeholders is critical to our success and too valuable to outsource. As a result, we manage all aspects of our property portfolio in-house. We aim to build lasting relationships based on professionalism, fair dealing and integrity.

Our customers

Understanding our customers' businesses and having a deep appreciation of what they require enables us to deliver a workplace environment in which they can focus on their own business activities. Having a strong, enduring relationship with our customers means we can work with them to ensure they remain satisfied within their existing workspace, and allows us to retain or relocate them when their occupational requirements change. Our Customer First approach is vital to helping us design and deliver spaces and experiences which allow our customers' businesses to thrive.

The role of the property owner is rapidly changing as the needs of customers evolve. An attractive office is now considered more than simply a location in which to do business. It serves a broader purpose. It needs to enhance the productivity of the workforce, align to a business' brand and culture and play a key role in attracting and retaining talent in a competitive marketplace.

GPE customer mix %



Approach and objectives

Customer First

We know that every business is different, so we provide choice to allow our customers to create their space the way they want it. Our Ready to Fit offering provides flexibility for customers to design and build the space in our buildings that is just right for them and their people. We provide Fitted spaces that are designed for our customers by our in-house experts. Increasingly, customers choose to have their space Fully Managed by us, where we take care of everything, making life easier and hassle free so they can concentrate on their business.

Whichever offer our customers prefer, they are each developed with sustainability at their core. We future-proof our spaces, incorporating technology to enhance the customer experience, and they are designed to promote health and wellbeing for our customers and local communities, with highly adaptable open plan configurations and outdoor spaces.

We recognise that to deliver a high quality service, we need to have a direct relationship with our customers. Therefore, we have dedicated in-house Customer Experience and Workplace Technical Services teams whose roles are to manage the day-to-day operation of our buildings and deliver an attractive service provision to all of our customers. During the year, we initiated a programme for employees to spend time with the Customer Experience team to better understand customer needs.

Our service proposition

It takes a true partnership to unlock potential. That is why we work hand in hand with our customers to ensure we thrive together. We understand there is no one size fits all approach and that we need to work closely with our customers to understand their challenges and changing needs. Our service proposition 'Together we thrive' helps ensure we continue to deliver and maintain the highest standards and ensure consistency in our approach, whilst also providing a strong promise to our customers:

Service proposition:
Together we thrive

Service standards:

Actively listen	Bring the energy	Be flexible	Add value	Keep our word

Knowledge of the changing needs of our customers requires a close relationship and regular engagement. A key element of our approach, in addition to frequent day-to-day interaction, is to require our team to formally meet with every customer twice a year and we have enhanced our engagement with Executive Committee members meeting a cross-section of our customers and Executive Directors with our top 20 customers at least annually. These meetings, combined with the independent customer satisfaction surveys we undertake, provide an understanding of how our customers' real estate needs are developing and provide valuable insight into the health of the sectors in which they operate.

Examples of topics raised during the year

- communication when we are carrying out development or fit-out works near to customers;
- delays in implementing permanent solutions to building issues, with some issues taking too long to resolve;
- timely communication and explanation of service charges and reconciliations; and
- a desire from customers to work more in partnership with GPE.

Our key stakeholders have been identified as our investors, people, customers, joint venture partners, communities, local planning authorities and suppliers. See more on our people and culture and engaging with our employees on **pages 67 to 72 and 106 to 108** and on our communities on **pages 52 and 53**

Our stakeholder relationships continued

How did we respond

- created a detailed communication plan and regular project-related customer meetings to give more visibility of future works;
- building-by-building action plans to identify and resolve repeat long-standing issues;
- independent internal audit carried out on service charge budgets and reconciliation processes and recommendations implemented; and
- expanded programme of strategic customer meetings with our senior team to strengthen relationships at C-suite/founder-level with our customers.

High levels of customer satisfaction

We commission an annual independent customer satisfaction survey which is designed to determine our customers' satisfaction with their building, communication, our understanding of their business needs and ease of doing business with us. This year, 133 retail and office customers participated. A key output of the survey is a Net Promoter Score (NPS), which is best translated as the willingness to recommend GPE. It is expressed as an absolute number between -100 and +100.

Our overall NPS was high at +26.1 for the portfolio as a whole and +31.2 for the office portfolio which was an improvement on last year's score of +30.2. Encouragingly, our NPS score remains materially ahead of the industry average of +13.6. From the valuable feedback and comments we receive, we prepare building-specific action plans to further improve our services. The plans are produced within four weeks of the results and implemented as soon as possible, demonstrating that we have listened and, more importantly, acted on feedback.

Next steps

Building on last year's strategic customer meeting programme, we heard from our customers that they would like to work in closer partnership with GPE. To this end, our new meeting strategy will see a broader section of our Executive Committee, and senior Customer Experience team, meeting with our customers.

Additionally, our Fully Managed customers will benefit from the introduction of a new role: the Fully Managed Customer Retention Lead. This dedicated position focuses entirely on building and maintaining strong, lasting relationships with these valued customers.

Our joint venture partners

Joint ventures are an important part of our business and today they comprise three active partnerships, with BP Pension Fund (GRP), the HKMA (GHS) and Threadneedle (GVP). Our joint ventures are built on long-term relationships with trusted, high quality partners. At 31 March 2025, they made up 17.5% of the portfolio valuation, 25.4% of net assets and 18.6% of rent roll (at 31 March 2024: 20.4%, 31.0% and 21.4% respectively).

Approach and objectives

Our approach has been to seek joint venture partners to help us unlock real estate opportunities that might not have been available to GPE alone, either through sharing risk or providing access to new properties. The success of our joint venture activities relies on strong relationships with our partners, based on frequent engagement. Each partnership has a joint board (including at least one GPE Executive Director) that typically meets quarterly on a formal basis with frequent ad hoc engagement throughout the year. The joint venture properties are valued quarterly, with detailed management information being provided to the joint venture board.

Examples of topics raised during the year

- the response to the insolvency of ISG, who were in the early stages of refurbishing elements of 200 Gray's Inn Road, WC1 in GRP;
- consideration of the renewal of ITN's lease at 200 Gray's Inn Road, WC1 in GRP; and
- implementation of the retail leasing strategy at Mount Royal, W1 in GVP.

How did we respond

- ISG replaced by Mace to complete the refurbishment works, with targeted completion moved out to summer 2026;
- new lease with ITN over 117,000 sq ft at an annual rent of £4.1 million; and
- leasing complete at Mount Royal, including new letting to Caffe Concerto; two lease renewals planned in the forthcoming financial year.

Next steps

Looking forward, we are working closely with our partners to advance our business plans across our existing joint ventures, together with actively seeking opportunities to acquire new assets in joint venture structures. We have also appointed advisers to GHS, ahead of settling the rent reviews at Hanover Square, W1 later this year.

Customers operational measure

Customer satisfaction (Office Net Promoter Score)

+31.2

2024: +30.2

Joint venture operational measure

Net assets in joint venture

25.4%

2024: 31.0%

Local planning authorities

Developing buildings in central London remains as challenging as ever. Strict heritage, conservation and sustainability requirements put significant constraints on development and can make the planning process protracted, costly and less predictable. We build relationships with local authorities and collaborate with them to maximise site potential and deliver wider community benefits.

Approach and objectives

Navigating the planning process remains key to our success. We engage with local authorities, residents and other stakeholders in an open, transparent and constructive manner to understand their needs and, where possible, adjust our proposals to take account of comments received. This helps us to secure planning consents that are beneficial to us and the local communities in which they are built. During the deconstruction and construction phases, we maintain regular meetings with residents and stakeholders to ensure we mitigate the impact of the works and aim for our projects to create a lasting positive social impact in London.

Examples of topics raised during the year

- continued emphasis on sustainability through whole life carbon and, increasingly, the circular economy;
- increasing local authority preference for retrofit over new build. Including Westminster City Council setting carbon tariffs which offer discounts for the most sustainable proposals; and
- resolution of our plans for New City Court following planning refusal.

How did we respond

- submitted revised planning at New City Court with new scheme: St Thomas Yard;
- proactive engagement on scheme design including incorporating feedback at our Soho Square development;
- maintaining an appropriate balance between retrofit and new build, including innovative approaches to the circular economy;
- through industry bodies, we have supported Retrofit First not Retrofit Only approach; with recognition and adoption by the City of London and Westminster City Council;
- reviewed and reset ambitious targets for driving down our whole life carbon emissions;
- continued consultation with local authorities directly and through business organisations; and
- resident and key local stakeholder consultation during planning processes.

Next steps

Over the coming year, we will be focused on managing the procurement and delivery of our near-term projects, including planning applications for recent acquisitions. We are also engaging with the GLA over the Mayoral Development Corporation for Oxford Street to understand and shape how this will impact our projects that sit within it. Furthermore, we continue to build on our 'responsible developer' credentials and the benefits to our projects including: creation of employment-generating space, strong sustainability credentials, social value and biodiversity.

Our suppliers

We work with a diverse range of suppliers, from small independents to large multinationals. The successful and profitable delivery of our larger projects requires strong relationships and collegiate working across our supply chain. Whilst most procurement is subject to a tender process to ensure we obtain value for money, we aim to partner with suppliers who share our values, work to secure the best people with an established track record and, where possible, retain key team members on successive projects.

Approach and objectives

The close relationship we foster with our suppliers, alongside a track record of successful project delivery and a deep pipeline of future work, means that people want to work with us, and ensures that we have good access to quality partners.

For our development, refurbishment and fit-out projects, regular communication is paramount. This starts with the design process, where we encourage our project teams to consider the art of the possible and work with our contractors to explore new and innovative ways of working. We are increasingly working with our supply chain partners much earlier in the design process, including our leasing agents, to help us to ensure our buildings are optimally designed and, where appropriate, evolve over the project to remain relevant. We also aim to treat our suppliers fairly through prompt payment, including bi-monthly payment terms with some of our largest contractors. Whilst we expect all our suppliers to operate to high standards, our Supplier Code of Conduct sets out the standards that we require. Furthermore, we work closely with our suppliers to enable us to achieve the goals set out in each Project Sustainability Plan, using procurement methods to mitigate our risk profile and carbon impact where possible. We ensure that the sustainability and social impact goals of our suppliers are taken into account prior to tendering works and entering into contracts.

Examples of topics raised during the year

- support for site safety and mental health;
- impacts of inflationary pressures and supply chain disruption;
- how to improve productivity in design, procurement and construction; and
- greater collaboration to reduce our carbon footprint and improve social impact.

How did we respond

- 33 days' average payment terms;
- working with suppliers on information sharing and initiatives to reduce carbon through the supply chain (including through our Circular Economy Focus Group);
- encouraged the adoption of the principles of the Private Sector Playbook; and
- working with suppliers to manage procurement options and minimise the risk of modern slavery.

Next steps

Continue our collaboration with Bovis to deliver the redevelopment of 2 Aldermanbury Square, EC2, with Mace to deliver 30 Duke Street, SW1 and with Multiplex to deliver Minerva House, SE1. For our refurbishment and fit-out schemes we continue our great work with Faithdean, BW Interiors, 8Build, Knight Harwood and Mace Interiors and also continue to expand our contractor base for our near-term schemes.

Our stakeholder relationships continued

Our investors

The Board aims to maintain an open relationship with our investors based on a clear investment case and transparent disclosure. As a result, we maintain a regular dialogue with shareholders, potential shareholders, debt providers and analysts through a comprehensive investor relations programme.

Approach and objectives

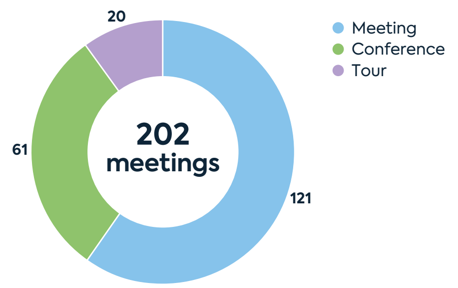
Our Investor Relations programme is executed across a number of geographies, reflecting the international nature of our share register, and through a variety of routes including roadshows, meetings at industry conferences, investor and analyst events, property tours and presentations to analysts and investment banks' equity sales teams.

We are also committed to providing investors with regular announcements of significant events affecting the Group, including its business activity and financial performance. These announcements are available on the Group's website at **www.gpe.co.uk** along with results webcasts, analyst presentations, property videos, press releases and interviews with the management team.

The Executive Directors and the Director of Financial Reporting and Investor Relations are the Company's principal representatives with investors, analysts, fund managers, press and other interested parties, and independent feedback on presentations by the Executive Directors to shareholders and analysts is provided to the Board on a regular basis.

We also have regular dialogue with our debt providers, including relationship banks, private placement investors and debenture holders and regularly provide feedback to the Board.

Investor contact by method



250+

Investors met during the year

Examples of topics raised in the year

- our view on the markets in which we operate, the opportunity to capitalise on investment market conditions, together with the merits of raising capital;
- the interest rate environment and its impact on future returns from the development pipeline;
- our expectation of rental growth and yields and implications for forward-look property values;
- the expansion of our Flex offers, our ambition for growth and their respective financial returns;
- the growing importance of the generalist investor to the listed real estate sector;
- the challenging planning regime in London and the impact on the supply of new space;
- the increasing bifurcation between the best space and the rest, including the importance of sustainability; and
- the disconnect between the strength of the Group's operations and weakness in share prices across the real estate sector.

How did we respond

- completed rights issue and deployed capital through accretive acquisitions and capex allocation;
- investor feedback was used to shape content of investor presentations and our communications to the market;
- extensive investor engagement combined with regular news flow;
- we hosted an Investor and Analyst Flex session online to provide a deeper dive on our Flex activities;
- we held a series of property tours to showcase a number of our recent property acquisitions, and Flex deliveries;
- we created a presentation to set out the GPE investment case targeted at generalist investors;
- 202 virtual and in-person meetings with over 250 shareholders, and potential shareholders, from over 150 institutions;
- participation in nine industry conferences to meet a large number of investors on a formal and informal basis; and
- we also held roadshows to meet with investors from London, Paris, the Netherlands (virtual) and the US and a trip to Asia to meet investors in Hong Kong and Singapore.

Next steps

Following the announcement of our year-end results, we will be embarking on our post-results investor relations programme over the early summer. We will be conducting in-person roadshows in London and the US, and attending the Morgan Stanley, Peel Hunt and BNP conferences in London together with the Kempen conference in the Netherlands.

Engaging with our stakeholders

Section 172(1) statement

The Directors have acted in the way that they considered, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole and, in doing so, have had regard, amongst other matters, to those matters set out in section 172(1)(a) to (f) of the Companies Act 2006, being:

– the likely consequences of any decision in the long term;
– the interests of the Company's employees;
– the need to foster the Company's business relationships with suppliers, customers and others;
– the impact of the Company's operations on the community and the environment;
– the desirability of the Company maintaining a reputation for high standards of business conduct; and
– the need to act fairly as between members of the Company.

Our stakeholders

As explained on pages 73 to 76, GPE has identified its key stakeholders as being its: investors, people, customers, joint venture partners, communities, local planning authorities and suppliers. Building and nurturing these relationships based on professionalism, fair dealing and integrity is critical to our success.

Our engagement

Our extensive engagement efforts help to ensure that the Board can understand, consider and balance broad, and sometimes conflicting, stakeholder interests when making decisions to deliver long-term sustainable success. Every decision the Board makes will not necessarily result in a positive outcome for all stakeholders; however, the Board aims to treat stakeholders fairly and consistently, guided by GPE's purpose, values and strategic priorities, and the long-term interests of the Company.

Board processes

While the Board will engage directly with stakeholders on certain issues, stakeholder engagement will often take place at an operational level, with the Board receiving regular updates on stakeholder views from the Executive Directors and senior management.

As part of our Director induction process, Directors receive briefing and induction materials regarding their duties under s.172. Training has further been delivered by the Company Secretariat team to management to ensure that they understand the duties of the Board and the importance of s.172(1) matters in GPE's strategy discussions and decision making. Board papers for all key decisions are required to include a specific section reviewing the impact of the proposal on relevant stakeholder groups as well as other s.172(1) considerations.

Page 109 sets out some examples of how the Board has considered s.172(1) matters in its decision making in 2024/25.

You can read more about our approach to s.172(1) matters and stakeholder engagement as follows:

Key decisions and long-term consequences	Statement from the Chair	See more on **page 01**
	How we create value	See more on **pages 05 to 07**
	Impact on decisions	See more on **page 109**
	Governance introduction from the Chair	See more on **pages 95 to 97**
	What we did in 2024/25	See more on **pages 110 and 111**
Employees	Our people and culture	See more on **pages 67 to 72**
	Leadership and purpose	See more on **pages 104 to 111**
Fostering business relationships with suppliers, customers and others	Sustainability	See more on **pages 42 to 44, 50, 51 and 66**
	Our stakeholder relationships	See more on **pages 73 to 78**
	Leadership and purpose	See more on **page 106**
Communities	We are creating a lasting positive social impact in our communities	See more **pages 52, 53 and 75**
	Leadership and purpose	See more on **pages 104 to 106**
Environment	Sustainability	See more on **pages 39 to 66**
	Our stakeholder relationships	See more on **pages 73 to 76**
High standards of business conduct	Our people and culture	See more on **pages 67 to 72**
	Our stakeholder relationships	See more on **pages 73 to 78**
	Governance introduction from the Chair	See more on **pages 95 to 97**
	Anti-fraud, bribery and corruption, ethics and whistleblowing	See more on **pages 97, 124 and 148**
Investors	Governance introduction from the Chair	See more on **pages 95 to 97 and 106**
	Our stakeholder relationships	See more on **page 76**

Engaging with our stakeholders continued

Non-financial and sustainability information statement

This table is disclosed on a voluntary basis and signposts relevant non-financial and sustainability information in this report and further reading on our website.

Reporting area[1]	Policies	Website	Reference in 2025 Annual Report
1. Environmental and sustainability matters	Sustainability Policy Statement Our Brief for Creating Sustainable Spaces Our Guiding Principles of Design Sustainability Statement of Intent Our Roadmap to Net Zero Task Force on Climate-related Financial Disclosures (TCFD) Streamlined Energy and Carbon Reporting (SECR) disclosure	**www.gpe.co.uk/sustainability** **www.gpe.co.uk/sustainability/our-approach** **www.gpe.co.uk/investors/investment-case/our-guiding-principles**	See more about sustainability on **pages 39 to 66** See our SECR disclosures on **pages 46 to 49** See our response to the TCFD Recommendations on **pages 55 to 65** Additional information in response to the requirements of s414CB(2A) climate-related financial disclosures (a–h) can be found on **pages 39 to 41, 44 to 49 and 55 to 65**
2. Employees	Our values Diversity Policy Our People Strategy and Diversity & Inclusion Plan Personal Development Plans	**www.gpe.co.uk/our-people/our-values** **www.gpe.co.uk/investors/governance** **www.gpe.co.uk/our-people/diversity-inclusion** **www.gpe.co.uk/our-people**	See more about our values on **pages 07, 67, 104 and 105** See more about our people and culture on **pages 67 to 72, 104, 105 and 112 to 117** See more about diversity and inclusion on **pages 69 to 72 and 114 to 115**
3. Human rights	Supplier Code of Conduct Annual Modern Slavery Statement	**www.gpe.co.uk/investors/our-relationships/our-service-partners** **www.gpe.co.uk/our-modern-slavery-statement**	See more about how we behave, human rights and supplier stewardship on **page 148** See more about mitigating the risk of modern slavery on **pages 75 and 97** See more about our suppliers on **page 75**
4. Social	Social Impact Strategy Creating Sustainable Relationships GPE Standard Supply Terms Health and Safety Policy	**www.gpe.co.uk/sustainability** **www.gpe.co.uk/investors/our-relationships/our-service-partners** **www.gpe.co.uk/health-safety**	See more about our stakeholder relationships on **pages 73 to 77** See more about communities on **pages 50, 52, 53 and 75** See more about our Social Impact Strategy on **pages 52 and 53** See more about our suppliers on **pages 42 to 44, 66 and 75** See more about providing safe, healthy and secure environments on **pages 50 and 51**
5. Anti-corruption and anti-bribery	Financial Crime Policy Ethics and Whistleblowing Policies Gifts and Hospitality Policy Use of GPE Suppliers Policy Conflicts of Interest Policy Inside Information and Share Dealing Policy	**www.gpe.co.uk/investors/governance**	See more about anti-corruption and anti-bribery matters on **pages 124 and 148** See more about our Financial Crime, Ethics and Whistleblowing Policies on **pages 119, 123, 124 and 148**
6. Business model		**www.gpe.co.uk/why-gpe/our-brand** **www.gpe.co.uk/investors/investment-case**	See more about how we create value on **pages 05 to 07**
7. Principal risks and uncertainties	Group Risk Management Policy	**www.gpe.co.uk/investors/governance** **www.gpe.co.uk/investors/investment-case/our-strategy**	See more about our approach to risk on **pages 80 to 93**
8. Non-financial key performance indicators		**www.gpe.co.uk/investors/investment-case/key-performance-indicators**	See more about our KPIs on **pages 10 and 11** See more about our near-term strategic priorities on **pages 08 and 09**

1. Board oversight of these policies and matters is also covered through 'What we did in 2024/25' on pages 110 to 111.

Our approach to risk

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

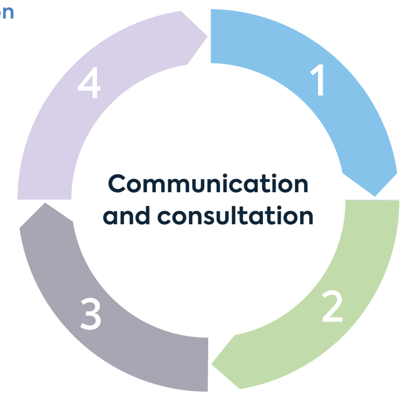
– Risks documented, reported and monitored on a regular basis by management, Executive Committee, Audit Committee and Board

– 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

Development management
Portfolio management
Investment management
Financial management
Customer experience & relationships
Inclusion Committee
Technology project steering group

Quarterly

Health and Safety Committee
Development management review
Portfolio management review
Sustainability Committee
Social impact Committee

People and culture guided by our values

Focused market expertise
Open communication
Transparent disclosure with stakeholders
Integrity in business conduct
Interests aligned with shareholders
Qualified and experienced personnel with specific roles
Dedicated Development, Portfolio Management, Leasing, Flex, Investment and Customer Experience teams
Conservative attitude to capital deployment
Analytical rigour

Procedures and internal controls

High-level risk assessment framework
Strict approval requirements
Extensive documentation to support decisions
Formal policies and procedures consistently applied
Defined performance indicators with sensitivity analysis
External review of key controls/internal audit
Observations from the external auditor
Whistleblowing Policy

Policies for highlighting and controlling risk

Investment return benchmarks
Debt leverage, covenant compliance and liquidity limits
Regular review of business plans, dashboard lead indicators and operational parameters
Occupancy targets
Development appraisal parameters
Leasing objectives and customer covenant testing

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.

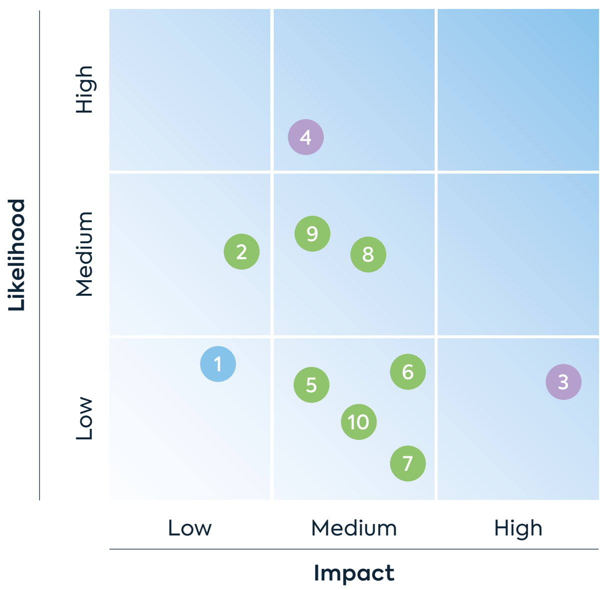
Our principal risks remain largely unchanged from the prior year, although we have since revised the descriptions and assessments of some of our principal risks to reflect how they evolved over the past 12 months. Key changes include the following:

– 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.

How we manage principal risks and uncertainties

Principal risk	Strategic priorities 2025/26	How we monitor and manage risk
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.
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.

Net risk movement over the last 12 months	Commentary
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.
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
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.
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.

Net risk movement over the last 12 months	Commentary
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.
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.

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
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.
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.

Net risk movement over the last 12 months	Commentary
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.
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
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.
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.

Net risk movement over the last 12 months	Commentary
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.
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.

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
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.
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.

Net risk movement over the last 12 months	Commentary
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.
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.

Governance

In this section:

19/23 Wells Street, W1

See pages 16 and 17 for more on how we've grown our Flex and Fully Managed offering.

Introduction from the Chair

This is my final Corporate Governance report as Chair of GPE. I would like to take this opportunity to thank my Board colleagues, the Executive team and GPE's employees for their dedication and commitment to this fantastic business and the delivery of our strategic priorities."

Richard Mully Chair

Dear fellow shareholder

I am delighted to present this year's Corporate Governance report for the financial year ended 31 March 2025.

The Board recognises that how the Group does business is as important as what it does. Our strong governance framework, with high standards set from the top, is a key factor in our ability to deliver sustainable business performance, generate value for our shareholders and contribute to wider society.

At GPE, the Board's support, advice and interaction extend beyond the boardroom, supporting our efforts to promote and monitor culture and ensure its alignment with our purpose, values and strategy.

Board focus and oversight

Key areas of the Board's focus during the year have included Board succession and our response to market conditions through our rights issue and bond issuance. The Board has also continued to focus on driving our strategy, including the growth of our Flex offerings alongside our development pipeline, stakeholder engagement and progressing our sustainability and diversity and inclusion agendas. Further details can be found in 'What we did in 2024/25' on pages 110 and 111.

UK Corporate Governance Code and s.172 reporting

This report demonstrates how we have applied the principles and complied with the provisions of the UK Corporate Governance Code 2018 (the Code) during the year and our approach to governance in practice. Our Code compliance statement can be found on page 98. Details of how the Board has discharged its duty under s.172 of the Companies Act 2006 can be found on pages 77 and 106 to 111.

We have been applying the updated UK Corporate Governance Code published in January 2024 (2024 Code) since our financial year end and will be reporting on our compliance with the applicable provisions in next year's Annual Report.

Board composition

Succession planning is an important part of our governance processes. With Nick Hampton's and my own nine-year tenure due to be completed in 2025, succession planning for the Senior Independent Director and Chair roles has been a key priority for the Board and Nomination Committee.

Following a comprehensive process, William Eccleshare was selected to succeed me as Chair when I step down at the conclusion of the 2025 AGM. William joined the Board as Chair Designate on 1 May 2025.

Nick Hampton retired from the Board on 3 April 2025 and was succeeded as Senior Independent Director by Karen Green. On behalf of the Board, I would like to thank Nick for his valuable contributions and insights throughout his tenure.

Further details regarding the Board changes in the year, and our Board appointment and succession planning processes, can be found in the Nomination Committee report on pages 112 to 117.

Diversity and inclusion (D&I)

The Board has maintained its focus on strengthening D&I at GPE, both in relation to the Board and more broadly throughout the organisation. A diverse and inclusive Board and workforce, which is representative of London and our customers, is a strategic imperative as we enhance our customer approach and develop our operations to meet the evolving needs of a diverse customer base.

We have seen good progress in a number of areas and we continue to monitor performance against our D&I targets and wider initiatives to drive meaningful progress and to foster a diverse and inclusive culture. The Board approved an updated People Strategy and Diversity & Inclusion Plan in the year to help build on our efforts to date. See 'Our people and culture' on pages 67 to 72 and our Nomination Committee report on pages 112 to 117 for further details, including for our disclosure against UK Listing Rule targets.

Board effectiveness review

This year, we undertook an internal Board evaluation which was led by Nick Hampton, our Senior Independent Director at the time of the review. Details of this process, the findings of the review and our progress against the actions arising from the 2023/24 Board evaluation can be found on pages 116 and 117.

Purpose, strategy and consideration of the likely consequences of decisions for the long term

In a period of macro-economic volatility and geopolitical tensions, the Board has continued to focus on the evolution and execution of our strategy to ensure we maximise opportunities to generate long-term value for our stakeholders in line with our purpose – to unlock potential, creating premium sustainable space for London to thrive.

As part of the Board's strategy discussions, we challenge our purpose and strategic 'givens' and reflect on our customers' changing needs, the optimum size for our business, whether our risk profile is appropriate and on our investment and disposal strategies in the context of the property cycle. The Group's business model and strategy are outlined on pages 05 to 09.

As the market continues to bifurcate, with demand focusing on premium spaces which remain in limited supply, our activities remain focused on our two complementary, overlapping activities of HQ repositioning and the delivery of flexible office spaces, providing quality, choice and flexibility for our customers. We remain confident that London's commercial property market has enduring appeal and we have been pleased to see strong customer demand across our prime office and retail portfolio.

To allow the business to take advantage of emerging market conditions and accretive acquisition opportunities, in May 2024 the Board approved our £350 million fully underwritten rights issue, which completed in June 2024. Substantially all of the proceeds have now been allocated through four acquisitions at below replacement cost, including the capex we intend to spend on the buildings. Our acquisitions of The Courtyard, WC1, 19/23 Wells Street, W1, Whittington House, WC1 and One Chapel Place, W1 serve to grow both our premium Fully Managed offering and our HQ development pipeline.

In September 2024, the Board also approved the issue of our £250 million unsecured sustainable bond to help fund the development of our best-in-class schemes and support our pathway to becoming net zero by 2040. The Board has approved significant investment in our development programme to deliver premium London spaces which are in high demand during a period of near-term limited supply. In May 2025, we were pleased to pre-let the entirety of the office space at 30 Duke Street, SW1 to leading global investment firm CD&R, ahead of practical completion of the building in summer 2026.

We continue to remain opportunistic regarding potential acquisitions, including to help achieve our ambition to grow our Flex space to over one million sq ft, with Flex providing significant income and value growth opportunity in the medium term. As investment market conditions evolve, our focus will likely turn to recycling capital and opportunities to dispose of more mature assets where our business plans are substantially complete.

Despite the strength of the Group's operational performance in the year, macro conditions have continued to impact market sentiment and share price performance across the real estate sector. This disconnect remains an area of focus for the Board as we work to drive performance and capitalise on evolving market conditions to deliver value for shareholders.

Stakeholder engagement and support

Building and nurturing strong relationships with our stakeholders is critical to our success and is intrinsic in our day-to-day activities. As well as direct engagement, a key part of the Board's role is to oversee the work undertaken by the GPE team to maintain and strengthen these relationships.

We have continued to engage extensively with our colleagues to understand what matters most to them. This year, to enhance the Board's approach, we have introduced an additional workforce engagement format ('A lunch with...') to allow our Non-Executive Directors and colleagues to explore key topics in a smaller forum (see pages 107 and 108 for details). We were pleased to see many positive employee engagement scores this year, as set out on pages 68 and 69, and the Board continues to listen to colleague feedback and to oversee initiatives designed to further strengthen our inclusive culture.

Our customers are at the heart of everything we do and our customer approach continues to be a real differentiator, delivering high quality, personal customer experiences every day. We are pleased that this was reflected in our portfolio Net Promoter Score of +26.1, which is significantly ahead of the industry average. We continue to focus on customer and supplier engagement as we further embed our Customer First approach and progress our sustainability ambitions.

Further details of how we engage with our stakeholders are set out on pages 67 to 77 and 106 to 111.

Sustainability and the impact of the Company's operations on the community and the environment

Sustainability is integral to our offer and sits at the core of our purpose. The Board sees sustainability as a differentiator and an opportunity for GPE. It is an economic and strategic imperative as well as a moral obligation. Sustainability, climate change and our wider ESG considerations are therefore integrated across all our business activities.

During the year, the Board has received regular reports and updates from our Sustainability and Social Impact Director and has held detailed discussions regarding our sustainability objectives, strategy, risks and opportunities. Since the adoption of our revised Roadmap to Net Zero v.2.0 in May 2024 which I reported on last year, we have continued to innovate to help us achieve our ambitions and reduce our carbon impacts. In November 2024, the Board approved the introduction of a Circularity Score, and we will now measure the percentage of reused materials incorporated into our developments and major refurbishments against set targets. Further details can be found on page 66.

We have continued to oversee the delivery of our Social Impact Strategy and, in April 2025, were pleased to adopt version 2.0 to increase our focus on areas where GPE can deliver the most meaningful change. See pages 41, 52 and 53 for further details regarding our Social Impact Strategy and our charity partnerships.

Maintaining a reputation for high standards of business conduct

We aspire to the highest standards of conduct and, together with a culture of continuous improvement in standards and performance, this helps to ensure that good governance extends beyond the boardroom.

Annually, the Board approves the Group's Financial Crime, Ethics, Gifts and Hospitality and Whistleblowing Policies, each of which are also reviewed in advance by the Audit Committee. Each of these policies is available on our website at **www.gpe.co.uk/about-us/governance**

Each year, the Board considers and approves our Modern Slavery Statement, which explains the activities we have undertaken during the year as we seek to ensure that there is no slavery, forced labour or human trafficking within our business or in our supply chains. Our Modern Slavery Statement is available at **www.gpe.co.uk/our-modern-slavery-statement**

We seek sustainable long-term, two-way relationships with our supply chain, building mutual trust to deliver exceptional results in a responsible way. Our Supplier Code of Conduct, which is available on our website at **www.gpe.co.uk/our-relationships/our-suppliers**, sets out the standards we require of our suppliers to help ensure they operate ethically and responsibly.

More on how we behave can be found on pages 123, 124 and 148.

Engaging with our shareholders

We believe that communication with our shareholders is key. In addition to our comprehensive investor relations programme led by Toby Courtauld and Nick Sanderson, as detailed on page 76, as Chair of GPE, I seek periodic engagement with many of our institutional shareholders to discuss and hear their views on GPE's business and governance arrangements. I know that William Eccleshare, as GPE's next Chair, looks forward to continuing this engagement and meeting with shareholders in due course.

Myself, William as Chair Designate, and Karen Green as Senior Independent Director, are available to meet with shareholders as appropriate. Each of our Committee Chairs will also seek engagement with shareholders on significant matters related to their areas of responsibility. Over the coming year, Emma Woods hopes to engage with many of our largest shareholders to discuss any proposed changes to our Directors' remuneration policy before it is put to a shareholder vote at the 2026 AGM.

The AGM also provides the Board with a valuable opportunity to engage with and answer questions from all our shareholders. Arrangements for the 2025 AGM can be found in our 2025 AGM Notice and we look forward to welcoming shareholders to the meeting.

Looking ahead

This is my final Corporate Governance report before I step down from the Board at the conclusion of the 2025 AGM, when, subject to his election to the Board by shareholders, I will hand the reins to William Eccleshare. My eight-and-a-half years at GPE have coincided with a period of significant structural change and uncertainty in our markets, driven in particular by Brexit, the global pandemic and subsequent macro and geopolitical events. During this period, the Board and management team have worked to develop the strategy and reposition GPE in response to market conditions and changing customer needs. From the creation and growth of our Flex platform alongside our HQ development activities, to strengthening our customer-centric approach and driving forward our ambitious sustainability and D&I agendas, there is much we have achieved.

I am delighted to be succeeded as Chair by someone of William's calibre. William brings excellent experience and leadership capabilities which will be of great value to the Board and management team going forward.

I would like to take this opportunity to thank all my Board colleagues, the Executive team and GPE's employees for their unwavering dedication and commitment to this fantastic business, and I wish them and GPE every success for the future.

Richard Mully
Chair
20 May 2025

Governance at a glance

Statement by the Directors on compliance with the provisions of the UK Corporate Governance Code

The UK Corporate Governance Code 2018 (the Code), available to view on the Financial Reporting Council's website (**www.frc.org.uk**), applied to the financial year ended 31 March 2025. The Board considers that it has complied in full with the provisions of the Code during the year. Details of how the principles of the Code have been applied can be found in this Corporate Governance report and other sections of the Annual Report as signposted below.

1. Leadership and purpose

Provides an overview of the activities undertaken by the Board in the year, how the Board has considered its s.172 responsibilities and its governance framework.

– Overview of the Board and its work	pages 95 to 110
– Purpose, values and culture	pages 104 and 105
– Governance framework	pages 102 and 103
– Stakeholder engagement and s.172	pages 73 to 78, 106 to 111
– Workforce polices, practices and engagement	pages 67 to 72, 105 to 108, 131

2. Division of responsibilities

Outlines the roles of the Board and its Directors.

– The role of the Chair, Chief Executive, SID and others	pages 103 and 104
– Independence	pages 99 to 101
– External commitments and conflicts of interest	pages 100 to 101, 112 to 113, 148
– Board resources	pages 100 to 103

3. Composition, succession and evaluation

Sets out the key processes which ensure that the Board and its Committees have the right skills and can operate effectively.

– Board appointments	pages 112 to 115
– Board skills, experience and knowledge	pages 100 and 101
– Board evaluation	pages 116 and 117

4. Audit, risk and internal control

Explains the role of the Board and the Audit Committee in ensuring the integrity of the financial statements and maintaining effective risk management and internal controls.

– External and internal auditors	pages 118 to 125
– Fair, balanced and understandable	pages 118 and 150
– Internal controls and risk management	pages 79 to 93, 123 to 125

5. Remuneration

Describes the Company's remuneration arrangements in respect of its Directors, how these have been implemented in 2024/25 and will apply for 2025/26 and how the arrangements support our strategy and promote long-term success for GPE.

– Directors' remuneration report	pages 126 to 145

The updated UK Corporate Governance Code was published in January 2024 (the 2024 Code) and the majority of its provisions apply to GPE for the year commencing 1 April 2025. The Board has been applying the relevant provisions of the 2024 Code since the financial year end and will be reporting on its compliance with the applicable provisions in next year's Annual Report.

Governance highlights

Capital raisings approved:

£350m

fully underwritten rights issue

£250m

seven-year sustainable bond

See pages 19 and 109

Acquisitions approved:

- Whittington House, WC1;
- 19/23 Wells Street, W1; and
- One Chapel Place, W1.

19/23 Wells Street, W1

Other key activities:

- Committed to the developments of The Courtyard, WC1 and Minerva House, SE1.
- Approved lease renewals with ITN at 200 & 214 Gray's Inn Road.
- Approved GPE's revised Roadmap to Net Zero.
- Approved GPE's updated Social Impact Strategy.
- Approved a new £150 million ESG-linked Revolving Credit Facility.
- Endorsed the updated People Plan and D&I Strategy.

Board changes since 31 March 2025:

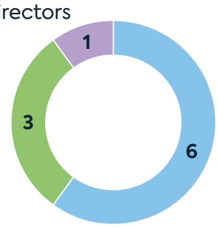
William Eccleshare joined as Chair Designate on 1 May 2025 and, subject to shareholder election, will succeed Richard Mully as Chair following the 2025 AGM.

Karen Green became Senior Independent Director (SID) from 4 April 2025, succeeding Nick Hampton.

Board at a glance (as at 31 March 2025 and 20 May 2025)[1]

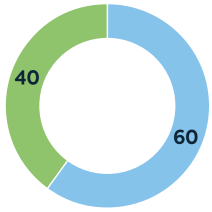
Board composition and independence

No. of Directors



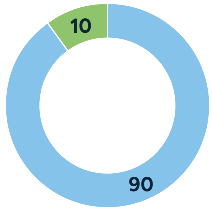
- Non-executive Directors – independent
- Executive Directors – not independent
- Chair – independent on appointment

Board gender diversity %



- Male – 6
- Female – 4

Board ethnicity %



- White – 9
- Ethnically diverse – 1

1. Nick Hampton stepped down from the Board on 3 April 2025. William Eccleshare joined the Board on 1 May 2025.

Board Directors' tenure (as at 31 March 2025)

Toby Courtauld	22 yrs 11 mths
Nick Sanderson	13 yrs 8 mths
Dan Nicholson	3 yrs 7 mths
Richard Mully[1]	8 yrs 5 mths
Mark Anderson	3 yrs 7 mths
Karen Green	1 yr 4 mths
Nick Hampton[2]	8 yrs 7 mths
Vicky Jarman	5 yrs 2 mths
Champa Magesh	2 yrs 8 mths
Emma Woods	3 yrs 2 mths

'02 '03 '04 '05 '06 '07 '08 '09 '10 '11 '12 '13 '14 '15 '16 '17 '18 '19 '20 '21 '22 '23 '24 '25

● Executive Directors ● Non-Executive Directors

1. Richard Mully will step down from the Board at the conclusion of the 2025 AGM. William Eccleshare, Chair Designate, joined the Board on 1 May 2025.
2. Nick Hampton stepped down from the Board on 3 April 2025.

The Board's attendance at scheduled[1] meetings in 2024/25

	Board	Audit Committee	Nomination Committee	Remuneration Committee
	6 Scheduled meetings	4 Scheduled meetings	5 Scheduled meetings	5 Scheduled meetings
Chair[2]				
Richard Mully	●●●●●●	N/A	●●●●●	N/A
Executive Directors[3]				
Toby Courtauld	●●●●●●	N/A	N/A	N/A
Nick Sanderson	●●●●●●	N/A	N/A	N/A
Dan Nicholson	●●●●●●	N/A	N/A	N/A
Non-Executive Directors[2]				
Mark Anderson	●●●●●●	●●●●	●●●●●	●●●●●
Karen Green	●●●●●●	●●●●	●●●●●	●●●●●
Nick Hampton[4,7]	●●●●●●	●●●●	●●●●●	●○●●●
Vicky Jarman	●●●●●●	●●●●	●●●●●	●●●●●
Champa Magesh[5,7]	●●●●●○	●●●●	●●●○●	○●●●○
Emma Woods[6,7]	●●●●●●	●●●○	●●●●○	●●●●●

● Board meeting attended ○ Board meeting not attended ● Committee meeting attended ○ Committee meeting not attended

1. The Board and Committees also hold ad hoc meetings as necessary to consider matters of a time-sensitive nature.
2. Where not a member of a Committee, the Non-Executive Directors have a standing invitation to attend meetings of all Committees where appropriate.
3. Executive Directors are invited to attend for part or all of Committee meetings where appropriate.
4. Nick Hampton could not attend the Remuneration Committee meeting on 15 May 2024 due to an unforeseen scheduling conflict.
5. Champa Magesh could not attend the Remuneration Committee meeting on 23 April 2024 or the Board and Committee meetings on 21 and 22 January 2025 due to late scheduling conflicts with material business commitments.
6. Emma Woods was unable to attend the Audit and Nomination Committee meetings on 25 February 2025 due to a personal commitment.
7. Where Directors were unable to attend meetings, they received meeting papers in advance and were able to provide their comments to the respective meeting Chair.

The Board

Chair

Richard Mully N
Chair

Appointed to the Board:
1 December 2016

Appointed as Chair:
1 February 2019 (independent on appointment)

Relevant skills and experience:
Richard has extensive property, banking and private equity experience. This, combined with his extensive non-executive experience, enables him to provide constructive leadership to the Board and support and challenge to management and the wider business for the benefit of all stakeholders. Richard was formerly Chair of Arlington Business Parks Partnership LLP, Vice Chair and member of the Supervisory Board of Alstria Office REIT-AG, co-founder and Managing Partner of Soros Real Estate Partners LLC, a Non-Executive Director and Chair of the Remuneration Committee of Standard Life Aberdeen plc and Senior Independent Director at ISG, Hansteen Holdings and St Modwen Properties.

Current external commitments:
Chair of RX Propellant Pvt Ltd, a private company based in India; Advisor to TPG Global LLC and Director of Starr Street Limited (which coinvests in, and acts as, a corporate director of several TPG-controlled European private real estate companies); Senior Advisor of Brydell Partners, a private UK investment firm.

Chair Designate

William Eccleshare N
Chair Designate

Appointed to the Board:
1 May 2025 (as an independent Non-Executive Director)

Appointment as Chair of the Board and Nomination Committee:
3 July 2025 (post AGM)

Relevant skills and experience:
William has extensive leadership experience gained through both executive and non-executive roles and a strong background in marketing, branding, business transformation, growth and innovation. His significant business and board-level experience will enable him to provide valuable leadership of the Board in the delivery of the Company's strategy. William was previously Senior Independent Director of Britvic plc, a Non-Executive Director of Hays plc, Deputy Chairman of Clear Media Limited and Executive Vice-Chair of Clear Channel Outdoor Holdings, Inc. William's executive career was spent in senior leadership and commercial roles in advertising, media and consumer-focused businesses, having most recently been Chief Executive of Clear Channel Outdoor Holdings, Inc. from 2012 to 2021. He is a former partner of McKinsey & Co having led the firm's European Marketing practice, prior to which he was CEO of advertising agencies within WPP and the Interpublic Group.

Current external commitments:
Senior Independent Director of Centaur Media plc; Chair of Team ITG, a privately owned digital media business; Chair of the Design Council.

Executive Directors

Toby Courtauld E S D
Chief Executive

Joint venture directorships:
Director of the GHS Limited Partnership general partner

Appointed to the Board:
8 April 2002

Relevant skills and experience:
Toby joined the Group as Chief Executive and has more than three decades of extensive experience in real estate. He was previously with the property company MEPC for 11 years where he gained broad experience ranging from portfolio management through to corporate transactions and general management as a member of the Group Executive Committee. He has previously been a member of the Council of Imperial College, London, and President and member of the British Property Federation Board and Policy Committee. Toby's significant knowledge of the Company and the sector enables him to provide broad leadership of the business internally and externally, through the successful design and implementation of the Company's strategy, values and business plans and their communication to a wide range of stakeholders.

