

Sustainability Report 2025

Reimagining work for good

IWG

International
Workplace
Group





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As we grow, we remain focused on reducing our impacts on the environment and having a positive effect on all stakeholders connected to our business.”



Executive Chairman's letter

Welcome to our Sustainability Report, which summarises International Workplace Group's sustainability achievements and defines our strategy to **reimagine work for good**. It outlines our goals for the future and details our commitment to transparent reporting in line with evolving regulatory requirements and industry best practice.

Climate & Nature

In 2025, we developed our internal **Transition Plan**, setting out our path towards Net Zero by 2040. Our **Net Zero Target** was validated by the Science Based Targets initiative (SBTi) in April 2026, confirming that our actions are based on credible scientific evidence and best practice.

Our **Transition Plan** outlines our ambition and the actions we're taking to ensure we make the right decisions for our business, our planet and our people, including our ongoing transition to renewable energy aligned with RE100. By the end of 2025, 44% of our centres (1,769) used certified renewable electricity (compared with over 900 at the end of 2024). Our **Nature Strategy** is embedded within our **Transition Plan**, detailing our commitment to use natural resources responsibly and reduce waste and water consumption. It establishes clear and measurable targets, alongside targeted **Beyond Value Chain Mitigation** measures, to support nature conservation.

People & Society

Each colleague globally has a role in this transition. Our refreshed Wellbeing Hub aids colleagues to have a great day at work, so they can effectively support our customers. The International Workplace Group Academy helps our employees to develop essential skills for a fulfilling and successful career journey. We encourage our teams to contribute to local communities as part of our **Corporate Social Responsibility Strategy**, raising more than \$1.8 million for charities and non-profits in 2025.

Governance & Reporting

Sustainability is embedded into our robust governance and operating processes. We recognise our responsibilities to all of our stakeholders and maintain open lines of communication to ensure we reflect all of our views in our strategy. Reliable data and independent ratings help validate progress,

inform our decision-making and drive transparency. This remains critical as we align with the evolving regulatory landscape and need for transparent reporting.

Looking Ahead

We continue to expand our portfolio of innovative products and services, harnessing technology to enable more people to work flexibly and productively. As we grow, we remain focused on reducing our impacts on the environment and having a positive effect on all stakeholders connected to our business. I am proud of our progress to date. On behalf of the Board, I would like to restate our commitment to responsible business practices and accelerating our sustainability progress.

Mark Dixon
Founder and Executive Chairman

\$1.8m
donated to charities
and non-profits
in 2025.



One of the biggest changes we can all make right now is to provide people with the choice to work closer to where they need to be, and with a lower impact on the environment.”

CEO's letter

Hybrid and more flexible ways of working are transforming the way people work worldwide, and International Workplace Group is at the forefront of enabling this shift. By providing the world's largest platform for work with over 6,000 signed locations¹ in towns and cities of all sizes, we help businesses and their teams reduce the need for long daily commutes, decrease work-related greenhouse gas (GHG) emissions and improve employee wellbeing. At the same time, our focus on improving the sustainability of the properties in our estate, combined with enabling companies to use only

the space they require at any given time, allows firms to operate far more efficiently.

Hybrid and flexible working allows teams to meet and collaborate in person when needed while leveraging digital tools to work efficiently from anywhere. The last few years have demonstrated that organisations can thrive under a hybrid working model, with employees benefiting from greater flexibility, reduced stress and improved work-life balance, equivalent to a 7–8% pay rise in perceived value (research by Professor Nicholas Bloom, University of Stanford).²

This rapidly growing demand for more flexible and distributed ways of working is propelling our business forward as we signed over 1,100 new locations in 2025 alone. Our platform continues to grow rapidly, including in the suburbs, former commuter towns, satellite villages and in the cities.

At International Workplace Group, we take our collective responsibility towards the environment seriously. Our goal is to reach **Net Zero GHG emissions by 2040**, and this Sustainability Report outlines the concrete actions, policies and operational improvements we are implementing. I am very proud of our team's efforts in making our business more sustainable, while driving innovation and operational efficiency.

In partnership with Arup, we published a landmark study that set out to quantify the [hybrid model's true potential as a means of reducing work-related GHG emissions](#). It measured the environmental impact of hybrid working in six cities: Glasgow, London and Manchester in the UK, and Atlanta, Los Angeles and New York City in the US.

The project's findings are striking, hinting at the immense power that's now in our grasp to radically reduce overall work-related GHG emissions. Commuting to city centre offices five days a week has a large carbon footprint, and simply reducing travel time can lead to a significant drop in emissions. Allowing people to work close to home and enabling them to split their time between home and a more convenient workplace has the potential

to reduce an individual's work-related GHG emissions by up to 90%.³

Changing long-established patterns of behaviour takes time, and supportive policies and infrastructure play an important role in enabling companies to expand hybrid and flexible working and make it easier for employees to adapt their working patterns.

Looking ahead, creating integrated approaches to reduce work-related GHG emissions is important. This includes sustainable transport networks, safer cycling infrastructure, better public transport connectivity, adoption of electric vehicles, renewable energy expansion and energy-efficient buildings. It is important for us all including businesses and their employees, to make thoughtful, positive choices every day, with hybrid and platform working a central part in these efforts. At International Workplace Group, providing more convenient places to work is a central part of our mission.

One of the biggest changes we can all make right now is to provide people with the choice to work closer to where they need to be, and with a lower impact on the environment. We are proud to enable a more sustainable, flexible future of work.

Christian Schmitz
Chief Executive Officer

1. At the time of publication.

2. Time. What We Know Now About the Business Impact of Hybrid Work.

3. The Future of Work report identified the potential reduction in GHG emissions from working closer to home. In London, emissions could reduce by 49% compared to a traditional 5-day commuting pattern. In Atlanta, the potential reduction reached 90%.



About International Workplace Group

International Workplace Group is the world's leading platform for work, on a mission to help millions of people have a great day at work.

We offer a flexible range of workspaces and services that enable people to work wherever and however they choose. Our 10,000+ team members across 120+ countries are at the heart of our business, helping us to deliver reliable, innovative solutions that **reimagine work for the benefit of our customers, communities and the planet.**



Spaces Icon, Atlanta, Georgia



Our unparalleled offering

Our global group of 18 unique brands offer the largest network of flexible workspaces, helping businesses and people everywhere reimagine how they work.

Our locations support different workstyles and design aesthetics, from practical self-service locations to community-focused coworking spaces and luxury corporate offices. Our digital brands meet the demand for 'instant workspace' and 'on-demand' services, spanning digital meeting rooms, virtual office services and workspace search tools.

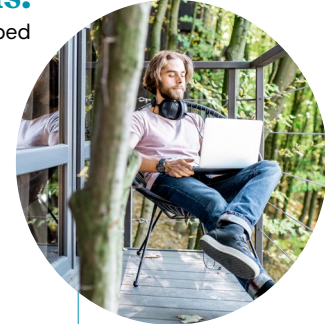
Office space.

Fully furnished office spaces, managed and serviced to meet our customers' needs.



Meeting rooms.

Fully serviced and equipped meeting rooms available by the hour or day, or for longer-term use.



