

EPRA Data Report
2023/24

# **INTRODUCTION**

We are pleased to report our 2023/24 sustainability performance in line with the EPRA Sustainability Best Practice Recommendations.

This environmental performance summary includes all landlord-obtained utility supplies and managed waste for all directly managed assets. The social and corporate metrics cover both our business and portfolio wide activities.

Details of our sustainability strategy and performance can be found on page 38-65, 103, 104of our 2024 Annual Reports and Accounts available on our website (<a href="https://www.workspace.co.uk/investors/investors/investors/investors/centre/results-reports-presentations">https://www.workspace.co.uk/investors/invest

#### **IMPACT CATEGORY: ENERGY**

Impact		EPRA Sustainability Best Practice Performance Measures					Total portfolio					Office					Industrial					
category	EPRA Sustainability Best Practice Performance ivieasures					Absolute measures (Abs)		Like-for-like (LfL)		Absolute measures (Abs)		Like-for-like (LfL)			Absolute measures (Abs)		Like-for-like (LfL)					
Environmental impacts	EPRA code	Measurement unit	Indicator		2022/23	2023/24	2022/23	2023/24	% change	2022/23	2023/24	2022/23	2023/24	% change	2022/23	2023/24	2022/23	2023/24	% change			
	Elec-Abs,	MWh	Electricity	Total landlord-obtained electricity	32,578	30,395	29,837	28,003	-6%	32,501	30,331	29,760	27,939	-6%	76	64	76	64	-16%			
	Elec-LfL			Total electricity	32,578	30,395	29,837	28,003	-6%	32,501	30,331	29,760	27,939	-6%	76	64	76	64	-16%			
				% from renewable sources	100%	100%	100%	100%	-	100%	100%	100%	100%	-	100%	100%	100%	100%	-			
	№ of applicable properties			Electricity disclosure coverage	70	68	65	65	-	68	66	63	63	-	2	2	2	2	-			
	m2 of applicable properties			Electricity disclosure coverage	411,901	405,651	377,059	377,059	-	403,879	397,606	369,013	369,013	-	8,023	8,045	8,045	8,045	-			
	%			Proportion of electricity estimated	6%	3%	6%	3%	-	6%	3%	6%	3%	-	0%	1%	0%	1%	-			
	Fuel-Abs.			Total landlord-obtained fuel	12,801	8,214	11,522	7,800	-32%	12,798	8,212	11,519	7,798	-32%	3	1	3	1	-54%			
	Fuel-LfL	MWh	Fuel	Total fuel	12,801	8,214	11,522	7,800	-32%	12,798	8,212	11,519	7,798	-32%	3	1	3	1	-54%			
				% from renewable sources	0%	0%	0%	0%	-	0%	0%	0	0	-	0%	0%	0	0	-			
Energy	№ of applicable properties			Fuel disclosure coverage	51	47	46	46	-	50	46	45	45	-	1	1	1	1	-			
	m2 of	f applicable properti	ies	i dei disclosure coverage	340,183	326,900	305,299	305,299	-	334,128	320,822	299,221	299,221	-	6,055	6,078	6,078	6,078	-			
		%		Proportion of fuel estimated	18%	2%	20%	2%	-	18%	2%	20%	2%	-	0%	7%	0%	7%	-			
	DH&C-Abs,		District	Total landlord-obtained heating & cooling	1,063	922	879	793	-10%	1,063	922	879	793	-10%	0	0	0	0	0%			
	DH&C-LfL	MWh	heating & cooling	Total heating & cooling	1,063	922	879	793	-10%	1,063	922	879	793	-10%	0	0	0	0	0%			
			3008	% from renewable sources	0%	0%	0%	0%	-	0%	0%	0%	0%	-	0%	0%	0%	0%	-			
	Nº of	applicable properti	es	Heating & cooling disclosure	6	6	5	5	-	6	6	5	5	-	0	0	0	0	-			
	m2 of	f applicable properti	ies	coverage	44,386	44,386	21,547	21,547	-	44,386	44,386	21,547	21,547	-	0	0	0	0	-			
		%		Proportion of heating & cooling estimated	0%	0%	0%	0%	-	0%	0%	0%	0%	-	0%	0%	0%	0%	-			
	Energy-Int	MWh/m2/year		Energy Intensity	0.113	0.097	0.112	0.097	-13%	0.11	0.10	0.11	0.10	-13%	0.01	0.01	0.01	0.01	-18%			

### Performance note:

Our head office, encompassing 1,300 square meters in Kennington Park, consumed 49,475 kWh of electricity over the past year, accounting for 0.2% of the total electricity usage within the portfolio. Notably, the office does not utilize gas for heating. The energy use intensity (EUI) of the head office is 38 kWh/m²/year, reflecting a 4% reduction in electricity consumption compared to the previous year.