Current external commitments:
Director of The New West End Company; Non-Executive Director of Liv-ex Limited.

Nick Sanderson E S S I D
Chief Financial & Operating Officer

Joint venture directorships:
Director of the GHS Limited Partnership and the Great Ropemaker Partnership general partners

Appointed to the Board:
25 July 2011

Relevant skills and experience:
Nick joined the Group as Finance Director, was subsequently promoted to Finance & Operations Director and is now Chief Financial & Operating Officer. He was formerly Partner, Head of Real Estate Corporate Finance Advisory at Deloitte, following ten years of real estate investment banking experience in Europe and Asia with Nomura, Lehman Brothers and UBS Investment Bank. Nick's wide-ranging property-related financial experience combined with strategic and corporate finance skills enables him to provide valuable support in developing, implementing and articulating the Company's strategy, and taking leadership over the delivery of a wide range of financial and operational matters, along with our Flex, digital and technology and corporate communication activities.

Current external commitments:
Member of the Reporting and Accounting Committee of EPRA; Trustee of the Outward Bound Trust.

Dan Nicholson E S H
Executive Director

Joint venture directorships:
Director of the Great Ropemaker Partnership, the Great Victoria Partnership and the Great Victoria Partnership (No. 2) general partners

Appointed to the Board:
21 September 2021

Relevant skills and experience:
Dan's significant sector and business expertise enables him to provide valuable support in developing and implementing the Company's strategy. Dan has responsibility for the Investment, Portfolio Management, Development Management and Health and Safety teams. He has extensive knowledge of the real estate industry and, prior to joining GPE, spent over ten years with Tishman Speyer for the majority of which he ran their UK business. Dan started his career as a surveyor at Lambert Smith Hampton before gaining broad property investment, development and asset management experience in a number of organisations, including at City & West End Property Group, Quintain Estates & Development plc and real estate private equity firm, Three Delta LLP.

Current external commitments:
None.

Non-Executive Directors (independent)

Mark Anderson A N R
Non-Executive Director

Appointed to the Board:
1 September 2021

Relevant skills and experience:
Mark is currently Property and International Managing Director of Whitbread PLC and leads its International businesses, Group Property and Procurement functions and M&A activities. He previously spent 16 years at J Sainsbury PLC in a variety of senior positions, including managing all aspects of its property estate. His significant property, operational and customer service knowledge and expertise, gained over many years, enable him to provide valuable strategic insight and challenge to Board and Committee discussions.

Current external commitments:
Property and International Managing Director of Whitbread PLC; Trustee of Tourism for All UK.

Karen Green A N R
Senior Independent Director

Appointed to the Board:
1 December 2023 (Senior Independent Director from 4 April 2025)

Relevant skills and experience:
Karen's considerable City, financial services and both executive and non-executive experience enable her to provide valuable commercial insight to the Board and a strong basis on which to offer counsel in her role as Senior Independent Director. Karen was previously a Council Member and Chair of the Investment Committee at Lloyd's of London. She was formerly Chief Executive of Aspen UK and prior to that, held various senior corporate finance, M&A and private equity roles at GE Capital Europe and Stone Point Capital, having started her career in investment banking at Baring Brothers and Schroders plc.

Current external commitments:
Senior Independent Director and Chair of the Sustainability Committee of Phoenix Group Holdings plc; Non-Executive Director and Chair of the Remuneration Committee at Admiral Group plc; Non-Executive Director and Risk and Audit Committee Chair of Miller Insurance Services LLP and Ben Nevis Cleanco Limited; Non-Executive Director and Chair of the Audit Committee at TMF Group Limited; Non-Executive Director of Hamilton Insurance Group; Trustee of the Wellbeing of Women charity; Advisor to Cytora Limited.

Vicky Jarman A N R
Non-Executive Director

Appointed to the Board:
1 February 2020

Relevant skills and experience:
Vicky's significant financial, commercial and non-executive experience enable her to contribute to the strategy of the business and its long-term sustainable success, and provide a strong basis for her effective leadership of the Audit Committee. She is a chartered accountant who qualified at KPMG before spending over ten years with Lazard Ltd working in its Investment Banking team and then as Chief Operating Officer for its London and Middle East operations. Vicky has previously been Senior Independent Director and Chair of the Audit Committees of Equiniti Group plc, Hays plc and De La Rue plc and a Non-Executive Director of Melrose Industries plc, Signature Aviation plc and Entain plc.

Current external commitments:
Non-Executive Director and Chair of the Audit Committee at Aston Martin Lagonda Global Holdings plc; Non-Executive Director of AerCap Holdings N.V.

Champa Magesh A N R
Non-Executive Director

Appointed to the Board:
1 August 2022

Relevant skills and experience:
Champa is currently Managing Director for the Hospitality division at The Access Group, a private equity-owned business management software provider. Champa has over 20 years' international business experience gained in multiple industries and diverse functional areas, underpinned by a strong technology focus, and a background in leading successful customer-facing and digital transformation initiatives. Her significant digital transformation, technology, operational and broad commercial experience enable her to provide valuable insight as GPE evolves its strategy, products and Customer First approach. Champa was formerly President of Trainline Partner Solutions, where she was responsible for Trainline's business travel and white label businesses. Prior to this, Champa held leadership positions at Amadeus IT Group, American Express, Royal Bank of Scotland and Cisco Systems.

Current external commitments:
Managing Director for the Hospitality division at The Access Group.

Emma Woods A N R
Non-Executive Director

Appointed to the Board:
1 February 2022

Relevant skills and experience:
Emma's extensive operational, customer service, digital and marketing skills, combined with her non-executive and remuneration committee experience, allow her to provide valuable strategic insight and challenge in her non-executive duties on the Board, as well as in her role as Chair of the Remuneration Committee. Emma was formerly a Non-Executive Director and Chair of the Remuneration Committee of Huel Limited, Senior Independent Director and Chair of the Remuneration Committee of The Gym Group plc, and Chief Executive Officer at Wagamama. She also held senior marketing roles at Merlin Entertainments, Pizza Express and Unilever.

Current external commitments:
Chair of Tortilla Mexican Grill plc and Ancient+Brave; Non-Executive Director and Chair of the Remuneration Committee at Goldondar AB (Abba Voyage).

Committee memberships:

- A Audit Committee
- N Nomination Committee
- R Remuneration Committee
- E Executive Committee
- H Health and Safety Committee
- S Social Impact Committee
- I Inclusion Committee
- S Sustainability Committee
- D Disclosure Committee

Committee Chair:

A N R E S S H

Board changes up to 20 May 2025

- Nick Hampton stepped down from the Board on 3 April 2025 and was succeeded as Senior Independent Director by Karen Green.
- William Eccleshare joined the Board as Chair Designate on 1 May 2025.

Division of responsibilities

Governance framework: The role of the Board and the Committees

The Board

The Board's overall duty is to promote the long-term sustainable success of the Company for its shareholders while having regard to other relevant matters including broader stakeholder interests. It is also responsible for:

- establishing and monitoring the Company's purpose, values and strategy and ensuring that these and its culture are aligned;
- providing and promoting effective and entrepreneurial leadership across the business within the Group's governance framework;
- oversight of human resource levels and succession planning;
- approving major acquisitions, disposals, capital expenditure, leasing and financing arrangements and oversight of the Group's systems of governance, internal control and risk management; and
- oversight of climate change risk and the sustainability strategy.

See Board activities on **pages 104 to 111**

Board Committees

Audit Committee

- oversees financial reporting, including accounting policies;
- monitors GPE's internal control and risk management systems;
- scrutinises the activities and the effectiveness and independence of the external auditor;
- conducts, as appropriate, the tender process for the external auditor;
- reviews the internal audit plan, internal audit reports and the effectiveness of the internal auditor.

See **pages 118 to 125**

Remuneration Committee

- reviews the Directors' remuneration policy, performance-related schemes and share-based incentive plans, ensuring practices are designed to support and promote the long-term success of the Company and delivery of its strategy;
- determines the remuneration of the Executive Directors, the Chair, members of the Executive Committee and other senior executives in the context of our culture and wider workforce remuneration;
- approves the Directors' remuneration report.

See **pages 126 to 145**

Nomination Committee

- reviews the Board and Committee structure, composition and size, taking into account the required skills, experience, independence, knowledge and diversity based on the needs and strategy of the Group;
- recommends appointments to the Board;
- manages succession planning for the Board and senior executives;
- oversees the process for Director inductions and Board and Committee evaluation;
- approves senior management appointments.

See **pages 112 to 117**

Disclosure Committee

- responsible for monitoring the existence and development of potential inside information, including assessing whether information may be considered to be 'inside information' and ensuring compliance with GPE's disclosure obligations.

Executive Committee

Responsible for the day-to-day management of the business, including implementing the Group's strategy. It also oversees transactions, monitors risks and opportunities and is responsible for Group-wide succession planning, resourcing and people development. Executive Committee members provide updates at Board meetings and maintain regular dialogue with the Board.

See **page 103**

Management Committees

Sustainability Committee

- manages climate change risk and resilience;
- reviews progress and development of sustainability strategy;
- monitors environmental compliance;
- focuses on innovation and opportunities within the portfolio and development pipeline.

See **page 56**

Health and Safety Committee

- reviews the Group's health and safety compliance and performance;
- oversees development and implementation of the health and safety strategy;
- identifies and reviews opportunities for improvement.

Social Impact Committee

- sets direction for the Group's social value creation;
- oversees implementation of the Group's Social Impact Strategy, charitable partnerships and donations.

Inclusion Committee

- oversees Group diversity and inclusion initiatives;
- oversees the work of Employee Impact Groups;
- monitors feedback and identifies areas for improvement.

The division of responsibilities of the Directors

The Board currently comprises the Non-Executive Chair, three Executive Directors and six independent Non-Executive Directors, one of whom is Chair Designate, William Eccleshare, who will succeed Richard Mully as Chair from the conclusion of the 2025 AGM. The Chair and the other Non-Executive Directors meet regularly without the Executive Directors, and at least once a year the Non-Executive Directors meet without the Chair. In addition, individual Directors meet routinely outside the formal Board meetings as part of each Director's contribution to the delivery of the Company's strategy and review of operations. All Directors have access to the advice and services of the General Counsel & Company Secretary, who supports the Board and is responsible to the Chair on matters of corporate governance.

The Executive Directors meet every two weeks with senior management as the Executive Committee, chaired by the Chief Executive. The Executive Committee makes decisions within the parameters set out in the Group's Delegated Authorities which govern the taking and escalation of significant decisions. Significant operational and market matters are communicated to the Non-Executive Directors on a timely basis outside of the Board meetings.

The Board has agreed a clear division of responsibilities for the Chair, Chief Executive and Senior Independent Director, which are set out in writing in each individual's Terms of Reference and which are reviewed by the Board each year. The Board's Schedule of Responsibilities and each Board Committee's Terms of Reference are also reviewed annually by the Board and the applicable Committee. All are available on our website at **www.gpe.co.uk/investors/governance**

Roles and responsibilities of the Directors:

Chair	Richard Mully (William Eccleshare will succeed Richard and assume the Chair's responsibilities from the conclusion of the 2025 AGM)	Richard is responsible for leading the Board and for its effectiveness, meeting with shareholders as appropriate, ensuring a culture of openness, transparency and debate and helping the Chief Executive 'to set the tone from the top' on the Company's purpose, values and culture. As part of his role in leading the Board, he ensures that the Board provides constructive input into the development of strategy, understands the views of the Company's key stakeholders and provides appropriate oversight, challenge and support. As Chair, Richard also leads the Nomination Committee.
Chief Executive	Toby Courtauld	Toby is responsible for setting the Group's strategic direction, implementing the agreed strategy, the operational and financial performance of the Group and the day-to-day management of the Company, including setting the tone for, and ensuring oversight of, the Company's culture and ensuring the Board is aware of key stakeholders' views. As part of his role, Toby is responsible for leading the Executive and Sustainability Committees, has executive responsibility for climate change and sustainability matters and has responsibility for oversight of the Leasing, Customer Experience (from May 2025) and Legal & Corporate Secretariat functions.
Chief Financial & Operating Officer	Nick Sanderson	Nick supports the Chief Executive in developing and implementing the Group's strategy and all financial matters. As part of his operations role, Nick has responsibility for oversight of the valuation process, the HR, Flex and (from May 2025) Digital & Technology functions and corporate communications. Nick also leads the Social Impact Committee.
Executive Director	Dan Nicholson	Dan further supports the Chief Executive in developing and implementing the Group's strategy while he has specific responsibility for portfolio management, development management and investment activities. Dan also leads the Health and Safety Committee and has Board responsibility for health and safety.
Senior Independent Director	Karen Green (Nick Hampton was Senior Independent Director during the year under review; he stepped down from the Board on 3 April 2025)	As Senior Independent Director, Karen's responsibilities include acting as a sounding board for the Chair, leading the other independent Non-Executive Directors in the performance evaluation of the Chair and being available to shareholders as required. As part of her role, she also acts as an intermediary for the Non-Executive Directors if necessary and is an independent point of contact in the Group's whistleblowing procedure. The Senior Independent Director is also responsible for the Chair's succession process as relevant, working closely with the Nomination Committee. See page 113 for details of our recent Chair succession process, which was led by Nick Hampton.
Independent Non-Executive Directors	William Eccleshare (Chair Designate) Mark Anderson Karen Green Vicky Jarman Champa Magesh Emma Woods	Responsible for bringing an external perspective and providing constructive challenge and support to the Board's deliberations and decision making, using their broad mix of business skills, knowledge and experience acquired across different business sectors. They are also responsible for monitoring the delivery of the agreed strategy within the risk management framework set by the Board and promoting high standards of integrity and corporate governance. As Committee Chair, Emma Woods is responsible for leading the Remuneration Committee, while Vicky Jarman is responsible for leading the Audit Committee. Each Committee Chair seeks engagement with shareholders, as appropriate, on significant matters relating to their areas of responsibility.

Leadership and purpose

Board activities

The Board has a duty to promote the long-term sustainable success of the Company for its shareholders, taking account of other relevant matters including broader stakeholder interests. The Board typically meets for scheduled Board meetings six times a year in addition to an annual strategy review session. The Board will hold ad hoc meetings as necessary to consider matters of a time-sensitive nature, as it did for the Company's rights issue and bond issue during the year. A forward agenda for the Board is maintained to ensure that all necessary and appropriate matters are covered during the year and to allow sufficient time for discussion and debate. The table below shows the matters considered at Board meetings during the year. The Board receives papers and presentations in advance of meetings and senior managers are regularly invited to attend to provide insight and feedback on specific matters.

	May	July	September	November	January	April[1]
Purpose, strategy and implementation						
Purpose and strategic review, discussion and setting of the business plan	●	●	●	●	●	●
Chief Executive's report including market conditions dashboard, operational parameters, strategic risks and opportunities, leasing activity, sustainability, technology and innovation and team resourcing	●	●	●	●	●	–
Executive Director's report on valuation, key portfolio and development activities, asset strategies, the longer-term pipeline, new business opportunities and health and safety updates	●	●	●	●	●	–
Chief Financial & Operating Officer's report including forecasts, finance initiatives, debt and equity markets updates, social impact updates and operational matters including Flex, customer experience, corporate communications and HR	●	●	●	●	●	–
Shareholder analysis and/or investor relations updates	●	●	●	●	●	–
Board property tours	–	–	●	–	–	–
Risks						
Formal review of risk management and internal controls	●	–	–	●	–	–
Ongoing monitoring of principal and emerging risks	●	●	●	●	●	●
Governance						
Review of half-year and full-year results, Annual Report and accounts, going concern statement, viability statement, dividend policy and analyst presentations	●	–	–	●	–	–
Stakeholder feedback, including investors and analysts, employees, customers, communities, suppliers, joint venture partners and local planning authorities	●	●	●	●	●	●
Reports from Board Committees	●	–	●	●	●	●
Corporate governance matters including delegation of authority levels, Terms of Reference, Code compliance	–	–	–	–	–	●
Health and safety updates	●	●	●	●	●	●
Sustainability updates including vision, strategy, targets and Roadmap	●	●	●	●	●	●
Corporate Responsibility including review of the Company's Modern Slavery Statement, Financial Crime, Ethics, Gifts and Hospitality and Whistleblowing Policies	–	–	●	–	–	●
Evaluation						
Board evaluation	–	–	–	–	●	–
Conflicts of interest	●	●	●	●	●	●

● Board meeting matter

1. The Board meeting that would typically be held at the end of March was held shortly after the year end, on 2 April 2025.

See pages 110 and 111 for examples of significant matters and major transactions discussed by the Board during the year.

Our purpose, strategy, values and culture

Our purpose is to unlock potential, creating premium sustainable space for London to thrive. In setting our purpose, we believe our role relates not only to our buildings, but also to the people who live and work there and what and how we contribute to the wider public realm, community and environment. The Board sets our strategy and strategic priorities to align with our purpose, which informs our decisions regarding our acquisition, repositioning, operation or sale of properties. Our purpose is underpinned by our values and behaviours, which encapsulate who we are and how we do business. At GPE, everyone is accountable for living by our shared set of behaviours, which form an important part of our workforce policies and remuneration processes.

Our culture inspires us to go further for our customers, partners, each other and the business. As we innovate and evolve to grow our customer, sustainability, technology and flexible space ambitions, our strong culture has never been more important and we must therefore work hard to preserve and enhance it.

A key objective for the Board is to monitor our culture, and to address any instances where there is a misalignment between our purpose, culture, values and behaviours. Our culture is not about rules, but about actions, and the Board and senior management seek to lead by example in communicating and demonstrating the values and behaviours which lie at the heart of our culture.

How the Board monitors culture and ensures the desired culture has been embedded

The Board is committed to ensuring that the tone of our values is set from the top by both the Board and senior management. Our smaller size and the high level of regular Board interaction with employees facilitates the Board's assessment and monitoring of our culture and how the culture has been embedded. We do this through a variety of channels, as described below:

How we do it

- inclusion of culture, values and behaviour-led questions within employee surveys, with Board analysis of the results;
- regular face-to-face engagement with employees as part of our Non-Executive Director breakfast programme, our programme of employee engagement sessions, our Board mentoring activities, Board and Committee presentations, property tours and other meetings and engagements throughout the year (see pages 107 and 108);

- demonstration of our values is an integral part of our annual performance reviews, with outcomes being reported via the Remuneration Committee. 360-degree feedback reviews for senior management prompt open feedback on culture and values which then feeds into an individual's personal development plan. Our personal bonus structure ensures a strong link between the values and remuneration, with a proportion of each employee's personal bonus based on their values and behaviours;
- Executive Committee members hold regular 'listening' sessions with colleagues across the business, the feedback from which is discussed with the Board;
- policies, pay and diversity and inclusion activities are reviewed and developed to ensure they appropriately capture and reflect our values. The Board is updated on the work of our Inclusion Committee which oversees the work of our Employee Impact Groups and performance against our D&I Plan and metrics;
- reviews of compliance, whistleblowing statistics, health and safety incidents and internal audit reports to identify and address any areas not meeting expected standards of conduct or behaviour;
- Board participation in our annual Community Day, which is designed to strengthen our relationships and understanding of the communities in which we operate;
- feedback from our stakeholder engagement programmes, including our customer survey results, helps the Board to assess how the values and behaviours are embedded in our interactions with third parties and the way we do business; and
- review of engagement with suppliers including related payment practices (see page 75).

Protecting and enhancing our culture

The Board is satisfied that there remains a high level of engagement with our values and that our activities continue to embed our desired culture. In particular, it was pleasing to see strong results in key areas of the 2025 employee engagement survey. However, protecting our culture and further embedding our values remains a continuous area of focus. Following this year's feedback, a number of actions have been taken to help further strengthen our culture and how the Board monitors it, and to drive the right behaviours through our activities. These have included:

- implementing, reviewing and updating our People Strategy and D&I Plan to positively impact our culture through targeted activities and a focus on diversity, equity and inclusion (see pages 67 to 72);
- supplementing our NED-employee engagement programme with the introduction of new 'A lunch with…' sessions to encourage interactive discussions in a smaller forum (see page 108);
- continuing the work of our Employee Impact Groups aimed at making our culture even more inclusive through engagement, initiatives and events. We have also broadened the remit of these important groups to capture diversity in its widest sense (see page 71);
- we launched our GPE Thrive Learning programme to provide training and learning opportunities for all colleagues across a range of areas alongside targeted training in areas such as inclusion and privilege;
- having launched our new GPE value – 'We value every customer' – at the start of the year, we have strengthened our customer engagement activities and insights and our customer-centric approach across our business. This year's customer NPS results highlighted areas of strong progress alongside opportunities for further improvements (see pages 73 and 74);
- demonstrating support for wellbeing and good mental health by sponsoring activities throughout the year and regularly communicating the resources available to colleagues;
- overseeing the implementation of the Digital, Technology & Innovation Strategy, including the introduction of 'Innovation Champions' across the business to encourage innovation and an entrepreneurial spirit; and
- approving the adoption of v.2.0 of our Social Impact Strategy to ensure we focus on areas in which GPE can create a lasting positive social impact in our communities.

Stakeholder engagement

Understanding the views of all our stakeholders and fostering of business relationships

The Board oversees and receives regular updates throughout the year on engagement activities with our key stakeholders. It develops and enhances its understanding of key stakeholder perspectives in a number of different ways, including the following:

Investors	The Chair engages with major shareholders on matters of governance and strategy, and Committee Chairs engage, as appropriate, on their areas of responsibility. Formal and informal discussions are held with shareholders in the context of the Company's AGM, which all shareholders are invited to attend. Those unable to attend in person are given the opportunity to ask questions in advance of the meeting. We have a comprehensive investor relations programme with regular reporting of feedback to the Board. Board members also attend investor events to hear views first-hand. Our Executive Directors and Corporate Finance team have regular dialogue with our debt providers and report to the Board on their feedback.
Our people	High levels of direct engagement are maintained throughout the year through numerous mechanisms, including our formal programmes of Non-Executive Director breakfast meetings and employee engagement sessions, including our new 'A lunch with…' programme, our Non-Executive Director mentoring programme, Board property tours, employee presentations and other meetings and events. The Board also receives regular reports on employee feedback, including from employee engagement surveys.
Customers	The Board meets customers where possible as part of its cycle of property tours. Board papers include regular updates on our customer engagement activities, including feedback from customer meetings which are periodically attended by Executive Directors, feedback from independent customer surveys, updates on discussions with property agents and flexible office brokers, and feedback from industry events and marketing campaigns. The Board also receives updates on occupier trends and market analysis from internal and external presenters.
Joint venture partners	Frequent engagement with joint venture partners throughout the year is led by our Executive Directors, at least one of whom serves on each joint venture board, with regular updates and reporting of key matters to the Board.
Communities	Our Social Impact Strategy, which is designed to create a lasting positive social impact in our communities, is set by the Board, with implementation overseen by our Social Impact Committee which is chaired by the Chief Financial & Operating Officer. The Board receives regular updates on activities, initiatives and progress against our commitments. Read more on pages 52 and 53.
Local planning authorities	Our relationships with key planning authorities are critical to the delivery of new spaces in London. Our Executive Director and Development team regularly report to the Board on recent engagement activities, including planning discussions, community considerations and any development consultations involving key stakeholders and local residents.
Suppliers	Engagement is led through our proactive teams, with information received through regular Board reports and presentations. The Board often engages directly with contractors during development site visits and may also receive external presentations from suppliers such as property agents and valuers. The Audit Committee also reviews GPE's supplier payment practices and performance twice-yearly.

Further details of our relationships and engagement with key stakeholders, how stakeholder issues have been monitored and considered by the Board through our scheduled Board meetings, and discussion of matters between these meetings, are explained in more detail in:

Our stakeholder relationships on **pages 73 to 77**
Our people and culture on **pages 67 to 72**
Our approach to risk on **pages 80 to 93**
Engaging with our investors on **pages 76 and 97**
Engaging with our employees on **pages 107 and 108**
Impact of engagement on Board decisions on **page 109**
What we did in 2024/25 on **pages 110 and 111**

Engaging with our employees

Being a relatively small company of approximately 150 employees, principally based in one location, there is a high level of visibility of the Board by employees and vice versa. Given this high level of visibility, the Board has decided not to adopt any of the three specific employee engagement methods referred to in the Code at this time. Instead, we have adopted workforce engagement arrangements which we believe are most suitable for our organisation.

The Board keeps its engagement mechanisms under review and, during the year, in order to encourage more open and interactive discussions with employees, we were pleased to introduce new, additional engagement sessions in a smaller format to supplement our existing arrangements. The Board believes these arrangements, as set out below, operated effectively during the year to provide it with regular formal and informal employee feedback for consideration as part of its decision making process:

- a formal programme of breakfast meetings between the Non-Executive Directors and members of the Executive Committee and senior management. These meetings have no fixed agenda and provide a useful forum to discuss what is happening in day-to-day operations and the associated challenges which might not be significant enough to warrant formal reporting at Board meetings;
- a Non-Executive Director, on a rotational basis, presenting to all employees in a discursive format on particular themes, followed by a Q&A session. To facilitate these sessions, we have set up an online portal for employees to raise questions, anonymously if they wish, in advance of the event. Employees are also invited to ask questions and to share their views on the day. These sessions are also designed for Board members to provide the Board's views, as appropriate, on matters raised through employee engagement, and feedback from the sessions is reported to the Board;
- this year, given our continued focus on D&I and in response to employee feedback, our female Non-Executive Directors led two discussion sessions with groups of GPE women, which focused on gender diversity and inclusion at GPE (see page 108); and
- a new engagement format was subsequently introduced in February 2025 whereby two of our Non-Executive Directors meet with a small group of employees over lunch (known internally as 'A lunch with...') to discuss certain specific topics on which the Board is keen to hear employee views. Participants, typically representing a broad section of the workforce, are asked to consider key questions in advance and can also raise questions and give feedback on broader areas of interest to them (see page 108).

In addition to these arrangements, direct Board engagement with employees during the year has included the following:

- in September, property tours of SIX St Andrew Street, Minerva House, Woolyard and Bramah House involving our Investment, Development, Project Management, Leasing, Flex and Customer Experience teams;
- presentations made to the Board by the Executive Committee, Heads of Department and other employees on key matters including acquisitions, development appraisals, leasing, our Flex business, customer experience, technology and cyber security, health and safety, sustainability, financing, leasing, investor relations, diversity and inclusion and corporate governance;
- mentoring sessions between Non-Executive Directors and members of senior management as part of our Non-Executive Director mentoring programme;
- Board member attendance at Company-wide events, including our annual Community Day;
- all-staff quarterly review meetings led by our Chief Executive which provide an informal forum for employees to discuss and raise questions regarding key activities at GPE; and
- all employees are invited to attend a weekly update meeting on Monday mornings, led by our Chief Executive and the other Executive Directors, to discuss key developments and concerns.

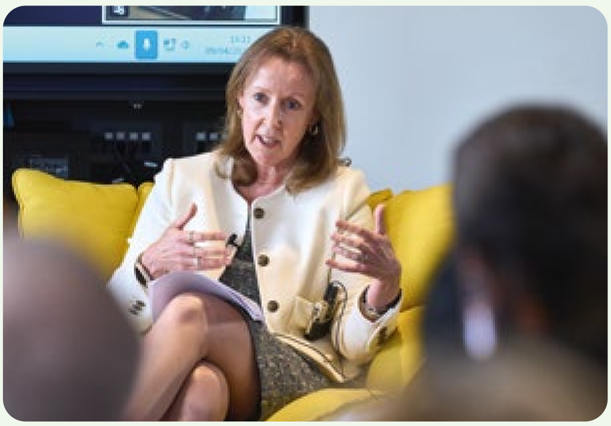
During the year, we adopted a number of initiatives and activities to maintain levels of employee engagement, wellbeing and feedback, which we continue to evolve to further support our people.

See more on **pages 67 to 72**

An audience with Karen Green

Our 'Audience with...' session was held with Karen Green, hosted by Andrew White, our Development Director.

Karen Green led a session in April 2024 with discussions covering career progression and personal development, our approach to customer service, the risks and opportunities of both sustainability and artificial intelligence, the importance of a strong culture and opportunities to improve diversity and inclusion, both at GPE and across the industry. These discussions supported the review of our D&I Strategy and initiatives in the year. Colleagues also provided feedback on employee engagement mechanisms more broadly, which informed the introduction of additional Board workforce engagement sessions in smaller formats.



A lunch with Richard Mully and Vicky Jarman

Richard Mully and Vicky Jarman hosted our inaugural 'A lunch with…' session.

The main theme for the session was 'Key ingredients for success' in both a GPE context but also for colleagues in their respective roles. Richard and Vicky introduced the objective of the session, shared the Board's perspectives on this key topic as we look to deliver our ambitious growth plans, and invited feedback from employees on opportunities that could make a difference for colleagues and the business.

The group comprised a good mix of colleagues from across the business with different backgrounds, tenures and levels of seniority to offer a wide range of perspectives and insights.

There were engaging discussions on a number of topics, including:

- welcome advancements in the use of technology at GPE and how technology could be further used to increase efficiencies, including in the area of internal reporting. This will be a key objective as we implement our new finance and property management system and our Digital, Technology & Innovation Strategy;
- the challenges of career progression in a smaller company and how GPE could retain, support and develop its people in line with their career aspirations. The feedback has been discussed by the Nomination Committee and will help to inform its talent and succession planning discussions;
- ways to further strengthen team communication and collaboration, including to ensure a smooth onboarding process for customers which our teams are working to continuously improve;
- maximising productivity by ensuring meetings have a clear purpose with clear outcomes. It was also discussed how perfectionism could be an inhibitor to delivery; and
- the continued customer demand for Flex space and its strategic significance for GPE.

Discussions were open and constructive and allowed employees to provide valuable feedback to the Board while participants welcomed the smaller, more informal format which allowed them to share their perspectives on some important topics.

"It was a great opportunity for our Non-Executive Directors to hear directly about what was on colleagues' minds in a smaller format, and for attendees to hear how well-informed and supportive the Board is of our efforts."

Hattie Fulford-Brown
Deputy General Counsel

"It was fantastic to listen to the experiences of our female Non-Executive Directors and to discuss with them how GPE can support our employees, and in particular the women in our workplace."

Felicity Kelly
HR Business Partner

Gender diversity and inclusion sessions

As part of our continued focus on D&I, we held two engagement sessions in the year with groups of GPE women. The sessions allowed the Board to hear first-hand feedback from our female colleagues regarding GPE's efforts to promote gender diversity, equality and inclusion.

Vicky Jarman and Karen Green led the first session in June 2024 and Champa Magesh and Emma Woods led a second session in September 2024. In addition to hearing employee views, each session provided a setting for our female Non-Executive Directors to share their advice and experiences as women in business.

Key discussion areas included:

- tackling imposter syndrome, boosting resilience and workplace confidence and the value of informal or peer mentoring, positive role models and male allies. Learning and personal development tools available to employees were also discussed;
- the value of GPE's Employee Impact Groups as a support network but also to raise awareness and advocate change;
- fulfilling work environments and having clear career goals, with Non-Executive Directors sharing their experiences of navigating different career paths;
- the importance of diversity representation targets in driving positive change;
- the value of flexible working arrangements and a desire for more flexibility for parents of young children during school holidays; and
- the need to understand the different motivational drivers and views on working practices in a multi-generational workforce, noting that empathy, listening and understanding skills were key to collaborative leadership for all.

The interactive sessions were well-received, and the insightful discussions and feedback have helped to inform our updated People Strategy and D&I Plan which were approved by the Board during the year (see pages 68 to 72).

Following the feedback, it was decided to retain our Hybrid Working Policy, while also introducing some additional flexibility for colleagues to work from home in August. We also introduced a new 'You Day' for 2025, to allow employees to take a day's leave for important events in their lives, in addition to a new pension salary sacrifice scheme.

Board consideration of stakeholder interests and s.172(1) matters

Impact on decisions

Some examples of how the Board has considered stakeholder interests and s.172(1) Companies Act 2006 matters in its decision making in 2024/25 are set out below and in 'What we did in 2024/25' on pages 110 and 111. Further details on our stakeholder engagement, and our response to feedback, can also be found on pages 73 to 78.

£350 million rights issue

1 2 3 6

In May 2024, the Board approved our fully underwritten £350 million rights issue.

The Board spent time, with input from its advisers, discussing key considerations including macro and market conditions and the deep pipeline of potential new business opportunities which would allow GPE to invest in scale, in line with its strategy and within an appropriate timeframe, to deliver accretive returns. It was discussed that, in addition to HQ opportunities, the pipeline would also allow GPE to progress its Flex growth strategy and increase its income returns.

The Board considered the appropriate structure for an equity raise. Although it was recognised that certain shareholders might prefer alternative means of raising capital, it was determined that a rights issue would serve to treat shareholders fairly and equally by allowing them to participate in the transaction while giving new and existing investors the chance to increase their holdings through the purchase of nil paid rights and/or the placing of rump shares.

To assist with the determination of the final issue price and size of the rights issue, a wall-crossing exercise was conducted with key shareholders so that their views could be taken into account by the Board.

The Board considered that the timing of the rights issue was key to take advantage of investment market conditions by acquiring assets at a discount to replacement cost. This would allow GPE to redevelop assets into prime, sustainable HQ and Flex spaces to meet customer demand whilst also providing opportunities for employees and fostering business relationships with suppliers through acquisition, development, leasing and asset management processes.

Following detailed discussions, the Board concluded that the rights issue would promote the success of the Company for the benefit of its shareholders as a whole, having regard to the relevant factors set out in s.172 of the Companies Act 2006.

See more on **page 19**

The Courtyard, WC1

Acquisition of One Chapel Place, W1 (Chapel Place)

1 2 4 6

In March 2025, the Board approved the acquisition of Chapel Place for cash consideration based on a property value of £56 million.

The Board noted how the acquisition presented the opportunity to add to GPE's HQ development pipeline in a target prime West End location, serving the longer-term interests of GPE and its stakeholders. Market analysis and rental assumptions were reviewed which indicated the likelihood of strong customer demand for prime assets in an area with constrained supply.

The Board considered the financial impact of the acquisition, including the expected risk-adjusted accretive returns for GPE and its shareholders, which were in line with the criteria set for the investment of the rights issue proceeds.

The Board discussed the flexible business plans for the asset, engagement with the local planning authority and neighbouring property owners and their potentially conflicting views, and the ability to add significant massing to the building to unlock further returns.

The Board considered plans to refine existing designs to enhance workspace quality, upgrade amenities and maximise appeal for future customers. This included plans to strengthen the sustainability, wellbeing and biodiversity credentials of the building along with opportunities to make public realm improvements and support local community needs.

From an employee perspective, resourcing requirements were considered, along with the development and wider opportunities the acquisition would generate for employees across the business.

Having regard to stakeholder interests, the alignment of the proposals with GPE's purpose and strategy and the long-term sustainable value expected to be delivered for stakeholders, the Board approved the acquisition of the corporate vehicle holding the freehold interest in Chapel Place.

See more on **pages 06 and 30**

One Chapel Place, W1

1 Denotes strategic priorities for 2024/25 as set out on pages 08 and 09.

What we did in 2024/25

2024

Strategy, governance, risk and opportunity management

May

- Received updates from management and GPE's corporate brokers on real estate and equity market conditions, including the macro-economic and geopolitical environment.
- Discussed the rich investment opportunity pipeline and top acquisition targets.
- Considered and subsequently approved the £350 million rights issue to capitalise on new investment opportunities.
- Discussed asset strategies and the timings of potential sales in view of market conditions.
- Received an update on activities being undertaken in relation to the development pipeline, including to progress schemes at 2 Aldermanbury Square, EC2, 30 Duke Street, SW1, Minerva House, SE1 and the Soho Square Estate, W1 and trends in development costs.
- Received a health and safety update and discussed opportunities to strengthen processes.

July

- Received an update from GPE's corporate brokers on the positive market reaction to the rights issue, sector themes and their potential strategic impacts.
- Received an update on the Executive Committee's 'Away Day' including discussions on the UK REIT market and the impacts of the rights issue, the circular economy and proposed development of a Circularity Score, the Flex market, the design, delivery and scaling of GPE's Flex product and leading multi-generational workforces.
- Discussed the asset acquisition pipeline and a refined list of target opportunities, including Whittington House, WC1.

September/October

- Approved the issuance of GPE's new £250 million seven-year sustainable bond to diversify debt funding sources and help fund the development pipeline.
- Approved a new £150 million Revolving Credit Facility and partial prepayment of the existing term loan.
- Discussed key macro and market themes and GPE's strategy and positioning.
- Received an update on the leasing market and prime rent forecasts.
- Discussed Digital, Technology and Innovation strategic priorities, including the planned replacement of GPE's finance and property management system.
- Received an update on construction, procurement and the wider development programme, including the impacts of the insolvency of ISG, an appointed contractor for the refurbishment of 200 Gray's Inn Road, WC1.
- Deep-dive on GPE's Flex activities, including its market differentiation and positioning, performance, net operating income forecasts, growing operational efficiencies, customer retention and team resourcing.
- Approved ITN lease renewals and a works agreement for 200 & 214 Gray's Inn Road, WC1.
- Approved the acquisition of 19/23 Wells Street, W1 together with a new headlease with the building freeholder.


19/23 Wells Street

Understanding the views of stakeholders, the interests of employees and the fostering of business relationships

May

- Approved GPE's revised Roadmap to Net Zero and updates to GPE's Sustainability Policy.

- Updated on relationships with joint venture partners and feedback regarding asset and joint venture strategies, including the retail leasing strategy at Mount Royal, W1 and the proposed refurbishment of 200 Gray's Inn Road, WC1.
- Discussed strengthening customer relationships, a planned customer meeting programme for Executive Directors and plans to respond to recent feedback, including to increase meeting rooms in the portfolio and initiatives to support office attendance.
- Received an update on the employee engagement survey results and action plans in response to key areas of feedback to improve systems and processes, learning and development opportunities and the head office physical working environment.
- Recommendation of the payment of a final dividend to shareholders.

July

- Discussed consolidating GPE's leadership position in sustainability and the circular economy.
- Discussed shareholder feedback and the evolution of the share register following the rights issue.
- Updated on engagement and relationships with London freeholders and potential business opportunities.
- Consideration of reports from institutional investor advisory bodies and the voting recommendations for the 2024 AGM.
- Received an update on customer feedback and challenges around disruption at buildings under refurbishment.
- Discussed feedback from gender diversity and inclusion engagement sessions including in respect of career progression and flexible working arrangements.

September/October

- Approved GPE's updated Sustainable Finance Framework.
- Approved GPE's 2024 Modern Slavery and Human Trafficking statement.
- Noted an update on the launch of the new colleague training and development programme 'GPE Thrive Learning' in response to feedback.
- Considered feedback from debt investors following the issuance of the new £250 million sustainable bond.
- Received an update on the planning and design work for The Courtyard, WC1 development scheme, including changes in response to local authority and stakeholder feedback.
- Discussed Flex broker feedback and perceptions on GPE's Flex positioning in the Flex market, including opportunities to increase the speed of transactions and the levels of amenity in buildings.
- Supported the creation of a Circularity Score for proposed developments.
- Considered customer engagement efforts and actions, feedback from recent strategic customer meetings and plans for the next customer survey.

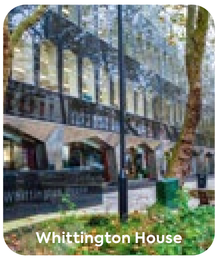

The Courtyard

The below provides examples of our significant discussions, transactions and appointments over and above the scheduled matters outlined on page 104, together with examples of our oversight of engagement with stakeholders and consideration of s.172(1) matters since April 2024. You can read our s.172(1) statement on page 77.

2025

November/December

- Discussed the market outlook and GPE's near-term portfolio targets in the areas of income growth, development, acquisitions and sales.
- Approved the acquisition of Whittington House, WC1.



- Discussed plans to replace GPE's finance and property management system, the potential impacts of generative AI and the proposed consolidation of multiple IT service providers.
- Noted the continued consolidation and roll-out of the simplified sesame® app to improve our customers' digital experience.
- Received updates on potential asset sales and acquisitions, the completion of schemes at SIX and Alfred Place and progress updates regarding the Soho Square Estate, W1 and St Thomas Yard, SE1 schemes.

- Discussed GPE's circular economy strategy and the release of a statement to launch GPE's Circularity Score and targets for reused materials in our developments and major refurbishments.
- Endorsed an updated People Strategy founded on values, culture and D&I and noted planned initiatives, including a head office refurbishment in response to colleague feedback.
- Considered the current Board-workforce engagement mechanisms and approved changes to encourage more interactive discussions.

- Approved the 2024/25 interim dividend.
- Noted plans for a comprehensive post-half-year results investor roadshow.
- Updated on proposals regarding the new Mayoral Development Corporation for Oxford Street and engagement with key stakeholders.

January/February

- Approved the appointments of William Eccleshare as Non-Executive Chair Designate and Karen Green as Senior Independent Director.
- Received an update from GPE's corporate brokers and financial advisers on key market and sector themes, including analyst and investor perceptions, and discussed the evolution of GPE's equity story and investor relations strategy.
- Discussed the key considerations to be addressed as part of the April 2025 strategy review.
- Received an update on leasing and void risks and a report on the London Flex office market.
- Updated on plans to rotate GPE's valuer in line with new requirements.
- Discussion of the recommendations from the internal Board evaluation.

- Reviewed feedback from the post-half-year results investor roadshow, including positive support for the strategy, acquisition plan and management team, alongside discussion of development risk, asset sale plans, rental growth proof points and GPE's earnings profile.
- Discussed the proposed investor relations strategy for 2025 and key initiatives.
- Updated on results from the recent customer satisfaction and NPS survey, including feedback on managing the impacts of disruption from development activities and a desire for faster resolution of more challenging building issues.
- Received an update on the challenging planning environment and ongoing engagement with local planning authorities.
- Approved updated D&I Plan, including additional commitments and reconstituted Employee Impact Groups alongside wider initiatives.

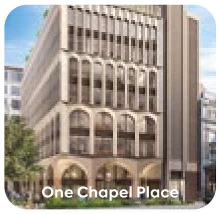
SILVER clearassured

Social Impact Strategy v.2.0: core principles

Promoting inclusive communities	Delivering healthier, greener spaces	Nurturing strong partnerships

March/April

- External presentations on the economy and the global real estate, London office and Flex office markets.
- Received an Investor Relations update.
- Approved the definitive appraisal for the development of The Courtyard, WC1.
- Approved a revised Health and Safety Policy Statement and received an update on activities and processes.
- Received an update on the progress of the finance and property management system replacement project.
- Approved the acquisition of One Chapel Place, W1.



- Considered an in-depth review of feedback from the recent customer satisfaction and NPS survey and action plans to support in-occupation customers through development works, to better manage the identification and resolution of building management issues and to improve service charge processes.
- Discussed the feedback from an investor and analyst Flex presentation.
- Approved GPE's updated Social Impact Strategy, double materiality assessment and internal Sustainability Implementation Plan.

Composition, succession and evaluation

Nomination Committee

2024/25 scheduled Committee meetings: Five
Committee attendance: see page 99
Committee Terms of Reference:
www.gpe.co.uk/investors/governance

Committee members[1]

Director	Role
Richard Mully	Chair
William Eccleshare	Non-Executive Director and Chair Designate
Mark Anderson	Non-Executive Director
Karen Green	Senior Independent Director
Vicky Jarman	Non-Executive Director
Champa Magesh	Non-Executive Director
Emma Woods	Non-Executive Director

Our approach

The key objectives of the Committee are to regularly review the skills and experience of the Board to ensure that it is the right size, structure and composition taking into account the skills, experience, independence, knowledge and diversity of Directors and the future strategy of the Group.

It is the Committee's role to consider succession planning for the Board and senior executives below Board level, to oversee the development of a diverse pipeline for succession and to lead on the process for Board appointments.

As part of its objectives, the Committee reviews and recommends to the Board: (i) the compositions of the Audit, Nomination and Remuneration Committees, taking into consideration an individual's experience, ongoing training and development needs, their time commitments and the benefits of diversity; and (ii) the (re-)election of Directors by shareholders at the AGM.

Committee composition and process

The Committee membership generally includes all of the Non-Executive Directors. Throughout the 2024/25 financial year, the Nomination Committee comprised the Chair of the Board, Richard Mully, and six independent Non-Executive Directors, namely Mark Anderson, Nick Hampton, Karen Green, Vicky Jarman, Champa Magesh and Emma Woods. Nick Hampton stepped down from the Board, and the Committee, on 3 April 2025. William Eccleshare was appointed to the Committee with effect from his appointment to the Board on 1 May 2025 and, subject to his election by shareholders at the 2025 AGM, will become Chair of the Committee when he becomes Chair of the Board, from the conclusion of that meeting.

In making any recommendations for Board appointments, the Committee consults with the Chief Executive and other Executive Directors as appropriate. During the year, the Chief Executive was invited to attend Committee meetings to provide the Committee with updates on human resourcing, diversity and inclusion activities, talent development and succession planning. The Chief Executive and the Chief Financial & Operating Officer also provided their input into Board recruitment processes.

In making recommendations to the Board on Non-Executive Director appointments, the Committee specifically considers the expected time commitment of the proposed Non-Executive Director and their other external commitments. Agreement of the Board is also required before a Director may accept any additional commitments to ensure possible conflicts of interest are identified and that the Directors will continue to have sufficient time available to devote to the Company. During the year, the Board carefully considered the proposed appointments of Vicky Jarman as a Non-Executive Director of each of Aston Martin Lagonda Global Holdings plc and AerCap Holdings N.V. and of Karen Green as a Non-Executive Director of Hamilton Insurance Group, noting their other current commitments and, in Karen's case, also noting that she had stepped down as a Non-Executive Director of Asta Managing Agency Limited. The Board was satisfied that these changes would not impact Vicky's or Karen's independence or commitment and that in each case they would continue to be able to add significant value to their respective roles at GPE.