Virtual office.

Online services enabling customers to run their business from anywhere.



Membership.

Flexible contracts offering access to our thousands of workspaces.



Coworking.

A global network of inspiring and fully serviced spaces for coworking, designed to promote connection and collaboration.

Our brands

Regus

SPACES.

HQ

Signature

No18

Regus
express



BASEPOINT
business centres

too
THE OFFICE OPERATORS

yoo

THE
CLUBHOUSE

COPERNICO

jabbrrbox

Openoffice

THE ENGINE ROOM

WOJO



Case study:

Facilitating the benefits of hybrid and flexible work

Our wide network of centres enables customers to experience the benefits of hybrid and flexible work, reducing commute times and lowering carbon emissions by as much as

90%.¹

Read more about how we facilitate the associated benefits of hybrid and flexible work on pages 10 and 11 of our [2025 Annual Report](#), including further detail on our research with Arup.

1. The Future of Work: a cleaner, hybrid future, 2023: 82–90% in the US and 49–80% in the UK.

2. International Workplace Group Hybrid Working Calculator, 2024. Referenced by UK Parliament in 2025.

3, 4. Ergotron, The Evolving Office, 2022.

Alongside environmental benefits, hybrid and flexible workspaces enable employees to maximise productivity and improve work-life balance.

Freedom and flexibility for people to decide how and where they work best.

78%

of people with a hybrid work model say it has a positive impact on increasing motivation for their job², while

88%

report better job satisfaction. Happy workers are up to 10% more productive.³

Productivity and employee wellbeing.

This is a win-win, with employees reporting improvements in their mental health, exercise and sleep habits, resulting in lower stress levels and fewer sick days.

75%

of hybrid and remote workers report better physical health and work-life balance.⁴



Strategy & Targets

Sustainability strategy

As the world of work rapidly evolves, we empower businesses and individuals to work flexibly and productively from anywhere, while committing to protect the planet and respect the environments we operate in. This principle is foundational to our Sustainability Strategy and our aspiration to reimagine work for good.

In 2025, we evolved our strategy to focus on two core areas: **Climate & Nature** (see [page 11](#)) and **People & Society** (see [page 19](#)). We introduced and strengthened key initiatives and refreshed our policies, setting firm foundations for future action and progress.

Robust **Governance & Reporting** (see [page 27](#)) and **Systems & Data** (see [page 31](#)) are critical enablers for our long-term success. Together they provide the foundation to build mutual trust with our stakeholders and underpin data-driven decisions.



IWG Sustainability: Reimagining work for good

Area	Climate & Nature		People & Society	
	Act as a responsible business			
Aims	Mitigate carbon emissions Support more resilient ecosystems Progress together for greater impact		Empower our people Support local communities Collaborate for greater impact	
Pillars	Mitigation Initiatives Beyond Value Chain Mitigation	Stakeholder Partnerships Responsible Resource Use	Community Partnerships Ethical Governance	Employee Engagement Industry Impact
Enablers	Systems & Data			
	Governance & Reporting			



Climate & Nature targets

We defined our
**Six Climate &
Nature targets.**



Supplier Engagement

47%

of IWG suppliers (by emissions) have science-based targets by 2030, for key emission categories.¹



Waste Diversion

75%

of operational waste diverted from landfill in centres (where IWG has operational control)² by 2030.



Emissions

Net Zero

90% reduction in scope 1, 2 and 3 emissions and removal of residual 10% by 2040 (baseline year: 2024).¹

56

Sustainability is central to our aspiration of reimagining work for good. Through the delivery of our environmental and social goals, we create unrivalled workplaces that provide value for our customers while supporting their own sustainability ambitions. Our strategy strengthens our resilience to global risks, generates value for our stakeholders and establishes our commitment to the responsibilities we have as a leader in flexible working. In a rapidly changing landscape, future-proofing our business through stakeholder engagement, alignment with industry standards and regulatory compliance is essential to meeting the growing demands of customers and investors. We are excited to continue growing as a business and increasing our positive impact, while at the same time maturing and scaling our sustainability ambitions.”

Jaclyn Kaminski
Chief Sustainability Officer



1. Our emissions reduction targets have been validated by the Science Based Targets initiative (SBTi) as follows. Net Zero: International Workplace Group commits to achieve Net Zero greenhouse gas (GHG) emissions across the value chain by 2040. Near-Term: International Workplace Group commits to reduce absolute scope 1 and 2 GHG emissions 50.0% by 2030 from a 2024 base year. International Workplace Group also commits to reduce scope 3 GHG emissions from purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations and business travel by 52.0% per USD value added within the same timeframe. International Workplace Group further commits that 47.0% of its suppliers by emissions covering purchased goods and services, capital goods and upstream transportation and distribution, will have science-based targets by 2030. Long-Term: International Workplace Group commits to reduce absolute scope 1, 2 and 3 GHG emissions 90.0% by 2040 from a 2024 base year. We will report progress against our targets annually and periodically reassess them to ensure they remain aligned with evolving climate science and our 2040 pathway.

2. Operational control refers to the centres where we operate the centre under a leasehold agreement.

3. European Union Deforestation Regulation.



We align our sustainability approach and reporting with leading global frameworks, disclosures and benchmarks to pursue and champion best practice, including:

- The Science Based Targets initiative (SBTi)**
 Our **Net Zero Targets** have been validated by SBTi. Please see full detail on [page 12](#).
- The International Organization for Standardization (ISO)**
 Our Sustainability Strategy was shaped by the best practice principles of the ISO Net Zero Guidelines. A member of the Sustainability Team is on the British Standards Institution's UK Net Zero Review Panel which advises the UK national committee on climate change management standards, including the upcoming ISO net zero standard (ISO 14060).
- The Climate Pledge**
 In 2025, we signed a voluntary commitment to be **Net Zero by 2040**, joining a network of industry-leading peers committed to driving action on climate change to meet the Paris Agreement goals.
- RE100**
 We joined this global initiative to promote the corporate shift to renewable energy in 2023, aiming to transition our centres where we have operational control to 100% renewable energy by 2030.

We actively participate in globally recognised third-party sustainability ratings to transparently benchmark our approach and performance, and continually improve the transparency of our disclosures.



B CDP Climate Change

B CDP Water Security



BBB MSCI



FTSE4Good

FTSE4Good
Index Series

Our ratings recognise our effective management of and disclosures on climate change and water security.

Aligning our work to the United Nations Sustainable Development Goals (UN SDGs)

We have mapped our Sustainability Strategy to the UN SDGs, a globally recognised framework for understanding and addressing the world's most significant environmental and social challenges.

How we contribute to the SDGs:

- [Supplier Code of Conduct \(page 28\)](#)
- [Supply Chain Engagement Strategy \(page 14\)](#)
- [Sustainable Design Standard \(page 12\)](#)
- [Beyond Value Chain Mitigation \(BVCM\) project portfolio \(page 17\)](#)
- [SBTi-validated targets \(pages 9 and 12\)](#)
- [Nature Strategy and No Deforestation Policy \(page 15\)](#)
- [Transition Plan \(page 12\)](#)
- [Renewable Energy Strategy \(page 12\)](#)
- [Stakeholder Engagement Policy \(page 28\)](#)

8 DECENT WORK AND ECONOMIC GROWTH



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



17 PARTNERSHIPS FOR THE GOALS





Climate & Nature

We are committed to reducing greenhouse gas (GHG) emissions, achieving Net Zero by 2040 and supporting more resilient ecosystems and thriving communities.