Across the whole portfolio, we achieved a 11% reduction in EUI across the portfolio, compared to last year. This was mainly driven by an impressive 36% reduction in gas use across the portfolio, along with a 7% reduction in landlord-procured electricity. This year, we invested over £14m on various energy efficiency initiatives across the portfolio, including LED lighting, presence detection sensors, smart building management systems, secondary glazing and heat pumps. Additionally, we ran several energy awareness campaigns to engage our customers in energy reduction. More details can be found on page 104 of our 2024 Annual Reports and Accounts available on our website (https://www.workspace.co.uk/investors/investor-centre/results-reports-presentations).

# Data qualifying note:

The total absolute impact (as the portfolio stood in each year) analysis represents our total energy footprint from landlord obtained supply in the buildings that we directly manage, irrespective of when they were acquired or disposed of. No buildings are excluded for any concerns. We continue to work on better understanding the split between landlord and tenant consumption and are installing submeters to inform more granular data reporting.

The like-for-like analysis uses a static portfolio approach, which includes only those directly-managed properties that were held in the portfolios for the full duration of both and 2022/23 and 2023/24. It excludes properties acquired and disposed of in the period and those undergoing major renovations or construction works. It therefore allows us to compare the same group of properties year-on-year.

#### **IMPACT CATEGORY: GHG EMISSIONS**

Impact category	EDBA Suct	EPRA Sustainability Best Practice Performance Measures				Total portfolio						Office						Industrial					
Impact category	EPRA SUSI	EFFOX Sustainability dest Fractice Performance Measures			Absolute me	asures (Abs)	Like-for-like (LfL)			Absolute measures (Abs)		Like-for-like (LfL)			Absolute measures (Abs)		Like-for-like (LfL)						
Environmental	EPRA																						
impacts	code	unit	Indicator		2022/23	2023/24	2022/23	2023/24	% change	2022/23	2023/24	2022/23	2023/24	% change	2022/23	2023/24	2022/23	2023/24	% change				
	GHG- Dir-Abs		Direct	Total Scope 1	2,304	1,503	2,074	1,427	-31%	2,304	1,502	2,073	1,427	-31%	1	0	1	0	-53%				
	GHG-	t CO2	Indirect	Total Scope 2	6,481	6,460	5,920	5,941	0%	6,467	6,446	5,905	5,928	0%	15	13	15	13	-10%				
	Ind-Abs		Indirect	Total Scope 3	791	704	672	644	-4%	784	699	666	638	-4%	6	5	6	5	-10%				
	Total		Scope 1 + Sco	ope 2	8,786	7,962	7,994	7,368	-8%	8,770	7,949	7,979	7,354	-8%	15	14	15	14	-12%				
	Total	Scope		ope 2+ Scope 3	9,576	8,666	8,666	8,012	-8%	9,555	8,647	8,644	7,993	-8%	22	19	21	19	-11%				
GHG emissions	Nº of appli	icable properties		GHG disclosure	70	68	65	65	-	68	66	63	63	-	2	2	2	2	-				
	m2 of app	licable properties		coverage	411,901	405,651	377,059	377,059	-	403,879	397,606	369,013	369,013	-	8,023	8,045	8,045	8,045	-				
	%	%		Proportion of GHG estimated	9%	3%	9%	3%	-	9%	3%	9%	3%	-	0%	1%	0%	1%	-				
		t CO2/m2/year	02/m2/year GHG Intensity	(Scope 1+ scope 2)/ m2	0.0213	0.02	0.02	0.02	-8%	0.0217	0.02	0.02	0.02	-8%	0.0019	0.0017	0.0019	0.0017	-12%				
	GHG-Int			(Scope 1+ scope 2+ Scope 3) / m2	0.0232	0.02	0.0230	0.0212	-8%	0.0237	0.02	0.02	0.02	-8%	0.0027	0.0023		0.0023					