Non-Executive Directors are not appointed for specific terms but, in accordance with the Code, are subject to annual re-election. All proposed re-elections to the Board are formally considered by the Nomination Committee, taking account of each individual's effectiveness and commitment to the role.

The Committee also reviews the recommendations of the Board evaluation process and progress against the recommendations from the previous year.

1. Nick Hampton also served as a member of the Nomination Committee throughout the year, stepping down from the Board and the Committee on 3 April 2025.

"The Committee has focused on Board succession planning, alongside the progression of our diversity and inclusion agenda. With the appointments of GPE's new Chair and Senior Independent Director, I have no doubt that the leadership of the Board will be in excellent hands as I step down as Chair following the AGM in July."

Richard Mully Chair of the Nomination Committee

Dear fellow shareholder

On behalf of the Committee, welcome to the report of the Nomination Committee (the Committee) for the year ended 31 March 2025. The Committee has focused on Board succession planning, alongside the progression of our diversity and inclusion agenda. With the appointments of GPE's new Chair and Senior Independent Director, I have no doubt that the leadership of the Board will be in excellent hands when I step down as Chair following the AGM in July.

Board and Committee composition

The Committee regularly reviews the composition of the Board and its Committees to ensure they have the requisite skills, experience, diversity and knowledge in alignment with the Group's strategy. The Committee also gives ongoing consideration to the length of service of, in particular, Non-Executive Directors, to ensure Board membership is regularly refreshed and that appropriate succession plans are in place.

As I explained in last year's report, my nine-year tenure and that of Nick Hampton, who was Senior Independent Director until he stepped down on 3 April 2025, were due to end in 2025. Processes were therefore progressed during the year to identify successors for both the Chair and Senior Independent Director roles with a focus on ensuring a smooth and effective transition.

Chair succession

Nick Hampton, as Senior Independent Director, led the process to find GPE's next Chair. In line with best practice, I was not involved in the selection exercise and did not attend Committee meetings when it was discussed. In June 2024, the Committee established a sub-committee (the Succession Committee) to manage the process. The Succession Committee was chaired by Nick Hampton and, along with Nick, comprised Vicky Jarman, Mark Anderson and the Chief Executive, supported by the Group General Counsel & Company Secretary and HR Director. Following a pitch process involving several search firms, the Succession Committee appointed Russell Reynolds to support the search. Russell Reynolds has no connection with the Company or any individual Directors other than to assist with Executive and Non-Executive succession planning and appointment processes.

As part of the search, the Committee reviewed a diverse longlist from which refined shortlists of candidates were selected for interview. Following a detailed selection process as summarised below, the Committee unanimously recommended to the Board, and the Board approved, the appointment of William Eccleshare as Chair Designate. William joined the Board and the Committee on 1 May 2025 allowing time for a detailed induction and briefing in preparation for him becoming Chair of the Board and the Committee when I step down at the conclusion of the 2025 AGM.

The Board and Committee are delighted that William has been selected as GPE's next Chair. William brings significant executive and non-executive experience and his breadth of knowledge and skills, including his strong background in marketing, business transformation, growth and innovation, will be invaluable to GPE's Board moving forward. I know he will provide effective leadership of the Board and be a great support to Toby Courtauld and the management team, who welcome his appointment. I will be continuing to work closely with William over the coming weeks to ensure a smooth handover.

Chair succession process

June 2024	Succession Committee appointed by Committee, led by Nick Hampton as Senior Independent Director.
July – August 2024	Search firm pitch process undertaken – Russell Reynolds appointed. Russell Reynolds met with key stakeholders within the business to develop a detailed role profile and brief for discussion with the Succession Committee.
September 2024	Succession Committee agreed detailed role specification. Nomination Committee discussed the candidate pool and reviewed the longlist of potential candidates provided by Russell Reynolds. Shortlist of candidates identified for initial interview.
October – November 2024	Shortlist of candidates interviewed by Succession Committee.
December 2024	Interviews of final two preferred candidates by wider Board members and further interviews with the Chief Executive.
January – February 2025	Committee and Board meetings held to discuss candidates and references. Company and candidate due diligence completed. Approved appointment of William Eccleshare as Chair Designate, to become Chair (subject to his election to the Board by GPE's shareholders) when Richard Mully retires at the conclusion of the 2025 AGM.

Senior Independent Director succession

The Committee also spent time working on the Senior Independent Director succession process. Following a selection exercise supported by Russell Reynolds, which included consideration of external candidates, it was agreed that Karen Green's considerable City, financial markets and non-executive experience, including her experience and knowledge of GPE as a trusted and valued Board member since December 2023, would make her an excellent Senior Independent Director for the next stage of the Board's development. On the recommendation of the Committee, the Board was pleased to appoint Karen as GPE's Senior Independent Director from 4 April 2025, with Nick Hampton stepping down from the Board on 3 April 2025.

On behalf of the Board, I would like to thank Nick for his service as GPE's Senior Independent Director since 2023, including his leadership of the Chair succession process in recent months, and for his significant contribution to GPE since he joined the Board in 2016.

Succession planning and talent development

During the year, in addition to the Board succession planning processes described above, we have considered the development plans and succession planning for Executive Directors, the Executive Committee and senior leaders. As part of this process, the Committee considers the depth and quality of the succession pipeline, the skills and capabilities required for the future strategic needs of the business, retention and succession planning risks, personal development needs and the strengthening of diversity and inclusion.

Recognising and developing our top talent is key to ensuring that we have a healthy and diverse pipeline of current and potential future leaders, and this remains a key area of focus for the Board and the Committee. We have progressed our Non-Executive Director mentoring programme and continue to oversee our wider talent development programme. Further details can be found on pages 67 to 72.

Our approach to diversity and inclusion

We recognise the strategic importance of a diverse Board and workforce which is representative of our stakeholders and which provides different perspectives to support the development and delivery of our strategy.

The Board's Diversity & Inclusion Policy (Board D&I Policy) specifically applies to the Board and its Committees and supports GPE's wider approach to diversity. A copy of this can be found on our website at **www.gpe.co.uk/investors/governance**

We believe that the Board and its Committees should comprise Directors with a diverse mix of attributes including but not limited to skills, knowledge, experience, gender, ethnicity, age and educational, professional and socio-economic background. Different perspectives and points of view improve decision making, and we believe that ultimately this will benefit GPE's stakeholders through better business performance. The Board also believes that the tone for diversity and inclusion at GPE must be set from the top; having a diverse leadership team and an open and inclusive culture is aligned to our core values and expected behaviours.

Statement in accordance with UK Listing Rule 6.6.6(9) on Board Diversity

As at the date of this report, GPE meets all three Board diversity targets specified in UK Listing Rule 6.6.6(9). As at 31 March 2025, GPE did not yet meet the target under UK Listing Rule 6.6.6(9) for at least one of the Chair of the Board, Chief Executive, Senior Independent Director or Chief Financial Officer positions to be held by a woman. However, GPE has met this target since 4 April 2025 when Karen Green was appointed as Senior Independent Director. Karen's appointment was timed to coincide with Nick Hampton stepping down from the Board and as Senior Independent Director on 3 April 2025, following the Board's 2025 strategy review.

Details regarding GPE's gender and ethnic diversity data, including that required by UK Listing Rule 6.6.6(10), and our approach to collecting data, can be found on page 72.

The benefits of diversity continue to be an important consideration in our Board succession planning and we expect our search consultants to ensure that the candidate pool for appointments to the Board is sufficiently wide and includes candidates from a variety of backgrounds with a wide range of experience and strengths to reflect the Board's diversity aims. This approach to recruitment is mirrored across the business.

As explained in the statement above, we are pleased that we now meet all three UK Listing Rule board diversity targets in line with our Board D&I Policy.

From a gender perspective, we support the aims of the FTSE Women Leaders Review and, as at 31 March 2025, women represented 40% of the Board (31 March 2024: 40%), 25% of the Executive Committee (31 March 2024: 25%) and 38% of the population comprising the Executive Committee and their direct reports (31 March 2024: 37%).

We continue to meet the Parker Review target to have at least one Director from a minority ethnic background. Last year, in line with the Parker Review recommendations for FTSE 350 companies, the Committee set a further target for at least 15% of the population comprising the Executive Committee and their direct reports to be represented by individuals who identify with an ethnic minority category (as identified by the Office for National Statistics) by the end of 2027. As at 31 March 2025, we stood at 6.8% (31 March 2024: 4.2%).

To maintain focus, senior executives were again given specific annual bonus scorecard measures for 2024/25 linked to progress against our aspirational diversity and inclusion representation targets and ambitions (see pages 72 and 133 for details). We are pleased that these targets are helping to increase representation levels across the business, and representation targets have again been included in the current year's bonus scorecard to build on this momentum.

We recognise there is much work still to do and the Committee continues to oversee the development, implementation and progress of our diversity and inclusion initiatives. The work of our Inclusion Committee and four Employee Impact Groups has continued to provide a network and a voice for colleagues from under-represented groups. This year has also seen the expansion of the remits of these groups to capture wider forms of diversity. Our programme of 'Listening Sessions' hosted by Executive Committee members with colleagues from across the business, along with two diversity-focused engagement sessions for GPE women, led by our female Non-Executive Directors, have also provided much useful insight and feedback.

In January 2025, the Board was pleased to adopt a refreshed Diversity & Inclusion Plan, which forms an integral part of our updated three-year People Strategy, to ensure we continue to evolve our approach and drive progress on diversity and inclusion.

We believe that the actions we are taking are helping to educate colleagues and to foster a diverse and inclusive culture. We were pleased to see improvements in many of our employee engagement survey scores this year and we were delighted to receive a Clear Assured Silver level diversity and inclusion accreditation, reflecting the positive changes being made in many areas.

Further details regarding our diversity and inclusion initiatives and progress can be found on pages 67 to 72.

Committee and Director effectiveness review

This year, the Committee oversaw an internal Board and Committee effectiveness review. The review concluded that the Board and its Committees, including the Nomination Committee, continue to operate efficiently and effectively. Details of the review and its findings can be found on pages 116 and 117.

All proposed elections and re-elections to the Board are formally considered by the Committee, taking account of each individual's skills and continued effectiveness and commitment to the role. Following this review, I can confirm that each of the Non-Executive Directors is considered effective in their roles and both independent of the executive management and free from any business or other relationship which could materially interfere with their exercising of independent judgement. Nick Hampton as Senior Independent Director also met with the Directors to appraise my own performance.

As I look back on my tenure as Chair of GPE's Board and Nomination Committee, I am extremely proud of our achievements in evolving the organisation, GPE's culture and its people agenda, which I know the Board and the Committee will continue to build on.

Richard Mully
Chair of the Nomination Committee
20 May 2025

Board induction and development

Our induction process for new Board members is designed to develop the Director's knowledge and understanding of the Group, covering key areas including GPE's purpose, values, culture and strategy, its corporate governance, risks and internal controls and the industry and markets in which it operates. Our induction process for new Directors is delivered through:

- meetings with the Chair, wider Board, General Counsel & Company Secretary and relevant Committee Chairs;
- a structured programme of meetings with executives and senior managers to provide a deeper understanding of risks and opportunities and stakeholder interests;
- meetings with advisers, including the internal and external auditors and brokers, to provide a valuable external perspective;
- property tours to see assets first-hand and to learn more about GPE's asset and development plans;
- access to a library of reference materials covering key areas including strategy, finance and operations, sustainability, governance, risk management and internal controls; and
- training as appropriate on key policies, statutory duties and legal and governance requirements.

The induction process is tailored for each Director's role and individual needs. William Eccleshare joined the Board on 1 May 2025 as Chair Designate and has commenced a comprehensive induction programme. The programme will run for several months to give William a deep insight into GPE and includes a period of handover in readiness for William to succeed Richard Mully as Chair following the conclusion of the 2025 AGM.

To enable the Board to discharge its duties, all Directors receive appropriate and timely information, including briefing papers distributed in advance of Board meetings and regular property tours conducted by the relevant GPE teams.

The Board strongly supports the ongoing development of its Directors. The Directors may, at the Company's expense, take independent professional advice and are encouraged to continually update their professional skills and knowledge of the business and wider industry. Senior managers and external advisers also presented to the Board during the year on a range of subjects, including:

- macro-economic and geopolitical risks;
- the global and UK real estate investment market;
- the flexible space market and GPE's flexible space offer;
- climate change and sustainability;
- planning regulation;
- technology, innovation and cyber risk; and
- accounting, legal and governance developments.

Directors also individually attend seminars or conferences associated with their expertise or areas of responsibility and are provided each quarter with a list of relevant upcoming seminars by various firms. Director training is reviewed by the Nomination Committee and development areas are discussed with individual Directors as part of the annual performance evaluation process.

Our 2024/25 Board and Committee evaluation process

In accordance with the recommendations of the Code, we undertake a review of the effectiveness of the Board's performance and that of its Committees and Directors every year, with an external evaluation held at least every three years. We are planning for our next external review to be in 2025/26.

Our progress against the actions identified through the 2023/24 internal review is set out below:

Progress against 2023/24 Board evaluation actions

Actions	Progress
To monitor the implementation of organisational design and people changes to ensure that GPE has the right structure and capabilities to deliver its ambitious strategic plan	– Nomination Committee endorsed organisational design and senior operational role changes to enhance the delivery of GPE's Customer First approach, the growth and implementation of its Flex workspace offer and to strengthen GPE's technology, digital and innovation activities. – Further strengthening of teams during the year, including the Customer Experience, Flex and Digital & Technology teams. – Regular updates to the Board and Nomination Committee on team structures and capabilities, including as part of the Nomination Committee's succession planning and talent review process.
Continuing to oversee the evolution of the Flex strategy and product offer to drive differentiated returns and shareholder value	– Regular updates to the Board on Flex strategy, performance, operations and product development. – Internal and external presentations and reports on the Flexible space market and GPE's positioning. – Further development of the Flex management pack and KPIs to monitor performance and operations, with Flex regularly considered in the context of GPE's strategy, acquisition pipeline, asset strategies and customer feedback discussions. – Investor & Analyst Flex webinar held in March 2025 to support their understanding of the strong operational momentum and Flex investment case.
To maintain close oversight of macro conditions and the next property cycle and the implications for GPE's strategy and capital allocation decisions	– Frequent reporting on the market and macro conditions by management and the Company's brokers and financial advisers. – Execution of the rights issue and public bond issuance to provide further capacity for investment and development opportunities to deliver returns for shareholders. – Allocation of the rights issue proceeds, including through acquisitions of The Courtyard, 19/23 Wells Street, Whittington House and One Chapel Place.
To allocate additional Board time to considering technology risks and opportunities, including implementation of the new Digital, Technology & Innovation Strategy (Ongoing focus area)	– Reporting to the Board on progress against the Digital, Technology & Innovation Strategy and technology risks and opportunities, including AI. – Updates to the Board on GPE's policy and approach regarding the use of generative AI. – Regular presentations to the Audit Committee and Board on planning, design and implementation of a project to replace GPE's existing finance and property management system.
Ongoing focus on Board composition and succession planning in view of Chair and SID tenures and on diversity representation levels of the Board and wider business	– New Chair Designate and Senior Independent Director appointed. – All three UK Listing Rule board diversity targets met. – Implementation of diversity and inclusion initiatives – see pages 67 to 72, 114 and 115. – Diversity and inclusion targets tracked with linked annual bonus measures for senior executives. Updated Diversity & Inclusion Plan approved by the Board with additional targets and commitments.

An internal Board and Committee effectiveness review was undertaken in 2024/25 which was led by Nick Hampton, as Senior Independent Director, with the support of the General Counsel & Company Secretary. The process, which was agreed by the Nomination Committee, involved completion of an online questionnaire followed by individual meetings with Directors, a detailed report of findings and discussion at the January 2025 Board meeting.

The aim of the review was to assess the effectiveness of the Board, its Committees and individual Directors in order to identify any actions to improve how Directors fulfil their duties and to maximise Board effectiveness. The review covered the following key themes:

- the Board's role, composition and operation;
- the Board's protocols and behaviours and how effectively Directors work together to achieve the Board's objectives;

- the performance of the Board and its Committees;
- progress against the key actions arising from the 2023/24 internal evaluation; and
- focused questions on succession planning, culture, diversity and inclusion.

The process also considered the effectiveness of individual Directors and one-to-one performance feedback was given by Nick Hampton, as the Senior Independent Director, to the Chair, and by the Chair to the other Directors, at the end of the process. The review concluded that the Board, its Committees and individual Directors continue to operate effectively.

Some of the key strengths identified included:

- a collaborative and positive Board culture;
- committed and highly engaged Directors who bring a diverse range of skills and perspectives;
- open discussions with appropriate levels of challenge, support and debate;
- Board and Committee meetings are well-managed and appropriately focused, supported by high quality papers and effective leadership from their respective Chairs; and
- strong progress having been made to drive forward the strategy and to action key priorities arising from the prior year's evaluation.

The review identified some recommendations and opportunities and the key actions arising from the review are as follows:

Key recommendations from 2024/25 Board and Committee evaluation

1. Ongoing focus on GPE's Flex competition and product differentiation along with the further development of KPIs to track operational performance as Flex grows in scale.
2. Enhance stakeholder reporting through increasing the volume of the customer voice in the boardroom and additional updates from GPE's corporate brokers on investor perspectives.
3. Ongoing review of technology risks and opportunities, including those arising from AI, and close oversight of the implementation of the planned new finance and property management system.
4. Continued focus on diversity and inclusion, talent progression opportunities and increasing diversity representation levels across the business.
5. Allocate more time for Non-Executive Directors to meet without management present.
6. Keep under review the potential need for an additional Non-Executive Director to supplement the Board's skills and experience following Board changes.

What we did in 2024/25

2024

May

- Discussed Board succession planning with a focus on Chair and Senior Independent Director roles.

June/July

- Discussed and agreed the search process for a new Chair, including the approval of the appointment of a Succession Committee and the process for selecting a search firm.
- Updated on progress of the search process for the new Chair.
- Discussed the Senior Independent Director succession process.

September

- Discussed Executive Directors' performance.
- Updated on the Chair search process including consideration of the longlist of candidates and agreement of a shortlist.
- Updated on the capabilities within the Digital & Technology team and discussed the resources and governance oversight needed for the implementation of the new finance and property management system.
- Agreed approach to 2024/25 Board and Committee evaluation.

November

- Discussed Executive Director succession planning.
- Updated on the Chair search process, including discussion of the feedback from candidate meetings and next stage interviews.

2025

January

- Discussed the findings from a senior management talent development, retention and succession planning review and Executive Committee succession planning.
- Recommended the appointment of William Eccleshare as GPE's next Chair to the Board.
- Recommended the appointment of Karen Green as GPE's next Senior Independent Director to the Board.

February

- Noted the Board's appointment of William Eccleshare as a Non-Executive Director and Chair Designate from May 2025, to succeed Richard Mully as Chair from the conclusion of the 2025 AGM.
- Discussed induction arrangements for William Eccleshare.
- Noted the Board's appointment of Karen Green as Senior Independent Director from 4 April 2025, succeeding Nick Hampton.
- Discussed the Committee's effectiveness and the 2024/25 Board and Committee evaluation.
- Reviewed Board and Committee composition and recommended to the Board the election/re-election of Directors at the 2025 AGM.
- Updated on Board training.
- Updated on governance and regulatory requirements including compliance with the Code.
- Recommended updates to the Committee's Terms of Reference.

Audit, risks and internal controls

Audit Committee

2024/25 scheduled Committee meetings: Four
Meeting attendance: see page 99
Committee Terms of Reference:
www.gpe.co.uk/investors/governance

Committee members[1]

Director	Role
Vicky Jarman	Committee Chair
Mark Anderson	Non-Executive Director
Karen Green	Senior Independent Director
Champa Magesh	Non-Executive Director
Emma Woods	Non-Executive Director

Our approach

The key objectives for the Audit Committee (the Committee) are to review and report to the Board and shareholders on the Group's financial reporting, internal control and risk management systems, the independence and effectiveness of the external auditor, and to review the internal audit plan and the effectiveness of the internal auditor.

Committee composition and process

The Committee currently comprises five independent Non-Executive Directors. Nick Hampton served as a member of the Committee during the year and stepped down from the Board and the Committee on 3 April 2025. The Board is satisfied that Vicky Jarman and Karen Green have recent and relevant financial experience and are considered suitably competent in accounting and/or auditing. The Committee, as a whole, has competence relevant to the real estate sector and collectively possesses an appropriate and varied blend of commercial and financial expertise to assess the issues the Committee is required to address. Further details of the skills and experience of each Committee member can be found in their biographies on pages 100 and 101.

The Chair of the Board, the Chief Executive, the Chief Financial & Operating Officer, the Executive Director, Director of Investor Relations and Joint Director of Finance, General Counsel & Company Secretary, other members of senior management and representatives from the Group's external auditor, PwC, and the internal auditor, Grant Thornton, also attend Committee meetings as appropriate. The Committee holds private sessions with the internal auditor and external auditor without management as required.

The Committee maintains a comprehensive agenda focused on the Company's audit, internal control and risk management processes. It works closely with management, PwC, Grant Thornton and the Group's Finance function to ensure it understands the evolving landscape across the organisation and the markets in which it operates. This includes discussions with CBRE on the valuation process and conditions in London's real estate markets and with PwC on accounting and audit matters. The Committee also reviews the adequacy and effectiveness of the Group's internal financial controls and internal control and risk management systems and is responsible for the selection, and the review of effectiveness, of the internal and external auditors.

Annual Report – Fair, balanced and understandable

The Committee conducted a review and concluded that the 2025 Annual Report and Financial Statements, taken as a whole is fair, balanced and understandable while providing the necessary information to assess the Company's position and performance, business model and strategy, and recommended its approval to the Board.

As part of the report production process, the main themes and tone for the report were discussed at an early stage with the Committee and key stakeholders, including the Chair of the Board and Committee Chairs. Early drafts of report sections were considered with key stakeholders and an advanced draft of the whole Annual Report was reviewed by senior management, with independent functions having reviewed and verified sections, ahead of circulation to the Committee for feedback. The Chief Financial & Operating Officer, in his year-end report, provided a checklist of particular areas the Committee and Board might consider (including successes and challenges over the year and looking ahead) when reviewing the fairness, consistency and balance of the report as a whole, including whether there are any significant omissions of information.
The external auditor also reported its views to the Committee. Reviews were also undertaken by the Company's advisers, including for compliance with regulatory requirements.

1. Nick Hampton also served as a member of the Audit Committee throughout the year, stepping down from the Board and the Committee on 3 April 2025.

This year, the Committee has continued to focus its oversight on the Group's risk, control and assurance framework."

Vicky Jarman Chair of the Audit Committee

Dear fellow shareholder

On behalf of the Audit Committee, I am pleased to present the report of the Audit Committee for the year ended 31 March 2025.

The Committee's report is intended to provide insight into its activities during the year and sets out how it has performed against its key objectives.

Key activities

The Committee held four scheduled meetings during the year. In line with its responsibilities, key focus areas have been:

- **Financial reporting:** reviewing and monitoring the integrity of the Group's financial reporting processes and considering and agreeing key accounting matters, including the accounting treatment of the Company's rights issue and sustainable bond issuance in the year, and making recommendations to the Board as appropriate;
- **Portfolio valuation:** considering the twice annual portfolio valuation process and reports from the external valuer, CBRE, and the process to appoint a new valuer in accordance with the new mandatory valuer rotation requirements;
- **External auditor:** reviewing reports from PwC as the external auditor, monitoring and assessing its independence and effectiveness, approving its remuneration and terms of engagement and considering its provision of non-audit services and associated fees;
- **Sustainability assurance:** reviewing the Company's sustainability data assurance activities, which are carried out by PwC's sustainability assurance team in relation to selected sustainability disclosures presented in the Annual Report;
- **Internal controls framework and risk management:** reviewing and monitoring the Group's internal controls framework and risk management processes, including the Group's principal and emerging risks and the effectiveness of controls; and agreeing the internal audit plan with the internal auditor and reviewing reports on its work; and
- **Finance operations:** considering a reorganisation of the Finance Operations team and approving proposals to implement a new finance and property management system, receiving regular updates on the implementation, governance and assurance plans.

During the year, we discussed updates on key changes to legislation and regulation impacting the Committee's remit and the progress of any resulting actions. This has included updates on changes to the UK Listing Rules, 2024 Code, evolving sustainability reporting requirements and the new corporate fraud offence under the Economic Crime and Corporate Transparency Act 2023 (ECCTA). The Committee is currently overseeing a project to further enhance our internal controls framework and processes in readiness for the 2024 Code provisions on internal controls effectiveness, which will apply to the Company from the year commencing 1 April 2026.

Throughout the year, I held meetings with the PwC lead external audit partner, the internal auditor, the external valuer, the Chief Financial & Operating Officer and the Director of Investor Relations and Joint Director of Finance, as well as with other members of management, to discuss key items and to ensure that appropriate communication channels were in place to facilitate an open dialogue.

Minimum Standard

The Committee considers that it has voluntarily met the requirements of the FRC's Audit Committees and the External Audit: Minimum Standard (Minimum Standard) in 2024/25. These requirements will be reported on more fully in next year's Annual Report, in line with the 2024 Code.

Committee effectiveness

During the year, the Committee's effectiveness was reviewed as part of the internal Board evaluation process (see pages 116 and 117). I am pleased to confirm that the Committee continues to operate effectively, with high quality discussions, strong engagement and appropriate levels of challenge. Over the coming year, the Committee will continue to maintain oversight of the implementation of the Group's new finance and property management system, being a key project for the Group.

Vicky Jarman
Chair of the Audit Committee
20 May 2025

Financial and narrative reporting

The Committee reviews the Group's financial reporting, including its accounting policies and judgements, which it considers with management and PwC, and recommends the approval of the Group's half-year and year-end results and Annual Report to the Board. Since last year's Annual Report, the Committee considered a number of items impacting the Group's financial statements, including:

- the accounting treatment and associated disclosures for the Company's £350 million fully underwritten rights issue which was completed on 12 June 2024. This included accounting for the rights issue proceeds and adjustments to historical performance metrics including earnings per share under IAS 33 and net assets per share, as explained in note 9 to the financial statements;
- the accounting implications and associated disclosures for the Company's £250 million sustainable bond issued in September 2024;
- the accounting treatment of the acquisitions of the corporate vehicles holding Whittington House, WC1 and One Chapel Place, W1 in accordance with 'IFRS 3 – Business Combinations' and the acquisition of 19/23 Wells Street, W1;
- the new EPRA Best Practices Recommendations and their impact on disclosures in the financial statements;
- amendments to IAS 1 – 'Presentation of Financial Statements' requiring additional disclosures regarding loan covenants; and
- the rate of capitalisation of interest for upcoming redevelopments under IAS 23 – 'Borrowing Costs' following the repayment of £175 million of the Group's £250 million term loan.

An explanation of the application of the relevant accounting policies can be found in the notes to the financial statements on pages 156 to 182.

Significant financial judgements

Any significant accounting judgements or issues are monitored and discussed by the Committee throughout the year. The following was considered for the year ended 31 March 2025:

Significant matter	Action taken
Valuation of the Group's property portfolio The valuation of the Group's property portfolio is a key determinant of the Group's net tangible asset value as well as indirectly impacting executive and employee remuneration. The valuation is conducted externally by an independent valuer; however, the nature of the valuation process is inherently subjective due to the assumptions made on market comparable yields, estimated rental values, void periods and the costs to complete development projects.	The Committee, together with the Chair of the Board, meets with the external valuer (CBRE), the Executive Directors and senior management involved in the valuation process along with the external auditor, PwC, in November and May to discuss the valuation included within the half-year and year-end financial statements. This review includes the valuation process undertaken and the methodology used, changes in market conditions, including recent transactions in the market and how these have impacted our portfolio, the valuation of individual buildings and the valuer's expectations in relation to future rental growth and yield movement. The Committee asks the valuer to highlight significant judgements or disagreements with management during the valuation process and, where appropriate, challenges the key assumptions and judgements applied. PwC, using its real estate experts, separately meets the valuer and provides the Committee with a summary of its work as part of its reports on the half-year review and year-end audit. The Committee also considers the timely provision of information to the valuer and the effectiveness of communication between teams. As a result of these reviews, the Committee concluded that the valuation had been carried out appropriately and independently and was suitable for inclusion in the Group's accounts.

Valuation of the Group's property portfolio

As explained above, as a listed property REIT, the most significant financial judgement in the preparation of the Group's financial statements is the valuation of the Group's property portfolio. A key responsibility of the Committee is to satisfy itself that the twice-yearly process in relation to the Group's property portfolio has been carried out appropriately by the external valuer, CBRE. Following a comprehensive process, the Committee was satisfied that the valuation process is sufficiently robust.

Recent changes to rules of the Royal Institution of Chartered Surveyors restrict valuation firms to valuing an asset for a maximum period of ten years. In line with the two-year transition period, CBRE, which has been the Company's valuer for more than ten years, can continue in role until March 2026. Accordingly, during the year, the Committee agreed the process and timelines for a tender process for a new external valuer. We expect to appoint a new valuer by the end of 2025, with a view to the incoming valuer shadowing CBRE during the 31 March 2026 valuation process.

Sustainability disclosures

The Committee considered the impact of climate change on the Group's financial reporting and financial statements. It also reviewed the Company's Task Force on Climate-related Financial Disclosures (TCFD) in this report (see pages 55 to 65) and the related limited reporting assurance activities undertaken by PwC's sustainability assurance team.

Viability and going concern statements

The Committee reviewed the Group's going concern and viability statements (as set out on page 148 and page 79 respectively) and their underlying assumptions, inviting challenge on the assumptions and scenario testing by the external auditor. As part of this process, the Committee considered management's work in assessing the principal risks to the viability of the Group over the period concerned, including the impacts arising from macro-economic, London attractiveness, development and climate change and decarbonisation risks. Following this review, the Committee was satisfied that management had conducted robust viability and going concern assessments and recommended the approval of the viability and going concern statements to the Board. The Committee considered it appropriate to prepare the Group's financial statements on a going concern basis.

External audit

The Committee advises the Board on the appointment of the external auditor, negotiates and agrees its remuneration for audit and non-audit work, reviews its effectiveness, independence and objectivity and discusses the nature, scope and results of the audit with the external auditor.

- **External auditor:** PricewaterhouseCoopers LLP (PwC).
- **Appointed:** July 2023, following a competitive tender process in 2022/23.
- **Lead Audit Partner:** Saira Choudhry, with 2024/25 being the second year of her term.
- **Reappointment:** Following consideration of PwC's independence and objectivity, the quality of the audit and PwC's performance, the Committee recommends PwC be reappointed as the Company's external auditor for the 2025/26 financial year.
- **2025 AGM resolutions:** Auditor reappointment and authority to the Committee to determine its remuneration.

The Company has complied during the year ended 31 March 2025, and up to the date of this report, with the provisions of the Statutory Audit Services for Large Companies Market Investigation (Mandatory Use of Competitive Tender Processes and Audit Committee Responsibilities) Order 2014. The Company intends to conduct a competitive tender for the external audit at least every ten years and any recommendation to reappoint the external auditor each year will be based on continued satisfactory performance.

Effectiveness

The Committee has closely monitored the performance of PwC and the effectiveness of the external audit process throughout the year to ensure that the quality, challenge and output of the external audit is sufficient. As part of this work, during the year, the Committee considered:

- the risks to audit quality identified by PwC and how these are being addressed, including through the use of technology;
- PwC's key audit firm level controls relied on to address audit quality risks, reports on PwC's work from the FRC's Audit Quality Review, PwC's Audit Quality Plan, Strategy and audit culture and behaviours;
- the calibre of PwC as an external audit firm – including reputation, coverage and industry presence;
- progress against the agreed audit plan and any changes to its scope or perceived audit risks;
- the quality and service of the audit team, including knowledge, resources, partner involvement, team rotation, planning and execution, scope adequacy and specialist areas and understanding of the business;
- audit fee reasonableness and scope changes;
- audit communications and effectiveness – response to new developments and regulations, approach to critical accounting policies, issues and risks, quality of processes, timely resolution of issues, level of professional scepticism and challenge of management assumptions and the results of those challenges, robustness in handling key judgements, quality of responses to questions from the Committee and feedback on management performance and internal control systems;
- feedback from key stakeholders on the conduct of the audit, including in private sessions held with (i) management; and (ii) internal audit without the external auditor present, and regular meetings between the Committee Chair and members of management and the internal audit partner;
- independence and objectivity – internal governance arrangements, lines of communication with the Committee, integrity of the audit team, Committee confidence in the audit team and transparency;
- ethical standards, including potential conflicts of interest; and
- non-audit work and any potential impact on independence.

In September 2024, the effectiveness of PwC and the 2023/24 audit process were also formally evaluated by the Committee on the basis of feedback provided through questionnaires completed by the Committee and relevant members of management. Overall, it was felt that PwC had performed a smooth and efficient 2023/24 audit and the review highlighted PwC's positive levels of communication with the Committee, appropriate constructive challenge and professional scepticism, strong technical and specialist knowledge and its understanding of the Company and sector. Actions were agreed to further improve the audit process, including to phase PwC's audit testing work through the year. For the 2024/25 audit process, the Committee has also agreed with PwC that it would use a series of Audit Quality Indicators to support the Committee's ongoing assessment of PwC's audit quality and effectiveness.

The Committee also considers the effectiveness of the Group's management during the external audit process and sought feedback from PwC on the conduct and responsiveness of members of the Finance team. The Committee is satisfied that there has been a good level of interaction and communication between the GPE team and PwC.

From its reviews and discussions during the year, the Committee is satisfied that the audit process and external auditor continue to be effective. The Committee is satisfied with PwC's independence, having also considered PwC's assessment and assurances of its independence and objectivity and the effectiveness of the safeguards it has in place to maintain these, alongside the Committee's oversight of the Group's non-audit services policy, as further described below.

Non-audit fees

To maintain the objectivity and independence of the external auditor, and in line with the FRC's Ethical Standard, the Committee has a policy in place governing the external auditor's provision of non-audit services. This policy is reviewed annually by the Committee and is available on our website at **www.gpe.co.uk/investors/governance**

The policy requires prior approval from the Committee for any permitted non-statutory assignments over £50,000, or where such an assignment would take the cumulative total of non-audit fees paid to the external auditor over 50% of that year's audit fees. The appointment of PwC to undertake any non-audit services also requires the prior approval of the Chief Financial & Operating Officer who specifically considers whether it is in the interests of the Company that the services are provided by PwC, rather than another supplier. Where non-audit work is performed by PwC, both the Company and PwC ensure there are robust safeguards to prevent the objectivity and independence of the auditor from being compromised. The policy also applies a fee cap on permitted non-audit services, whereby such fees in any financial year must not exceed 70% of the average statutory audit fee for the prior three consecutive financial years paid to the appointed auditor. The cap on PwC's non-audit services will therefore apply from the year ending 31 March 2027, after it has completed three audits.

Payments made by the Group for audit and non-audit fees for the year are disclosed on page 161. In addition, audit and non-audit fees paid to PwC in respect of joint ventures totalled £97,760 (GPE share: £48,880) (2024: £94,000 (GPE share: £47,000)) and £nil (2024: £nil) respectively.

During the year, activities undertaken by PwC for the Group outside of the main audit included:

- the interim review;
- reporting on the income cover in connection with the debenture trust deed compliance certificate;
- third-party sustainability assurance; and
- reporting accountant services related to the Company's rights issue and sustainable bond issuance.

In each case, PwC was considered the most appropriate service provider due to its position as auditor and given its detailed knowledge and understanding of our business and industry. PwC's non-audit service fees were higher in 2024/25 due to its appointment as reporting accountants to the Company in connection with the Company's rights issue and sustainable bond issuance. It is standard practice for a Company's external auditor to undertake these engagements, since the external auditor's knowledge and understanding of the business enables it to complete the work efficiently. Based on its review and PwC's analysis, the Committee was satisfied that appointing PwC to undertake the engagements was in the best interests of shareholders.

The Committee also monitors the Group's non-audit relationships and services provided by other audit firms and the non-audit fees paid to such firms during the year.

Internal controls and risk management

The Board is responsible for monitoring and reviewing the Company's risk management and internal control systems. The Committee, on behalf of the Board, keeps under review the adequacy and effectiveness of these systems and, at least annually, carries out a review of their effectiveness and reports its recommendations to the Board.

The identification and management of risks and opportunities is part of the GPE mindset, underpinned by processes and procedures in place for identifying, evaluating, managing and mitigating the principal and emerging risks faced by the Group, and determining acceptable risk tolerance levels. These processes and procedures have been in place for the year under review and up to the date of this report, are regularly reviewed by the Board and the Committee and accord with the FRC's Guidance on Risk Management, Internal Control and Related Financial and Business Reporting. Details of the Group's principal and emerging risks, internal controls and risk management processes can be found in the Strategic Report on pages 80 to 93.

The Group's system of internal control can only provide reasonable, and not absolute, assurance against material misstatement or loss, as it is designed to manage rather than eliminate the risk of failure to achieve business objectives. Key features of our system of internal control include:

– a comprehensive system of financial reporting and business planning;
– a defined schedule of matters reserved for Board decision and Terms of Reference for its Committees, each of which is reviewed by the Board at least annually;
– an organisational structure with clearly defined levels of authority and division of responsibilities;
– formal documentation of procedures;
– the close involvement of the Executive Directors and the other Executive Committee members in day-to-day operations, including regular meetings with senior managers to review operational activities and risk management systems;
– the Executive Committee reporting on control systems to the Committee and Board, including to annually confirm its view on whether GPE's internal controls, and broader control environment, are appropriate and operating effectively;
– regular Board review of Group strategy, including forecasts of the Group's future performance and progress on the Group's development projects;
– formal confirmation of compliance with the Group's Ethics, Financial Crime (incorporating anti-fraud, bribery and corruption, facilitation of tax evasion and sanctions), Gifts and Hospitality and Whistleblowing Policies by all employees annually; and
– review by the Committee of internal audit reports and reports from the external auditor.

Twice a year, the Committee carries out a review, on behalf of the Board, of the Group's risk management framework, its principal and emerging risks, key controls and mitigations, and their oversight. The Group's systems of risk management and internal controls involve the identification of business and financial market risks, including social, ethical and sustainability issues, which may impact on the Group's objectives, and reviewing the controls and reporting procedures in place designed to minimise those risks.

As part of its review, the Committee formally considers the key controls forming the Group's system of internal control and whether these are considered to be operating effectively. The Committee considers a report from management, the work of internal audit and feedback from the external auditor. Key control observations, exceptions and management actions are reviewed and discussed, and identified risk areas are considered for inclusion in the internal audit plan where appropriate. Once complete, the Committee's review of the Group's risks and internal controls, and their effectiveness, is considered by the full Board. No significant control weaknesses or failures were identified as part of this year's internal controls effectiveness review.

During the year, the Board and Committee have overseen actions to further enhance controls and the efficiency of GPE's internal control framework, which has included:

– further developing GPE's fraud risk assessment process, Financial Crime Policy and fraud procedures in response to the government's guidance on the new 'failure to prevent fraud' corporate offence under ECCTA, which comes into effect on 1 September 2025;
– progressing a project to enhance the Group's internal controls framework and processes in readiness for the 2024 Code provisions on internal controls effectiveness, which will apply to the Company from the year commencing 1 April 2026;
– the planned implementation of a new finance and property management system which will further automate and strengthen controls and processes; and
– overseeing the improvement of IT disaster recovery and application governance controls, along with the adoption and roll-out of an updated Business Continuity Plan in the year.

The Board and the Committee continue to review and monitor the risks, potential impacts and controls associated with the volatile macro-economic environment, international trading arrangements and geopolitical risks. The Group's business plans continue to be prepared under a variety of market scenarios to reflect a number of potential outcomes.

Internal audit

Our internal audit function, which has been outsourced to Grant Thornton since January 2022, provides independent assurance as to the adequacy and effectiveness of the Company's internal controls and risk management systems, and reports its findings to the Committee. The Committee meets at least annually with the internal auditor without management present to discuss the effectiveness of the internal audit function, and also to seek feedback from the internal auditor on the conduct of members of the GPE team during the internal audit process. The Committee Chair also meets with the internal auditor by herself to discuss planned internal audit activities and the results of internal audit reviews. The external audit partner also meets separately with the internal auditor at least annually.

The Committee reviews and approves the internal audit plan annually which is closely aligned to the review by management and the Committee of the Group's risk management framework. During the year, Grant Thornton undertook internal audit reviews in relation to: Service Charge Management; the implementation of the Customer Relationship Management (CRM) system; and IT: Application Governance. The Committee reviewed the findings and recommended actions alongside the status and closure of any agreed actions. In particular, the Committee spent time discussing the lessons learned from the implementation of the CRM system and how these should be applied to the planned implementation of the new finance and property management system. Periodic reports on IT general controls and cyber governance are also presented to the Board during the year.

The Committee reviewed and agreed with Grant Thornton the internal audit plan for 2025/26, having regard to the Company's risk management framework. Given its significance to the Group, the planned audits for the year will focus on the implementation of the new finance and property management system and principally the project's governance, data migration strategy and assessment of the system integration plan. The Committee believes that the process for determining the internal audit plan is appropriate and effective, with scope for the Committee to react to events, new information and situations which become known during the year and to include them as necessary. The plan will continue to be reviewed and adapted, if required, to meet any changing needs of the business.

Effectiveness

The Internal Audit Charter approved by the Committee governs the internal audit remit and provides the framework for the conduct of the internal audit function.

In January 2025, a formal assessment of the effectiveness of internal audit was conducted, which was facilitated by the Company Secretariat team. Key stakeholders were asked to complete a questionnaire-based assessment which was designed to evaluate internal audit's purpose, objectives and understanding, position, process, relationships and communication, people and performance. The responses were collated on an anonymous basis and the results were shared with the Committee Chair, internal audit partner and Chief Financial & Operating Officer in advance of discussion with the Committee. The overall assessment concluded that the internal audit function remained effective. The review found that internal audit was trusted and respected by the business and respondents believed that its work led to lasting positive change and a stronger risk management culture. Feedback was discussed with Grant Thornton and resulting actions agreed, including opportunities to further improve communication on audits and to build on internal audit's standing in the organisation.

Where it is proposed to appoint Grant Thornton in any advisory role, careful consideration must first be given to any potential conflict with its internal audit role. The Committee also specifically consider Grant Thornton's independence when annually reviewing and approving the internal audit plan to ensure that there are no conflicts in Grant Thornton undertaking the proposed internal audit work.

Our Anti-Fraud, Bribery & Corruption and Whistleblowing Policies

Annually, the Committee reviews the Group's Financial Crime, Ethics, Gifts and Hospitality and Whistleblowing Policies, which comprise the Company's key policies on bribery and fraud, for reporting to the Board. The Board has a zero tolerance for bribery and corruption of any kind. The Committee also oversees the periodic review of the Group's fraud risk assessment matrix.

This year, as explained above, the Committee has been overseeing a gap analysis of GPE's fraud prevention procedures against the government's guidance on the new 'failure to prevent fraud' corporate offence under ECCTA. This has resulted in updates to the Group's Financial Crime Policy along with some enhancements to our fraud prevention procedures.

Each year, all employees are required to confirm their compliance with the Group's Financial Crime, Ethics, Gifts and Hospitality and Whistleblowing Policies as outlined on page 148, and any non-compliance is escalated to the Committee as appropriate. No matters were escalated to the Committee during the year.

The Company's whistleblowing processes include a confidential hotline, operated by an independent third party, through which employees can anonymously raise matters of concern relating to suspected wrongdoings or dangers at work. Any matters reported are investigated by the General Counsel & Company Secretary or the Senior Independent Director.

Supplier payment practices

The Committee reviews the Group's supplier payment practices twice a year along with opportunities to further enhance processes. For the year ended 31 March 2025, the average supplier payment period of the Group's largest subsidiary was 33 days (2023/24: 35 days).

What we did in 2024/25

2024

May

Review of year-end results
Met with CBRE to consider the March 2024 valuation process and report.

Met with PwC and management to review:

- PwC's audit of the March 2024 valuation;
- significant accounting and key areas of judgement, including going concern and viability work;
- the 2024 year-end results announcement and 2024 Annual Report;
- tax updates and an update on GPE's supplier payment practices;
- the principal and emerging risks, monitoring of internal controls and risk management processes; and
- PwC's independence.

Met with PwC's sustainability team to discuss their limited assurance over the TCFD and sustainability disclosures in the 2024 Annual Report.

Internal audit
Discussed 2024/25 internal audit plan updates and the status of actions arising from previous internal audits.

September

Annual planning meeting
Met with PwC and management to review:

- significant accounting and key areas of judgement;
- PwC's 2024/25 audit plan and audit fee; and
- PwC's independence report.

Internal audit
Met with Grant Thornton to discuss the progress against the 2024/25 internal audit plan.

External audit
Discussed the findings and feedback from the external auditor effectiveness evaluation.

Other matters
Received an update on governance, legislative and regulatory changes and the progress of actions to address these, including the UK Listing Rules, 2024 Code, evolving sustainability reporting requirements and the new corporate fraud offence under ECCTA.

Received an update on proposals to implement a new finance and property management system.

November

Review of half-year results
Met with CBRE to consider the September 2024 valuation process and report.

Met with PwC and management to consider:

- PwC's review of the September 2024 valuation;
- significant accounting and key areas of judgement, including going concern;
- the 2024/25 half-year results announcement;
- tax updates and an update on GPE's supplier payment practices;
- the principal and emerging risks, monitoring of internal controls and risk management processes;
- the relationship between PwC and management, with feedback provided by PwC without management present and from management without PwC present.