The impacts of climate change and nature loss are experienced by communities and ecosystems globally. As a company with stakeholders across the globe, each of our 6,000+ signed locations¹ represents an opportunity to make a difference. A key part of our ambition to **reimagine work for good** is our commitment to simultaneously reduce and mitigate our contribution to GHG emissions and protect and restore nature.

Our Transition Plan is critical to realising this ambition. It sets out how we will achieve our six Climate & Nature targets, including reaching Net Zero by 2040 (read more on [page 12](#)). We are committed to supporting biodiversity, using natural resources responsibly and reducing waste in line with our **Nature Strategy**, reinforcing our climate mitigation and adaptation initiatives (read more on [page 15](#)).

Beyond our value chain, we invest in high-quality projects to help scale carbon removal technologies and protect critical ecosystems. Our approach reflects the Science Based Targets initiative (SBTi)'s Beyond Value Chain Mitigation (BVCM) guidance on the role of business in accelerating the transition to Net Zero through support for technological and nature-based climate solutions beyond their immediate value chain (read more on [page 16](#)).

Our people make vital contributions to support International Workplace Group to embed sustainability in everything we do. Educating employees on sustainability helps everyone play their part in progressing against our targets (read more on [page 24](#)).

Through partnering with our suppliers, we can drive wider systemic change and make a greater positive impact on climate and nature across our value chain. We are embedding our responsible procurement commitments into our controls and processes, and broadening our focus on human rights and modern slavery to include the responsible sourcing of materials across our supply chain. Our **Supply Chain Engagement Strategy** (read more on [page 14](#)) outlines how we collaborate with our suppliers to improve performance and support progress towards our goals.

Our approach to Climate & Nature and efforts to reduce our environmental impact is underpinned by our environmental, water, waste and biodiversity policies, alongside our suite of human rights focused policies (read more on [page 28](#)).

Climate & Nature Strategy



Mitigation Initiatives



Stakeholder Partnerships



Beyond Value Chain Mitigation



Responsible Resource Use

Net Zero

In 2025, we designed and committed to our **Transition Plan**, defining our continued journey to decarbonise our global operations and value chain by 2040.

The plan is built on internationally recognised principles, including the International Organization for Standardization (ISO)'s Net Zero Guidelines and SBTi guidance. It details our **six Climate & Nature targets** and the steps we are taking to achieve them, including our four core initiatives launching in 2026. Team Action Plans further show how our people contribute every day to achieving our goals. **SBTi validated our near- and long-term science-based emissions reduction targets in April 2026**, ensuring alignment of our Net Zero journey with the latest science.

1,760+ centres ran on certified renewable electricity on 31 December 2025, up from 900+ in December 2024.

Our Climate & Nature initiatives

In 2025, the Sustainability Team worked with leaders from across our business to develop a set of actionable initiatives that will deliver on our **six Climate & Nature targets**.

Our Climate & Nature targets						
Net Zero by 2040	100% renewable energy by 2030	47% of suppliers have science-based targets by 2030	No Deforestation by 2030	75% of operational waste diverted from landfill by 2030	30% reduction in water consumption by 2030	
Our Climate & Nature initiatives						
Renewable Energy. How we transition to 100% renewable energy across the centres where we have operational control by 2030 and meet our RE100 commitment.						



We calculate our GHG emissions in line with global best practice, applying GHG Protocol and SBTi methodology.

In 2025, we reported our Scope 3 emissions for the first time, as part of our commitment to transparency and expanding our business-critical data (read more about our enhanced data collection and methodologies on [page 31](#)). From 2026, we will report progress against our **Climate and Nature targets** listed on [page 9](#). See our [2025 Annual Report](#) page 41 for our detailed GHG emissions inventory, including 2024 baseline data.

Part of our sustainability reporting has been independently assured by Apex. Please see:

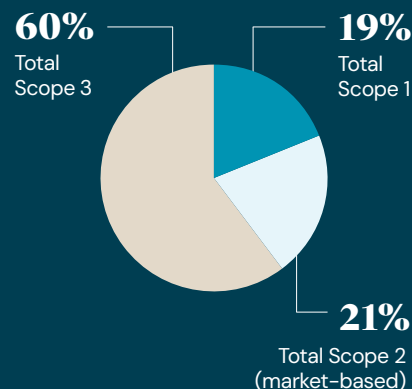
- Page 42 of our [2025 Annual Report](#) and [our website](#) for a copy of the independent verification statement for our GHG emissions and renewable electricity data.
- [Our website](#) for an assurance statement on selected metrics contained in this report.

1. Our Scope 1 and 2 market-based emissions fell by 6% between 2024 and 2025 primarily due to our increased purchasing of renewables, in line with our RE100 commitment.

2. International Workplace Group defines the organisational boundary for its GHG inventory using the Operational Control Approach, per the GHG Protocol. Following this definition, this means that a centre is in Scope 1 & 2 if we 'own' the lease and have control over operating policies, including incurring operating costs even when they are recharged to the landlord. Where actual data is unavailable, emissions are estimated using average country or regional consumption per square metre.

2025 GHG emissions^{1,2}

% of total GHG emissions
(market-based)



Scope 1 and 2

GHG emissions (tCO₂e)

Total Scope 1 emissions	71,865
Total Scope 2 (market-based)	78,414
Total Scope 2 (location-based)	146,396

Scope 3

Total Scope 3 emissions	226,621
Category 1 – Purchased goods and services	70,305
Category 2 – Capital goods	12,893
Category 3 – Fuel and energy related activities	46,384
Category 4 – Upstream Transportation & Distribution	11,195
Category 5 – Waste generated in operations	6,389
Category 6 – Business travel	7,183
Category 7 – Employee commuting	14,855
Category 8 – Upstream leased assets	41,044
Category 14 – Franchises	16,373

376,900 tCO₂e

Total Scope 1, 2 and 3 (market-based)

444,882 tCO₂e

Total Scope 1, 2 and 3 (location-based)



Supply Chain Engagement: A spotlight on one of our four Climate & Nature initiatives

We partner with ~11,000 suppliers to create, equip and run our global workspaces. Our suppliers represent 60%¹ of International Workplace Group's total GHG emissions and employ thousands of people.

Actively engaging with our suppliers throughout our sustainability journey is essential to delivering on our sustainability targets and our promises to customers.

All suppliers must adhere to our [Supplier Code of Conduct](#), which outlines our expectations and requirements across five fundamental principles:

1. Conduct business lawfully and with integrity.
2. Treat employees with dignity and respect.
3. Create a safe and healthy workplace for everyone.
4. Protect our planet's environment.
5. Respect and support local communities.