### Performance note:

Our total emissions footprint is 23,447 tCO<sub>2</sub>e (see page 103 of our annual report). We have reduced our scope 1 emissions by 41% and our scope 2 emissions by 9% against our 2019/20 baseline. Despite achieving substantial reductions in energy use last year—36% in gas consumption and 15% overall in Workspace-procured energy consumption—our decrease in greenhouse gas emissions has been less pronounced. This is attributed to a 7% increase in the grid electricity emissions factor this year. More details can be found on page 49 and 103-104 of our 2024 Annual Reports and Accounts available on our website (https://www.workspace.co.uk/investors/investor-centre/results-reports-presentations).

### Data qualifying note:

We report all energy usage emissions e.g. from electricity, natural gas and district heat into our Scope 1 and 2. In our Scope 3 we accounted for the emissions from the electricity losses during transmission and distribution, from the treatment and supply of our water consumption and from the processing of the waste we generated in our operations.

To promote comparability for our investors and other stakeholders, we have opted to use the 2023 DEFRA conversion factors.

The like-for-like analysis uses a static portfolio approach, which includes only those directly-managed properties that were held in the portfolios for the full duration of both and 2022/23 and 2023/24. It excludes properties acquired and disposed of in the period and those undergoing major renovations or construction works. It therefore allows us to compare the same group of properties year-on-year. The intensity metrics divide the total landlord obtained energy, water, or total emitted CO<sub>2</sub> emissions with the related net lettable area. To compare consecutive years, we have used consistent area data and ensured the numerator and denominator were as closely aligned as possible in accordance with EPRA Sustainability Best Practice Recommendations.

### **IMPACT CATEGORY: WATER**

	EPRA Sustainability Best Practice Performance Measures				Total portfolio							Office			Industrial					
Impact category	EFIXA Sustamability best Flactice Perioritalice Measures			Absolute me	Absolute measures (Abs)  Like-for-like (LfL)			Absolute measures (Abs)		Like-for-like (LfL)			Absolute measures (Abs)		Like-for-like (LfL)					
Environmental impacts	EPRA code	Measurement unit	Indicator		2022/23	2023/24	2022/23	2023/24	% change	2022/23	2023/24	2022/23	2023/24	% change	2022/23	2023/24	2022/23	2023/24	% change	
	Water-Abs, Water-LfL	m3	Water	Total landlord- obtained water Total water consumption	226,702	250,868	203,619	226,992	11%	220,402	244,809	197,318 197,318	220,933	12%	6,301	6,059	6,301 6,301	6,059	-4% -4%	
Water	Nº	No of applicable properties		Water disclosure	65	67	62	62	-	63	65	60	60	-	2	2	2	2	-476	
	m2	m2 of applicable properties coverage		coverage	381,287	400,248	363,092	363,092	-	373,264	392,202	355,047	355,047	-	8,023	8,045	8,045	8,045	-	
		% Proportion of estimate			4%	3%	4%	3%	-	4%	3%	5%	3%	-	1.5%	4%	2%	4%	-	
	Water-Int	Water-Int m3/m2/year Water Intensity		0.59	0.63	0.56	0.63	11%	0.59	0.62	0.56	0.62	12%	0.7853	0.75	0.78	0.75	-4%		

# Performance note:

We now have nearly 100% visibility of our water consumption and track it monthly. Better data availability has resulted in an increase in like for like water consumption from last year by 11%. This has enabled us to accurately benchmark our water consumption and set reduction targets for the coming year. Our water consumption intensity across the portfolio is 0.48 m3/m2 of NLA, which is in line with GRESB standard practice and REEB benchmarks for offices. More details can be found on page 47 of our 2024 Annual Reports and Accounts available on our website (https://www.workspace.co.uk/investors/investor-centre/results-reports-presentations).

# Data qualifying note:

The total absolute impact (as the portfolio stood in each year) analysis represents our total water footprint from landlord obtained supply in the buildings we directly manage.

The like-for-like analysis uses a static portfolio approach, which includes only those directly-managed properties that were held in the portfolios for the full duration of both and 2022/23 and 2023/24. It excludes properties acquired and disposed of in the period, those undergoing major renovations or construction works as well as properties for which water data was not available for the 2022/23 period. It therefore allows us to compare the same group of properties year-on-year.