Internal audit
Discussed the 2024/25 internal audit plan and the findings of reviews undertaken.

Other matters
Received an update on the finance and property management system replacement project.

Discussed an update on the project to prepare for the 2024 Code provisions on internal controls effectiveness.

Received an update on the tender process plans for the appointment of a new external valuer.

2025

February

Year-end planning update
Met with PwC and management to consider:

- significant accounting and key areas of judgement;
- proposed approach for the 2025 Annual Report;
- developments in corporate governance presented by PwC;
- the 2024/25 audit plan update; and
- the 2024/25 audit fee.

Reviewed non-audit fees and approved revisions to the Non-Audit Services Policy.

Internal audit
Met with Grant Thornton to discuss the findings from internal audit reviews, the status of actions arising from previous audits and the proposed 2025/26 internal audit plan, and approved updates to the internal audit charter.

Discussed the internal audit effectiveness review.

Other matters
Reviewed GPE's Financial Crime, Ethics, Gifts and Hospitality and Whistleblowing Policies and fraud prevention procedures.

Received an update on corporate governance compliance and the internal controls project and reviewed the Committee's Terms of Reference.

Discussed the feedback from the Committee's effectiveness review.

Received an update on a reorganisation of the Finance Operations team.

Received an update on the finance and property management system replacement project.

Discussed and agreed the plan for the tender and appointment of a new external portfolio valuer.

Directors' remuneration report

Remuneration Committee

2024/25 scheduled Committee meetings: Five
Meeting attendance: page 99
Committee's Terms of Reference:
www.gpe.co.uk/about-us/governance

Committee members[1]

Director	Role
Emma Woods	Committee Chair
Mark Anderson	Non-Executive Director
Karen Green	Senior Independent Director
Vicky Jarman	Non-Executive Director
Champa Magesh	Non-Executive Director

Our approach

The key objectives of the Remuneration Committee (the Committee) are to ensure that the Executive Directors are appropriately incentivised and remuneration arrangements are fully aligned with the Company's strategy to generate superior portfolio and shareholder returns.

As well as being responsible for determining the remuneration of the Executive Directors, the Committee is responsible for setting the remuneration of the Chair of the Board, the members of the Executive Committee and other senior executives. The Committee also reviews the broad operation of the remuneration policy and practices for all employees.

The Directors' remuneration policy (the Policy), approved at the AGM held on 6 July 2023 (2023 AGM), was updated to reflect the current strategy and wider economic backdrop with a revised bonus scorecard focusing on the Company's key business priorities to drive its strategy, with this scorecard being applied to all colleagues, and the previous LTIP being replaced by a restricted share plan. It is felt that the updated Policy better aligns the whole workforce to the Company's success. The Policy is next due for renewal by shareholders at the 2026 AGM.

Committee composition and process

The Committee currently comprises five independent Non-Executive Directors, as set out above. Nick Hampton served as a Committee member throughout the year ended 31 March 2025 and stepped down from the Board and the Committee on 3 April 2025. Non-Executive Directors who are not members of the Committee have a standing invitation to attend meetings of the Committee as appropriate. While not a member, the Chair of the Board generally attends meetings except where his own remuneration is under discussion.

At the request of the Committee, Toby Courtauld, the Chief Executive, attends Committee meetings where appropriate and provides input with regard to the achievement of personal objectives for senior executives. He also attends discussions on remuneration as considered appropriate by the Committee, including on new appointments and promotions and to provide his input on the development of the Policy. The Chief Financial & Operating Officer attends discussions regarding the setting of, and performance against, annual bonus targets. Carrie Heiss, HR Director, attends Committee meetings where appropriate to present proposals regarding Executive Director and workforce remuneration and related policies, to discuss pay gap analysis and the alignment of remuneration across the organisation, and to voice the perspectives of employees on relevant matters.

The Committee ensures it seeks independent advice as appropriate and was advised during the year by independent remuneration consultants, FIT Remuneration Consultants LLP. The Committee also has access to the HR Director and General Counsel & Company Secretary without the Executives present. Consistent with good practice, no Director or employee is involved in discussions on their own pay and any decisions are taken without the affected individual present.

1. Nick Hampton also served as a member of the Remuneration Committee throughout the year, stepping down from the Board and the Committee on 3 April 2025.

Compliance with the UK Corporate Governance Code 2018 (the Code)

Throughout the year, the Committee has considered the provisions of the Code. In the Committee's view, it has complied with the provisions of the Code, including those set out in Provision 40 as explained below.

Clarity	**Remuneration arrangements should be transparent and promote effective engagement with shareholders and the workforce**	The Committee proactively engages with shareholders and their representative bodies as part of the Policy renewal process. As part of the 2023 Policy review, it engaged with shareholders representing over 73% of the share register. The Committee is also regularly updated on developments in market practice and receives reports on pay and conditions across the business. In March 2023, the Chair of the Committee invited all employees to attend an interactive event to discuss the planned Policy revisions and broader remuneration matters. Employees are periodically updated on implementation of the Policy and performance against the bonus scorecard measures.
Simplicity	**Remuneration structures should avoid complexity and their rationale and operation should be easy to understand**	The Company operates a simple pay model which comprises fixed and variable remuneration, with the performance conditions for variable elements clearly communicated to participants. Under the Policy, at least 80% of bonus measures must be objectively measurable. The Restricted Share Plan (RSP) provides a simple mechanism for aligning Executive Director and shareholder interests. It removes the difficult challenge of setting robust and appropriately challenging longer-term performance targets in a volatile market, thereby avoiding potentially unintended remuneration outcomes, and significantly reduces the maximum pay available to Executive Directors.
Risk	**Remuneration arrangements should ensure reputational and other risks from excessive rewards, and behavioural risks that can arise from target-based incentive plans, are identified and mitigated**	There is broad discretion to reduce variable pay if the Committee does not consider the formulaic outcome to be appropriate in the circumstances, and all plans include the ability to operate malus and clawback, where appropriate. A proportion of each Executive Director's annual bonus is deferred into shares for three years and post-cessation shareholding guidelines apply to mitigate the risk of short-termist behaviours.
Predictability	**The range of possible reward values to individual Directors and any other limits or discretions should be identified and explained at the time of approving the policy**	A scenario chart showing potential pay levels on various assumptions is set out on page 140, and all awards are subject to maximum grant levels, together with the discretions set out under 'Risk' above. The RSP has increased the predictability of reward values subject to an overriding discretion to reduce vesting if not considered appropriate through its underpin.
Proportionality	**The link between individual awards, the delivery of strategy and the long-term performance of the Company should be clear. Outcomes should not reward poor performance**	The outturn in respect of variable pay is clearly set out in this report on pages 133 to 136, with payment clearly linked to our strategic and financial priorities. Pages 11 and 133 set out how the measures under the bonus scorecard are clearly linked to the Company's strategy and KPIs. As indicated under 'Risk', the outturn can be reduced by the Committee as appropriate to ensure that outcomes do not reward poor performance.
Alignment to culture	**Incentive schemes should drive behaviours consistent with Company purpose, values and strategy**	Equivalent incentive plans apply to the wider workforce to engender a high-performance culture. The bonus scorecard is cascaded to all colleagues, albeit with a higher weighting on personal performance for less senior colleagues (and with the colleague engagement and diversity elements excluded for most colleagues to avoid potential for conflicts). All objectives are linked to the Group's strategy and KPIs. The Committee reviews the objectives at the start of each year to ensure they remain aligned with our key priorities. An individual's commitment to GPE's values and behaviours is also reviewed as part of the personal performance assessment process. The RSP clearly aligns Executive Directors' interests with those of shareholders by ensuring a focus on delivering the strategy to generate long-term value for shareholders.

"I am pleased that our bonus scorecard continues to be embedded across all levels within the business as a key tool for continuous assessment of our ambition and achievement."

Emma Woods Chair of the Remuneration Committee

Dear shareholder

I am pleased to present our Directors' remuneration report for the year ended 31 March 2025 (the Report) on behalf of the Committee.

The Committee has implemented the Policy during the year as set out in this Report and no changes to the Policy are proposed for 2025/26. A full copy of the Policy can be found on our website at **www.gpe.co.uk/investors/governance**

At our 2024 AGM, our Directors' remuneration report was approved with over 95% of votes in favour and I would like to thank shareholders for their continued support.

The Committee continues to apply the Policy approved at the 2023 AGM, which was adopted after extensive shareholder consultation. The Policy recognised the continuing level of macro uncertainty and introduced a corporate bonus scorecard with very clear, but stretching targets aligned to the Group's strategy. A key part of the success of this scorecard has been its application across the whole business and, therefore, its ability to drive Group-wide performance. The Chief Executive regularly presents progress against the scorecard in weekly all-colleague meetings and colleagues generally have directly fed back to me on how useful they find it to be.

Key decisions

The Committee has had regard to business performance alongside the wider context explained below when considering reward and incentive outcomes. Key Committee decisions for the year, as more fully described in this Report, include:

- determining annual bonus and Long Term Incentive Plan (LTIP) outcomes;
- agreeing the fee for GPE's next Chair, William Eccleshare;
- agreeing the salary for the Executive Directors;
- setting the measures with suitably stretching targets for the annual bonus; and
- approving adjustments to discretionary share plan options and awards to reflect the impact of the Company's rights issue, which completed in June 2024, further details of which can be found on page 129.

Remuneration outcomes in respect of the year ended 31 March 2025

Real estate markets continued to be challenging in the year, impacted by volatile macro-economic conditions and fluctuating sector sentiment. Despite this, our property valuations increased by 3.6% on a like-for-like basis, driven by rental value growth and strong portfolio management in a broadly stable yield environment. We were, therefore, pleased to see the return of a positive Total Accounting Return (TAR) for the year of +6.0%. While a number of real estate companies are yet to publish their financial results, we anticipate that our TAR for the year will have marginally underperformed the median of the peer group of the FTSE 350 Real Estate Index (excluding agencies) due to the comparatively stronger performance of other real estate sectors, including student accommodation, residential, self-storage and logistics space. Given the challenging macro backdrop, shareholder returns were down during the year, with GPE delivering a Total Shareholder Return (TSR) of -4.6%, outperforming the FTSE 350 Real Estate Index.

In this challenging market, GPE has delivered strong operational performance through the delivery of premium HQ offices and Flex spaces into supportive leasing markets. Alongside this, we successfully completed our £350 million rights issue in June 2024, which was launched to take advantage of new investment market opportunities in central London. We have since allocated substantially all the proceeds through four acquisitions, significantly below replacement cost, for a total of £162.1 million or £325 million including the capex we intend to spend on the buildings.

We have continued to evolve our strategy in response to market trends. We have further embedded our Customer First approach, increased our Flex offerings, updated our Roadmap to Net Zero (Roadmap) and progressed our diversity and inclusion (D&I) agenda.

Moreover, we have maintained our capital discipline and increased our financial strength, including through the issue of our new £250 million sustainable bond in September 2024. Our loan-to-property value ratio as at 31 March 2025 is 30.8% and our liquidity position remains strong, with £376.0 million of available cash and undrawn facilities. We have also maintained the payment of our ordinary dividends.

Against this backdrop of business performance, the Company's variable pay was assessed as set out in the following sections.

Salaries

As explained in last year's report, the average all-colleague salary increase was 4.9%. The Committee continued to focus increases on the lowest-paid colleagues and increased Toby Courtauld's, Nick Sanderson's and Dan Nicholson's salaries by a more modest 2%, below the employee average.

Annual Bonus Plan

This was the second year of our bonus scorecard. The move to a more target-focused operational scorecard was designed to drive GPE's strategy and performance and to incentivise its talented team while optimising returns for shareholders. As explained when we adopted the Policy, the bonus measures are subject to annual review and the weighting on financial measures was increased from 50% to 60% for 2024/25 as reported last year.

As outlined above and in the Chief Executive's report on pages 21 and 22, the key scorecard achievements over the year were:

- our total rent on market lettings in the year beating ERV by over 10% whilst maintaining a low vacancy rate at 5.9% through strong leasing activity, despite the challenging macro-economic backdrop;
- allocating £325 million of rights issue proceeds through four acquisitions (including capex);
- growing the net operating income (NOI) of our Fully Managed spaces beyond £16 million as we continue to strengthen our offer;
- hitting key targets in the delivery of our development pipeline, including at 2 Aldermanbury Square, EC2, 30 Duke Street, SW1 and Minerva House, SE1;
- achieving a strong customer Net Promoter Score (NPS) of +26.1 (metric expanded for the year to include retail in addition to office customers);
- ensuring that our new developments remain on track to being net zero; and
- achieving a strong colleague engagement score of over 80% as we continue our efforts to maintain a positive and inclusive culture.

Whilst progress continued to be made against our Roadmap targets, performance on energy consumption did not meet the threshold level of performance.

Full details of the bonus outturn, and the linkage of the targets to our strategic priorities, can be found on page 133.

The bonus outcome for 2024/25 is a 62.9% achievement before the operation of the personal element (which applies to only 10% of the total bonus). To reflect an exceptional year with the successful capital raisings and the allocation of substantially all of the rights issue proceeds, the personal element was assessed at 87%, 80% and 80% for each of the Chief Executive, Chief Financial & Operating Officer and the Executive Director respectively. This resulted in total payouts for the three Executive Directors being broadly in line with the prior year at 65.3% for the Chief Executive and 64.6% for each of the Chief Financial & Operating Officer and the Executive Director.

Against this backdrop, the Committee considered the bonus outturn, and confirmed both that the scorecard was operating as intended in aligning variable pay to key milestones and that the outturn should be applied without the exercise of any discretion. Of the Executive Directors' achieved bonuses, 40% will be deferred into shares for three years under the Company's Deferred Share Bonus Plan (DSBP).

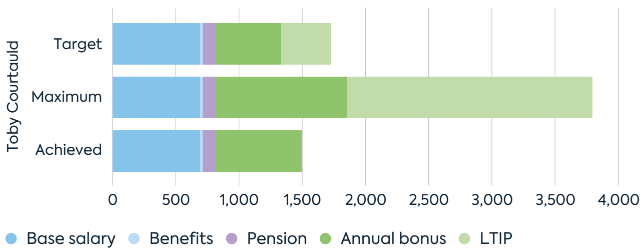
2022 LTIP vesting

While the LTIP was replaced by the RSP in 2023 and no further grants will be made, outstanding awards will continue to run their course. Performance under the 2022 LTIP (being the last outstanding LTIP) is expected to result in no vesting based on the information available as at 31 March 2025 (a nil vesting of the TAR measure having already been confirmed).

Overall outturn

The Committee considered the overall outturn for the year, with a moderately above target bonus and a zero vest under the 2022 LTIP, to be in line with both the significant progress against the Board's strategic objectives (justifying the bonus outturn) and the shareholder experience (leading to the zero vest of the LTIP) resulting in the Committee approving this outturn without the exercise of discretion.

Chief Executive outturn vs maximum and target opportunity
£000



Rights issue adjustments

To reflect the impact of the Company's rights issue which completed in June 2024, and to ensure that participants were not adversely affected, the Committee approved, in accordance with the respective plan rules, adjustments to outstanding share awards and options granted under the Company's discretionary share plans by way of an increase in the number of shares subject to those awards or options. The adjustments were calculated using the market standard 'TERPS' formula. Details of the adjustments made to Directors' awards and options can be found on page 137.

The Committee also approved adjustments to the TAR performance conditions applicable to the 2022 LTIP awards and 2024/25 annual bonus. In each case, to reflect the underlying economic impact of the rights issue and to maintain economic neutrality so that the awards continued to operate as intended and without being materially easier or harder to achieve, the EPRA NTA (and therefore TAR) at the start of the relevant performance period was adjusted using an adjusted pro forma NTA per share, as detailed on page 32 and in note 9 to the financial statements on pages 163 to 167. As explained above, and following these adjustments, the 2022 LTIP TAR target has not been achieved and the 2024/25 annual bonus TAR measure is not expected to pay out based on latest estimates.

Decisions relating to the year ending March 2026

Salaries

For the year commencing 1 April 2025, the average all-colleague salary increase has been reduced from 4.9% last year to 3.5% (inclusive of an allowance for promotions and some benchmarking adjustments). The Committee increased the salaries of the Chief Executive and Chief Financial & Operating Officer by 3% in line with the baseline increase awarded to most colleagues. Following a benchmarking exercise, the salary of the Executive Director, Dan Nicholson, was increased by 9.5% to ensure his salary remained competitive in the market. He was originally appointed on a below-market salary for what was then a new role at the Company and this uplift reflects confirmation of the success of the role itself, his increased experience in role and the wider responsibilities he has assumed in recent years, including responsibility for Investment and Health and Safety. Precise benchmark data is hard to assess definitively but, when such a role exists, it is common to align the salary with the Chief Financial Officer role. Partly recognising the Chief Financial & Operating Officer's wider remit, Dan's salary has been set at a c.14% discount to that role which the Committee intends to keep under periodic review.

Annual bonus

The Executive Directors' bonus opportunity will remain at 150% of salary, with 40% of any bonus earned deferred into shares for three years under the DSBP. The Committee undertook its annual review of the scorecard and made minor changes, as set out below, to ensure the scorecard remains appropriately aligned with the Group's strategic priorities, including to further emphasise the importance of asset sales and income:

- an additional leasing measure with a 10% weighting will be introduced to ensure we also capture customer retention and the pre-letting of development schemes, which will be key priorities for the year;
- as we look to recycle capital in an evolving market, we have introduced an asset sales target (with a 5% weighting) in place of the previous deployment of rights issue proceeds measure (which had a 10% weighting);
- the previous Fully Managed annualised NOI measure will be changed to a new Fully Managed P&L NOI Target, with the weighting reduced from 10% to 5%. These revised weightings enable the new leasing measure to be added while maintaining an overall 60% weighting on financial measures;
- in view of our significant development programme, the weighting of the development measure will be increased from 5% to 7.5%, balanced through the energy consumption and net zero developments measures each being reduced by 1.25%; and
- there will be a minor change to the NPS measure to again focus on GPE's office customer NPS performance rather than retail.

Restricted Share Plan (RSP)

The next grant under the RSP is expected to be made in or around May 2025. Under this grant, each Executive Director is expected to again receive an award over shares worth 150% of salary, which will be subject to assessment against a performance underpin following the third anniversary of grant and then subject to a further two-year holding period.

Malus and clawback

The Committee has a general and absolute discretion to reduce the level of vesting of awards to a lower amount (including to zero) where it considers this to be appropriate and taking into account any factors it deems relevant. In addition to this, malus and clawback provisions are in place for the Executive Directors under each of the Annual Bonus Plan, the RSP and the DSBP. The period in which clawback operates is until the third anniversary of the vesting of RSP and DSBP awards and for potentially up to three years from the date of payment of any bonuses. The terms under which malus and clawback operate are:

- personal misconduct;
- errors in the assessment, including any assumptions;
- serious reputational damage (malus only); and
- corporate failure (malus only).

For clawback, the Company may also reduce future salary, bonuses and awards under share plans to require the actual repayment of amounts in order to enforce clawback if necessary.

In order to effect post-cessation of employment obligations, a special nominee share account arrangement has been set up for each of the Executive Directors, who have each signed associated shareholding declarations.

Policy review

Our Policy was last approved by shareholders at the 2023 AGM. It must next be submitted to shareholders for approval at the 2026 AGM. The Committee will therefore be considering the renewal of the existing Policy during 2025/26 and will consult with major shareholders and proxy advisory firms regarding any proposed revisions to it. This process will be led by me as Chair of the Committee.

I hope you find this Report clear and informative and I look forward to receiving your support for the resolution approving the Report at the 2025 AGM, where I plan to be available to engage with shareholders.

Emma Woods
Chair of the Remuneration Committee
20 May 2025

Our overarching remuneration policy principles

The Executive Directors' total pay is analysed by looking at each of the different elements of remuneration, including salary, benefits, pension, the Annual Bonus Plan and long-term incentives, to provide the Committee with a view of total remuneration rather than just the competitiveness of the individual elements. It is important that the Group's remuneration policy aligns with and reinforces the Company's purpose, culture and values, providing effective incentives for exceptional Group and individual performance. As well as providing motivation to perform, remuneration plays an important retention role and needs to be appropriately competitive without being excessive.

To achieve the aims of the Policy, the Committee generally seeks to position fixed remuneration, including benefits and pension, by reference to the mid-market position, taking into account the size and complexity of the business as compared with other peer companies in the sector and, using a significant proportion of variable reward, offers the ability to increase total potential remuneration for superior performance through the Annual Bonus Plan and long-term incentives.

The Committee seeks to apply consistent principles to remuneration across the organisation. Our approach to salary reviews is to consider each employee's level of responsibility, experience, individual performance, salary levels in comparable companies and the Company's ability to pay. The Committee is advised of pay levels throughout the Group, and takes into account wider pay and conditions across the Group when determining the remuneration of the Executive Directors and other members of senior management. It is advised of benchmark pay levels and remuneration surveys, and meetings with sector specialists are used, where appropriate, to establish market rates. The Committee also discusses GPE's pay gap statistics alongside our D&I objectives and related policies.

The weighting of the different components of an employee's remuneration will vary depending on their role, responsibilities and seniority, with senior employees having a higher proportion of their remuneration linked to variable reward and Company performance. However, we apply our overarching remuneration principles, and provide a competitive and consistent remuneration and benefits package, as appropriate, throughout GPE. This is made up of the following key components:

Salary	All employees receive a market-competitive base salary reflective of the individual's role, responsibilities and experience, which is subject to an annual external benchmarking review for approximately 95% of our roles. Executive Directors: same approach.
Benefits	All employees receive market-competitive benefits, including private medical insurance. Executive Directors: same approach (no car allowance).
Pension	All employees are eligible and encouraged to join the GPE pension scheme (and receive a cash sum in lieu when they are subject to capping arrangements) to save for their retirement, with an employer contribution of 15% in almost all cases. Executive Directors: contribution levels are aligned with the wider workforce at 15%.
SIP	All employees can join the Company's Share Incentive Plan (SIP), allowing employees to purchase Company shares in a tax-efficient way and to receive matching shares, thereby encouraging employee share ownership. 68% of GPE's employees participate in the SIP. Executive Directors: also eligible to participate in the SIP.
Annual Bonus Plan	All employees participate in the Annual Bonus Plan. All employees are subject to the same measures, with the exception of the employee engagement and diversity measures which will not apply to most colleagues to avoid conflicts of interest, while less senior colleagues have a higher weighting on personal performance. Executive Directors: have a maximum bonus opportunity of 150% of salary with 40% of any outturn being deferred into shares for three years under the DSBP.
RSP	Those able to influence long-term performance, generate significant sustainable returns or managing major capital budgets may participate in the RSP. RSP awards (like prior LTIP awards) will vest after three years. Executive Directors: have a larger potential maximum opportunity under the RSP, being eligible to receive an award of up to 150% of base salary. RSP awards are subject to a five-year release period (comprising a three-year underpin period followed by a two-year holding period).

Employee engagement on remuneration

The Company engages with employees on remuneration generally, including executive remuneration. In March 2023, the Committee Chair led an interactive all-employee event to discuss the proposed changes to the previous Policy. Employees have since been periodically updated on the implementation of the Policy and performance against the bonus scorecard measures. Employee views on remuneration will be considered as part of our upcoming review of the Policy, which is due for renewal at the 2026 AGM.

More broadly, remuneration is regularly discussed with employees. GPE's annual review process, and how this links to employees' remuneration, is incorporated into our new joiner induction process, along with an introduction to GPE's SIP (all-employee share plan). Briefing sessions are also held with employees from time to time to discuss pay policies and the work of the Committee, as well as to enable employees to find out more about GPE's pension scheme and all-employee share plan offer.

This Report sets out how the Policy was applied in 2024/25 and how it will be applied for the forthcoming year. It is divided into four sections:

The Company's auditor has reported on specific sections of this Report and stated, where applicable, that, in its opinion, those sections have been properly prepared in accordance with Schedule 8 to the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008, as amended. The sections that have been subject to audit are marked with an asterisk (*).

The Policy was approved by shareholders at the 2023 AGM and is available on the Company's website at **www.gpe.co.uk/investors/governance**

Executive Directors' remuneration for the year ended 31 March 2025

Executive Directors' single figure table*

	Base salary[1]		Benefits		Pension[2]		SIP[3]		Fixed Total		Annual Bonus[4]		LTIP		Variable Total		Total[8,9]	
Executive Directors	**2025 £000**	2024 £000	**2025 £000**	2024 £000	**2025 £000**	2024 £000	**2025 £000**	2024 £000	**2025 £000**	2024 £000	**2025[5] £000**	2024 £000	**2025[6] £000**	2024[7] £000	**2025 £000**	2024 £000	**2025 £000**	2024 £000
Toby Courtauld	**692**	679	**20**	18	**104**	102	**4**	4	**820**	803	**678**	653	**0**	0	**678**	653	**1,498**	1,456
Nick Sanderson	**476**	467	**19**	19	**71**	70	**4**	4	**570**	560	**462**	449	**0**	0	**462**	449	**1,032**	1,009
Dan Nicholson[2]	**388**	380	**10**	8	**58**	57	**4**	4	**460**	449	**376**	363	**0**	0	**376**	363	**836**	812

1. Please refer to the 'Salary' table on page 139 for details of Executive Directors' annual salaries.
2. Toby Courtauld and Nick Sanderson received a pension allowance of 15% of their basic salary in line with the wider workforce. Dan Nicholson has received a mix of employer pension contributions and pension allowance of 15% of his basic salary in aggregate (receiving £10,000 of his total contribution into a registered pension).
3. The value of the matching shares awarded under the SIP are calculated using the share price on the date the shares were purchased.
4. 40% of the annual bonus is deferred into shares for three years under the DSBP. Deferred bonus shares are not subject to any further conditions.
5. The estimated 2025 annual bonus outcome based on information available as at 20 May 2025, with the relative TAR measure to be confirmed following the publication of results by comparator companies.
6. A nil vesting of the 2022 LTIP awards has been assumed based on the information available as at 20 May 2025.
7. The figures disclosed in the 2024 Annual Report for the 2021 LTIP vesting were based on an estimated nil vesting which was subsequently confirmed.
8. The single figure for the total remuneration due to the Directors for the year ended 31 March 2025.
9. The aggregate emoluments (being salary/fees, benefits, cash allowances in lieu of pension and bonus) of all Directors for the year ended 31 March 2025 was £4,090,786 (2024: £3,958,000).

Fixed pay:

Taxable benefits*

Benefits principally comprise private medical insurance, membership subscriptions, travel expenses, luncheon vouchers, the Employee Assistance Programme and entertainment. No individual benefit provided has a value which is significant enough to warrant separate disclosure.

Pensions*

None of the Executive Directors participate in the Group's defined benefit final salary pension plan, which was closed to new entrants in 2002. Each Executive Director's employer pension contribution rate is 15%, in line with the wider workforce.

All-employee share plan: SIP*

In line with the wider workforce, Executive Directors may participate in the SIP, which is an HMRC tax-advantaged plan. Participants may save up to £150 from their monthly pre-tax salary to purchase shares. For every share purchased, GPE grants two matching shares. Shares acquired attract dividends paid by the Company, typically announced at the half year and year end.

Variable pay:

Executive Directors' 2025 bonus outcome*

The table below sets out the annual bonus performance, targets and achievements for 2024/25.

Key elements of strategy	Max. % of salary	Measured by	Threshold performance target (20% payout)	Maximum performance target (100% payout)	Actual performance achieved	Actual performance level as a % of maximum
Market performance (20% weighting) All	30%	GPE Relative TAR[1] (EPRA NTA growth + dividends) per share vs FTSE 350 real estate companies excluding agencies†	Median	Upper quartile	Below Median[2] (estimated)	0%[2]
Optimising financial performance (40% weighting – 10% each) 1 2 3 4 5	15%	Rent achieved on market lettings during year vs ERV (as per CBRE valuation at start of year) – '% beat to market rent'†	31 March 2024 ERV	5% above ERV	10.6% above ERV	100%
	15%	Vacancy rate at year end (including completed development/refurbished space during year)†	7.5%	5.5%	5.9%	84%
	15%	Successful deployment of rights issue proceeds†[3]	£115 million	£230 million	£242 million	100%
	15%	Fully Managed annualised NOI at year end†	£12 million	£15 million	£16.1 million	100%
Transforming the business and putting customers first (10% weighting – 5% each) 2 3 4 5 6	7.5%	Delivery of on-site developments vs milestones set for key schemes†	40% of milestones delivered	All milestones delivered	All milestones delivered	100%
	7.5%	Market-leading customer NPS (office and retail)†	+20 points	>+40 points	+26.1 points	44.4%
Delivering our Roadmap to Net Zero (10% weighting – 5% each) 1 5 6	7.5%	Reduction in energy consumption (targets set each year against Roadmap)†	152 kWh/m^2	<144 kWh/m^2	153 kWh/m^2	0%
	7.5%	All new developments to be net zero or on track to be net zero†	40%	100%	100%	100%
Personal and business culture (20% weighting – 10% for personal objectives, 5% for each of the other two) All	15%	Personal objectives (reduced from historic 15% of opportunity – 22.5% of salary)	Partial achievement of personal objectives	Exceeding personal objectives	See pages 134 and 135	Toby Courtauld 87% Nick Sanderson 80% Dan Nicholson 80%
	7.5%	Maintaining and nurturing a positive and inclusive culture (measured through employee engagement and inclusion index survey scores)†	Score of 65%	Score of 80%	Score of 80.3%	100%
	7.5%	Achievement against gender and diversity targets[4]	Progress made against both targets Target performance (50% payout) – one target achieved and one improved	Both targets achieved	Progress made against both targets	20%

† On a straight-line basis.
1 Denotes strategic priorities for 2024/25 as set out on pages 08 and 09.

1. As with the previous arrangements, any dividends will be deducted from the base figure from the point of distribution (as it is not realistic to deliver growth after capital has been repaid to shareholders), except where reflected in some other way such as through a share consolidation.
2. Estimated based on information available as of 20 May 2025. The actual outcome will be confirmed in next year's Annual Report.
3. The deployment target excluded the anticipated capex for Soho Square Estate, W1, acquired prior to the rights issue, since it was not expected to be committed during the financial year.
4. Targets to be achieved by 31 March 2025: (i) 40% women in senior leadership roles; and (ii) 20% of management roles to be filled by colleagues identifying with an Office for National Statistics ethnic minority category.

The table below sets out the total annual bonus receivable by Executive Directors for 2024/25:

Executive Director	Total annual bonus receivable % of Maximum (150% of salary)	£
Toby Courtauld	65.3%	678,250
Nick Sanderson	64.6%	461,641
Dan Nicholson	64.6%	376,059

Executive Directors' personal objectives*

The weighting on personal objectives was 10% of the total opportunity. These objectives, approved by the Committee, are designed to focus on the delivery of the strategic priorities and the successful management of risk for both 2024/25 and the longer term. Following consideration of achievement against the Executive Directors' personal objectives set at the beginning of the year as listed below, the Committee awarded Toby Courtauld, Nick Sanderson and Dan Nicholson 87%, 80% and 80% respectively for performance against personal objectives.

Measure	Score	Key achievements
Execute approved strategy and operational excellence	**CEO** 55%/60% **CF&OO** 48%/60% **ED** 44%/50%	**Shared** – Successful delivery of £350 million fully underwritten rights issue. – Accretively deployed the rights issue proceeds, well ahead of programme, including through four acquisitions. – Executed major capital allocation activities, including commitment to refurbishment of The Courtyard, WC1. – Exceeded leasing targets; beating both void and ERV targets. – Delivered strong Flex progress, growing committed Flex space to 582,000 sq ft and exceeding annualised Fully Managed NOI target. – Delivered NPS above industry average. **CEO** – Developed and delivered the strategy, equity story and narrative for raising capital to take advantage of market conditions. – Oversaw development of sustainability agenda, including adoption of Roadmap to Net Zero v.2.0, double materiality review and the launch of GPE's Circularity Score and targets. – Drove a target-beating leasing year with £37.7 million of new rent and market lettings 10.6% ahead of the 31 March 2024 ERV. **CF&OO** – Led the delivery of the Company's rights issue process and its communication externally following approval by the Board. – Led on debt financing activity, including the issuance of the Company's £250 million sustainable bond and new £150 million Revolving Credit Facility. – Oversaw roll-out of the customer service proposition and customer engagement initiatives. – Ensured the successful launch of new Flex spaces at SIX St Andrew Street, EC4, Kent House, W1, and 31/34 Alfred Place, WC1 and oversaw the development of the Flex platform. – Developed and implemented proactive external communications strategy. **ED** – Developed the acquisitions pipeline and ensured accretive acquisitions executed through strong involvement and leadership of the Investment team. – Secured planning permission for Soho Square Estate, W1 and The Courtyard, WC1 developments; revised planning permission submitted at St Thomas Yard, SE1. – Key milestones achieved at on-site developments, including at 2 Aldermanbury Square, EC2, 30 Duke Street, SW1, and Minerva House, SE1, SIX St Andrew Street, EC4 and 31/34 Alfred Place, WC1, completed. – Oversaw execution of asset business plans.

Executive Directors' personal objectives continued

Measure	Score	Key achievements
Develop the team	**CEO** 25%/30% **CF&OO** 25%/30% **ED** 30%/40%	**Shared** – Continued focus on talent development of key successors for future leadership roles. **CEO** – Development of direct reports through mentoring and coaching. – Supported on reorganisation of team to support delivery of Digital, Technology & Innovation Strategy. **CF&OO** – Enhanced operational capability of Finance team through new hires and reorganisation. – Continued support to senior leaders, especially sponsoring growth in Customer Experience and Flex senior roles. **ED** – Provided support and commercial oversight and leadership to the Portfolio, Investment, Development and Project Management teams. – Dedicated support to Health and Safety team during period of team reorganisation.
Champion our purpose, live our values	**CEO** 7%/10% **CF&OO** 7%/10% **ED** 6%/10%	**Shared** – Strong and improved employee engagement scores, notably around leadership and strategic direction. – Displaying strong leadership during a period of macro-economic uncertainty. – D&I initiatives and representation targets progressed. Hit target of 50% appointment rate for female hires into roles above £75,000. Now over half of Head of Department roles are held by women. **CEO** – Demonstrated role model behaviours to ensure values are embodied across the Group and championed D&I initiatives. **CF&OO** – Demonstrated effective leadership of Flex and Customer Experience strategies. – Oversaw update of the People Strategy, including the D&I Plan. **ED** – Effective leadership and oversight of direct reports. – Worked closely with the HR team to hire and retain talent and improve gender diversity within teams.

Executive Director	Total performance assessment	Bonus receivable for personal objectives
Toby Courtauld (CEO)	87%/100%	£90,336
Nick Sanderson (CF&OO)	80%/100%	£57,151
Dan Nicholson (ED)	80%/100%	£46,556

While each of the Executive Directors was separately assessed, they inevitably had a number of common objectives so the above table identifies both individual and shared objectives. In each case, their contribution to the delivery of those objectives was considered.

Executive Directors' LTIPs*

Anticipated vesting of 2022 LTIP awards

The table below sets out the anticipated vesting of the 2022 LTIP awards in May 2025, together with indicative payouts for the Executive Directors. The anticipated value of these awards at vesting reflects the disclosure in the single figure table on page 132.

Key elements of strategy	% of award	Measured by	Threshold performance target (20%)	Maximum performance target (100%)	Estimated performance	Estimated vesting level as at 20 May 2025 as a percentage of maximum by vesting date[1]
Shareholder value	50%	Relative TSR (based on a three-year performance period)	Median	Upper quartile	Below Median	0%
Absolute performance	50%	Absolute TAR (based on a three-year performance period)	3% p.a.	8% p.a.	-5.2% p.a. (actual)	0%
Total (estimated)						**0%**

1. The 2022 LTIPs granted to each of the Executive Directors are due to vest on 27 May 2025. For the TAR target, the performance period for the 2022 awards is the three-year period to 31 March 2025. For the TSR element, the vesting period is the three-year period from the award date (27 May 2022) and compares the Company's TSR to that of the constituents, at the date of grant, of the FTSE 350 Real Estate Index excluding agencies.

Confirmed vesting of 2021 LTIP awards

The figures provided in the 2024 Annual Report for the 2021 LTIP awards were disclosed on an estimated basis. The table below sets out the confirmed performance outcomes of the 2021 LTIP awards that resulted in a 0% vesting following the expiry of the three-year performance period on 7 June 2024.

Key elements of strategy	% of award	Measured by	Threshold performance target (20%)	Maximum performance target (100%)	Performance	Confirmed percentage of maximum at end of performance period (7 June 2024)
Shareholder value	50%	Relative TSR (based on a three-year performance period)	Median	Upper quartile	Below Median	0%
Absolute performance	50%	Absolute TAR (based on a three-year performance period)	3% p.a.	7% p.a.	-5.5% p.a.	0%
Total						**0%**

Outstanding share awards*

The following tables provide details of outstanding share awards under the LTIP, RSP and the DSBP. All awards were granted in the form of nil cost options. The number of shares subject to the award have been restated to reflect adjustments made following the Company's rights issue in June 2024. For the original awards (before adjustments), please see the Company's 2024 Annual Report.

Executive Director	Date of grant	Face value of award made £000	No. of shares under award pre-rights issue[1,5]	Adjustment to reflect rights issue[5]	No. of shares on exercise[2]	No. of shares under award as at 31 March 2025[5]	End of performance/ underpin period
Toby Courtauld							
LTIP	3 June 2019	1,809	18,686 (7.41% vesting)	3,850	22,536	–	2 June 2022
	27 May 2022[4]	1,939	300,391	61,900		362,291	26 May 2025
DSBP	2 May 2021	88	12,410	2,557	14,967	–	n/a
	27 May 2022	211	32,652	6,728	–	39,380	n/a
	2 June 2023	252	51,486	10,609	–	62,095	n/a
	20 June 2024	261	76,689	n/a	–	76,689	n/a
RSP[3]	7 July 2023	1,018	241,024	49,666	–	290,690	6 July 2026
	20 June 2024	1,038	304,769	n/a	–	304,769	19 June 2027
Total			**1,038,107**			**1,135,914**	
Nick Sanderson							
LTIP	3 June 2019	1,245	12,856 (7.41% vesting)	2,649	15,505	–	2 June 2022
	27 May 2022[4]	1,334	206,671	42,587	–	249,258	26 May 2025
DSBP	2 May 2021	64	9,075	1,870	10,945	–	n/a
	27 May 2022	145	22,465	4,629	–	27,094	n/a
	2 June 2023	175	35,832	7,383	–	43,215	n/a
	20 June 2024	180	52,763	n/a	–	52,763	n/a
RSP[3]	7 July 2023	700	165,826	34,171	–	199,997	6 July 2026
	20 June 2024	714	209,683	n/a	–	209,683	19 June 2027
Total			**715,171**			**782,010**	
Dan Nicholson							
LTIP	27 May 2022[4]	1,087	168,357	34,692	–	203,049	26 May 2025
DSBP	27 May 2022	54	8,377	1,726	–	10,103	n/a
	2 June 2023	138	28,190	5,809	–	33,999	n/a
	20 June 2024	145	42,646	n/a	–	42,646	n/a
RSP[3]	7 July 2023	571	135,084	27,836	–	162,920	6 July 2026
	20 June 2024	582	170,811	n/a	–	170,811	19 June 2027
Total			**553,465**			**623,528**	

1. For all awards, the face value is calculated on the five-day average share price prior to the date of grant. For the 2019 LTIP, this was up to and including 31 May 2019, being £7.18. For the 2022 LTIP, this was up to and including 26 May 2022, being £6.46. For the 2023 RSP, this was up to and including 6 July 2023, being £4.22. For the 2024 RSP, this was up to and including 19 June 2024, being £3.407. For the 2021 DSBP, this was up to and including 1 May 2021, being £7.09. For the 2022 DSBP, this was up to and including 26 May 2022, being £6.455. For the 2023 DSBP, this was up to and including 1 June 2023, being £4.896. For the 2024 DSBP, this was up to and including 19 June 2024, being £3.407.
2. On 28 May 2024, Toby Courtauld and Nick Sanderson exercised nil cost options granted to them under the 2021 DSBP over 12,410 and 9,075 shares respectively. Of these, 5,833 and 4,266 shares respectively were exercised and sold when the share price was £3.535 each to cover tax and national insurance liabilities. On 21 June 2024, Toby Courtauld and Nick Sanderson exercised nil cost options over 2,557 and 1,870 shares respectively granted to them following an adjustment to their 2021 DSBP awards following the Company's rights issue. Of these, 1,210 and 887 shares respectively were exercised and sold when the share price was £3.352 to cover tax and national insurance liabilities. On 9 September 2024, Toby Courtauld and Nick Sanderson exercised nil cost options granted to them under the 2019 LTIP over 22,536 and 15,505 shares respectively (such number of shares having been adjusted following the Company's rights issue). Of these, 10,593 and 7,288 shares respectively were exercised and sold when the share price was £3.475 each to cover tax and national insurance liabilities. The aggregate gain on the exercise of all options was, therefore, £222,981.25.
3. The vesting is subject to a robust underpin allowing the Committee to reduce the vesting of awards in whatever circumstances it considers to be appropriate and the Committee will also specifically consider reducing vesting levels in the event of a breach of the financial covenants of the Group's principal debt facilities; failure to make satisfactory progress in delivering our Sustainability Statement of Intent; or there being material damage to the reputation of the Company.
4. The estimated overall outcome for the 27 May 2022 LTIP as at 20 May 2025 is 0% equating to nil shares vesting for each of the Executive Directors.
5. In addition, a cash sum equivalent to the value of dividends on the number of plan shares which vest in respect of the period from grant to vesting will be payable at the end of that period.

Executive Director remuneration from other roles

Executive Directors are able to accept external Board appointments with the consent of the Board. Any fees received by an Executive Director for such an external appointment can be retained by the individual. Toby Courtauld is a Non-Executive Director of Liv-ex Limited, for which he received no remuneration prior to 2025. In 2025, he received remuneration of £30,000 in aggregate for his service to Liv-ex Limited for 2023, 2024 and 2025 and, going forward, will receive a fee of £10,000 per annum. He received no remuneration for serving as a Director of the New West End Company.

Nick Sanderson is a Trustee of the Outward Bound Trust, for which he received no remuneration during the year.

Executive Directors' shareholdings and share interests*

Share ownership is a key means by which the interests of Executive Directors are aligned to those of shareholders. Executive Directors are required to hold a minimum of 300% of base salary in shares. The table below sets out their holdings (including those of their connected persons) against the requirement and their beneficial and conditional ownership as at 31 March 2025.

Dan Nicholson joined the Board on 6 September 2021. In line with the other Executive Directors, he is required to retain all shares that are vested to him, net of any tax liabilities, until his shareholding requirement is satisfied.

	Beneficial ownership				**Conditional ownership[1]**				**Shareholding requirement[2]**	
Director	**No. of shares owned as at 31 March 2025[3]**	No. of shares owned as at 31 March 2024[3]	SIP Matching shares subject to forfeiture	**Total beneficial ownership as at 31 March 2025**	LTIP/RSP subject to performance conditions/ underpins	LTIP/RSP awards which have met their performance conditions and remain subject to a holding period[4]	DSBP[5]	**Total beneficial and conditional ownership as at 31 March 2025[4,5]**	Current share-holding % of salary[6]	Requirement met?
Toby Courtauld	**2,151,982**	1,399,022	2,648	**2,154,630**	957,750	0	178,164	**2,249,057**	967%	Yes
Nick Sanderson	**476,852**	287,818	2,648	**479,500**	658,938	0	123,072	**544,728**	340%	Yes
Dan Nicholson	**37,536**	20,556	2,648	**40,184**	536,780	0	86,748	**86,160**	66%	No

1. LTIP, RSP and DSBP awards are granted in the form of nil cost options. A nil vesting of the 2022 LTIP awards has been assumed based on the information available as at 20 May 2025.
2. Executive Directors are expected to retain the lower of actual shares held at cessation and shares equal to 300% of salary for two years post-cessation. Shares retained following vesting of RSP and DSBP awards granted after the 2020 AGM will be held via escrow/a nominee arrangement to enable enforcement of the post-cessation guidelines. Circumstances in which malus and clawback will be applied are set out on page 130.
3. Excludes SIP shares that are subject to forfeiture.
4. There are no LTIP/RSP vested but unexercised options.
5. Consistent with best practice, estimated after-tax shares retained are included in the total beneficial and conditional ownership and the shareholding requirement (53% of shares retained).
6. Holdings are calculated based on the share price as at 31 March 2025 of £2.975.

Between 1 April 2025 and 20 May 2025 (inclusive), Toby Courtauld and Dan Nicholson each acquired 49 Partnership shares and 98 conditional Matching shares and Nick Sanderson acquired 48 Partnership shares and 96 conditional Matching shares under the SIP. In addition, under the SIP, 42 Matching shares vested to each of Toby Courtauld and Nick Sanderson and 44 Matching shares vested to Dan Nicholson. Otherwise there were no other changes in any of their shareholdings during that period.

Executive Directors' remuneration for the year ending 31 March 2026

Statement of implementation of Policy for the year ending 31 March 2026

The Policy and its implementation for the Executive Directors for the forthcoming financial year is summarised below.

Salary

Executive Director	**Year ending 31 March 2026 £000[1]**	Year ended 31 March 2025 £000[1]	Base salary increase
Toby Courtauld	**713**	692	3%
Nick Sanderson	**491**	476	3%
Dan Nicholson	**425**	388	9.5%

1. Rounded to the nearest £1,000.

The Chief Executive and Chief Financial & Operating Officer have received an increase of 3% in line with the baseline increase awarded to most employees and below the all-colleague average increase of 3.5% (inclusive of an allowance for promotions and some benchmarking adjustments). Dan Nicholson has received a higher increase, as explained in the Committee Chair's letter on page 130. In reviewing the salaries of the Executive Directors, the Committee has also taken account of both the individual's and the Company's performance and the employment conditions and salary increases awarded to employees across the Group.