In 2025, our Sustainability and Procurement teams together developed our **Supply Chain Engagement Strategy** aimed at improving supplier sustainability performance across five pillars and covering every stage of our supplier relationships, from contracting to performance monitoring. We are gathering feedback from selected suppliers to support the strategy's roll-out across our global supply chain from Q4 2026.

1. Market-based emissions.

Supply Chain Engagement Strategy				
 Compliance	 Materials Sourcing	 Net Zero	 Social	 Waste & Circularity
Embedding due diligence processes to meet regulatory requirements and ensure transparency across all stages of the supply chain.	Sourcing certified materials and managing nature-related risks and compliance to achieve zero deforestation across our supply chain.	Reducing supply chain GHG emissions to meet our 2040 Net Zero Target.	Upholding strong social and governance standards, promoting human rights and fair labour.	Minimising waste and promoting circular economy practices.



Reaching our Climate & Nature targets and engaging with our suppliers go hand in hand. We are firmly committed to bringing them along in our sustainability journey to make sure we deliver on our promises, and this strategy cements that commitment. We've focused on putting the right teams, systems and governance in place to support exponential progress in the years ahead."

Ian Hallett, Chief Operating Officer





Committing to nature & no deforestation

Our Nature Strategy defines how we manage our impacts and dependencies on nature across the value chain. It prioritises responsible sourcing, resource efficiency and circularity, while addressing key risks including water use, waste and deforestation across materials such as wood, cotton, wool, rubber and paper-based products, as well as derivatives of catering supplies such as coffee, tea and palm oil. Beyond our direct footprint, we contribute to the protection and restoration of ecosystems through targeted BVCM initiatives.

Under our **Supply Chain Engagement Strategy**, we are working with suppliers to identify, mitigate and report risks to our **zero deforestation target**, with an initial focus on complying with the European Union Deforestation Regulation (EUDR) by 30th December 2026 and increasing transparency across our supply chain. We view this as a key milestone towards our **2030 target**. Our **No Deforestation Policy** details our approach (read more on [page 28](#)).

In 2025, we committed that our global supply chain will contribute to **Zero deforestation** by 2030.



Nature Strategy				
Within our value chain				Beyond our value chain
Nature Pillars	 No Deforestation	 Waste	 Water	 Beyond Value Chain Mitigation
Targets	We will be EUDR compliant by 2027 and achieve zero deforestation across our global supply chain by 2030.	75% of operational waste diverted from landfill in centres where we have operational control by 2030.	–30% water consumption per occupied sqm in centres where we have operational control by 2030 (baseline year: 2024).	Investment set on a yearly basis in line with SBTi priorities.



Amplifying our impact

We believe all companies have a responsibility to help accelerate global decarbonisation. SBTi encourages support for technological and nature-based climate solutions outside of a company's immediate value chain to advance carbon capture and removal technologies, protect nature, and create an environment where the earth's valuable natural resources can thrive.



Investing in nature is critical to achieving our climate goals and contributing to global efforts to protect vital ecosystems. As part of our wider **Nature Strategy**, our **Beyond Value Chain Mitigation Strategy** supports projects that develop carbon capture and removal solutions, while conserving vital ecosystems and essential carbon sinks, such as oceans. In considering where to concentrate our efforts, we prioritised SBTi BVCM Goal 1: Deliver Immediate Mitigation Outcomes, with a lens on accelerating short-term emission reductions outside our own value chain.

Therefore, we are supporting projects that generate immediate, high-quality and verifiable emission reductions or removals. In doing so, projects help cap global emissions and work towards 2030 global emissions reduction targets.

In 2025, we vetted and invested in projects with our three SBTi-aligned priorities in mind:

- 1 Durable carbon removal.**
- 2 Mitigation of the most damaging GHG emissions.**
- 3 Protection and restoration of nature.**

To ensure best-in-class governance and scientific integrity, our Sustainability Team worked with a third-party climate-impact specialist to independently verify each of our investments. In considering appropriate investments, we have three criteria:

- 1 Integrity.**
Each solution must deliver recognised and measurable impact.
- 2 Additionality.**
Our funding must deliver new impact above the baseline.
- 3 Value.**
Our funding must deliver appropriate co-benefits.

We recognise that having a positive impact on nature is a long-term commitment. We are therefore tracking activity and impact over a period of at least three years from the start of our investment.



Summary of our Beyond Value Chain Mitigation (BVCM) project portfolio

We support technological and nature-based climate solutions that advance the global transition to Net Zero and deliver real world impact in line with SBTi priorities. Our five projects within International Workplace Group's BVCM portfolio are:



Mangrove restoration.

Our investment helped the Ejido Úrsulo Galván project in Tabasco, Mexico restore 636 hectares of mangroves, an effective natural carbon sink. The community-led conservation project focuses on reforestation, natural regeneration and fire-prevention, with 30% of carbon credit revenue supporting community projects. The project also helps to rebuild essential habitats for more than 32 native and migratory wildlife species.



Marine conservation.

Oceans are vital for carbon storage, yet receive less than 1% of global climate finance. Our support funds over 700 Mediterranean Conservation Society patrols protecting the Gökova Bay no fishing zone, a home to endangered marine species.



Biochar durable carbon removal.

The project in Minas Gerais, Brazil uses state of the art afterburner technology to produce biochar to capture carbon for centuries. The biochar is supplied to local farmers to enhance soil quality and boost yields. Our investment in this project has contributed towards the treatment of approximately 150,000 sqm of farming land with biochar. The wider project also supports 1,946 jobs, reaching 5,000 people in Brazil through education and community programmes. An associated beekeeping project aids pollination and provides income for regional beekeepers.



Methane leak capping.

Abandoned oil and gas wells are a major source of methane emissions, which have 84 times more warming potential than carbon dioxide in the short term. Our investment supports Tradewater's work to identify leaking wells, quantify emissions, and permanently cap them to prevent future methane releases.



Seagrass restoration.

Regenerating seagrass meadows to boost carbon capture (read more on [page 18](#)).



Project spotlight:

Seagrass restoration for combined climate, nature and human benefits

In 2025, we partnered with global NGO Project Seagrass, under our commitment to reduce GHG emissions, restore nature, and support resilient ecosystems for the benefit of all stakeholders. Project Seagrass' work in protecting and restoring seagrass ecosystems has contributed to over 70 scientific publications, helping to advance global understanding of marine carbon solutions.

Seagrass meadows are essential to global ocean health. They absorb carbon up to 35 times faster than tropical forests, shelter marine life, filter pollutants, and support food security and livelihoods for millions of people. Yet in the UK, seagrass meadows have declined by more than 90% from historic levels.

With our funding, Project Seagrass will transplant

250 seagrass cores

from healthy meadows to regenerate the equivalent of 150 sqm of degraded ocean floor across the UK. We are also supporting monitoring of newly planted seagrass meadows and research into improved seagrass planting.



We are proud of the work we have done to identify and invest in a credible, impact-focused initiative like this. Our investment will help restore these vital yet underfunded ecosystems, with a ripple effect of positive impacts for climate, nature and people.”

Jaclyn Kaminski,
Chief Sustainability Officer



People & Society

By reimagining work for good, we aim to have a positive impact on the people and communities who interact with our business every day. With a growing network of locations across six continents, we enable companies and their teams to work wherever is most productive and convenient.