### **IMPACT CATEGORY: WASTE**

	EPRA Sustainability Best Practice Performance Measures			Total portfol	io				Office					Industrial					
Impact category				Absolute measures (Abs)		Like-for-like (LfL)		Absolute measures (Abs)		Like-for-like (LfL)			Absolute measures (Abs)		Like-for-like (LfL)				
Environmental impacts	EPRA code	Measurement unit	Indicator		2022/23	2023/24	2022/23	2023/24	% change	2022/23	2023/24	2022/23	2023/24	% change	2022/23	2023/24	2022/23	2023/24	% change
				Total landlord- obtained waste	2,825	2,856	2,660	2,492	-6%	2,714	2,763	2,550	2,400	-6%	110	92	110	92	-17%
				Total waste by disposal route	2,825	2,856	2,660	2,492	-6%	2,714	2,763	2,550	2,400	-6%	110	92	110	92	-17%
	Waste-Abs, Waste-LfL	tonne	Waste	Recycled	1,707	1,770	1,605	1,563	-3%	1,650	1,722	1,548	1,515	-2%	56	48	56	48	-15%
				Incineration	733	696	678	583	-14%	699	662	643	549	-15%	35	34	35	34	-3%
				Landfill	0	0	0	0	0%	0	0	0	0	0%	0	0	0	0	0%
				Composting	385	390	378	347	-8%	365	379	358	336	-6%	19	10	19	10	-47%
	№ of applicable properties Waste disclosure		51	65	48	48	-	49	63	46	46	-	2	2	2	2	-		
	m2 of applicable	m2 of applicable properties coverage		coverage	344,813	399,518	315,780	315,780	-	336,790	391,473	307,735	307,735	-	8,023	8,045	8,045	8,045	-
Waste		tonne		Total landlord- obtained waste	2,825	2,856	2,660	2,492	-6%	2,714	2,763	2,550	2,400	-6%	110	92	110	92	-17%
				Total waste by disposal route	2,825	2,856	2,660	2,492	-6%	2,714	2,763	2,550	2,400	-6%	110	92	110	92	-17%
	Waste-Abs, Waste-LfL	%	Waste	Recycled (%)	60%	62%	60%	63%	-	61%	62%	61%	63%	-	51%	52%	51%	52%	-
	Waste-LiL	%		Incineration (%)	26%	24%	25%	23%	-	28%	24%	25%	23%	-	32%	37%	32%	37%	-
		%		Landfill (%)	0%	0%	0%	0%	-	0%	0%	0%	0%	-	0%	0%	0%	0%	-
		%		Composting (%)	14%	14%	14%	14%	-	13.5%	14%	14%	14%	-	18%	11%	18%	11%	-
	№ of applicable	№ of applicable properties Waste disclosure			51	65	48	48	-	49	63	46	46	-	2	2	2	2	-
	m2 of applicable	m2 of applicable properties coverage			344,813	399,518	315,780	315,780	-	336,790	391,473	307,735	307,735	-	8,023	8,045	8,045	8,045	-
	%	% Proportion of waste estimated		9%	0%	9%	0%	-	10%	0%	9%	0%	-	0%	0%	0%	0%	-	

# Performance note:

We achieved a recycling rate of 76% across the portfolio. A total of 2,856 tons of waste was generated across the portfolio, comprising of 58% post-consumer waste, 24% general waste, 12% food and 6% bottom ash. Waste is a key focus area for us for next year and has been moved up on our materiality matrix on page 41 of our 2024 Annual Reports and Accounts available on our website (https://www.workspace.co.uk/investors/investor-centre/results-reports-presentations).

# Data qualifying note:

We collect information about the waste generated in our directly managed assets. Data is provided by weight and immediate disposal route which allows us to identify the environmental impact of our operations. assets have been excluded from the analysis.

The like-for-like analysis uses a static portfolio approach, which includes only those directly-managed properties that were held in the portfolios for the full duration of both and 2022/23 and 2023/24. It excludes properties acquired and disposed of in the period, those undergoing major renovations or construction works as well as properties for which waste data was not available for the 2022/23 period. It therefore allows us to compare the same group of properties year-on-year.