Pension and benefits

There have been no changes to the benefits and pension provision for the Executive Directors.

Bonus for the year ending 31 March 2026

The target and maximum annual bonus potentials will remain unchanged at 75% and 150% of salary respectively for the Executive Directors. In line with the Policy, 40% of any annual bonus outcome will be deferred into shares for three years under the DSBP.

The 2025/26 scorecard measures will be consistent with those for 2024/25, except for the changes explained on page 130.

2025/26 Bonus weightings

Key elements of strategy	Measured by	Weighting
Financial measures		
Market performance All	GPE Relative TAR	20%
Optimising financial performance 1 2 3 4 5	Rent achieved on market lettings vs ERV	10%
	Vacancy rate	10%
	Leasing capture	10% (new)
	Capital recycling	5% (new) (replaces 10% deployment of rights issue proceeds measure)
	Fully Managed P&L NOI	5% (replaces 10% Fully Managed annualised NOI growth measure)
Total		**60%**

Key elements of strategy	Measured by	Weighting
Non-financial measures		
Transforming the business and putting customers first 1 3 4 5 6	Development programme milestones	7.5% (previously 5%)
	Office customer NPS	5%
Delivering our Roadmap to Net Zero 1 4 5 6	Energy consumption	3.75% (previously 5%)
	Net zero developments	3.75% (previously 5%)
Personal and business culture All	Personal objectives	10%
	Positive and inclusive culture	5%
	Diversity targets	5%
Total		**40%**

1 Denotes strategic priorities for 2025/26 as set out on pages 08 and 09.

The Committee is of the opinion that, given the commercial sensitivity around GPE's business, disclosing precise targets for the Annual Bonus Plan in advance would not be in the best interests of shareholders or the Company. Objectives, performance achieved and awards made will be published in the relevant year's Directors' remuneration report at the end of the performance period so shareholders can fully assess the basis for any payouts.

RSP awards for the year ending 31 March 2026

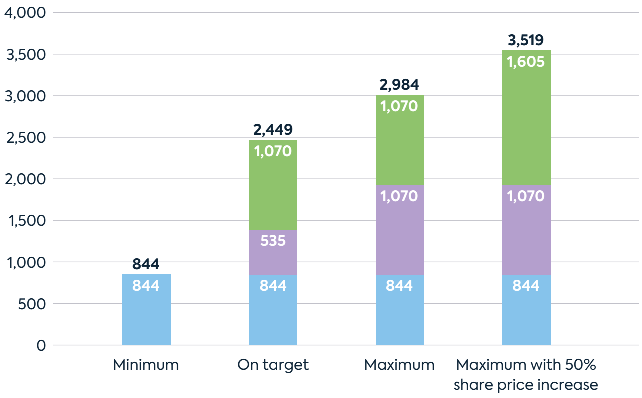
Performance measure over three years	Award as % of base salary
Subject to underpins as described in full in the Policy	150%

The Committee envisages granting the 2025 RSP award at the normal level of 150% of base salary. The awards, granted in the form of nil cost options, will be subject to the underpins set out in the Policy. Alongside the operation of a robust underpin, allowing the Committee to reduce the vesting of awards in whatever circumstances it considers to be appropriate, the Committee will also specifically consider reducing vesting levels in the event of a breach of the financial covenants of the Group's principal debt facilities; failure to make satisfactory progress in delivering our Sustainability Statement of Intent; or there being material damage to the reputation of the Company. Following a three-year vesting period, the 2025 RSP awards will be subject to a two-year holding period, whereby participants will not be permitted to exercise any performance-vested awards until the fifth anniversary of the award date. The holding period will generally continue to operate post-cessation of employment.

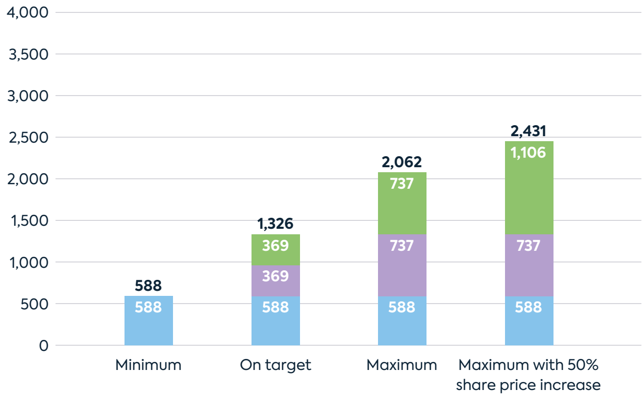
Executive Director remuneration scenarios based on performance

The charts below set out the potential remuneration receivable by Executive Directors for minimum (where performance is below threshold for variable awards), on-target and maximum performance. Potential reward opportunities are based on the Policy and applied to salaries for the year ending 31 March 2026. It should be noted that the projected values exclude the impact of any dividend accrual.

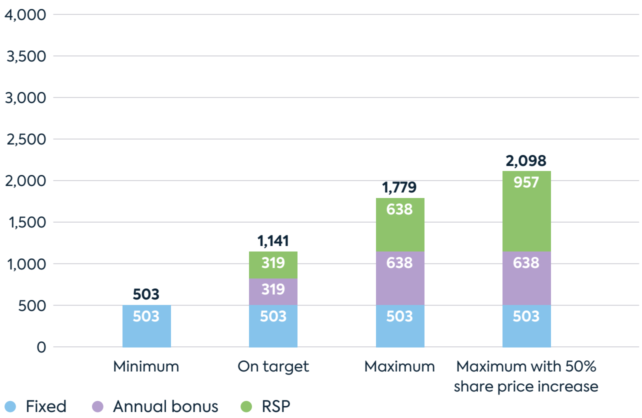
Chief Executive £000



Chief Financial & Operating Officer £000



Executive Director £000



Chair and Non-Executive Directors' remuneration

This section of the Report contains details of how the Policy for the Chair and Non-Executive Directors was implemented in 2024/25 and how it will be applied for the forthcoming year.

Single figure table annual fees for year ended 31 March 2025*

	Fees (£000)		Benefits (£000)		Totals (£000)	
Name	**2025**	2024	**2025**	2024	**2025**	2024
Richard Mully	**261**	256	**2[1]**	2[1]	**263**	258
Mark Anderson	**76**	75	**–**	–	**76**	75
Karen Green[2]	**76**	25	**1[1]**	–	**77**	25
Nick Hampton	**86**	85	**–**	–	**86**	85
Vicky Jarman	**84**	82	**–**	–	**84**	82
Champa Magesh	**76**	75	**2[1]**	2[1]	**78**	77
Emma Woods	**84**	82	**–**	–	**84**	82
Total	**743**	680	**5**	4	**748**	684

1. Richard Mully, Karen Green and Champa Magesh's benefits related to reimbursed travel (and related tax) for GPE meetings.
2. Karen Green joined the Board on 1 December 2023 and her fees for the year ended 31 March 2024 are pro-rated accordingly.

Shareholdings*

The beneficial holdings of Non-Executive Directors and their connected persons are set out below. The figures reflect the position at the stated dates or date of appointment if later/date of retirement if earlier.

	31 March 2025	31 March 2024
Richard Mully	**110,000**	60,000
Mark Anderson	**12,721**	2,451
Karen Green	**5,939**	–
Nick Hampton	**4,000**	2,500
Vicky Jarman	**4,332**	2,708
Champa Magesh	**13,515**	–
Emma Woods	**8,400**	–

There were no changes in the shareholdings of the Chair and Non-Executive Directors in office between 1 April 2025 and 20 May 2025.

Annual fees for year ending 31 March 2026

The table below sets out the annual fee for the Chair of the Board and Non-Executive Directors.

William Eccleshare joined the Board as a Non-Executive Director and Chair Designate on 1 May 2025 on the standard Non-Executive Director fee arrangements. William will succeed Richard Mully as Chair from the conclusion of the 2025 AGM from which time his annual Chair fee for the year (pro-rated for his period of service) will be £261,100, being the same as Richard Mully's Chair fee which was not increased for the year ending 31 March 2026.

The base fees of the Non-Executive Directors have been increased by 3% in line with the baseline increase awarded to most employees and below the all-colleague average increase of 3.5% (inclusive of an allowance for promotions and some benchmarking adjustments). Fee levels for the Chair and Non-Executive Directors are assessed having regard to individual responsibility and fees paid to Non-Executive Directors in the wider FTSE 250.

	From 1 April 2025 (per annum) £	1 April 2024 to 31 March 2025 (per annum) £
Chair fee	**261,100**	261,100
Non-Executive Director base fee	**64,600**	62,700
Senior Independent Director fee	**10,000**	10,000
Audit or Remuneration Committee Chair	**12,500**	12,500
Audit or Remuneration Committee member	**5,000**	5,000
Nomination Committee member	**3,350**	3,350

Other disclosures

Percentage change in Board remuneration vs Group employees

The table below shows the percentage change in remuneration/fees for the five years ended 31 March 2021 to 31 March 2025 for each of the Directors who served during the year ended 31 March 2025 (including salary, taxable benefits and annual bonus) compared to that for an average Group employee (noting that the Group has been used rather than parent company on the basis that there are no Company employees).

	Base salary/fees					Taxable benefits[9]					Bonus[10]				
Name					Change					Change					Change
Year	20/21	21/22	22/23	23/24	**24/25**	20/21	21/22	22/23	23/24	**24/25**	20/21	21/22	22/23	23/24	**24/25**
Average employee[1]	+5.1%	+3.2%	+6.2%	+6.6%	**+3.1%**	+4.1%	-20.1%	-0.3%	+15.2%	**+3.9%**	-17.5%	+71.3%	+13.5%	+12.4%	**-0.8%**
Executive Directors															
Toby Courtauld	+1.5%	+1.5%	+3.5%	+5.0%	**+1.9%**	-3.6%	-38.5%	0%	+12.5%	**+11.1%**	-20.6%	+139.5%	+19.5%	+3.7%	**+3.8%**
Nick Sanderson	+1.5%	+1.5%	+3.5%	+5.0%	**+1.9%**	-22.7%	-12.5%	+18.6%	+5.6%	**0%**	-15.7%	+125.5%	+20.9%	+2.3%	**+2.9%**
Dan Nicholson[2]	n/a	n/a	+80.1%	+5.0%	**+2.1%**	n/a	n/a	+100%	+33.3%	**+25.0%**	n/a	n/a	+155.6%	+5.2%	**+3.6%**
Non-Executive Directors															
Richard Mully (Chair)	-5.0%	0%	+3.8%	+4.9%	**+2.0%**	-100%	+100%	+100%	0%	**0%**	n/a	n/a	n/a	n/a	**n/a**
Mark Anderson[3]	n/a	n/a	+75.6%	+4.2%	**+1.3%**	n/a	n/a	–	–	**–**	n/a	n/a	n/a	n/a	**n/a**
Karen Green[4]	n/a	n/a	n/a	n/a	**+204%**	n/a	n/a	n/a	n/a	**n/a**	n/a	n/a	n/a	n/a	**n/a**
Nick Hampton[5,6]	-4.2%	0%	-1.3%	+14.9%	**+1.2%**	-100%	–	–	–	**–**	n/a	n/a	n/a	n/a	**n/a**
Vicky Jarman[6]	-2.9%	0%	+10.0%	+6.5%	**+2.4%**	–	–	–	–	**–**	n/a	n/a	n/a	n/a	**n/a**
Champa Magesh[7]	n/a	n/a	n/a	+56.3%	**+1.3%**	n/a	n/a	n/a	+100%	**0%**	n/a	n/a	n/a	n/a	**n/a**
Emma Woods[8]	n/a	n/a	+541.7%	+6.5%	**+2.4%**	n/a	n/a	–	–	**–**	n/a	n/a	n/a	n/a	**n/a**

1. Based on all employees who were employed for the full consecutive financial years being compared. Average employee pay has been calculated on a full-time equivalent basis.
2. Dan Nicholson joined the Board on 21 September 2021. His remuneration in 2021/22 is pro-rated to reflect this period of service, whereas his remuneration from 2022/23 was for a full year's service, explaining his large percentage increase over the two years.
3. Mark Anderson joined the Board on 1 September 2021. His remuneration in 2021/22 is pro-rated to reflect this period of service, whereas his remuneration from 2022/23 was for a full year's service, explaining his large percentage increase over the two years.
4. Karen Green joined the Board on 1 December 2023. Her remuneration in 2023/24 is pro-rated to reflect this period of service, whereas her remuneration from 2024/25 was for a full year's service, explaining her large percentage increase over the two years.
5. Nick Hampton became Senior Independent Director on 30 March 2023.
6. Vicky Jarman succeeded Nick Hampton as Chair of the Audit Committee from 7 July 2022.
7. Champa Magesh joined the Board on 1 August 2022. Her remuneration in 2022/23 is pro-rated to reflect this period of service, whereas her remuneration from 2023/24 was for a full year's service, explaining her large percentage increase over the two years.
8. Emma Woods joined the Board on 1 February 2022 and became Chair of the Remuneration Committee from 7 July 2022. Her remuneration in 2021/22 is pro-rated to reflect this period of service, whereas her remuneration from 2022/23 was for a full year's service, explaining her large percentage increase over the two years.
9. Taxable benefits from 31 March 2023, in line with the single figure tables on pages 132 and 141, have been updated to include: private medical insurance, membership subscriptions, travel expenses, luncheon vouchers, Employee Assistance Programme and entertainment. Prior years included death in service, life assurance and permanent health insurance which are not taxable benefits in line with HMRC guidelines.
10. While a common corporate scorecard applies to all employees, the two additional measures for Executive Directors and senior executives (namely the maintaining and nurturing a positive and inclusive culture measure and the diversity measure – see page 133), together with a lower weighting on personal objectives, result in different weightings versus most of the wider employee population. The different components of the bonus impact the outturns and are reflected in the percentage changes.

Ten-year Chief Executive remuneration package

The table below shows the Chief Executive's (Toby Courtauld throughout) remuneration package over the past ten years, together with incentive payout/vesting as compared to the maximum opportunity.

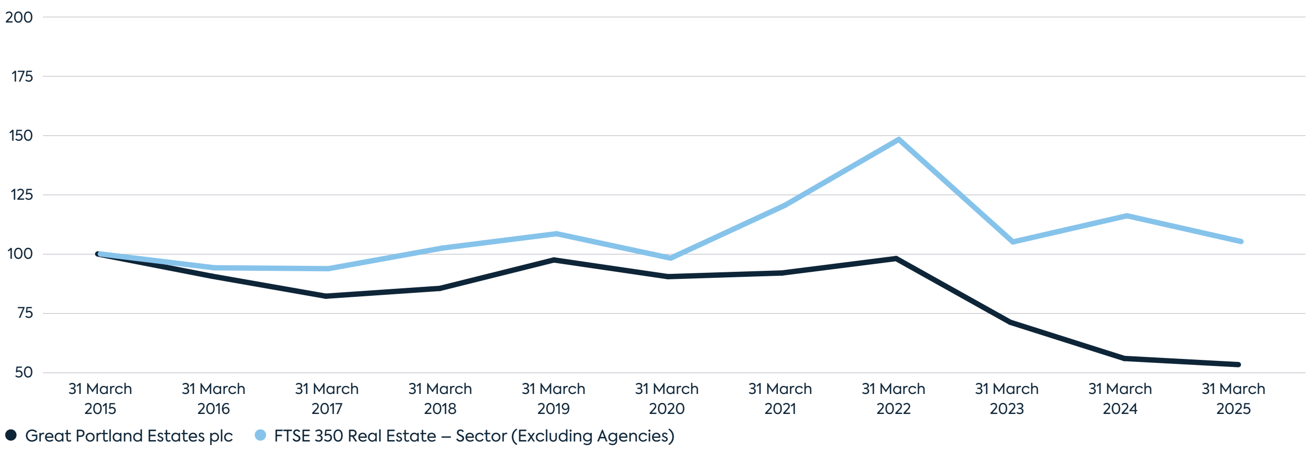
	2016	2017	2018	2019	2020	2021	2022	2023	2024	**2025**
Single figure of total remuneration (£000)	2,650	1,420	1,174	905	1,599	984	1,425	1,417	1,456	**1,498**
Bonus payout (as % of maximum opportunity)	100%	20%	37%	19%	31%	23.9%	56.3%	65%	64.2%	**65.3%**
Long-term incentive vesting rates (as % of maximum opportunity)	58%	33%	10%	0%	28.8%	0%	7.4%	0%	0%[1]	**0%[2]**

1. This reflects the actual LTIP performance outcome of 0% as referred to in the single figure table on page 132. The figure provided in the 2024 Annual Report of 0%, was disclosed on an estimated basis.
2. Based on estimated performance as at 20 May 2025.

TSR performance

The following graph shows the TSR for the Company for each of the last ten financial years compared to the FTSE 350 Real Estate Index (excluding agencies). The Company is a constituent of the FTSE 350 Real Estate Index and the Committee considers this benchmark to be the most appropriate for illustrating the Company's performance.

TSR over ten years (indexed)



Source: Refinitiv Datastream.

CEO pay ratio

Although the Company has fewer than 250 employees and is not, therefore, subject to any legal requirement to include such ratios, the Committee considers inclusion of the ratio to be reflective of best practice and includes this on a voluntary basis. The Committee notes the general preference of institutional shareholders for companies to use statutory Method A and prepared the calculations on that basis. However, for a company with a relatively small number of employees (152 as at 31 March 2025), the ratios can be unduly impacted by joiners and leavers who may not participate in the full suite of remuneration arrangements in the year of joining or leaving. Accordingly, the Committee modified the statutory basis to exclude any employee not employed throughout the financial year. In all other respects, Method A was followed, so the following tables refer to modified Method A being adopted.

The Company believes that a bias towards variable pay for senior executives is the most appropriate means of both incentivising the senior executives and aligning them with shareholders. The ratios will therefore fluctuate according to variable pay outcomes each year.

Ratio of the pay of the Chief Executive to that of the UK lower quartile, median and upper quartile employees

		Pay ratio		
Year	Method	25th percentile	50th percentile (median)	75th percentile
31 March 2025	Modified Method A	17.4:1	12.4:1	6.5:1
31 March 2024	Modified Method A	17.3:1	12.1:1	6.5:1
31 March 2023	Modified Method A	18.0:1	12.6:1	6.7:1
31 March 2022	Modified Method A	19.9:1	15.4:1	7.2:1
31 March 2021	Modified Method A	15.1:1	11.2:1	5.8:1
31 March 2020	Modified Method A	24.1:1	18.2:1	8.7:1

Additional information on the ratio of the pay of the Chief Executive to that of employees

- Employee pay data is based on full-time equivalent pay for UK employees as at 31 March 2025. For each employee, total pay is calculated in line with the single figure methodology (i.e. fixed pay accrued during the financial year and the value of performance-based incentive awards vesting in relation to the performance year).
- Employee pay data excludes leavers and joiners to help ensure data is on a like-for-like basis. No other calculation adjustments or assumptions have been made.
- Chief Executive pay is as per the single total figure of remuneration for 2025, as disclosed on page 132.
- The 2025 ratio will be re-stated in the 2026 Directors' remuneration report (if required) to take account of the final LTIP vesting data for eligible employees and for the Chief Executive.

The Committee has considered the pay data for the three individuals identified for 2025 and believes that it fairly reflects pay at the relevant quartiles among the UK employee population. Each of the individuals identified was a full-time employee during the year and received remuneration in line with the Policy. The Company employs a highly skilled and experienced workforce which leads to a narrower CEO ratio than at many other listed companies with a different employee base. The ratios reflect this and are felt appropriate in this context. This year, there was no LTIP vesting and, in a year in which the LTIP (or RSP) did vest, the ratio would widen given the greater focus on variable pay for more senior levels.

Salary and total remuneration used to calculate the pay ratio

	Chief Executive £000	25th percentile £000	50th percentile (median) £000	75th percentile £000
Total salary	692	61	80	146
Total remuneration (single figure)	1,498	86	121	229

Employee Share Trust

Upon the vesting of share awards, shares used to satisfy awards under the LTIP, RSP and DSBP are transferred out of the Great Portland Estates plc LTIP Employee Share Trust (the Trust), a discretionary trust established to facilitate the operation of the Company's share plans. The shares to satisfy vested awards have been purchased by the Trustees of the Trust in the open market. The number of shares held by the Trust as at 31 March 2025 was 2,855,501 (2024: 887,159).

Dilution

The Company currently funds the Trustees to purchase all of the shares required to satisfy awards under the Company's share plans. No shares have been issued to satisfy any grants made in the last ten years. However, if the Company decided to issue new shares to meet these awards, the Company would operate all of its share incentive arrangements within The Investment Association (IA) Guidelines on dilution. The following table sets out the level of dilution against the IA limits for all share plans and discretionary plans in respect of the outstanding awards should the Company issue shares rather than use purchased shares held in Trust.

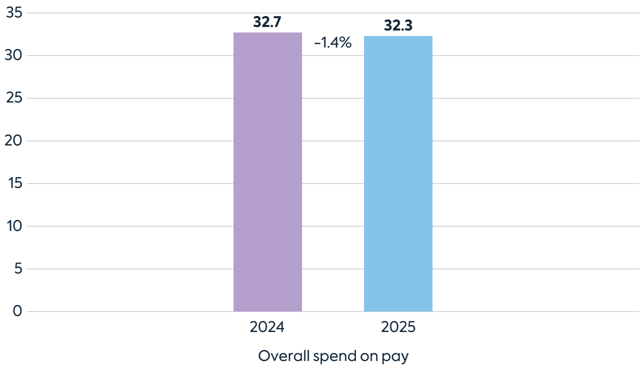
Maximum	As at 31 March 2025[1]
10% dilution in ten years (all plans)	1.35%
5% dilution in ten years (discretionary plans)	1.29%

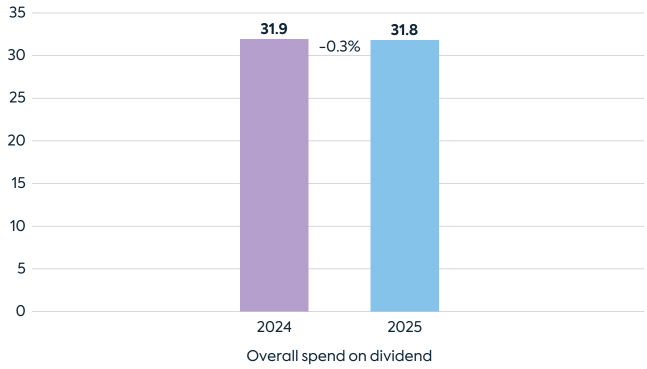
1. This figure shows the number of shares required to satisfy all outstanding awards as at 31 March 2025 as a percentage of the Company's issued share capital were these to be satisfied by the issue of new shares. This does not include vested awards that have been satisfied using market purchased shares.

Relative importance of spend on pay

The below sets out the relative importance of spend on pay in 2024 and 2025:

Relative importance of spend on pay £m





Committee advisers

The Committee was advised during the year by FIT Remuneration Consultants LLP (FIT Rem) as independent remuneration consultants. FIT Rem, which was appointed by the Committee in August 2014 following a review of advisers, attends Committee meetings and provides advice on remuneration for the Executive Directors, analysis on all elements of the Directors' remuneration policy and regular market and best practice updates.

FIT Rem reports directly to the Committee and does not provide any other services to the Company.

The Committee is satisfied that the advice received from FIT Rem is independent and objective as FIT Rem complies with the Code of Conduct for Remuneration Consultants (which can be found at **www.remunerationconsultantsgroup.com**) and provides no other advice to the Group. FIT Rem's fees for the year to 31 March 2025 were £86,833 (2024: £68,127.50) which were charged on the basis of the time spent advising the Company.

Independent and objective performance certificates are provided to the Committee by Aon Hewitt on measurement of TSR performance targets for the LTIP. Fees paid to Aon Hewitt in respect of this were £6,750. Aon Hewitt also provides gender pay gap assistance and salary benchmarking to the Group and fees paid in relation to these totalled £17,000 and £3,850 respectively.

Governance

Payments for loss of office/payments to former Directors*

No Directors received termination payouts or payments for loss of office in respect of the year and no former Director received any payments.

Statement of voting at the AGMs

The following table shows the results of:

- the advisory vote on the Directors' remuneration report at the 2024 AGM; and
- the binding vote on the Directors' remuneration policy commencing from the 2023 AGM.

	For	Against	Abstentions
2024 Directors' remuneration report	298,379,479 (95.09%)	15,416,000 (4.91%)	246,621
2023 Directors' remuneration policy	189,336,232 (92.56%)	15,228,255 (7.44%)	3,186

Consideration of shareholder views

When determining remuneration, the Committee takes into account the guidelines of investor bodies and shareholder views. It is the Committee's policy to consult with major shareholders prior to any major changes to its Executive remuneration and it will do so again during the coming year ahead of proposing any revisions to the Directors' remuneration policy in 2026. The existing Policy was subject to thorough consultation with our major shareholders and the main proxy voting advisers ahead of being approved by shareholders at the 2023 AGM.

Service contracts and letters of appointment*

In line with our Policy, all Executive Directors have service contracts which are terminable by either party with 12 months' notice. The Chair of the Board and Non-Executive Directors are subject to letters of appointment and have a notice period of three months by either party and are not eligible for payment in lieu of notice or any other payment on termination. All Directors are required to be elected/re-elected at each AGM.

This Report will be submitted to shareholders for approval at the 2025 AGM.

Approved by the Board on 20 May 2025 and signed on its behalf by:

Emma Woods
Chair of the Remuneration Committee
20 May 2025

Report of the Directors

Strategic Report

The Group's Strategic Report on pages 01 to 93 includes the Company's business model and strategy, the principal risks and uncertainties facing the Group and how these are managed and mitigated, an indication of likely future developments in the Company and details of important events since the year ended 31 March 2025.

The purpose of the Annual Report is to provide information to the members of the Company, as a body. The Company, its Directors, employees, agents or advisers do not accept or assume responsibility to any other person to whom this document is shown or into whose hands it may come and any such responsibility or liability is expressly disclaimed. The Annual Report contains certain forward-looking statements with respect to the operations, performance and financial condition of the Group. By their nature, these statements involve uncertainty since future events and circumstances can cause results and developments to differ from those anticipated. The forward-looking statements reflect knowledge and information available at the date of preparation of this Annual Report. Nothing in this Annual Report should be construed as a profit forecast.

Results and dividends for the year

The Group's results for the year are set out on pages 152 to 182. An interim dividend of 2.9 pence per share (2024: 4.7 pence) was paid on 3 January 2025, and the Directors propose to pay a final dividend of 5.0 pence per share on 7 July 2025 to shareholders on the register of members as at the close of business on 30 May 2025. This makes a total dividend of 7.9 pence per share (2024: 12.6 pence) for the year ended 31 March 2025. The total dividend is consistent with the prior year on a cash basis (at £31.9 million), albeit lower on a per share basis following the increase in the Company's issued share capital as a result of its rights issue which completed in June 2024.

Directors

Biographical details of the current Directors of the Company are shown on pages 100 and 101. Nick Hampton also served as a Director throughout the year under review, stepping down from the Board on 3 April 2025.

In accordance with the UK Corporate Governance Code, all the current Directors will retire, and those who wish to continue to serve will offer themselves for election or re-election at the forthcoming AGM.

Directors' shareholdings

The interests of the Directors of the Company (and of their connected persons) in the shares of the Company, which have been notified to the Company in accordance with the UK Market Abuse Regulation, are set out in the Directors' remuneration report on pages 138 and 141. The Directors' remuneration report also sets out details of any changes in those interests between 31 March 2025 and 20 May 2025.

Directors' indemnities and insurance

On 14 September 2007, an indemnity was given by the Company to the Directors in terms which comply with company law. The indemnity was in force during the year and remains in force at the date of this Report of the Directors.

The Company maintains directors' and officers' liability insurance and pension trustee liability insurance, both of which are reviewed annually.

Directors' powers

The powers of the Directors are contained in the Company's Articles of Association. These include powers, subject to relevant legislation, to authorise the issue and buyback of the Company's shares by the Company, subject to authority being given to the Directors by the shareholders in a general meeting.

Appointment and replacement of Directors

The rules about the appointment and replacement of Directors are contained in the Company's Articles of Association. Under the Articles of Association, every Director who held office on the date seven days before the date of notice of the AGM shall retire from office. A retiring Director shall be eligible for re-election at the AGM, and a Director who is re-elected will be treated as continuing in office without a break. This is in line with the UK Corporate Governance Code, which recommends that all Directors should be subject to annual re-election.

Changes to the Articles of Association must be approved by the Company's shareholders in accordance with legislation in force from time to time.

Corporate governance statement

The information fulfilling the requirements of the corporate governance statement can be found in this Report of the Directors and on pages 94 to 145, all of which are incorporated into this Report of the Directors by reference.

Political donations

It is the Company's policy not to make political donations or undertake any activities incurring political expenditure.

2025 AGM

Details of the Company's AGM can be found in the Notice of AGM 2025, which will be made available on the Company's website at **www.gpe.co.uk/investors/shareholder-information/agmgm**

Additional disclosures

Disclosures required by Schedule 7, Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 (as amended), to the extent not already disclosed or referred to in this Report of the Directors, can be found on the following pages, all of which are incorporated into this Report of the Directors by reference:

	Page/s
Financial instruments	158, 175 to 178
Greenhouse gas emissions, energy consumption and energy efficiency action	39 to 66
Engagement with suppliers, customers and others	42 to 45, 50 to 53, 66, 73 to 77, 106 to 109, 148
Research and development	8, 13, 14, 25, 26, 29, 40 to 45, 66, 73, 75

Disclosures required by the Financial Conduct Authority's UK Listing Rule 6.6.1R can be found on the following pages:

	Page/s
Capitalised interest	33, 162 and 164
Waiver of dividends	147

The Directors' responsibilities statement is on page 150 and is incorporated into this Report of the Directors by reference. The 'Other information' found on pages 197 to 204 is also incorporated into this Report of the Directors by reference.

Significant shareholdings

As at 31 March 2025, the Company had been notified, in accordance with the Financial Conduct Authority's Disclosure Guidance and Transparency Rules (DTR 5), of the following interests in the voting rights in its ordinary share capital:

Investor[1]	Number of voting rights[2]	%[2]	Nature of holding[2]
Norges Bank Investment Management	40,320,050	9.93	Direct
BlackRock, Inc.	69,062,818	12.17	Indirect
	19,620,209	4.83	Financial instruments
KKR Investment Management LLC	18,568,821	4.57	Indirect

1. During the year, the Company was notified by T. Rowe Price Associates, Inc. that its holding had fallen to 4.46%, which is understood to be below its lowest notifiable threshold under DTR 5. It is understood that T. Rowe no longer holds significant voting rights in the Company.
2. As at date of notification.

In the period from 31 March 2025 to 20 May 2025, the Company received a further notification from BlackRock Inc. disclosing that its interests in voting rights in the Company through indirect holdings had increased to 13.04% and through holdings of financial instruments had decreased to 4.18%.

Information provided to the Company under the Financial Conduct Authority's Disclosure Guidance and Transparency Rules is publicly available via the regulatory information service and on the Company's website.

Share capital and control

As at 31 March 2025, the issued share capital of the Company was 406,188,658 (2024: 253,867,911) ordinary shares of 15$^5/_{19}$ pence each, all fully paid up and listed on the London Stock Exchange. The total issued share capital was enlarged during the year by the Company's 3 for 5 rights issue which completed on 12 June 2024.

At the 2024 AGM, shareholders authorised the Company to make market purchases of up to 60,887,679 ordinary shares of 15$^5/_{19}$ pence each, representing 14.99% of the issued share capital of the Company following the completion of the rights issue (which was shortly before last year's AGM), such authority to expire at the earlier of the conclusion of the 2025 AGM or 1 October 2025. No shares were purchased under that authority during the financial year. The Company is seeking to renew the authority at the forthcoming AGM, within the limits set out in the Company's Notice of AGM 2025.

There are no restrictions on transfer or limitations on the holding of the ordinary shares. None of the shares carry any special rights with regard to the control of the Company. There are no known arrangements under which financial rights are held by a person other than the holder of the shares and no known agreements on restrictions on share transfers and voting rights. The Great Portland Estates plc LTIP Employee Share Trust (the Trust) is an employee share scheme which holds ordinary shares in the Company on trust for the benefit of employees within the Group. The Trustee of the Trust has the power to exercise all the rights and powers (including rights with regard to control of the Company) incidental to, and to generally act in relation to, the ordinary shares subject to the Trust in such manner as the Trustee in its absolute discretion thinks fit as if it were absolutely entitled to those ordinary shares. The Trustee has waived the right to receive dividends on the shares held in the Company.

Change of control

The Company has a number of unsecured borrowing facilities provided by various lenders. These facilities generally include provisions that may require any outstanding borrowings to be repaid or the alteration or termination of the facilities upon the occurrence of a change of control of the Company. The Company's Long Term Incentive Plan, Deferred Share Bonus Plan, Restricted Share Plan and Annual Bonus Plan contain provisions relating to the vesting of awards in the event of a change of control.

Human rights, supplier stewardship, anti-corruption and anti-bribery matters

We aspire to the highest standards of conduct based on honesty and transparency in everything we do. Our Executive Committee has a high level of oversight over the Group's day-to-day policies and procedures and carries out regular reviews of the appointment of contractors, consultants and suppliers.

We support the principles of the UN Declaration of Human Rights and core conventions of the International Labour Organization. Our expectations on human rights are set out across a number of our policies and procedures as we seek to avoid causing or contributing to adverse human rights impacts through our activities. In our business relationships, we look to demonstrate a commitment to fundamental human rights through our own behaviours and look to engage suppliers whose values and business principles are consistent with our own. Whilst we require all our suppliers to comply with standards and codes that may be specific to their industry, our Supplier Code of Conduct also sets out the additional standards that we require of our suppliers in this regard. GPE team members regularly meet with main contractors to share information on industry best practice, including in relation to human rights, modern slavery, health and safety and responsible sourcing.

In September 2024, we published our latest Modern Slavery Act Statement, which can be found at **www.gpe.co.uk/our-modern-slavery-statement**, setting out the steps we have taken over the past year, and intend to take over the next 12 months, to ensure our suppliers and their supply chains adopt similar standards to our own to prevent slavery and human trafficking taking place within our supply chain.

Formal policies in place in relation to human rights, anti-bribery and corruption, fraud and sanctions matters include our overarching Financial Crime Policy, together with our Ethics, Gifts and Hospitality, Whistleblowing, Use of GPE Suppliers, Conflicts of Interest and our Inside Information and Share Dealing Policies. All new employees receive training on these policies as part of their induction process. A formal compliance statement relating to these policies is required to be signed off by employees annually, with any matters of concern reported to the Audit Committee. There were no significant matters to report to the Audit Committee in relation to these policies in the year ended 31 March 2025. The Audit Committee also reviews our Financial Crime, Ethics, Gifts and Hospitality and Whistleblowing Policies annually. Our policies can be found at **www.gpe.co.uk/about-us/governance**

Whilst we consider our industry to be relatively low risk with regard to money laundering, we also have a formal Anti-Money Laundering Policy in place and specific training is provided to employees as appropriate.

Directors' conflicts of interest

The Company's Articles of Association allow the Board to authorise potential conflicts of interest that may arise and to impose such limits or conditions as it thinks fit. The Company has established a procedure whereby any actual or potential conflicts of interest that may arise must be authorised by the Board, maintained on a register and periodically reviewed, with Directors required to update the Board with any changes to the nature of any conflicts disclosed. A Director who has a conflict of interest is not counted in the quorum or entitled to vote when the Board considers the matter in which the Director has an interest and the Director may be excluded from the meeting where appropriate. The Board considers these procedures to be working effectively.

Going concern

The Group's business activities, together with the factors affecting its operating environment are set out in the Strategic Report on pages 01 to 93. Details of the finances of the Group, including its strong liquidity position, attractively priced borrowing facilities and favourable debt maturity profile, are set out in Our financial results on pages 32 to 35 including Our capital strength on page 33 and in notes 16, 17 and 22 of the financial statements on pages 174 to 179.

The Directors have reviewed the current and projected financial position of the Group, making reasonable assumptions about future trading performance, with particular focus on macro-economic conditions in which the Group is operating, including weak UK growth, ongoing macro-economic uncertainty, geopolitical tensions and elevated interest rates. This included a severe but plausible downside scenario to consider the impact of market disruption on the Group's cash balances, its capital commitments, its debt maturity profile, including undrawn facilities and the long-term nature of customer leases. The Directors also conducted extensive stress testing, including sensitising significant increases in the cost of development to meet sustainability requirements as detailed further in the viability statement. Further information on the assumptions contained in the severe but plausible downside scenario is on page 156. On the basis of this review, and after making due enquiries, the Directors have a reasonable expectation that the Company and the Group have adequate resources to continue in operational existence for a period of at least 12 months from the date of approval of the financial statements. Accordingly, they continue to adopt the going concern basis in preparing the Annual Report and financial statements.

Viability statement

The Company's viability statement is on page 79.

Statement as to disclosure of information to the auditor

So far as the Directors who held office at the date of approval of this Report of the Directors are aware, there is no relevant audit information of which the auditor is unaware and each Director has taken all steps that he or she ought to have taken as a Director to make himself or herself aware of any relevant audit information and to establish that the auditor is aware of that information. This confirmation is given and should be interpreted in accordance with the provisions of section 418 of the Companies Act 2006.

By order of the Board

Darren Lennark
General Counsel & Company Secretary
Great Portland Estates plc
Company number: 596137
20 May 2025

Directors' responsibilities statement

The Directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have prepared the Group financial statements in accordance with UK-adopted international accounting standards and the Company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 101 'Reduced Disclosure Framework', and applicable law).

Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and Company and of the profit or loss of the Group for that period. In preparing the financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable UK-adopted international accounting standards have been followed for the Group financial statements and United Kingdom Accounting Standards, comprising FRS 101 have been followed for the Company financial statements, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Company will continue in business.

The Directors are responsible for safeguarding the assets of the Group and Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are also responsible for keeping adequate accounting records that are sufficient to show and explain the Group's and Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Company and enable them to ensure that the financial statements and the Directors' remuneration report comply with the Companies Act 2006.

The Directors are responsible for the maintenance and integrity of the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Directors' confirmations

The Directors consider that the Annual Report and accounts, taken as a whole, is fair, balanced and understandable and provides the information necessary for shareholders to assess the Group's and Company's position, performance, business model and strategy.

Each of the Directors, whose names and functions are listed on pages 100 and 101 confirm that, to the best of their knowledge:

- the Group financial statements, which have been prepared in accordance with UK-adopted international accounting standards, give a true and fair view of the assets, liabilities, financial position and loss of the Group;
- the Company financial statements, which have been prepared in accordance with United Kingdom Accounting Standards, comprising FRS 101, give a true and fair view of the assets, liabilities and financial position of the Company; and
- the Strategic Report includes a fair review of the development and performance of the business and the position of the Group and Company, together with a description of the principal risks and uncertainties that it faces.

This responsibility statement was approved by the Board of Directors and is signed on its behalf by:

Toby Courtauld
Chief Executive
20 May 2025

Nick Sanderson
Chief Financial & Operating Officer
20 May 2025

Financial statements

In this section:

NEW ACQUISITION

Whittington House, WC1

Bought in November 2024, this striking building will be refurbished to create new prime HQ offices.

Group income statement

For the year ended 31 March 2025

	Notes	2025 £m	2024 £m
Revenue	3	**94.2**	95.4
Cost of sales	4	**(35.1)**	(33.3)
		59.1	62.1
Administration expenses	5	**(40.0)**	(42.3)
Other income		**0.6**	–
Expected credit losses		**(0.2)**	(0.1)
Operating profit before surplus/(deficit) from investment property, revaluation movements and results of joint ventures		**19.5**	19.7
Surplus/(deficit) from investment property	10	**83.2**	(267.3)
Deficit on revaluation of other investments	13	**(0.4)**	(0.2)
Share of results of joint ventures	11	**21.8**	(46.7)
Operating profit/(loss)		**124.1**	(294.5)
Finance income	6	**7.2**	6.1
Finance costs	7	**(13.1)**	(17.7)
Fair value loss on derivatives	17	**(0.4)**	(1.7)
Profit/(loss) before tax		**117.8**	(307.8)
Tax	8	**(1.8)**	–
Profit/(loss) for the year		**116.0**	(307.8)
Basic earnings/(loss) per share[1]	9	**30.2p**	(101.4p)
Diluted earnings/(loss) per share[1]	9	**30.1p**	(101.4p)
Basic EPRA earnings per share[1]	9	**5.3p**	5.9p
Diluted EPRA earnings per share[1]	9	**5.2p**	5.9p

1. Previous year per share metrics adjusted for the June 2024 rights issue.

All results are derived from continuing operations in the UK and are attributable to ordinary equity holders.

Group statement of comprehensive income

For the year ended 31 March 2025

	Notes	2025 £m	2024 £m
Profit/(loss) for the year		**116.0**	(307.8)
Items that will not be reclassified subsequently to profit and loss			
Actuarial (loss)/gain on defined benefit scheme	26	**(0.8)**	0.1
Deferred tax on actuarial (loss)/gain on defined benefit scheme	8	**0.2**	–
Total comprehensive income/(expense) for the year		**115.4**	(307.7)

Group balance sheet

At 31 March 2025

	Notes	2025 £m	2024 £m
Non-current assets			
Investment property	10	**2,455.5**	1,911.0
Investment in joint ventures	11	**507.2**	491.3
Property, plant and equipment	12	**0.9**	2.0
Pension asset	26	**4.8**	4.9
Derivative financial instruments	17	**–**	0.4
Other investments	13	**2.8**	2.4
		2,971.2	2,412.0
Current assets			
Trade and other receivables	14	**20.7**	24.9
Cash and cash equivalents	22	**36.9**	22.9
		57.6	47.8
Current assets held for sale			
Investment property held for sale	10	**–**	18.2
		–	18.2
Total assets		**3,028.8**	2,478.0
Current liabilities			
Interest-bearing loans and borrowings	16	**–**	(175.0)
Trade and other payables	15	**(85.5)**	(76.2)
Corporation tax	8	**(2.6)**	(0.3)
		(88.1)	(251.5)
Non-current liabilities			
Interest-bearing loans and borrowings	16	**(848.0)**	(565.4)
Head lease obligations	18	**(87.0)**	(74.1)
Occupational lease obligations	19	**–**	(1.0)
Deferred consideration		**(2.0)**	–
Provisions in respect of warranties on sold buildings		**(3.0)**	(3.0)
		(940.0)	(643.5)
Total liabilities		**(1,028.1)**	(895.0)
Net assets		**2,000.7**	1,583.0
Equity			
Share capital	20	**62.0**	38.7
Share premium account		**358.3**	46.0
Capital redemption reserve		**326.7**	326.7
Retained earnings		**1,251.9**	1,166.0
Investment in own shares	21	**1.8**	5.6
Total equity		**2,000.7**	1,583.0
Basic net assets per share (diluted)[1]	9	**494p**	520p
EPRA NTA (diluted)[1]	9	**494p**	520p
Pro forma net assets per share[1]		**n/a**	473p

1. Previous year per share metrics adjusted for the June 2024 rights issue.

Approved by the Board on 20 May 2025 and signed on its behalf by:

Toby Courtauld
Chief Executive

Nick Sanderson
Chief Financial & Operating Officer

Group statement of cash flows

For the year ended 31 March 2025

	Notes	2025 £m	2024 £m
Operating activities			
Operating profit/(loss)		**124.1**	(294.5)
Adjustments for non-cash items	23	**(98.4)**	313.4
Decrease/(Increase) in receivables		**3.8**	(8.6)
Increase in payables		**6.2**	4.1
Cash generated from operations		**35.7**	14.4
Interest paid		**(40.9)**	(22.3)
Interest received		**1.5**	0.3
Tax paid		**(0.3)**	–
Cash flows used in operating activities		**(4.0)**	(7.6)
Investing activities			
Repayment of loans by joint ventures		**11.6**	6.7
Investment in joint ventures		**–**	(0.1)
Purchase of other investments		**(0.8)**	(0.8)
Development of investment property		**(247.5)**	(121.7)
Purchase of investment property		**(147.3)**	(128.3)
Purchase of plant and equipment		**(0.6)**	(0.1)
Sale of properties		**–**	12.6
Cash flows used in investing activities		**(384.6)**	(231.7)
Financing activities			
£450 million revolving credit facility repaid	16	**(339.0)**	(275.4)
£450 million revolving credit facility drawn	16	**442.0**	308.4
£150 million revolving credit facility repaid	16	**(2.0)**	–
£150 million revolving credit facility drawn	16	**108.3**	–
Term loan (repaid)/drawn	16	**(175.0)**	248.0
Purchase of derivative	17	**–**	(2.1)
Private placement notes repaid		**(175.0)**	–
Issue of sustainable sterling bond		**246.2**	–
Proceeds from rights issue		**350.3**	–
Transaction costs of rights issue		**(14.7)**	–
Purchase of own shares		**(5.7)**	–
Payment of lease obligations		**(1.0)**	(3.4)
Dividends paid	24	**(31.8)**	(32.7)
Cash flows generated from financing activities		**402.6**	242.8
Net increase in cash and cash equivalents		**14.0**	3.5
Cash and cash equivalents at 1 April		**22.9**	19.4
Cash and cash equivalents at 31 March	22	**36.9**	22.9

Group statement of changes in equity

For the year ended 31 March 2025

	Notes	Share capital £m	Share premium account £m	Capital redemption reserve £m	Retained earnings £m	Investment in own shares £m	Total equity £m
Total equity at 1 April 2024		38.7	46.0	326.7	1,166.0	5.6	1,583.0
Profit for the year		–	–	–	116.0	–	116.0
Actuarial loss on defined benefit scheme	26	–	–	–	(0.8)	–	(0.8)
Deferred tax on defined benefit scheme		–	–	–	0.2	–	0.2
Total comprehensive income for the year		–	–	–	115.4	–	115.4
Proceeds from three for five rights issue		23.3	327.0	–	–	–	350.3
Costs of issue		–	(14.7)	–	–	–	(14.7)
Employee share-based incentive charge	21	–	–	–	–	4.2	4.2
Purchase of own shares	21	–	–	–	–	(5.7)	(5.7)
Dividends to shareholders	24	–	–	–	(31.8)	–	(31.8)
Transfer to retained earnings	21	–	–	–	2.3	(2.3)	–
Total equity at 31 March 2025		62.0	358.3	326.7	1,251.9	1.8	2,000.7

Group statement of changes in equity

For the year ended 31 March 2024

	Notes	Share capital £m	Share premium account £m	Capital redemption reserve £m	Retained earnings £m	Investment in own shares £m	Total equity £m
Total equity at 1 April 2023		38.7	46.0	326.7	1,504.4	2.8	1,918.6
Loss for the year		–	–	–	(307.8)	–	(307.8)
Actuarial gain on defined benefit scheme	26	–	–	–	0.1	–	0.1
Deferred tax on defined benefit scheme		–	–	–	–	–	–
Total comprehensive expense for the year		–	–	–	(307.7)	–	(307.7)
Employee incentive plan charges	21	–	–	–	–	4.0	4.0
Dividends to shareholders	24	–	–	–	(31.9)	–	(31.9)
Transfer to retained earnings	21	–	–	–	1.2	(1.2)	–
Total equity at 31 March 2024		38.7	46.0	326.7	1,166.0	5.6	1,583.0

Notes forming part of the Group financial statements

1 Material accounting policies

Basis of preparation

Great Portland Estates plc is a public company limited by shares incorporated and domiciled in the United Kingdom (England and Wales). The address of the registered office is given on page 204. The financial statements have been prepared in accordance with United Kingdom adopted international accounting standards and the requirements of the Companies Act 2006 as applicable to companies reporting under those standards.