At International Workplace Group, we provide our people with the resources they need to thrive and succeed. Through collaboration, we support our local communities.



Our employees help millions of people have a great day at work, every day. **Attracting, developing and retaining a skilled and engaged workforce is critical to our success.** We aim to create a positive culture where our employees feel engaged, supported, and equipped to turn ideas into action. A focus on innovation ensures we can continue to flex our offerings and adapt to our customers' needs, while our shared values, collaboration and accountability are cornerstones of robust, ethical governance.

Our Corporate Social Responsibility (CSR) Strategy guides our People & Society ambitions. The **Employee Engagement** pillar focuses on how we support our people and boost wellbeing. **Ethical Governance** outlines the policies and practices we use to operate as a responsible business. We support wider change through our **Community Partnerships** and **Industry Impact**. Together, these four pillars underpin our commitment to social responsibility and create long-term value for both our business and wider society (read more about our approach to ethical governance on [page 27](#)).

Our focus on people extends beyond our employees and customers. In every community where we're present, we want to make a positive difference and drive industry change. Our workspaces offer people access to flexible and productive work in their area, supporting local economic prosperity.

We also empower our teams to fundraise and volunteer within their communities, encouraging them to share time, efforts and expertise with local charities close to their hearts.

Corporate Social Responsibility (CSR) Strategy



Community
Partnerships



Employee
Engagement



Ethical
Governance



Industry
Impact



Productive & healthy workplaces for all

We are growing our network of locations and services to help people work flexibly and offer businesses an unrivalled choice of convenient work environments.

In 2025,
we opened
752
new centres.



By enabling a world of hybrid and flexible working, we are helping millions of people access its benefits.

Over the past decade, organisations worldwide are placing more strategic importance on using buildings that offer recognised benefits for their workforce, such as employee productivity, engagement and satisfaction.¹

Since 2024, our subsidiaries The Instant Group and Incendium Consulting have partnered with the International WELL Building Institute to develop a people-first [building rating](#) specifically for coworking and flexible workspace operators promoting buildings that prioritise occupant health and wellbeing.



International Workplace Group offers flexibility to people globally. With workspaces of every size in suburbs, towns and cities, we work to make our solutions more accessible and convenient to meet businesses' needs.

Read more about the benefits of hybrid and flexible working on [page 7](#) and on our [website](#).



1. IWBI, Investing in Health Pays Back, 2024.



Employee engagement

Creating a positive working environment

Our global workforce in 2025



10,000+
employees



120+
countries

For more information on our employee data (including US workforce ethnicity breakdown, and gender breakdown across our operating countries, management and leadership roles) see our [2025 Annual Report](#), page 30.



3,500
new team members
onboarded



30% female
Board members'
70% male

1. The Board diversity statistics have been updated since the publication of our 2025 Annual Report to reflect the impact of ongoing Board succession activities related to the recent CEO transition. Our objective is to increase female Board representation in the near term.

Top 1% of UK employers

We were recognised as a Leading Employer in the UK in 2025, placing us in the top 1% of employers nationwide for the fourth consecutive year. This achievement reflects the strong culture, focus and dedication of our UK teams.



Everyone is welcome at International Workplace Group. We greatly value the different cultures, perspectives, skills and experiences each person brings to our business, and aim to create a workplace where all employees feel valued and included.

As part of the **Employee Engagement** pillar of our **CSR Strategy**, we foster a positive working environment built on shared values, collaboration and accountability to help us attract, develop and retain a skilled and engaged workforce.

These commitments are embedded through a set of core people-related policies (read more on [page 28](#)). Data, including employee turnover rates, underpin our ongoing monitoring of employee wellbeing, productivity and engagement. In 2025, voluntary employee turnover was 29.82%. This was primarily concentrated in ancillary and front-line roles where mobility within the labour market is typically higher.



Gender pay gap

We seek to provide fair and competitive remuneration, aligned with market practice and individual performance. Defined salary bands by role and level, supported by benchmarking and monthly review processes, enable fair, consistent and equitable remuneration outcomes across our workforce.

We conduct regular reviews of gender pay across our workforce, analysing average full-time equivalent (FTE) pay by role level and geography. At IWG we believe a 1-9% differential based on experience and qualifications is an acceptable pay band, allowing for equity and parity. We are actively working towards compliance with the EU Pay Transparency Directive, which considers each stage of the employment cycle from recruitment to overall total compensation. We also benchmark globally against other pay directives.

We continue to enhance our pay equity analysis, including expanding data coverage and monitoring trends over time, to support ongoing transparency and alignment with evolving reporting expectations.

Gender pay gap by level in 2025¹

The figures below show the median full-time equivalent salary by gender within each employment level, and the resulting percentage median pay gap² across International Workplace Group globally.

Level	Overall median salary (\$)	Male median salary (\$)	Female median salary (\$)	Median pay gap
Junior	32,152	32,152	32,147	0.02%
Manager	46,800	49,174	45,302	7.9%
Senior ³	127,219	130,007	117,969	9.3%

1. As of 31 December 2025. Data excludes franchises.

2. Calculated as (male median FTE salary – female median FTE salary) / male median FTE salary x 100.

3. The Senior level includes Directors, Executives and Leader roles. It does not include Board representatives.



Spaces, Seefeld, Zurich



A healthy and inclusive workplace

We believe supporting physical and mental health is essential to employee productivity and engagement. We encourage all employees to act safely through open lines of communication, training, monitoring and ensuring a safe and inclusive working environment. Our key initiatives include:

- Comprehensive benefits.**
 Designed to support employee wellbeing in and out of work. Depending on the region and role, benefits can cover flexible working arrangements, parental leave, counselling services, low-emissions commuting (e.g. bikes and electric cars), medical and life insurance, special leave for life events and access to coworking spaces worldwide.
- Health and wellbeing podcasts and webinars.**
 On demand and available to all employees. In 2025, we released 30+ podcasts on time management, sleep, the menopause and more. Our webinars are facilitated by our 10 learning & development specialists. Popular sessions, attracting 500+ participants, covered dealing with challenges and happiness at work.
- International Workplace Group Community Network.**
 Empowers our people to excel in their careers through mentorship, professional development and networking. In 2025, the Network's 900+ active members met regularly to explore topics such as parenting support and workplace allyship.

30+
Podcasts
released in
2025

900+
Active
network
members

Case study:

Updated Wellbeing Hub opens door to more health and wellbeing resources

Happy, healthy employees give our customers a great day at work. International Workplace Group's Wellbeing Hub enables our people to look after their wellbeing and that of their families, empowering them to be at their best in and out of work.

Relaunched at the start of 2026 as part of the International Workplace Group Academy, the Hub brings all wellbeing content together in one place, making it easier for employees to find what they need, when they need it. It also provides access to each country's wellbeing policies and acts as a gateway to our health and wellbeing podcasts and webinars.

We've updated existing content and added guidance on topics employees tell us are important, such as health management. The Hub covers the latest research and best practice on each topic, alongside practical suggestions to help employees nurture their physical, financial and mental health. Topics have specific links to critical external professional support, such as our Employee Assistance Programme for counselling and advice services, and country-specific services like on site medical staff.