						PORTFOLIO PE	RFORMANCE		
					Total portfolio				
					Absolute measures (Abs)		Like-for-like		
					Augustic medianes (Augus)		(LfL)		
Environmental impacts	EPRA code	Measurement	Indicator		2022/23	2023/24	2022/23	2023/24	% change
	El la code	unit	- Indicator		2022/23	2023/24	2022, 23	2025, 24	70 Gildinge
				% of portfolio certified by	100%	100%	100%	100%	0%
				floor area					
	Cert-Tot	%	Voluntary	level of energy performance (A,B,C etc)	С	С	С	С	ND
				% of portfolio certified by number of properties	100%	100%	100%	100%	0%
				level of energy performance (A,B,C etc)	С	С	С	С	ND
				% of portfolio certified by value	100%	100%	100%	100%	0%
Certified assets				level of energy performance (A,B,C etc)	С	С	С	С	ND
				% of portfolio certified by floor area	15%	16%	14%	14%	0%
	Cert-Tot	%		type and level of certification attained (i.e. LEED Platinum)	23 (1 Outstanding, 13 x Excellent,8 x Very Good, 1 x Good)	24 (1 Outstanding, 14 x Excellent, 8 x Very Good, 1 x Good)	N/D	N/D	N/D
				% of portfolio certified by number of properties	27%	29%	25%	26%	5%
				% of portfolio certified by value	24%	33%	27%	33%	22%

# Performance note:

This year we upgraded 474k sq. ft. of our portfolio to EPC A/B rating by installing high efficiency lighting and HVAC systems. Overall, we increased A/B rated space by 10.5%, bringing 52% of our whole portfolio to an A or B EPC rating. A total of 24 buildings are BREEAM certified in our portfolio. No new major renovations or construction projects were completed this year. All projects in the pipeline are being designed to achieve at least an 'Excellent' BREEAM certification and A rated EPC (B for refurbishments).

# **IMPACT CATEGORY: SOCIAL & CORPORATE GOVERNANCE IMPACTS**

						PORTFOLIO PERFORMANCE	
Social & Corporate Governance impacts	EPRA code	Measurement unit	Indicator		2022/23	2023/24	% change
	H&S-Asset	% of assets	Asset health and safety assessments  Asset health and safety compliance  Injury rate  Direct employees		29%	100%	245%
	H&S-Comp	Total number of incidents	Asset health and safety co	mpliance	0	0	0%
Health and		Per 100,000 hours worked	Injury rate	Direct employees	0.41	0.37	-9%
safety		Per 100,000 hours worked	Lost day rate	Direct employees	0.4	2.79	598%
	H&S-Emp	Days per employee	Absentee rate	Direct employees	0.01600	0.01572	-2%
		Total number	Fatalities	Direct employees	0	0	0%
				Board of Directors members	37.5%	37.5%	0%
	Divorcity Emp	0/ of famala amplayees	Diversity Employees	Executive Management	33%	38%	14%
	Diversity-Emp	% of female employees	Diversity Employees	Managers	52%	59%	13%
Discounity.				All employees	58%	56%	-3%
Diversity				Board of Directors members	N/D	N/D	N/D
	Diversity Day	Dakia (Marana /Mara)	Candanasıını	Executive Management	N/D	N/D	N/D
	Diversity-Pay	Ratio (Women/Men)	Gender pay ratio	Managers	N/D	N/D	N/D
				All employees	36%	34%	-6%
				Women	232	205	-12%
	Emp-Training	Average hours	Employee training and development	Men	131	148	13%
			development	All employees	363	353	-3%
			Employee performance appraisals	Women	100%	100%	0%
	Emp-Dev	% of employees		Men	100%	100%	0%
Formula			арргазаіз	All employees	100%	100%	0%
Employees				Total number new employees	113	103	-9%
			New hires	Proportion new employees	45%	37%	-18%
	Emp-Turnover	Total number and rate	Departures - Turnover	Total number of departed employees	81	67	-17%
				Proportion of departed employees	32%	24%	-25%
			Total employees number		253	329	30%
Communities	Comty-Eng	Percentage of assets	Community engagement, i programs	mpact assessments and development	6%	19%	217%
<u> </u>			Composition of the highes	t governance body	8	8	0%
	Gov-Board	Total number	Executive		2	2	0%
			Non executive		6	6	0%
	Gov-Selec	Narrative on process	Process for nominating and governance body	d selecting the highest	Recommendations by the Nomination Committee and election by AGM.	Recommendations by the Nomination Committee and election by AGM.	
Corporate Governance	Gov-Col	Gov-Col Narrative on process		licts of interest	The Company has procedures in place for managing conflicts of interest. Should a Director become aware that they, or their connected parties have an interest in an existing or proposed transaction with the Company, they are required to notify the Board in writing or verbally at the next Board Meeting.	The Company has procedures in place for managing conflicts of interest. Should a Director become aware that they, or their connected parties have an interest in an existing or proposed transaction with the Company, they are required to notify the Board in writing or verbally at the next Board Meeting.	