The financial statements have been prepared on the historical cost basis, except for the revaluation of properties and certain financial instruments which are held at fair value. The consolidated financial statements, including the results and financial position, are expressed in sterling (£), which is the presentation currency of the Group.

The Directors have considered the appropriateness of adopting the going concern basis in preparing the financial statements for the year ended 31 March 2025, with particular focus on the impact of the macro-economic conditions in which the Group is operating. The Directors also considered the Group's net current liability position as at 31 March 2025. The Directors' assessment is based on the next 12 months of the Group's financial forecasts from the date of approval of the Annual Report, including a severe but plausible downside scenario which included the following key assumptions:

- a 13% decline in the valuation of the property portfolio; and
- a 10% decline in estimated rental values.

The severe but plausible downside scenario demonstrates that the Group over the next 12 months:

- has sufficient liquidity to fund its ongoing operations;
  - is operating with significant headroom above its Group debt financing covenants;
  - property values would have to fall by 20% before breach (or 41% from 31 March 2025 values); and
  - earnings before interest and tax would need to fall by 68% before breach (or 87% from 31 March 2025 levels).

The Directors conducted extensive stress testing, sensitising the potential impact of climate change, as detailed further in the viability statement as well as the impact of removing non-committed capital expenditure and sensitising potential disposal proceeds. The Directors also considered the significance of events beyond the 12-month going concern period, including the maturity of the Group's term loan in September 2026, and are confident of the Group's ability to refinance the loan or repay the loan in full at maturity after taking mitigating actions. Based on these considerations, together with available market information and the Directors' knowledge and experience of the Group's property portfolio and markets, the Directors have adopted the going concern basis in preparing the accounts for the year ended 31 March 2025.

The Group has adopted a number of alternative performance measures, see note 9 for further detail.

Critical accounting judgements and key sources of estimation uncertainty

In the process of preparing the financial statements, the Directors are required to make certain judgements, assumptions and estimates. Not all of the Group's accounting policies require the Directors to make difficult, subjective or complex judgements or estimates. Any estimates and judgements made are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on the Directors' best knowledge of the amount, event or actions, actual results may differ from those estimates.

No critical judgements have been made.

The following is intended to provide an understanding of the estimates that management consider critical because of the level of complexity, judgement or estimation involved in their application and their material impact on the financial statements.

Key source of estimation uncertainty: investment property portfolio valuation

The valuation to determine the fair value of the Group's investment properties is prepared by its external valuer. The valuation is based upon a number of assumptions and estimations, including future rental income, anticipated capital expenditure, including future development costs and an appropriate discount rate. The valuer also makes reference to market evidence of transaction prices for similar properties. Information about the valuation techniques, significant assumptions and associated key unobservable inputs sensitivity disclosures are disclosed in note 10. An adjustment to any of these assumptions could lead to a material change in the property valuation. For the current year and prior year, the Directors adopted the valuation without adjustment – further information is provided in the accounting policy for investment property and note 10.

New accounting standards

In the current year, the Group has applied a number of amendments to IFRSs that are mandatorily effective for an accounting period that begins on or after 1 January 2024. Their adoption has not had any material impact on the disclosures or on the amounts reported in these financial statements. These new standards and amendments are listed below:

- Amendments to IAS 1 – Presentation of financial statements – classification of liabilities as current or non-current and non-current liabilities with covenants;
- Amendments to IFRS 8, specifically Operating Segments disclosure following IFRIC agenda decision;
- Amendments to IFRS 16 – Leases – lease liability in a sale and leaseback; and
- Amendments to IAS 7 and IFRS 7 – supplier finance arrangements.

At the date of authorisation of these financial statements, the Group has not applied the following new and revised IFRSs that have been issued but are not yet effective:

1 Material accounting policies continued

– IFRS 18 – Presentation and Disclosure in Financial Statements:
– Amendments to IFRS 9 and IFRS 7 – Amendments to the Classification and Measurement of Financial Instruments;
– IFRS 19 – Subsidiaries without Public Accountability: Disclosures;
– Amendments to IAS 21 – Lack of Exchangeability; and
– Amendments to IFRS 10 and IAS 28 – sale or contribution of assets between an investor and its associate or joint venture.

The Directors do not expect that the adoption of the standards listed above will have a material impact on the financial statements of the Group in future periods, with the exception of IFRS 18, where the Directors are still assessing its potential impact.

Basis of consolidation

The Group's financial statements consolidate the financial statements of the Company and all its subsidiary undertakings for the year ended 31 March 2025. Subsidiary undertakings are those entities controlled by the Group. Control exists when the Company is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the investee.

Revenue

Gross rental income comprises rental income and premiums on lease surrenders on investment properties for the year, exclusive of service charges receivable, on a straight-line basis. Initial direct costs incurred in arranging a lease are added to the carrying value of investment properties and are subsequently recognised as an expense over the lease term on the same basis as the lease income.

Lease incentives, including rent-free periods and payments to customers, are allocated to the income statement on a straight-line basis over the lease term or on another systematic basis, if applicable. The value of resulting accrued rental income is included within the respective property, with the aggregate cost of the incentive recognised as a reduction in rental income on a straight-line basis over the term of the lease.

Revenue from Fully Managed spaces is split between an amount attributable to the rent on a fitted basis and services income as set out in the lease agreement, which is based on stand-alone selling prices. Where the lease agreement does not provide an attribution, the Group splits the revenue based on the ERV of the fitted rent, which represents the stand-alone selling price. The rent is recognised in gross rental income (see above) and the services income is recorded over the period when the services are provided and benefit the customer.

The Group's Flex Partnerships represent leases with third-party operators where the rent payable is calculated by reference to the profitability of the space under management. The rent is recognised in gross rental income (see above).

Service charge income is recorded over the period when the services are provided and benefit the customer.

Cost of sales

Service charge expenses represent the costs of operating the Group's portfolio and are expensed as incurred.

Fully Managed service costs represent the costs of operating the Group's Fully Managed spaces and are expensed as incurred.

Other property expenses represent irrecoverable running costs directly attributable to specific properties within the Group's portfolio. Costs incurred in the improvement of the portfolio which, in the opinion of the Directors, are not of a capital nature are written-off to the income statement as incurred.

Administration expenses

Costs not directly attributable to individual properties are treated as administration expenses.

Share-based payments

The cost of granting share-based payments to employees and Directors is recognised within administration expenses in the income statement. The Group has used the stochastic model to fair value LTIP grants, which is dependent upon factors including the share price, expected volatility and vesting period. The fair value of the RSP is based on the share price at grant date. The resulting fair value is amortised through the income statement over the vesting period. The charge is recognised over the vesting period and reversed if it is likely that any non-market-based performance or service criteria will not be met. Any cost in respect of share-based payments relating to the employees of a subsidiary company is recharged accordingly.

Investment property

Both leasehold and freehold investment properties and investment properties under development are professionally valued on a fair value basis by qualified external valuers, and the Directors must ensure that they are satisfied that the valuation of the Group's properties is appropriate for inclusion in the accounts without adjustment. The valuation of the property portfolio reflects its fair value taking into account the market view of all relevant factors, including the climate-related risks associated with the properties. This includes the impact of expected regulatory changes.

The valuations have been prepared in accordance with the current versions of the RICS Valuation – Global Standards (incorporating the International Valuation Standards (IVS)) and the UK national supplement (the Red Book) and have been primarily derived using comparable recent market transactions on arm's length terms.

For investment property, this approach involves applying market-derived capitalisation yields to current and market-derived future income streams with appropriate adjustments for income voids arising from vacancies or rent-free periods.

These capitalisation yields and future income streams are derived from comparable property and leasing transactions and are considered to be the key inputs in the valuation. Other factors that are taken into account in the valuations include the tenure of the property, tenancy details, non-payment of rent, planning, building and environmental factors that might affect the property.

1 Material accounting policies continued

An investment property will be classified as held for sale where it is available for immediate sale in its present condition and the sale is highly probable.

In the case of investment property under development, the approach applied is the 'residual method' of valuation, which is the investment method of valuation as described above with a deduction for the costs necessary to complete the development, together with an allowance for the remaining risk.

The Group recognises sales and purchases of property when control passes on completion of the contract. Gains or losses on the sale of properties are calculated by reference to the carrying value at the end of the previous year, adjusted for subsequent capital expenditure.

Lease obligations

Where the Group is a lessee, a right of use asset and lease liability are recognised at the outset of the lease. The lease liability is initially measured at the present value of the lease payments based on the Group's expectations of the likelihood of the lease term. The lease liability is subsequently adjusted to reflect an imputed finance charge, payments made to the lessor and any lease modifications.

The right of use asset is initially measured at cost, which comprises the amount of the lease liability and direct costs incurred, less any lease incentives received by the Group. The Group has two categories of right of use assets: those in respect of head leases related to its leasehold properties; and an occupational lease for its head office. The right of use asset in respect of head leases is classified as investment property and is added to the carrying value of the leasehold investment property. The right of use asset in respect of its occupational leases is classified as property, plant and equipment and is subsequently depreciated over the length of the lease.

Depreciation

No depreciation is provided in respect of freehold investment properties and leasehold investment properties. Plant and equipment is held at cost less accumulated depreciation. Depreciation is provided on plant and equipment, at rates calculated to write off the cost, less residual value prevailing at the balance sheet date of each asset evenly over its expected useful life, as follows:

Fixtures and fittings – over three to five years.

Leasehold improvements – over the term of the lease.

Joint ventures

Joint ventures are accounted for under the equity method where, in the Directors' judgement, the Group has joint control of the entity. The Group's level of control in its joint ventures is driven both by the individual agreements which set out how control is shared by the partners and how that control is exercised in practice. The Group balance sheet contains the Group's share of the net assets of its joint ventures. Balances with partners owed to or from the Group by joint ventures are included within investments. The Group's share of joint venture profits and losses are included in the Group income statement in a single line. All of the Group's joint ventures adopt the accounting policies of the Group for inclusion in the Group financial statements. There have been no new joint ventures during the year and no changes to any of the agreements in place.

Income tax

Current tax is the amount payable on the taxable income for the year and any adjustment in respect of previous years. Deferred tax is provided in full on temporary differences between the tax base of an asset or liability and its carrying amount in the balance sheet. Deferred tax is determined using tax rates that have been enacted or substantively enacted by the balance sheet date and are expected to apply when the asset is realised or the liability is settled. Deferred tax assets are recognised when it is probable that taxable profits will be available against which the deferred tax assets can be utilised. No provision is made for temporary differences arising on the initial recognition of assets or liabilities that affect neither accounting nor taxable profit, with the exception of leases. Tax is included in the income statement except when it relates to items recognised directly in other comprehensive income or equity, in which case the related tax is also recognised directly in other comprehensive income or equity.

Pension benefits

The Group contributes to a defined benefit pension plan which is funded with assets held separately from those of the Group. The full value of the net assets or liabilities of the pension fund is brought onto the balance sheet at each balance sheet date. Actuarial gains and losses are taken to other comprehensive income; all other movements are taken to the income statement.

Capitalisation of interest

Interest associated with direct expenditure on investment and trading properties under development and refurbishment is capitalised. Direct expenditure includes the purchase cost of a site if it has been purchased with the specific intention to redevelop, but does not include the original book cost of a site where no intention existed. Interest is capitalised from the start of the development work until the date of practical completion. The rate used is the Group's weighted average cost of borrowings or, if appropriate, the rate on specific associated borrowings.

Other investments

Other investments comprise investments in Pi Labs European PropTech venture capital fund, which is measured at fair value, based on the net assets of the fund; this is a Level 3 valuation as defined by IFRS 13. Changes in fair value are recognised in profit or loss.

Financial instruments

i Borrowings The Group's borrowings in the form of its debentures, private placement notes and bank loans are recognised initially at fair value, after taking account of any discount or premium on issue and attributable transaction costs. Subsequently, borrowings are held at amortised cost, with any discounts, premiums and attributable costs charged to the income statement using the effective interest rate method.

ii Cash and cash equivalents Cash and cash equivalents comprise cash in hand, demand deposits and other short-term highly liquid investments that are readily convertible into a known amount of cash and are subject to insignificant risk of changes in value.

1 Material accounting policies continued

iii Trade receivables and payables Trade receivables are initially measured at the transaction price, and are subsequently measured at amortised cost using the effective interest rate method. See note 14 for further information on trade receivables and associated expected credit losses. Trade payables are initially measured at fair value and subsequently measured at amortised cost.

iv Derivative financial instruments The Group uses derivatives (principally interest rate caps) in managing interest rate risk, and does not use them for trading. They are recorded, and subsequently revalued, at fair value, with revaluation gains or losses being immediately taken to the income statement. Derivatives with a maturity of less than 12 months or that expect to be settled within 12 months of the balance sheet date are presented as current assets or liabilities. Other derivatives are presented as non-current assets or liabilities.

2 Segmental analysis

IFRS 8 Operating Segments requires the identification of operating segments based on internal financial reports detailing components of the Group regularly reviewed by the chief operating decision makers (the Group's Executive Committee) in order to allocate resources to the segments and to assess their performance.

The Directors have concluded that, based on the level of information provided to the Executive Committee, that its Fully Managed operations is an operating segment as defined by IFRS 8. Furthermore, given the revenue is in excess of 10% of wider Group revenue, the segment should be separately reported from the remainder of the Group's activities.

The remainder of the Group's components are managed together, with their operating results reviewed on an aggregated basis. All of the Group's revenue is generated from investment properties located in a small radius within central London. The properties are managed as a single portfolio by a Portfolio Management team whose responsibilities are not segregated by location or type but are managed on an asset-by-asset basis. The majority of the Group's assets are mixed-use, therefore the office, retail and any residential space are managed together. The Directors have considered the nature of the business, how the business is managed and how they review performance, and in their judgement, the Group has only two reportable segments.

The Executive Committee reviews the performance of its Fully Managed offer based on gross revenue (including Fully Managed services income) net of cost of sales on a proportionally consolidated basis (including the Group's joint ventures at share). Total assets and liabilities are not monitored by segment.

Segmental analysis for the year ended 31 March 2025

	Fully Managed offices including joint ventures £m	Joint ventures £m	Group Fully Managed offices £m	Remainder of portfolio £m	Total 2025 £m
Revenue	**20.6**	**(1.8)**	**18.8**	**75.4**	**94.2**
Cost of sales	**(11.3)**	**0.5**	**(10.8)**	**(24.3)**	**(35.1)**
Net result	**9.3**	**(1.3)**	**8.0**	**51.1**	**59.1**

Group Fully Managed office revenue includes £0.3 million (2024: £nil) in respect of spreading of lease incentives.

Segmental analysis for the year ended 31 March 2024

	Fully Managed offices including joint ventures £m	Joint ventures £m	Group Fully Managed offices £m	Remainder of portfolio £m	Total 2024 £m
Revenue	13.6	(1.4)	12.2	83.2	95.4
Cost of sales	(8.6)	0.5	(8.1)	(25.2)	(33.3)
Net result	5.0	(0.9)	4.1	58.0	62.1

3 Revenue

	2025 £m	2024 £m
Gross rental income	**69.4**	67.2
Spreading of lease incentives	**(1.4)**	5.7
Service charge income	**12.8**	14.4
Fully Managed services income	**10.9**	6.4
Joint venture fee income	**2.5**	1.7
	94.2	95.4

3 Revenue continued

The table below sets out the Group's gross rental income split between types of space provided:

	2025 £m	2024 £m
Ready to Fit	**36.4**	37.9
Retail	**11.8**	10.5
Fitted	**7.9**	6.8
Fully Managed	**7.6**	5.8
Flex Partnerships	**3.0**	3.8
Hotel	**2.7**	2.4
	69.4	67.2

The table below sets out the Group's net rental income, which is an alternative performance measure (see note 9):

	2025 £m	2024 £m
Gross rental income	**69.4**	67.2
Expected credit loss	**(0.1)**	(0.2)
Rental income	**69.3**	67.0
Spreading of lease incentives	**(1.4)**	5.7
Ground rent	**(0.6)**	(0.6)
Net rental income	**67.3**	72.1

4 Cost of sales

	2025 £m	2024 £m
Service charge expenses	**16.5**	17.7
Fully Managed service expenses	**10.8**	8.1
Other property expenses	**7.2**	6.9
Ground rent	**0.6**	0.6
	35.1	33.3

The table below sets out the Group's property costs, which is an alternative performance measure (see note 9):

	2025 £m	2024 £m
Service charge income	**(12.8)**	(14.4)
Service charge expenses	**16.5**	17.7
Fully Managed services income	**(10.9)**	(6.4)
Fully Managed services expenses	**10.8**	8.1
Other property expenses	**7.2**	6.9
Expected credit loss/(recovery)	**0.1**	(0.1)
Property costs	**10.9**	11.8

5 Administration expenses

	2025 £m	2024 £m
Employee costs	**29.7**	30.9
Depreciation (see note 12)	**1.7**	1.6
Other head office costs	**8.6**	9.8
	40.0	42.3

5 Administration expenses continued

Included within employee costs is an accounting charge for the Employee Long Term Incentive Plan and deferred bonus shares of £4.2 million (2024: £4.0 million). Employee costs, including those of Directors, comprise the following:

	2025 £m	2024 £m
Wages and salaries (including annual bonuses)	**24.2**	24.4
Share-based payments	**4.0**	4.1
Social security costs	**4.0**	3.7
Other pension costs	**2.1**	2.4
	34.3	34.6
Less: recovered through service charges	**(2.0)**	(1.9)
Less: capitalised into development projects	**(2.1)**	(1.8)
Less: Fully Managed staff costs	**(0.5)**	–
	29.7	30.9

Key management compensation

The emoluments and pension benefits of the Directors are set out in detail within the Directors' remuneration report on pages 126 to 145. The Directors and the Executive Committee are considered to be key management for the purposes of IAS 24 – Related Party Transactions with their aggregate compensation set out below:

	2025 £m	2024 £m
Wages and salaries (including annual bonuses)	**6.4**	6.8
Share-based payments	**1.9**	1.9
Social security costs	**1.1**	1.1
Other pension costs	**0.4**	0.5
	9.8	10.3

The number of people considered key management totalled 15 (2024: 17). The Group had loans to key management of £nil (2024: £2,880) outstanding at 31 March 2025. The Group's key management, its pension plan and joint ventures are the Group's only related parties.

Employee information

The monthly average number of employees of the Group, including Directors, was:

	2025 Number	2024 Number
Head office and property management	**158**	150

Auditor's remuneration

	2025 £000	2024 £000
Audit of the Group and Company's annual accounts	**345**	394
Audit of subsidiaries	**111**	107
	456	501
Audit-related assurance services, including the interim review	**63**	61
Reporting accountant fees – rights issue and issue of £250.0 million sustainable sterling bond	**308**	–
Sustainability assurance	**73**	68
Auditor's remuneration	**900**	630

6 Finance income

	2025 £m	2024 £m
Interest income on joint venture balances	**5.7**	5.8
Interest on cash deposits	**1.5**	0.3
	7.2	6.1

7 Finance costs

	2025 £m	2024 £m
Interest on revolving credit facilities	**7.3**	5.8
Interest on term loan	**12.8**	8.5
Interest on private placement notes	**7.6**	11.0
Interest on sustainable sterling bond	**7.2**	–
Interest on debenture stock	**1.2**	1.2
Interest on obligations under head leases	**3.1**	2.4
Other	**0.4**	0.1
Gross finance costs	**39.6**	29.0
Less: capitalised interest	**(26.5)**	(11.3)
	13.1	17.7

The Group capitalised interest on certain developments with specific associated borrowings at 6.9% (2024: 6.8%), with the remainder at the Group's weighted average cost of non-specific borrowings of 4.6% (2024: 3.5%).

8 Tax

	2025 £m	2024 £m
Current tax		
UK corporation tax – current period	**1.6**	–
UK corporation tax – prior periods	**–**	–
Total current tax	**1.6**	–
Deferred tax	**0.2**	–
Tax charge for the year	**1.8**	–

The effective rate of tax is lower (2024: lower) than the standard rate of tax. The difference arises from the items set out below:

	2025 £m	2024 £m
Profit/(loss) before tax	**117.8**	(307.8)
Tax charge/(credit) on profit/(loss) at standard rate of 25% (2024: 25%)	**29.5**	(77.0)
REIT tax exempt rental profits and gains	**(7.9)**	(7.4)
Changes in fair value of properties not subject to tax	**(24.5)**	80.5
Other	**4.7**	3.9
Tax charge for the year	**1.8**	–

The Group complied with all the requirements necessary to maintain its REIT status throughout the year. If our REIT interest cover is below 1.25x each year, we are subject to corporation tax on the shortfall. During the year, our REIT interest cover was below 1.25x and as a result we incurred a current tax charge of £1.6 million (2024: £nil).

During the year, £0.2 million (2024: £nil) of deferred tax was credited directly to equity. The Group recognised a net deferred tax asset at 31 March 2025 of £nil (2024: £nil). This consists of deferred tax assets of £1.4 million (2024: £1.6 million) and deferred tax liabilities of £1.4 million (2024: £1.6 million).

8 **Tax** continued

Deferred tax is calculated using tax rates that have been enacted or substantively enacted at the balance sheet date.

Movement in deferred tax

	At 1 April 2024 £m	Recognised in the income statement £m	Recognised in equity £m	At 31 March 2025 £m
Net deferred tax (liability)/asset in respect of other temporary differences	–	**(0.2)**	**0.2**	**–**

The Group has not recognised further deferred tax assets in respect of gross temporary differences arising from the following items, because it is uncertain whether future taxable profits will arise against which these assets can be utilised:

	2025 £m	2024 £m
Revenue losses	**32.4**	24.6
Share-based payments	**7.8**	8.4
Other	**1.5**	1.3
	41.7	34.3

As a REIT, the majority of rental profits and chargeable gains from the Group's property rental business are exempt from UK corporation tax. The Group is otherwise subject to corporation tax. In particular, the Group's REIT exemption does not extend to either profits arising from the sale of trading properties or gains arising from the sale of investment properties in respect of which a major redevelopment has completed within the preceding three years.

In order to ensure that the Group is able to both retain its status as a REIT and avoid financial charges being imposed, a number of tests (including a minimum distribution test) must be met by both Great Portland Estates plc and by the Group as a whole on an ongoing basis. These conditions are detailed in the Corporation Tax Act 2010.

The Group has assessed the impact of the Pillar Two tax legislation, which came into effect on 1 January 2024. The Group does not meet the minimum thresholds for the legislation to apply for the year ended 31 March 2025 and expects this to remain the case for the foreseeable future. All entities within the Group are UK tax resident.

9 Earnings per share, alternative performance measures and EPRA metrics

As is usual practice in our sector, we use alternative performance measures (APMs) to help explain the performance of the business. These include quoting a number of measures on a proportionally consolidated basis to include joint ventures, as it best describes how we manage the portfolio, and using measures prescribed by the European Public Real Estate Association (EPRA). The measures defined by EPRA are designed to enhance transparency and comparability across the European real estate sector in accordance with its Best Practice Recommendations (BPR). The Directors consider these EPRA metrics, and the other metrics provided, to be the most appropriate method of reporting the value and performance of the business. During the year, EPRA updated its BPR guidelines to incorporate changes to EPRA earnings effective for reporting periods starting after 1 October 2024. The Directors have adopted the revised guidelines early in the current financial year. A summary of our EPRA measures is on page 35. EPRA capital expenditure and EPRA NIY are included in note 10 and EPRA vacancy is set out on page 201.

In June 2024, the Company issued 152,320,747 new shares through a rights issue (see note 20). To reflect the rights issue, the comparative number of shares previously used to calculate the basic and diluted per share data has been restated in the below earnings and net asset value per share calculations. In accordance with IAS 33 – Earnings per share, an adjustment factor of 1.20 has been applied to the comparative number of shares based on the ratio of the Company's closing share price of 414.6 pence per share on 22 May 2024, being the day prior to the announcement of the rights issue (adjusted for the recommended final dividend for the year ended 31 March 2024) and the theoretical ex-rights price at that date of 345.4 pence per share.

Earnings per share

Weighted average number of ordinary shares

	2025 Number of shares	2024 Re-stated Number of shares
Issued ordinary share capital at 1 April	**253,867,911**	253,867,911
Rights issue	**132,033,365**	50,883,840
Investment in own shares	**(1,816,870)**	(1,064,976)
Weighted average number of ordinary shares at 31 March – basic	**384,084,406**	303,686,775

9 Earnings per share, alternative performance measures and EPRA metrics continued

Basic and diluted earnings per share (EPS)

	Profit after tax 2025 £m	Number of shares 2025 million	Profit per share 2025 pence	Loss after tax 2024 £m	Re-stated number of shares 2024 million	Re-stated loss per share 2024 pence
Basic	**116.0**	**384.1**	**30.2**	(307.8)	303.7	(101.4)
Dilutive effect of LTIP shares	**–**	**0.9**	**(0.1)**	–	–	–
Diluted	**116.0**	**385.0**	**30.1**	(307.8)	303.7	(101.4)

Basic and diluted EPRA EPS

	Earnings/(loss) after tax 2025 £m	Number of shares 2025 million	Earnings/(loss) per share 2025 pence	(Loss)/earnings after tax 2024 £m	Re-stated number of shares 2024 million	Re-stated (loss)/earnings per share 2024 pence
Basic	**116.0**	**384.1**	**30.2**	(307.8)	303.7	(101.4)
(Surplus)/deficit from investment property net of tax (note 10)	**(83.2)**	**–**	**(21.6)**	267.3	–	88.0
(Surplus)/deficit from joint venture investment property (note 11)	**(14.5)**	**–**	**(3.7)**	56.5	–	18.6
Debt cancellation costs (note 16)	**0.7**	**–**	**0.2**	–	–	–
Deficit on revaluation of derivatives (note 17)	**0.4**	**–**	**0.1**	1.7	–	0.6
Deficit on revaluation of other investments (note 13)	**0.4**	**–**	**0.1**	0.2	–	0.1
Deferred tax in respect of adjustments (note 8)	**0.2**	**–**	**–**	–	–	–
Exceptional item: IT transformation costs	**0.2**	**–**	**–**	–	–	–
Basic EPRA earnings	**20.2**	**384.1**	**5.3**	17.9	303.7	5.9
Dilutive effect of LTIP shares (note 21)	**–**	**0.9**	**(0.1)**	–	0.1	–
Diluted EPRA earnings	**20.2**	**385.0**	**5.2**	17.9	303.8	5.9

During the year, the Group commenced an IT transformation project to replace the Group's finance and property management system. The cost of this project has been excluded from EPRA EPS in accordance with the EPRA Best Practices Recommendations September 2024.

Cash earnings per share

	Profit after tax 2025 £m	Number of shares 2025 million	Earnings per share 2025 pence	Profit after tax 2024 £m	Re-stated number of shares 2024 million	Re-stated earnings per share 2024 pence
Diluted EPRA earnings	**20.2**	**385.0**	**5.2**	17.9	303.8	5.9
Capitalised interest	**(26.5)**	**–**	**(6.9)**	(11.3)	–	(3.7)
Spreading of lease incentives	**1.0**	**–**	**0.3**	(5.7)	–	(1.9)
Spreading of lease incentives in joint ventures	**2.4**	**–**	**0.7**	(1.4)	–	(0.4)
Capitalised interest in joint ventures	**(0.2)**	**–**	**(0.1)**	–	–	–
Employee incentive plan charges	**4.2**	**–**	**1.1**	4.0	–	1.3
Cash earnings per share	**1.1**	**385.0**	**0.3**	3.5	303.8	1.2

Net assets per share

The Group has adopted EPRA's Best Practice Recommendations for Net Asset Value (NAV) metrics. The recommendations include three NAV metrics: EPRA Net Tangible Assets (NTA), Net Reinvestment Value (NRV) and Net Disposal Value (NDV). We consider EPRA NTA to be the most relevant measure for the Group and the primary measure of IFRS net asset value; definitions are included in the glossary.

In addition, we have presented a pro forma net assets per share, which re-states the 31 March 2024 balance sheet, to include the net proceeds and new shares issued as a result from the rights issue. We consider the pro forma net assets per share to be a more appropriate metric to benchmark performance over the year, given it is based on balance sheet values rather than share price derived metrics.

9 Earnings per share, alternative performance measures and EPRA metrics continued

Number of ordinary shares

	2025 Number of shares	2024 Re-stated number of shares
Issued ordinary share capital	**253,867,911**	253,867,911
Rights issue	**152,320,747**	50,883,840
Investment in own shares	**(2,893,542)**	(1,064,976)
Number of shares – basic	**403,295,116**	303,686,775
Dilutive effect of LTIP shares	**1,472,577**	676,992
Number of shares – diluted	**404,767,693**	304,363,767

EPRA net assets per share at 31 March 2025

	IFRS £m	EPRA NTA £m	EPRA NDV £m	EPRA NRV £m
IFRS basic and diluted net assets	**2,000.7**	**2,000.7**	**2,000.7**	**2,000.7**
Fair value of derivative financial instruments	**–**	**–**	**–**	**–**
Fair value of financial liabilities (note 17)	**–**	**–**	**46.5**	**–**
Real estate transfer tax	**–**	**–**	**–**	**209.3**
Net assets used in per share calculations	**2,000.7**	**2,000.7**	**2,047.2**	**2,210.0**

	IFRS pence	EPRA NTA pence	EPRA NDV pence	EPRA NRV pence
Net assets per share (pence)	**496**	**496**	**508**	**548**
Diluted net assets per share (pence)	**494**	**494**	**506**	**546**

EPRA net assets per share at 31 March 2024

	IFRS £m	EPRA NTA £m	EPRA NDV £m	EPRA NRV £m
IFRS basic and diluted net assets	1,583.0	1,583.0	1,583.0	1,583.0
Fair value of derivative financial instruments	–	(0.4)	–	(0.4)
Fair value of financial liabilities (note 17)	–	–	50.7	–
Real estate transfer tax	–	–	–	170.1
Net assets used in per share calculations	1,583.0	1,582.6	1,633.7	1,752.7

	Re-stated IFRS pence	Re-stated EPRA NTA pence	Re-stated EPRA NDV pence	Re-stated EPRA NRV pence
Net assets per share (pence)	521	521	538	577
Diluted net assets per share (pence)	520	520	537	576

Pro forma net assets per share

The prior year's NTA, adjusted for the impact of the new equity raised as a result of the rights issue is as follows:

	31 March 2024 Re-stated as above	Share adjustment per IAS 33	31 March 2024 as disclosed	Net proceeds from rights issue	31 March 2024 Pro forma
EPRA net assets (£m)	1,582.6	–	**1,582.6**	335.6	**1,918.2**
Number of shares (million) – diluted	304.4	(50.9)	**253.5**	152.3	**405.8**
Diluted net assets per share (pence)	520		**624**		**473**

Financial statements

9 Earnings per share, alternative performance measures and EPRA metrics continued

Total Accounting Return (TAR)

	2025 £m	2024 £m
Opening EPRA net assets	**1,582.6**	1,918.6
Adjusted for rights issue	**335.6**	–
Re-stated opening EPRA net assets (A)	**1,918.2**	1,918.6
Closing net assets	**2,000.7**	1,582.6
Increase/(decrease) in net assets	**82.5**	(336.0)
Ordinary dividends paid in the year	**31.8**	31.9
Total return (B)	**114.3**	(304.1)
Total Accounting Return (B/A)	**6.0%**	(15.9%)

EPRA loan-to-property value and net debt

We consider loan-to-property value, including our share of joint ventures, to be the best measure of the Group's risk from financial leverage. We also present net gearing as it is a key covenant on our loan facilities (see note 16).

	2025 £m	2024 £m
£21.9 million 5⅝% debenture stock 2029	**21.9**	21.9
£450.0 million revolving credit facility	**150.0**	47.0
£150.0 million revolving credit facility	**107.0**	–
£75.0 million term loan 2026 (2024: £250.0 million)	**75.0**	250.0
£250.0 million 5.375% sustainable sterling bond 2031	**250.0**	–
Private placement notes	**250.0**	425.0
Less: cash and cash equivalents	**(36.9)**	(22.9)
Group net debt	**817.0**	721.0
Net payables (including customer rent deposits)	**72.4**	54.6
Group net debt including net payables	**889.4**	775.6
Joint venture net payables (at share)	**9.5**	10.5
Less: joint venture cash and cash equivalents (at share)	**(15.9)**	(25.7)
Net debt including joint ventures (A)	**883.0**	760.4
Group properties at market value	**2,368.5**	1,855.1
Joint venture properties at market value (at share)	**500.8**	476.1
Property portfolio at market value including joint ventures (B)	**2,869.3**	2,331.2
EPRA loan-to-property value (A/B)	**30.8%**	32.6%

Group cash and cash equivalents includes customer rent deposits held in separate designated bank accounts of £18.7 million (2024: £17.0 million), the use of the deposits is subject to restrictions as set out in the customer's lease agreement and therefore not available for general use by the Group.

9 Earnings per share, alternative performance measures and EPRA metrics continued

EPRA cost ratio (including share of joint ventures)

	2025 £m	2024 £m
Administration expenses	**40.0**	42.3
Net property costs (excluding Fully Managed services income and costs)	**11.0**	10.1
Joint venture management fee income (excluding Fully Managed services income and costs, note 3)	**(2.5)**	(1.7)
Joint venture property and administration costs (note 11)	**3.1**	3.6
EPRA costs (including direct vacancy costs) (A)	**51.6**	54.3
Direct vacancy costs	**(6.9)**	(5.1)
Joint venture direct vacancy cost	**(1.3)**	(2.2)
EPRA costs (excluding direct vacancy costs) (B)	**43.4**	47.0
Net rental income (note 3)	**67.3**	72.1
Joint venture net rental income (note 11)	**15.9**	19.4
Gross rental income (C)	**83.2**	91.5
Portfolio at fair value including joint ventures (D)	**2,869.3**	2,331.2
Cost ratio (including direct vacancy costs) (A/C)	**62.0%**	59.3%
Cost ratio (excluding direct vacancy costs) (B/C)	**52.1%**	51.4%
Cost ratio (by portfolio value) (A/D)	**1.8%**	2.3%

Net gearing

	2025 £m	2024 £m
Nominal value of interest-bearing loans and borrowings (see note 16)	**853.9**	743.9
Obligations under occupational leases (note 19)	**–**	1.0
Less: cash and cash equivalents (unrestricted) (note 22)	**(18.2)**	(5.9)
Adjusted net debt (A)	**835.7**	739.0
Net assets	**2,000.7**	1,583.0
Pension scheme asset (note 26)	**(4.8)**	(4.9)
Adjusted net equity (B)	**1,995.9**	1,578.1
Net gearing (A/B)	**41.9%**	46.8%

10 Investment property

Investment property

	Freehold £m	Leasehold £m	Total £m
Book value at 1 April 2023	883.5	925.0	1,808.5
Costs capitalised	28.0	57.3	85.3
Movement in lease incentives	7.8	(0.4)	7.4
Interest capitalised	2.2	2.6	4.8
Acquisitions	128.3	–	128.3
Disposals	(5.8)	(8.4)	(14.2)
Transfer to investment property under development	(50.1)	(59.6)	(109.7)
Transfer to investment property held for sale	–	(18.2)	(18.2)
Net valuation deficit on investment property	(108.8)	(106.0)	(214.8)
Book value at 31 March 2024	885.1	792.3	1,677.4
Costs capitalised	**55.3**	**53.5**	**108.8**
Movement in lease incentives	**0.3**	**(0.9)**	**(0.6)**
Interest capitalised	**2.4**	**3.5**	**5.9**
Acquisitions	**57.3**	**122.9**	**180.2**
Disposals	**–**	**(0.5)**	**(0.5)**
Net valuation surplus on investment property	**36.7**	**42.5**	**79.2**
Book value at 31 March 2025 (A)	**1,037.1**	**1,013.3**	**2,050.4**

Investment property under development

	Freehold £m	Leasehold £m	Total £m
Book value at 1 April 2023	–	113.7	113.7
Costs capitalised	–	54.6	54.6
Interest capitalised	–	6.5	6.5
Transfer from investment property	50.1	59.6	109.7
Net valuation deficit on investment property under development	–	(50.9)	(50.9)
Book value at 31 March 2024	50.1	183.5	233.6
Costs capitalised	**23.6**	**123.0**	**146.6**
Interest capitalised	**4.7**	**15.9**	**20.6**
Net valuation (deficit)/surplus on investment property under development	**(8.3)**	**12.6**	**4.3**
Book value at 31 March 2025 (B)	**70.1**	**335.0**	**405.1**
Book value of investment property & investment property under development (A+B)	**1,107.2**	**1,348.3**	**2,455.5**

Investment property held for sale

	Freehold £m	Leasehold £m	Total £m
Book value at 1 April 2023 and 31 March 2024	–	18.2	18.2
Disposals	**–**	**(18.2)**	**(18.2)**
Book value of investment property held for sale at 31 March 2025 (C)	**–**	**–**	**–**
Book value of total investment property at 31 March 2025 (A+B+C)	**1,107.2**	**1,348.3**	**2,455.5**

The book value of investment property includes £87.0 million (2024: £74.1 million) in respect of the present value of future ground rents. The market value of the portfolio (excluding these amounts) is £2,368.5 million. The total portfolio value including joint venture properties of £500.8 million (see note 11) was £2,869.3 million. At 31 March 2025, property with a carrying value of £114.8 million (2024: £107.0 million) was secured under the first mortgage debenture stock (see note 16).

10 Investment property continued

Surplus from investment property

	2025 £m	2024 £m
Net valuation surplus/(deficit) on investment property	**83.5**	(265.7)
Loss on sale of investment properties	**(0.3)**	(1.6)
	83.2	(267.3)

The Group's investment properties, including those held in joint ventures (note 11), were valued on the basis of fair value by CBRE Limited (CBRE), external valuers, as at 31 March 2025. The valuations have been prepared in accordance with the current versions of the RICS Valuation – Global Standards (incorporating the International Valuation Standards (IVS)) and the UK national supplement (the Red Book) and have been primarily derived using comparable recent market transactions on arm's length terms. In accordance with the updated RICS UK supplement of its 'Red Book', which introduces a mandatory rotation cycle for its valuers, CBRE will rotate off following their final valuation of the portfolio at 31 March 2026. A process is underway to select their successor.

The total fees, including the fixed fee for this assignment, earned by CBRE (or other companies forming part of the same group of companies within the UK) from the Group are less than 5.0% of its total UK revenues. CBRE has carried out valuation instructions, agency and professional services on behalf of the Group for in excess of 20 years.

Real estate valuations are complex and derived using comparable market transactions which are not publicly available and involve an element of judgement. Therefore, we have classified the valuation of the property portfolio as Level 3 as defined by IFRS 13; this is in line with EPRA guidance. There were no transfers between levels during the year. Inputs to the valuation, including capitalisation yields (typically the true equivalent yield) and rental values, are defined as 'unobservable' as defined by IFRS 13.

Everything else being equal, there is a positive relationship between rental values and the property valuation, such that an increase in rental values will increase the valuation of a property and a decrease in rental values will reduce the valuation of the property. Any percentage movement in rental values will translate into approximately the same percentage movement in the property valuation. However, due to the long-term nature of leases, where the passing rent is fixed and often subject to upwards only rent reviews, the impact will not be immediate and will be recognised over a number of years. The relationship between capitalisation yields and the property valuation is negative and more immediate; therefore, an increase in capitalisation yields will reduce the valuation of a property and a reduction will increase its valuation. There is a negative relationship between development costs and the property valuation, such that an increase in estimated development costs will decrease the valuation of a property under development and a decrease in estimated development costs will increase the valuation of a property under development. There are interrelationships between these inputs as they are determined by market conditions, and the valuation movement in any one period depends on the balance between them. If these inputs move in opposite directions (i.e. rental values increase and yields decrease), valuation movements can be amplified, whereas if they move in the same direction, they may offset, reducing the overall net valuation movement.

An increase of 10% on the capital expenditure on the Group's three HQ development schemes and four Fully Managed conversion schemes, which the Directors believe is a reasonable variance to budgeted costs based on industry experience, would reduce the valuation by £35.7 million (31 March 2024: £49.8 million), with a decrease of 10% increasing the valuation by £35.7 million (31 March 2024: £49.8 million).

A decrease in the capitalisation yield by 25 basis points would result in an increase in the fair value of the Group's investment property by £112.1 million (£137.4 million including a share of joint ventures) compared to a £203.2 million based on a 50 basis point movement at 31 March 2024. A 25 basis point increase would reduce the fair value by £102.4 million (£125.4 million including a share of joint ventures) compared to a £166.7 million based on a 50 basis point movement at 31 March 2024. A movement of 12 basis points was shown across the portfolio over the last 12 months and a 25 basis point movement is therefore considered to be a reasonably possible change. Given there is only a marginal difference in the overall yields for office and retail and the movement in year, we feel this sensitivity to be appropriate.

The valuation of the property portfolio reflects its fair value taking into account the climate-related risks associated with the properties. This includes the impact of expected regulatory changes, and we estimate that the investment required to upgrade our existing buildings to the new minimum EPC B rating by 2030 is less than £10 million (£10 million including share of joint ventures (2024: £10 million and £10 million respectively)), over and above specific refurbishment and development assumptions included in the valuation.

During the year, the Group capitalised £2.1 million (2024: £1.8 million) of employee costs in respect of its development team into investment properties under development. At 31 March 2025, the Group had capital commitments of £359.7 million (2024: £502.3 million).

10 Investment property continued

Key inputs to the valuation (by building and location) at 31 March 2025

		ERV		True equivalent yield	
		Average £ per sq ft	Range £ per sq ft	Average %	Range %
North of Oxford Street	Office	**117**	**56 – 221**	**5.6**	**4.9 – 7.7**
	Retail	**67**	**34 – 150**	**5.3**	**4.6 – 10.6**
Rest of West End	Office	**162**	**70 – 267**	**5.2**	**4.5 – 7.6**
	Retail	**109**	**15 – 323**	**4.9**	**4.5– 6.8**
City, Midtown and Southwark	Office	**89**	**35 – 197**	**5.8**	**5.0 – 7.3**
	Retail	**30**	**26 – 36**	**5.6**	**5.0 – 6.5**

Key inputs to the valuation (by building and location) at 31 March 2024

		ERV		True equivalent yield	
		Average £ per sq ft	Range £ per sq ft	Average %	Range %
North of Oxford Street	Office	102	74 – 174	5.3	4.8 – 7.3
	Retail	67	34 – 110	5.3	4.5 – 10.0
Rest of West End	Office	143	70 – 249	5.8	5.0 – 7.3
	Retail	115	15 – 295	5.0	3.2 – 6.8
City, Midtown and Southwark	Office	83	47 – 173	5.7	5.4 – 7.3
	Retail	36	25 – 36	5.9	5.5 – 6.7

EPRA capital expenditure (alternative performance measure)

	2025 £m	2024 £m
Group		
Acquisitions (note 10)	**180.2**	128.3
Developments (note 10)	**146.6**	54.6
Interest capitalised (note 7)	**26.5**	11.3
Investment properties: incremental lettable space	**–**	–
Investment properties: no incremental lettable space (note 10)	**108.8**	85.3
Movement in lease incentives (note 10)	**(0.6)**	7.4
Group total	**461.5**	286.9
Joint ventures (at share, note 10)		
Developments	**–**	–
Interest capitalised (note 9)	**0.2**	–
Investment properties: incremental lettable space	**–**	–
Investment properties: no incremental lettable space	**11.5**	5.7
Movement in lease incentives	**(1.5)**	2.4
Total capital expenditure	**471.7**	295.0
Conversion from accrual to cash basis	**(7.7)**	(12.0)
Total capital expenditure on a cash basis	**464.0**	283.0

10 Investment property continued

EPRA net initial yield (NIY) and topped-up NIY (alternative performance measure)

	2025 £m	2024 £m
Properties at fair value including joint ventures	**2,869.3**	2,331.2
Less: properties under development including joint ventures	**(372.9)**	(201.5)
Less: residential properties	**(6.8)**	(4.7)
Like-for-like investment property portfolio, proposed and completed developments	**2,489.6**	2,125.0
Plus: estimated purchasers' costs	**181.6**	155.0
Grossed-up completed property portfolio valuation (B)	**2,671.2**	2,280.0
Annualised cash passing rental income[1]	**84.7**	85.9
Net service charge expense including joint ventures	**(4.9)**	(5.1)
Other irrecoverable property costs including joint ventures	**(8.9)**	(7.9)
Annualised net rents (A)	**70.9**	72.9
Plus: rent-free periods and other lease incentives including joint ventures	**16.0**	3.9
Topped-up annualised net rents (C)	**86.9**	76.8
EPRA net initial yield (A/B)	**2.7%**	3.2%
EPRA topped-up initial yield (C/B)	**3.3%**	3.4%

1. Annualised passing rental income as calculated by the Group's external valuers including joint ventures at share.

See note 9 for further detail on EPRA measures which are Alternative Performance Metrics.