Since the relaunch, use of the Wellbeing Hub has increased by 46%. In 2026, we want to continue utilising the Wellbeing Hub as a key resource for all our employees. We will also refine the coverage based on employee feedback to ensure support is focused on what matters most to our people globally.



The best support is timely and relevant. We are working with our employees to make sure they can access appropriate health and wellbeing resources when they need them and thrive in our dynamic environment.”

Francesca Peters,
Chief Talent Officer





Empowering our people to learn and grow

At International Workplace Group, we believe in empowering people to succeed. We offer accessible and engaging learning and development opportunities to help our employees build the foundations for a fulfilling and successful career journey.

There were over 4 million employee visits to our International Workplace Group Academy in 2025. The platform hosts more than 4,000 training resources and interactive courses, giving employees flexibility to learn at their own pace to advance their skills and careers.

In 2025, we introduced an AI sales training tool. Sales teams can access the tool in more than 10 languages and try out different customer scenarios and simulations, receiving immediate and personalised feedback. We also provided

training on health and wellbeing, compliance and IT security, and expanded our leadership development programme to support career progression and strengthen succession and retention across our business.

Our dedicated performance management processes align employee objectives with our strategic priorities and support ongoing feedback and development.

Raising internal sustainability awareness

Educating employees on sustainability enables everyone to play their part and is critical to how we do business. In 2025, we developed sustainability training for all employees to be rolled out during 2026. The programme will cover:

- **What we mean by sustainability, its importance and the part that all employees play in our ambitions.**
- **Our strategy, targets and community partnerships.**
- **How flexible working supports sustainability.**
- **Green building certification.**
- **Understanding greenhouse gas (GHG) emissions.**

In 2026, additional training for employees working in Procurement on the European Union Deforestation Regulation (EUDR) will focus on due diligence requirements, expectations for our suppliers, and the implications for supply chain governance and regulatory compliance.

2025 learning in numbers

42

training hours per employee on average through formal courses, on-the-job learning and digital platforms.

98%

of employees participated in training.

9,500

employees attended a live training event.

4 million

Academy views.

6,100+

completions of anti-bribery and anti-corruption training.



Listening to our employees

Our annual Global Employee Survey enables us to understand the strengths of our culture and opportunities to do better:

88%

of employees say they would recommend us as an employer (2024: 79%).

Employees rated us highly in terms of **work-life balance, training & development and team engagement.**



Spaces, Fitzrovia, London

Engaging with and listening to our stakeholders

International Workplace Group engages with a wide range of stakeholders across its operations and value chain. Stakeholder views and perspectives are relevant to the identification and management of business risks and opportunities, supporting informed decision-making and responsible business conduct. Our **Stakeholder Engagement Policy** sets out our process for identifying stakeholder groups, engaging in a transparent and proportionate manner and considering stakeholder input where relevant.

Everyone is entitled to a safe working environment where they are treated with fairness, dignity and respect. Our ethics and wellbeing policies provide a framework to uphold our people's rights, including freedom of association and equal opportunities, and we maintain an open and accountable culture. Our **Right-to-Speak and Grievance Statement** outlines the process for reporting ethical concerns.

Our employees and partners are encouraged to report any concerns of misconduct, and can do so anonymously, through our [ethics helpline](#), available in 14 languages. All employees receive training on the ethics helpline platform and reportable issues as part of their induction. This is refreshed annually alongside fraud training.

In 2025, we received 91 calls to our ethics helpline and other whistleblowing channels. Each report is treated with equal importance and has a dedicated investigating officer who verifies and addresses any issues.



Community partnerships

As part of our CSR Strategy, our incredibly motivated employees fundraise, volunteer and dedicate their expertise for local charities close to their hearts.

Together, we donated more than

\$1.8 million

to charities and non-profits in 2025.

2025 highlights

Caring for children

South Africa

Our centres provided over 800 boxes of toys, educational supplies, health items and clothes to underprivileged children across South Africa through a seasonal donation drive.



Financial and social welfare

Regus, Auckland, New Zealand

Our team donated more than 470 NZD to Mangere Budgeting Services Trust which provides financial mentoring, education and holistic support to over 13,000 people experiencing financial and social difficulties.



Action against homelessness

Spaces, Ireland

The team raised over €435 for Cork Simon Community which supports people into affordable, secure housing. It also manages their emergency services in a trauma-informed manner to provide greater security and dignity for beneficiaries.



Hunger relief

Loudoun Cluster, Northern Virginia

Working with Loudoun Hunger Relief, centre teams provided 170 kg of food, hygiene items, cleaning supplies, baby formula and diapers to families and individuals in need.



Community support

Regus and HQ, Curitiba, Brazil

The team from three centres in Curitiba, Brazil worked with Project Amar to donate more than 15 kg of clothing to more than 80 vulnerable families in Almirante Tamandaré.



Cost of living support

Regus, Cardiff

The centre team donated 49 kg of food to Cardiff Food Bank, supporting vulnerable individuals and families struggling with the rising cost of living.





Governance & Reporting

We are committed to transparent and responsible business practices, supported by robust ethical governance, clear policies and defined roles and responsibilities across our business. By embedding sustainability across our governance, risk and operational structures, we are building a more resilient business, better equipped to adapt, evolve and deliver long-term value.



Business conduct

Reimagining work for good starts with the decisions our people make every day.

We foster a sustainability-led mindset and expect all employees to comply with our **Code of Conduct** to further embed responsible practices throughout our business functions. This is reinforced by ongoing learning and development and regular updates to all employees about our policies, governance structures and organisational processes.

We keep open lines of communication with our stakeholders, maintaining an engagement register to ensure we take all views into account. This will remain critical as we continually strengthen our strategy and increase alignment with evolving frameworks such as IFRS S1 and S2, which focus on financially material sustainability and climate-related risks and opportunities. With over 6,000 centres¹ worldwide, understanding our climate and nature-related risks and opportunities is critical for business resilience and the health and safety of our people, customers, and communities (read more on [page 29](#)).

1. At the time of publication.

Sustainability governance

In 2025, we strengthened our sustainability governance, setting clear processes for decision-making, accountability and alignment with our wider strategic objectives.

Our Sustainability Committee, chaired by our Chief Sustainability Officer and attended by the heads of Legal, Procurement, Communications, Data, Compliance and Centre Operations, meets monthly and provides executive oversight and allocation of sustainability-related activities and accountabilities across the Group. Each head of department is partnered with a member of the Sustainability Team to support ongoing engagement, implementation, and accountability and delivery of KPIs across their respective business areas. All items brought to the committee are documented within the committee action log, including all decisions and risks that have been assessed.

The Committee reviews progress across all active and upcoming sustainability workstreams, including policy development, reporting requirements, regulatory preparedness, risk management and delivery against agreed priorities. While the Committee meets monthly, emerging risks and material developments are escalated more frequently where required.

Our Chief Sustainability Officer has a direct reporting line to our Chief Operating Officer.