### Performance note:

Health and Safety is a material issue for Workspace. Our Health & Safety Policy sets out our commitment to the health, safety and wellbeing of our employees, customers, visitors and others who may be affected by our activities and to fully comply with all health and safety legislation and contractual obligations applicable to our business. We train our employees so that they are competent and confident to carry out their jobs in a safe and professional manner. Each new starter is given in-house induction training targeted to the health and safety responsibilities they will hold, with ongoing training provided via toolbox talks and regular formal meetings with managers and the Head of Health and Safety. We closely manage our contractors' activities and the associated risks to the health and safety of customers and visitors, particularly where building works are being carried out in close proximity to common parts and customer-occupied areas. To ensure we meet our statutory and contractual obligations, Workspace continue to invest in our Computer Aided Facilities Management (CAFM) systems. All planned and reactive work is planned and recorded in our CAFM system. Our comprehensive and robust auditing arrangements includes a rolling programme of internal site health and safety audits. All Workspace premises are subject to such audits. These arrangements are supplemented with random inspections and site visits. Workspace periodically commissions external providers to review our health and safety processes, procedures and internal auditing arrangements. The information gathered is used to evaluate the effectiveness of our arrangements and controls.

Whilst we have observed 598% increase in lost day rate this year, the overall quantum of lost days remains negligible (10 days lost in 23/24 compared to 2 days lost in 22/23)

**Diversity and Inclusion** is a key priority for Workspace and we are committed to monitoring and enhancing diversity across the business. It is worth noting that 97% of our employee have provided their diversity data such as gender identification, social economic background, ethnicity and sexual orientation, enabling us to benchmark diversity of our employees. We strongly believe that the success of our business depends on our people and are committed to providing a working environment which is inclusive. We are pleased to receive a high inclusivity score of 85.5% in our recent employee survey. We have launched a series of initiatives to support diversity and inclusion:

- All our employees have undergone mandatory diversity and inclusion training.
- Our diversity network called 'Supporting Others' offers a safe space for colleagues to share their experience on balancing work and caring responsibilities.
- We implemented inclusive recruitment practices including anonymised CVs and hiring manager training.
- Throughout the year we celebrated eight events raising awareness of various cultures and beliefs.
- We launched our diversity framework, setting out a long-term ambition and roadmap (see page 58 of ARA 2024).

We are conscious that diversity needs to be reflected at all levels of the business. More information on the diversity of our Board and senior executives, as well as our diversity strategy and achievements can be found on pages 58, 59, 160-165 of our 2024 Annual Reports and Accounts available on our website (https://www.workspace.co.uk/investors/investors/investors-centre/results-reports-presentations). We have also published our second gender pay gap report on the website (https://www.workspace.co.uk/investors/about-us/governance/our-policies/gender-pay-gap-report-2023).

Local community engagement and social impact is inherent to Workspace's business model. We support employment-led regeneration of London by investing in some of the most deprived areas of the capital, enabling employment opportunities for local people and boosting local spend. We manage over 60 sites in London across 15 boroughs. Through our centre teams, we aim to build meaningful relationships with local communities and charities. We work closely with our customers to implement engagement initiatives that support the local communities. Last year ten of our centres participated in our community skills and employment outreach programme, InspiresMe, and partnered with local secondary schools to offer work experience and skills sessions for pupils in need. Additionally, in five centres, we built local charity partnerships to offer needs-based support to local communities. We also partnered with the contractors on our three construction sites to deliver greater social value during the construction process and support the local community with employment opportunities and local spend. More information on our communities strategy and achievements can be found on pages 55-65 of our 2024 Annual Reports and Accounts available on our website (https://www.workspace.co.uk/investors/investor-centre/results-reports-presentations).