11 Investment in joint ventures

The Group has the following investments in joint ventures:

	Equity £m	Balances with partners £m	2025 Total £m	2024 Total £m
At 1 April	**277.8**	**213.5**	**491.3**	538.8
Movement on joint venture balances	**–**	**(5.9)**	**(5.9)**	(0.9)
Additions	**–**	**–**	**–**	0.1
Share of profit of joint ventures	**7.3**	**–**	**7.3**	9.8
Share of revaluation surplus/(deficit) of joint ventures	**14.5**	**–**	**14.5**	(56.5)
Share of results of joint ventures	**21.8**	**–**	**21.8**	(46.7)
Distributions	**–**	**–**	**–**	–
At 31 March	**299.6**	**207.6**	**507.2**	491.3

All of the Group's joint ventures operate solely in the United Kingdom and comprise the following:

	Country of registration	2025 ownership	2024 ownership
The GHS Limited Partnership	Jersey	**50%**	50%
The Great Ropemaker Partnership	United Kingdom	**50%**	50%
The Great Victoria Partnerships	United Kingdom	**50%**	50%

11 Investment in joint ventures continued

The Group's share in the assets and liabilities, revenues and expenses for the joint ventures is set out below:

	The GHS Limited Partnership £m	The Great Ropemaker Partnership £m	The Great Victoria Partnerships £m	2025 Total £m	2025 At share £m	2024 At share £m
Balance sheets						
Investment property	**670.6**	**259.3**	**82.0**	**1,011.9**	**505.9**	481.2
Current assets	**0.3**	**3.8**	**0.2**	**4.3**	**2.1**	2.7
Cash and cash equivalents	**14.6**	**3.7**	**13.4**	**31.7**	**15.9**	25.7
Balances from partners	**(207.7)**	**(134.5)**	**(73.1)**	**(415.3)**	**(207.6)**	(213.5)
Current liabilities	**(11.7)**	**(11.4)**	**(0.1)**	**(23.2)**	**(11.6)**	(13.2)
Obligations under head leases	**–**	**(10.2)**	**–**	**(10.2)**	**(5.1)**	(5.1)
Net assets	**466.1**	**110.7**	**22.4**	**599.2**	**299.6**	277.8

	The GHS Limited Partnership £m	The Great Ropemaker Partnership £m	The Great Victoria Partnerships £m	2025 Total £m	2025 At share £m	2024 At share £m
Income statements						
Revenue	**24.5**	**17.6**	**4.6**	**46.7**	**23.4**	26.5
Net rental income	**19.6**	**10.2**	**1.9**	**31.7**	**15.9**	19.4
Property and administration costs	**(0.5)**	**(4.5)**	**(1.8)**	**(6.8)**	**(3.4)**	(3.6)
Net finance costs	**(8.2)**	**(2.4)**	**0.3**	**(10.3)**	**(5.2)**	(6.0)
Share of profit from joint ventures	**10.9**	**3.3**	**0.4**	**14.6**	**7.3**	9.8
Revaluation of investment property	**32.0**	**(6.3)**	**3.3**	**29.0**	**14.5**	(56.5)
Results of joint ventures	**42.9**	**(3.0)**	**3.7**	**43.6**	**21.8**	(46.7)

At 31 March 2025 and 31 March 2024, the joint ventures had no external debt facilities.

Transactions during the year between the Group and its joint ventures, which are related parties, are disclosed below:

	2025 £m	2024 £m
Movement on joint venture balances during the year	**5.9**	0.9
Balances receivable at the year end from joint ventures	**(207.6)**	(213.5)
Interest on balances with partners (see note 6)	**5.7**	5.8
Distributions	**–**	–
Joint venture fees paid (see note 3)	**2.5**	1.7

The joint venture balances are repayable on demand and bear interest as follows: the GHS Limited Partnership at 4.0% and the Great Ropemaker Partnership at 2.0%. In measuring expected credit losses of the balances receivable at the year end from joint ventures under IFRS 9, the ability of each joint venture to repay the loan at the reporting date if demanded by the Group is assumed to be through the sale of the investment properties held by the joint venture. Investment properties are held at fair value at each reporting date as described in note 10. Therefore, the net asset value of the joint venture is considered to be a reasonable approximation of the available assets that could be realised to recover the loan balance and the requirement to recognise expected credit losses.

The investment properties include £5.1 million (2024: £5.1 million) in respect of the present value of future ground rents; net of these amounts, the market value of our share of the total joint venture properties is £500.8 million. The Group earns fee income from its joint ventures for the provision of management services. All of the above transactions are made on terms equivalent to those that prevail in arm's length transactions. See notes 10, 14 and 17 for more information on the valuation of investment properties and expected credit losses in joint ventures.

At 31 March 2025, the Group had £nil contingent liabilities arising in its joint ventures (2024: £nil). At 31 March 2025, the Group had capital commitments in respect of its joint ventures of £nil (2024: £nil).

12 Property, plant and equipment

	Right of use asset for occupational leases £m	Leasehold improvements £m	Fixtures and fittings/ other £m	Total £m
Cost				
At 1 April 2023	4.9	5.6	2.1	12.6
Costs capitalised	–	–	0.1	0.1
At 31 March 2024	4.9	5.6	2.2	12.7
Costs capitalised	**–**	**0.2**	**0.4**	**0.6**
At 31 March 2025	**4.9**	**5.8**	**2.6**	**13.3**
Depreciation				
At 1 April 2024	4.1	4.5	2.1	10.7
Charge for the year	**0.8**	**0.7**	**0.2**	**1.7**
At 31 March 2025	**4.9**	**5.2**	**2.3**	**12.4**
Carrying amount at 31 March 2024	0.8	1.1	0.1	2.0
Carrying amount at 31 March 2025	**–**	**0.6**	**0.3**	**0.9**

13 Other investments

	2025 £m	2024 £m
At 1 April	**2.4**	1.8
Acquisitions	**0.8**	0.8
Deficit on revaluation	**(0.4)**	(0.2)
At 31 March	**2.8**	2.4

In January 2020, the Group entered into a commitment of up to £5.0 million to invest in the Pi Labs European PropTech venture capital fund. At 31 March 2025, the Group had made net investments of £3.3 million. Launched in 2014, Pi Labs is Europe's longest standing PropTech VC, and this third fund has a primary focus to invest in early stage PropTech start-ups across Europe and the UK that use technology solutions to enhance any stage of the real estate value chain. The valuation of the fund is based on the net assets of its investments, therefore, given these are not readily traded, we have classified the valuation of the investments as Level 3 as defined by IFRS 13. Key areas of focus for the fund include sustainability, future of work, future of retail, commercial real estate technologies, construction technology and smart cities.

14 Trade and other receivables

	2025 £m	2024 £m
Trade receivables	**3.8**	6.7
Expected credit loss allowance	**(0.1)**	(0.3)
	3.7	6.4
Prepayments	**0.1**	0.2
Other taxes	**8.4**	5.9
Other receivables	**8.5**	12.4
	20.7	24.9

Trade receivables consist of rent and service charge monies, which are typically due on the quarter day with no credit period. Interest is charged on trade receivables in accordance with the terms of the customer's lease. Trade receivables are provided for based on the expected credit loss, which uses a lifetime expected loss allowance for all trade receivables based on an assessment of each individual customer's circumstances. This assessment reviews the outstanding balances of each individual customer and makes an assessment of the likelihood of recovery, based on an evaluation of their financial situation. Where the expected credit loss relates to revenue already recognised, this has been recognised immediately in the income statement.

14 Trade and other receivables continued

Of the gross trade receivables of £3.8 million, £1.6 million (2024: £4.4 million) was past due, of which £1.2 million was over 30 days (2024: £1.2 million).

	2025 £m	2024 £m
Movements in expected credit loss allowance		
Balance at the beginning of the year	(0.3)	(1.7)
Expected credit loss allowance during the year	(0.2)	(0.3)
Amounts written-off as uncollectable	0.4	1.7
	(0.1)	(0.3)

The expected credit loss for the year represents 3% (2024: 5%) of the net trade receivables balance at the balance sheet date.

15 Trade and other payables

	2025 £m	2024 £m
Rents received in advance	15.9	16.4
Accrued capital expenditure	26.0	18.1
Payables in respect of customer rent deposits	18.7	17.0
Other accruals	20.7	23.3
Other payables	4.2	1.4
	85.5	76.2

The Directors consider that the carrying amount of trade payables approximates their fair value.

16 Interest-bearing loans and borrowings

	2025 £m	2024 £m
Current liabilities at amortised cost		
Unsecured		
£175.0 million 2.15% private placement notes 2024	–	175.0
Non-current liabilities at amortised cost		
Secured		
£21.9 million 5⅝% debenture stock 2029	21.9	22.0
Unsecured		
£450.0 million revolving credit facility	149.4	46.1
£150.0 million revolving credit facility	106.4	–
£75.0 million term loan 2026 (2024: £250.0 million)	74.7	248.3
£250.0 million 5.375% sustainable sterling bond 2031	246.5	–
£40.0 million 2.70% private placement notes 2028	40.0	39.9
£30.0 million 2.79% private placement notes 2030	29.9	29.9
£30.0 million 2.93% private placement notes 2033	29.9	29.9
£25.0 million 2.75% private placement notes 2032	24.9	24.9
£125.0 million 2.77% private placement notes 2035	124.4	124.4
Non-current interest-bearing loans and borrowings	848.0	565.4
Total interest-bearing loans and borrowings	848.0	740.4

16 Interest-bearing loans and borrowings continued

The Group's £450 million unsecured revolving credit facility (RCF) is unsecured, attracts a floating rate based on a headline margin of 90.0 basis points over SONIA (plus or minus 2.5 basis points subject to a number of ESG-linked targets) and matures in January 2027. In October 2024, the Group signed a new £150 million ESG-linked RCF at a headline margin of 90 basis points over SONIA. The facility has an initial three-year term which may be extended to a maximum of five years at GPE's request, subject to bank consent. At 31 March 2025, the Group had £343.0 million (2024: £603.0 million) of undrawn committed credit facilities.

The Group's £250 million unsecured term loan has a headline margin of 175 basis points over SONIA. The loan has an initial three-year term which may be extended to a maximum of five years at GPE's request, subject to bank consent. The Group also has a £200 million interest rate cap to protect against any further increases in rates whilst preserving the benefit of any reductions. The interest rate cap expires in October 2025. In November 2024, £175 million of the Group's £250 million term loan was repaid.

In September 2024, the Group issued a sterling denominated senior unsecured sustainable £250 million bond. The bond has a term of seven years, bears interest at a rate of 5.375% and is rated Baa2 by Moody's Investor Services Ltd.

The Group's £175 million 2.15% private placement notes 2024 were repaid on 22 May 2024.

The Group had a £200 million loan facility at a headline margin of 75 basis points over SONIA, with the margin stepping up by 0.25% after six months, a further 0.25% after 12 months and a final step-up of 0.50% at 18 months. The loan was undrawn and cancelled on 30 May 2024.

At 31 March 2025, the Group has committed cash and undrawn credit facilities of £361.2 million (31 March 2024: £633.4 million). At 31 March 2025, properties with a carrying value of £114.8 million (31 March 2024: £107.0 million) were secured under the Group's debenture stock.

At 31 March 2025, the nominal value of the Group's interest-bearing loans and borrowing was £853.9 million (2024: £743.9 million) and the Group had £343.0 million (2024: £603.0 million) of undrawn credit facilities.

17 Financial instruments

Categories of financial instrument	**Carrying amount 2025 £m**	**Amounts recognised in income statement 2025 £m**	**Gain/(loss) to equity 2025 £m**	Carrying amount 2024 £m	Amounts recognised in income statement 2024 £m	Gain/(loss) to equity 2024 £m
Other investments	**2.8**	**(0.4)**	**–**	2.4	(0.2)	–
Interest rate cap	**–**	**(0.4)**	**–**	0.4	(1.7)	–
Assets at fair value	**2.8**	**(0.8)**	**–**	2.8	(1.9)	–
Balances with joint ventures	**207.6**	**5.7**	**–**	213.5	5.8	–
Trade receivables	**20.6**	**(0.2)**	**–**	24.7	(0.1)	–
Cash and cash equivalents	**36.9**	**1.5**	**–**	22.9	0.3	–
Assets at amortised cost	**265.1**	**7.0**	**–**	261.1	6.0	–
Trade and other payables	**(4.2)**	**–**	**–**	(1.4)	–	–
Payables in respect of customer rent deposits	**(18.7)**	**–**	**–**	(17.0)	–	–
Interest-bearing loans and borrowings	**(848.0)**	**(9.6)**	**–**	(740.4)	(15.2)	–
Obligations under occupational leases	**–**	**–**	**–**	(1.0)	–	–
Obligations under finance leases	**(87.0)**	**(3.1)**	**–**	(74.1)	(2.4)	–
Liabilities at amortised cost	**(957.9)**	**(12.7)**	**–**	(833.9)	(17.6)	–
Total financial instruments	**(690.0)**	**(6.5)**	**–**	(570.0)	(13.5)	–

17 Financial instruments continued

Financial risk management objectives

Capital risk

The Group manages its capital to ensure that entities in the Group will be able to operate on a going concern basis, and as such it aims to maintain an appropriate mix of debt and equity financing. The current capital structure of the Group consists of a mix of equity and debt. Equity comprises issued share capital, reserves and retained earnings as disclosed in the Group statement of changes in equity. Debt comprises long-term debenture stock, private placement notes and drawings against committed revolving credit facilities from banks. The Group aims to maintain a loan-to-property value of between 10–35% (see note 9). The Group operates solely in the United Kingdom, and its operating profits and net assets are sterling denominated. As a result, the Group's policy is to have no unhedged assets or liabilities denominated in foreign currencies.

Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group has a policy of reviewing the financial information of prospective customers and only dealing with those that are creditworthy and obtaining sufficient rental cash deposits or third-party guarantees to mitigate financial loss from defaults. The concentration of credit risk is limited due to the large and diverse customer base, with no one customer providing more than 10% of the Group's rental income. Details of the Group's receivables, and the associated expected credit loss, are summarised in notes 11 and 14 of the financial statements. The Directors believe that there is no further expected credit loss required in excess of that provided. The carrying amount of financial assets recorded in the financial statements, which is net of impairment losses, represents the Group's maximum exposure to credit risk. The Group's cash deposits are placed with a diversified range of investment grade banks, and strict counterparty limits ensure the Group's exposure to bank failure is minimised.

Liquidity risk

The Group operates a framework for the management of its short-, medium- and long-term funding requirements. Cash flow and funding needs are regularly monitored to ensure sufficient undrawn facilities are in place. The Group's funding sources are diversified across a range of bank and bond markets and strict counterparty limits are operated on deposits.

The Group meets its day-to-day working capital requirements through the utilisation of its two revolving credit facilities. The availability of these facilities depends on the Group complying with a number of key financial covenants; these covenants and the Group's compliance with them are set out in the table below:

Key covenants	Covenant	March 2025 actuals
Group		
Net gearing (see note 9)	**<125%**	**41.9%**
Inner borrowing (unencumbered asset value/unsecured borrowings)	**>1.66x**	**2.71x**
Interest cover	**>1.35x**	**10.9x**

The interest rate payable on the Group's revolving credit facilities can vary dependent on its performance against a number of ESG covenants. These covenants and performance against them are set out on page 49 of this report.

The Group has undrawn credit facilities of £343.0 million and has substantial headroom above all of its key covenants. As a result, the Directors consider the Group to have adequate liquidity to be able to fund the ongoing operations of the business. Under the requirements of IAS 1, given this substantial headroom on all its key covenants, the Directors consider none of the non-current liabilities are at risk of being repayable in the next 12 months from the result of a covenant breach.

The following tables detail the Group's remaining contractual maturity on its financial instruments and have been drawn up based on the undiscounted cash flows of financial liabilities, including associated interest payments, based on the earliest date on which the Group is required to pay, and conditions existing at the balance sheet date:

At 31 March 2025	Carrying amount £m	Contractual cash flows £m	Less than one year £m	One to two years £m	Two to five years £m	More than five years £m
Non-derivative financial liabilities						
£21.9 million 5⅝% debenture stock 2029	**21.9**	**26.6**	**1.2**	**1.2**	**24.2**	**–**
£450.0 million revolving credit facility	**149.4**	**166.5**	**9.0**	**157.5**	**–**	**–**
£150.0 million revolving credit facility	**106.4**	**122.2**	**5.9**	**5.9**	**110.4**	**–**
£75.0 million term loan 2026	**74.7**	**82.0**	**4.7**	**77.3**	**–**	**–**
£250.0 million 5.375% sterling bond 2031	**246.5**	**323.7**	**13.4**	**13.4**	**40.3**	**256.6**
Private placement notes	**249.1**	**307.2**	**7.0**	**7.0**	**58.9**	**234.3**
Derivative financial instruments						
Interest rate cap	**–**	**–**	**–**	**–**	**–**	**–**
	848.0	**1,028.2**	**41.2**	**262.3**	**233.8**	**490.9**

17 Financial instruments continued

At 31 March 2024	Carrying amount £m	Contractual cash flows £m	Less than one year £m	One to two years £m	Two to five years £m	More than five years £m
Non-derivative financial liabilities						
£21.9 million 5⅝% debenture stock 2029	22.0	27.8	1.2	1.2	25.4	–
£450.0 million revolving credit facility	46.1	58.9	4.2	4.2	50.5	–
£250.0 million term loan 2026	248.3	291.3	17.2	17.2	256.9	–
Private placement notes	424.0	489.6	182.5	7.0	60.0	240.1
Derivative financial instruments						
Interest rate cap	(0.4)	(0.3)	(0.2)	(0.1)	–	–
	740.0	867.3	204.9	29.5	392.8	240.1

The maturity of lease obligations is set out in notes 18 and 19.

Interest rate risk

Interest rate risk arises from the Group's use of interest-bearing financial instruments. It is the risk that future cash flows arising from a financial instrument will fluctuate due to changes in interest rates. It is the Group's policy to reduce interest rate risk in respect of the cash flows arising from its debt finance, either through the use of fixed-rate debt or through the use of interest rate derivatives such as swaps, caps and floors. It is the Group's usual policy to maintain the proportion of floating interest rate exposure to between 20–40% of forecast total debt. However, this target is flexible, and may not be adhered to at all times depending on, for example, the Group's view of future interest rate movements.

Interest rate caps

Interest rate caps protect the Group from rises in short-term interest rates by making a payment to the Group when the underlying interest rate exceeds a specified rate (the 'cap rate') on a notional value. If the underlying rate exceeds the cap rate, the payment is based upon the difference between the two rates, ensuring the Group only pays the maximum of the cap rate. At 31 March 2025, the Group's only interest rate derivative was a £200 million interest rate cap.

Interest rate sensitivity

The sensitivity analysis below has been determined based on the exposure to interest rates for financial instruments at the balance sheet date, and represents management's assessment of possible changes in interest rates based on historical trends. For the floating rate liabilities, the analysis is prepared assuming the amount of the liability at 31 March 2025 was outstanding for the whole year:

	Impact on profit/(loss)		**Impact on equity**	
	2025 £m	2024 £m	**2025 £m**	2024 £m
Increase of 50 basis points	**(1.7)**	(0.5)	**(1.7)**	(0.5)
Increase of 25 basis points	**(0.8)**	(0.2)	**(0.8)**	(0.2)
Decrease of 25 basis points	**0.8**	0.7	**0.8**	0.7
Decrease of 50 basis points	**1.7**	1.5	**1.7**	1.5

Fair value of interest-bearing loans and borrowings

	Book value 2025 £m	**Fair value 2025 £m**	Book value 2024 £m	Fair value 2024 £m
Items carried at fair value				
Interest rate cap (asset)	**–**	**–**	(0.4)	(0.4)
Items not carried at fair value				
£21.9 million 5⅝% debenture stock 2029	**21.9**	**21.8**	22.0	22.0
£450.0 million revolving credit facility	**149.4**	**149.4**	46.1	46.1
£150.0 million revolving credit facility	**106.4**	**106.4**	–	–
£75.0 million term loan 2026 (2024: £250.0 million)	**74.7**	**74.7**	248.3	248.3
£250.0 million 5.375% sustainable sterling bond 2031	**246.5**	**244.5**	–	–
Private placement notes	**249.1**	**204.7**	424.0	373.3
	848.0	**801.5**	740.0	689.3

17 Financial instruments continued

The fair values of the Group's private placement notes were determined by comparing the discounted future cash flows using the contracted yields with those of the reference gilts plus the implied margins, representing Level 2 fair value measurements as defined by IFRS 13 – Fair Value Measurement. The fair values of the Group's outstanding interest rate cap has been estimated by calculating the present value of future cash flows, using appropriate market discount rates, representing Level 2 fair value measurements as defined by IFRS 13. The fair values of the Group's cash and cash equivalents and trade payables and receivables are not materially different from those at which they are carried in the financial statements.

The following table details the principal amounts and remaining terms of interest rate derivatives outstanding:

	Average contracted fixed interest rate		Notional principal amount		Fair value asset	
	2025 %	2024 %	**2025 £m**	2024 £m	**2025 £m**	2024 £m
Cash flow hedges						
Interest rate cap	**5.094%**	5.094%	**200.0**	200.0	**–**	0.4

The Group entered a £200 million interest rate cap (at a cost of £2.1 million) effective from 9 October 2023 and expires in September 2025.

18 Head lease obligations

Head lease obligations in respect of the Group's leasehold properties are payable as follows:

	Minimum lease payments 2025 £m	**Interest 2025 £m**	**Principal payments 2025 £m**	Minimum lease payments 2024 £m	Interest 2024 £m	Principal payments 2024 £m
Less than one year	**3.5**	**(3.5)**	**–**	2.9	(2.9)	–
Between one and five years	**14.2**	**(14.0)**	**0.2**	11.5	(11.3)	0.2
More than five years	**427.4**	**(340.6)**	**86.8**	358.0	(284.1)	73.9
	445.1	**(358.1)**	**87.0**	372.4	(298.3)	74.1

19 Occupational lease obligations

Obligations in respect of the Group's occupational leases for its head office are payable as follows:

	Minimum lease payments 2025 £m	**Interest 2025 £m**	**Principal payments 2025 £m**	Minimum lease payments 2024 £m	Interest 2024 £m	Principal payments 2024 £m
Less than one year	**–**	**–**	**–**	1.0	–	1.0
Between one and five years	**–**	**–**	**–**	–	–	–
	–	**–**	**–**	1.0	–	1.0

20 Share capital

	2025 Number	**2025 £m**	2024 Number	2024 £m
Allotted, called up and fully paid ordinary shares of 15⁵⁄₁₉ pence				
At 1 April	**253,867,911**	**38.7**	253,867,911	38.7
Issue of ordinary shares – rights issue	**152,320,747**	**23.3**	–	–
31 March	**406,188,658**	**62.0**	253,867,911	38.7

In June 2024, the Company raised gross proceeds of £350.3 million (£335.6 million net proceeds) by issuing 152,320,747 new ordinary shares through a three for five rights issue.

At 31 March 2025, the Company had 406,188,658 ordinary shares with a nominal value of 15⁵⁄₁₉ pence each.

21 Investment in own shares

	2025 £m	2024 £m
At 1 April	**(5.6)**	(2.8)
Employee share-based incentive charges	**(4.2)**	(4.0)
Shares purchased in year	**5.7**	–
Transfer to retained earnings	**2.3**	1.2
At 31 March	**(1.8)**	(5.6)

The investment in the Company's own shares is held at cost and comprises 2,893,542 shares (2024: 887,159 shares) held by the Great Portland Estates plc LTIP Employee Share Trust, which will vest for certain senior employees of the Group if performance conditions are met. During the year, 25,912 shares (2024: no shares) vested to the Directors in respect of the 2021 annual bonus share plan and 2,032,295 additional shares were acquired by the Trust (2024: no shares). The fair value of shares awarded and outstanding at 31 March 2025 was £12.0 million (2024: £9.8 million).

Details of the outstanding Long Term Incentive Plan and Restricted Share Plans are set out below:

Date of Grant/Fair value (pence)	At 1 April 2024 No. of shares	Granted No. of shares	Rights issue No. of shares	Vested No. of shares	Lapsed/forfeit No. of shares	At 31 March 2025 No. of shares	Vesting dates
Long Term Incentive Plan							
7 June 2021/733p	1,339,435	**–**	**–**	**–**	**(1,339,435)**	**–**	6 June 2024
27 May 2022/645p	1,799,690	**–**	**370,832**	**–**	**(11,769)**	**2,158,753**	26 May 2025
Restricted Share Plan							
7 July 2023/422p	1,101,310	**–**	**226,924**	**–**	**(14,290)**	**1,313,944**	6 July 2026
24 November 2023/408p	10,283	**–**	**2,118**	**–**	**–**	**12,401**	23 Nov 2026
20 June 2024/341p	–	**1,403,461**	**–**	**–**	**(19,786)**	**1,383,675**	19 June 2027
	4,250,718	**1,403,461**	**599,874**	**–**	**(1,385,280)**	**4,868,773**	

22 Cash and cash equivalents

	2025 £m	2024 £m
Cash held at bank (unrestricted)	**18.2**	5.9
Amounts held in respect of customer rent deposits (restricted)	**18.7**	17.0
	36.9	22.9

Amounts held in respect of customer rent deposits are subject to restrictions as set out in the customers' lease agreement and therefore not available for general use by the Group.

23 Notes to the Group statement of cash flows

Reconciliation of financing liabilities

	1 April 2024 £m	New obligations £m	Inflows/(outflows) £m	Other non-cash movements £m	31 March 2025 £m
Long-term interest-bearing loans and borrowings	565.4	**455.5**	**(175.0)**	**2.1**	**848.0**
Short-term interest-bearing loans and borrowings	175.0	**–**	**(175.0)**	**–**	**–**
Obligations under leases	75.1	**12.9**	**(3.1)**	**2.1**	**87.0**
	815.5	**468.4**	**(353.1)**	**4.2**	**935.0**

23 Notes to the Group statement of cash flows continued

	1 April 2023 £m	New obligations £m	Inflows/ (outflows) £m	Other non-cash movements £m	31 March 2024 £m
Long-term interest-bearing loans and borrowings	458.5	248.0	33.5	(174.6)	565.4
Short-term interest-bearing loans and borrowings	–	–	–	175.0	175.0
Obligations under leases	68.7	7.4	(3.3)	2.3	75.1
	527.2	255.4	30.2	2.7	815.5

Adjustment for non-cash items

Adjustments for non-cash items used in the reconciliation of cash generated from/(used in) operations in the Group statement of cash flows' is disclosed below:

	2025 £m	2024 £m
(Surplus)/deficit from investment property	**(83.2)**	267.3
Deficit on revaluation of other investments	**0.4**	0.2
Employee share-based incentive charge	**4.2**	4.0
Spreading of lease incentives	**1.0**	(5.7)
Share of results of joint ventures	**(21.8)**	46.7
Depreciation	**1.7**	1.6
Other	**(0.7)**	(0.7)
Adjustments for non-cash items	**(98.4)**	313.4

24 Dividends

	2025 £m	2024 £m
Dividends paid		
Interim dividend for the year ended 31 March 2025 of 2.9 pence per share	**11.8**	–
Final dividend for the year ended 31 March 2024 of 7.9 pence per share	**20.0**	–
Interim dividend for the year ended 31 March 2024 of 4.7 pence per share	**–**	11.9
Final dividend for the year ended 31 March 2023 of 7.9 pence per share	**–**	20.0
	31.8	31.9

A final dividend of 5.0 pence per share was approved by the Board on 20 May 2025 and, subject to shareholder approval, will be paid on 7 July 2025 to shareholders on the register on 30 May 2025. The dividend is not recognised as a liability at 31 March 2025. The 2024 final dividend and the 2024 interim dividend are included within the Group statement of changes in equity.

25 Lease receivables

Future aggregate minimum rentals receivable under non-cancellable leases are:

	2025 £m	2024 £m
The Group as a lessor		
Less than one year	**76.6**	66.0
Between two and five years	**147.1**	141.0
More than five years	**65.8**	62.9
	289.5	269.9

The Group leases its investment properties under operating leases. The weighted average length of lease at 31 March 2025 was 3.0 years (2024: 3.4 years). All investment properties, except those under development, generated rental income, and £nil contingent rents were recognised in the year (2024: £nil).

26 Employee benefits

The Group operates a UK-funded approved defined contribution plan. The Group's contribution for the year was £2.0 million (2024: £1.8 million). The Group also contributes to a defined benefit final salary pension plan (the Plan), the assets of which are held and managed by trustees separately from the assets of the Group. The Plan has been closed to new entrants since April 2002, and will close to further accrual from 1 April 2025. The duration of the Plan is 14 years. The most recent actuarial valuation of the Plan was conducted at 1 April 2023 by a qualified independent actuary using the projected unit method. The Plan was valued using the following key actuarial assumptions:

	2025 %	2024 %
Discount rate	**5.80**	4.90
Expected rate of salary increases	**4.10**	4.10
RPI inflation	**3.10**	3.10
Rate of future pension increases	**2.90**	2.90

Life expectancy assumptions at age 65:

	2025 Years	2024 Years
Retiring today age 65 – male:female	**23:25**	23:25
Retiring in 25 years (age 40 today) – male:female	**25:27**	25:27

Changes in the present value of the pension obligation are as follows:

	2025 £m	2024 £m
Defined benefit obligation at 1 April	**25.9**	26.9
Service cost	**0.2**	0.2
Past service cost	**(0.4)**	–
Interest cost	**1.2**	1.2
Effect of changes in demographic assumptions	**0.5**	(1.9)
Effect of changes in financial assumptions	**(2.7)**	(0.5)
Effect of experience adjustments	**–**	1.3
Benefits paid	**(1.1)**	(1.3)
Present value of defined benefit obligation at 31 March	**23.6**	25.9

Changes to the fair value of the Plan assets are as follows:

	2025 £m	2024 £m
Fair value of the Plan assets at 1 April	**30.8**	31.0
Interest income	**1.5**	1.5
Actuarial loss	**(3.1)**	(1.0)
Employer contributions	**0.3**	0.6
Benefits paid	**(1.1)**	(1.3)
Fair value of the Plan assets at 31 March	**28.4**	30.8
Net pension asset	**4.8**	4.9

The loss recognised immediately in the Group statement of comprehensive income was £0.8 million (2024: £0.1 million gain).

The amount recognised in the balance sheet in respect of the Plan is as follows:

	2025 £m	2024 £m
Present value of unfunded obligations	**(23.6)**	(25.9)
Fair value of the Plan assets	**28.4**	30.8
Pension asset	**4.8**	4.9

26 Employee benefits continued

Amounts recognised as administration expenses in the income statement are as follows:

	2025 £m	2024 £m
Service cost	**(0.2)**	(0.2)
Past service cost	**0.4**	–
Net interest income	**0.3**	0.3
	0.5	0.1

All equity and debt instruments have quoted prices in active markets. The fair value of the Plan assets at the balance sheet date is analysed as follows:

	2025 £m	2024 £m
Cash	**0.1**	0.1
Equities	**1.2**	1.6
Bonds	**25.8**	27.6
Derivatives	**1.3**	1.5
	28.4	30.8

Other than market and demographic risks, which are common to all retirement benefit schemes, there are no specific risks in the relevant benefit schemes which the Group considers to be significant or unusual. Details on two of the more specific risks are below:

Changes in bond yields

Falling bond yields tend to increase the funding and accounting liabilities. However, the investment in corporate and government bonds offers a degree of matching, i.e. the movement in assets arising from changes in bond yields partially matches the movement in the funding or accounting liabilities. In this way, the exposure to movements in bond yields is reduced.

Life expectancy

The majority of the obligations are to provide a pension for the life of the member on retirement, so increases in life expectancy will result in an increase in the liabilities. The inflation-linked nature of the majority of benefit payments increases the sensitivity of the liabilities to changes in life expectancy.

The effect on the defined benefit obligation of changing the key assumptions, calculated using approximate methods based on historical trends, is set out below:

	2025 £m	2024 £m
Discount rate -0.50%	**25.2**	26.9
Discount rate +0.50%	**22.3**	25.1
RPI inflation -0.25%	**23.4**	25.6
RPI inflation +0.25%	**24.0**	26.3
Post-retirement mortality assumption – one year age rating	**24.6**	26.9

Given the Plan surplus, the Group has agreed to pause contributions to the Plan. Accordingly, the Group expects to contribute £nil (2024: £nil) to the Plan in the year ending 31 March 2026. The expected total benefit payments for the year ending 31 March 2026 is £1.0 million, rising to around £1.2 million per annum over the next five years. A total of around £6.9 million is expected to be paid over the subsequent five-year period.

27 Reserves

The following describes the nature and purpose of each reserve within equity:

Share capital: The nominal value of the Company's issued share capital, comprising 15⁵⁄₁₉ pence ordinary shares.

Share premium: Amount subscribed for share capital in excess of nominal value, less directly attributable issue costs.

Capital redemption reserve: Amount equivalent to the nominal value of the Company's own shares acquired as a result of share buyback programmes.

Retained earnings: Cumulative net gains and losses recognised in the Group income statement together with other items such as dividends.

Investment in own shares: Amount paid to acquire the Company's own shares for its Employee Long Term Incentive Plan less accounting charges.

Independent auditors' report to the members of Great Portland Estates plc

Report on the audit of the financial statements

Opinion

In our opinion:

- Great Portland Estates plc's group financial statements and company financial statements (the "financial statements") give a true and fair view of the state of the group's and of the company's affairs as at 31 March 2025 and of the group's profit and the group's cash flows for the year then ended;
- the group financial statements have been properly prepared in accordance with UK-adopted international accounting standards as applied in accordance with the provisions of the Companies Act 2006;
- the company financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, including FRS 101 "Reduced Disclosure Framework", and applicable law); and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report and Accounts (the "Annual Report"), which comprise: the Group and Company balance sheets as at 31 March 2025; the Group income statement, the Group statement of comprehensive income, the Group statement of cash flows, and the Group and Company statements of changes in equity for the year then ended; and the notes to the financial statements, comprising material accounting policy information and other explanatory information.

Our opinion is consistent with our reporting to the Audit Committee.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, as applicable to listed public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

To the best of our knowledge and belief, we declare that non-audit services prohibited by the FRC's Ethical Standard were not provided.

Other than those disclosed in Note 5 to the financial statements, we have provided no non-audit services to the company or its controlled undertakings in the period under audit.

Our audit approach

Overview

Audit scope

- We tailored the scope of our audit to ensure that we performed enough work to be able to give an opinion on the financial statements as a whole.
- The group's investment properties are held within a variety of subsidiary and joint venture entities. The group financial statements consolidate the company and its subsidiaries and equity account for the group's joint ventures. Due to the homogeneity of financial information and processes, the group audit team conducted all work, with supplementary procedures performed at the group level. These included audit procedures over the consolidation and consolidation adjustments, ensuring sufficient coverage and appropriate audit evidence for our opinion on the group's financial statements as a whole.

Key audit matters

- Valuation of investment property, either held directly or through joint ventures (group).
- Recoverability of investments and loans to subsidiaries and joint ventures (parent).

Materiality

- Overall group materiality: £30.3 million (2024: £24.7 million) based on 1% of total assets.
- Overall company materiality: £26.0 million (2024: £22.3 million) based on 1% of total assets.
- Performance materiality: £22.7 million (2024: £18.5 million) (group) and £19.5 million (2024: £16.7 million) (company).
- Specific group materiality: £1.1 million (2024: £0.89 million) based on 5% of the group's adjusted profit before tax.

The scope of our audit

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements.

Key audit matters

Key audit matters are those matters that, in the auditors' professional judgement, were of most significance in the audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) identified by the auditors, including those which had the greatest effect on: the overall audit strategy; the allocation of resources in the audit; and directing the efforts of the engagement team. These matters, and any comments we make on the results of our procedures thereon, were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

This is not a complete list of all risks identified by our audit.

The key audit matters below are consistent with last year.

Key audit matter	How our audit addressed the key audit matter
Valuation of investment property, either held directly or through joint ventures (group) Refer to the Audit Committee Report and the financial statements (including notes to the financial statements; Note 1, Accounting policies; Note 10, Investment property; and Note 11, Investment in joint ventures). We focused on the valuation of investment properties because investment properties represent the principal element of the net asset value as disclosed in the Group balance sheet in the financial statements and is an area of significant estimation uncertainty. The portfolio is held directly by the group and through joint ventures. Of this portfolio £2,455.5 million (2024: £1,911.0 million) is held by subsidiaries within 'Investment property', and £505.9 million (2024: £481.2 million) is held by joint ventures within 'Investment in joint ventures'. The portfolio includes completed investment properties and investment properties under development. The valuation of the group's portfolio is inherently subjective due to, among other factors, the individual nature of each property, its location and the expected future rentals for that particular property. The significance of the estimates and judgements involved, coupled with the fact that only a small percentage difference in individual property valuations, when aggregated, could result in a material misstatement, warranted specific audit focus in this area. Valuations are carried out by third party valuers CBRE (the 'Valuers'). The Valuers were engaged by the Directors, and performed their work in accordance with the Royal Institution of Chartered Surveyors ('RICS') Valuation – Global Standards 2024. In determining the valuation of a property, the Valuers take into account property-specific information such as the current tenancy agreements and rental income. They apply assumptions for yields and estimated market rent, which are influenced by prevailing market yields and comparable market transactions, to arrive at the final valuation.	Given the inherent subjectivity involved in the valuation of investment properties, either held directly or through joint ventures, and therefore the need for deep market knowledge when determining the most appropriate assumptions, and the technicalities of the valuation methodology, we engaged our internal valuation experts to assist us in our audit of this matter. **Assessing group's external Valuers' expertise and objectivity** We assessed the Valuers' qualifications and expertise and read their terms of engagement with the group to determine whether there were any matters that might have affected their objectivity or may have imposed scope limitations upon their work. We also considered fees and other contractual arrangements that might exist between the group and the Valuers. We found no evidence to suggest that the objectivity of the Valuers was compromised. **Testing the valuations assumptions and capital movement** We obtained and read the CBRE valuation reports covering all of the group's investment properties. We held meetings with management and the Valuers, at which the valuations and the key assumptions therein were discussed. We focused on the largest properties, properties under development and any outliers (where the assumptions used and/or year on year capital value movement were out of line with our range of assumptions developed using externally published market data for the relevant sector). To verify that the valuation approach was suitable for use in determining the carrying value for investment properties in the financial statements, we: – Confirmed that the valuation approach was in accordance with RICS standards; – Obtained valuation details of every property held by the group and developed ranges for each key valuation assumption or capital value movement, determined by reference to published benchmarks and using our experience and knowledge of the market. Compared the investment yields used by the Valuers with the expected range of yields and the year on year capital movement to our expected range; – Assessed the reasonableness of other assumptions that are not readily comparable with published benchmarks, such as Estimated Rental Value; – For developments valued using the residual valuation method, we obtained the development appraisals and assessed the reasonableness of the Valuers' key assumptions. This included comparing the yield to comparable market benchmarks, comparing the costs to complete estimates to development plans and contracts, and considering the reasonableness of other assumptions that are not so readily comparable with published benchmarks, such as developers' profit; and – With the support of our internal valuation experts, we also questioned the Valuers as to the extent to which yields and expected rental values used in deriving their valuations took into account the impact of climate change and related ESG considerations.

Key audit matter	How our audit addressed the key audit matter
Valuation of investment property, either held directly or through joint ventures (group) continued For developments, the residual appraisal method is used, by estimating the fair value of the completed project using a capitalisation method less estimated costs to completion and a risk premium.	In addition to the above, where assumptions were outside the expected range or otherwise appeared unusual, and/or valuations showed unexpected movements, we undertook further investigations and, when necessary, held further discussions with the Valuers and obtained evidence to support explanations received. The supporting evidence and valuation commentaries provided by the Valuers, enabled us to consider the property specific factors that had or may have had an impact on value, including recent comparable transactions where appropriate. **Information and standing data** We agreed the amounts per the valuation reports to the accounting records and through to the financial statements. We performed testing on the data inputs underpinning the investment properties by agreeing the inputs to the underlying property records on a sample basis, to satisfy ourselves of the accuracy of the property information supplied to the Valuers by management. For operating properties, we agreed tenancy information to supporting evidence on a sample basis. For investment properties under development, we confirmed that the supporting information for construction contracts and budgets was consistent with the group's records, for example by inspecting construction contracts. For these properties, capitalised expenditure was tested on a sample basis to invoices, and budgeted costs to complete were compared to supporting evidence. **Overall outcome** We have no matters to report in respect of our work over the valuation of investment property.
Recoverability of investments and loans to subsidiaries and joint ventures (parent) Refer to the financial statements (including notes to the financial statements; Note 1, Accounting policies; and Note iii, Fixed asset investments). The company has investments in subsidiaries of £1,409.4 million (2024: £1,240.7 million) and loans to subsidiaries of £956.0 million (2024: £761.2 million) at 31 March 2025. The company has investments in joint ventures of £0.1 million (2024: £0.1 million) and loans to joint ventures of £207.6 million (2024: £213.5 million) at 31 March 2025. This is following the recognition of a £4.7 million (2024: £11.2 million) provision for impairment in investments and loans to subsidiaries, and a £0.0 million (2024: £0.0 million) provision for impairment investments and loans to joint ventures in the year. The company's accounting policy for investments and loans is to hold them at cost less any impairment. Impairment of loans is calculated in accordance with International Financial Reporting Standard 9 (Financial Instruments), where expected credit losses are considered to be the excess of the company's loan to a subsidiary or joint venture over the subsidiary or joint venture net asset value. Investments in subsidiaries and joint ventures are assessed for impairment in line with International Accounting Standard 36 (Impairment of Assets). Given the inherent estimation and complexity in assessing the carrying value of a subsidiary or joint venture company, and the expected credit loss of loan receivables, this was identified as a key audit matter.	We assessed the accounting policy for investments and loans to subsidiaries and joint ventures to ensure they were compliant with FRS 101 "Reduced Disclosure Framework". We obtained the directors' impairment assessments for the recoverability of investments in and loans to subsidiaries and joint ventures as at 31 March 2025. We verified that the methodology used by the directors in arriving at the carrying value of each subsidiary and joint venture, and the expected credit loss provision for loan receivables, was compliant with applicable accounting standards. We identified the key estimate within the assessment for impairment of both the investments and loans to subsidiaries and joint ventures to be the underlying valuation of investment property held by the subsidiaries and joint ventures. For details of our procedures over investment property valuations please refer to the related group key audit matter above. **Overall outcome** We have no matters to report in respect of our work over the recoverability of investments and loans to subsidiaries and joint ventures.

How we tailored the audit scope

We tailored the scope of our audit to ensure that we performed enough work to be able to give an opinion on the financial statements as a whole, taking into account the structure of the group and the company, the accounting processes and controls, and the industry in which they operate.

The group operates a common IT environment, processes and controls across all reported segments. In establishing the overall approach to our audit, we assessed the risk of material misstatement, taking into account the nature, likelihood and potential magnitude of any misstatement. Following this assessment, we applied professional judgement to determine the extent of testing required over each balance in the financial statements.

The group's investment properties are held within a variety of subsidiary and joint venture entities. The group financial statements consolidate the company, its subsidiaries and equity account for the group's joint ventures. Due to the homogeneity of financial information and processes, the group audit team conducted all work, with supplementary procedures performed at the group level. These included audit procedures over the consolidation and consolidation adjustments, ensuring sufficient coverage and appropriate audit evidence for our opinion on the group's financial statements as a whole.

In respect of the audit of the company, the group audit team performed a full scope statutory audit.

The impact of climate risk on our audit

In planning our audit, we made enquiries with management to understand the extent of the potential impact of climate change risk on the financial statements. Our evaluation of this conclusion included challenging key judgements and estimates in areas where we considered that there was greatest potential for climate change impact. We particularly considered how climate change risks would impact the assumptions made in the valuation of investment property as explained in our key audit matter above. We also considered the consistency of the disclosures in relation to climate change made within the Annual Report, the financial statements and the knowledge obtained from our audit. We assessed the consideration of the cost of delivering the group's climate change and sustainability strategy within the going concern and viability forecasts.