Progress on our goals and risk exposures is discussed by the Senior Leadership Team and reported to the Chief Executive Officer on a monthly basis and to the Board at least quarterly. The Board and senior management play a central role in overseeing our sustainability agenda, including policy development, target-setting, regulatory preparedness, and the management of associated risks and opportunities. This oversight spans our Climate & Nature and People & Society pillars, alongside the Systems & Data and Governance & Reporting enablers that underpin successful delivery of our strategy.

The Board receives regular insights and updates on sustainability-related topics from the Chief Sustainability Officer as well as having a designated sustainability sponsor.

Alongside our enterprise risk management framework, we maintain a dedicated sustainability risk register. We are embedding controls and owners across our material topics to strengthen the identification, assessment and management of sustainability-related risks and opportunities.

Sustainability is not a short-term initiative for International Workplace Group, it is key to the long-term resilience of the business, as well as our ability to respond to evolving regulatory, investor and market expectations. As a publicly listed company, we recognise the importance of transparency and accountability. Reliable data, ratings and disclosures are key performance drivers, enabling us to demonstrate progress against our targets and inform decision-making.

IWG Board of Directors

Agrees sustainability objectives and strategy, reviews sustainability updates, risks, and material developments quarterly. We have a dedicated Non-Executive Director with oversight of sustainability.

Sustainability Committee

Chaired by our Chief Sustainability Officer with the heads of Legal, Procurement, Communications, Data, Compliance and Centre Operations, the Committee meets monthly to review sustainability progress, align priorities, oversee delivery of our commitments and targets, and align regulatory expectations across the business.

Sustainability Team

Led by our Chief Sustainability Officer, the team develops and delivers our Sustainability Strategy in close partnership with cross-functional stakeholders.

International Workplace Group policies¹

- **AI Usage Policy.** Provides employees with guidance on the responsible use of generative AI tools for business purposes, helping to safeguard data privacy, information security and regulatory compliance.
- **Board Diversity Policy.** Outlines our dedication to equality and diversity of thought at Board level.
- **Client Privacy Policy** and **Online Privacy Policy.** Share which data we may collect and why, alongside how we intend to use the information and users' rights to this data.
- **Employee Wellbeing Policy.** Describes our commitment to supporting the health, wellbeing, and engagement of our employees.
- **Environmental Policy.** Summarises our commitment to reducing emissions and using resources efficiently to deliver on our Climate & Nature related targets.
- **Equal Opportunities Statement, Fair Treatment Policy, Freedom of Association Statement, Human Rights Policy, and Modern Slavery Act Statement.** Confirm our longstanding commitment to upholding fair treatment and fundamental human rights for all.
- **Just Transition Commitment.** Aims to ensure people's rights are protected and none of our stakeholders are left behind in the global energy transition.
- **No Deforestation Policy.** Highlights our commitment to eliminate deforestation across our supply chain by avoiding products linked to forest destruction.
- **Right-to-Speak and Grievance Statement.** Details how we investigate reports of suspected misconduct received through our [ethics helpline](#) and internal concerns.
- **Statement of Commitment.** Outlines our principles, prevention mechanisms and penalties around corruption and bribery, for all our employees, suppliers and partners.
- **Stakeholder Engagement Policy.** Describes how we approach, monitor and evaluate meaningful stakeholder engagement.
- **Supplier Code of Conduct.** Shares our core principles and expectations of suppliers across environmental, social and governance topics.
- **Water Policy.** Outlines our water management approach, centred on efficiency, reducing consumption, ongoing monitoring and source evaluation.
- **Working Hours Statement.** Defines our approach to working hours and flexible working to ensure arrangements comply with applicable law and support fairness and wellbeing.

Our publicly available policies are accessible through our [website](#). Every year, we review and update all policies to align with leading voluntary disclosure frameworks and evolving regulations.

¹ This list of policies is not exhaustive.

Materiality assessment

In 2025, we conducted a double materiality assessment aligned with the EU Corporate Sustainability Reporting Directive (CSRD) approach, to help identify our sustainability priorities and prepare for expected CSRD reporting on FY2028 in 2029. We considered both how our activities impact the environment and society (impact materiality) and how sustainability-related risks and opportunities affect our financial performance, positioning and future prospects (financial materiality). This dual lens ensured that we captured both our external impacts and any sustainability factors that may influence financially material decisions.

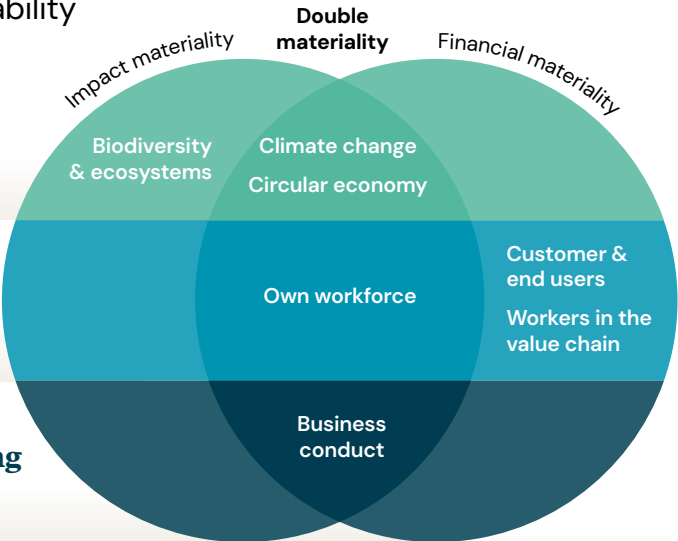
The structured, evidence-based process included mapping our value chain, identifying a list of potential sustainability topics aligned with the European Sustainability Reporting Standards and engaging with stakeholders across key functions in the business to evaluate each impact, risk and opportunity. This will ultimately help us to future-proof our business and ensure our preparedness for reporting requirements.

Our material sustainability topics

Climate & Nature

People & Society

Governance & Reporting



Principal risks & opportunities

Actions

Climate & Nature

Climate change: Mitigation, adaptation and energy

- Higher operational cost of increased heating and cooling demands and more regular building upgrades.

Stronger supply chain resulting from more stringent supplier requirements and increased due diligence.
- Transition Plan (read more on [page 12](#)).

Climate & Nature scenario analysis prioritising the biggest organisational and supply chain impacts (read more in our [2025 Annual Report](#) on page 38).¹

Circular economy: Waste

- Higher waste volumes as business expands.

Reduced cost of furniture and waste disposal and additional revenue from office asset reuse, refurbishment, donation or resale.
- Waste reduction is embedded in our Transition Plan (read more on [page 15](#)).

Sustainable Design Standard emphasises reuse and recycling for key fit-out materials (read more on [page 12](#)).

Biodiversity & ecosystems: Direct impact drivers of biodiversity loss

- Potential for deforestation, resource depletion and biodiversity loss from excessive or inappropriate sourcing of natural resources.

Stronger, more transparent supply chain resulting from responsible sourcing and increased controls for due diligence.
- Nature Strategy (read more on [page 15](#)).

No Deforestation commitment (read more on [page 15](#)).

Climate & Nature scenario analysis prioritising the biggest organisational and supply chain impacts (read more in our [2025 Annual Report](#) on page 38).¹

– Risk

+ Opportunity

1. We updated our scenario analysis in 2025 to incorporate both climate and nature, following the methodologies of the Taskforce for Climate-related Financial Disclosures and the Taskforce for Nature-related Financial Disclosures (TNFD) for non-financial organisations. It included assessment across three climate scenarios (16°C, 2.0°C, and 2.4°C above preindustrial levels by 2050) and three nature scenarios (TNFD’s “Ahead of the Game”, “Go Fast or Go Home”, and “Back of the List”), assessed over short- (2030), medium- (2040), and long-term (2050) time horizons.

Principal risks & opportunities	Actions
People & Society	
Own workforce: Equal treatment and opportunities for all and working conditions	
- Loss of employee, customer and investor trust from failure to maintain our inclusive culture. - Increased pay parity from use of structured salary banding. - Positive impacts on employee financial wellbeing and security from standardise approach inflation-related adjustments across regions.	People & Society Strategy, with focus on comprehensive benefits, annual appraisal, gender pay parity and inclusive culture (read more on page 19 and 22).
Workers in the value chain: Working conditions	
- Reputational damage if supplier health and safety standards fall short of our expectations. - Greater transparency and best practice across supply chain as a result of increased supplier engagement and due diligence controls across our supply chain.	Supplier Code of Conduct (read more on page 28).
Consumers & end users: Social inclusion and information-related impacts for consumers and/or end-users	
- Legal challenges, reputational damage and loss of stakeholder trust from failure to adequately protect customer data. - Greater worker flexibility and lower commuting emissions as our business expansion brings work closer to where customers live and work.	Client Privacy Policy and Human Rights Policy (read more on pages 28 and 32).
Risk Opportunity	

Principal risks & opportunities	Actions
Governance & Reporting	
Business conduct: Corporate culture, protection of whistleblowers, corruption & bribery and supplier relationships	
- Increased risk of bribery and corruption within the supply chain with expansion into developing markets. - Greater regulatory complexity and compliance burden and heightened risk of breaches as geographic reach grows. - More resilient supply chain and reduced costs with stronger supplier engagement, positioning our business as a preferred partner. - Enhanced reputation among talent and investors and more innovative culture as sustainability becomes embedded.	- Supplier Engagement Strategy launching in 2026 (read more on page 14). - Robust policy framework covering human rights, anti-bribery and business ethics (read more on page 28). - Regulatory horizon scanning, alerting our business to evolving regulatory requirements (read more on page 27).
Risk Opportunity	



Systems & Data

Robust systems and data support greater transparency and accountability, helping strengthen customer trust and position International Workplace Group as a preferred partner.

Reliable data enables evidence-based decision-making and supports comprehensive reporting in line with regulatory requirements and stakeholder expectations. These are all critical for our long-term success.



Spaces Amstel, Amsterdam

In 2025, we enhanced our data collection systems and methodologies in key areas to strengthen our climate disclosures. This included:

- **Data quality governance.**
Improved data collection, cleansing and processing of consumption data, enhancing the accuracy of our market-based and location-based calculations for direct emissions (Scope 1 and 2), as well as Upstream Leased Assets and Franchises (Scope 3, Category 8 and 14).
- **Reduced estimation.**
Increased collection of actual data, reducing the need for estimation to calculate water supply and water treatment emissions.
- **Emissions factor selection optimisation.**
Updated methodology for selecting the most current and appropriate emission factors, with improved apportionment of consumption across Scopes 1 and 2, and Upstream Leased Assets and Franchises (Scope 3, Category 8 and 14).
- **Sustainability platform.**
Produced a long-term data improvement strategy focused on platform optimisation, automation of data collection and development of reporting dashboards, enhancing data accuracy and strengthening our reporting ability in response to regulatory requirements and customer needs.

See [page 13](#) for our greenhouse gas emissions data.



Data privacy and information security

Our information security programme is overseen through annual independent audits and cyber insurance assessments. Our performance is reported quarterly to the Board and the Information Security Committee. It is aligned with International Organization for Standards (ISO) 27001 principles, the National Institute of Standards and Technology Cybersecurity Framework (Identify, Protect, Detect, Respond, Recover) and the UK Cyber Governance Code of Practice, covering cyber resilience, third-party risk and responsible AI agreements.

All employees complete annual cyber, privacy and AI awareness training, and are required to comply with our [AI Usage Policy](#), [Client Privacy Policy](#) and [Online Privacy Policy](#). Our privacy policies support compliance with the General Data Protection Regulation (GDPR), UK GDPR and equivalent global regulations, while customers and third parties are required to meet applicable data protection obligations.

Our 2025 achievements

Zero
Material data breaches

Zero
Significant cybersecurity incidents

All employees
Required to complete mandatory cybersecurity training

100%
Key IT vendors and managed service providers with ISO 27001 certification

100%
Critical suppliers covered by Data Protection Agreements





International Workplace Group remains at the forefront of the flexible workspace industry. Focusing on more sustainable solutions is of strategic importance and will help us create long-term value. Our mission to give everyone a great day at work is critical to attract and develop the right talent to support our continued business growth and to deliver exceptional service to our customers.”



Looking Ahead

A letter from our Non-Executive Director, Nina Henderson

Through collaboration with our customers, suppliers and industry peers, we are committed to achieving **Net Zero by 2040**, building more resilient ecosystems and delivering greater impact as we work to achieve our ambitious targets and goals. I'm proud of the achievements of International Workplace Group in 2025, including the publication of this Sustainability Report, the development of our **Sustainability and Corporate Social Responsibility Strategy**, our **Transition Plan** and target-setting exercise. Building on these foundations, I believe we are well-positioned to accelerate progress towards our goals in the years ahead.

In 2026, our focus will be on:

- Embedding our **Transition Plan** and progressing towards our near- and long-term emissions targets.
- Scaling our four Climate & Nature initiatives to deliver progress and set us up for success in achieving our targets.
- Developing our employee engagement and learning & development programmes, with a particular focus on sustainability.
- Refining our Wellbeing Hub based on employee feedback to ensure support is focused on what matters most to our people globally.
- Building more meaningful impact in local communities through charitable giving.
- Enhancing governance, controls and data to support high-quality disclosures, ensuring regulatory compliance and preparing for future regulatory requirements.
- Continuing to invest in high-integrity climate solutions and nature conservation projects.

In an ever-evolving regulatory and geopolitical landscape, our priority remains clear: to build a more resilient and responsible business that meets the needs of millions of workers, their employers, communities and our people. By aligning with industry expectations and benchmarks and advancing on our focus areas, we will further embed sustainability across International Workplace Group and **reimagine work for good**.

Nina Henderson

Non-Executive Director with oversight of employee engagement and sustainability

Our
**Net Zero
Target**

has been validated by
SBTi,¹ aligning our
decarbonisation with
the latest science.

1. Science Based Targets initiative (read more about our targets on [pages 9 and 12](#)).

Sustainability Report 2025

Reimagining work for good

Visit us at: [IWGplc.com](https://www.iwgplc.com)

IWG International
Workplace
Group