Materiality

The scope of our audit was influenced by our application of materiality. We set certain quantitative thresholds for materiality. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures on the individual financial statement line items and disclosures and in evaluating the effect of misstatements, both individually and in aggregate on the financial statements as a whole.

Based on our professional judgement, we determined materiality for the financial statements as a whole as follows:

	Financial statements – group	Financial statements – company
Overall materiality	£30.3 million (2024: £24.7 million).	£26.0 million (2024: £22.3 million).
How we determined it	1% of total assets.	1% of total assets.
Rationale for benchmark applied	The primary measurement attribute of the group is the carrying value of investment property. On this basis, we set an overall group materiality level based on total assets.	The primary measurement attribute of the company is the carrying value of investments in subsidiaries. On this basis, we set an overall company materiality level based on total assets.

In addition, we set a specific group materiality level of £1.1 million (2024: £0.89 million) which is calculated based on 5% of adjusted profit before tax, stated after removing revaluation of investment properties (whether held directly or through joint ventures), fair value movements on derivatives, fair value movements on other investments and debt cancellation costs.

We use performance materiality to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds overall materiality. Specifically, we use performance materiality in determining the scope of our audit and the nature and extent of our testing of account balances, classes of transactions and disclosures, for example in determining sample sizes. Our performance materiality was 75% (2024: 75%) of overall materiality, amounting to £22.7 million (2024: £18.5 million) for the group financial statements and £19.5 million (2024: £16.7 million) for the company financial statements.

In determining the performance materiality, we considered a number of factors – the history of misstatements, risk assessment and aggregation risk and the effectiveness of controls – and concluded that an amount in the middle of our normal range was appropriate.

We agreed with the Audit Committee that we would report to them misstatements identified during our audit above £1.5 million (group audit) (2024: £1.2 million) and £1.3 million (company audit) (2024: £1.1 million) as well as misstatements below those amounts that, in our view, warranted reporting for qualitative reasons.

In addition we agreed with the Audit Committee that we would report to them misstatements identified during our group audit above £0.05 million (2024: £0.04 million) for misstatements related to adjusted profit before tax within the financial statements, as well as misstatements below that amount that, in our view, warranted reporting for qualitative reasons.

Conclusions relating to going concern

Our evaluation of the directors' assessment of the group's and the company's ability to continue to adopt the going concern basis of accounting included:

- Procedures to identify events or conditions that may cast significant doubt on the ability to continue as a going concern and whether or not a material uncertainty related to going concern exists;
- Obtaining the directors' assessment of going concern and assessing the impact and the basis for the severe, but plausible, downside scenarios and the basis for the downside stress scenarios that have been applied;
- Evaluation and corroboration of management's significant assumptions used to assess going concern, including whether or not they align with our understanding of the entity and other relevant areas of the entity's business activities;
- Considering the appropriateness of the mitigating actions available to management in the event of the downside scenario materialising. Specifically, we focused on whether these actions are within the group's control and are achievable; and
- Assessing the group and company's liquidity and whether the entity has adequately disclosed all required going concern events and conditions.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the group's and the company's ability to continue as a going concern.

In relation to the directors' reporting on how they have applied the UK Corporate Governance Code, we have nothing material to add or draw attention to in relation to the directors' statement in the financial statements about whether the directors considered it appropriate to adopt the going concern basis of accounting.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Strategic Report and Report of the Directors, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

Strategic report and Report of the Directors

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic report and Report of the Directors for the year ended 31 March 2025 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the group and company and their environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic report and Report of the Directors.

Directors' Remuneration

In our opinion, the part of the Directors' remuneration report to be audited has been properly prepared in accordance with the Companies Act 2006.

Corporate governance statement

The Listing Rules require us to review the directors' statements in relation to going concern, longer-term viability and that part of the corporate governance statement relating to the company's compliance with the provisions of the UK Corporate Governance Code specified for our review. Our additional responsibilities with respect to the corporate governance statement as other information are described in the Reporting on other information section of this report.

Based on the work undertaken as part of our audit, we have concluded that each of the following elements of the corporate governance statement is materially consistent with the financial statements and our knowledge obtained during the audit, and we have nothing material to add or draw attention to in relation to:

- The directors' confirmation that they have carried out a robust assessment of the emerging and principal risks;
- The disclosures in the Annual Report that describe those principal risks, what procedures are in place to identify emerging risks and an explanation of how these are being managed or mitigated;
- The directors' statement in the financial statements about whether they considered it appropriate to adopt the going concern basis of accounting in preparing them, and their identification of any material uncertainties to the group's and company's ability to continue to do so over a period of at least twelve months from the date of approval of the financial statements;
- The directors' explanation as to their assessment of the group's and company's prospects, the period this assessment covers and why the period is appropriate; and
- The directors' statement as to whether they have a reasonable expectation that the company will be able to continue in operation and meet its liabilities as they fall due over the period of its assessment, including any related disclosures drawing attention to any necessary qualifications or assumptions.

Our review of the directors' statement regarding the longer-term viability of the group and company was substantially less in scope than an audit and only consisted of making inquiries and considering the directors' process supporting their statement; checking that the statement is in alignment with the relevant provisions of the UK Corporate Governance Code; and considering whether the statement is consistent with the financial statements and our knowledge and understanding of the group and company and their environment obtained in the course of the audit.

In addition, based on the work undertaken as part of our audit, we have concluded that each of the following elements of the corporate governance statement is materially consistent with the financial statements and our knowledge obtained during the audit:

- The directors' statement that they consider the Annual Report, taken as a whole, is fair, balanced and understandable, and provides the information necessary for the members to assess the group's and company's position, performance, business model and strategy;
- The section of the Annual Report that describes the review of effectiveness of risk management and internal control systems; and
- The section of the Annual Report describing the work of the Audit Committee.

We have nothing to report in respect of our responsibility to report when the directors' statement relating to the company's compliance with the Code does not properly disclose a departure from a relevant provision of the Code specified under the Listing Rules for review by the auditors.

Responsibilities for the financial statements and the audit

Responsibilities of the directors for the financial statements

As explained more fully in the Directors' responsibilities statement, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the company or to cease operations, or have no realistic alternative but to do so.

Auditors’ responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors’ report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the group and industry, we identified that the principal risks of non-compliance with laws and regulations related to compliance with the Real Estate Investment Trust (REIT) status Part 12 of the Corporation Tax Act 2010 and UK regulatory principles, such as those governed by the Financial Conduct Authority, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as Companies Act 2006. We evaluated management’s incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to increase revenue, and management bias in accounting estimates and judgemental areas of the financial statements such as the valuation of investment property, either held directly or through joint ventures. Audit procedures performed by the engagement team included:

- Discussions with management and internal audit, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud, and review of the reports made by internal audit;
- Understanding management’s internal controls designed to prevent and detect irregularities;
- Reviewing the group’s litigation register in so far as it related to non-compliance with laws and regulations and fraud;
- Reviewing relevant meeting minutes, including those of the Board of Directors and the Audit Committee;
- Designing audit procedures to incorporate unpredictability around the nature, timing and extent of our testing;
- Reviewing tax compliance with the involvement of our tax specialists in the audit;
- Challenging assumptions and judgements made by management in their significant areas of estimation including procedures relating to the valuation of investment properties as described in the related key audit matters above; and
- Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Our audit testing might include testing complete populations of certain transactions and balances, possibly using data auditing techniques. However, it typically involves selecting a limited number of items for testing, rather than testing complete populations. We will often seek to target particular items for testing based on their size or risk characteristics. In other cases, we will use audit sampling to enable us to draw a conclusion about the population from which the sample is selected.

A further description of our responsibilities for the audit of the financial statements is located on the FRC’s website at: **www.frc.org.uk/auditorsresponsibilities**. This description forms part of our auditors’ report.

Use of this report

This report, including the opinions, has been prepared for and only for the company’s members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

Companies Act 2006 exception reporting

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not obtained all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the company, or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of directors' remuneration specified by law are not made; or
- the company financial statements and the part of the Directors' remuneration report to be audited are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

Appointment

Following the recommendation of the Audit Committee, we were appointed by the members on 6 July 2023 to audit the financial statements for the year ended 31 March 2024 and subsequent financial periods. The period of total uninterrupted engagement is two years, covering the years ended 31 March 2024 to 31 March 2025.

Other matter

The company is required by the Financial Conduct Authority Disclosure Guidance and Transparency Rules to include these financial statements in an annual financial report prepared under the structured digital format required by DTR 4.1.15R – 4.1.18R and filed on the National Storage Mechanism of the Financial Conduct Authority. This auditors' report provides no assurance over whether the structured digital format annual financial report has been prepared in accordance with those requirements.

Saira Choudhry
(Senior Statutory Auditor)

For and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
London

20 May 2025

Company balance sheet

At 31 March 2025

	Notes	2025 £m	2024 £m
Non-current assets			
Fixed asset investments	iii	**1,409.4**	1,240.7
Amounts owed by subsidiary undertakings		**956.0**	761.2
Amounts owed by joint ventures		**207.6**	213.5
Derivative financial instruments	17	**–**	0.4
		2,573.0	2,215.8
Current assets			
Other debtors		**6.2**	6.6
Deferred tax	vi	**–**	–
Cash at bank and short-term deposits		**18.6**	6.0
		24.8	12.6
Total assets		**2,597.8**	2,228.4
Current liabilities	iv	**(930.7)**	(1,205.0)
Non-current liabilities			
Interest-bearing loans and borrowings	v	**(848.0)**	(565.4)
		(848.0)	(565.4)
Total liabilities		**(1,778.7)**	(1,770.4)
Net assets		**819.1**	458.0
Capital and reserves			
Share capital	20	**62.0**	38.7
Share premium account		**358.3**	46.0
Capital redemption reserve		**326.7**	326.7
Retained earnings		**70.3**	41.0
Investment in own shares	21	**1.8**	5.6
Shareholders' funds		**819.1**	458.0

Notes: The profit within the Company financial statements was £58.8 million (2024: £47.8 million). References in roman numerals refer to the notes to the Company financial statements, references in numbers refer to the notes to the Group financial statements.

The financial statements of Great Portland Estates plc (registered number: 00596137) were approved by the Board on 20 May 2025 and signed on its behalf by:

Toby Courtauld
Chief Executive

Nick Sanderson
Chief Financial & Operating Officer

Company statement of changes in equity

For the year ended 31 March 2025

	Notes	Share capital £m	Share premium account £m	Capital redemption reserve £m	Retained earnings £m	Investment in own shares £m	Total equity £m
Total equity at 1 April 2024		**38.7**	**46.0**	**326.7**	**41.0**	**5.6**	**458.0**
Profit for the year and total comprehensive expense		**–**	**–**	**–**	**58.8**	**–**	**58.8**
Proceeds from 3 for 5 rights issue		**23.3**	**327.0**	**–**	**–**	**–**	**350.3**
Costs of issue		**–**	**(14.7)**	**–**	**–**	**–**	**(14.7)**
Purchase of own shares		**–**	**–**	**–**	**–**	**(5.7)**	**(5.7)**
Dividends to shareholders	24	**–**	**–**	**–**	**(31.8)**	**–**	**(31.8)**
Employee Long Term Incentive Plan charge	21	**–**	**–**	**–**	**–**	**4.2**	**4.2**
Transfer to retained earnings	21	**–**	**–**	**–**	**2.3**	**(2.3)**	**–**
Total equity at 31 March 2025		**62.0**	**358.3**	**326.7**	**70.3**	**1.8**	**819.1**

At 31 March 2025, the Company had unaudited realised profits available for distribution of approximately £59 million.

Company statement of changes in equity

For the year ended 31 March 2024

	Notes	Share capital £m	Share premium account £m	Capital redemption reserve £m	Retained earnings £m	Investment in own shares £m	Total equity £m
Total equity at 1 April 2023		38.7	46.0	326.7	119.5	2.8	533.7
Loss for the year and total comprehensive expense		–	–	–	(47.8)	–	(47.8)
Dividends to shareholders	24	–	–	–	(31.9)	–	(31.9)
Employee Long Term Incentive Plan charge	21	–	–	–	–	4.0	4.0
Transfer to retained earnings	21	–	–	–	1.2	(1.2)	–
Total equity at 31 March 2024		38.7	46.0	326.7	41.0	5.6	458.0

Notes forming part of the Company financial statements

i Accounting policies

Accounting convention

Great Portland Estates plc is a public company limited by shares incorporated and domiciled in the United Kingdom (England and Wales). The address of the registered office is given on page 204. The financial statements have been prepared on the historical cost basis except for the remeasurement of certain financial instruments to fair value. Historical cost is generally based on the fair value of the consideration given in exchange for the goods and services. There were no significant judgements made or critical estimates applied in the preparation of the financial statements.

Disclosure exemptions adopted

The separate financial statements of the Company are presented as required by the Companies Act 2006. The Company meets the definition of a qualifying entity under FRS 100 (Financial Reporting Standard 100) issued by the Financial Reporting Council. Accordingly, the financial statements have therefore been prepared in accordance with FRS 101 (Financial Reporting Standard 101) Reduced Disclosure Framework as issued by the FRC incorporating the Amendments to FRS 101 issued by the FRC in July 2015 and July 2016.

In preparing these financial statements, Great Portland Estates plc has taken advantage of all disclosure exemptions conferred by FRS 101. Therefore these financial statements do not include:

- certain comparative information as otherwise required by the United Kingdom adopted international accounting standards;
- certain disclosures regarding the Company's capital;
- a statement of cash flows;
- certain disclosures in respect of financial instruments;
- the effect of future accounting standards not yet adopted; and
- disclosure of related party transactions with wholly-owned members of the Group.

The above disclosure exemptions have been adopted because equivalent disclosures are included in the consolidated Group accounts into which Great Portland Estates plc is consolidated.

Going concern

The Directors also considered the Company's net current liability position as at 31 March 2025, which is primarily driven by amounts owed to subsidiaries of £921.9 which are repayable on demand. There is no expectation or intention that these amounts will be called due within the next 12 months. The Company has access to £376 million of undrawn facilities and cash, which provides the Directors with a reasonable expectation that the Company will be able to meet these current liabilities as they fall due.

Subsidiary undertakings and joint ventures

The Company is a holding and financing company for the Great Portland Estates plc Group. Shares in subsidiary undertakings and joint ventures are carried at amounts equal to their original cost less any provision for impairment.

Amounts owed by subsidiary undertakings and joint ventures are expected to remain outstanding for the foreseeable future and therefore deemed long term in nature and classified as non-current assets and are stated at amortised cost including a provision for expected credit losses. For the purposes of impairment assessment, amounts to subsidiary undertakings and joint ventures are considered low credit risk and, therefore, the Company measures the provision at an amount equal to 12-month expected credit losses. Provision for expected credit losses in the current and prior year are immaterial.

Other

Accounting policies for share-based payments, other investment, deferred tax and financial instruments are the same as those of the Group and are set out on pages 156 to 159.

The Company participates in a Group defined benefit scheme which is the legal responsibility of Great Portland Estates Services Limited as the sponsoring employer. There is no contractual agreement or stated policy for charging the net defined benefit cost. In accordance with IAS 19 (Revised 2011), the Company accounts for the contributions to the scheme as if it were a defined contribution scheme. Details of the Group's pension plan can be found on pages 181 to 182.

The auditor's remuneration for audit and other services is disclosed in note 5 to the Group accounts.

ii Profit attributable to members of the parent undertaking

As permitted by section 408 of the Companies Act 2006, the Company has not presented its own profit and loss account. The profit dealt within the financial statements of the Company was £58.8 million (2024: loss £47.8 million). The employees of the Company are the Directors and the Company Secretary. Full disclosure of the Directors' remuneration can be found on pages 126 to 145.

iii Fixed asset investments

	Investment in joint ventures £m	Shares in subsidiary undertakings £m	Total £m
At 1 April 2023	0.1	1,240.8	1,240.9
Additions	–	11.0	11.0
Impairment	–	(11.2)	(11.2)
31 March 2024/1 April 2024	**0.1**	**1,240.6**	**1,240.7**
Additions	**–**	**173.4**	**173.4**
Impairment	**–**	**(4.7)**	**(4.7)**
31 March 2025	**0.1**	**1,409.3**	**1,409.4**

Shares in subsidiary undertakings and joint ventures are carried at cost less any provision for impairment. The historical cost of the shares in subsidiary undertakings and joint ventures at 31 March 2025 was £1,409.4 million (2024: £1,240.7 million).

The subsidiaries of the Company at 31 March 2025 were:

Direct subsidiaries

The Company has a 100% interest in the ordinary share capital of the following entities:

	Principal activity		Principal activity
Great Portland Estates Services Limited (00517550)	Property management	G.P.E. (St Thomas Street) Limited (05593274)	Property investment
Collin Estates Limited* (00349259)	Property investment	J.L.P. Investment Company Limited (00459857)	Property investment
Courtana Investments Limited (00764696)	Property investment	Knighton Estates Limited (00379493)	Property investment
G.P.E. (Bermondsey Street) Limited (05593239)	Property investment	Pontsarn Investments Limited (00611070)	Property investment
73/77 Oxford Street Limited (00628026)	Property investment	Portman Square Properties Holdings Limited (06049187)	Holding company
GPE (Brook Street) Limited* (09144095)	Property investment	GPE Pension Trustee Limited (05406955)	Corporate trustee
GPE (GHS) Limited* (08737134)	Property investment	G.P.E. (Marcol House) Limited (07046709)	Holding company
Gresse Street Limited* (05279893)	Property investment	G.P.E. (Rathbone Place 1) Limited (0774083)	Property investment
GPE (Dufour's Place) Limited* (14078313)	Property investment	GPE St Andrew Street Limited* (14085827)	Property investment
GPE (Soho Square) Limited (15088898)	Property investment	GPE (Piccadilly) Limited (14832783)	Property investment
GPE (Bramah House) Limited* (14790117)	Property investment	GPE (135-141 Wardour Street) Limited* (14780172)	Property investment
G.P.E. Construction Limited* (04936146)	Development management	G.P.E. (Rathbone Place 2) Limited* (07754121)	Property investment
The Rathbone Place Partnership (G.P. 1) Limited (07740829)	Property investment	G.P.E. (Rathbone Place 3) Limited* (07754130)	Property investment
King Sloane Properties Limited (22867/OE027819)	Property investment	Platine Holdings Limited (56153)	Property investment

* Great Portland Estates plc has guaranteed the liabilities of these subsidiaries under section 479A and C of the Companies Act 2006 (as amended). As such, these subsidiaries will take advantage of the audit exemption set out within section 479A for the year ended 31 March 2025.

iii Fixed asset investments continued

Indirect subsidiaries

	Principal activity		Principal activity
The Rathbone Place Partnership (G.P. 2) Limited (07742507)	Property investment	Portman Square Properties Limited (03872261)	Property investment
The Rathbone Place Limited Partnership** (LP014603)	Property investment	G.P.E. (Newman Street) Limited* (07796204)	Property investment
Rathbone Square No. 1 Limited (04122795)	Property investment	Rathbone Square No. 2 Limited (04122784)	Property investment
GPE (Wells Street) Limited* (16022902)	Property investment	GPE (Whittington House) Limited* (16085942)	Property investment
The Newman Street Unit Trust	Property investment	Marcol House Jersey Limited (95425)	Property investment
Cypress Dynasty Limited (1846538)	Property investment		

* Great Portland Estates plc has guaranteed the liabilities of these subsidiaries under section 479A and C of the Companies Act 2006 (as amended). As such, these subsidiaries will take advantage of the audit exemption set out within section 479A for the year ended 31 March 2025.

** The Group has taken advantage of the exemption, which is conferred by The Partnerships (Accounts) Regulations 2008, for preparing financial statements for The Rathbone Place Limited Partnership.

Directly held joint venture entities

	Principal activity		Principal activity
The Great Victoria Partnership (G.P.) Limited (05216728)	Property investment	The Great Victoria Partnership (G.P.) (No. 2) Limited (05375913)	Property investment
Great Ropemaker Partnership (G.P.) Limited (06526534)	Property investment	GHS (GP) Limited (114189)	Property investment

Indirectly held joint venture entities

	Principal activity		Principal activity
Great Victoria Property Limited (05208609)	Property investment	The Great Victoria Partnership (LP009971)	Property investment
The Great Victoria Partnership (No. 2) (LP010380)	Property investment	Great Victoria Property (No. 2) Limited (05385912)	Property investment
Great Ropemaker Property Limited (06526552)	Property investment	The Great Ropemaker Partnership (LP012802)	Property investment
Great Ropemaker Property (Nominee 1) Limited (07830921)	Property investment	Great Ropemaker Property (Nominee 2) Limited (07830923)	Property investment
The GHS Limited Partnership (1697)	Property investment	GPE (Hanover Square) Limited (03723180)	Property investment
14 Brook Street Management Company Limited (12938268)	Property investment	GHS (Nominee) Limited (114197)	Property investment

All of the above companies are registered at 33 Cavendish Square, London, W1G 0PW and operate in England and Wales except for: Marcol House Jersey Limited, GHS (GP) Limited, GHS (Nominee) Limited and The GHS Limited Partnership, which are registered at 44 Esplanade, St Helier, Jersey, JE4 9WG, The Newman Street Unit Trust, which is registered at 11 Old Jewry, London, EC2R 8DU, King Sloane Properties Limited, which is registered in One Welches, Welches, St. Thomas BB22025, Barbados and Platine Holdings Limited, which is registered at Trust Company Complex, Ajeltake Road, Ajeltake Island, Majuro, Marshall Islands, MH 96960. Cypress Dynasty which is registered at Wickhams Cay II, Road Town, Tortola, VG1110, British Virgin Islands.
Great Portland Estates plc is the ultimate parent undertaking of the GPE Group.

iv Current liabilities

	2025 £m	2024 £m
Amounts owed to subsidiary undertakings	**921.9**	1,017.6
Interest-bearing loans and borrowings	**–**	175.0
Other creditors	**2.0**	–
Accruals	**6.8**	12.4
	930.7	1,205.0

Interest on intercompany debt is charged at variable rates based on the weighted average interest rate of Group third-party debt. Amounts are unsecured and are repayable on demand.

v Interest-bearing loans and borrowings

	2025 £m	2024 £m
Bank loans	**330.5**	294.4
Debentures	**21.9**	22.0
Sustainable sterling bond	**246.5**	–
Private placement notes	**249.1**	249.0
	848.0	565.4

At 31 March 2025, property with a carrying value of £114.8 million (2024: £107.0 million) was secured under the first mortgage debenture stock. Further details of the Company's loans and borrowings can be found on notes 16 and 17 of the Group accounts.

vi Deferred tax

	1 April 2024 £m	Recognised in the income statement £m	Recognised in equity £m	31 March 2025 £m
Net deferred tax asset in respect of other temporary differences	–	**–**	**–**	**–**
	–	**–**	**–**	**–**

The Company has not recognised further deferred tax assets in respect of gross temporary differences arising from the following items, because it is uncertain whether future taxable profits will arise against which these assets can be utilised:

	2025 £m	2024 £m
Revenue losses	**38.1**	30.7
Share-based payments	**3.2**	2.7
	41.3	33.4

Other information
(unaudited)

In this section:

One Chapel Place, W1

We acquired the building with existing plans to develop the site when the leases expire in 2028 (pictured). We will be improving the design and seeking planning permission for a substantial development in this prime site.

Five-year record

Based on the Group financial statements for the years ended 31 March

Balance sheet

	2021 £m	2022 £m	2023 £m	2024 £m	**2025 £m**
Property portfolio	1,894.5	2,144.4	1,922.2	1,929.2	2,455.5
Joint ventures	626.4	582.8	538.8	491.3	507.2
Loans and borrowings	(488.6)	(531.2)	(458.5)	(740.4)	(848.0)
Other liabilities	(60.7)	(83.1)	(83.9)	(97.1)	(114.0)
Net assets	**1,971.6**	**2,112.9**	**1,918.6**	**1,583.0**	**2,000.7**

Financed by

	£m	£m	£m	£m	**£m**
Issued share capital	38.7	38.7	38.7	38.7	62.0
Reserves	1,932.9	2,074.2	1,879.9	1,544.3	1,938.7
Total equity	**1,971.6**	**2,112.9**	**1,918.6**	**1,583.0**	**2,000.7**

Net assets per share	**779p**	**835p**	**757p**	**521p**	**496p**
EPRA NTA	**779p**	**835p**	**757p**	**520p**	**494p**

Income statement

	£m	£m	£m	£m	**£m**
Revenue	88.5	84.2	91.2	95.4	94.2
Cost of sales	(24.7)	(30.1)	(32.2)	(33.3)	(35.1)
	63.8	54.1	59.0	62.1	59.1
Administration expenses	(25.2)	(35.0)	(38.3)	(42.3)	(40.0)
Other income	–	–	–	–	0.6
Estimated credit loss	(7.7)	(4.1)	(0.8)	(0.1)	(0.2)
Development management losses	(0.1)	(0.4)	(0.1)	–	–
Operating profit before surplus/(deficit) from property and results of joint ventures	30.8	14.6	19.8	19.7	19.5
Surplus/(deficit) on investment property	(156.8)	107.9	(145.0)	(267.3)	83.2
(Deficit)/surplus on revaluation of investments	–	–	0.1	(0.2)	(0.4)
Share of results of joint ventures	(76.2)	45.9	(33.4)	(46.7)	21.8
Operating profit/(loss)	(202.2)	168.4	(158.5)	(294.5)	124.1
Finance income	8.0	7.4	6.0	6.1	7.2
Finance costs	(7.8)	(9.1)	(11.5)	(17.7)	(13.1)
Fair value loss on derivatives	–	–	–	(1.7)	(0.4)
Profit/(loss) before tax	(202.0)	166.7	(164.0)	(307.8)	117.8
Tax	0.1	0.5	0.1	–	(1.8)
Profit/(loss) for the year	(201.9)	167.2	(163.9)	(307.8)	116.0

Earnings/(loss) per share – basic	(79.8)p	66.1p	(64.8)p	(121.7)p	30.2p
Earnings/(loss) per share – diluted	(79.8)p	66.0p	(64.8)p	(121.7)p	30.1p
EPRA earnings per share – diluted	15.8p	10.8p	9.5p	7.1p	5.2p
Dividend (£m)	31.8	31.9	31.9	31.9	31.8

Our properties and customers

In value order (GPE share)

Ownership	Property name	Location	Tenure	Rent roll (GPE share) £	Net internal area sq ft
£200 million plus					
50%	Hanover Square	Rest of West End	FH/LH	12,575,300	220,500
100%	1 Newman Street & 70/88 Oxford Street	Noho	FH	11,499,600	121,300
£100 million – £200 million					
100%	2 Aldermanbury Square	City	FH	–	322,600
100%	Wells & More	Noho	LH	6,770,200	122,200
100%	Kent House	Noho	FH	7,524,600	59,300
100%	Elsley House	Noho	FH	4,672,500	64,900
100%	City Tower	City	LH	7,168,400	138,200
£75 million – £100 million					
100%	170 Piccadilly	Rest of West End	LH	1,350,000	41,100
100%	Walmar House	Noho	LH	4,485,000	56,500
100%	30 Duke Street	Rest of West End	LH	–	70,900
50%	200 & 214 Gray's Inn Road	Midtown	LH	2,878,500	284,800
£50 million – £75 million					
100%	Soho Square Estate	Rest of West End	FH	1,131,100	55,400
100%	Empire House	Rest of West End	LH	5,312,700	45,700
100%	Minerva House	City	FH	3,000	166,800
100%	SIX St Andrew Street	Midtown	FH	2,171,300	47,800
100%	31/34 Alfred Place	Noho	LH	2,854,300	41,700
100%	141 Wardour Street	Rest of West End	FH	600,000	33,600
100%	The Hickman	City	FH	3,928,400	74,900
100%	Whittington House	Noho	LH	–	74,500
100%	Woolyard	Southwark	FH	5,741,300	46,300
100%	One Chapel Place	Noho	FH	2,471,500	34,200
100%	Carrington House, 126/130 Regent Street	Rest of West End	LH	3,343,700	30,900
100%	35 Portman Square	Noho	LH	5,553,000	73,400
100%	10/16 Dufour's Place	Southwark	FH	4,343,800	24,500
£30 million – £50 million					
100%	St Thomas Yard, 14/20 St Thomas Street	Southwark	FH	3,900,900	98,000
100%	54/56 Jermyn Street	Rest of West End	LH	2,181,200	28,700
100%	Challenger House	City	FH	2,657,600	59,200
50%	Mount Royal, 508/540 Oxford Street	Noho	LH	2,951,300	95,100
100%	The Courtyard	Noho	LH	436,500	63,600
100%	Pollen House	Rest of West End	LH	2,406,800	21,200

Our properties and customers continued

In value order (GPE share)

Ownership	Property name	Location	Tenure	Rent roll (GPE share) £	Net internal area sq ft
£10 million – £30 million					
50%	103/113 Regent Street	Rest of West End	LH	2,515,400	56,900
100%	7/15 Gresse Street	Noho	LH	–	43,100
100%	19/23 Wells Street	Noho	LH	1,681,000	18,800
100%	Orchard Court	Noho	LH	708,100	47,900
100%	Foxglove House	Rest of West End	LH	2,443,100	18,100
50%	Elm Yard	Midtown	FH	2,012,300	49,400
100%	Bramah House	Southwark	FH	776,100	16,000
100%	Kingsland House, 122/124 Regent Street	Rest of West End	LH	1,059,000	8,700
Below £10 million					
100%	Cathedral Street	Southbank	FH	332,000	6,400
100%	23/24 Newman Street	Noho	FH	292,900	25,200
100%	183/190 Tottenham Court Road	Noho	LH	451,300	12,000

FH = Freehold or Virtual Freehold.
LH = Leasehold.

Top ten customers

	Customer	Use	Rent roll (our share) £m	% of rent roll (our share)
1	Kohlberg Kravis Roberts LLP	Office	4.4	3.5
2	Runway East	Office	4.4	3.5
3	Glencore UK Limited	Office	3.1	2.5
4	Heineken UK Limited	Office	2.9	2.4
5	Exane SA	Office	2.8	2.3
6	Richemont UK Limited	Office	2.7	2.2
7	Aldgate Opco Limited	Hotel	2.7	2.2
8	Uniqlo	Retail	2.5	2.0
9	Independent Television News Limited	Office	2.1	1.7
10	New Look	Office	1.9	1.6
	Total		**29.5**	**23.9**

Portfolio statistics at 31 March 2025

Rental income

			Wholly-owned			Share of joint ventures			
			Rent roll £m	Reversionary potential £m	Rental values £m	Rent roll £m	Reversionary potential £m	Rental values £m	Total rental values £m
London	North of Oxford Street	Office	40.7	5.2	45.9	–	–	–	45.9
		Retail	8.7	1.1	9.8	3.0	0.1	3.1	12.9
	Rest of West End	Office	16.0	2.8	18.8	9.7	2.5	12.2	31.0
		Retail	8.2	0.1	8.3	5.4	0.3	5.7	14.0
	Total West End		**73.6**	**9.2**	**82.8**	**18.1**	**2.9**	**21.0**	**103.8**
	City, Midtown and Southwark	Office	23.7	2.2	25.9	4.8	0.1	4.9	30.8
		Retail	3.0	(0.8)	2.2	–	–	–	2.2
	Total City, Midtown and Southwark		**26.7**	**1.4**	**28.1**	**4.8**	**0.1**	**4.9**	**33.0**
Total let portfolio			**100.3**	**10.6**	**110.9**	**22.9**	**3.0**	**25.9**	**136.8**
Voids (A)					14.9			0.1	15.0
Premises under refurbishment and development					95.9			6.0	101.9
Total portfolio (B)					**221.7**			**32.0**	**253.7**
Vacancy rate % (A/B)					**6.7**			**0.3**	**5.9**

EPRA vacancy

	Wholly-owned £m	Joint ventures £m	Total £m
Voids and premises under refurbishment excluding developments (A)	60.7	6.1	66.8
Total portfolio	**221.7**	**32.0**	**253.7**
Less: premises under development	(50.1)	–	(50.1)
Total (B)	171.6	32.0	203.6
EPRA vacancy rate % (A/B)	**35.4**	**19.1**	**32.8**

Rent roll security, lease lengths and voids

			Wholly-owned			Joint ventures		
			Rent roll secure for five years %	Weighted average lease length Years	Void %	Rent roll secure for five years %	Weighted average lease length Years	Void %
London	North of Oxford Street	Office	27.5	3.8	6.0	–	–	–
		Retail	36.5	4.3	2.2	52.5	6.9	–
	Rest of West End	Office	1.2	1.3	4.4	89.1	10.3	–
		Retail	28.5	4.8	–	21.5	4.1	–
	Total West End		**22.9**	**3.5**	**4.8**	**63.0**	**7.9**	**–**
	City, Midtown and Southwark	Office	9.0	1.9	10.3	–	3.0	1.3
		Retail	10.5	1.1	–	–	–	–
	Total City, Midtown and Southwark		**9.2**	**1.8**	**10.3**	**–**	**3.0**	**1.3**
Total portfolio			**19.3**	**3.0**	**6.7**	**49.5**	**6.8**	**0.4**

Rental values and yields

			Wholly-owned		Joint ventures		Wholly-owned		Joint ventures	
			Average rent £psf	Average ERV £psf	Average rent £psf	Average ERV £psf	Initial yield %	True equivalent yield %	Initial yield %	True equivalent yield %
London	North of Oxford Street	Office	98	117	–	–	3.0	5.6	–	–
		Retail	66	67	79	84	4.4	5.3	(1.4)	5.7
	Rest of West End	Office	130	162	116	146	2.5	5.2	3.7	4.7
		Retail	105	109	111	118	3.5	4.9	4.1	4.3
	Total West End		**99**	**116**	**106**	**118**	**3.1**	**5.4**	**3.3**	**4.7**
	City, Midtown and Southwark	Office	77	89	52	61	3.6	5.8	2.3	6.2
		Retail	43	30	–	–	3.9	5.6	–	–
	Total City, Midtown and Southwark		**71**	**80**	**52**	**61**	**3.6**	**5.8**	**2.3**	**6.2**
Total portfolio			**89**	**100**	**87**	**91**	**3.2**	**5.5**	**3.1**	**5.1**

Glossary

Building Research Establishment Environmental Assessment Methodology (BREEAM)

Building Research Establishment method of assessing, rating and certifying the sustainability of buildings.

Cash EPS

EPRA EPS adjusted for certain non-cash items (including our share of joint ventures): lease incentives, capitalised interest and charges for share-based payments.

Core West End

Areas of London with W1 and SW1 postcodes.

Development profit on cost

The value of the development at completion, less the value of the land at the point of development commencement and costs to construct (including finance charges, letting fees, void costs and marketing expenses).

Development profit on cost %

The development profit on cost divided by the land value at the point of development commencement together with the costs to construct.

Earnings per share (EPS)

Profit after tax divided by the weighted average number of ordinary shares in issue.

EPRA metrics

Standard calculation methods for adjusted EPS and NAV and other operating metrics as set out by the European Public Real Estate Association (EPRA) in their Best Practice and Policy Recommendations.

EPRA Net Disposal Value (NDV)

Represents the shareholders' value under a disposal scenario, where deferred tax, financial instruments and certain other adjustments are calculated to the full extent of their liability, net of any resulting tax. Diluted net assets per share adjusted to remove the impact of goodwill arising as a result of deferred tax and fixed interest rate debt.

EPRA Net Reinstatement Value (NRV)

Represents the value of net assets on a long-term basis. Assets and liabilities that are not expected to crystallise in normal circumstances, such as the fair value movements on financial derivatives, real estate transfer taxes and deferred taxes on property valuation surpluses, are therefore excluded.

EPRA Net Tangible Assets (NTA)

Assumes that entities buy and sell assets, thereby crystallising certain levels of unavoidable deferred tax. Diluted net assets per share adjusted to remove the cumulative fair value movements on interest-rate swaps and similar instruments, the carrying value of goodwill arising as a result of deferred tax and other intangible assets.

Estimated rental value (ERV)

The market rental value of lettable space as estimated by the Group's valuers at each balance sheet date.

Fair value – investment property

The amount as estimated by the Group's valuers for which a property should exchange on the date of valuation between a willing buyer and a willing seller in an arm's length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion. In line with market practice, values are stated net of purchasers' costs.

Ready to fit

For businesses typically taking larger spaces on longer leases who want to fit out the space themselves.

Fitted spaces

Where businesses can move into fully furnished, well-designed workspaces, with their own front door, furniture, meeting rooms, kitchen and branding.

Fully Managed

Fitted space where GPE handles all day-to-day services and running of the workplace in one monthly bill.

Flex space partnerships

Revenue share agreements with flexible space operators; these are typically structured via lease arrangements with the revenue share recognised within rental income.

Full repairing and Insuring (FRI) lease

In an FRI lease, the customer is responsible for managing the space they occupy, including all costs associated with repairing and maintaining the property, as well as obtaining insurance coverage.

IFRS

United Kingdom adopted international accounting standards.

Internal rate of return (IRR)

The rate of return that, if used as a discount rate and applied to the projected cash flows, would result in a net present value of zero.

Like-for-like (Lfl)

The element of the portfolio that has been held for the whole of the period of account.

MSCI

Morgan Stanley Capital International (MSCI) is a company that produces an independent benchmark of property returns.

EPRA Loan-to-Value (LTV)

The nominal value of total bank loans, private placement notes, debenture stock and any net liabilities/assets, net of cash (including our share of joint ventures balances), expressed as a percentage of the market value of the property portfolio (including our share of joint ventures).

MSCI central London

An index, compiled by MSCI, of the central and inner London properties in their March annual valued universes.

Net assets per share or net asset value (NAV)

Equity shareholders' funds divided by the number of ordinary shares at the balance sheet date.

Net debt

The book value of the Group's bank and loan facilities, private placement notes and debenture loans plus the nominal value of the convertible bond less cash and cash equivalents.

Net gearing

Total Group borrowings at nominal value plus obligations under occupational leases less short-term deposits and cash as a percentage of equity shareholders' funds adjusted for value of the Group's pension scheme, calculated in accordance with our bank covenants.

Net initial yield

Annual net rents on investment properties as a percentage of the investment property valuation having added notional purchasers' costs.

Net rental income

Gross rental income adjusted for the spreading of lease incentives less expected credit losses for rental income and ground rents.

Non-PIDs

Dividends from profits of the Group's taxable residual business.

Property costs

Service charge and Fully Managed services income less service charge expenses, Fully Managed services cost, other property expenses and expected credit losses for service charges.

Property Income Distributions (PIDs)

Dividends from profits of the Group's tax-exempt property rental business.

PMI

Purchasing Managers Index.

REIT

UK Real Estate Investment Trust.

Rent roll

The annual contracted rental income.

Reversionary potential

The percentage by which ERV exceeds rent roll on let space.

Topped-up initial yield

Annual net rents on investment properties as a percentage of the investment property valuation having added notional purchasers' costs and contracted uplifts from tenant incentives.

Total potential future growth

Portfolio rent roll plus the ERV of void space, space under refurbishment and the committed development schemes, expressed as a percentage uplift on the rent roll at the end of the period.

Total Accounting Return (TAR)

The growth in EPRA NTA per share, on pro forma basis, plus ordinary dividends paid, expressed as a percentage of EPRA NTA per share at the beginning of the period.

Total Property Return (TPR)

Capital growth in the portfolio plus net rental income derived from holding these properties plus profit on sale of disposals expressed as a percentage return on the period's opening value.

Total Shareholder Return (TSR)

The growth in the ordinary share price as quoted on the London Stock Exchange, plus dividends per share received for the period expressed as a percentage of the share price at the beginning of the period.

True equivalent yield

The constant capitalisation rate which, if applied to all cash flows from an investment property, including current rent, reversions to current market rent and such items as voids and expenditures, equates to the market value having taken into account notional purchasers' costs. Assumes rent is received quarterly in advance.

Ungeared IRR

The ungeared internal rate of return (IRR) is the interest rate at which the net present value of all the cash flows (both positive and negative) from a project or investment equal zero, without the benefit of financing. The internal rate of return is used to evaluate the attractiveness of a project or investment.

EPRA vacancy rate

The element of a property which is unoccupied, expressed as the ERV of the vacant space divided by the ERV of the total portfolio, excluding committed developments.

Weighted Average Unexpired Lease Term (WAULT)

The Weighted Average Unexpired Lease Term expressed in years.

Whole life surplus

The value of the development at completion, less the value of the land at the point of acquisition and costs to construct (including finance charges, letting fees, void costs and marketing expenses), plus any income earned over the period.

Shareholders' information

Shareholder enquiries

Enquiries relating to shareholdings, such as the transfer of shares, change of name or address, lost share certificates or dividend cheques, should be referred to the Company's Registrar at:

Equiniti Limited, Aspect House, Spencer Road,
Lancing, West Sussex BN99 6DA

Tel: +44 (0) 371 384 2030
(Lines are open 8.30am to 5.30pm, Monday to Friday, excluding bank holidays in England and Wales).

See **help.shareview.co.uk** for additional information.

Managing your shares online

Shareholders and employees can manage their Great Portland Estates plc holdings online by registering with Shareview, a secure online platform provided by Equiniti Limited. Registration is a straightforward process and allows shareholders to:

- access information on their shareholdings, including share balance and dividend information;
- sign up for electronic shareholder communications;
- buy and sell shares;
- update their records following a change of address;
- have dividends paid into their bank account; and
- vote by proxy online in advance of general meetings of the Company.

Electronic communication

Shareholders are encouraged to elect to receive all shareholder documentation electronically by registering with Shareview at **www.shareview.co.uk** Shareholders who have registered for this option will receive an e-mail notification when shareholder documents are available on the Company's website and a link will be provided to that information.

When registering, shareholders will need their shareholder reference number, which can be found on their share certificate or proxy form.

Equiniti Limited offers a range of shareholder information and services online at **www.shareview.co.uk**

For deaf and speech impaired customers, Equiniti welcomes calls via Relay UK. Please see **www.relayuk.bt.com** for more information.

Unsolicited telephone calls – boiler room scams

In recent years, some of our shareholders have received unsolicited telephone calls or correspondence concerning investment matters from organisations or persons claiming or implying that they have some connection with the Company.

These are typically from overseas based 'brokers' who target UK shareholders offering to sell them shares that often turn out to be worthless or non-existent, or an inflated price for shares they own. These operations are commonly known as 'boiler rooms'. Shareholders are advised to be very wary of any offers of unsolicited advice, discounted shares, premium prices for shares they own or free reports into the Company. If you receive any unsolicited investment advice:

- ensure you get the correct name of the person and firm;
- check that the firm is on the Financial Conduct Authority (FCA) Register to ensure they are authorised at **https://register.fca.org.uk**;
- use the details on the FCA Register to contact the firm;
- call the FCA Consumer Helpline (0800 111 6768) if there are no contact details in the Register or you are told they are out of date; and
- if the calls persist, hang up.

If you use an unauthorised firm to buy or sell shares, you will not have access to the Financial Ombudsman Service or the Financial Services Compensation Scheme.

Dividends

Dividends can be paid by BACS directly into a UK bank account, with the dividend confirmation being sent to the shareholder's address. This is the easiest way for shareholders to receive dividend payments and avoids the risk of lost or out-of-date cheques. A dividend mandate form is available from Equiniti Limited or online at **www.shareview.co.uk/info/directdividends**

Dividends payable in foreign currencies

Equiniti is able to pay dividends to shareholder bank accounts in over 83 currencies worldwide through the Overseas Payment Service. An administrative fee will be deducted from each dividend payment. Further details can be obtained from Equiniti or online at **www.shareview.co.uk/info/ops**

Dividend Reinvestment Plan

Our Dividend Reinvestment Plan (DRIP) enables shareholders to use their dividends to buy further Great Portland Estates plc shares. Full details of the DRIP can be obtained from Equiniti Limited or online at **www.shareview.co.uk/info/drip**

Tax consequences of REIT status

As a REIT, dividend payments may be split between PIDs and non-PIDs. Information in respect of the tax consequences for shareholders of receiving dividends can be found on the Company's website at **www.gpe.co.uk/investors/shareholder-information/reits**

Share dealing

Great Portland Estates plc shares can be traded through most banks, building societies or stockbrokers. Equiniti Limited offers a telephone and internet dealing service. Terms and conditions and details of the commission charges are available on request.

For telephone dealing, please telephone 0345 603 7037 between 8.00am and 4.30pm, Monday to Friday (excluding bank holidays in England and Wales), and for internet dealing visit **www.shareview.co.uk/dealing**

Shareholders will need their reference number, which can be found on their share certificate.

Website

The Company has a corporate website, which holds, amongst other information, a copy of our latest Annual Report and financial statements, a list of properties held by the Group and copies of all press announcements released over the last 12 months. The site can be found at **www.gpe.co.uk**

General Counsel & Company Secretary

Darren Lennark

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Financial calendar

2025

29 May
Ex-dividend date for 2024/25 final dividend

30 May
Registration qualifying date for 2024/25 final dividend

3 July
Annual General Meeting

7 July
2024/25 final dividend payable

19 November
Announcement of 2025/26 interim results (provisional)

27 November
Ex-dividend date for 2025/26 interim dividend (provisional)[1]

28 November
Registration qualifying date for 2025/26 interim dividend (provisional)[1]

2026

6 January
2025/26 interim dividend payable (provisional)[1]

20 May
Announcement of 2025/26 full-year results (provisional)[1, 2]

1. Provisional dates will be confirmed in the half-year results announcement 2025. All dividends are subject to the Board's recommendation (and also, in the case of the final dividend, to shareholder approval) at the appropriate time.
2. The timetable for the potential final dividend will be confirmed in the 2026 Annual Report.

For more information on how we are working to decarbonise our business, please visit our website: **www.gpe.co.uk/sustainability**

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